

GUJARAT UNIVERSITY
K. S. SCHOOL OF BUSINESS MANAGEMENT
[Five Years' (Full-time) M.B.A. Integrated Degree Course]
Fifth Year M.B.A. (SEM-IX)
KS_M_H_51

Organizational Development and Change Management (HR Elective)

3 credit course

Objective – The objective of the course is to understand the importance of change in organizations and the dynamics related to change management. The study aims at building organizational development as a field of change that uses behavioral science knowledge to improve the functioning of organizations. Various intervention strategies included in the curriculum help students to use change strategies at individual, group and organizational level to improve organizational effectiveness and performance.

Module – I Introduction to OD [20%]

Organizational Development
Growth and Relevance of OD
History of OD

Values, Assumptions And Beliefs in OD

OD Values, Assumptions & Implications for dealing with individuals, groups & organizations

Foundations of Organization Development

Theories of planned change
System Theory – Open Systems Model
Participation, Empowerment, Teamwork
Parallel Learning structures

Module – II Issues in Consultant – Client Relationship [20%]

The OD Practitioner
Competencies required for an OD Consultant
Internal v/s External Consultants
Ethical Standards in OD
Entry & Contracting
Developing a Contract

Power, Politics and OD

Meaning & Classification of Power
Organization Politics
Political Implications of Power
Planned Change, Power & Politics
Theories about Power and Politics

An Overview of OD Interventions

Classifying OD Interventions

Module – III Managing the OD Process [20%]

Diagnosis for Organizations

Diagnostic Models

Action Component

The Program Management Component

Action Research

Action Research – A Process and an approach

Module – IV Team Interventions [20%]

Team & Work Groups

Team – Building Interventions

The formal Group Diagnostic Meeting

The formal Group Team – Building Meeting

Process Consultation Interventions

Gestalt approach to team building

Techniques in Team – Building

Intergroup & Third Party Peace Making Interventions

Intergroup Team - Building Interventions

Third Party Peacemaking Interventions

Organization Mirror Interventions

Training Experiences

T Groups

Behavioral Modeling

Life & Career Planning

Coaching & Mentoring

Instrumented training

Module – V Comprehensive OD Interventions [20%]

Search Conferences & Future Search Conferences

Beckhard's Confrontation Meeting

Strategic Management Activities

Real time strategic change

Stream Analysis

Survey Feedback

Grid Organizational development

Schein's scale change

Trans Organizational Development

Structural Interventions

Socio-technical Systems

Self-managed teams
Work Redesign
MBO and Appraisal
OWL Projects
Parallel Learning Structures
Physical Settings And OD
Total Quality Management
The Self Design Strategy
Transformational change

No of lectures in semester: Approximately 40 to 45 hours

Assignments: Minimum 3 Assignments

Evaluation Pattern:

Continuous Evaluation	30%
Mid-Sem. Exam	20%
End-Sem. Exams	50%

Reference Books:

- Wendell L. French and Cecil H. Bell, Jr.; "Organization Development, Behavioral Science Interventions for organization Improvement" Prentice Hall of India Pvt. Ltd
- Cummings and Worley, "Organization Development and Change" Thomson South-Western
- Edgar H. Schein, "Organizational Psychology", Prentice Hall of India Pvt.
- Edgar H. Schein "Organizational culture and Leadership" (San Francisco: Jossey Bass,).
- Richard Beckhard, "Organizational Development": Strategies and Models" Addison-Wesley Publishing Co.