

## **MB304.3: Organizational Development**

### **Course Objectives:**

- To provide students with core concepts and skills necessary for managing and leading change inside organizations
- To equip students with skills necessary for managing and leading change.
- To provide students with knowledge for providing consulting services to organizations and teams.

### **Unit-I: General Introduction to OD:**

Overview of the Field of OD, Definitions of OD -A Short History of OD and its Evolution, Growth and Relevance of OD, Characteristics of OD-Values, Assumptions, and Beliefs in OD.

### **Unit-II: Foundations of OD:**

Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke Litwin Model (c) General Model of Planned Change-Systems Theory, Participation and Empowerment, Teams and Team Work, Parallel Learning Structures. A 'Normative-Reductive' Strategy of Changing, Applied Behavioral Science, Action Research as a Process and as an Approach.

### **Unit-III: Managing the OD Process:**

Diagnosis, - The Six-Box Model-The Action Component-OD Interventions and their Nature. An Overview of Classification of OD Interventions- Planning, Choosing, and Implementing of an Intervention Strategy. Evaluating and Institutionalizing OD Interventions, The Program Management Component, Conditions for Optimal Success of OD, Issues in Consultant Client Relationship.

### **Unit-IV: Human Process Interventions:**

Human Process Approaches: T-Groups-Process-Consultation, Third Party Intervention, Team Interventions, Techniques and Exercises used in Team Interventions: Role Analysis Technique, Role Negotiation Technique, Responsibility Charting, Force Field Analysis, Broad Team Building Interventions. Organizational Process Approaches: Organization Confrontation-Inter-Group Relations Interventions-Grid OD.

### **Unit-V: Techno-Structural and Strategic Interventions:**

Techno-Structural Interventions: Structural Design (i) Restructuring Organization, Downsizing, Reengineering (ii) Employee Involvement: Quality Circles, Total Quality Management (iii) Work Design: Engineering Approach, System Approach. Strategic Interventions: Organizational Transformation and its Characteristics, Culture Change,

Self Designing Organizations, Organizational Learning.

**Suggested Books:**

1. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", 2007, Thomson, 8th Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
3. Wen dell French, Cicil, H.Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
4. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
5. Reider Dale, "Organization & Development Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.

**Course Outcomes :**

- Examine systematically the dynamics of entry, diagnosis, planning, intervention, and sustainability that occur during organization change efforts
- Develop and enhance conceptual and behavioral skills to implement system-wide organization change efforts
- Explore and clarify their assumptions, beliefs, and values about organizations and the nature of the change process
- Enhance self-awareness and understanding of group process in order to heighten consultation skills and to perform roles more effectively