

## Organizational Development & Change Management

<b>Course Code</b>	21BA4T6HB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (HR)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Analyze</b> the relevance of a range of change management approaches and models to a variety of situations where appropriate.	<b>L4</b>
<b>CO2</b>	<b>Apply</b> a range of skills relevant to the change management process.	<b>L3</b>
<b>CO3</b>	<b>Prepare</b> diagnostic tools and models to explore underlying organizational and behavioural issues that may affect the change process.	<b>L3</b>
<b>CO4</b>	<b>Analyze</b> of the role of teams and their applicability in organizational settings.	<b>L4</b>
<b>CO5</b>	<b>Analyze</b> the Concepts Of team building, types of teams and team development process.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	-	-	3	-	-	3	-	-	-	-	3	3
<b>CO2</b>	3	-	-	3	-	-	3	-	-	-	-	3	3
<b>CO3</b>	3	-	-	3	-	-	3	-	-	-	-	3	3
<b>CO4</b>	3	-	-	3	-	-	3	-	-	-	-	3	3
<b>CO5</b>	3	-	-	3	-	-	3	-	-	-	-	3	3

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Basics of Change Management:</b> Introduction to organizational Development: Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.	<b>CO1 CO2</b>
<b>II</b>	<b>Mapping Change and Systems Approach to Change:</b> The role of diagramming in system investigation – A review of basic flow diagramming techniques – Systems relationships – Systems diagramming and mapping; Systems autonomy and behaviour – The intervention strategy model – Total project management model (TPMM); Learning organization: The relevance of a learning organization – Strategies to build a learning organization.	<b>CO1 CO2 CO4</b>
<b>III</b>	<b>Organisation Development (OD):</b> Meaning - Nature and scope of OD - Dynamics of planned change – Person-Focussed and Role focussed OD interventions –Planning OD Strategy – OD interventions in Indian Organisations – Challenges to OD practioners.	<b>CO3 CO2</b>

<b>IV</b>	<b>Negotiated Change:</b> Change in the labour - Management relations in the post-liberalized India – A review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining- Negotiated flexibility- Productivity bargaining- improved work relations- Public sector bargaining and social security.	<b>CO4</b> <b>CO5</b>
<b>V</b>	<b>Team Building:</b> Nature and Importance of Teams – Team vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Role of managers as Linking Pin Streams- Building skills— Self managing teams – Building Team Relationships – Empowered Teams – Leadership on teams – Managing cross – Cultural diversity in teams – Group think as a decision-making process – Role of Change Consultant.	<b>CO5</b> <b>CO3</b>

**Case Study Compulsory.** Relevant cases have to be discussed in each unit.

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Nilanjan Sengupta (2009), “Managing Changing Organisations”, PHI Learning, New Delhi.</li> <li>2. Radha R Sharma (2008), “Change Management”, Tata McGraw Hills, New Delhi.</li> <li>3. Robert A Paton (2008), “Change Management”, Sage Publications, New Delhi.</li> <li>4. Mark Hughes, “Change Management in Organisations”, Jaico Publishing House, New Delhi.</li> <li>5. Adrian Thornhill (2008), “Managing Change”, Pearson Education, New Delhi.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Cummings and Worley (2009), “Organisational Development and Change”, Cengage Learning, New Delhi.</li> <li>2. Kavitha Singh, “Organisation Change and Development”, Excel Books, New Delhi.</li> <li>3. Venkataratnam C.S (2003), “Negotiated Change –Collective Bargaining”, Liberalisation and Restructuring in India, Response Books, New Delhi.</li> <li>4. Sarah Lewis (2010), “Appreciative Inquiry for Change Management”, Kogan Page Publication, New Delhi.</li> <li>5. Sethi and William R King (2003), “Organisational Transformation through Business Process Reengineering”, Pearson Education, New Delhi.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/110/101/110101146/">https://nptel.ac.in/courses/110/101/110101146/</a></li> </ol>	