

**Name of Institute: IIMS**

**Name of Faculty: Dr. Dipti Sethi**

**Course code:**

**Course name:** Organizational Development and Change Management

Pre-requisites:

Credit points: 3

Offered Semester: III

### **Course Lecturer (weeks 01 - 15)**

Full name: Dr. Dipti Sethi

Department with siting location: IIMS, Bhanwar bldg, 4<sup>th</sup> floor

Telephone:

Email: diptisethi.mba

Consultation times:

Students will be contacted throughout the Session via Mail with important information relating to this Course.

### **Course Objectives**

By participating in and understanding all facets of this Course a student will:

To understand the context of change and organizational development

- To understand organizational and individual processes
- To understand the individual processes

- To develop ability to design interventions
- To develop the ability to evaluate the impact of the interventions
- To understand the issues and concerns involved in organizational development interventions.

### **Course Outcomes (CO)**

Recognize an improvement in your ability to synthesize, articulate, and disseminate

information and knowledge concerning organizational change to others through dialogue and

critique.

- Explain organizational change processes from multiple role perspectives
- To learn approaches and strategies for managing organizational change
- Describe and explain the steps involved to effectively manage organizational change in a variety of contexts and settings.
- Distinguish between different types and terminologies of organizational change.

### **Course Outline**

(Key in topics to be dealt)

#### **UNIT-I**

Management of Organizational Change

Introduction to Change management; Anticipating Change; Nature of the Planned Change;

Organizational Renewal : the challenge of change; challenging the culture

Field of OD; Definitions of OD; History of OD: Values, Assumptions and beliefs of OD

## **UNIT-II**

Understanding the Organization Development Process

Role and style of OD practitioner; Entering and Contracting; The Diagnostic Process;

Overcoming the resistance of Change; Diagnosing Groups and Jobs; Collecting and analyzing

the Diagnostic information; Feeding back Diagnostic information; Designing Interventions;

Leading and Managing Change ; Evaluating and institutionalizing the OD interventions

## **UNIT-III**

Developing Excellence in Individual and high Performance in Team

Human Process Interventions; Techno structural interventions; Human Resource Management

interventions; Strategic Change Interventions

Team Development Interventions; Intergroup Development Interventions; Goal setting for

effective organization; Work team Development

## **UNIT-IV**

Developing Successful Organization

High performing Systems and the learning organization; Power Politics in OD ; Reengineering

;Third Wave Organization; System-4 Management; Organizational Transformations and

Strategic Change ; The Challenge and Future of OD

## UNIT-V

Special Application of Organizational Development

Organizational Development in Global settings; Organizational Development in Non-industrial

settings: Health Care, Family Business, School Systems and the Public Sector

### Method of delivery

(Face to face lectures, self study material, Active Learning Techniques)

### Study time

(How many hours per week including class attendance)

### CO-PO Mapping (PO: Program Outcomes)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO 1</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>CO 2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO 3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>CO 4</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>
<b>CO 5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### Blooms Taxonomy and Knowledge retention (For reference)

(Blooms taxonomy has been given for reference)

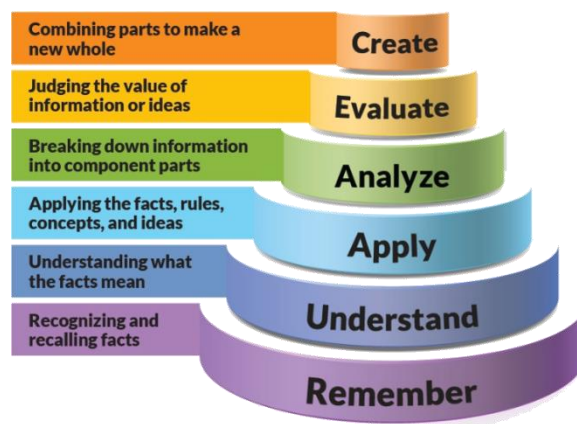


Figure 1: Blooms Taxonomy

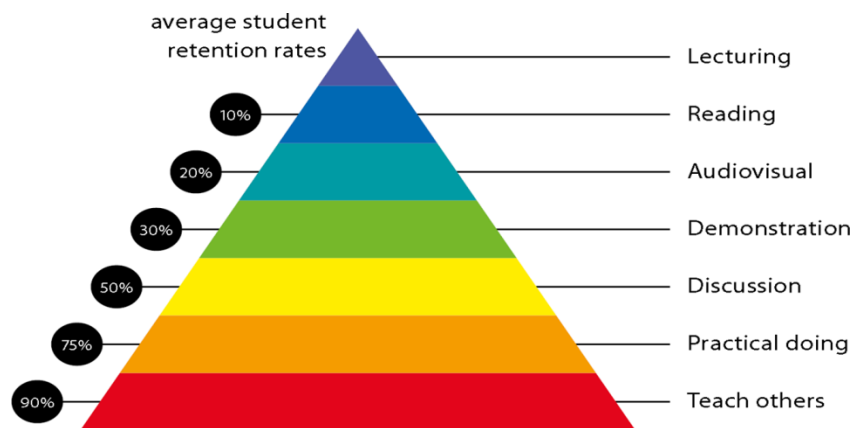


Figure 2: Knowledge retention

### Graduate Qualities and Capabilities covered

(Qualities graduates harness crediting this Course)

General Graduate Qualities	Specific Department of _____ Graduate Capabilities
<p><b>Informed</b></p> <p>Have a sound knowledge of an area of study or profession and understand its current issues, locally and internationally. Know how to apply this knowledge. Understand how an area of study has developed and how it relates to other areas.</p>	<p><b>1 Professional knowledge, grounding &amp; awareness</b></p>
<p><b>Independent learners</b></p> <p>Engage with new ideas and ways of thinking and critically analyze issues. Seek to extend knowledge through ongoing research, enquiry and reflection. Find and evaluate information, using a variety of sources and technologies. Acknowledge the work and ideas of others.</p>	<p><b>2 Information literacy, gathering &amp; processing</b></p>
<p><b>Problem solvers</b></p> <p>Take on challenges and opportunities. Apply creative, logical and critical thinking skills to respond effectively. Make and implement decisions. Be flexible, thorough, innovative and aim for high standards.</p>	<p><b>4 Problem solving skills</b></p>
<p><b>Effective communicators</b></p> <p>Articulate ideas and convey them effectively using a range of media. Work collaboratively and engage with people in different settings. Recognize how culture can shape communication.</p>	<p><b>5 Written communication</b></p>
	<p><b>6 Oral communication</b></p>
	<p><b>7 Teamwork</b></p>
<p><b>Responsible</b></p> <p>Understand how decisions can affect others and make ethically informed choices. Appreciate and respect diversity. Act with integrity as part of local, national, global and professional communities.</p>	<p><b>10 Sustainability, societal &amp; environmental impact</b></p>

### Practical work:

(Mention what practical work this Course involves)

### Lecture/tutorial times

(Give lecture times in the format below)

**Example:**

Lecture

Tuesday      10.00– 11.00 am      PG Room

Wed.      1.20 - 2.10 pm      PG Room

### Attendance Requirements

The University norms states that it is the responsibility of students to attend all lectures, tutorials, seminars and practical work as stipulated in the Course outline. Minimum attendance requirement as per university norms is compulsory for being eligible for mid and end semester examinations.

### Details of referencing system to be used in written work

### Text books

1. Cummings & Worley, Organizational Development and Change, Cenage Learning
2. Donald R. Brown & Donald Harvey, An Experiential Approach to Organization Development,  
Pearson Education , New Delhi

## Additional Materials

1. V.G.Kondalkar, Organization Effectiveness and Change management--PHI  
Publication

2. French W and Bell C., Adapted by Vohra, Organization Development (latest Low  
price

ADAPTED Indian edition) Pearson Education, New Delhi

3. Edited by S Ramanarain, T.V. Rao, Kuldeep Singh O.D Interventions and  
Strategies,

Response books, Sage Publications.

4. S.K. Bhatia, Managing Change and Organization Development, Deep and Deep  
Publications, New Delhi.



## ASSESSMENT GUIDELINES

Your final course mark will be calculated from the following:

Example:		
Assignment I + Group presentations	5%+5% (week 4)	Objective (1-3)
Assignment II Attendance		
	5% +5% (week 8)	Objective (1-4)
Mid semester	40% (due week 10)	Objectives (2-5)
Final exam ( <i>closed book</i> )	40%	Objectives (1-5)

## SUPPLEMENTARY ASSESSMENT

Students who receive an overall mark less than 40% in mid semester or end semester will be considered for supplementary assessment in the respective components (i.e mid semester or end semester) of semester concerned. Students must make themselves available during the supplementary examination period to take up the respective components (mid semester or end semester) and need to obtain the required minimum 40% marks to clear the concerned components.

### Practical Work Report/Laboratory Report:

A report on the practical work is due the subsequent week after completion of the class by each group.

### Late Work

Late assignments will not be accepted without supporting documentation. Late submission of the reports will result in a deduction of -% of the maximum mark per calendar day

### Format

All assignments must be presented in a neat, legible format with all information sources correctly referenced. **Assignment material handed in throughout the session that is not neat and legible will not be marked and will be returned to the student.**

## Retention of Written Work

Written assessment work will be retained by the Course coordinator/lecturer for two weeks after marking to be collected by the students.

## University and Faculty Policies

Students should make themselves aware of the University and/or Faculty Policies regarding plagiarism, special consideration, supplementary examinations and other educational issues and student matters.

**Plagiarism** - Plagiarism is not acceptable and may result in the imposition of severe penalties. Plagiarism is the use of another person's work, or idea, as if it is his or her own - if you have any doubts at all on what constitutes plagiarism, please consult your Course coordinator or lecturer. Plagiarism will be penalized severely.

***Do not copy the work of other students.***

***Do not share your work with other students (except where required for a group activity or assessment)***

## Course schedule (subject to change)

(Mention quiz, assignment submission, breaks etc as well in the table under the Teaching Learning Activity Column)

Week #	Topic & contents	CO Addressed	Teaching Learning Activity (TLA)
Weeks 1	1. Introduction to Change management. 2. Organizational Renewal : the challenge of change; 3. Anticipating Change; Nature of the Planned Change;	CO 1	
Weeks 2	Organizational Renewal : the challenge of change; Complex task of change in the organizational culture.	CO 1	
Week 3	Challenging task of Change in the culture of orgns : Values / Practices / Behaviours	CO 2	Case-Discussion
Week 4	Field of OD; Definitions of OD; History of OD	CO 2	Ppt-- Lecture
Week 5	Role and style of OD practitioner; Comprehensive Model for Diagnosing Organizational Systems	CO 2	Case- - - Discussion

Week 6	<ol style="list-style-type: none"> <li>1. Overcoming the resistance to Change;</li> <li>2. Diagnosing Groups and Jobs;</li> <li>3. Collecting and analyzing data of processes</li> </ol>	<i>CO 2</i>	<i>PPT + Discussions</i>
Week 7	<ol style="list-style-type: none"> <li>1. Evaluating and institutionalizing the OD interventions</li> <li>2. Developing Excellence in Individual and high Performance in Teams :</li> </ol>	<i>CO 3</i>	Case Analysis + Discussion
Week 8	<ol style="list-style-type: none"> <li>1. Human Process Interventions;</li> <li>2. Techno structural interventions;</li> <li>3. HRM interventions;</li> <li>4. Strategic Change Interventions</li> <li>5. Team Development Interventions;</li> <li>6. Inter-group Development Interventions;</li> </ol>	<i>CO 3</i>	Group Presentations & Discussions
Week 9	<ol style="list-style-type: none"> <li>7. Goal setting for effective organization &amp; Work team Development</li> </ol>	<i>CO 4</i>	<i>PPT + Discussion</i>

		8. Developing Successful Organization 9. High performing Systems and the learning organization		
	Week 10	1. Power Politics in OD ; 2. Re-engineering & Third Wave Organization; 3. Third Wave Organization;	CO 4	Lecture +ppt & Interactive learning points
	Week 11	MID SEM EXAM		
	Week 12	1. Special Application of Organizational Development 2. O D in Global settings; 3. O D in Non-industrial settings: Health Care, Family Business, School Systems and the Public Sector	CO 5	Group Discussions
	Week 13	High Performing Systems & Learning in organizations	CO 5	Ppt+ case Analysis
	Week 14	1. System-4 Management; Organizational 2. Transformations and Strategic Change ; 3. The Challenge and Future of OD	CO 5	PPT + Interactive discussions

	Week 15	Learnings & Reflections of the course	CO 5	Feedback session

