

Branch Name:	MANAGEMENT (Human Resource Management)
Program Code:	MS301
Course Name:	Organizational Development
Course Code:	2MS3010572T
Pre-requisite Course:	Basic Understanding of Functional Areas of Management, Contribution of different organizational management levels. Structures of Organizations and Types of Organizations.

Course Objectives and Outline:

This course is designed to provide students with different perspectives on Organization Development at the individual, group, and organizational levels of analysis. Students should gain the ability to implement intervention effectively to bring major change in a way that gains support of organization members.

1. Understand the basic theories upon which the field of OD is based,
2. Have developed an understanding of the challenges of leading a planned change initiative and methods to increase the likelihood of success,
3. Have developed a working knowledge of all aspects of the OD intervention process including entering and contracting, data collection and diagnosis, intervention methodologies, implementation, and sustaining change,
4. understand the unique challenges of attempting an organization transformation
5. understand the roles that consultants, internal or external, can play in the OD process.

Teaching and Examination Scheme:

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
Lecture (L)	Tutorial (T)	Practical (P)	Credit	Theory (Marks)		Practical (Marks)		Total (Marks)
				University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	
4	-	-	4	60	40	-	-	100

Subject Contents:

Module No.	Contents	Total Hours	Weight
1	Introduction to organizational Development: Definition, Concept and Process, history and evolution, Growth & relevance, Assumptions and values underlying organization development (OD). Foundations of Organization Development Emergence of OD as an applied behavioral Science	10	20%
2	Organizational Diagnosis: Typology of Organizations, Techniques of Organizational Diagnosis: Questionnaires, Interviews, Workshops, Task-Forces and other methods, Action Research Change Agents: Role Skills and Styles of Change Agents Relation with the Client system	10	20%

3	Organizational Change, Renewal and Development: Planned change. Organizational Growth and its implication for change. Kurt Lewin's Model of change: Force Field Analysis Change Cycles: Power and Participative Types Organizational Renewal and Re-energizing Role of creativity And innovation Institution Building	10	20%
4	OD Interventions: Structural Interventions: Work Redesign, Work Modules Quality of Work Life (QWL), Management by Objectives (MBO), Quality Circles (QC), Behavioral Interventions: Sensitivity Training, Transactional Analysis. Career Planning. Inter-growth Interventions: Team Building, Survey Feedback. Grid OD, Participation of Top Management in OD	10	20%
5	OD for Future: Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD.	08	20%

Text Books

1. Organization Development, by French, W.L. and Bell, C. H. Prentice-Hall, New Delhi
2. An Experimental Approach to Organization Development by Harvey, D. F. and Brown, D. R., Prentice-Hall

Reference Book

1. Behavioral Processes in Organizations by Pareek U., Rao, T.V. and Pestonjee, D.M, Oxford and IBH., New Delhi

Journals/Magazines

- Journal of Management Development, Emerald insight
- Human Resource Management journal by Wiley
- Industrial and Commercial Training journal Emerald insight
- The Human Resource Management Review (HRMR) by Els

Course Learning Outcomes (CLO): On completion of this course, the students will be able to:

CLO	Description	Bloom's Taxonomy Level
CLO1	Gaining knowledge about the organizational development process.	1. Remember
CLO2	How to change and develop organizations.	3 Apply, 4 Analyze
CLO3	A better understanding of the change management model.	3 Apply, 4 Analyze
CLO4	Skills needed to develop an action plan for the development process.	2. Understand 6 Create
CL05	A better understanding of change resistance and how to handle it.	3 Apply, 4 Analyze 5 Evaluate

Mapping of CLOs with Pos & PSOs

Course Learning Outcomes	Program Outcomes (POs)								Program Specific Outcomes (PSOs)	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CLO1	H	M		L	L	M	L	H	M	
CLO2	H	H	L	H		M				
CLO3	H	L	H			L		L		M
CLO4	H	H		H					H	
CLO5			H			H	M	H		

H: High, M: Medium, L: Low
