

## Human Resource Management (Elective VIII)

### Course Title: Organizational Development & Change Management

Course Code	: 17BA4T6HB	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	Contact Periods	: 3
Year/Semester	: II year/II semester	Tutorial Periods	: 2

---

#### Course Objectives

This course seeks:

1. To define various terms relating to organizational development & change.
2. To understand the dynamics and appreciate the difficulties of change as applied to organizational culture and human behavior.
3. To analyze/diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions.
4. To accelerates process of team roles and forming of a shared vision.

#### Course Outcomes

On completion of this course you will be able to:

1. Explain the relevance of a range of change management approaches and models to a variety of situations where appropriate.
2. Identify and apply a range of skills relevant to the change management process.
3. Make use of diagnostic tools and models to explore underlying organizational and behavioural issues that may affect the change process.
4. Demonstrate a clear understanding of the role of teams and their applicability in organizational settings.

**Unit 1- Basics of Change Management:** 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.

**Unit 2- Mapping Change and Systems Approach to Change:** 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.

**Unit 3- Organisation Development (OD):** 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.

**Unit 4- Negotiated Change:** Change in the labor-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.

**Unit 5- Team Building:** 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- High performance teams – 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.

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

### **References Books**

1. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
2. Radha R Sharma: Change Management, TMH, New Delhi, 2008
3. Robert A Paton: Change Management, Sage Publications, New Delhi, 2008.
4. Mark Hughes, “Change Management in Organisations”, Jaico Publishing House, New Delhi, 2008.
5. Adrian Thornhill, “Managing Change”, Pearson Education, New Delhi, 2008.
6. Cummings and Worley, “Organisational Development and Change”, Cengage Learning, New Delhi, 2009.
7. Kavitha Singh, “Organisation Change and Development”, Excel Books, New Delhi.
8. Venkataratnam C.S, “Negotiated Change –Collective Bargaining”, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
9. Sarah Lewis, “Appreciative Inquiry for Change Management”, Kogan Page Publication, New Delhi, 2010
10. Sethi, “Organisational Transformation through Business Process Reengineering”, Pearson Education.