

COURSE: ORGANIZATION CHANGE AND DEVELOPMENT

PGDM 2011-13

TERM V

FACULTY: PROF. SNIGDHA PATTNAIK

COURSE OVERVIEW:

Organizations eternally try to stay ahead of the change curve. This has become a continuous process because of the fast pace of change in organizations, technology and the environment. In the current scenario, the development of self-reflective, self-analytic, and self-corrective capability in the organizations becomes imperative. Organization Change & Development (OC&D) is a process of planned change. It epitomizes planned and deliberate interventions in organizations to improve their current state. The spiral of Organization Development (OD) initiates organizations into a cycle of diagnosis, problem solving and active learning. The participative and collaborative approach of OD empowers organizational members in managing the formidable task of implementing change vis-à-vis the dynamic environment in which they operate. Thus OD is a journey of self renewal which propels organizations on the path of enhanced performance and effectiveness.

COURSE OBJECTIVES:

- to understand the concept, paradigms and practices of OD
- to understand and apply the principles of managing change
- to understand the processes involved in carrying out an OD change initiative
- to acquire skills required to carry out OD effectively and efficiently
- to understand the role of an OD practitioner and that of a change agent

COURSE PLAN:

SESSION	TOPIC	READING
1	Overview of Organization Change and Development (OC&D)	<i>Hammel & Prahalad: Competing for the future</i>
2	OD – Concepts, Foundations, Values and Principles	Cummings & Worley – Ch. 1
3 & 4	Change Management: Paradigms and Practices	Cummings & Worley – Ch. 2
5	Changing face of Organization Culture	<i>Edgar Schein: Taking organization culture seriously</i>
6 & 7	Consultant Models, Competencies and Values	<i>Rothwell & Sullivan: Competencies of OD practitioners</i> <i>Tannenbaum & Eisen: The personhood of the consultant: The OD practitioner as human being</i>
8 & 9	Organization Scanning and Diagnosis	Cummings & Worley – Chs. 5 – 8
10	Overview of OD Interventions: Typology, Process, Methods and Tools	Cummings & Worley – Ch. 9 French & Bell: Ch. 7

MID TERM EXAMS		
11 & 12	Human Process Interventions	Cummings & Worley – Chs. 12 & 13
13	Human Resource Management Interventions	Cummings & Worley – Chs. 17, 18, 19
14	Techno-structural Interventions	Cummings & Worley – Chs. 14, 15, 16
15	Strategic Change Interventions	Cummings & Worley – Chs. 20, 21, 22
16	Learning Organizations	<i>Garvin, Edmonton & Gino: Is yours a learning organization</i> <i>Levitt & James: Organizational Learning</i>
17	Evaluating and Institutionalizing OD Interventions	Cummings & Worley – Ch. 11
18	Key Considerations and Issues in OD	Cummings & Worley – Ch. 4 French & Bell: Chs. 5 & 13
19	Global OD	Cummings & Worley – Chs. 23 & 25
20	Future Paradigms and Challenges in OD	Cummings & Worley – Chs. 23 & 25

(the session plan is tentative and may change as the course progresses)

PEDAGOGY:

The course objectives will be achieved by using a combination of lectures, class discussions, case analysis, class presentations, and experiential activities. Focus will be on using interactive and participative methods of learning rather than using only lectures.

COURSE TEXTBOOK:

Cummings, Thomas G. & Worley, Christopher G., (9th edn), *Theory of Organization Development and Change*, Cengage Learning.

ADDITIONAL REFERENCE BOOKS:

French, W.I. & Bell, C.H. (6th edition), *Organization Development*. New Delhi: Pearson Education.
 Ramnarayan, S. & Rao, T.V. (2nd edition), *Organization Development*. New Delhi, Sage Response.
 Other articles, book chapters, etc. will be provided as additional reading from time to time.

EVALUATION

End Term Exam	40%
Quizzes (2X10%)	20%
Assignments/Presentations	20%
Project work	20%

QUIZZES & ASSIGNMENTS

1. Quizzes: Quizzes may be announced or unannounced. Two quizzes will be held during the term. Each will carry 10% weightage.
2. Assignments: All assignments will be done in the groups that will be formed in the class.
 - a. Class assignments – Several short assignments/ presentations/ group work will be done during the course. These will be announced either during the class or in the previous class and will involve either in-class group work or take-home work.
 - b. Project work – This will be a project that the group will undertake in an actual organization. It will be spread throughout the term and will involve application of the concepts that are being discussed in the class. A detailed note on the assignment will be put up on the course page on AIS, once the course begins.

ACADEMIC DISHONESTY:

Please note that students involved in academic dishonesty will receive a ZERO grade on the particular component in which the infraction occurred.

Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, assignments, examinations, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated for another course without prior clearance by the instructor of both courses; submission of work generated by another person; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credits.

CLASS POLICIES AND EXPECTATIONS

Here are some general expectations we have from you in this course:

- It is essential that all students actively contribute to the course objectives through their experiences and working knowledge.
- All cases must be read prior to class.
- Assignments must be completed according to the schedule and to an adequate standard to obtain a passing grade.

NOTE: The faculty reserves the right to alter any of the above. All change/s will be announced in class, via e-mail or will be updated on the course homepage.

OTHER DETAILS

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