

AMRITA SCHOOL OF BUSINESS

COIMBATORE

ORGANIZATION CHANGE DEVELOPMENT

Faculty: Dr. R.Rani Geetha Priyadarshini

Scope and Objectives of the Course

Organization Development is both a professional field of social action and an area of scientific inquiry. The practice of Organization Development covers a wide spectrum of activities, with seemingly endless variations upon them. Organization Development applies to the strategy, structure and processes of an entire system of an organization. It is based on behavioral science knowledge and practice, including micro concepts such as group dynamics and work dynamics and macro approaches such as strategy, organization design and international relations and is oriented to improving organizational effectiveness. Organization Development is more an adaptive process for planning and implementing change than a blue print of how things should be done. The main objectives of the course therefore may be stated as: (i) Help participants understand and manage change (ii) enhance participants' ability to manage the culture of the organization in such a way that the goals and purposes of the organization are attained at the same time that human values of the organization are furthered and (iii) energize participants' skills in the pursuit of their own self-interests in making the organization more successful and making their quality of work life more satisfying.

Methodology

As Organization Development requires a strong combination of theory, concepts and practical applications, the participants are provided a strong theoretical foothold, applications to show how Organization Development is understood in actual organizations, analytical cases and a practical project to understand the change strategies by an organization. Thus the course adopts the following methods in the course:

- Real Life cases to improve the analytical perspective of individuals and understand the intricacies of the subject taught.

- Group discussions, exercises and games for the experience of small group interaction.
- Case discussions and student presentations for the experience of the interaction with a large group in a formal setting
- An experiential field work to experience the dynamics of an organization and strategies followed by the same.

Evaluation

Evaluation	Marks
Mid term	30
Case presentation	10
Mini Project	20
End term	40

Prepared by faculty:

Date:

Approved by HOD:

Date:

<u>Session Number</u>	<u>Topic</u>	<u>Readings/Cases/Exercises</u>
1	What is OD	Chapter 1, 2 French and Bell Case Discussion: Transformation @ TCS and Illustrations
2	Values, Assumptions and Beliefs in OD	Chapter 4 French and Bell
3	Perspectives of Organizational Change and OD	Handout to be issued Case Discussion: OD efforts @ Escorts and ABB
4	Organizational Change levers	Handout to be issued Case Discussion: Organizational Change at Infosys
5	History of OD	Chapter 4 French and Bell
6	Appreciative Inquiry	Case Discussion: Appreciative Inquiry @ BBC
9	Foundations of OD	Chapter 5 French and Bell
10	Managing the OD process	Chapter 6 French and Bell
11	Organizational Diagnosis: Weisbord's six box model	Case discussion: Crossroads
10	Analyzing Diagnostic Information	Chapter 7 Cummings and Worley
11	Action research and OD	Case Discussion: Action Research @ Boots Manufacturing
12	OD Interventions: Overview	Chapter 8: French and Bell
13	Leading and Managing Change	Case Discussion: Restructuring P & G
14	Process Consultation	Chapter 7 : Harvey and Brown
15	Interpersonal Interventions	Chapter 9: Harvey and Brown Chapter 13: French and Bell
16	Transactional Analysis	Exercise
17	Intergroup Interventions	Exercise: Conflict Management
18	Team interventions	Chapter 9: French and Bell
19	Survey Feedback and Grid OD	Chapter 11: French and Bell
20	Structural Interventions	Chapter 11: French and Bell Case: SDT
21	Organizational Transformation	Cultural changes @ P & G
22,23	TQM and OD	Handout to be issued
24	Issues in Consultant – Client relationship	Chapter 14: French and Bell