

AMRITA SCHOOL OF BUSINESS

COIMBATORE

ORGANIZATION DEVELOPMENT

MBA 2015- 2017

Faculty: Dr. R.Rani Geetha Privadarshini

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 Case Discussion: Transformation @ TCS and Illustrations
2	Contributors to OD, Values and Stems of OD	Chapter 1
3	Perspectives of Organizational Change and OD	Chapter 2 Growth levers at Eicher Motors and Escorts
4	Organizational Change levers	Turnaround at Satyam Computers
5	Approaches to OD	Chapter 3
6	Gestalt Approach and Appreciative Inquiry	Case Discussion: Team development at Green Diagnostics
7	Action Research	Case Discussion: Lucid Pharmaceuticals
8	Organizational Diagnosis	Chapter 4 Case Discussion: Revamping organizational practices at AAC
9	Organizational Diagnosis: Weisbord's six box model	Restructuring at Net Tech Incorporation
10	Analyzing Diagnostic Information	Chapter 7 Cummings and Worley
11	Individual level interventions: Role Analysis	Chapter 5 Exercise
12	Interpersonal interventions	Case Discussion
13	Conflict management and Team building	Exercise
14	Career Development	Chapter 6 Case Discussion: Career Development at BHEL
15		Case Discussion: Career Development at McDonald
16	Performance Management	Chapter 7 Case Discussion: Roy is Indispensable
17	Organizational transformation: Models	Chapter 8
18	Cultural transformation	Case Discussion: Merger of HP and Compaq
19	TQM journey	Transformation at TVS and Tata Motors
20	Learning Organization	Chapter 9 Building learning organization at Sun Equipments
21	Future of OD	Chapter 10 Case Discussion: Restructuring at Sun Equipments
22		Presentations
23		Presentations
24		Presentations