

# **17BB334-ORGANIZATION DEVELOPMENT AND CHANGE**

## **Course Objective:**

To enable the managers to cope up with the changes that take place constantly in business and also to make them manage the OD programmes and Change Management activities effectively.

## **Course Outcomes:**

By the end of the course the learners are expected to

- Develop an understanding of organizational development.
- Become aware of the OD process and profession
- Apply the diagnostic models to organizational scenarios
- Understand OD Interventions and apply them in organizations.
- Enable implementation of change management programmes in organizations.

## **UNIT - I**

### **Organization Development: Introduction**

Organization Development: Definition, Growth, Relevance – History and Evolution of OD – Theories of Planned Change – General Models of Planned Change- Types of Planned Change- OD Practitioner: Competencies, Values, Ethics.

## **UNIT - II**

### **OD – Diagnosis**

OD: Entering and Contracting- Diagnosing: Need, Open Systems Model – Organizational Level Diagnosis- Group Level Diagnosis – Individual Level Diagnosis – Methods for collecting and analyzing diagnostic data -Feeding Back the Diagnostic Data.

## **UNIT - III**

### **OD - Implementing Interventions**

Designing Effective Interventions – Overview of Human Process Interventions – Leading and Managing Change: Vision, Political Support, Transition, Sustaining – Evaluating OD interventions- Institutionalizing Organizational Change.

## **UNIT - IV**

### **Different Types of Interventions**

Process Consultation – Third-Party Peacemaking – Team Building – Organization confrontation meeting – Intergroup-relation interventions- Large-group interventions.

## **UNIT - V**

### **Strategic Change Interventions**

Transformational Change: Characteristics – Integrated Strategic Change- Organization Design, Culture Change – Continuous Change: Self-Designing organizations- Learning Organizations.

**TEXT BOOKS:**

1. [Thomas G. Cummings](#), [Christopher G. Worley](#), Organization Development & Change, 9E, Cengage Learning, 2009, ISBN- 0324421389, 9780324421385
2. [Dipak Kumar Bhattacharyya](#), Organizational Change And Development, 2E, Oxford University Press, 2011, ISBN - 0198066465, 9780198066460.

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1. Palmer, Dunford, Akin: Managing Organizational Change - A multiple perspective Approach, 2E, McGraw-Hill Education, 2008, ISBN - 0073404993, 9780073404998.
2. Thornhill, Managing Change, Pearson, 2005.
3. Radha R Sharma: Change Management—Concepts and Applications, TMH, 2007.