

DSE III: MDH 605: ORGANIZATIONAL DEVELOPMENT

Course Objectives:

To familiarize the students with fundamentals of organizational development, essential interventions and effective methods in organization development.

Learning Outcomes:

- Define various terms relating to organizational development & change.
- Identify organizational situations that would benefit from OD interventions.
- Analyze activities within an organization and recommend suitable OD interventions.
- Understand the future of OD as a technique.

Course Contents:

Unit I

(3 Weeks)

Organisational Development:

Organisational Development: Introduction, Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Assumptions of OD.

References:

French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. [Chapter 1,2 and 3]

Unit II

(3 Weeks)

Change Process and Models:

Organisational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, Positive model), Action Research as a Process, Resistance to Change.

References:

French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. [Chapter 4,5 and 6]

Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California. [Chapter 2]

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Unit III

(4 Weeks)

Process of OD and OD Interventions:

Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview; Classification of OD Interventions: Team Interventions, Inter group and third party peacemaking interventions, Comprehensive OD interventions, Structural Interventions.

References:

French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. [Chapter 7, 8, 9,10 and 11]

Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California. [Chapter 3 and 4]

Unit IV

(2 Weeks)

Evaluating OD Interventions: Evaluation, Types of Evaluation, Methods of Evaluating Interventions. Future of OD: Organisational Development and Globalization, Emerging Trends in OD

References:

French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. [Chapter 11 and 15]

Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California. [Chapter 6]

Textbooks:

1. French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson.
2. Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California.
3. Harvey, D.F. and Brown, D.R., An experimental approach to Organization Development, 7th Ed. Prentice-Hall, Englewood Cliffs, N.J.

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Additional Readings:

1. Anderson, Donald L., Organizational Development: The process of leading organizational change, 4th Ed., Sage Publications.
2. Rothwell, William J., Stavros, Jacqueline M., Sullivan, Roland L., Practicing Organization Development: Leading Transformation and Change, 4th Ed. Wiley.

Teaching Learning Process:

Lecture, PowerPoint presentations, discussion. Relevant cases may also be discussed to support text.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Organizational development, organizational change, OD process, OD intervention.