

**SVKM's NarseeMonjee College of Commerce & Economics (Autonomous)**  
Dept of Commerce

<b>Program: TYBCOM</b>				<b>Semester : V</b>	
<b>Course : Business Management III (Organisational Development)</b> <b>Academic Year: 2023-2024</b> <b>Batch: 2021-24</b>				<b>Code: NMUBCOM515</b>	
<b>Teaching Scheme</b>				<b>Evaluation Scheme</b>	
<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Credit</b>	<b>Internal Continuous Assessment (ICA) (weightage)</b>	<b>Term End Examinations (TEE) (weightage)</b>
60	Nil	Nil	04		
<b>Internal Component Assessment (25 marks) break up</b>					
		<b>ICA 1 Class Test</b>	<b>ICA 2 Project/Assignment</b>	<b>Class Participation</b>	
<b>Learning Objectives:</b> <ol style="list-style-type: none"> <li>1) To acquaint students with knowledge on OD and its significance.</li> <li>2) To provide knowledge on the concepts of change and managing change effectively.</li> <li>3) To impart knowledge about OD interventions and their application in Organisation.</li> <li>4) To promote understanding on the application of power and politics in OD.</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Effectively participate in organizational development process.</li> <li>2. Acquire skills and knowledge on How to change and develop organizations.</li> <li>3. Understand resistance to change and its management</li> <li>4. Acquire knowledge on skills needed to Diagnose and develop an action plan for the development process.</li> </ol>					

**Detailed Syllabus: ( per Module plan )**

**Session Outline For: Business Management Paper III -Organisational Development**  
**Each lecture session would be of one hour duration (60 sessions)**

Mo dul	Module Content	Module Wise Pedagogy	M o d	Module Wise Reference Books
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I	<p><b><u>Organisation Development:</u></b></p> <p><b>A) Introduction to Organisation Development</b>            Organisation Development-            Meaning/Definition, Features of OD,            Need of OD and Significance of OD</p> <p><b>B) OD Practitioners/Consultant</b>            Meaning, Types of Consultants, Six            Phases Model of Consulting - External            Consultant and Client Relationships and            Internal Consultant and Client            Relationships, Ethical Dilemmas of the            OD practitioners and OD in Global            Context - Challenges of an OD            practitioners</p> <p><b>C) Action Research</b>            Meaning, Characteristics of Action            research and Types of Action research</p>	Lectures Case study Assignments	15	Organizational Development - C.S.G Krishnamacharyulu and LalithaRamakrishnan  Organization Effectiveness and Change Management - V.G Kondalkar  Organization Development - A Jossey-Bass Reader - Joan V.Gallos,Editor - Foreword by Edgar H.Schein  Organization Development & Change - 9e - Thomas G. Cummings and Christopher G. Worley
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II	<p><b><u>Change Management and Organizational Diagnosis:</u></b></p> <p><b>A) Change Management</b> Change Management – Meaning, Level of change, Types of change, Steps in Managing Change, Forces of changes - Internal factors and External factors and Change Agent and Resistance to Change</p> <p><b>B) Organizational Diagnosis</b> Organizational Diagnosis - Meaning/Definition, Nature of Organisational Diagnosis and Phases.</p> <p><b>C) Models</b> Process Models - Kurt Lewin's Freeze Change Model, Edgar Schein's Model and Kotter's 8-Step Model Diagnostic Models - Four frames model, GRPI model, Six Box model, 7's Framework, Five/eight track model and Nadler-Tushman Congruence model</p>	<p>Lectures Case study Assignments Videos Role play</p>	15	<p>Organization Effectiveness and Change Management - V.G Kondalkar</p> <p>Organizational Development - C.S.G Krishnamacharyulu and LalithaRamakrishnan</p>
III	<p><b><u>Organisation Development and Interventions:</u></b></p> <p><b>A) Interventions</b> Meaning/Definition, Nature of Interventions, Typology of Intervention, Choice of Intervention and Design Effective Interventions.</p> <p><b>B) OD Interventions</b> Classification of OD Interventions - Tech-Structural Interventions, Strategy Interventions, Planning and Training Interventions, Role and Team Interventions, Learning and Large Scale Interventions, Human Process Interventions, Human Resource Management Interventions &amp; Strategic Change Management and Techniques Of Interventions - Behavioural Techniques: Sensitivity Training, Role Playing, Management by Objectives, Grid Organisation Development Non-Behavioural- Organizational Redesign, Work design, Job enrichment Miscellaneous Techniques: Survey feedback, Process consultation, Team</p>	<p>Lectures Case study Flipped classroom Assignments Newspaper Articles</p>	15	<p>Organizational Development - C.S.G Krishnamacharyulu and LalithaRamakrishnan</p> <p>Organization Development &amp; Change - 9e - Thomas G. Cummings and Christopher G. Worley</p>

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	building. <b>C) Evaluating organization development interventions and Institutionalization</b> Evaluating organization development interventions - Implementation and Evaluation Feedback and Institutionalization - Intervention Characteristics, Institutionalization Processes and Indicators of Institutionalization.			
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IV	<b><u>Elements affecting organisation development, Latest trends and future of organisation development:</u></b> <b>A) Organisational Power and Politics</b> Power - Meaning/Definition, Bases of Power and Sources of Power Politics - Meaning/Definition, Organizational Politics (Miles - 5 Reasons) and Techniques of Political Plays <b>B) Conflict Management</b> Conflict - Meaning/Definition, Types Conflict, Conflict Resolution Model and Conflict Process <b>C) Latest trends and future of organisation development:</b> Cultural Context and Economic Development for success of OD, Contextual Trends and Their Effects on OD's Future and World Wide Organizational Development - The Integration-Responsiveness Framework	Lectures Case study Peer to Peer Learning Assignments Articles Newspaper Articles	15	Organization Effectiveness and Change Management - V.G Kondalkar  Organizational Development - C.S.G Krishnamacharyulu and Lalitha Ramakrishnan  Organization Development & Change - 9e - Thomas G. Cummings and Christopher G. Worley
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### Reference Books

Title	Author(s)	Publishers
Organization Development & Change	Thomas G. Cummings & Christopher G. Worley	South-Western Cengage Learning
Organization Effectiveness and Change Management	V.G Kondalkar	

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Organizational Development	C.S.G Krishnamacharyulu and LalithaRamakrishnan	
Organization Development	A Jossey-Bass Reader - Joan V.Gallos,Editor - Foreword by Edgar H.Schein	Ebook



