

**SVKM's Narsee Monjee College of Commerce & Economics**

<b>Program: TYBCOM</b>				<b>Semester : V</b>	
<b>Course : Business Management Paper III- ORGANISATIONAL DEVELOPMENT</b>				<b>Code:</b>	
<b>Academic Year: 2024-2025</b>					
<b>Batch: 2022-2025</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	25	75
<b>Internal Component Assessment (25 marks) break up</b>					
<b>ICA 1 Class Test (20 Minutes)</b>		<b>ICA 2 Project/Assignment</b>		<b>Class Participation</b>	
10 Marks		15 Marks			
<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)**

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Module	Module Content	Module Wise Pedagogy Used	Module Wise Duration	Module Wise Reference Books
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>	<p>Lectures            Case study            Assignments</p>	<p>15</p>	<p>Organizational Development - C.S.G Krishnamacharyulu and LalithaRamakrishnan</p> <p>Organization Effectiveness and Change Management - V.G Kondalkar</p> <p>Organization Development - A Jossey-Bass Reader - Joan V.Gallos,Editor - Foreword by Edgar H.Schein</p> <p>Organization Development &amp; Change - 9e - Thomas G. Cummings and Christopher G. Worley</p>

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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</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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	<p>feedback, Process consultation, Team building.</p> <p><b>C) Evaluating organization development interventions and Institutionalization</b></p> <p>Evaluating organization development interventions - Implementation and Evaluation Feedback and Institutionalization - Intervention Characteristics, Institutionalization Processes and Indicators of Institutionalization.</p>			
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IV	<p><b><u>Elements affecting organisation development, Latest trends and future of organisation development:</u></b></p> <p><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</p> <p><b>B) Conflict Management</b> Conflict - Meaning/Definition, Types Conflict, Conflict Resolution Model and Conflict Process</p> <p><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</p>	<p>Lectures Case study Peer to Peer Learning Assignments Articles Newspaper Articles</p>	15	<p>Organization Effectiveness and Change Management - V.G Kondalkar</p> <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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**Reference Books:**

<b>Title</b>	<b>Author(s)</b>	<b>Publishers</b>
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

### Details of Internal Continuous Assessment (ICA) -25 marks

**Test Marks: 10**

**Assignment Marks: 15**

**There would be two components for Internal Assessment, namely 15 marks Assignment to be conducted and marked by respective teacher within classroom individually and 10 marks Class Test to be conducted as per schedule of EEC**

### Term End Examination Question Paper Pattern

**Total Marks: 75**

**Time: 2½ hours**

Q1 Answer any <b>two</b> out of the following three questions (Question 1 from module 1)	<b>16</b>
Q2 Answer any <b>two</b> out of the following three questions (Question 2 from module 2)	<b>16</b>
Q3 Answer any <b>two</b> out of the following three questions (Question 3 from module 3)	<b>16</b>
Q4 Answer any <b>two</b> out of the following three questions (Question 4 from module 4)	<b>16</b>
Q5 Read the Case Study and answer the following questions	<b>11</b>