

Course Details

Course Title: Organizational Development and Change

Course Code: HRM - 418

Prerequisite: HRM342

342Program: BBA 2K21

Credit Hours: 3

Course Description

Organizations are changing like never before. Various internal and external driving forces like disappearing markets and associated competition, growing expectations of transparency, increasingly diverse workforce, evolving and disruptive technologies are causing these changes. As a result, managers need to learn and support significant change within their own organizations. Organizational development is essential for companies that want to evolve and remain competitive, but it can also be incredibly chaotic without a strategy to guide the transformation initiatives.

This course focuses on improving an organization's capability and performance through the alignment of strategy, structure, people, rewards, metrics, and management processes. It is an interdisciplinary field rooted in psychology, culture, innovation, human resource management, change management, strategy, organization behavior, and research analysis and design, among others.

Course Learning Outcomes

The course learning outcomes are defined as follows;

- CLO1: Understand theories and models related to organization development and change.
- CLO2: Analyze alternatives to organizational problems using appropriate diagnostic tools.
- CLO 3: Distinguish the structural, behavioral and strategic interventions used in change management efforts.
- CLO4: Demonstrate effective interpersonal and communication skills while presenting.
- CLO5: Prepare a report using appropriate academic writing style.

Course Material

The following book is the required text for this course:

- Donald R. Brown, 2011, 'An Experiential Approach to Organizational Development', 8th Edition, Prentice Hall

A course pack will be handed out to you in the first week. It contains all the essential HBR articles / cases of the course. You must also acquire this course pack in order to perform well in the semester. Assignments will be handed out as per requirement.

Course Content

The course content is structured in pedagogical sections that enable easy understanding and learning. The details of the modules are as follows;

- **Module 1: OD - Process and Practice**
This module elaborates the evolution, diagnostic processes, issues and challenges of organizational development. It also introduces the roles and styles of the OD practitioner.
- **Module 2: Individual Level – Improving Personnel Excellence**
This module explores OD intervention at the individual level. It equips the students with tools that empower employees.
- **Module 3: Team & Group Level – High Performance Teams**
This module focuses on intergroup development and performance in order to achieve change. It also focuses on best practices that lead to high performance teams.
- **Module 4: Firm level – Learning and Agile Organizations**
This module charts how learning organizations are built. It also delves in the process of strategic and organizational transformation.

The weekly breakdown of the course is given below. The weekly timeline is subject to changes if the need is felt to integrate further topics and cases.

Week	Lecture / Topic	Readings/ Activity	Session Outcome / CLO
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1	Introduction to the Course <ul style="list-style-type: none"> Course Outline, Policies & Rationale Why OD&C? 	Course Outline Personality survey Intro to Case Study	Clear understanding of course deliverables.
2	Module 1 - Organizational Renewal <ul style="list-style-type: none"> Evolution Who does OD? Psychological Contract Approaches to Change Future Shocks 	Text - Chapter 1&2 Quiz 1	Introduction to key theories of OD. CLO1
3	Module 1 - Changing the Culture / Case 1 <ul style="list-style-type: none"> What is Corporate Culture? Impact of Key Factors Resistance to Change Strong vs. Weak Culture 	Text – Chapter 3 Case 1 – France Telecom	Assessment of factors that impede or encourage a culture of change. CLO1
4	Module 1 - Role & Style of OD Practitioner / Diagnostic Process <ul style="list-style-type: none"> Internal vs. External Practitioner Styles Relationship with Client Data Collection Process Implementation Diagnostic Models 	Text – Chapter 4 &5 Quiz 2	Defining the role and scope of the OD practitioner. Listing the diagnostic process in detail. CLO1
5	Module 1 – Resistance to Change/ <ul style="list-style-type: none"> Life Cycle Change Model Restraining and Motivating Forces 	Text – Chapter 6	Appraisal of the effectiveness of change models in reducing resistance. CLO2
6	Module 2 – Intervention Strategies / Case 2 <ul style="list-style-type: none"> Structural, Behavioral, Technological Strategies Types of Process Interventions Results and Measurement 	Text – Chapter 7 &8 Case 2 – Joline and Polaroid	Analysis of various OD intervention strategies at the individual level. CLO3
7	Experiential Exercise 1 – Negotiation Corporate Change <ul style="list-style-type: none"> Multi Stakeholder Change Management Exercise Negotiation Skills 	Exercise – Change at Management Information Systems	Development of communication and negotiation skills. CLO 4
8	Experiential Exercise 2 – City Hospitals <ul style="list-style-type: none"> Retention, Talent Management 	Exercise – OD Scenarios at City Hospital	Development of diagnostic and reporting skills of

	and Culture		an of OD
	▪▪ Process Interventions		consultant. CLO5
9	Midterm Exam		
10	Module 2 – Empowering Employees <ul style="list-style-type: none"> ▪▪ Employee Empowerment ▪▪ Personal Intervention Strategies ▪▪ Stress, Burnout, Wellness ▪▪ Interpersonal Styles ▪▪ Career Planning 	Text – Chapter 9	Introduction to strategies of interpersonal development. CLO1
11	Module 3 – Intergroup Development and Team Interventions / Case 3	Text – Chapter 10 & 11	Evaluation of
	▪▪ Team Building	Case 3 – AT&T	team development
	▪▪ Collaboration and Conflict		process aligned with change
	▪▪ Self-Managed Work Teams		management
	▪▪ Categories of Team Interaction		efforts. CLO2
12	Module 3 – Goal Setting and Commitment / Case 4 <ul style="list-style-type: none"> ▪▪ Team Performance ▪▪ Goal Setting and Implementation ▪▪ Participation and Commitment 	Text – Chapter 12 Case 4 – Atlas Group	Examination of goal setting techniques and model that enable better team performance. CLO3
13	Module 4 – Learning Organizations <ul style="list-style-type: none"> ▪▪ High Performance Work Systems ▪▪ The Grid OD program ▪▪ Challenges and Barriers 	Text – Chapter 14 Quiz 3	Comprehension of key aspects of a learning organization. CLO1
14	Module 4 – Organizational Transformation and Strategic Change / Case 5	Text – Chapter 15	Appraisal of what
	▪▪ Strategic Change Management	Case 5: PIA	constitutes long
	▪▪ Types of Change Strategies		term strategic
	▪▪ Disruption and Transformation		change. CLO3
	▪▪ Stakeholder Management		
15	Experiential Exercise 3 – Scenario Planning and 7S Model <ul style="list-style-type: none"> ▪▪ Long Range Scenario Building ▪▪ 2X2 Grid ▪▪ 7S Change Model 	Exercise 3: Industry Specific Scenario Building Workshop HBR Reading: Note on Scenario Planning,	Development of long range plans for disruptive change. CLO5

16	<ul style="list-style-type: none"> ▪▪ Experiential Exercise 4 – Blue Ocean Strategy ▪▪ 4 Actions Framework ▪▪ Strategy Canvas ▪▪ Value and Cost tradeoff 	Exercise – Strategic Transformation Through Creating Blue Oceans HBR Case: Tata Nano	Application of OD Intervention Tool for strategic transformation. CLO5
17	Buffer Week		
18	Final Exam		