

Course Title: HRM-836, Organization Design and Development

Course Description:

This course explores the principles and practices of organizational design and development as interdependent approaches to improving organizational performance and adaptability. Students will examine how to diagnose organizational issues, select appropriate interventions, and align structure, systems, and people with strategic objectives. Topics include structural design models, organizational culture, employee involvement, resistance to change, and agile transformation. Through case studies, conceptual frameworks, and practical exercises, students will develop a working knowledge of how to design and develop organizations that are poised for success in a dynamic and complex environment.

Course Learning Outcomes (CLOs)

Upon successful completion of this course, students will be able to:

CLO 1: *Explain* the key concepts, theories, frameworks, and distinctions between organizational design and development.

CLO 2: *Evaluate* organizational structures, processes, and human systems using diagnostic and gap analysis tools.

CLO 3: *Recommend* interventions and strategies that align organizational structure, culture and capabilities for enabling change and addressing organizational challenges.

CLO 4: Communicate effectively to ***deliver*** professional presentations.

CLO 5: *Produce* a report using an appropriate academic writing style

Weekly Schedule

Week	Topic	Key Readings	CLO
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1.	Introduction to Organizational Design and Development - Definitions, purpose, and history of OD and organizational design - Differences and interconnections - Triggers for design and development initiatives	Daft & Armstrong Ch1 &2 Cummings & Worley Ch 1 and 2	1
2.	The Process of Organizational Development - Planned change models - Open systems theory - Lifecycle and structure evolution (design lens)	Cummings & Worley Ch 3, 4, 5 Daft & Armstrong Ch 8	1
3.	Organizational Diagnosis and Gap Analysis - Diagnostic models and data collection tools - Gap analysis for both development and design - Evidence-based decision-making for OD/ Design	Cummings & Worley Ch 6 , 7 Daft & Armstrong Ch 3	2
4.	Feedback, Designing Interventions and Structural Alignment - Designing OD interventions - Introducing design frameworks, Aligning structure with strategic goals	Cummings & Worley Ch 8, 9 Daft & Armstrong Ch 4	2-3
5.	Managing Change and Resistance - Change implementation strategies - Predicting and managing resistance (design and development implications) - Institutionalizing change and redesign efforts	Cummings & Worley Ch 10, 11 Daft & Armstrong Ch 11	3
6.	Human Process Interventions - Team building, coaching, process consultation - Role of culture and communication in design effectiveness	Cummings & Worley Ch 12 Daft & Armstrong Ch 9	3
7.	Techno-structural Interventions I: Organizational Design Principles and Agile Organizations - Structural design types - Restructuring, downsizing, reengineering - Agile and adaptive design models	Cummings & Worley Ch 13, 14 Daft & Armstrong Ch10	3
8.	Case Discussion	TBC	1-3

9.	Mid Semester Exam		
10.	Techno-structural Interventions II: Work Design and Employee Involvement - Job enrichment, socio-technical systems - Participative design, flat structures, empowerment	Cummings & Worley Ch 15, 16	3
11.	Human Resource Interventions I: Performance and Talent Management - Linking performance systems to organizational structure - Career paths and succession in different design contexts	Cummings & Worley Ch 17	2-3
12.	Strategic Change Interventions I: Leading Transformational Design and Development - Visioning and culture change - Leading large-scale redesign or development efforts	Cummings & Worley Ch 20 Daft & Armstrong Ch 11	2-3
13.	Strategic Change Interventions II: Continuous and Transorganizational Approaches - Agile transformation - Mergers, alliances, ecosystems and their design/development implications	Cummings & Worley Ch 21, 22 Daft & Armstrong Ch 6 , 7	2-3
14.	Project Presentations		1-4
15.	Project Presentations		1-4
16.	Revision week		
17.	Buffer week		
18.	End Semester Exam		

Required Course Material:

Textbook (s):

Essentials of Organization Development and Change (2015) by Thomas G. Cummings and Christopher G. Worley

Daft, R. L., & Armstrong, A. (2021). *Organization theory and design*. Cengage Canada.

Supplementary Readings:

Jones, G. R., & Jones, G. R. (2013). *Organizational Theory, Design, and Change*, 7th edition, Pearson Education

Galbraith, J. R. (2014). *Designing organizations: Strategy, structure, and process at the business unit and enterprise levels*. John Wiley & Sons.

Rao, M. G., & Rao, V. S. P. (1999). *Organisation design, change and development*. Discovery Publishing House.

Anderson, D. L. (Ed.). (2016). *Cases and exercises in organization development & change*. Sage Publications.

Wendell L. French, Cecil H. Bell, "Organization Development-Behavioral Science Interventions for Organization Improvement".

Wendell L. French, Cecil H. Bell, Robert A. Zawacki, "Organization Development and Transformation".

Burke, W. W., & Noumair, D. A. (2015). *Organization development: A process of learning and changing*. FT Press.

Beckhard, R. (2006). What is organization development. *Organization development: a Jossey-Bass reader*, 3-12.

Kimberly, J. R., & Bouchikhi, H. (1995). The dynamics of organizational development and change: How the past shapes the present and constrains the future. *Organization Science*, 6(1), 9-18.

Bartunek, J. M., & Woodman, R. W. (2015). Beyond Lewin: Toward a temporal approximation of organization development and change. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 2(1), 157-182.

Other Material: To be Provided later