



Symbiosis College of Arts and Commerce

(An Autonomous College Affiliated to University of Pune)

Subject code	Semester	I	II	III	IV	V	VI	M.Com.	I	II	III	IV
Title of Subject (For F.Y. as appeared in the prospectus) (For S.Y. & T.Y. titles can be as per the approval of BOS)		T.Y.B.A. – SEM VI Organizational Development (OD)										
Objectives	<ol style="list-style-type: none"> 1. To help students understand the historical background and future prospects of OD Psychology. 2. To help students understand the role of organizational change in context to Indian Setup. 3. To help students understand the process and methods of employee training and development. 4. To help students understand the importance of conflict management and interventions. 											
Detailed syllabus												
Unit	Contents of the syllabus											Number of Lectures
1	Title of the topic : FOUNDATIONS OF ORGANIZATIONAL DEVELOPMENT Contents : 1.1. Meaning and nature of OD 1.2. Approaches to OD: 1.2.1 Laboratory training. 1.2.2 Survey research & feedback. 1.2.3 Action research stem. 1.3. Approaches to OD: 1.3.1 Socio-technical 1.3.2 Socio-clinical stem 1.4. Values, assumptions and beliefs in OD											12
2	Title of the topic ORGANIZATIONAL CHANGE Contents : 2.1. Change: Meaning, forces for change, planned change 2.2. Resistance to change, overcoming resistance to change 2.3. Approaches to managing organizational change: 2.3.1 Lewin's three-step model 2.3.2 Kotter's eight-step plan 2.4. Organizational climate.											14
3	Title of the topic : EMPLOYEE TRAINING AND DEVELOPMENT [14 periods] Contents : 3.1. Training needs assessment 3.2. Training design 3.3. Techniques for training knowledge and skill 3.4. Training programme evaluation (measuring training effectiveness)											14
4	PERFORMANCE APPRAISAL Contents 4.1. Objectives and development of performance appraisal system 4.2. Appraisal meeting, elevator approach, performance planning, performance monitoring, goal setting											14



	4.3. Objective measures (Miner), and 360 Degree Appraisal System 4.4. Communicating appraisal results 4.5. Benefits and limitations of performance appraisal	
	Total Number of Lectures	54
Suggested Reference Books <ol style="list-style-type: none"> 1. Berry, L.M. (1998), reprint 2010. Psychology at work: An introduction to Industrial and Organizational Psychology. N.Y.: McGraw-Hill International Editions. 2. Aamodt, M.G. (2007). Industrial and organizational psychology: An applied approach. US: Thomson & Wadsworth. 3. Schultz, D. and Schultz, S. E. (2006). Psychology and work today. 8th ed. N.D.: Pearson Edu. 4. Robbins, S.P.; Judge, T.A.; and Sanghi, A. (2009). Organizational behaviour. N.D.: Pearson Prentice Hall. 5. McShane, et al. (2006). 1st reprint. Organizational behaviour. N.D.: Tata McGraw-Hill 6. Miner, J.B. (1992). Industrial-Organizational Psychology. N.Y.: McGraw-Hill 7. Pandit, R., Kulkarni, A.V. & Gore, C. (1999). Manasashastra: Audyogik aani vyavasayik upayojan. Nagpur: Pimpalpure & Co. 8. Luthans, F. (1995). Organizational behavior (7th ed). New York: McGraw- Hill, inc. 9. Robbins, S.P. & Sanghi, S. (2007). Organizational behavior (11th ed.). New Delhi: Pearson Education. 		
Suggested Journals <ol style="list-style-type: none"> 1. .Journal of Applied Psychology 2. .Journal of Organizational Behaviour 		
Web sites : <ol style="list-style-type: none"> 1. .www.apa.org 		

