



॥ वसुधैव कुटुम्बकम् ॥
SYMBIOSIS

Symbiosis College of Arts and Commerce

(An Autonomous College Affiliated to University of Pune)

Subject code		Semester	I	II	III	IV	V	VI	M.A.	I	II	III	IV
Title of Subject		ORGANIZATIONAL DEVELOPMENT											
(For M.A. Part-I I as per the approval of BOS)													
Objectives	To acquaint the students with: 1. Organizational change and its impact on individual employees, 2. Knowledge of various OD interventions. 3. Importance of various OD interventions.												
Detailed syllabus													
Unit	Contents of the syllabus												Number of Lectures
1	FOUNDATIONS OF ORGANIZATIONAL DEVELOPMENT 1.1. Meaning and Nature of OD, Values, assumption and beliefs in OD, Systems theory of OD. 1.2. Approaches to OD: Laboratory training stem, survey research & feedback stem; action research stem; Socio- technical and socio-clinical stem 1.3. Organizational Change: Meaning, forces for change, Resistance to change, overcoming resistance to change. 1.4. Theories for Planned Change 1.4.1. Lewin's three- step model. 1.4.2. Kotter's eight- step plan. 1.4.3. Burke-litwin Model. 1.4.4. Porras & Robertson. 1.4.5. Normative-Re-educative Strategy.												15
2	PROCESS OF OD INTERVENTION 2.1. OD Diagnosis: Diagnosis of the system and process. Six-Box model. 2.2. Programme management component: phases, a model for change management, Parallel learning structures. 2.3. OD Interventions: Nature, guidelines, classifications. 2.4. OD Interventions for Indian organization.												15
3	TYPES OF OD INTERVENTIONS I 3.1. Team Intervention : characteristics of effective team, formal team building meeting , formal group diagnostic meeting , process consultation method, Gestalt approach 3.2. Techniques and Exercises used in Team Building , Rolefocused OD intervention 3.3. Third-Party Peace-making Intervention, Walton's approach, principled negotiations, two person conflict management organizational mirroring & partnering. 3.4. Structural Interventions: self-managed teams MBO, Quality Circles, total quality management, re-engineering.												15



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4	TYPES OF OD INTERVENTIONS II 4.1. Comprehensive OD Interventions I: search conference, future search conference, confrontation meeting, strategic management activities. 4.2. Comprehensive OD Intervention II: real time strategic change, stream analysis survey feedback method, appreciative inquiry. 4.3. Grid Organizational Development, Schein's cultural analysis. 4.4. Training Techniques for OD: Behaviour modeling, Life and career planning, Coaching & Mentoring, Instrumented training.	15
	Total Number of Lectures	60
Suggested Reference Books: 1. French, W.L. & Bell, C.H. (1999). 6th ed. Organizational development: Behavioral science interventions for organization improvement. N.D.: Prentice-Hall. 2. Ramanarayan, S. , Rao T.V. & Singh K. (eds) (1988) Organizational development: interventions and Strategies (2007 reprint) New Delhi :Response Book (a division of Sage Publication), 3. French , W.L.”: Bell, C.H.: & Zawacki, R.A.(2006) Organizational development and transformation: Managing effective Change. Delhi :Tata McGraw Hill 4. Pareek, U. and Rao, T.V. (2003). Designing and managing human resource systems. N.D.: Oxford & IBH. 5. Schultz, D. and Schultz, S. E. (2006). Psychology and work today. 8th ed. N.D.: Pearson Edu. 6. Robbins, S.P.; Judge, T.A.; & Sanghi, A. (2009). Organizational behaviour. N.D.: Pearson Prentice Hall . 7. Cascio, W.F. (2006).. Managing human resources: Productivity, quality of work life, profits 7 th ed. N.D.: Tata Mc-Graw-Hill 8. McGill, M. E. (1997). Organizational development for operating managers. New York: (AMA-OH) A division of American Management Assn. 9. Ivancevich, J.M.; Konopaske, R. & Matteson, M.T. (2005). Organizational behaviour and management. Delhi: Tata Mc-Graw Hill. 10. Dessler, G. (2008). Human resource management, 10th ed. N.D.: Dorling Kindersley India Pvt. Ltd. 11. Greenberge, J. & Baron, R.A. (2005). Behaviour in organizations (8th ed). New Delhi: Pearson Education. 12. McShane, S.L. & Von Glinow, M.A.(2000). Organizational Behaviour: Emerging realities for the workplace revolution. New Delhi: Tata McGrawHill.		
Suggested Journals		
Web sites :		

