



# 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 |
|--------------|--|----------|---|----|-----|----|---|----|--------|---|----|-----|----|

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| Title of Subject<br>(For F.Y. as appeared in the prospectus)<br>(For S.Y. & T.Y. titles can be as per the approval of BOS) | <b>T.Y.B.A. – SEM VI</b><br><b>Organizational Development (OD)</b> |
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| Objectives | <ol style="list-style-type: none"> <li>1. To help students understand the historical background and future prospects of OD Psychology.</li> <li>2. To help students understand the role of organizational change in context to Indian Setup.</li> <li>3. To help students understand the process and methods of employee training and development.</li> <li>4. To help students understand the importance of conflict management and interventions.</li> </ol> |
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## Detailed syllabus

| Unit | Contents of the syllabus                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Number of Lectures |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1    | <p><b>Title of the topic : FOUNDATIONS OF ORGANIZATIONAL DEVELOPMENT</b></p> <p>Contents :</p> <p>1.1. Meaning and nature of OD</p> <p>1.2. Approaches to OD:</p> <p style="padding-left: 20px;">1.2.1 Laboratory training.</p> <p style="padding-left: 20px;">1.2.2 Survey research &amp; feedback.</p> <p style="padding-left: 20px;">1.2.3 Action research stem.</p> <p>1.3. Approaches to OD:</p> <p style="padding-left: 20px;">1.3.1 Socio-technical</p> <p style="padding-left: 20px;">1.3.2 Socio-clinical stem</p> <p>1.4. Values, assumptions and beliefs in OD</p> | 12                 |
| 2    | <p><b>Title of the topic ORGANIZATIONAL CHANGE</b></p> <p>Contents :</p> <p>2.1. Change: Meaning, forces for change, planned change</p> <p>2.2. Resistance to change, overcoming resistance to change</p> <p>2.3. Approaches to managing organizational change:</p> <p style="padding-left: 20px;">2.3.1 Lewin's three-step model</p> <p style="padding-left: 20px;">2.3.2 Kotter's eight-step plan</p> <p>2.4. Organizational climate.</p>                                                                                                                                   | 14                 |
| 3    | <p><b>Title of the topic : EMPLOYEE TRAINING AND DEVELOPMENT [14 periods]</b></p> <p>Contents :</p> <p>3.1. Training needs assessment</p> <p>3.2. Training design</p> <p>3.3. Techniques for training knowledge and skill</p> <p>3.4. Training programme evaluation (measuring training effectiveness)</p>                                                                                                                                                                                                                                                                    | 14                 |
| 4    | <p><b>PERFORMANCE APPRAISAL</b></p> <p>Contents</p> <p>4.1. Objectives and development of performance appraisal system</p> <p>4.2. Appraisal meeting, elevator approach, performance planning, performance</p>                                                                                                                                                                                                                                                                                                                                                                | 14                 |

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