

DSEH002 - Organizational Development and Change Management

Masters of Commerce
Semester II
DSE – OB & HR
DSEH001-Organizational Development and Change Management

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE-DSEH002	Organizational Development and Change Management	3	1	0	4	NIL

Objective: This course offers a critical and nuanced exploration of planned organizational change as both a behavioral and structural process. It situates Organizational Development (OD) within the broader social, economic, and technological transformations of the workplace. Drawing from systems thinking, behavioral science, and Indian philosophical perspectives, it aims to foster ethical and inclusive change leadership.

Learning Outcomes: By the end of the course, students will be able to:

- Comprehend the philosophical and theoretical foundations of OD and change management.
- Critically assess intervention models and organizational diagnostics.
- Reflect on the human and ethical dimensions of change including resistance, emotions, and power.
- Apply OD strategies in digitally transforming, multicultural, and value-driven organizations.

Contents:

Unit I (12 hours)

Origins and evolution of OD; behavioral science and systems perspective. OD values: participation, human potential, ethical reflection. OD in the Indian context: Gandhian decentralization, self-management (Swarajya), and ethical leadership. Role of internal and external OD consultants; professional dilemmas.

Unit II (11 hours)

Diagnostic frameworks: Force Field, Weisbord's Six Box, McKinsey 7-S. Action Research: stages, collaboration, and learning cycles. Collecting and analyzing organizational data: surveys, observation, interviews. Reflective practice and dialogic OD.

Unit III (10 hours)

Individual and group-level interventions: coaching, feedback, team building. Structural and strategic interventions: job redesign, culture change, organizational learning. Appreciative Inquiry and positive deviance. Incorporating indigenous traditions: circle processes, storytelling, collective sense-making.

Unit IV (12 hours)

Models of change: Lewin, Kotter, Satir, and Bridges' Transition. Resistance and emotion in change: empathy, psychological safety, and compassion. Change in digital and hybrid workspaces; agile and design thinking. Institutionalization and sustaining change: rituals, stories, symbolic frames.

Tutorial Exercise: Each student group will select a real-life organizational change case (from public, private, or NGO sector) and present a critical OD diagnosis and a proposed intervention strategy. Emphasis will be placed on values, ethics, resistance, and power relations.

Suggested Readings:

- Cummings, T. G., & Worley, C. G. (2020). Organization Development and Change. Cengage.
- French, W. L., & Bell, C. H. (2006). Organization Development: Behavioral Science Interventions. Pearson.
- Kotter, J. P. (1996). Leading Change. Harvard Business Review Press.
- Cooperrider, D., & Srivastva, S. (1987). Appreciative Inquiry in Organizational Life. Research in Organizational Change and Development.
- Senge, P. M. (1990). The Fifth Discipline: The Art and Practice of the Learning Organization. Doubleday.
- Iyer, R. (2021). Gandhian Management: Theory and Praxis. Oxford University Press.