

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-12)

DSE 12: ORGANISATIONAL CHANGE AND DEVELOPMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Organisational Change and Development (DSE 12)	4	3	1	0	Class XII	Basics of Organizational Behaviour and Human Resource Management

Learning Objectives

- To familiarize the learners with fundamentals of organisational change and change processes.
- To acquaint learners with concepts of organisational development and various interventions for an effective organisational development process.

Learning Outcomes

On successful completion of the course the learner will be able to:

- Define the Management of Organizational Change, types of change, resistance to change, various models of change.
- Apply the concept of OD, relevance of OD for managers.
- Analyse the process of OD and comprehensive OD interventions.
- Evaluate the types and methods of evaluating OD intervention, emerging trends in OD.

SYLLABUS OF DSE 12

Unit 1: Change Process and Models (12 hours)

Overview of Organisational Change, Strategies for change Types of Changes: internal and external, Model of Change Levin's change model, Action research model, Positive model, Systems model, Action Research as a Process, Resistance to Change, Overcoming resistance to change.

Unit 2: Organisational Development (12 hours)

Organisational Development (OD): Introduction, Meaning and Definition, History of OD, Relevance of Organisational Development for managers, Assumptions of OD.

Unit 3: Process of OD and OD Interventions (15 hours)

Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview; Classification of OD Interventions: Team Interventions, Inter group and third-party peacemaking interventions, Comprehensive OD interventions, Structural Interventions.

Unit 4: Evaluating OD Interventions (6 hours)

Evaluation, Types of

Evaluation, Methods of Evaluating Interventions. Future of

OD: Organisational Development and Globalization, Emerging Trends in OD.

Essential/recommended Readings (latest edition of readings to be used)

1. French, W.L., Bell, C.H. & Vohra V,(2017) *Organization Development: Behavioral Science Interventions for Organization Improvement*, (Revised 6th Ed). Pearson.
2. Hackman, J.R. & Suttle, J.L.,(1977) *Improving Life at Work: Behavioural science approach to organisational change*, Goodyear, California.
3. Harvey, D.F. & Brown, D.R. (2006) *An experimental approach to Organization Development*, (7th Ed). Prentice-Hall, Englewood Cliffs, N.J.
4. Anderson, D.L., (2011). *Organizational Development: The process of leading organizational change*, (4th Ed)., Sage Publications.
5. Rothwell, W. J., Stavros, J.M. & Sullivan R.L. (2015). *Practicing Organization Development: Leading Transformation and Change*. (4th Ed). Wiley

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.