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| **BBA 632: Organizational Development & Change** | |
| **Teaching Scheme** | **Examination Scheme** |
| Lectures: 3 hrs/Week | Class Test -12Marks |
| Tutorials: 1 hr/Week | Teachers Assessment - 6Marks  Attendance – 12 Marks |
| Credits: 4 | End Semester Exam – 70 marks |

**Course Objectives:** The primary objectives of this course are to provide an opportunity to become familiar with the basic theories of “change management,” develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change, develop an awareness of the leadership issues and role of the leader in organizational change, and help further develop and expand your critical thinking and analytical skills.

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# Course Outcomes:

**CO1.** Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations

**CO2.** Exploring some of the ethical issues associated with change and organizational development.

**CO3.** Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.

**CO4.** Developing a basic understanding and fundamental knowledge of the models and theories of change management

**CO5.** Developing a basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible

**CO6.** Developing an awareness of the leadership issues and role of the leader in organizational change

**Course Content -**

**Unit-1**

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

**Unit-2**

Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

**Unit-3**

Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

**Unit-4**

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress

**Unit-5**

Organisational Development & Change: OD-Concept, Process & Techniques, Organisational Change-Need, Process, Resistance to Change, Overcoming Resistance to Change.

**Unit-6**

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises

**Text and Reference Books-**

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addision, - Wesley, Mass
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
4. Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York .
5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
6. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .
7. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi .
8. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi .
9. Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010