

## MBA321: ORGANIZATIONAL CHANGE & DEVELOPMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week  Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

### Course Objectives:

- To understand the nature of the developmental process in organizations.
- To comprehend the main derives and approaches of the change.
- To realize and apply the stages of the organizational development process.
- To equip students with knowledge & skills required for effective change and organizational development.
- To Provide students with knowledge of resistance to change and techniques of handing it.

Hours: 40

**UNIT I (10 Hours): Introduction:** Concept of organization, function of organization, Typology of organization, Virtual Organization, Organizational Development, Evolution: Kurt Lewin, Robert, McGregor Change: Introduction, meaning, need, implications. Understanding personal change, components of personal change: Self-awareness, Self-analysis, Self-efficacy, Self-esteem, Organizational roles – making organizational and personal role effective

**UNIT II (10 Hours): Change Theory:** Organizational Change: Force Field Analysis, Managerial approaches for implementing change. Change management: facilitating change, dealing with individual and group resistances, intervention strategies. Organizational Culture & Change: formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change.

**UNIT III (10 Hours): Organizational Design:** Organizational Design, Work Organization: Analysing and Organising Work, Emerging Issues of Work Organisation and Quality of Work Life Balance.

**UNIT VI (10 Hours): Organizational Analysis:** Organizational Analysis: Organisational Diagnosis-Tools and Techniques, Questionnaire and Interview as Diagnostic Tools, Workshops, Task-forces and Other Methods.

### Suggested Readings:

1. Change & Knowledge Management -R.L. Nandeshwar, Bala Krishna Jayasimha, Excel
2. Management of Organizational Change -K Harigopal, Response Books
3. Managing Organizational Change -V Nilkant, S Ramnarayan Response Books
4. Managing organizational change -Palmer, Dunford, Akin, Tata McGraw Hill
5. Organization Change and Development- Kavith Singh, Excel Books

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