Organizational Change & Development

Course Objectives

This course will examine change in the workplace from multiple perspectives. There will be a review of forces and factors shaping today's workplace. This course will attempt to increase the student's awareness and capabilities in operating as a change agent.

Syllabus

Overview of Organization, Development and change, OD Process, Designing OD Interventions, appreciating Change and Mobilizing support and executing change.

Expected Outcome

Upon completion of this course, the students will be able to:

• Accurately identify and describe the historical and contemporary transformations impacting the workplace and how those factors impact organizations and their work.

• Recognize common symptoms and reactions to change in the workplace and recommended interventions to address the reactions/resistance.

• Describe the main principles and characteristics of the multiple models for managing organizational change and apply those models in analyzing organizational change initiatives.

• Evaluate and assess an organizational change program.

• Develop an awareness of influencing and facilitating change.

References

1. Weisbord, M. R. Productive Workplaces Revisited: Dignity, Meaning, and Community in the 21st Century, John Wiley & Sons

2. Brown, D. R. An experiential approach to organization development, Pearson Education.

3. Donald L Anderson, Organization Development: The Process of Leading Organizational Change, SAGE South Asia; Second edition.

4. Lenny T Ralph, Organization Development (A Practitioner S Tool Kit), Viva Books Private Limited.

5. Thomas G. Cummings and Christopher G. Worley, Theory of Organization Development and Change, Cengage.

6. C.S.G Ramakrishnan and Lalitha Krishnamacharayulu, Organization Development, Kindle Edition, PHI Learning Private Limited, India.

7. Nicole Zimmermann, Dynamics of Drivers of Organizational Change, Gabler Verlag.

8. Wendell French, Organization Development and Transformation: Managing Effective Change, McGraw Hill Education India Private Limited.

9. S. Ramnarayan and TV Rao, Organization Development: Interventions and Strategies, SAGE Publications Pvt. Ltd.

10. OD Practitioner, Handbook for Strategic HR: Best Practices in Organization Development from the OD Network , Kindle edition, Amacom.

11. Dr Mee-Yan Cheung-Judge, Linda Holbeche, Organization Development: A Practitioner's Guide for OD and HR, Kogan Page.

12. Katalin Dobrai and Ferenc Farkas, The relationship between individual and organizational development – findings of a large sample research, http://c.ymcdn.com/sites/www.istr.org/resource/resmgr/WP2014/WP-2014-Dobrai-K-Farkas-F-No.pdf

Units Topics

1(a) Overview of Organization, Development and change:

Organization – Overview, different perspectives - the strategic design perspective, the political perspective, and the cultural perspective.

Organization development –, growth and relevance, history and evolution; Theories of planned change, general model of planned change, different types of planned change and critique of planned change; employee behavior and motivation; implications for managing change and OD; The human relations, social; OD and reinventing the organization.

1(b) Change - Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work redesign; Red Queen effect, Organizational Inertia; Change levers and organizational change and OD; human performance and the implications for managing change; the role of communication and information in change and OD. Greenfields and Greenfielding; OD practitioner role, competencies and professional ethics.

First Internal Examination

2 OD Process

Initiating OD relationship, contracting and diagnosing the problem; Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostics information, feeding back the diagnosed information.

Envisioning change and OD - Organization renewal, planned change; OD and changing organizational culture - Strong and weak organizational cultures and their implications for change; Stakeholder analysis, force field analysis and action research; Weisbord's six box model and creating organizational change for dignity, meaning and community.

3 Designing OD Interventions:

Human process interventions – coaching, training and development, process consultation, business process reengineering, third party intervention, and team building; Organization confrontation meeting, intergroup relations intervention and large group intervention, involvement, socio technical systems approach;

HRM and Strategic interventions – Performance management, goal setting, performance coaching, appraising and rewarding; career planning, workforce diversity interventions, wellness and work-life balance; Strategic interventions – competitive strategies, collaborative strategies, organizational transformation, culture change, self designing organizations, learning and knowledge management;

Applications of OD – OD in health care organizations, family owned business, educational institutions.

Second Internal Examination

4 Appreciating Change

External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda; Cognition and organizational change, mental models, organizational learning, Senge's five disciplines, business models and value propositions, refining the change agenda.

5 Mobilizing support and executing change

Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change, the psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change; Executing change – challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

Final Examination