

SARDAR PATEL UNIVERSITY
Programme: MHRM
Semester: III
Syllabus with effect from: June 2016

Paper Code: PA03CHRM05	Total Credits: 3
Title Of Paper: Organizational Development	

Unit	Description in detail	Weightage (%)
	<p>Learner Objectives</p> <ol style="list-style-type: none"> 1. To prepare the students as organisational change facilitators using the knowledge and techniques of behavioural sciences. 2. Case studies involving the learning from the course and to understand the applicability of OD interventions are required to be discussed. 	
1	<p>Introduction to Organisation development Concept and process; Assumptions and values underlying organisation development (OD); Foundations of organisation development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners.</p>	20%
2	<p>Organisational Diagnosis Techniques of organisational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analysing diagnostic information; feeding back diagnostic information.</p>	20 %
3	<p>Organisational Change, Renewal, and Development Planned change; Organisational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organisational renewal and re-energising; Institution building; Creativity and innovation.</p>	20%
4	<p>OD Interventions: Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC); Behavioural interventions- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD; Techno-structural interventions- Restructuring organizations, Employee involvement</p>	20%
5	<p>Case studies with reference to</p> <ul style="list-style-type: none"> • OD-HRD interface • OD in global settings • OD research and practice in perspective; • Challenges of OD 	20%

Basic Text & Reference Books:

- French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.
- Hackman, J.R. and Suttle, J.L., Improving life at work: Behavioural science approach to organisationalchange, Goodyear, California.



- Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J.
- Hersey P., and Blanchard, H.B., Management of organisational behaviour: Utilising human resources, PrenticeHall, New Delhi.
- Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural processes in organisations, Oxford and IBH., New Delhi.
- Kurt Lewin (1958). Group Decision and Social Change. New York: Holt, Rinehart and Winston.
- Cummings, Thomas G.; Worley, Christopher G., Organization Development & Change, Thomson South-Western
- Western, S. (2010), What do we mean by Organizational Development, Krakow: Krakow: Advisio Press

