

# Syllabus

## MBA 931-18: ORGANIZATIONAL CHANGE AND DEVELOPMENT

### Unit -I

**Introduction to Organizational Change and Development;** Definitions & its Distinguishing Characteristics, Dynamics of Planned Change, Models and Theories of Planned Change, Triggers for Change, Strategies for Implementing Organizational Change.

**Foundations of OD:** Conceptual Framework of OD, Historical background of OD, Values, Assumptions and Beliefs in OD, Systems Theory, Participation and Empowerment, Teams and Teamwork, Strategies of Change, Inter-Disciplinary Nature of OD.

### Unit -II

**Action Research and OD,** Action Research: A Process and an Approach. **Managing OD Process:** Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD Intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.

**OD Interventions:** An overview, Characteristics of OD Interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors.

### Unit -III

Team Interventions, Intergroup and Third-Party Peace-Making Interventions. Comprehensive Interventions, Power, Politics and OD: Power Defined and Explored, Theories about the Sources of Power, Organizational Politics in the Practice of OD.

### Unit -IV

**Issue in Consultant-Client Relations:** Entry and Contracting, Defining the Client System, Trust, the Nature of the Consultant's Expertise, diagnosis and Appropriate, Interventions, Depth of Intervention, on being Absorbed by the Cultural, the Consultant as a Model, the Consultant Team as a Microcosm, the Dependency Issue and Terminating the Relationship, Ethical Standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.