

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E315/415		Semester-III/IV		
	Organizational Change and Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40

OBJECTIVE: To familiar with interventions, and components of organisations

- Organizational Development: Concept; Foundations of Organizational Development; Planned Organizational Change. **(8 hours)**
- Organizational Diagnosis; Feedback and Organizational Development, Achieving organizational improvement with organizational development; **Case Study1:**ABC Development Organization. **(8 hours)**
- OD Interventions: Team. Building Interventions; Personal, Interpersonal and Group Process Interventions; Conditions for successful OD interventions. **(8 hours)**
- Organizational Transformation; OD Consultant: Role and Skills, Value and Belief Systems of Change Agent; **Case Study2:** Anglo Gold Ashanti: the dawning of a new age. **(8 hours)**
- Operational Component of OD: Diagnostic Component, Action.Taking Component and Process Maintenance Component. The Future of OD and New Perspectives. **(8 hours)**

SUGGESTED READINGS:

1. Burton, R.M. (2004). *Strategic Organizational Diagnosis and Design: The Dynamics of Fit*, Kluwer, Boston.
2. Clayton, A.P. (2011). *The Practice of Organizational Diagnosis: Theory & Methods*, New York: Oxford University Press, USA.
3. Lippitt, G. (2006). *Organization Renewal: Achieving Viability in a Changing World*, Appleton. Century, Crofts.
4. Rao, M.G., & Rao, V.S.P. (1999). *Organization Design, Change & Development*, Discovery Publishing House, New Delhi.
5. Singh, K. (2009). *Change Management*, Excel Books India, New Delhi.
6. Wendell, L.F., Cecil, H., & Bell, J. (2006). *Organizational Development: Behavioral Science Interventions for Organization Improvement*, Mishawaka: Better World Books, New Delhi.
7. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-07-2013-0132>.
8. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211289476>.

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