**Paper Name: HRM 402-Organizational Development**

1. Organizational Change and Development: Concept, History, Assumptions, Organizational Change, Process, Lewin’s Model, Organizational Life Cycle, Values and Assumptions of OD. [4 L]

1. Operational Components of OD: Diagnostic, Action and Process – maintenance component. [4 L]
2. Characteristics and Foundation of OD Process: On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, Systems Approach, Approach to Planned Change, Experience-based, Goal Setting and Planning, Focus on Work Teams.

[4 L]

1. OD and Action Research: Process, Approach, Use of Action Research in OD. [2 L]
2. OD Interventions: Nature of OD Interventions, Major OD Interventions, Dimensions, Individual, Group and Task – Process, Effective OD Interventions – Characteristics, Factors for Design [6 L]
3. Team Interventions: Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions. [6 L]
4. Personal, Interpersonal and Group Process Interventions: Process consultation, Third – Party Intervention, Sensitivity Training, Transactional Analysis, Career Planning Interventions.
5. Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Four System Management, Grid, Contingency Approach. [4 L]
6. Structural Interventions: Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, Conditions for OD, Re-engineering. [4 L]
7. Issues in OD: OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – Individual and Organizational, Research in OD. [2 L]

Readings:

1. French, W. L. & Bell, C. H. : Organisation Development, Prentice Hall of India./Pearson Education

1. French, W. L. & Bell , C. H. : Organisation Development and Transformation, Tata McGraw Hill
2. Gummings,T.G.& Worley, C.G. : Organization Development and Change, Thomson
3. Pareek, Udai : Understanding Organizational Behaviour, OUP
4. Robbins, S. P.: Organizational Behaviour, Prentice Hall of India./Pearson Education