



**Organizational Development and Change Management- SYLLABUS and SCHEDULE**

Week Wed & Sat	Session s	Dates	Topic	Faculty	Hours	Assignment or Assessment
1	1	4 Nov 2020	Experiential Sessions with different methods are used like case studies, role plays, exercises for analysis, and short analytical or practical assignments with an emphasis on skill building and application of concepts in the workplace. Every session will have a Pre-Reading assignment, so participants come prepared for class discussion and activities	Sheetal Sharmin	2	Discussion board will be given as extra credit
	2	7 Nov 2020	Introduction – Concept of Change in Organization. What is Change Management? Need for Change, Industry 4.0, Context of VUCA, Change Management Process, Different models of Change Management	Sheetal Sharmin	2	
2	3	11 Nov 2020	<b>Organizational Development Perspectives</b> , 7 steps in OD Dynamics, Paths and Paradigms of Change. OD - Meaning and Evolution, Values, Beliefs, Assumptions- Cross Cultural Perspectives	Nilima Sharmin	2	One Graded Assignment was given for 20 marks
3	4	18 Nov 2020	<b>The OD Process</b> — The role of OD consultant and ethics of practicing OD. Issues in Consultant-Client Relationships Theoretical foundations of OD – Systems theory, Learning Theory, Applied Behavioral Science, Social Constructivism, etc.	Noel Sharmin	2	
	5	21 Nov 2020	<b>Diagnosis and Program Management</b> - Methods of Data Gathering – interviews, focus groups, observation, survey, obstructive measures; Diagnosis and Feedback, Definition of Stakeholders, Classification of OD Interventions	Sheetal Sharmin	2	One graded Discussion Board was given for 10 marks
4	6	25 Nov 2020	<b>Introduction to Comprehensive OD interventions Part 1</b> – Search Conferences and Future Search Conferences, Beckhard's Confrontation Meeting	Sharmin Noel	2	
	7	28 Nov 2020	<b>Introduction to Comprehensive OD Interventions Part II</b> - Strategic Management Activities, Stream Analysis, Survey Feedback	Sharmin Noel	2	
5	8	2 Dec 2020	<b>GRID OD, Culture Change, Systems Change</b> - Grid Organization Development, Culture Change –, Schein's Cultural Analysis	Nilima Shalaka	2	Total
	9	5 Dec 2020	<b>GRID OD, Culture Change, Systems Change</b> - Hofstede's Cultural Dimensions, Large-scale Change, High-performance system, Self – managed team, Work redesign, Management by Objective and Appraisal	Nilima Shalaka	2	
6	10	9 Dec 2020	Parallel Learning Structures, The Self design strategy, Appreciative Inquiry	Nilima Shalaka	2	Course Coordinator
	11	12 Dec 2020	<b>Structural Interventions</b> - Quality Improvement Interventions – Total Quality Management, Quality Circles, Quality of Work Life	Nilima Shalaka	2	

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7	12	16 Dec 2020	<b>Individual Interventions</b> Behavior Modeling, Career Planning and Development, <b>Instrumented Training</b> Coaching and Mentoring <i>Based on a hypothetical Organizational Structure, A Role Play based session using Instrumented Training, Coaching &amp; Mentoring</i>	Nilima Shalaka	2	Discussion Board Extra Credits
	13	19 Dec 2020	<b>Intergroup Interventions</b> Inter-Group Team Building Interventions, Third-Party Peacemaking Interventions: Walton's Approach to Third Party Peace-Making, Organizational Mirroring, Partnering, Interdependency Exercise, Appreciation and Concerns Exercise <i>Demonstration of the Interdependency &amp; Appreciation and Concerns Exercise Techniques. Templates will be shared</i>	Nilima Swati	2	Discussion Board Assignment Question 4 marks
	14	23 Dec 2020	<b>Team Interventions and Team Building Techniques</b> Formal Team Diagnostic Meeting, Formal Group Team-Building Meeting <b>Team Building Techniques</b> – Role Analysis Technique, Role Negotiation Technique, Responsibility Charting, Visioning, Process Consultation Interventions, Gestalt Approach to Team Building <b>Team building activities will be done in class</b>  <i>Details of Assignment will be explained in class.</i>	Sharmin Shalaka	2	Participants will work on which OD Intervention they want to implement. They will present on Jan 2
8	15	2 Jan 2021	Participants present their OD Intervention Plans in class- <b>Word Document to be submitted to Sharmin and Swati, PPT – 2, 3 slides to be shown in the class by each participant – they will get feedback</b>	Swati, Sharmin	2	Feedback will be given 6 marks
			From 6 <sup>th</sup> January we will work on Implementing Change Management for the OD Interventions.			

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**Course Coordinator**



9	16	6 Jan 2021	Change Management Process, Communication Plan for Change Management, <b>Create a Communication Plan for your OD intervention-work through the templates</b>	Swati Nilima	2	
	17	9 Jan 2021			1.5	Discussion Board for Attendance Points Extra Credit
10	18	13 Jan 2021	Change Management – Managing Risks, Evaluate Risks, Managing Resistance to Change; <b>Identify risks in your OD Intervention, Identifying sources of resistance for the OD intervention- Work through the templates</b>	Swati Shalaka	2	
	19	16 Jan 2021			2	Discussion Board for Attendance Points Extra Credit
11	21	20 Jan 2021	Creating an Implementation Plan for the OD Intervention <b>Create an OD Intervention Implementation Plan for your intervention-work through the templates</b>	Swati Noel	1.5	
	22	23 Jan 2021	Evaluating Change Management and OD Interventions- Evaluation Designs, Process and Metrics <b>Create an OD Evaluation Plan for your intervention- work through the templates</b>	Swati Sheetal	1.5	Consolidated for 10 marks
12	23	27 Jan 2021	No Class: Break to prepare for Group Assignment			
	24	30 Jan 2021	Group Assignment – 3 groups. <i>Class will be divided into three groups. Choice of topics to work on, individual and group marks given based on grading rubric.</i> A Detailed case will be given ahead of time. The groups will also be divided before this date. Submit Word Document to Faculty and 10 mins for each group to present in the class. 2 mins for Q&A	All faculty	1.5	Group Assignment 10 marks (Has individual and group component)
			Break to prepare for Final Presentations or Quiz			
13 & 14	25	10 Feb 2021	Final Presentations/Quiz (depending on the group size) (submit the presentations by 8 Feb 2021)	All faculty	3	15 marks
	26	13 Feb 2021				
			<b>TOTAL HOURS</b>		45	



### Holidays & Breaks

12 Nov 2020 to 17 Nov 2020	Diwali Break
24 Dec 2020 to 1 Jan 2021	Christmas and New Year
23 Jan to 30 Jan	Break to work on Group Project
31 Jan 2021 to 9 Feb 2021	Break to Finish Final Project

**Course Coordinator**