



Organizational Development and Management of Change

Course Instructor: Pooja Patnaik

Jindal Institute of Behavioral Sciences (JIBS)

3 Credit Course

SPRING SEMESTER 2023

Faculty Contact:

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Office Hours:

Classroom:

The information provided herein is by the Course Coordinator. The following information contains the official record of the details of the course.

PART I

Course Title:		
Course Code	BE-E-0022	
Course Duration	Semester	
No. of Credit Units	3	
Level	UG/PG	
Pre-Requisites	Nil	
Pre-Cursors	Nil	
Equivalent Courses	Nil	
Exclusive Courses	Nil	
Class Timing		

PART II

Course Description

This course is designed to equip individuals with the knowledge and skills necessary to effectively navigate the dynamic landscape of organizational development and drive successful change initiatives within their organizations. It integrates theoretical concepts, practical strategies, and real-world case studies to provide a holistic understanding of organizational development and change management processes.

Students will gain a deep understanding of the key principles, methodologies, and tools used in organizational development, enabling them to identify areas for improvement and devise effective strategies for organizational growth and transformation. They will explore the importance of creating a culture that fosters innovation, adaptability, and continuous improvement, while also learning practical ways of doing the same.

Course Aim:

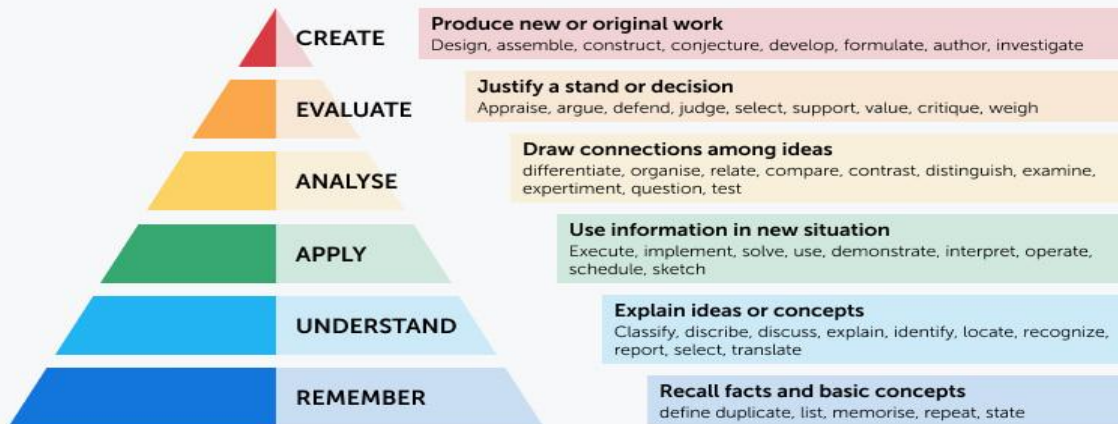
- Understand the role of Organization Development in anticipating and effecting change in organizations.
- Understand and make use of OD as a diagnostic and intervention process, particularly in terms of the roles and styles of the OD practitioner.
- Examine the use of the OD process in developing excellence in individuals in a real organization.
- Describe organization culture and understand its impact on individuals and organizations.
- Understanding the cultural and organization factors that lead to effective organizations and factors contributing to change.
- Understand the various techniques for gathering information from client systems.
- Identify system parameters and recognize the symptoms and causes of organizational effectiveness.

Learning outcomes

After the completion of the course the student will be able to:

- CO 1: Apply the use of the OD process in developing high performance teams in a real organization.
- CO 2: Recognize the forces within individuals and organizations that cause resistance to change in an organization.
- CO 3: Understand the way various interpersonal, team and intergroup techniques fit into OD program.
- CO 4: Identify the various OD interventions techniques i.e. effective communication, employee empowerment, effective stress management, career planning, team development / building.

Bloom's Taxonomy



Course Format

The course will be majorly taught using class discussions, anecdotes, presentations, readings, and experiential exercises. The evaluations will include in-class activities, individual and group presentations, written assignments, and projects.

Percentage breakdown of Grade:

- 70% Internal Assessment [Continuous Assessment In class]
- 30%- End Term Assessment [Closed Book Application Based Assessment]

Assignments:

Sl No	Task	Assessment Date	Marks	Type of submission
1	Company Reflection	TBD	15	Hard Copy
2	OD Application	TBD	10	Group Wise Hard Copy
3	Case Analysis	TBD	10	Hard Copy
4	Communication PPT	TBD	10	Group Wise PPT Submission

5	Project PPT and Report	TBD	15	Final Presentation and Report Submission
6	Class participation + Attitude/behavior/ class discipline		10	Based on 14 weeks

Assessment 1: Company Reflection (15 Marks – Individual)

Task: SWOT analysis, company introduction, challenges, growth scope, sources, APA referencing.

Rubrics (15 Marks):

Criteria	Marks
Company Introduction & Context – Clear overview, background, and relevance of company.	3
SWOT Analysis – Depth, accuracy, balanced strengths/weaknesses/opportunities/threats.	5
Challenges & Growth Scope – Logical identification of current challenges and realistic growth opportunities.	4
Referencing & Sources – Proper use of credible sources and APA referencing.	3

Linked LOs: CO1 (OD process in org context), CO4 (OD interventions via SWOT, growth **areas**).

Assessment 2: OD Application on Conflict Management (10 Marks – Group)

Task: Group brainstorm and solution for a situational conflict case.

Rubrics (10 Marks):

Criteria	Marks
Problem Understanding & Analysis – Clarity in identifying root cause of conflict.	2.5
Application of OD/Conflict Techniques – Use of conflict resolution strategies (e.g., negotiation, collaboration).	2.5
Team-based Solution Development – Quality and feasibility of proposed solution.	2.5
Presentation/Clarity of Thought – Well-structured, concise, and logical write-up.	2.5

Linked LOs: CO2 (resistance & conflict), CO3 (team/interpersonal techniques).

Assessment 3: Case Analysis (10 Marks – Individual)

Task: Analyze given case, answer follow-up questions.

Rubrics (10 Marks):

Criteria	Marks
Case Understanding – Clear grasp of facts, issues, and organizational dynamics.	3
Application of OD Theories/Concepts – Integration of OD models and change frameworks.	4
Quality of Responses – Critical thinking, depth, and practical implications.	3

Linked LOs: CO1 (OD process application), CO2 (forces of resistance), CO3 (fitting techniques in OD).

Assessment 4: Communication PPT (10 Marks – Group)

Task: Teach facilitator about communication models & strategies, connect to recent news.

Rubrics (10 Marks):

Criteria	Marks
Coverage of Communication Models & Strategies – Accuracy, clarity, relevance.	3
Integration with Real-World News/Examples – Contemporary, creative, and well-linked.	3
PPT Quality & Delivery – Visual appeal, clarity, group involvement, flow.	2
Engagement & Teaching Style – Ability to explain and connect with facilitator/peers.	2

Linked LOs: CO3 (communication as OD technique), CO4 (OD intervention techniques).

Assessment 5: Project PPT & Report (15 Marks – Group)

Task: Apply OD theories/models to solve a company problem, present findings, and submit report.

Rubrics (15 Marks):

Criteria	Marks
Problem Identification & Relevance – Clear articulation of organizational problem.	3
Application of OD Models & Theories – Appropriateness and depth of frameworks used.	4
Quality of Solutions & Recommendations – Feasibility, originality, practical relevance.	4
Presentation & Professionalism – Clarity, attire, no mobile distraction, group coordination.	2
Report Quality & APA Referencing – Academic rigor, structure, originality, citation standards.	2

Linked LOs: CO1 (OD process), CO3 (interpersonal/team OD programs), CO4 (OD interventions).

Assessment 6: Class Participation + Attitude/Behavior/Discipline (10 Marks – Individual)

Rubrics (10 Marks):

Criteria	Marks
Participation & Engagement – Active involvement in class discussions, activities.	4
Attitude & Professional Behavior – Respect, punctuality, teamwork, openness to feedback.	3
Discipline & Responsibility – Adherence to class rules, deadlines, decorum.	3

Linked LOs: CO2 (resistance/attitude), CO3 (interpersonal/team skills), CO4 (effective communication & empowerment).

Missed or Late Assessment Submission

All assessments are expected to be submitted on the scheduled day. In case of exceptional circumstances, the student can contact the course instructor and at their discretion (with or without penalty), the instructor may take a call on the concession that is granted. It is the students responsibility to double check that the correct file has been submitted. In case the incorrect or corrupted document is submitted for evaluation, it may result in a lower grade for the student.

Grading of Student Assessment

Letter Grade	Percentage of Marks	Grade Points	Interpretation
O	80 and above	8	Outstanding: Exceptional knowledge of the subject matter, thorough understanding of issues; ability to synthesize ideas, rules and principles and extraordinary critical and analytical ability.
A+	75 - 79	7.5	Excellent: Sound knowledge of the subject matter, thorough understanding of issues; ability to synthesize ideas, rules and principles and critical and analytical ability.
A	70 - 74	7	Very Good: Sound knowledge of the subject matter, excellent organizational capacity, ability to synthesize ideas, rules and principles, critically analyse existing material and originality in thinking and presentation.
A-	65 -69	6	Good: Good understanding of the subject matter, ability to identify issues and provide balanced solutions to problems and good critical and analytical skills.
B+	60 - 64	5	Fair: Average understanding of the subject matter, limited ability to identify issues and provide solutions to problems and reasonable critical and analytical skills.
B	55 - 59	4	Acceptable: Adequate knowledge of the subject matter to go to the

			next level of the study and reasonable critical and analytical skills.
B-	50 - 54	3	Marginal: Limited knowledge of the subject matter and irrelevant use of materials, and poor critical and analytical skills.
P1	45 - 49	2	Pass 1: Pass with Basic understanding of the subject matter.
P2	40 - 44	1	Pass 2: Pass with Rudimentary understanding of the subject matter.
F	Below 40	0	Fail: Poor comprehension of the subject matter; poor critical and analytical skills and marginal use of the relevant materials. Will require repeating the course.

Course Outline and Reading with Application Hours

<i>Dates/ Module</i>	<i>Lesson</i>	<i>Classroom activity</i>	<i>Readings</i>
<i>Module 1 Week 1 and Week 2</i>	<i>Introduction to OD and Change Management.</i> <i>Application Hour: Read the case and discuss</i>	<i>Lecture with discussion</i>	<i>Shared by Facilitator</i>
<i>Week 3 Module 2</i>	<i>Organizational Climate and Culture.</i> <ul style="list-style-type: none"> • <i>Culture: forms and dimensions</i> • <i>Creating and maintaining a culture</i> • <i>Organizational climate</i> <i>Application Hour: Read a story on culture about a company and share key learning</i>	<i>Lecture with discussion</i>	<i>Shared by Facilitator</i>
<i>Week 4 Module 3</i>	<i>Organizational Creativity & Innovation</i> <ul style="list-style-type: none"> • <i>Introduction to innovation</i> <i>Sources</i> <ul style="list-style-type: none"> • <i>Managing and Creativity</i> • <i>Issues for today's Managers</i> Assessment 1: Company Reflection (15 Marks – Individual)	<i>Lecture with case Discussion</i>	<i>Shared by Facilitator</i>
<i>Week 5 Module 4</i>	<i>Organizational Change</i> <i>Approaches to planned organizational change</i>	<i>Lecture with case Discussion</i>	<i>Shared by Facilitator</i>
<i>Week 6 Module 5</i>	<i>Managing Conflict, Power & Political Behaviour</i> <i>a. Conflict: Nature & Types, Outcomes,</i> <i>b. Managing conflict</i> <i>c. Sources of Power,</i>	<i>Lecture with case Discussion</i>	<i>Shared by Facilitator</i>

	d. Political Behavior e. Organizational politics f. Influence tactics Assessment 2: OD Application on Conflict Management (10 Marks – Group)		
Week 7 Module 6	Organizational Structure & Design Assessment 3: Case Analysis (10 Marks – Individual)	Discussion	Shared by Facilitator
Week 8 Module 7	Organizational Development Interventions	Lecture with ppt and discussion ,	Shared by Facilitator
Week 9 Module 8	Organizational Communication Assessment 4: Communication PPT (10 Marks – Group)	Student driven Session and Application	Shared by Students
Week 10 Module 9	Decision Making & Problem Solving	Discussion	Shared by Facilitator
Week 11 and Week 12 Module 10	Psychological Contract & Employee Engagement	Discussion	Shared by Facilitator
Week 12 and Week 13	Assessment 5: Project PPT & Report (15 Marks – Group)	Students driven	
Week 14	<u>Wrap Up!</u>		

Reading List: Mention all the readings here:

1. Phillips, J., & Klein, J. D. (2023). Change management: From theory to practice. *TechTrends*, 67(1), 189-197.
2. Khaw, K. W., Alnoor, A., Al-Abrow, H., Tiberius, V., Ganesan, Y., & Atshan, N. A. (2023). Reactions towards organizational change: a systematic literature review. *Current Psychology*, 42(22), 19137-19160.
3. Wijethilake, C., Upadhaya, B., & Lama, T. (2023). The role of organisational culture in organisational change towards sustainability: evidence from the garment manufacturing industry. *Production Planning & Control*, 34(3), 275-294.
4. Sahay, S. (2023). Organizational listening during organizational change: Perspectives of employees and executives. *International Journal of Listening*, 37(1), 12-25.
5. Burnes, B., & Cooke, B. (2012). The past, present and future of organization development: Taking the long view. *Human relations*, 65(11), 1395-1429.

CLASSROOM POLICIES

Professional Conduct in Classroom

Developing professionalism means arriving on time to the classroom, maintaining classroom decorum, such as being seated within the first two minutes, being respectful to the instructor, peers, conflicting opinions, and submitting assignments on time. As a student of this course you are expected to integrate these skills into your daily behaviour as maintaining professionalism is an essential component of the course. It is essential that we pursue higher ideals which means incorporating behaviours such as listening to others when they are contributing, being sensitive to other individuals and diversity, and supporting the overall learning environment. Disrupting the learning environment by arriving after a two-minute window from the designated start time would mean that the student will be refused entry/attendance. It is also expected that the student contributes in classroom discussions, activities, and presentations to enhance the overall learning environment.

Attendance Policy

Students are expected to attend all classes (100% attendance). Students that are regularly absent cause a disruption to the learning environment and limit their own potential. A student who fails to attend a class is expected to inform the Course Instructor, beforehand, orally or in writing, the reason for their absence. A minimum of 75% attendance is mandatory, failing which, student is not permitted to take the final exam or end term exam.

Punctuality

Students are expected to be seated and prepared inside the class at the scheduled class time. Regular late comers will be denied entry. Both late comers and early departures disrupt the learning environment and would be penalized. A student who might feel like that they might be late for a class is expected to inform the Course Instructor, beforehand, orally or in writing, the reason for the same.

Respectfulness

Students must maintain the integrity of the classroom which means respecting peers, faculty, and staff. It is essential that the student is attentive and sensitive about the words that they use and its impact on others. Students who harm the decorum of the classroom will be asked to leave the classroom and marked absent for the day.

Electronic Devices

Electronic devices such as laptops, headphones, mobile phones are known to be major distractions for learning. Therefore, students will be permitted to use electronic devices only at the behest of the course instructor.

Notes on Plagiarism

Plagiarism is not acceptable! Chat GPT extracted answers are not acceptable either. Please refrain from copying and pasting paragraphs and sentences from your reading materials. This include copying someone's words, structure, grammar, ideas, thoughts, and phrases and passing them as your own. Too many quotes are not acceptable! Using

What is acceptable? Using one quote which is not more than 40 words with proper citation. Use citation! It's a must! Present the content you read from your reading materials in your own words! It is necessary to cite all material that is not the student's original work. Think and critically analyse the content! The source should be always acknowledged in your written material and presentation. All papers in this class will be checked electronically for plagiarism. Sharing or using past work is also counted as plagiarism.

Academic learning is founded on ideals of honesty, integrity, and civility and students are expected to display these ideals at all times. Serious consequences could result when the ideals of academic behaviour are violated.

Safe Space Pledge

Some parts of this course may discuss a range of issues that might result in distress for some students. Discussions and images in the course might also provoke strong emotional responses. To make sure that all students collectively benefit from the course, and do not feel troubled due to either the contents of the course, or the conduct of the discussions, it is incumbent upon all within the classroom to pledge to maintain respect towards our peers. This does not mean that you need to feel restrained about what you feel and what you want to say. Conversely, this is about creating a safe space where everyone can speak and learn without inhibition and fear. This responsibility lies not only on students, but also the instructor.

Disability Support and Accommodation Requirements

JGU endeavors to make all its courses accessible to students. All students with a known disability needing academic accommodations are required to register with the Disability Support Committee [s](#). The Committee has so far identified the following conditions that could possibly hinder student's overall well-being. These include: physical and mobility related difficulties; visual impairment; hearing impairment; medical conditions; specific learning difficulties e.g. dyslexia; mental health. The Disability Support Committee maintains strict confidentiality in its discussions. The students should preferably register with the Committee in the first week of the semester as disability accommodation requires early planning. DSC will approve and coordinate all the disability related services such as appointment of academic mentors, specialized interventions and course related requirements such as accessible classrooms for lectures, tutorials and examinations. All faculty members are required to refer students with any of the above-mentioned conditions to the Disability Support Committee for addressing disability-related accommodation requirements.

Centre for Wellness and Counseling Services:

Contact: Email ID: cwcs@jgu.edu.in

Mobile: +91 8396907312