ORGANIZATION DEVELOPMENT AND CHANGE
IN 21ST CENTURY

PROF. ASHISH PANDEY
Department of Management Studies
IIT Bombay

TYPE OF COURSE : Rerun | Elective | UG I PG
COURSE DURATION : 8 weeks (26 Jul’ 21 - 17 Sep’ 21)
EXAM DATE : 26 Sep 2021

INTENDED AUDIENCE : Students belonging to any discipline with interest in General Management of the organizations can take this course

INDUSTRIES APPLICABLE TO : Most of the companies of medium and of large size which have learning and Development department

COURSE OUTLINE :
In the age of fast paced changes in the field of technology, globalization, changing nature of workforce and environmental and social focus the organizations and their members have to keep developing and changing themselves to respond to these factors. The development is required at levels of human processes (at individual, teams, and organizational level), organization design and culture, technological choices, HR processes and systems and strategic orientation. This course will equip the participants with the approaches and methods of development and change at these aspects of organization to realize their full potential and to perform well in the market field.

ABOUT INSTRUCTOR :
Prof. Ashish Pandey is Associate Professor with Shailesh J. Mehta School at Indian Institute of Technology Bombay, Mumbai. Ashish teaches the courses related to organization development, human resource management and self-mastery to the students of under graduate and post graduate level since last 10 years. The most recent recognition to the Ashish's work include Best Paper award during Indian Academy of Management Meeting, 2020, Fretzer scholarship to his two PhD students (Academy of Management, MSR division, 2020), Outstanding Reviewer (Academy of Management, MSR Division, 2019) , recognition by Fowler Centre of Case Western University 2016, 2018 (AIM2 Flourish for cases written with his students) and Best Paper during Doctoral Consortium with his PhD student (Indian Institute of Science Bangalore, 2018.)

COURSE PLAN :

Week 1: Introduction: Management of Change, Coping with Change and Transient Competitive Advantage, Sustainable Development, OD and Management of Change, Social Entrepreneurship
Week 2: Comparison of Various Planned Change Models, Diagnostic for Organization Development and Change, Steps in Successful Organizational Change, Design of Effective Interventions and their prerequisites
Week 3: Individual Level OD Interventions: A Rationale, Different kinds of Individual level OD Interventions, Group or Team Level OD Interventions, Design of Specific Interventions to Tackle Different Challenges of Different Teams
Week 4: Organization Level OD Interventions, Discussion on various large group Interventions, Appreciative Inquiry - ‘Positive’ Turn of OD, Managing OD and Change through Restructuring Organizations, Different Types of Organization Designs
Week 5: New Forms of Organization Design, Change in the Organization Design, Change in Organization Culture, Can Organization Culture be Managed?: A Case Analysis
Week 6: Organization Development in Digital Transformation, Mergers and Acquisitions - A Special Case of OD, Stages of Mergers & Acquisitions: A Case Study, Transorganizational OD Intervention

Week 7: OD Interventions through Human Resource Functions, Talent Management as OD Intervention, Organization Learning - Relevance and Possibility, Learning Organization - Experimentation, Knowledge Management and Innovation, Organizational Development - Cultural and Economic Contexts Organization Development - Global and Trans-organizational, Setting

Week 8: Organizational Development in the Entrepreneurial Firms, OD Interventions in Family Owned Entrepreneurial Firms, Organizational Development in the Not for Profit Organizations (NPOs) and Social Enterprises (SEs), Organizational Development in Non-Industrial Settings, Organizational Development in Educational Institutions