



ORGANIZATION DEVELOPMENT AND CHANGE IN 21ST CENTURY

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Department of Management Studies

IIT Bombay

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 of Management, Indian Institute of Technology Bombay, Mumbai where he teaches courses related to Organization Development, Human Resource Management, Self-Management and Leadership. Ashish regularly engages in consulting and training work for organization and leadership development with the organizations across industries and with many institutions of higher education. Ashish has published more than forty research articles in the field of Yoga and positive psychology, spirituality at workplace, mindfulness, business and society interface, and the best practices in management in globally reputed journals including Journal of Management, Journal of Business Ethics, Personnel Review etc. He has co-edited the volume on Indigenous Indian Management published by Palgrave MacMillan. He sits in the editorial and review boards of international journals like Frontiers in Psychology and Humanistic Management Journal. His research is recognized with awards and fellowships at forums held at Indian Academy of Management, Academy of Management, USA, Fowler Centre of Case Western University, Indian Institute of Sciences etc.

COURSE PLAN :

Week 1: Lecture 1 : Introduction: Management of Change

Lecture 2 : Coping with Change and Transient Competitive Advantage

Lecture 3 : Sustainable Development, OD and Management of Change

Lecture 4 : Social Entrepreneurship

Week 2: Lecture 5 : Comparison of Various Planned Change Models

Lecture 6 : Diagnostic for Organization Development and Change

Lecture 7 : Steps in Successful Organizational Change

Lecture 8 : Design of Effective Interventions and their prerequisites

Week 3: Lecture 9 : Individual Level OD Interventions: A Rationale

Lecture 10 : Different kinds of Individual level OD Interventions

Lecture 11 : Group or Team Level OD Interventions

Lecture 12 : Design of Specific Interventions to Tackle Different Challenges of Different Teams

Week 4: Lecture 13 : Organization Level OD Interventions

Lecture 14 : Discussion on various large group Interventions

Lecture 15 : Appreciative Inquiry - 'Positive' Turn of OD

Lecture 16 : Managing OD and Change through Restructuring Organizations

Lecture 17 : Different Types of Organization Designs

Week 5: Lecture 18 : New Forms of Organization Design

Lecture 19 : Change in the Organization Design

Lecture 20 : Change in Organization Culture

Lecture 21 : Can Organization Culture be Managed?: A Case Analysis

Week 6: Lecture 22 : Organization Development in Digital Transformation

Lecture 23 : Mergers and Acquisitions - A Special Case of OD

Lecture 24 : Stages of Mergers & Acquisitions: A Case Study

Lecture 25 : Transorganizational OD Intervention

Week 7: Lecture 26 : OD Interventions through Human Resource Functions

Lecture 27 : Talent Management as OD Intervention

Lecture 28 : Organization Learning - Relevance and Possibility

Lecture 29 : Learning Organization - Experimentation, Knowledge Management and Innovation

Lecture 30 : Organizational Development - Cultural and Economic Contexts

Lecture 31 : Organization Development - Global and Trans-organizational
Setting

Week 8: Lecture 32 : Organizational Development in the Entrepreneurial Firms

Lecture 33 : OD Interventions in Family Owned Entrepreneurial Firms

Lecture 34 : Organizational Development in the Not for Profit Organizations(NPOs) and Social
Enterprises (SEs)

Lecture 35 : Organizational Development in Non-Industrial Settings

Lecture 36 : Organizational Development in Educational Institutions