



Mohamed Sathak - Department of Management Studies (MS-DoMS)

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Validation authority: IQAC

COURSE DELIVERY PLAN

(This document is to be presented to the students during the first week of commencement of classes by the course instructor)

Course Title: Organizational Development	Course Code:
Course Category: Elective	Semester: III
Total Duration (Hrs): 45	Credits: 3
Subject Expertise: Dr. Mohamed Sabura Dr. Ramani Karthikeyan	

Program Specific Outcomes:

PSO1 – Placement: To develop students with industry specific knowledge & skills added with right attitude towards becoming a successful professional in corporate world and in Public sector units.

PSO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

PSO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

PSO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

PSO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Program Outcomes:

PO1: Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

PO2: Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.

PO3: Ethical Value: Ability to develop value-based leadership attributes.

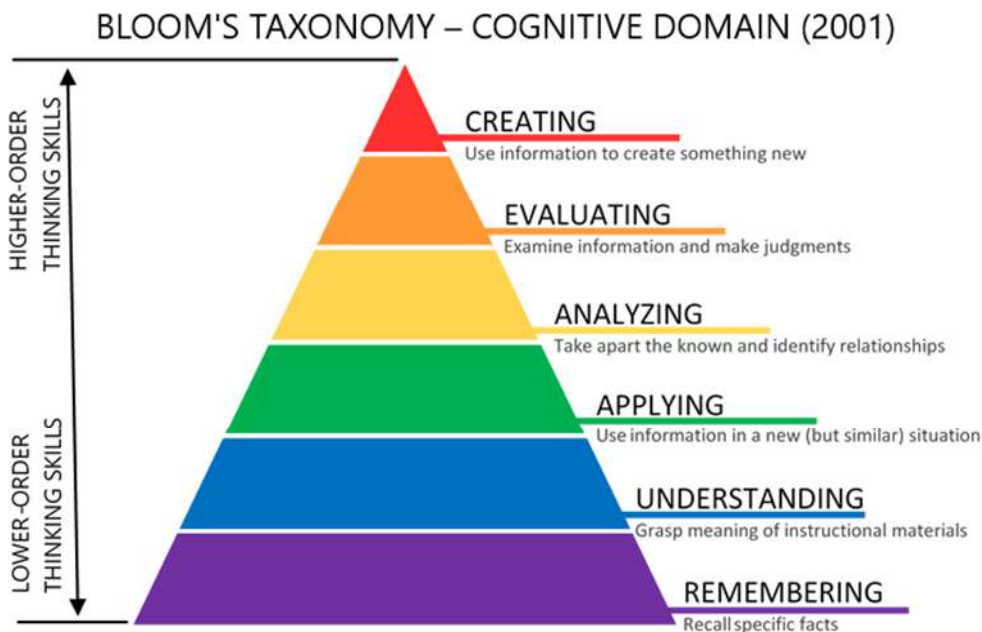
PO4: Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

PO6: Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.

PO7: Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

PO8: Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.



The Bloom's Taxonomy is to be followed in curriculum development, courseware development, planning and delivery of contents, Assessment, Mapping, Data Analysis and

Course Objectives	
C1	To generalize a fair comprehension of basic concepts on OD.
C2	To assimilate design elements of OD.
C3	To summarize effects of Organizational culture and reinforcing techniques.
C4	To illustrate effectiveness of working in teams.
C5	To interpret constructs of well-being and approaches to achieving a balance.

CQI (Continuous Quality Improvement)

MAPPING OF COs TO POs								
Course Outcomes	On completion of this course, students will;							Program Outcomes
CO1	Comprehend and justify basic concepts on OD.							PO2, PO6
CO2	Assimilate and design OD process.							PO4, PO8
CO3	Summarize Organizational culture and use reinforcing techniques.							PO3
CO4	Illustrate effectiveness of working in teams							PO1, PO5
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.							PO1, PO3, PO5
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO1		M				M		
CO2				M				M
CO3			M					
CO4	M				S			
CO5	M		M		S			
	S-Strong		M-Medium		L-Low			

Reading List		
1.	Laslo Bock, 'Work Rules-Insights from inside Google'	
2.	Edgar H Schein, 'Organisational Culture and Leadership'	
3.	Kirk Blackard, James W Gibson, 'Capitalizing on conflict'	
4.	Peter S Cohan, 'Value Leadership'	
References Books		
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 th Edition, SagePublication2019.	
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 rd Edition, Pearson FT Press, 2015.	
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 th Edition, Pearson Higher Education,2017.	
4.	Cummings, T., Theory of Organization Development and Change, 9 th Edition, South-Western,2011.	
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 d Edition, 2015.	
6	Ramanarayan,S.and Rao,T.V., Organization Development: Accelerating Learning and Transformation, 2 ndEdition,SageIndia,2011.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test – Assignments, Seminars, Attendance and Class Participation	25 Marks
External Evaluation	End Semester Examination	75 Marks
Total		100 Marks
Methods of Assessment		
BTL 1 - Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
BTL 2 -Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
BTL 3 - Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
BTL 4 - Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
BTL 5 - Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
BTL 6 – Create (K6)	Check knowledge in specific or off beat situations, Discussion, Debating or Presentations	

COURSE DELIVERY PLAN

Period / Session	Session Topic Unit wise	Pertaining CO/CLOs & BTL	Topic Learning Outcome (TLO)	Instructional Methods	Assessment Method for TLO
1	Unit I - Introduction	CO1 & BTL 2	Understand OD	Lecture / PPT	Discussion Forums
2	Evolution	CO1 & BTL 2	Understand the evolution of OD	Lecture / PPT	Discussion Forums
3	Basic values	CO1 & BTL 2	Comprehend the basic values OD	Lecture / PPT	Practice Quiz

4	Assumptions of OD	CO1 & BTL 2	Comprehend the assumptions OD	Interactive Learning	Practice Quiz
5	Foundations of OD	CO1 & BTL 3	Explain the foundations of OD	Interactive Learning / Case lets	Discussion Forums
6	Process of OD	CO1 & BTL 2	Understand the process of OD	Interactive Learning / Discussion	Practice Quiz
7	Managing the phases of OD	CO 1 & BTL4	Critically analyses phases of OD in organization	Interactive Learning	Peer Review
8	Organizational diagnosis	CO 1 & BTL 5	Evaluate organization for the phases of OD	Self -Study	Graded Quiz-Test
9	OD Techniques - Questionnaire	CO1 & BTL 2 & 4	Understand and differentiate between the OD techniques	Interactive Learning	Practice Quiz
10	OD Techniques - interview	CO1 & BTL 2 & 4	Understand and differentiate between the OD techniques	Interactive Learning	Discussion Forums
11	OD Techniques - workshop	CO1 & BTL 2 & 4	Understand and differentiate between the OD techniques	Interactive Learning	Peer Review
12	OD Techniques - taskforce	CO1 & BTL 2 & 4	Understand and differentiate between the OD techniques	Interactive Learning	Assignment
13	Collecting, analyzing	CO1 & BTL4	Critically analyses the diagnostic information	Guest Lecture	Discussion Forums
14	Feedback of diagnostic information	CO1 & BTL4	Critically analyses the diagnostic information	Guest Lecture	Discussion Forums

15	CIA	-----	-----	-----	Internal I
16	Unit II - Approaches Introduction Key Organizational Designs	CO2 & BTL 2	Understand the key organizational designs	Lecture	Assignment
17	Procedures - Differentiation & Integration	CO 2 & BTL 2	Comprehend the procedures and its differences	PPT	Discussion Forums
18	Basic Design Dimensions	CO 2 & BTL 4	Analyze the basic design dimensions	Interactive Learning	Practice Quiz
19	Determination of Structure-Forces	CO 2 & BTL 3	Explain the structure forces	Lecture	Graded Quiz- Test
20	Reshaping Organization	CO 2 & BTL 5	Evaluate the organization procedure for reshaping	Case Study Discussion	Practice Quiz
21	Life Cycles in Organization	CO 2 & BTL 3	Understand the lifecycles in organization	Self - Study	Discussion Forums
22	CIA	-----	-----	-----	Assignment & Student Presentation
23	Unit III - Organizational culture Introduction Key Role of Organizational Culture	CO3 & BTL 2	Define the role of organizational culture	Lecture	Practice Quiz
24	Functions of Organizational Culture	CO 3 & BTL 4	Analyze the functions of OC	PPT	Discussion Forums
25	Effects of Organizational Culture	CO 3 & BTL 4	Analyze the effects of OC	PPT	Discussion Forums
26	Leaders' role in	CO 3 &	Explain the	Case lets	Discussion

	shaping culture	BTL 3	leaders' role in shaping culture		Forums
27	Leaders' role in reinforcing culture	CO 3 & BTL 3	Explain the leaders' role in reinforcing culture	Case lets	Discussion Forums
28	Developing a Global Organizational Culture	CO 3 & BTL 4 & 5	Analyze and develop a global OC	Interactive learning	Practice Quiz
29	CIA	-----	-----	-----	Internal
30	Unit IV - Groups & teams Introduction	CO4& BTL2	Understand the work groups and teams	Interactive learning	Discussion Forums
31	Work Groups	CO4& BTL2	Understand the work groups	Interactive learning	Discussion Forums
32	Teams	CO4& BTL2	Understand the teams	Interactive learning	Discussion Forums
33	Preparing for the world of work Group Behaviour	CO 4 & BTL 4	Analyze the work behaviour	Discussion	Practice Quiz
34	Emerging issues of Work Organization	CO 4 & BTL 2	Understand the issues of work	Self-study	Assignment
35	Emerging issues of Quality of Work Life	CO 4 & BTL 2	Understand the QWL	Self-study	Assignment
36	Career stage model	CO 4 & BTL 3	Explain the career stage model	Case study	Discussion Forums
37	Moving up the career ladder	CO 4 & BTL 5	Evaluate the career ladder	Interactive Learning	Practice quiz
38	CIA	-----	-----	-----	Assignment & Student Presentation
39	Unit V -Wellbeing Introduction Stress and Well Being at Work	CO 5 & BTL2	Recognize the stress and well-being at work	Lecture	Discussion
40	Four approaches	CO 5 &	Explain the	PPT	Practice quiz

	to stress	BTL 3	approaches to stress		
41	Sources of stress at work	CO 5 & BTL 4	Analyze the sources of stress	Interactive Learning	Discussion Forums
42	Consequences of stress	CO 5 & BTL 5	Evaluate the consequences	Case study	Assignment Peer Review
43	Prevalent Stress Management	CO 5 & BTL 2	Understand the managerial implications on stress	Guest Lecture	Graded Quiz-Test
44	Managerial implications	CO 5 & BTL 2	Understand the managerial implications on stress	Guest Lecture	Graded Quiz-Test
45	CIA	-----	-----	-----	Review & Improvement
Model Examination					

COURSE ASSESSMENT PLAN

Continuous Internal Assessment (CIA)	Learning Outcome for Assessment	CO/CLOs	Assessment Method / Activity	Corrective Action	Duration (Hrs)	Weightage
Unit I	Comprehend and justify basic concepts on OD.	CO1	Internal I	Assignment & Peer Review	1.5	15%
Unit II	Assimilate and design OD process.	CO2	Discussion Forums & Practice Quiz	Assignment & Peer Review	1	10%
Unit III	Summarize Organizational culture and use reinforcing techniques.	CO3	Internal II	Assignment & Peer Review	1.5	15%
Unit IV	Illustrate effectiveness of working in teams.	CO4	Discussion Forums & Practice Quiz	Assignment & Peer Review	1	10%
Unit V	Interpret constructs of well-being and approaches to achieving a balance.	CO5	Model Exam	Assignment & Peer Review	3	50%
Internal Marks - 25 (20 CIA + 5 Attendance)						

FACULTY SIGNATURE

Head -DoMS

Head - IQAC