**Syllabus for Master of Business Administration, 3rd Semester**

**Functional Area Specialization: Human Resource Management**

**Name: Change Management and Organization Development (CMOD)**

**Subject Code: 4539231**

**With effective from academic year 2018-19**

# Learning Outcomes:

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| **Learning Outcome Component** | **Learning Outcome** |
| Business Environment and Domain Knowledge (BEDK) | * Demonstrate an understanding of how organizations can be made more effective and dynamic by improving their human resource/ Business Process and structure; for their survival as well as adaptation

in future dynamic situation. |
| Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI) | * Ability to examine the dynamic situation of business environment, analyze the situation and formulate the

appropriate solution suiting specific situation. |
| Global Exposure and Cross- Cultural Understanding (GECCU) | * Examine the effect of global business environment on

business and develop cross cultural understanding to deal with issues of diversity and globalization. |
| Social Responsiveness and Ethics (SRE) | * Demonstrate sincerity towards being socially inclusive and considerate towards ethics while

managing change and development. |
| Effective Communication (EC) | * Ability to effectively appraise all stakeholders of the need for change and develop communication skills to

make change acceptable to all. |
| Leadership and Teamwork (LT) | * Distinguish the varied roles to be executed by different people for effecting change.
* Develop and lead teams for successful OD intervention.
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1. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

# Course Contents:

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| --- | --- | --- | --- |
| **Module No:** | **Contents** | **No. of Sessions** | **70 Marks****(External Evaluation)** |
| **I** | **Organizational Change**:* Introduction, Importance & imperative of change
* Forces of change, types of change
* Types of planned and unplanned change, Models of change.

**Organizational renewal:*** The challenge of change
* Change and its impact
	+ Operational effect, psychological effect, social effect; people reactions to change.
	+ Changing the organizational culture

**Resistance to change:*** Lifecycle to resistance to change
* Resistance model of change
* Driving forces and restraining forces blocking change
* Overcoming and minimizing resistance to change.
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| **II** | **Organizational development**:* Introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values.
* OD Models
	+ 5 stage model of OD
	+ Action Research model of OD & its features
	+ Appreciative Inquiry model

**OD practitioners:*** Role and style of OD practitioners
* Formation of Practitioner and client relationship
* Relationship modes, issues in relationship

**Diagnosis:*** Process, models and skills required
* Methods of obtaining diagnosis information

**Process Intervention Skills:*** Process interventions
* Group process
* Types of process interventions
* Results of process interventions
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| **III** | **OD Interventions**:* Definitions,
* Strategies for OD Intervention:
	+ Basic Strategies to change
	+ Integration of change strategies
	+ Stream analysis
	+ Selecting OD interventions
	+ Major OD intervention techniques.

**OD personal & Interpersonal Interventions:*** Empowering the individuals and employees
* Laboratory learning
* Interpersonal styles
* Career Life Planning Interventions

**Team development Interventions:*** Organizing around teams
* Need for team development
* Team development process
* Outdoor experiential laboratory training
* Role negotiation, role analysis

**Intergroup Development & work team development interventions:*** Changing relationships
* Collaboration and conflict
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|  | * Intergroup problems
* Managing conflicts of various levels
* Continuous improvement process
* Job design
* TQM –eight pillars of TQM and Self- Managed Work Teams
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| **IV** | **High Performing Teams and Learning Organizations:*** System-wide interventions
* Survey Research and feedback
* Learning organizations
* Reengineering
* System-4 management
* High performing systems
* Grid-OD program
* Third wave Organizations OD.

**Organizational Transformation and Strategic Management:*** Strategy and transformation
* Organizational transformation
* Role of culture
* Strategic change management
* Changing the culture
* Power, politics and ethics in OD

**OD for Future:*** Organizations for the future
* Monitoring and stabilizing action programs
* Emerging issues and values
* Future trends in OD
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| **V** | **Practical:**Students need to study change which occurred in organization external/internal and suggest an OD intervention adopted by organization to survive or excel.Students can also identify the reasons for change, the way change was managed. | --- | (30 marks CEC) |

1. **Pedagogy:**
	* ICT enabled Classroom teaching
	* Case study
	* Practical / live assignment
	* Interactive class room discussions

# Evaluation:

Students shall be evaluated on the following components:

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| **A** | **Internal Evaluation** | **(Internal Assessment- 50 Marks)** |
| * Continuous Evaluation Component
 | 30 marks |
|  | * Class Presence & Participation
 | 10 marks |
| * Quiz
 | 10 marks |
| **B** | **Mid-Semester examination** | **(Internal Assessment-30 Marks)** |
| **C** | **End –Semester Examination** | **(External Assessment-70 Marks)** |

# Reference Books:

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| --- | --- | --- | --- | --- |
| **No.** | **Author** | **Name of the Book** | **Publisher** | **Year of****Publication / Edition** |
| 1 | Donald R. Brown | An experiential ApproachOrganization Development | to | Pearson | 2010 / 8th |
| 2 | Kavita Singh | Organization Change & development | ExcelBooks | 2010 / 2nd |
| 3 | Wendell French, Cecil Bell | Organization Development: Behavioral Science Interventions forOrganizations | Pearson | 2017 / 6th |
| 4 | Thomas G. Cummings, Christopher G. Worley | Organization Development Change | and | Cengage | 2014 / 10th |
| 5 | Tupper Cawsy,Gene Deszca, Cynthia A. Inglos | Organizational Change: An Action – Oriented Toolkit | Sage | 2011 / 2nd |
| 6 | P. G. Aquinas | Organization Structure and Design:Applications and Challenges | Excel | 2008 |
| 7 | Joan V. Gallos, Edgar H. Schein | Organization Development: AJossey-Bass reader | Jossye Bass | – | 2006 / 1st |
| 8 | Bhupen Srivastava | Organization Design Development: ConceptsApplication | and and | Biztantra | 2007 |
| 9 | Mark Hughes | Managing Change: A Critical Perspective | Kogan Page | 2010 / 2nd |
| 10 | Robert Golembievsky | Organization Development: Ideas and Issues | Routledge | 2017 / 1st |
| 11 | Patrick Dawson, CostasAndriopoulos | Managing Change, Creativity andInnovation | Sage | 2017 / 3rd |

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

# List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Journal of Organizational Change Management
2. The Journal Of applied Behavioural Science
3. Journal of Change Management
4. Harvard Business Review