**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. |

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. | 10 | 18 |
| **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 | 10 | 18 |
| **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 | 10 | 17 |
|  | * Intergroup problems * Managing conflicts of various levels * Continuous improvement process * Job design * TQM –eight pillars of TQM and Self- Managed Work Teams |  |  |
| **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 | 10 | 17 |
| **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 Approach  Organization Development | to | Pearson | | 2010 / 8th |
| 2 | Kavita Singh | Organization Change & development | | Excel  Books | | 2010 / 2nd |
| 3 | Wendell French, Cecil Bell | Organization Development: Behavioral Science Interventions for  Organizations | | 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: Concepts  Application | 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, Costas  Andriopoulos | Managing Change, Creativity and  Innovation | | 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