GUJARAT TECHNOLOGICAL UNIVERSITY
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

1. Learning Outcomes:

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.

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

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

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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
			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

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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		
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)

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

5. **Evaluation:**
   Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks

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	• Class Presence & Participation	10 marks	
	• Quiz	10 marks	
B	**Mid-Semester examination**	**(Internal Assessment-30 Marks)**	
C	**End –Semester Examination**	**(External Assessment-70 Marks)**	

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Donald R. Brown	An experiential Approach to Organization Development	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 and Change	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 and Development: Concepts and Application	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.

7. 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