

# GUJARAT TECHNOLOGICAL UNIVERSITY

## MASTER OF BUSINESS ADMINISTRATION (Part-Time)

Year II (Semester: –IV) (W.E.F. Academic Year 2018-19)

**Specialization: Human Resource Management**

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

**Subject Code: 3549931**

**Subject Credits: 3**

**Total Marks: 150**

### 1. Learning Outcome:

- Sensitizing the students about how organizations can be made more effective and dynamic through improving its human resource.
- Developing basic behavioral science skills of the students as future practitioners of OD.
- Understanding and applying basic concepts and processes that form the core of organization development

2. **Course Duration:** The course duration is of 36 sessions of 75 minutes each

### 3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Organizational Change:</b> An Introduction, Importance & imperative of change, forces of change, Types of change, types of planned and unplanned change, Models of change. <b>Organizational renewal:</b> The challenge of change Change and its impact: operational effect, psychological effect, social effect; people reactions to change. Changing the organizational culture <b>Resistance to change:</b> lifecycle to resistance to change, resistance model of change, driving forces and restraining forces blocking change, overcoming and minimizing resistance to change.	9	17
II	<b>Organizational development:</b> An 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 and issues in relationship <b>Diagnosis :</b> 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	9	18

III	<p><b>OD Interventions:</b> Definitions, Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques.</p> <p>OD personal &amp; Interpersonal Interventions: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions</p> <p><b>Team development Interventions:</b> Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis</p> <p>Intergroup Development &amp; work team development interventions: Changing relationships, collaboration and conflict, Intergroup problems, managing conflicts of various levels, Continuous improvement process, Job design, TQM –eight pillars of TQM and Self- Managed Work Teams</p>	9	18
IV	<p><b>High Performing Teams and Learning Organizations:</b> system-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third wave Organizations OD.</p> <p><b>Organizational Transformation and Strategic Management:</b> strategy and transformation, Organizational transformation, role of culture, strategic change management, changing the culture</p> <p>Power, politics and ethics in OD</p> <p><b>OD for Future:</b> Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD</p>	9	17
V	<p><b>Practical:</b> Students need to study change which occurred in organization external/internal and suggest an OD intervention adopted by organization to survive or excel.</p>	---	(30 marks CEC)

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test/Presentation on specific topic etc	(Internal Assessment-50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

## 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Donald R. Brown and Don Harvey	An experiential Approach to Organization Development	Pearson LPE	Latest Edition
2	Kavita Singh	Organization Change & development	Excel Books	Latest edition
3	Wendell French and Cecil Bell	Organization Development: Behavioral Science Interventions for organization	PHI	Latest Edition
4	Worley	Organization Development and Change	Thomson	Latest Edition
5	Tupper cawsey	Tool kit for Organization Change	Sage	Latest Edition
6	Deepak kumar	Organisational System, Design,	Himalaya	Latest Edition
7	P. G. Aquinas	Organization Structure and Design	Excel	Latest Edition
8	Joan V. Gallos, Edgar H. Schein	Organization development: a Jossey-Bass reader	Wiley Publications	Latest Edition
9	BhupenSrivastava	Organization Design & Development	Biztantra	Latest Edition
10	Mark Hughes	Change Management in Organizations	Jaico	Latest Edition
11	Robert Golembievsky	Organization Development: Ideas and Issues	Transaction Books, New Jersey	Latest Edition
12	Andriopoulos, Dawson	Managing Change, Creativity and Innovation	Sage	Latest Edition

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, etc.

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