



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Human Resource Management
Name: Change Management and Organization Development (CMOD)
Subject Code: 4549931

With effective
 from academic
 year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> Demonstrate sincerity towards being socially inclusive and considerate towards ethics while managing change and development.
Effective Communication (EC)	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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	<p>Organizational Change:</p> <ul style="list-style-type: none"> Introduction, Importance & imperative of change Forces of change, types of change Types of planned and unplanned change, Models of change. <p>Organizational renewal:</p> <ul style="list-style-type: none"> The challenge of change Change and its impact <ul style="list-style-type: none"> Operational effect, psychological effect, social effect; people reactions to change. Changing the organizational culture <p>Resistance to change:</p> <ul style="list-style-type: none"> 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	<p>Organizational development:</p> <ul style="list-style-type: none"> • Introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values. • OD Models <ul style="list-style-type: none"> ▪ 5 stage model of OD ▪ Action Research model of OD & its features ▪ Appreciative Inquiry model <p>OD practitioners:</p> <ul style="list-style-type: none"> • Role and style of OD practitioners • Formation of Practitioner and client relationship • Relationship modes, issues in relationship <p>Diagnosis:</p> <ul style="list-style-type: none"> • Process, models and skills required • Methods of obtaining diagnosis information <p>Process Intervention Skills:</p> <ul style="list-style-type: none"> • Process interventions • Group process • Types of process interventions • Results of process interventions 	10	18
III	<p>OD Interventions:</p> <ul style="list-style-type: none"> • Definitions, • Strategies for OD Intervention: <ul style="list-style-type: none"> ▪ Basic Strategies to change ▪ Integration of change strategies ▪ Stream analysis ▪ Selecting OD interventions ▪ Major OD intervention techniques. <p>OD personal & Interpersonal Interventions:</p> <ul style="list-style-type: none"> • Empowering the individuals and employees • Laboratory learning • Interpersonal styles • Career Life Planning Interventions <p>Team development Interventions:</p> <ul style="list-style-type: none"> • Organizing around teams • Need for team development • Team development process • Outdoor experiential laboratory training • Role negotiation, role analysis <p>Intergroup Development & work team development interventions:</p> <ul style="list-style-type: none"> • Changing relationships 	10	17



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	<ul style="list-style-type: none"> • 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 		
IV	<p>High Performing Teams and Learning Organizations:</p> <ul style="list-style-type: none"> • System-wide interventions • Survey Research and feedback • Learning organizations • Reengineering • System-4 management • High performing systems • Grid-OD program • Third wave Organizations OD. <p>Organizational Transformation and Strategic Management:</p> <ul style="list-style-type: none"> • Strategy and transformation • Organizational transformation • Role of culture • Strategic change management • Changing the culture • Power, politics and ethics in OD <p>OD for Future:</p> <ul style="list-style-type: none"> • Organizations for the future • Monitoring and stabilizing action programs • Emerging issues and values • Future trends in OD 	10	17
V	<p>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.</p>	---	(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)
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	<ul style="list-style-type: none"> • Continuous Evaluation Component 	30 marks
	<ul style="list-style-type: none"> • Class Presence & Participation 	10 marks
	<ul style="list-style-type: none"> • 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 / 8 th
2	Kavita Singh	Organization Change & development	Excel Books	2010 / 2 nd
3	Wendell French, Cecil Bell	Organization Development: Behavioral Science Interventions for Organizations	Pearson	2017 / 6 th
4	Thomas G. Cummings, Christopher G. Worley	Organization Development and Change	Cengage	2014 / 10 th
5	Tupper Cawsy, Gene Deszca, Cynthia A. Inglos	Organizational Change: An Action – Oriented Toolkit	Sage	2011 / 2 nd
6	P. G. Aquinas	Organization Structure and Design: Applications and Challenges	Excel	2008
7	Joan V. Gallos, Edgar H. Schein	Organization Development: A Jossey-Bass reader	Jossye – Bass	2006 / 1 st
8	Bhupen Srivastava	Organization Design and Development: Concepts and Application	Biztantra	2007
9	Mark Hughes	Managing Change: A Critical Perspective	Kogan Page	2010 / 2 nd
10	Robert Golembievsky	Organization Development: Ideas and Issues	Routledge	2017 / 1 st
11	Patrick Dawson, Costas Andriopoulos	Managing Change, Creativity and Innovation	Sage	2017 / 3 rd

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