



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part time), 4th Semester
Specialization: Human Resource Management (HRM)
Subject Name: Change Management and Organization Development
Subject Code: 5549905

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Discuss</i> resistance to change and strategies to reduce resistance to a real / hypothetical change context. • <i>Discuss</i> and <i>analyze</i> diagnostic tools used to assess organizational effectiveness.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Demonstrate</i> how to evaluate organizational development interventions for a defined set of Interventions aimed at specific OD strategy.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Evaluate</i> the emerging OD approaches and techniques in the global environment.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Explain</i> the importance of people and cultural side of change.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Explain</i> how individuals are impacted by change, different ways they may respond to change situations and how learning processes help them adapt.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Outline</i> important aspects of how to build and equip a change team to improve effectiveness. • <i>Reflect</i> on different leadership styles and their importance in a change process.

Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4539231	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Discuss</i> resistance to change and strategies to reduce resistance to a real / hypothetical change context.	3	1	2	2	1	1	1	1	1
LO2: <i>Discuss</i> and <i>analyze</i> diagnostic tools used to assess organizational effectiveness.	2	3	3	2	1	2	1	-	1
LO3: <i>Demonstrate</i> how to evaluate organizational development interventions for a defined set of interventions aimed at specific OD strategy.	2	2	3	1					1
LO4: <i>Evaluate</i> the emerging OD approaches and techniques in the global environment.	1	2	2	-	3	1	-	-	1
LO5: <i>Explain</i> the importance of people and cultural side of change.	1	1				1	1		3
LO6: <i>Explain</i> how	2	-	1	3	-	2	2	1	2



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individuals are impacted by change, different ways they may respond to change situations and how learning processes help them adapt.									
LO7: <i>Outline</i> important aspects of how to build and equip a change team to improve effectiveness.	1	1	2	1		2			2
LO8: <i>Reflect</i> on different leadership styles and their importance in a change process.	1	1		2		3	1	1	2

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
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 	10	18



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	<ul style="list-style-type: none"> • 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 		
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 • 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 	10	17
IV	<p>High Performing Teams and Learning Organizations:</p> <ul style="list-style-type: none"> • System-wide interventions • Survey Research and feedback • Learning organizations 	10	17



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	<ul style="list-style-type: none"> • 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 		
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)
	• 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)

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



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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: Idea sand 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