



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB03092021

Course / Subject Name: Change Management and Organization Development

w. e. f. Academic Year:	2025-26
Semester:	3
Category of the Course:	Specialization HRM (Major 1)

Prerequisite:	Any Graduate
Rationale:	In 21 st Century the environment in which organizations working is continuously evolving. So to fit in the changing environment and to achieve Progress in VUCA world; organization must adapt to change through change management and needs to transform for future development. This subject will equip students with the techniques of Change Management & Organization development. Subject will help students to align and adapt HRM activities with Strategic Management requirement

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
1	Define key concepts related to Change Management & Organization Development	Remember
01	Demonstrate how to evaluate organizational development interventions for a defined set of interventions aimed at specific OD strategy.	Evaluate
02	Understand the emerging OD approaches and techniques in the global environment.	Understand
03	Explain how individuals are impacted by change, different ways they may respond to change situations and how learning processes help them adapt.	Analyze
04	Outline important aspects of how to build and equip a change team to improve effectiveness. Reflect on different leadership styles and their importance in a change process.	Apply

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR		C	Theory		Tutorial / Practical	
			ESE (E)		PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150



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Course Content:

Unit No.	Content	No. of Hours	% of Weightage
1.	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.	12	17
2.	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	12	18
3.	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, Intergroup problems, Managing conflicts of various levels, Continuous	15	17



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	improvement process, Job design, TQM –eight pillars of TQM and Self- Managed Work Teams		
4.	<p>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.</p> <p>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</p> <p>OD for Future: Organizations for the future, Monitoring and stabilizing action programs, Emerging issues and values Future trends in OD</p>	09	18
5.	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.	15	CEC (30 Marks)
Total		60	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks					
R Level	U Level	A Level	N Level	E Level	C Level
10	20	30	20	20	

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

Suggested Case Study: Cases given in text book of Thomas G. Cummings, Christopher G. Worley Organization Development and Change Cengage

References/Suggested Learning Resources:

(a) Books:

1. Donald R. Brown An experiential Approach to Organization Development Pearson
2. Kavita Singh Organization Change & development Excel Books
3. Wendell French, Cecil Bell Organization Development: Behavioral Science Interventions for Organizations Pearson
4. Thomas G. Cummings, Christopher G. Worley Organization Development and Change Cengage
5. Tupper Cawsy, Gene Deszca, Cynthia A. Inglos Organizational Change: An Action – Oriented Toolkit Sage



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6. Bhupen Srivastava Organization Design and Development: Concepts and Application Biztantra
7. Patrick Dawson, Costas Andriopoulos Managing Change, Creativity and Innovation Sage
8. P. G. Aquinas Organization Structure and Design: Applications and Challenges Excel

(b) Open source software and website:

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

Suggested Activities for Students: Case Study Discussions on success/failure of Merger &

Acquisition of corporates from HR point of view

CO-PO Mapping

Semester 3	Course Name : Change Management and Organization Development				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	2	3	1	3	2
CO3	2	2	1	2	2
CO4	3	2	3	3	2
CO5	3	3	2	3	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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