



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> 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 (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> resistance to change and strategies to reduce resistance to a real / hypothetical change context.</li> <li>• <i>Discuss</i> and <i>analyze</i> diagnostic tools used to assess organizational effectiveness.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> how to evaluate organizational development interventions for a defined set of interventions aimed at specific OD strategy.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the emerging OD approaches and techniques in the global environment.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the importance of people and cultural side of change.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> how individuals are impacted by change, different ways they may respond to change situations and how learning processes help them adapt.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Outline</i> important aspects of how to build and equip a change team to improve effectiveness.</li> <li>• <i>Reflect</i> on different leadership styles and their importance in a change process.</li> </ul>

## 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><b>Organizational Change:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Importance &amp; imperative of change</li> <li>• Forces of change, types of change</li> <li>• Types of planned and unplanned change, Models of change.</li> </ul> <p><b>Organizational renewal:</b></p> <ul style="list-style-type: none"> <li>• The challenge of change</li> <li>• Change and its impact               <ul style="list-style-type: none"> <li>▪ Operational effect, psychological effect, social effect; people reactions to change.</li> <li>▪ Changing the organizational culture</li> </ul> </li> </ul> <p><b>Resistance to change:</b></p> <ul style="list-style-type: none"> <li>• Lifecycle to resistance to change</li> <li>• Resistance model of change</li> <li>• Driving forces and restraining forces blocking change</li> <li>• Overcoming and minimizing resistance to change.</li> </ul>	10	18
II	<p><b>Organizational development:</b></p> <ul style="list-style-type: none"> <li>• Introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions &amp; Values.</li> <li>• OD Models               <ul style="list-style-type: none"> <li>▪ 5 stage model of OD</li> <li>▪ Action Research model of OD &amp; its features</li> <li>▪ Appreciative Inquiry model</li> </ul> </li> </ul> <p><b>OD practitioners:</b></p> <ul style="list-style-type: none"> <li>• Role and style of OD practitioners</li> </ul>	10	18



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	<ul style="list-style-type: none"> <li>• Formation of Practitioner and client relationship</li> <li>• Relationship modes, issues in relationship</li> </ul> <p><b>Diagnosis:</b></p> <ul style="list-style-type: none"> <li>• Process, models and skills required</li> <li>• Methods of obtaining diagnosis information</li> </ul> <p><b>Process Intervention Skills:</b></p> <ul style="list-style-type: none"> <li>• Process interventions</li> <li>• Group process</li> <li>• Types of process interventions</li> <li>• Results of process interventions</li> </ul>		
III	<p><b>OD Interventions:</b></p> <ul style="list-style-type: none"> <li>• Definitions,</li> <li>• Strategies for OD Intervention:             <ul style="list-style-type: none"> <li>▪ Basic Strategies to change</li> <li>▪ Integration of change strategies</li> <li>▪ Stream analysis</li> <li>▪ Selecting OD interventions</li> <li>▪ Major OD intervention techniques.</li> </ul> </li> </ul> <p><b>OD personal &amp; Interpersonal Interventions:</b></p> <ul style="list-style-type: none"> <li>• Empowering the individuals and employees</li> <li>• Laboratory learning</li> <li>• Interpersonal styles</li> <li>• Career Life Planning Interventions</li> </ul> <p><b>Team development Interventions:</b></p> <ul style="list-style-type: none"> <li>• Organizing around teams</li> <li>• Need for team development</li> <li>• Team development process</li> <li>• Outdoor experiential laboratory training</li> <li>• Role negotiation, role analysis</li> </ul> <p><b>Intergroup Development &amp; work team development interventions:</b></p> <ul style="list-style-type: none"> <li>• Changing relationships</li> <li>• Collaboration and conflict</li> <li>• Intergroup problems</li> <li>• Managing conflicts of various levels</li> <li>• Continuous improvement process</li> <li>• Job design</li> <li>• TQM –eight pillars of TQM and Self- Managed Work Teams</li> </ul>	10	17
IV	<p><b>High Performing Teams and Learning Organizations:</b></p> <ul style="list-style-type: none"> <li>• System-wide interventions</li> <li>• Survey Research and feedback</li> <li>• Learning organizations</li> </ul>	10	17



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	<ul style="list-style-type: none"> <li>• Reengineering</li> <li>• System-4 management</li> <li>• High performing systems</li> <li>• Grid-OD program</li> <li>• Third wave Organizations OD.</li> </ul> <p><b>Organizational Transformation and Strategic Management:</b></p> <ul style="list-style-type: none"> <li>• Strategy and transformation</li> <li>• Organizational transformation</li> <li>• Role of culture</li> <li>• Strategic change management</li> <li>• Changing the culture</li> <li>• Power, politics and ethics in OD</li> </ul> <p><b>OD for Future:</b></p> <ul style="list-style-type: none"> <li>• Organizations for the future</li> <li>• Monitoring and stabilizing action programs</li> <li>• Emerging issues and values</li> <li>• Future trends in OD</li> </ul>		
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. 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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

#### 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 <sup>th</sup>



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2	Kavita Singh	Organization Change & development	Excel Books	2010 / 2 <sup>nd</sup>
3	Wendell French, Cecil Bell	Organization Development: Behavioral Science Interventions for Organizations	Pearson	2017 / 6 <sup>th</sup>
4	Thomas G. Cummings, Christopher G. Worley	Organization Development and Change	Cengage	2014 / 10 <sup>th</sup>
5	Tupper Cawsey, Gene Deszca, Cynthia A. Inglos	Organizational Change: An Action – Oriented Toolkit	Sage	2011 / 2 <sup>nd</sup>
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 / 1 <sup>st</sup>
8	Bhupen Srivastava	Organization Design and Development: Concepts and Application	Biztantra	2007
9	Mark Hughes	Managing Change: A Critical Perspective	Kogan Page	2010 / 2 <sup>nd</sup>
10	Robert Golembievsky	Organization Development: Ideas and Issues	Routledge	2017 / 1 <sup>st</sup>
11	Patrick Dawson, Costas Andriopoulos	Managing Change, Creativity and Innovation	Sage	2017 / 3 <sup>rd</sup>

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