



I SEMESTER (2016- 17)
Course Handout (Part-II)

Date: 2nd August, 2016

In addition to part I (General Handout for all courses appended to the time table) this portion gives specific details regarding the course.

Course No. : MBA G553
Course Title : Organizational Change and Development
Instructor In-charge : DR. SARVESH SATIJA

Introduction of the Course

Organizations today are operating in a fast-changing environment where business practices are dynamic and economies are vulnerable to market fluctuations. Potential threats from external environment require organizations to be much more dynamic in nature. In the process of survival, sustainability, and growth, organizations are initiating planned changes by re-orienting their systems, structures, and processes, particularly organizational processes. Understanding organizational change thus becomes an important area of study for organizations and for business managers. Further, the need for change in organizations is not only triggered by the environment they operate in (which is fiercely competitive), but also from within. Introduction of new technology, changing social and lifestyle patterns, career aspirations of organizational members, and frequent changes in consumer priorities have contributed to the evolution of this complex web of change. Organizations, globally, are constantly trying to devise a wide variety of strategies to cope with these changes. Strong leadership, right policies, and effective communication are the three basic pillars of any successful change endeavour. These are directly related to organizational design and structure which, in turn, influence processes and interventions for bringing change in organizations. The design issues involve chain of command, span of control, authority, delegation, and accountability. Flexibility in design helps an organization not only in being proactive, but also to initiate change as per the environmental pressures.

The field of organizational change (OC) is a confluence of various disciplines, such as organizational psychology, sociology, action research and statistics, international trade and economics, public administration, law, finance, and many more. Managing change will thus involve an array of activities, such as creation of organizational identities, knowledge development and its institutionalization, management of diversity, constant upgradation of technology, alignment of strategic goals with economic environment, asset management, creation of appropriate cultures, restructuring of roles, coping with market competition, and management of internal as well as external crises.

Organizational development (OD), which is concerned with change interventions, is an all encompassing ongoing process. For any organization to sustain and grow, OD intervention is an inseparable component. This further underlines the importance of change management in the field of business management education. For today's executives and aspiring managers, understanding various change and developmental issues is very



important. The course on "organizational change and development" will provide the students exposure to some of the change management strategies that are being adopted by organizations, both in India and abroad. The idea is to help aspiring managers understand and appreciate how organizations go through the process of change along with providing clarity on the strategies and measures of change management.

Scope and Objectives of the course:

Economic reforms initiated in India in 1991 have transformed the socio economic environment in which the business organizations operate. Globalization has posed both challenges and opportunities and the Indian economy has shown a steady upward trend post liberalization. Government policies and regulatory mechanisms have made the economy strong and resilient. This has enabled the economy to withstand the turbulent global economic crisis of 2008. Thus, the workplace is far more different today than what it was 10- 20 years ago. So, change is inevitable in the context of global and domestic factors, advancement in technology, increasing corporate social responsibilities and emphasis on inclusive growth. So, the moot question is "how do organizations deal with change?". Now, *change* is the norm. While incremental changes are easy to handle, paradigm shift necessitates fundamental rethinking. Employees view their career and role in the company with new paradigm. In response, employer or top management must also adapt and develop *change* management skills to build the organization as a learning organization. In this backdrop, course on "organizational change and development" assumes considerable importance.

The global economy was jolted by the winds of economic turbulence in 2008 resulting in global meltdown impacting economies, organizations, tasks and people and bringing to light multiple facets of unprecedented change. Major environmental changes, paradigm shift in industry and product life cycle coupled with technological innovations have led to second order or gamma type of changes which are multi-dimensional, discontinuous, qualitative and radical. These changes cannot be dealt with effectively by traditional methods; therefore, a need is felt to bridge the knowledge gap by shifting the focus on organizational development and organizational transformation which provides updated knowledge, proactive techniques and tools. The course will offer a detailed description of tools and techniques that organizations can use to survive and thrive in an environment of far reaching changes. The course aims at enhancing students' knowledge, skills and confidence, providing students in- depth understanding of behavioral interventions, equipping them with the necessary concepts, tools, and techniques, and preparing them as change facilitators towards planned change, organizational renewal and development.

On successful completion of this course, the students will be able to (i) develop clarity on various dimensions of change and development and their interconnections in business organizations; (ii) analyse organizations holistically using a variety of systems tools; (iii) recognize the most common types of problems that occur in organizations and generate specific recommendations to address all such issues; (iv) develop complete action plans that are aligned and integrated with each other for optimum effectiveness; (v) understand how to create powerful teams to collaborate and guide change in organizations; (vi) develop a realistic change management strategy which gets acceptance and generates sense of ownership in the organization; (vii) guide change according to proven principles of successful organizational change; and (viii) ensure ongoing motivation during change and effectively address resistance.

Pedagogy

For delivering this course, a judicious mix of learning methodologies will be used. Through computer simulation games/ exercises, audio- visuals, role plays, problem solving exercises, group discussions, group interactions, concept sessions, workshops, lectures, psychological testing and assessment (questionnaires/ inventories, feedback instruments), case studies, assignments and projects, this course will involve active learning and develop students' foundation against which the competencies required to create a successful organization can be built and developed. Apart from this, experiential learning modules will be developed

during the delivery of the course. Sessions to reinforce the learning and facilitate students to explore concepts and issues not addressed adequately in the course will comprise conceptual inputs, discussions of readings, case analysis, movies and role plays, feedback instruments and other exercises.

Course Description :

Business Organisation: The Domain of Change; Concept of Change; Perspectives on Organizational Change; Models of Change; Organizational Resistance to Change; Organizational Change and Change Agents; Strategic Management of Change; Organizational Diagnosis; Organizational Development (OD); Organizational Transformation (OT); Role of Change Agents and Leadership; Manager as Catalyst of Change; Implementing Organizational Change; Organizational Culture and Change; Learning Organization: The Ultimate Objective of Change Management

Suggested Readings:

Change Management and Organizational Transformation by Radha Sharma; Tata McGraw Hill Education Pvt. Ltd., II edition (2012)

Organizational Change by Harsh Pathak; Pearson, 2012

Organizational Change and Development by Dipak Kumar Bhattacharyya; Oxford University Press, 2013

Organizational Development by French, W., Cecil, H. Bell & Jr.; Pearson, 2012

Organizational Development and Change by Cummings, T. G. & Worley, C. G; Cengage Learning, 2012.

Course Plan:

S. No.	Title of the Chapter	Learning Objectives	LS*
1	Business Organisation: The Domain of Change	Introduction to Business, Organization, Organizational structure; Forms of business organization; Tools for designing sound business organization; Organization and environment; Environmental factors leading to change; Dimensions of environment; Organization- Environment interface for change	2
2	Concept of Change	Change- Meaning, Nature; Pressure for change; Planned change; Types of planned change; Levels of change; Change cycle; Organizational barriers to change; Rate of Change; Different states of change; Creating change; Implementing change	2
3	Perspectives on Organizational Change	Introduction; Environment- dependent organization perspective; Process oriented perspective; Alternative perspectives	3
4	Models of Change	Introduction; Recent approaches to organizational development and change; Process based change models; Model of evolving managerial interpretations of change; Content based models; Integration of change models	3
5	Organizational Resistance to Change	Reactions to change; Individual and group resistance to change; Overcoming resistance to change; Strategies for introducing planned change; Techniques to manage resistance during change	2
6	Organizational Change and Change Agents	Change Agent: Definition and meaning; Change Agents- Types, roles and characteristics; Internal and external change agents; What can a change agent change?	2
7	Strategic Management of Change	Introduction; Three basic definitions; Strategic management process; Sequential process of change; Change process as problem- solving and problem- finding approach; Change management: Skill requirements, Four basic strategies; Factors in selecting change strategy; Change strategy formulation and implementation; Evaluation in strategic change process; Process of transformational change; Guidelines to effective change management	2
8	Organizational Diagnosis	Introduction; Concept of organizational diagnosis; Methodological planning; Collection of data; Selection of appropriate method of data collection	2

9	Organizational Development (OD)	Introduction to OD; First- generation OD; Second- generation OD; Process of OD	3
10	Organizational Transformation (OT)	Introduction; Emergence of OT; Triggers of transformational change; Analytical tools and techniques; Strategic interventions; Operational interventions; Cultural interventions; Organization learning and knowledge management; IT/ ICT- driven or Third generation interventions; HR interventions; Future trends for OT	3
11	Role of Change Agents and Leadership	Introduction to change agents; Skills required for change agents; Level 5 leadership	2
12	Manager as Catalyst of Change	Introduction: Role of a manager; Developmental supervision; Responsibilities of a manager; Motivation as the soul of a manager; Manager as motivator of employees; Using power and empowering employees; Managerial control; Coping behaviour of a manager; Manager and group dynamics; Skills for an effective change manager	2
13	Implementing Organizational Change	Introduction; Skills for managing change; Organizing for change: Strategy; Process of organizational change; Evaluating organizational change	2
14	Organizational Culture and Change	Organizational Culture: Introduction, nature, formal and informal components; Functions of organizational culture and change; Cultural differences in organizations; Organizational culture, leadership and firm size; Emerging trends on organizational culture	2
15	Learning Organization: The Ultimate Objective of Change Management	What is learning organization?, Nature of learning enterprises; Building a learning organization; Features of a learning organization; Total quality management and learning organization; Blueprint of a learning organization; Basic of learning approach in an organization	2
LS*: Lecture Sessions			TOTAL 34

Evaluation Scheme:

EC No.	Evaluation Component (EC)	Duration	Weightage (%)	Date & Time	Nature of the Component
1	Mid-Semester Evaluation	90 min	20%	3/10 8:00 - 9:30 AM	Closed Book
2	Research Oriented Projects (Two)		20%		
3	Case Studies & Classroom Participation		20%		
4	Comprehensive Exam	3 Hours	40%	1/12 AN	Partly Open Book

Chamber Consultation Hour: To be announced in the class.

Chamber No. 6068-I, Department of Management; E-mail: sarvesh.satija@pilani.bits-pilani.ac.in

Note:

- **Course Notices:** All the notices concerning the course will be put up on Department of Management Notice Board.
- **Mid semester grading/ marks** will be announced after Mid- Sem.
- In all evaluative component(s), the answers given/ provided from all the sources of information other than the recommended textbook and reference books (like internet, blogs etc.) would not be treated as standard (expected) answers.
- **Makeup** will be given only on genuine grounds. For that prior written permission is mandatory.

Instructor In- charge, MBA G553