

ORGANIZATIONAL CULTURE AND CHANGE MANAGEMENT			
Semester :	I	Credits	4
Course Code :		No. of Hours	60
Course Objective	To enhance the skills to effectively shape organizational behaviour, implement successful change strategies, foster innovation, manage digital transitions, and build inclusive, adaptable, and sustainable work environments.		
SYLLABUS			
MODULE	CONTENT		No. of Hours
1	ORGANIZATIONAL CULTURE DYNAMICS Organizational culture in shaping behavior and decision-making, Elements and Levels of Organizational Culture, Role of Leadership in Shaping Culture, Assessing Organizational Culture, Organizational Climate vs. Culture, Subcultures in Organizations, Culture as a Competitive Advantage, Types of organizational culture Clan, adhocracy, Market and hierarchy. Digitalization - Impact of digitalization on organization culture, Theoretical frameworks for understanding organizational culture - Schein's model, Deal and Kennedy's model. Purpose-Driven Work Environments. Collaboration and Teamwork Enhancement.		8
2	CHANGE MANAGEMENT MODELS Overview of change management, Organizational change Process, Challenges in organizational change. Forces Driving Change, Types of Organizational Change (Incremental vs. Transformational), Leadership Challenges in Change Management. Models - Lewin's Change Management Model, Kotter's 8-Step Change Model, McKinsey 7-S Model, ADKAR Model, and Bridges' Transition Model. Competing Values Framework. Role of leadership in change management, Strategies for successful change implementation,		10
3	BUILDING DIGITAL CULTURE Digital transformation and its impact on organizational culture, the role of technology in shaping organizational culture. Challenges and opportunities of digital transformation. Strategies to strong culture in a digital environment, Cultural barriers to change. Impact AI on organization culture. Advanced Stakeholder Engagement Techniques. Cross-Functional Collaboration in Change Initiatives, The Relationship Between Culture and Change. Cultural Audits and Analysis, Culture Gap Analysis, Culture Mapping and Benchmarking		10

4	AGILE CHANGE MANAGEMENT Adapting change management strategies to digital era, Factors influencing change management. Key Performance Indicators (KPIs) for Change, Identifying key challenges and successes in cultural change implementation Leveraging technology for successful change implementation, Addressing resistance to digital transformation and change. Ethical and digital Transformation. Agile Change Management Frameworks, Crisis Management in change. Institutionalizing Change in Organizational Culture	8
5	TRENDS AND PRACTICES Diversity, Equity, Inclusion and Belongingness (DEIB). Managing Change in Hybrid Work Models and Remote Work Culture, Purpose Driven Culture, Data Driven Culture. Innovation Driven Culture. Cross Cultural Sensitivity. Agile and Adaptive work culture. Integration of Sustainability into Organizational Values and Practices. Automation and Work Culture. Data-Driven Decision Making in Change Management, Corporate Social Responsibility and Change.	9

References	<ol style="list-style-type: none"> 1. Sinha, J. B. P. (2019). <i>Organizational culture: A perspective from India</i>. New Delhi: Sage Publications. 2. Sengupta, N. (2018). <i>Change management: A case study approach</i>. Mumbai: Himalaya Publishing House. 3. Nilakant, V., & Ramnarayan, S. (2024). <i>Change Management: Altering Mindsets in a Global Context</i>. SAGE Publications India. 4. Singh, K. (2024). <i>Organizational Change: A Comprehensive Guide for Managers</i>. Pearson Education India. 5. Ghosh, A., & Gupta, A. (2019). <i>Case studies in organizational culture and change management</i>. Kolkata: Excel Books. 6. Cameron, K. S., & Quinn, R. E. (2019). <i>Diagnosing and changing organizational culture: Based on the competing values framework</i> (4th ed.). Wiley. 7. Cummings, T. G., & Worley, C. G. (2018). <i>Organization development and change</i> (11th ed.). Cengage Learning. 8. Strohmeier, S., & Piazza, F. (Eds.). (2020). <i>Digital transformation: Challenges and opportunities</i>. Springer. 9. Scott, J. E., & Jaffe, D. T. (2017). <i>Change management: Principles and practices</i> (5th ed.). Sage Publications. 10. Sinha, J. B. P. (2019). <i>Organizational culture: A perspective from India</i>. New Delhi: Sage Publications. 11. Cummings, T. G., & Worley, C. G. (2018). <i>Organization development and change</i> (11th ed.). Cengage Learning.
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CO	Course Outcomes	BTL
At the end of the course the student will be able to		
1	Analyze the impact of organizational culture on behavior, decision-making, and digital transformation using cultural frameworks.	4
2	Interpret change management models and strategies, focusing on leadership roles and successful implementation in organizations.	3
3	Assess the role of technology in shaping digital culture and select strategies for overcoming cultural barriers in transformation.	5
4	Compare agile change management strategies for digital transformations and address challenges like resistance and ethical considerations.	4
5	Demonstrate current trends in diversity, inclusion, hybrid work models, and data-driven cultures for effective change management.	3

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	-	-	3	-	2
CO2	3	3	2	-	2	-	-	1
CO3	-	3	1	-	-	2	-	1
CO4	2	3	-	-	2	2	3	-
CO5	2	3	2	-	2	2	2	3
Articulation	2.5	3	1.7		2	2.25	2.5	1.75