



SCHOOL OF COMMERCE
Teaching-Learning-Evaluation Plan

Course Information	
Course Code	25MCOM1BD01
Course Title	ORGANIZATIONAL CULTURE AND CHANGE MANAGEMENT
Credits	4
Pre-Requisite	NA
L-T-P-E	3 -0 -0-3
Learning Hours:	90 Hours
Contact Hours (Synchronous)	60 Hours (45 Lecture+15 Experiential)
Non-Contact (Asynchronous)	30 Hours (30 Experiential)
CA: ESE	50:50
Pass Marks - CA: ESE	22:18
ESE Question Paper Marks	50
Course Coordinator	Dr P Bhujanga Rao
Course Facilitator	Dr P Bhujanga Rao

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1. University Vision and Mission

Vision of the University

Our vision is to foster Human Development through excellence in quality education, research and entrepreneurial development.

Mission of the University

To provide quality education, creating human assets and intellectual capital.

To enhance research and development in different disciplines.

To develop a new generation of entrepreneurs who will be instrumental in fuelling economic growth.

To create able leaders, managers and technocrats.

To foster an ethical environment in which both spirit and skill will thrive based on human values, to enrich the quality of life.

2. Vision of School of Commerce

To shape potential leaders in the field of commerce fostering Innovation, technology, entrepreneurship, ethics, research and create lasting global impact towards holistic development.

Mission of School of Commerce

Mission 1: To nurture and deliver high-quality education, empowering individuals to excel in commerce and cultivating thoughtful leaders.

Mission 2: To promote quality education and research across diverse disciplines, driving innovation and expanding the frontiers of knowledge to create meaningful contributions to society.

Mission 3: To strengthen and equip the next generation with skills, knowledge, and ethical values necessary to become successful entrepreneurs, leaders, managers, and technocrats.

3. Graduate Attributes

Mapping of Graduate attributes	Course mapping (Map the course with High-Low)
Disciplinary Knowledge	High
Self-directed Learning	High
Communication Skills	High
Ethical Awareness	High
Problem Solving	High
Lifelong Learning	High

Leadership Qualities	High
Scientific Reasoning	Medium
Digital Literacy	Medium
Research-Related Skills	Medium

4. Program Educational Objectives

1. Graduates will excel in shaping the landscape of commerce applying in-depth expertise in key areas such as accounting, auditing, banking, taxation , finance, and related disciplines.
2. Graduates will excel in collaborative work environments, contributing effectively as team members or leaders to achieve organizational goals.
3. Graduates will exhibit ethical and socially responsible leadership in their professional roles, and promoting values such as integrity, transparency, and fairness.
4. Graduates will be able to successfully engage in academic, entrepreneurial ventures and be thoughtful leaders capable of thriving in dynamic and evolving business environments.
5. Graduates will exhibit skills to critically analyze complex business issues, make informed decisions, and develop innovative solutions by applying analytical and research skills and effective use of Information and communication technology for collaborating in organizational settings.

5. Program Outcomes

PO1 -Apply advanced knowledge of commerce to critically analyze and evaluate complex business scenarios, integrating interdisciplinary approaches to propose effective solutions.

PO2 -Apply digital tools and emerging technologies to solve complex business problems and innovate

PO3-Apply entrepreneurial skills to support start-ups and drive their success in a competitive ecosystem

PO4 -Design innovative research methodologies, leveraging advanced analytical tools and techniques to address real-world problems and contribute to knowledge creation in commerce and related disciplines.

PO5 Demonstrate ability to face the challenges and achieve excellence in a chosen career path with self-directed learning.

PO6- Integrate new knowledge, skills, and technologies to adapt to the dynamic global business environment, fostering a culture of continuous learning and professional growth.

PO7-Assess and resolve ethical dilemmas in business and finance, ensuring decisions align with sustainability and social responsibility.

PO8-Develop and present clear, coherent, and impactful business insights through advanced communication skills, adapting to various professional audiences

Program Specific Outcomes (PSOs) - M.Com (Skill Development)

PSO Code	Program Specific Outcome Statement
PSO1	Demonstrate knowledge of accounting principles, financial reporting standards, and auditing practices to support informed financial decision-making.
PSO2	Apply professional skills in legal interpretation, taxation, and regulatory compliance within domestic and international business contexts.
PSO3	Utilize research aptitude and IT skills to analyze business environments and formulate competitive business strategies.

6. Mapping POs to Course (High /Low)

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Organizational Culture and Change Management	High	High	Low	-	High	High	High	Low

7. Course Objectives and Course Outcomes

Course Objective: This course explores the principles and practices of strategic leadership applied to sustainable entrepreneurship, to create and lead sustainable business ventures that balance economic, social, and environmental goals, aligning with global sustainability standards.

Course Outcome

CO Code	Course Outcome	BTL
CO1	Analyze the impact of organizational culture on behavior, decision-making, and digital transformation using cultural frameworks.	4
CO2	Interpret change management models and strategies, focusing on leadership roles and successful implementation in organizations.	3
CO3	Assess the role of technology in shaping digital culture and select strategies for overcoming cultural barriers in transformation.	5
CO4	Compare agile change management strategies for digital transformations and address challenges like resistance and ethical considerations.	4
CO5	Demonstrate current trends in diversity, inclusion, hybrid work models, and data-driven cultures for effective change management.	3

CO-PO-PSO Mapping Levels and Calculation of Articulation for Skill Development

CO Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	-	-	-	3	-	2	-	-	2
CO2	3	3	2	-	2	-	-	1	-	-	2
CO3	-	3	1	-	-	2	-	1	-	-	2
CO4	2	3	-	-	2	2	3	-	-	-	2

CO5	2	3	2	-	2	2	2	3	-	-	3
Articulation	2.5	3.0	1.7	-	2.0	2.25	2.5	1.75	-	-	2.2

8. Attainment Targets

Percentage of students	Percentage of Marks	Attainment Level
$\geq 75\%$ of students	Score 70% or more marks	3
60-74% of students	Score 60% or more marks	2
$\leq 59\%$ of students	Score 50% or more marks	1

*Please change % of marks according to your discretion

9. Syllabus

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.

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,

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

5. 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

6. 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.

Reference Books/Link:

1. Sinha, J. B. P. (2019). *Organizational culture: A perspective from India*. New Delhi: Sage Publications.
2. Sengupta, N. (2018). *Change management: A case study approach*. Mumbai: Himalaya Publishing House.
3. Nilakant, V., & Ramnarayan, S. (2024). *Change Management: Altering Mindsets in a Global Context*. SAGE Publications India.
4. Singh, K. (2024). *Organizational Change: A Comprehensive Guide for Managers*. Pearson Education India.
5. Ghosh, A., & Gupta, A. (2019). *Case studies in organizational culture and change management*. Kolkata: Excel Books.
6. Cameron, K. S., & Quinn, R. E. (2019). *Diagnosing and changing organizational culture: Based on the competing values framework* (4th ed.). Wiley.
7. Cummings, T. G., & Worley, C. G. (2018). *Organization development and change* (11th ed.). Cengage Learning.
8. Strohmeier, S., & Piazza, F. (Eds.). (2020). *Digital transformation: Challenges and opportunities*. Springer.
9. Scott, J. E., & Jaffe, D. T. (2017). *Change management: Principles and practices* (5th ed.). Sage Publications.
10. Sinha, J. B. P. (2019). *Organizational culture: A perspective from India*. New Delhi: Sage Publications.
11. Cummings, T. G., & Worley, C. G. (2018). *Organization development and change* (11th ed.). Cengage Learning.

12. Session Plan

MODULE 1: ORGANIZATIONAL CULTURE DYNAMICS (12 HOURS)

Module	Session	Topic	Readings / References	Pedagogy / Activity Planned	CO	Component	Mode of Delivery
M1	1	Introduction: Culture & Behaviour	Sinha (2019), Schein's Model	Conceptual Lecture	CO1	LECTURE	Synchronous
M1	2	Elements & Levels of Culture	Schein's Model	Lecture + Discussion	CO1	LECTURE	Synchronous
M1	3	Organizational Climate vs. Culture	Deal & Kennedy	Lecture + Examples	CO1	LECTURE	Synchronous

M1	4	Role of Leadership in Shaping Culture	Cameron & Quinn	Lecture + Case Study	CO1	LECTURE	Synchronous
M1	5	Subcultures & Competitive Advantage	Ghosh & Gupta (2019)	Lecture + Class Debate	CO1	LECTURE	Synchronous
M1	6	Types of Cultures - Clan, Adhocracy, Market, Hierarchy	Cameron & Quinn	Lecture + Comparisons	CO1	LECTURE	Synchronous
M1	7	Impact of Digitalization on Culture	Strohmeier & Piazza (2020)	Lecture + Case	CO1	LECTURE	Synchronous
M1	8	Purpose-Driven Work & Collaboration	HBR Articles	Lecture + Discussion	CO1	LECTURE	Synchronous
M1	9	Theoretical Frameworks (Schein, Deal & Kennedy)	Textbook Chapters	Lecture + Q&A	CO1	LECTURE	Synchronous
M1	10	Experiential: Organizational Culture Audit	Diagnostic Tool (OCAI)	Group Audit + Reflection	CO1	EXPERIENTIAL	Synchronous
M1	11	Experiential: Vision & Values Mapping	Case Study	Workshop + Gallery Walk	CO1	EXPERIENTIAL	Synchronous
M1	12	Experiential: Role-Play on Cultural Dilemmas	Real Cases	Simulation + Debrief	CO1	EXPERIENTIAL	Synchronous

MODULE 2: CHANGE MANAGEMENT MODELS (12 HOURS)

Module	Session	Topic	Readings / References	Pedagogy / Activity Planned	CO	Component	Mode of Delivery
M2	13.	Overview of Change Management & Process	Sengupta (2018); Nilakant & Ramnarayan (2024)	Conceptual Lecture	CO2	LECTURE	Synchronous
M2	14.	Forces Driving Organizational Change	Scott & Jaffe (2017)	Interactive Lecture	CO2	LECTURE	Synchronous
M2	15.	Types of Change: Incremental vs. Transformational	Singh (2024)	Lecture + Examples	CO2	LECTURE	Synchronous

M2	16.	Challenges in Change Management	Sengupta (2018)	Lecture + Case Study	CO2	LECTURE	Synchronous
M2	17.	Leadership Challenges in Change	HBR Cases	Lecture + Class Debate	CO2	LECTURE	Synchronous
M2	18.	Lewin's Change Management Model	Textbook Chapters	Conceptual Lecture	CO2	LECTURE	Synchronous
M2	19.	Kotter's 8-Step Change Model	Kotter (HBR)	Lecture + Video Illustration	CO2	LECTURE	Synchronous
M2	20.	McKinsey 7-S Model	Cummings & Worley (2018)	Lecture + Framework Analysis	CO2	LECTURE	Synchronous
M2	21.	ADKAR & Bridges' Transition Models	Prosci Research; Bridges (1991)	Lecture + Comparative Discussion	CO2	LECTURE	Synchronous
M2	22.	Experiential: Case Simulation on Change Implementation	Case Pack	Group Simulation + Reflection	CO2	EXPERIENTIAL	Synchronous
M2	23.	Experiential: Role Play - Leading Change Team	Harvard Toolkit	Role Play + Peer Feedback	CO2	EXPERIENTIAL	Synchronous
M2	24.	Experiential: Change Resistance Analysis	Real Case Data	Workshop + Debrief	CO2	EXPERIENTIAL	Synchronous

MODULE 3: BUILDING DIGITAL CULTURE (12 HOURS)

Module	Session	Topic	Readings / References	Pedagogy / Activity Planned	CO	Component	Mode of Delivery
M3	25.	Digital Transformation & Culture	Strohmeier & Piazza (2020)	Conceptual Lecture	CO3	LECTURE	Synchronous
M3	26.	Role of Technology in Culture	Case Examples	Lecture + Discussion	CO3	LECTURE	Synchronous
M3	27.	Opportunities & Challenges of Digital Transformation	HBR Digital Cases	Lecture + Case Study	CO3	LECTURE	Synchronous

M3	28.	Strategies for Strong Digital Culture	McKinsey Reports	Lecture + Q&A	CO3	LECTURE	Synchronous
M3	29.	Cultural Barriers to Change	Research Papers	Class Debate	CO3	LECTURE	Synchronous
M3	30.	Impact of AI on Organizational Culture	AI & Work Research	Lecture + Examples	CO3	LECTURE	Synchronous
M3	31.	Advanced Stakeholder Engagement Techniques	Case Studies	Lecture + Tools	CO3	LECTURE	Synchronous
M3	32.	Cross-Functional Collaboration in Change Initiatives	Harvard Toolkit	Lecture + Discussion	CO3	LECTURE	Synchronous
M3	33.	Cultural Audits, Mapping & Gap Analysis	Cameron & Quinn	Lecture + Framework Application	CO3	LECTURE	Synchronous
M3	34.	Experiential: Digital Culture Case Hackathon	Live Cases	Group Hackathon	CO3	EXPERIENTIAL	Synchronous
M3	35.	Experiential: Stakeholder Mapping Workshop	Simulation Toolkit	Workshop	CO3	EXPERIENTIAL	Synchronous
M3	36.	Experiential: AI Impact Debate	Research Articles	Debate + Reflection	CO3	EXPERIENTIAL	Synchronous

MODULE 4: AGILE CHANGE MANAGEMENT (12 HOURS)

Module	Session	Topic	Readings / References	Pedagogy / Activity Planned	CO	Component	Mode of Delivery
M4	37.	Adapting Change Management in the Digital Era	Sengupta (2018)	Conceptual Lecture	CO4	LECTURE	Synchronous
M4	38.	Factors Influencing Change Management	Singh (2024)	Lecture + Examples	CO4	LECTURE	Synchronous
M4	39.	Key Performance Indicators (KPIs) for Change	Journal Papers	Lecture + Q&A	CO4	LECTURE	Synchronous
M4	40.	Identifying Challenges & Successes in Cultural Change	HBR Case Studies	Lecture + Discussion	CO4	LECTURE	Synchronous

M4	41.	Leveraging Technology for Change	Strohmeier & Piazza (2020)	Lecture + Examples	CO4	LECTURE	Synchronous
M4	42.	Addressing Resistance to Digital Transformation	Bridges' Transition Model	Lecture + Case	CO4	LECTURE	Synchronous
M4	43.	Ethical and Digital Transformation	Research Articles	Lecture + Debate	CO4	LECTURE	Synchronous
M4	44.	Agile Change Management Frameworks	Agile Case Studies	Lecture + Comparative Analysis	CO4	LECTURE	Synchronous
M4	45.	Crisis Management in Change	Harvard Toolkit	Lecture + Case Simulation	CO4	LECTURE	Synchronous
M4	46.	Experiential: KPI Design Workshop	Company Dataset	Workshop + Reflection	CO4	EXPERIENTIAL	Synchronous
M4	47.	Experiential: Agile Simulation Game	Simulation Toolkit	Role Play Simulation	CO4	EXPERIENTIAL	Synchronous
M4	48.	Experiential: Resistance Management Role Play	Real Case	Role Play + Peer Feedback	CO4	EXPERIENTIAL	Synchronous

MODULE 5: TRENDS AND PRACTICES (12 HOURS)

Module	Session	Topic	Readings / References	Pedagogy / Activity Planned	CO	Component	Mode of Delivery
M5	49.	Diversity, Equity, Inclusion & Belonging (DEIB)	Research Papers	Conceptual Lecture	CO5	LECTURE	Synchronous
M5	50.	Managing Change in Hybrid Work Models	HBR Cases	Lecture + Case Study	CO5	LECTURE	Synchronous
M5	51.	Purpose-Driven Culture	Cameron & Quinn	Lecture + Examples	CO5	LECTURE	Synchronous
M5	52.	Data-Driven Culture	Journal Articles	Lecture + Q&A	CO5	LECTURE	Synchronous
M5	53.	Innovation-Driven Culture	McKinsey Reports	Lecture + Case Examples	CO5	LECTURE	Synchronous
M5	54.	Cross-Cultural Sensitivity	Global Business Cases	Lecture + Discussion	CO5	LECTURE	Synchronous
M5	55.	Agile & Adaptive Work Culture	Research Papers	Lecture + Comparative Analysis	CO5	LECTURE	Synchronous

M5	56.	Sustainability in Organizational Values	CSR & ESG Reports	Lecture + Q&A	CO5	LECTURE	Synchronous
M5	57.	Automation & Work Culture	AI & Work Research	Lecture + Case Study	CO5	LECTURE	Synchronous
M5	58.	Experiential: DEIB Workshop	Case Scenarios	Workshop + Reflection	CO5	EXPERIENTIAL	Synchronous
M5	59.	Experiential: Hybrid Work Simulation	Digital Toolkit	Simulation + Peer Review	CO5	EXPERIENTIAL	Synchronous
M5	60.	Experiential: Sustainability Integration Mapping	ESG Reports	Group Mapping + Debrief	CO5	EXPERIENTIAL	Synchronous

NON-CONTACT HOURS (ASYNCHRONOUS)

Module-wise Session Plan

MODULE 1: ORGANIZATIONAL CULTURE DYNAMICS (6 HOURS)

Module	Session	Topic	Readings / Resources	Pedagogy / Activity Planned	CO	Component	Mode
M1	1.	Pre-Reading: Elements of Culture	Schein (2010) - <i>Organizational Culture</i>	300-word reflection on levels of culture	CO1	EXPERIENTIAL	Asynchronous
M1	2.	Culture vs. Climate	Journal Article	Submit 200-word distinction with example	CO1	EXPERIENTIAL	Asynchronous
M1	3.	Subculture Mapping	Case Study (Google/Research)	Identify 2 subcultures in a firm & their impact	CO1	EXPERIENTIAL	Asynchronous
M1	4.	Digitalization & Culture	Online Article (McKinsey/WEF)	Write 200-word note on digital influence	CO1	EXPERIENTIAL	Asynchronous
M1	5.	Framework Practice	OCAL Toolkit	Apply culture assessment on chosen firm	CO1	EXPERIENTIAL	Asynchronous
M1	6.	Quiz + Reflection	LMS Quiz	Attempt quiz + 150-word reflection	CO1	EXPERIENTIAL	Asynchronous

MODULE 2: CHANGE MANAGEMENT MODELS (6 HOURS)

Module	Session	Topic	Readings / Resources	Pedagogy / Activity Planned	CO	Component	Mode
M2	7.	Pre-Reading: Change Models	Lewin & Kotter articles	Reflection: "Why change fails?" (200 words)	CO2	EXPERIENTIAL	Asynchronous
M2	8.	Drivers of Change	Online Sources	Submit 5 drivers of change with examples	CO2	EXPERIENTIAL	Asynchronous
M2	9.	Model Application	Case Study (HBR)	Apply Kotter's 8 steps to a real case	CO2	EXPERIENTIAL	Asynchronous
M2	10.	Comparative Analysis	Textbook Chapters	Compare ADKAR vs. Bridges in 200 words	CO2	EXPERIENTIAL	Asynchronous
M2	11.	Peer Feedback	LMS Uploads	Comment on 2 peers' change models	CO2	EXPERIENTIAL	Asynchronous
M2	12.	Quiz + Reflection	LMS Quiz	Short quiz + 200-word learning reflection	CO2	EXPERIENTIAL	Asynchronous

MODULE 3: BUILDING DIGITAL CULTURE (6 HOURS)

Module	Session	Topic	Readings / Resources	Pedagogy / Activity Planned	CO	Component	Mode
M3	13.	Pre-Reading: Digital Transformation	Strohmeier & Piazza (2020)	200-word reflection on digital shifts	CO3	EXPERIENTIAL	Asynchronous
M3	14.	AI & Culture	Research Article	Write note: "One AI challenge in culture"	CO3	EXPERIENTIAL	Asynchronous
M3	15.	Stakeholder Mapping	Online Toolkit	Map stakeholders for digital project	CO3	EXPERIENTIAL	Asynchronous
M3	16.	Cultural Audit	OCAI / CVF Toolkit	Conduct gap analysis & submit	CO3	EXPERIENTIAL	Asynchronous
M3	17.	Case Reflection	HBR Digital Case	300-word case reflection	CO3	EXPERIENTIAL	Asynchronous
M3	18.	Quiz	LMS Quiz	Short quiz on digital culture	CO3	EXPERIENTIAL	Asynchronous

MODULE 4: AGILE CHANGE MANAGEMENT (6 HOURS)

Module	Session	Topic	Readings / Resources	Pedagogy / Activity Planned	CO	Component	Mode
M4	19.	Pre-Reading: Agile Change	Agile Frameworks	Reflection on agile mindset (200 words)	CO4	EXPERIENTIAL	Asynchronous
M4	20.	KPI Design	Online Tools (Excel/SPSS)	Submit 2 KPIs for change tracking	CO4	EXPERIENTIAL	Asynchronous
M4	21.	Resistance Management	Case Study	Write 200 words on overcoming resistance	CO4	EXPERIENTIAL	Asynchronous
M4	22.	Ethical Challenges	Research Papers	Reflective essay: ethics in digital change	CO4	EXPERIENTIAL	Asynchronous
M4	23.	Peer Review	LMS Submissions	Review peer's KPI framework	CO4	EXPERIENTIAL	Asynchronous
M4	24.	Quiz + Reflection	LMS Quiz	Attempt quiz + 200-word reflection	CO4	EXPERIENTIAL	Asynchronous

MODULE 5: TRENDS AND PRACTICES (6 HOURS)

Module	Session	Topic	Readings / Resources	Pedagogy / Activity Planned	CO	Component	Mode
M5	25.	Pre-Reading: DEIB	Research Articles	200-word note on DEIB practices	CO5	EXPERIENTIAL	Asynchronous
M5	26.	Hybrid Work	HBR Articles	Case analysis: Hybrid vs. Remote	CO5	EXPERIENTIAL	Asynchronous
M5	27.	Sustainability Practices	UNGC / ESG Reports	Reflection on sustainability in culture	CO5	EXPERIENTIAL	Asynchronous
M5	28.	Automation & Work Culture	Research Articles	Note: "One impact of automation"	CO5	EXPERIENTIAL	Asynchronous
M5	29.	Peer Feedback	Module Submissions	Comment on 2 peers' reflections	CO5	EXPERIENTIAL	Asynchronous
M5	30.	Final Reflection	All Modules	500-word essay: "My role in culture & change"	CO5	EXPERIENTIAL	Asynchronous

13. Assessment Plan

Assessment Scheme - Continuous Assessment (CA) : University Exam (SEE) = 50: 50										
Sr. no	Assessment Type	Brief Description	Continuous assessment	Formative /Summative	Weightage	CO1	CO2	CO3	CO4	CO5
1	Individual	Organizational Culture Audit - Apply OCAI / CVF to assess culture of a chosen organization	CA1	Formative	10%	10%				
2	Group	Change Management Case Analysis - Apply Lewin/Kotter/AD KAR to a live or published case	CA2	Formative	10%		6%	4%		
3	Group	Digital Transformation & Culture Strategy - Prepare report on barriers & strategies for digital culture	CA3	Formative	10%				10%	
4	Individual	Trends & Practices Report - Analyze DEIB / Hybrid work / Data-driven culture in a firm	CA4	Formative	10%					10%
5	Unit Test			Summative	10%	2.19	2.18	2.18	0.79	2.66
		Total CA			50%	12.19 %	08.18 %	06.18 %	10.79 %	12.66 %
	End-Semester Exam	End Semester Examination (UE)	ESE	Summative	50%	10.94%	10.94 %	10.94 %	3.90%	13.28%

Detailed Session Plan

Check to see if your Session Plan Meets the committed L-T-P-E

	Contact/Synchronous (hrs)	Non - contact Asynchronous (hrs)	Total (hrs)	L-T-P-E =Total Hrs/15 weeks	Credits =L/3; T/0; P/0;E/3
Lecture	45		45	=45/15=3	3
Tutorial	-	-	-	-	-
Practical	-	-	-	-	-
Experiential	15	30	45	=45/15=3	1
Total	60	30	90	-	4

Check to see if your Session Plan meets the broad-level Module-wise plan	
Module 1	12
Module 2	12
Module 3	12
Module 4	12
Module 5	12
Total	60

Other Checks(IMPORTANT)	
Coursera / LinkedIn / Swayam included in the session planning	<p>1. Leading Organizational Change - Coursera A targeted course on change management fundamentals, including organizational culture's role, building a change team, overcoming resistance, and communication frameworks. Great for reinforcing Modules 2 & 3. Link: https://www.coursera.org/learn/leading-organizational-change</p> <p>2. Leading Transformations: Manage Change - Coursera Teaches how to build a change mindset, create productive change cycles, and lead others through transitions. Blends well with agile and digital transformation content in your course. Link: https://www.coursera.org/learn/leading-transformation-driving-organizational-change</p> <p>3. Change Management Foundations - LinkedIn Learning Focuses on assessing readiness for change, minimizing resistance, and creating robust change action plans—ideal preparatory or follow-up content for Module 2. Link: https://www.coursera.org/learn/packt-change-management-crash-course-change-management-101-9pkx9</p> <p>4. Managing Organizational Change for Managers - LinkedIn Learning Practical strategies for planning and driving change, including navigating emotional and cultural hurdles—complements experiential activities in Modules 2 and 4. Link: https://www.coursera.org/learn/organization</p>

		<p>5. Managing the Organization - Coursera Broader managerial course exploring decision-making, organizational culture, use of power, and leading change—serves as excellent foundational material, especially for Module 1.</p> <p>Link: https://www.coursera.org/learn/managing-organization</p>
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Session	CO	Activity Title	Description	Mode
CA1 (10%)	CO1	Organizational Culture Audit - Individual Assignment	Apply the OCAI (Organizational Culture Assessment Instrument) or CVF (Competing Values Framework) to assess the culture of a chosen organization.	Asynchronous
CA2 (60%)	CO2	Change Management Case Analysis - Group Assignment	Apply Lewin's 3-Step Model, Kotter's 8-Step Model, or ADKAR framework to a live/published organizational change case, analyzing leadership roles and challenges.	Asynchronous
CA2 (40%)	CO3	Change Management Case Analysis - Group Assignment	Critically evaluate the case for strategies, resistance factors, and leadership effectiveness in driving organizational change.	Asynchronous
CA3 (10%)	CO4	Digital Transformation & Culture Strategy - Group Assignment	Prepare a report on barriers, strategies, and best practices for fostering digital culture in organizations undergoing transformation.	Asynchronous
CA4 (10%)	CO5	Trends & Practices Report - Individual Assignment	Analyze current organizational practices around DEIB, hybrid work models, and data-driven culture with recommendations for improvement.	Asynchronous

CA1: Organizational Culture Audit - Individual Assignment

Linked to: Module 1 - CO1

Weightage: 10 Marks | Formative

Description:

Audit the culture of a chosen organization using OCAI (Competing Values Framework) or

Schein's Levels of Culture to analyze values, practices, and digital adaptability.

Instructions:

1. Select an organization (Indian/global).
2. Apply either OCAI or Schein's framework.
3. Discuss leadership role, subcultures, and culture-strategy linkages.

4. Submit a 1000-word report (with diagrams/tables).

Rubric (50 marks → scaled to 10):

Criteria	Marks	Highly Effective (>80%)	Effective (60–80%)	Just Effective (40–60%)	Needs Improvement (<40%)
Framework Application	10	Correct & insightful	Mostly correct	Limited accuracy	Incorrect / absent
Depth of Analysis	10	Strong critical insights	Some insights	Descriptive only	Superficial
Leadership & Strategy Linkage	10	Clear & well integrated	Moderate linkage	Weak links	Absent
Structure & Presentation	10	Logical, neat, well-formatted	Minor issues	Lacks clarity	Poor
Referencing & Originality	10	Proper citations & originality	Minor errors	Weak sources	Plagiarized

CA2: Change Management Case Analysis - Group Assignment

Linked to: Modules 2 & 3 - CO2, CO3

Weightage: 20 Marks (CO2 - 12%, CO3 - 8%)

Description:

Analyse a real/published organizational change case using Lewin, Kotter, or ADKAR model.

Instructions:

1. Select a change case (e.g., digital adoption, mergers, restructuring).
2. Apply at least 2 change models to the case.
3. Identify drivers, resistance, leadership role, and cultural barriers.
4. Present a 15-slide PPT + written 1500-word report.

Rubric (50 marks → scaled to 20):

Criteria	Marks	Excellent	Good	Fair	Poor
Model Application	10	Multiple models applied well	One model well applied	Limited application	Wrong/no model
Depth of Case Analysis	10	Deep insights & critical evaluation	Good but descriptive	Surface-level	Minimal
CO2 - Change Drivers & Leadership	10	Clear & comprehensive	Partial	Weak	Absent
CO3 - Stakeholder & Culture Focus	10	Strong insights	Adequate	Minimal	Missing

Presentation & Collaboration	10	Clear PPT & teamwork evident	Adequate	Basic	Poor
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CA3: Digital Transformation Campaign Plan - Group Assignment

Linked to: Module 4 - CO4

Weightage: 10 Marks | Formative

Description:

Prepare a **strategic communication campaign plan** for digital transformation/change in an organization.

Instructions:

1. Choose a real scenario (e.g., AI adoption, hybrid model).
2. Design a 360° campaign covering employees, customers, stakeholders.
3. Highlight use of agile change frameworks.
4. Submit campaign report (1,000 words) + mock poster/infographic.

Rubric (50 marks → scaled to 10):

Criteria	Marks	Excellent	Good	Fair	Poor
Campaign Design	10	Comprehensive & creative	Clear but limited	Basic	Weak
Alignment with Strategy	10	Strong alignment	Partial	Weak	None
Agile/Change Framework Integration	10	Clear & applied	Partial	Minimal	Absent
Communication Clarity	10	Engaging & coherent	Adequate	Weak	Confusing
Originality & Format	10	High	Moderate	Low	Poor

CA4: Trends & Practices Report - Individual Assignment

Linked to: Module 5 - CO5

Weightage: 10 Marks | Formative

Description:

Write a report analyzing one trend (DEIB, hybrid work, data-driven culture, or sustainability values) in an Indian/global company.

Instructions:

1. Select 1–2 trends.
2. Link to organizational practices, leadership, and change impact.
3. Word count: 1000 words.
4. Submit in APA format with references.

Rubric (50 marks → scaled to 10):

Criteria	Marks	Excellent	Good	Fair	Poor
Trend Identification	10	Clear & contextual	Adequate	Weak	Absent
Analysis Depth	10	Strong insights	Good	Surface	Minimal
Application to Firm	10	Strong evidence/examples	Adequate	Weak	Absent
Structure & APA Referencing	10	Accurate	Minor errors	Weak	Missing
Originality & Clarity	10	High	Adequate	Low	Poor