

GUJARAT TECHNOLOGICAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION (Global Program)

Year – II (Semester – III) (W.E.F. January 2014)

Specialization: Human Resource Management (HRM)

Subject Name: Change Management and Organizational Development (CM & OD)

Subject Code: 2830301

1. Course Objective:

- To sensitize the students about how organizations can be made more effective and dynamic through improving its human resource.
- To develop basic behavioral science skills of the students as future practitioners of OD.
- Help students to understand and apply basic concepts and processes that form the core of organization development
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2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Organization development and Reinventing the organization Organizational renewal and Challenge of change Change of the Organizational Culture	07	17
II	OD Practitioner: Role, Styles Diagnostic Process Overcoming Resistance to Change Process Intervention Skills	07	17
III	Strategies for OD Intervention Empowerment and Interpersonal Intervention Interventions for Team Development	07	18
IV	Work team development High Performing Systems and Learning Organizations Organizational Transformation and Strategic Management Changing the culture OD for Future	07	18

V	Practical: Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a HR Manager / HR Consultant.	08	Internal Evaluation (20 Marks of CEC)
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4. Teaching Method:

- (a) Case analysis & discussion
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Compulsory class presentation with live experiences

5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Donald R. Brown and Don Harvey	An experiential Approach to Organization Development	Pearson	Latest edition
T2	Wendell French and Cecil Bell	Organization Development: Behavioral Science Interventions for organization	PHI	Latest edition
T3	Worley	Organization Development and Change	Thomson	Latest edition

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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of
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				Publication
R1	Tupper Cawsy	Tool kit for Organization Change	Sage	Latest edition
R2	Joan V. Gallos, Edgar H. Schein	Organization development: A Jossey-Bass reader	Wiley Publications	Latest edition
R3	Robert Golembievsky	Organization Development: Ideas and Issues	Transaction Books, New Jersey	Latest edition
R4	P. G. Aquinas	Organization Structure and Design	Excel	Latest edition
R5	Deepak Kumar	Organisational System, Design	Himalaya	Latest edition
R6	Andriopoulos, Dawson	Managing Change, Creativity and Innovation	Sage	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc. : Journal of Organization Development, International Journal of strategic human management, Asian Journal of Management Cases, Harvard Business Review, Global Business Review, South Asia Economic Journal, Economic & Political Weekly, Business India / Business World , Mint, **Suggested Case Studies :** Detailed study of Bain & Company & Mc. Kinsey

9. Session Plan:

Session Nos.	Topics to be covered
1-2	Organization development and Reinventing the organization
3-5	Organizational renewal and Challenge of change
6-7	Change of the Organizational Culture
8-9	Role & styles of the HR practitioner
10-11	The diagnostic process
12-13	Overcoming resistance to change
14	Process Intervention skills
15-16	OD Intervention strategies
17-19	Employee empowerment & Interpersonal interventions
19-21	Team development interventions
22-23	Work team development
24-25	High performing systems & LO
26-27	Organization transformation & strategic change

28	The challenge & future of organizations
29-36	Practical: Student should study at least 4 to 5 cases in above mentioned areas and make a Public Presentation the class in presence of preferably a HR Manager / HR Consultant.