ORGANISATIONAL CHANGE AND DEVELOPMENT
23MBPE652

(COURSE HANDBOOK)

MBA

COURSE HEAD: Asst. Prof. Verina D'Souza

1. GENERAL INFORMATION

Welcome to Organizational Change and Development

Organizational Change and Development is a critical field within management studies that focuses on understanding and managing change within organizations to ensure sustained growth and effectiveness. This course explores the theories, tools, and techniques required to design and implement change initiatives, develop organizational structures, and improve processes in dynamic and competitive business environments.

The course emphasizes both the technical and human dimensions of organizational change. It aims to equip students with the skills to manage resistance to change, enhance organizational culture, and foster continuous development, ensuring alignment with strategic objectives. It prepares students to align organizational change initiatives with long-term goals and equips future managers to lead change effectively, inspiring and motivating teams. The course trains students to diagnose organizational challenges and design appropriate interventions.

As you progress through the course, it helps build strategic thinking, enhances leadership skills, develops problem-solving abilities, improves adaptability and promotes Innovation.

We look forward to an engaging and productive semester together!

1.1. Course Objectives
This course is designed to:
- **Impart Theories and Models**: Impart key theories and models of organisation development and change management.
- **Familiarize with Organisational Development (OD) Interventions** employed by organizations
- **Acquaint students with workplace effectiveness** by enhancing awareness of organizational change and development techniques that enhance productivity.
- **Provide insight into the applicability of processes and practices** to be implemented within an organization.
- **Deliver change Intervention** and process required to manage the organization.

1.2. Course Outcomes

- **CO1**: Summarize the concept of change management and organizational development process.
- **CO2**: Apply the change management models to Organizational Development
- **CO3**: Apply the aspects of organizational development to private and public sectors in India.
- **CO4**: Identify Organizational Change and Development process, practiced in an organization.
- **CO5**: Summarize OD intervention to implement changes in the organization.

1.3. Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

Key Text Books:
- Ratan Raina "Change Management and Organizational Development", 1st Edition, SAGE Texts 2018
- Gene Deszca, Cynthia Ingols, Tupper F. Cawsey "Organizational Change-An Action Oriented Tool kit", SAGE Publications, Inc 2011

Reference books
- F.Cawsey, GeneDeszca, "Tool kit for Organizational Change", SAGE Text, 2007
- Donald L. Anderson and Tupper F. Cawsey, "Organization Development and Organizational Change" 1st Edition, SAGE Publications, 2014.

1.4. Self-Study Course

The course "Managing Change in Organisations" can be accessed using the link https://www.mygreatlearning.com/academy/learn-for-free/courses/change-management

This optional course may be taken by students based on their self-interest and may be preferably accessed before the end of Module 5. It provides a basic understanding of the subject and equips students to become change leaders in their organization's transformation process.

Note: The above link directly leads to the courses to be undertaken by the students. Please register using the same links or stay logged in to be able to access the courses.

2. THE COURSE

2.1. Course Description

ORGANIZATIONAL CHANGE AND DEVELOPMENT			
Semester	**III**	CIE Marks	**50**
Course Code	**23MBPE652**	SEE Marks	**50**
Teaching Hrs/Week (L:T:P)	**3:0:0**	Exam Hrs	**03**
Total Hrs	**42**	Credits	**03**

The Organizational Change and Development course prepares students to lead and manage change effectively, fostering a culture of innovation and continuous improvement. The course will run for 13 weeks during Semester 1 and consists of 5 modules that will help master skills, and equips students to contribute to organizational success in an ever-evolving business landscape. Each week includes 3 lectures, focusing on theoretical concepts, practical applications, and course-related activities. Spanning a total of 42 hours, this 3-credit course is assessed through Continuous Internal Evaluation

(CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, with 3-hour exam duration. This structure ensures a balanced and engaging learning experience for students.

2.2. Initiating Contact with Staff and Other Students

We value your inquiries about the course whether via email or face-to-face interaction. Please use in-class hours, office hours and emails thoughtfully and check previous materials such as this handbook and MITE's official website before reaching out. For academic assistance or queries, you may approach the respective faculty during breaks. However, given the large number of students, scheduling an appointment in advance is recommended unless the matter is urgent. Engaging with peers will also enhance your understanding and foster a supportive academic community.

2.3. Resources

Resources include dynamic tools such as digital libraries, e-learning platforms, and research databases that support modern learning. These resources provide students with anytime, anywhere access to academic materials, interactive courses, and cutting-edge research, empowering them to excel in their fields. Through the college website, students can access a variety of additional resources, including the VTU Consortium, open-access repositories, and government portals like NPTEL and NDLI, offering e-books, research papers, video lectures, and interactive tutorials for a flexible learning experience

E-learning and digital library can be accessed via the college website https://mite.ac.in/ (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

The institute encourages students to explore various professional bodies like NIPM (National Institute of Personnel Management), MMA (Mangalore Management Association), and HRAI (HR Association India), which provides access to information on potential career paths within the organization's sector or area of study. Being a part of these conferences, lectures, and update sessions provides an opportunity to stay abreast with the latest industry trends, and sets a platform to make useful connections.

2.4. Staff

Course Faculty: Verina D'Souza
Cabin: 3rd floor, PG Block
Email: verina@mite.ac.in

2.5. Topics and Reading materials for each module

Module 1   *No. of Hours: 6*

- **Topic: Introduction**
  o Changing organizations: defining organizational change, the implications of worldwide trends for change management, four types of organizational change, planned changes and intended results, organization change roles, change initiators, change implementers, change facilitators, change recipients, the requirements for becoming a successful change leader.

- **Activities:**
  o Case study on Employee change and readiness

- **Essential Readings:**
  o Ratan Raina "Change Management and Organizational Development", 1st Edition, SAGE Texts 2018 (Chapter 1)

- **Additional Reading:**
  o Gene Deszca, Cynthia Ingols, Tupper F. Cawsey "Organizational Change- An Action Oriented Tool kit", SAGE Publications, Inc 2011(Chapter 1)

Module 2   *No. of Hours: 10*

- **Topic: Building and Energizing the Need for Change**
  o Levels and characteristics of organizational change, models of organizational change, systems theory and social construction approaches, the organizations' readiness for change, creating awareness of the need for change, factors that block people from recognizing the need for change, creating a powerful vision for change, the difference between an organizational vision and a change vision.

- **Activities:**
  o Students will actively participate in an interactive in-class event designed to help them understand the various roles they play within a team and an organizational environment. This activity encourages collaboration, showcases team dynamics, and improves adaptability.

- **Essential Reading:**
  o Ratan Raina "Change Management and Organizational Development", 1st Edition, SAGE Texts 2018 (Chapter 3)

- **Additional Reading:**
  o Gene Deszca, Cynthia Ingols, Tupper F. Cawsey "Organizational Change-An Action Oriented Tool kit", SAGE Publications, Inc 2011(Chapter 4)

Module 3   *No. of Hours:8*

- **Topic: Measuring Change: Designing Effective Control Systems**
  o Using control processes to facilitate change, selecting and deploying measures, use measures that lead to challenging but achievable goals, use measures and controls that are perceived as fair and appropriate, ensure accurate data, control systems and change management, controls during design and early stages of the change project, measurement tools to use in change process, strategy maps, the balanced scorecard, organizational change agent, orienting yourself to organization change, data gathering, diagnosis and feedback.

- **Activities:**
  o Group Discussion on "Change Management"

- **Essential Reading:**
  o Ratan Raina "Change Management and Organizational Development", 1st Edition, SAGE Texts 2018 (Chapter 9)

- **Additional Reading:**
  o Gene Deszca, Cynthia Ingols, Tupper F. Cawsey "Organizational Change-An Action Oriented Tool kit", SAGE Publications, Inc 2011(Chapter 10)

Module 4   *No. of Hours: 10*

Topic: Models of change
  o Kurt Lewin's Three-step Model, Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model, Burke–Litwin Causal Model, John Kotter's Eight-step Theory, Managing Change with ADKAR Model, Integrated Model of Change.

Activities:
  o Students will brainstorm and create a model of change for an organisation that has an impact on employee attrition and retention

Essential Reading:
  o Ratan Raina "Change Management and Organizational Development", 1st Edition, SAGE Texts 2018 (Chapter 5)

Additional Reading:
  o Gene Deszca, Cynthia Ingols, Tupper F. Cawsey "Organizational Change-An Action Oriented Tool kit", SAGE Publications, Inc 2011 (Chapter 2)

Module 5   *No. of hours: 8*

- **Topic: Organization Development (OD)**
  o Concept of OD, History of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values.
  o The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues with Data Gathering, Diagnosis and Feedback, assessment, ethical issues with diagnosis and giving feedback, OD Intervention – Team Interventions, Communication in OD Process.

- **Activities:**
  o HR Jargons pertaining to Organisational change and development will be organised in the form of a quiz.

- **Essential Reading:**
  o Ratan Raina "Change Management and Organizational Development", 1st Edition, SAGE Texts 2018 (Chapter 7)

- **Additional Reading:**
  o Donald L. Anderson, "Organization Development: The process of Leading Organizational Change" 2nd Edition, Sage Publication India Pvt. Ltd. 2012 (Chapter 5 & 8)

3. ASSESSMENT

The assessment for the Organisational change and development is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

Continuous Internal Evaluation (CIE) comprises two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks. The remaining 20% percent of the marks are allotted for other assessment as a part of Continuous Internal Evaluation **(CIE)** which comprises of assignments and activities. Students are expected to adhere to deadlines and submit assignments on time. Active participation is a key-criteria for activity segment

Semester End Examination (SEE) constituting the remaining 50% of the total marks is a 3 hour long written examination. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Odd Sem).

Rubrics for Assignment Evaluation (Total: 20 Marks / 40% of CIE)

Rubrics for Other Assessment		
	Total Marks allotted	**Criteria**
Activity 1- Case study	10	o Logical Reasoning o Communication and Organisation of case o Application of concepts o Innovative solutions
Activity 2 Model Creation	10	o Presentation of Content o Innovation and Creativity o Teamwork o Q& A