

Course Title: Organizational Effectiveness and Change				
Course code: PPM 180		No. of credits: 4	L-T-P: 42-18-00	Learning hours: 60
Pre-requisite course code and title (if any):				
Department: Policy and Management Studies				
Course coordinator: Dr Shruti Sharma Rana			Course instructor: Guest Faculty	
Contact details:			Course offered in: Semester 2	
Course type: Core				
Course description: Organizational effectiveness and change are vital for success and great performance in today’s dynamic environment. As organizations are constantly dealing with changing social, political, cultural, global as well as economic environments, having a clear understanding of the factors that drive effectiveness will enable future managers and leaders to develop strategies that will drive performance in line with the vision of their organization and its people. The purpose of the course is to provide future managers and leaders with state of art knowledge for achieving and enhancing organizational effectiveness in context of current realities. The course aims to acquaint students with approaches to manage organizational conflict, stress, power and cross-cultural dynamics in a professional and humanistic manner to achieve organizational effectiveness and change while safeguarding the interest of all stakeholders, including society and environment.				
Course objectives: The objectives are: <ol style="list-style-type: none">1. To impart knowledge about classical and contemporary approaches and concepts related to organisational effectiveness.2. To sensitize students about managing organizational conflict, stress, cross-cultural and power dynamics in a professional and humanistic manner3. To prepare students with managerial and leadership challenges while dealing with organisational change.				
Course Content				
Module	Topic	L	T	P
1.	Organizational Effectiveness: concept, need and importance, Critical issues of organizational effectiveness; Various approaches to measuring effectiveness; Value creation process by organization;	6	4	0
2.	Relationship between organizational design, Leadership and effectiveness. Factors contributing to organizational effectiveness:	4	0	0
3.	Strategies to improve effectiveness; Strategic role of Human element (employers, employees) in developing effectiveness	4	0	0
4.	Organizational Culture-Meaning and Characteristics; Culture Versus Climate; Creating the Organization Culture; Strong and Weak Cultures, Cross-cultural dynamics; Hofstedes Cultural Framework.	4	2	0
5.	Power and Politics - Concept; Bases of Power; Power, Authority and Influence; Political implications of power	4	0	0
6.	Conflict and Negotiation-Concept; Process of Conflict; Conflict levels; Reactions to conflict; Management of Conflict; Resolution Strategies; PRAM Model. Leadership-Concept; leadership skills, Styles and Theories of Leadership-trait Theory; Situation Theory, Path Goal Leadership; Transactional and Transformational Leadership	6	4	0
7.	Work Stress and Its Management- Understanding Stress and its consequences; Hans Selye’s General Adaptation Syndrome (GAS)	4	4	0

	Potential sources of stress; Effects of stress; Coping Strategies- Individual and Organizational Coping Strategies.			
8.	Organizational change: Definition and process, types and forms of change. Forces for change, Resistance to change, Tools for effectively introducing and sustaining change. Lewin's Change Model	4	0	0
9.	Issues and complexities in managing organizational change. Strategic role and impact of change on organizational performance, Ethical issues related to change. Role of vision in organizational change; Theories of Planned Change; Overview of Change activities: Motivating change, managing the transition, Role of change agent.	6	4	0
	Total (in hours)	42	18	0
Evaluation criteria: <ol style="list-style-type: none"> Minor 1 Exam – 30% Minor 2 Exam (Case Analysis/Assignment/Presentation) – 30% Major Exam – 40% <p>Minor 1 Exam (at the end of module 4) Structure: The students will be quizzed from the first four modules of the course.</p> <p>Minor 2 Exam (at the end of module 7) Structure: The students will be required to identify an organization in consultation with the course instructor and submit a report based on analysis of primary and/or secondary data covering critical review of any one dimension like organisational design, leadership, organisational culture, power relationships, stress issues, etc. Each report shall focus on one dimension to be decided in consultation with the course instructor.</p> <p>Parameters: Type of data; originality; timeliness, structure and formatting; logic of arguments and flow of thoughts; understanding of theoretical base will be the parameters for evaluation. All five components carry equal weightage.</p> <p>Major Exam (End-Term Exam; at the end of all modules) This will be an exam based on all the modules covered in the class.</p>				
Learning outcomes: By the end of the course, the students should be able to: <ol style="list-style-type: none"> Demonstrate an understanding of organizational effectiveness and the role of leadership, stress, conflict culture, change, power relationships in building effectiveness. Ability to reflect on their personal skills and ability to contribute to organisational effectiveness. Ability to assimilate, and apply knowledge of basic theories and concepts to solve problems and build strategies for organisational effectiveness and change. 				
Materials Suggested readings <ol style="list-style-type: none"> Kavitha Singh, Organizational Change and Development, Excel Books, 2010 Cummings and Worley, Theory of organization Development and change CENGAGE Learning, New Delhi French and Bell, Organizational Development Prentice Hall of India. New Delhi Bennis. W.G. Changing Organizations, Tata McGraw Hill, New York Khandwalla, Organizational Design for Excellence, Tata McGraw hill, New Delhi Additional readings <ol style="list-style-type: none"> Palmer I, Dunford R, Akin G, (2010), 'Managing Organizational Change a multiple 				

<p>perspectives approach, Tata McGraw Hill Publication, New Delhi</p> <ol style="list-style-type: none"> 2. Kao, S R. etc. Effective Organization and Social Values. New Delhi, Sage, 1994. 3. Robbins, S P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.
<p>Pedagogical approach:</p> <p>The course will be primarily taught through a combination of class discussions, quizzes, and case analysis and assignment, and presentations.</p>
<p>Additional information:</p> <p>The following websites may also be visited at regular intervals:</p> <p>https://online.hbs.edu/blog/post/organizational-change-management</p> <p>https://hi.hofstede-insights.com/organisational-culture</p> <p>https://hbr.org/2002/03/do-you-have-a-well-designed-organization</p> <p>We have the corporate database CMIE Prowess. Students are advised to use it for assignment and other work.</p>
<p>Student responsibilities:</p> <p>Attendance, Participation in the class exercises and case discussions, to read relevant student material before attending the class.</p>

Course Prepared by: Ms Vedika Singh

Course Reviewer(s):

1. Dr. Shweta Singha
Expert OB-HR
2. Dr. Alka Agnihotri
Assistant Professor
School of Business
Galgotias University