Course Title: Organizational Change Management			
Course code: PPM 206	**No. of credits:** 3	**L-T-P: 36**-08-00	**Learning hours:** 45
Pre-requisite course code and title (if any): N.A.			
Department: Policy and Management Studies			
Course coordinator:		**Course instructor:**	
Contact details:			
Course type: Core		**Course offered in:** Semester II	

Course description:
Organizational change management strategies 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.

Course objectives:
The objectives are:
1. To understand the forces for change and planned change.
2. To describe ways to overcome resistance to change.
3. To prepare students with managerial and leadership challenges while dealing with organisational change.

Course Content

Module	Topic	L	T	P
1	• Organizations context: internal & external environment, • Organization change: People process (OD) & Business & structure process.	4		0
2	Purpose & types of organization change? • Purpose of change, • Types of change o Restructuring (Redesigning, Downsizing), M&A	4	2	0
3	• Internal & external factors forcing change • Diagnosis for change: WHAT to change? • Organization Models: How organization works?	4		0
4	Change process & models: HOW to change • Building & Energizing need for change • Change Models: General process, Lewin's model, Bullock & Batten model, Kotter's model of change.	4	3	0
5	Resistance to change • Emotional • Rational/logical	4		0
6	Overcoming resistance & change Institutionalization: • Ability & willingness • Communication to Coercion strategy	4	2	0
7	Issues and complexities in managing organizational change. Strategic role and impact of change on organizational performance, Ethical issues related to change.	4		0
8	Role of vision in organizational change; Overview of Change activities: Motivating change, managing the transition, Role of change agent, Role of leadership in steering change.	4	2	0

9.	Semester Project presentations	4		
	Total	**36**	**09**	**0**

Evaluation criteria:

Minor Test 1: **20%** (at the end of teaching of module 4)
Structure: The students will be quizzed from the first four modules of the course.
Minor Test 2: Case Analysis/ Assignment/ Presentation – **20%** (at the end of teaching of module 7)
Structure: Students in groups will be assigned role plays/case study assignments.
Major Test: **40%** (at the end of teaching of all modules)
Structure: This will be an exam based on all the modules covered in the class.
20% marks will be given on class participation: basis case study discussions, role plays etc.

Learning outcomes:
By the end of the course, the students should be able to:
- Identify the individual, team, organization & environment dynamics in the context of change
- Assimilate, and apply knowledge of basic theories and concepts to solve problems and build strategies for organisational change.
- Explain how organization can change business process to deal with business challenges.

Pedagogical approach: Case study, role-plays, focussed group discussions.

Materials:
Reference Books:
- Organizational Development & Change by Cummings, Thomas G. & Worley, Christopher G. CENGAGE Learning (10th Edition), 2016 (C&W)
- Managing Change: a human resource strategy approach by Thornhill, Lewis, Millmore & Saunders. Pearson (2006).
- Organizational Development & Transformation: Managing Effective Change by French, Bell & Zawacki. Tata Mc Graw-Hill, 6th Edition (2011).

Suggested Readings:
- Campaigning for Change – Harvard Business Review
- Change for change's sake – Harvard Business Review
- The Pandemic changed us now the companies need to change too - McKinsey

Additional information (if any):

Student responsibilities:
Attendance, Participation in the class exercises and case discussions, to read relevant student material before attending the class.

Prepared by:

Course reviewer(s):

- **Dr. Damini Saini, Assistant Professor, IIM Raipur**
- **Dr. Pratima Daipuria, Professor & Dean, JIMS Rohini**