

Note: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time

MBA II Year	MBA-E340/440		Semester-III/IV		
	Change Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40

OBJECTIVE:. To teach relevant, practical and applicable change management skills to equip students to proactively engage with change processes in the workplace

- Introduction to change concepts Understanding behavior change challenges Ego defences and creating change Deutchman's 3R Change Model. **Case study 1 :** Organization Change And Development: Spooked by Computers.
(8hours)
- Strategic renewal: incremental and transformational Effecting change at Grand Union Employee behavior Triggers for change.
(8hours)
- Kurt Lewin and organisational change Organisational development and effectiveness Resistance to change Organisational diagnosis .**Case Study 2:** Dimensions Of Organization Structure:Changing The Rules At Cosmo Plastics
(8hours)
- Organisational dialogue and organisational silence Communicating change to stakeholders Communications strategy and measures of justice Communicating bad news to stakeholders
(8hours)
- Managing personal transitions The Social Readjustment Ratings Scale Change Transition Model Stages of psychological reaction to change. Facilitating employee change transitions change intervention styles Effective helping behaviors Orbit Newspapers case review. **Case Study 3:** Humanized Robots.
(8hours)

SUGGESTED READINGS:

1. Spector, B. (2007), Implementing Organizational Change, Pearson Prentice Hall, Upper Saddle River, New Jersey.
2. Herold, D.M. and Fedor, D.B. (2009), Leading Change Management, Kogan Page, London.
3. Deutschman, A. (2007), Change or Die, Harper, New York.
4. Hayes, J. (2010), The Theory and Practice of Change Management, Palgrave Macmillan, London.
4. **Case Study 1:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 17, Organizational Change And Development : Spooked by Computres. *Institute of Management Studies, Manglore-575001*.pp. 32-33
5. **Case Study 2 :** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 2, Humanized Robots. *Institute of Management Studies, Manglore-575001*.pp. 12-13
6. **Case Study 3:** (2016) Case Studies & Term Papers. *Institute of Distance & Open Learning, University of Mumbai*

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