

## **BA4T7H Management of Change & Development**

- Unit 1- Basics of Change Management:** Meaning, nature and Types of Change – Change programmes – Change levers – Change as growth – Change as transformation – change as turnaround – Value based change.
- Unit 2- Mapping Change and Systems Approach to Change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques –Systems relationships – Systems diagramming and mapping; Systems autonomy and behaviour – The intervention strategy model –Total project management model (TPMM); Learning organization: The relevance of a learning organization – Strategies to build a learning organization.
- Unit 3- Organisation Development (OD):** Meaning- Nature and scope of OD - Dynamics of planned change – Person-Focussed and role focussed OD interventions –Planning OD Strategy – OD interventions in Indian Organisations – Challenges to OD practioners.
- Unit 4- Negotiated Change:** Change in the labor-Management relations in the post-liberalized India – A review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining- Negotiated flexibility- Productivity bargaining- improved work relations- Public sector bargaining and social security.
- Unit 5- Team Building:** Nature and Importance of Teams – Team vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Role of managers as linking pin steam- Building skills- High performance teams – Self managing teams – Building team relationships – Empowered teams – Leadership on teams – Managing cross –Cultural diversity in teams – Group think as a decision making process –Role of change consultant.

Relevant cases have to be discussed in each unit.

### **Text Books**

1. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
2. Radha R Sharma: Change Management, TMH, New Delhi, 2008
3. Robert A Paton: Change Management, Sage Publications, New Delhi, 2008.

### **References**

1. Mark Hughes, “Change Management in Organisations”, Jaico Publishing House, New Delhi, 2008
2. Adrian Thornhill, “Managing Change”, Pearson Education, New Delhi, 2008.
3. Cummings and Worley, “Organisational Development and Change”, Cengage Learning, New Delhi, 2009
4. Kavitha Singh, “Organisation Change and Development”, Excel Books, New Delhi, 2010
5. Venkataratnam C.S, “Negotiated Change –Collective Bargaining”, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
6. Sarah Lewis, “Appreciative Inquiry for Change Management”, Kogan Page Publication, New Delhi, 2010
7. Sethi, “Orgnisational Transformation Through Business Process Reengineering”, Pearson Education.