

Course Type	Course Code	Name of the Course	L	T	P	Credits
DE	EMSD504	Organizational Transformation and Change Management	3	0	0	3

### Course Objective

To provide strategies and tools to effectively lead and manage change within organizations, addressing resistance, fostering adaptability, and aligning transformation initiatives with organizational goals

### Learning Outcomes

Students will be able to analyze the need for change within organizations and apply key frameworks to manage and lead change effectively. They will develop skills in identifying and addressing resistance, engaging stakeholders, and fostering a culture of adaptability. Additionally, students will learn to align transformation initiatives with strategic objectives to ensure sustainable organizational success.

Unit No.	Topics to be covered	Lecture hours	Learning outcomes
1.	Introduction to Organizational Transformation and Change Management, Key Trends Shaping Modern Organizations; The nature of planned change- Lewin's Change Model, Action Research Model.	4	Students will understand foundational concepts of organizational transformation, key trends impacting change, and apply models like Lewin's Change Model and the Action Research Model to manage planned change effectively.
2.	The Role of Leaders in Organizational Transformation and Change Management; The Leadership of Change.	6	Students will learn how leaders drive organizational transformation by effectively managing change, guiding teams through transitions, and fostering a supportive environment.
3.	The Nature of Organizational Change- Varieties of Change, Defining the Scale of Change- Incremental Change vs Frame-Breaking Discontinuous change.	6	Students will understand the different types of organizational change, including incremental and frame-breaking discontinuous change, and learn how to assess and define the scale of change to effectively manage its impact.
4.	The Process of Organizational Transformational Change: Entering and Contracting, Diagnosing Organizations, Organizations as Open Systems.	6	Students will learn the process and initial steps of organizational transformational change and the issues that should be addressed.
5.	Leading and Managing Change: Creating Readiness for Change; Overcoming Resistance to Change; Creating a Vision; Developing Political Support; Managing the Transition; and Sustaining Momentum.	6	Students will develop skills in leading and managing change and learn about the individuals going through the change process- their readiness, commitment, etc.
6.	Techno-structural interventions: Restructuring; Downsizing and Reengineering.	8	Students will explore organizational restructuring, downsizing, and reengineering, learning how to implement these strategies to improve efficiency and align structures with organizational goals.

7.	Power and Conflicts in Organization: Power and influence; Organizational Politics and Political Skills, Power and Conflict in the Times of Change.	6	Students will examine the dynamics of power and influence within organizations, understand organizational politics and explore how power and conflict are managed during change.
	Total	42	

**Text Books:**

1. Cummings, T. G., & Worley, C. G. (2016). *Organization Development & Change*. Cengage Learning.
2. Buchanan, D. A., & Huczynski, A. (2019). *Organizational Behaviour*. Pearson UK.

**Reference Books:**

1. Passmore, J., Peterson, D. B., Freire, T., Leonard, H. S., Lewis, R., & Freedman, A. M. (2013). *The Wiley-Blackwell Handbook of the Psychology of Leadership of Change, and Organizational Development*. John Wiley & Sons, Ltd.