

MC307 MANAGING CHANGE**ELECTIVE– III****Objective of the Course:**

The objective of the course is to enable students cope to with the changes that take place constantly in business. This will enable them to manage any sort of changes that takes place in and around their environment.

UNIT - I**(14 Hrs)**

Change Management: Introduction, An overview of change, Forces of Change, Types of Change, change models, change programmes – change levers-Change as growth – change as transformation – change as turnaround – Value-based change – Cases.

UNIT - II**(10 Hrs)**

Mapping and diagnosing change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- A multidisciplinary approach- Cases.

UNIT - III**(10 Hrs)**

A. Change Diagnosis: Diagnosis Models and Component Analysis – diagnosing readiness to change.

B. Resistance to change: Factors contributing to resistance, cognitive and affective processes, recognizing resistance, Managers as resisters to change - suggestions to manage resistance- Cases.

UNIT - IV**(13 Hrs)**

Implementing change: Organisation Development - Meaning, Nature and scope of OD - DynamiCourse Code CS of planned change – Person-focussed and role-focussed OD interventions –Planning OD Strategy – Implementing change through OD, Appreciative inquiry and sense-making approaches, Contingency and Processual Approaches to implementing change- Cases.

UNIT - V**(13 Hrs)**

Linking vision and Consolidating change: Content of meaningful vision – Strategies for communicating change, Actions to consolidate to change – Signs of consolidation of change - caution to be observed- Cases.

Text Books:

1. Palmer, Dunford, Akin: Managing Organisational Change—A multiple perspective Approach, TMH, 2007.
2. V.Nilakant and S.Ramnarayan: Managing Change, Response Books, New Delhi, 2007

Reference Books:

1. Radha R Sharma: Change Management—Concepts and Applications, TMH, 2007
2. Robert A Paton and James McCalman, Change Management: A Guide to Effective Implementation 2/e. Response Books, New Delhi, 2006.
3. Harvard Business Essentials: Managing Change and Transition, HBS Press, 2007.
4. Joseph W. Weiss: Organisational Behaviour and Change— Managing Diversity, Cross cultural dynamCourse Code CS and Ethics. Thomson Learning, New Delhi, 2007.
5. Harvard Business Essentials: Coaching and Mentoring, HBS Press, 2007.
6. Harvard Business Essentials: Creating Teams with an Edge, HBS Press, 2007.
7. Thorn Hill Managing Change, 2005 Pearson.