

Management of Change & Development (Elective-IV)

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.
2. **Mapping 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.
3. **Systems approach to change:** systems autonomy and behaviour – the intervention strategy model – cases in intervention – total project management model (TPMM). Learning organization: The relevance of a learning organization — kindling learning processes in organizations- strategies to build a learning organization
4. **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.
5. **Negotiated change:** Change in the labour-management relations in the post-liberalised India – a review of the response of collective bargaining strategy to the challenges of Globalisation 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.
6. **Team Building:** Nature and Importance of Teams – Team vs Groups – Types of teams – Characterstics of Virtual teams – Team building life cycle – role of managers as linking pins- team building skills – Perspectives on effectiveness of Team working.
7. **Virtual teams:** 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 – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

8. Case Study

References

1. Mark Hughes: Change Management in Organisations, Jaico Publishing House, New Delhi, 2008
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2008.
3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2008.
5. Cummings and Worley: Organisational Development and Change, Cengage Learning, New Delhi, 2009
6. Radha R Sharma: Change Management, TMH, New Delhi, 2008
7. Sarah Lewis: Appreciative Inquiry for Change Management, Kogan Page Publication, New Delhi, 2010
8. Kavitha Singh: Organisation Change and Development, Excel Books, New Delhi, 2010
9. C.S.Venkataratnam: Negotiated Change –Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
10. Sethi : Organisational Transformation Through Business Process Reengineering Pearson Education.