



निदिक्तां प्रयत्नम्
भा. प्र. सं. इन्दौर
IIM INDORE

Indian Institute of Management Indore

EXECUTIVE POST GRADUATE PROGRAM IN E-GOVERNANCE

2013-14

Title of the Course: Change Management

Credits: 2

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COURSE DESCRIPTION

The basic objective of this course is to create awareness about the change management process, thereby contributing to organizational development. Resistance to change may be high when a new initiative has to be implemented in an organization. In this context, change management plays a crucial role. In a developing country it becomes still more difficult to implement information technology related projects. This course will provide frameworks, which will help the participants to take decision while designing a change management and organization development process in their organization.

COURSE OBJECTIVES

This course has following objectives:

- To create awareness about the change management process
- To provide participants with comprehensive view of the organization development process
- To build foundations of the Organization Development process using simulations

PEDAGOGY

Lectures, Case Discussion and Simulation

EVALUATION

Quiz (Based on Reading) - 2 Quiz	(mcq)	:	50%
Class Participation - 1		:	20%
Group Assignment - 1		:	30%

Text or Reference (if any):

Cummings & Worley (2007). Organizational Development and Change. 8th Edition. Thomson: India Edition

SCHEDULE OF SESSIONS:

Module 1: Introduction to Change Management Process and Organization Development

Module Objective(s): To create an understanding about the change management, organizational development and its relevance in the competitive business environment

Sessions 1 ✓ Introduction to Change Management and Organizational Development

Readings: 1R Cummings and Worley (2007). Organization Development and Change. Chapter 1: General Introduction to Organizational Development

Case: 1C TGIF

Part-I	1R
1-18	

Part-I	1C
19-20	

7/05 - **Session 2** ✓ Organizational Renewal and Planned Change

Readings: 2R1 Cummings and Worley (2007). Organization Development and Change. Chapter 2: The nature of planned change.

2R2 Vermeulen, F., & Puranam, P. (2010). Change for change's sake. HBR Article.

Case: 2C Leading Change at Simmons, HBR Case

Session 3 ✓ Organizational Renewal and Planned Change

Readings: 3R1 Cummings and Worley (2007). Organization Development and Change. Chapter 2: The nature of planned change.

3R2 Kotter, J. P. (2007). Leading Change: Why transformation efforts fail. HBR article.

10/5 & 24/05 **Case:** 3C The NoGo Rail Road & Simulation: Downsizing – A consensus seeking activity

Part-I	2R1
21-39	

Part-II	2R2
200-207	

Part-II	2C
289-203	

Part-I	3R1
21-39	

Part-II	3R2
208-219	

Part-II	3C
220-231	

Module 2: Organization Development Process and Designing Intervention

Module Objective(s): To discuss the stages and processes involved in organization development and designing intervention

Session 4 ✓ Entering into an OD contract and Diagnosing organizations, groups and jobs

Readings: 4R Cummings and Worley (2007). Organization Development and Change. Chapter 4,5,6,7.

Simulation: 4S The OD Practioner Style Matrix

Session 5 ✓ Designing Interventions

Readings: 5R Cummings and Worley (2007). Organization Development and Change. Chapter 9.

Simulation: 5S The Franklin Company

Session 6 ✓ Designing Interventions

Readings: 6R Kotter, J. P. & Schlesinger, L. A. (2008). Choosing strategies for change. HBR article.

Case: 6S The Farm Bank

4R1, 4R2, 4R3

Part-I	4R
40-73	

Part-I	4S
74-79	

Part-I	5R
80-91	

Part-I	5S
92-99	

Part-II	6R
232-243	

Part-II	6C
244-250	

Session 7 ✓ Process consulting skills

Readings: 7R Cummings and Worley (2007). Organization Development and Change. Chapter 11.

Simulation: 7S Apex Oil Spill

Part-I 100 ~ 121	7R
Part-II 122 ~ 129	7S

Session 8 ✓ Team development interventions; intergroup processes and goal setting

Readings: 8R Cummings and Worley (2007). Organization Development and Change. Chapter 13.

Case: 8C Data Vision (A)

Part-I 130 ~ 149	8R
Part-II 250 ~ 271	8C

Session 9 ✓ Organizational culture and Organizational Transformation

Readings: 9R Cummings and Worley (2007). Organization Development and Change. Chapter 14.

Case: 9C Trojan Technologies Incorporation

Part-I 150 ~ 179	9R
Part-II 272 ~ 287	9C

Session 10 ✓ Managing Resistance to Change

Readings: 10R Cummings and Worley (2007). Organization Development and Change. Chapter 10.

Simulation: 10S Conflict styles

Part-I 180 ~ 199	10R
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Notes Not available: 2C & 10S.

Video: Surprising truth about what motivates us.

QW-2
5th to 10th.
ch. 9, 10, 11, 12, 20
separately.