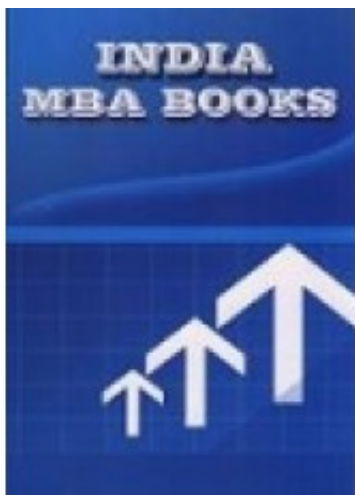


MBAFT-7814: CHANGE AND INTERVENTION STRATEGIES



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Course Objective

The purpose of this course is to familiarize the students with the various aspects of change management in organizations. It helps them get acquainted with the various models, theories and tools of change management that would help organisations cope in the volatile, complex and fast changing world of today. The course primarily deals with the soft side of strategic change management and delves into the various issues and challenges related to different change management approaches and strategies.

Course Learning Outcomes:

- 1. Understanding the evolutionary and revolutionary development and changes in organizations in a complex and volatile world**
- 2. Understanding various types of change models and perspectives and related**

**theoretical
frameworks**

3. Understanding change frameworks for Organizational diagnosis and approaches to

change: The ‘What’ and ‘How’ of change

4. Navigating the change through formal structures and Systems and exploring new structures and systems

5. Leadership prerogatives during organizational change and it’s relation with other

organizational factors

6. Managing Resistance to change and methods of dealing with it

7. Measuring and Designing effective control systems during change management

Course Contents

Unit I: Introduction to change: Theoretical approaches Models and Perspectives of change; Organizations and their changing Environment; Forces of change; Nature of

Change

Unit II: Organizational Structure, Design and Culture

Culture, Leadership and Politics of Change; Different types of organizational structures

and designs.

Unit III: Strategies for Managing Change Faculty of Management Studies,
University of Delhi

230

The Hard Systems models of change and the soft systems of Models of change; Understanding Organizational development in a life cycle perspective; The different challenges and resolution of conflicts along the life cycle of an organization; Nature of

Planned Change; Diagnosing organizations; Collecting and Analyzing diagnostic information; Designing Intervention; Action Research & Appreciative Enquiry

Unit IV: Interventions of Change in Organisations

Human Process Interventions; Techno-structural Interventions; Human Resource Management Interventions; Strategic Interventions of Change; Mergers & Acquisitions;

Knowledge Management; Quality Circles etc.

Unit V: Implementing Change

Implementation of Change; the Delta Technique; Developing an Implementation Plan; Gaining Support and Involvement of Key People; Developing Enabling Organizational Structures; Celebrating Milestones; Factors Affecting the Choice of a Change Strategy; Formulating and Facilitating Change; Role of Change Agent; Action planning and Implementation; Action planning tools; Contingency planning; Surveys; Critical path methods; Force Field and Stakeholder Analysis, Leverage

Analysis;

Impact on Stakeholders; Ethics in Change Management; Kotter's 8-step Model; Lewin's

Change Model; Implementing Change;

Unit VI: Resistance to change

Causes, Challenges and Management of Resistance of Change; Communication during

Change; Communicating Vision; Consolidating Change

Unit VII: Measuring Change and Designing Effective Control Systems

Selecting and deploying measures; Control Systems during different stages of Change

Management; Strategy maps; Balanced Scorecard; Risk Exposure Calculator; Consolidating

Change

Unit VIII: Future prerogatives of change

Organizations of the future; Impact on society, people and attitudes; The changing psychological contract; Unplanned environmental triggers of change and managing predictability; Identifying Trends; Double and Triple Loop Learning in organizations to

identify trends; Coping with uncertainties and Scenario planning

Details

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3. Courier india only

4. Rating of product : largest selling

