UNIVERSITY OF MUMBAI

M.Com. (Business Management) – Semester II

Change Management

Particulars	Details
Programme	M.Com. (Business Management)
Course Name	Change Management
Total Credits	04
Total Marks	100
University Assessment	50
College Assessment	50
Prerequisite	

Course Outcomes

• CO1) To understand the concept of change management and individual change

• CO2) To familiarize with the importance of organizational images and mental models.

• CO3) To Identify reasons for resistance to change

• CO4) To acquire deep understanding of the Leaders and team change management

Module 1

Unit 1 Basics of Change management and individuals

• Concept and Importance of changes; Forces and Causes of change; Types of changes; Change management models.

• Approaches to Change management: Behavioural, Cognitive and Psychodynamic approach to Change; Distinction between first order and second order change.

Unit 2 Leader and Team change management

• Identify leadership issues in Change; role of a leader in Change Management; Goleman leadership skills and practices; Qualities and Competencies of a Change Leader.

• Concept, Importance and limitations of team change; Enhancement of team effectiveness; Individuals affect team dynamics; Tuckman's model of team change and the development changes of teams.

Module 2

Unit 3 Organisational change and Resistance to Change

• Meaning and process of organisational change; causes of organisational change; eight-step model for transforming organization; Impact of change on organisation.

• Sources of Individual and Organisational resistance; Manifestation of resistance; Minimizing resistance to change; OD and Team Intervention to overcome change; Managing role stress.

Unit 4 Strategic Implementation of Change

• Strategies and skills for communicating change; Leader as change agent; An Integrated Approach to Organizational Change; Change Strategies.

• Positive Response of Employees to Change; Management of Resistance to Change; Case studies on smart research and action research related to change management of organisations

References

• Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.

• Change Management and OD – Ratna Raina, Sage Publications, 1e, 2018.

• Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 1e, 2016.

• Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015.

• John P. Kotter, Leading Change, HBR Press, 2012.

• Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.