

ORGANIZATIONAL DESIGN CHANGE AND TRANSFORMATION

MULTI-FACULTY

INTENDED AUDIENCE : Everyone who is interested to study the intricacies of functioning of organization and its resilience in VUCA environment.

INDUSTRY SUPPORT : All industry. In the context of global competition, it is essential that the Leaders realizes the intricacies of functioning of organization and the way to develop resilience in VUCA environment.

COURSE OUTLINE :

This course is designed as an introductory course to develop in the students an understanding of the concepts and models of organizational theory, organizational structure, understand the intricacies in managing change and organizational transformation-how to initiate and integrate the change in the organization - understand the role of culture in change & transformation.

ABOUT INSTRUCTOR :

Prof. S Srinivasan, Assistant Professor, VGSOM (Ph.D. (IIT Madras)) Srinivasan is an Assistant Professor at Vinod Gupta School of Management, IIT Kharagpur. He teaches Organization Behavior and Human Resource Management. He received his Ph.D. in OB & HR from IIT Madras. He was a recipient of the DAAD Fellowship. He is a certified Labor and ESH compliance auditor. He has audited several factories for established European and American Brands. Prior to joining Ph.D. program, he was a research associate in a collaborative research project between IIT Madras and the University of Guelph, Canada. He was engaged in socio economic impact assessment with NTPC.

Prof. Sangeeta Sahney, Professor, VGSOM (Ph.D. (IIT Delhi)) Sangeeta Sahney is Professor at the Vinod Gupta School of Management, IIT Kharagpur. A gold medalist in MBA, and a PhD. From IIT Delhi in Management, she served as a faculty member at U.P Technical University and IIT Roorkee, before joining IIT Kharagpur in 2005. With a specialization in Human Resource Management and Marketing, her research interests include studies in consumer behavior, organizational behavior and service quality primarily quality management in education. She has also taught at AIT, Bangkok as a part of the Indian Secondment in 2009 and 2016. She has published research papers in many leading national and international journals and has also received, several awards and accolades. She has also authored a book, titled Consumer Behavior, published by Oxford University Press.

Prof. Susmita Mukhopadhyay, Associate Professor, VGSOM, member Rekhi Centre of Excellence for the Science of Happiness (Ph.D., Calcutta University, Fellow ISI, Kolkata) Susmita Mukhopadhyay's areas of specialization include Human Resource Management and Industrial Psychology, Business Values and Ethics, and Organizational Behaviour with emphasis on Spirituality in Organization. A gold medalist in M.Sc., she is the recipient of the Young Scientist Award and Search of Excellence Award. She was selected for the Microfinance Researchers Alliance Fellow Program Centre for microfinance, Institute of Financial Management and Research, Chennai, in 2009.

COURSE PLAN :

Week 1: Introduction to Organizational Design: Organization and Its Environment

Week 2: Organizational Design; Organizational Design and Strategy in Changing Global Environment

Week 3: Organization Structure: Authority and Line, Types of Organizational Structure

Week 4: Line and Staff Management; Span of Management; Unit of Control

Week 5: Organizational Design; Technology; Organizational Design models

Week 6: Organizational Design; Technology; Organizational Design models

Week 7: Organizational Change; Managing Change by learning, Learning principles in change management; Diagnosis for change; Resistance to change, Alternative change management approaches

Week 8: Change agents: Forms of interventions, Strategies for communicating change; skills for communicating change; Implementing change Decision Making, Learning, Knowledge Management, and Information Technology, Innovation, Intrapreneurship, and Creativity

Week 9: Model for managing organizational change; Selection of appropriate methods, Managing Conflict, Power, and Politics; Consolidating change; Organizational effectiveness; Organizational health.

Week 10: Understand Organizational Transformation; Concept of transformation; Organisation Learning and Knowledge Management

Week 11: Organizational Transformations: Birth, Growth, Decline, and Death; Emergence of Organizational Transformations; Triggers of Transformational Change; Targets of Organizational transformation- organizational beliefs, purpose and mission

Week 12: Organizational development intervention in turnaround situations-Strategic Interventions, Operational Interventions, Cultural Interventions, IT/ICT-driven or Third- generation Interventions, HR Interventions; Future Trends for Organisational Transformation