



# MANAGING CHANGE IN ORGANIZATIONS

## **PROF. KBL SRIVASTAVA**

Department of Humanities and Social Sciences  
IIT Kharagpur

**INTENDED AUDIENCE :** MBA/PGDM/MBA(HR)MHRM

**INDUSTRIES APPLICABLE TO :** IT Companies/ R & D Companies/ Pharma Companies/Manufacturing and Services sector

## **COURSE OUTLINE :**

The course aims to equip students to develop themselves into a critically reflective and capable scholar, practitioner, or a manager who can facilitate the change process in their organizations and can act as change leaders. The major objective of the course is to help students to understand why organizations need to change, how to scan the environment and find out the need for change, what are the various types of change taking place in organizations, and one can diagnose the kind of change organizations require? The course will offer students tools and framework for the diagnosis for organizational change which would enable them to understand the change process in order to better implement the change. The course will also discuss various approaches to change management, issues faced by change managers like barriers to change and how to overcome resistance to change, how to communicate change for better participation of people in the change process, and how to ensure that change is sustainable. Finally, we would relate change management with innovation and learning organization to show that how effective change management can help organizations to be more innovative, sustainable in the long run and compete in an ever changing environment

## **ABOUT INSTRUCTOR :**

Prof. Kailash B L Srivastava is Professor, Department of Humanities and Social Sciences and Joint Professor in Vinod Gupta School Management, and specializes in the area of Human Resource Management and Development and Organizational Behaviour at Indian Institute of Technology, Kharagpur. He holds a first class Master's degree in Psychology from Gorakhpur University and Ph.D. from Indian Institute of Technology, Kanpur, and has around 28 years of teaching, research, and training experience. He has taught earlier at BITS Pilani, and T A Pai Management Institute, Manipal, and also served as visiting faculty in XLRI, Jamshedpur (2002), and Asian Institute of Technology, Bangkok (2005), and UNU Tokyo (2013). He has published over 48 papers in national and international journals and contributed 26 chapters in edited books. He has attended many national and international conferences, including IIRA in Berlin, ICP 2008 at Berlin, and Personality at work in Lunenburg, Germany ICP 2012 at Cape Town, SA and Yokohama in 2016. He has carried out a number of sponsored research and consultancy projects. He has supervised 17 Ph D theses in the area of Human Resource Development, Knowledge management, HR Issues in Mergers / Acquisitions, Emotional Intelligence, and Learning Organization. He is also a member of the editorial board of many national and international journals. He has conducted many management development programmes in areas of behavioural/ soft skills and human resource management and development, KM and innovation in learning organization, performance management, and research methodology. He is a board member of the Academy of International business (India chapter), and President of the National Academy of Psychology, India for 2016-17. His current consulting and research expertise are in the area of Strategic Human Resource Management, OD and change management, Organizational Culture, Leadership, Emotional Intelligence, and Knowledge Management, Psychology of well-being, and corporate affairs.

## **COURSE PLAN :**

**Week 1:** Nature of Organizational Change, Perspectives of Organizational Change, image of change managers, Type of change: Incremental vs. transformation

**Week 2:** Identifying the need for change: external and internal pressure for change; Scope of change: culture, strategy, technology, people management system, structure

**Week 3:** Diagnosing organizational change: models and frameworks for change; managing resistance to change

**Week 4:** Implementing change: Organizational development approaches to change; contingency and process based approaches

**Week 5:** Linking vision and mission with change; leading change, politics of change, factors affecting change

**Week 6:** Communicating change, strategies for change communication, sustaining change; Evaluating change, the role of change agents

**Week 7:** Organizational change and innovation, Linking change management with organizational learning and learning organizations

**Week 8:** Case examples and successful change management efforts in Indian organizations, Turnaround strategies, strategic convergence and learning from change, organizational effectiveness and change