# School of Professional Advancement
## Course Outline

Course Title          Diversity and Change Management

Course Type          Applied

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**Course Description**

Diversity and Change Management gives clear understanding and knowledge about work in dynamic organizations in a global environment characterized by diversity, strategic complexity, and constant change. The complexity of modern organizations stems in large part from globalization and diversity. The students will be taught how to deal with different diversity issues that prove to be a challenge for modern organizations. It may be in the form of a multicultural workforce or a complex environment. You also gain management and leadership skills as a tool to handle diversity and change in an organizational context. This includes work in diverse teams, management of challenging projects and managing organizational change. Throughout the course students will apply their knowledge on live cases, cases, games and projects.

This course is designed to provide students with a conceptual framework addressing the strategic importance of managing change and organization development (OD) in various agencies, human service organizations, community organizations and other settings. Uncertainty, complexity and rapidly changing organizational environments create the necessity for organizations to respond to and effectively deal with turbulence and instability. The capability of an organization's human resources to adapt to such conditions, adopt and successfully use new practices, technologies and develop ways of performing organizational tasks is vital to proactive and sustainable human service organizations.

**Instructional Goals (or Course Objectives)**

Upon successful completion of this course the student will be expected to:

- Manage diverse workforces and complex and diverse tasks, both inside and outside the organization
- Operate in an international setting while taking different cultural and international differences into account
- Understand major theories, models and perspectives concerning change.

- Diagnose the need for organizational change and intervention

- Formulate the strategies and tactics for organizational change

- Understand the dynamics and issues in implementing and executing a change strategy

- Understand why people resist change and learn techniques for overcoming resistance to change

**Format of the Course:**

Weekly lectures with supplement exercising material

**Recommended Resource Material**

- Kotter, J. P., Kim, W. C., & Mauborgne, R. (2011). HBR's 10 Must Reads on Change. Harvard Business Press.
- Newell, S., & Newell, S. (2002). *Creating the healthy organization: Well-being, diversity and ethics at work.* Cengage Learning EMEA.
- Clutterbuck, D. (2003). Managing work-life balance: a guide for HR in achieving organizational and individual change. CIPD Publishing.
- Cummings, T. G., & Worley, C. G. (2014). *Organization development and change.* Cengage learning.

**Course (Student) Objectives**

Upon completion of the course, students will be able to:

- Manage a diverse workforce effectively and influence better employee performance
- Create a positive climate of diversity to ensure that all employees are satisfied and prefer the organization that values employee diversity
- Develop and demonstrate the capability to address the challenges of globalization, workforce diversity, ethics and technological innovation
- Become an equal opportunity employer to ensure organizational justice
- Help organization gain the competitive edge through effective diversity management

**Brief Course Contents**

**Session 1: Introduction to Diversity and Change Management**
- One-to-one introduction
- Course introduction, teaching & assessment methodology
- Discussion on course outline
- Setting up of Norms
- A brief description of Diversity and Change Management

**Session 2: Diversity in Organizations**
- Describing two major forms of workplace diversity
- Identifying the demographic characteristics that determine diversity in workforce

Learning outcomes
- Develop the ability to recognize and capitalize on individual difference to get most out of them
- Making diversity management a central component of organizational policies and practices

*Activity*
- Case Study-HBR: When Gender Diversity Makes Firms More Productive

## Session 3: Organization Structure and Change
- Components of Organization Structure
- Perceptive on Organization Structure
- Significance of Organization Structure on Change

Learning Outcomes
- Learn different types of organization structure
- Learn the importance of organization structure in change process

*Activity*
- Case study-HBR: Leading Change: Why Transformation efforts fails

## Session 4: Structure and Management of Change
- Approaches to organization redesign
- Structural Changes in global organization

Learning Outcomes
- To learn different approaches of organizational redesign
- To broader the perceptive of not only local change but also international

*Activity:*
- Case Study-HBR: Change through persuasion

## Session 5: Organizational Culture and Management of Change
- Organizational culture
- A systematic approach to managing cultural change within organizations
- Approaches to manage cultural change

Learning Outcome
- Understand the role of culture in process of change
- Develop the understanding of people side of change

*Activity:*
- Case Study-HBR: Radical Change, the Quiet Way

## Session 6: Change and HR Management: Concepts and Applications
- Role of HRM processes and functions in managing change
- HRD is a strategic perspective for managing change

Learning Outcomes
- HR professional role in organization change
- Strategic role of HR in change process of organization.

*Activity*
- Case Study-HBR: The Reason People Won't Change

**Session 7: Change and Strategy in Organizations**
- Role of strategic planning to manage change
- Strategy implementation and assessment

Learning Outcomes
- Get clear view of the nature of change situation in the organization and the source of it influence using strategy

**Session 8: Organizational Development**
- Characteristics of organizational development
- Process of organizational development

Learning Outcomes
- Understand the process of planned change for the growth and development of organization.

Activity: Quiz

**Session 9: Diagnosing Organization**
- Process of Diagnosis
- Collecting and Analyzing Diagnostic Information

Learning Outcomes
- Learn about diagnosing organization to facilitate the change process
- Understand the methods of data collection.

*Activity*
- Case Study-HBR: Cracking the code of Change

**Session 10: Diagnosing Groups and Jobs**
- Group Level Diagnosis
- Individual Level Diagnosis
- Techniques for data analysis

Learning Outcomes
- Students will learn the difference between group and individual diagnosis
- Learn different qualitative tools such as content analysis, force-field analysis.

**Session 11: Leading and Managing Change**
- Creating Readiness for change
- Overcoming resistance to change

Learning Outcomes
- Be able to develop greater harmony and consistency between the organization's goals and human needs of people who work in them

Activity: Quiz
## Session 12: Change and Leadership
- Hostile environment
- Conflict Resolution using leadership skills

Learning Outcomes
- Be able to prevent from making big errors that can result in dissatisfactory results
- Be able to make use of effective strategies to sustain survival in a business environment that becomes increasingly competitive in the coming times

Activity
> Case Study-HBR: A survival guide for Leaders
## Session 13: Leading Change: Why change Efforts Fail
- HBR: Why Change Programs Do Not Produce Change

Learning Outcomes
- Develop critical thinking about change process and play active role of change agent and leader to initiate change

## Session 14: Presentations-Change Models
## Session 15: Presentations-Change Models
## ASSESSMENT METHODOLOGY

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|---|---|
| Class Participation | 10 % |
| Assignment | 15 % |
| Quiz | 10% |
| Class Activity/ Case Study | 20% |
| Group Presentations | 15% |
| Final Exam/Term Paper | 30 % |

**Note:** Detail description of every aforementioned assessment activity will also be provided in the class.

**Personal Ethics**
It is expected that both the stakeholders (teacher & students) will adhere to decorum of professional and ethical conduct. Cheating, plagiarism (submitting the language, ideas, thought or work of another as one's own) or otherwise indulging in un-fair means to obtain a grade under false pretenses will result in severe disciplinary action leading to removal from the course. Any deliverables found falling in such category will result in straight Zero without further re-submission.

# School of Professional Advancement
## Course Outline

**CALENDAR OF ACTIVITIES**

| Session | Sub-Topic | Activities |
|---|---|---|
| 1 | • One-to-one introduction<br>• Course introduction, teaching & assessment methodology<br>• Discussion on course outline<br>• Setting up of Norms<br>• A brief description of Diversity and Change Management | Activity |
| 2 | • Introduction to Diversity<br>• Diversity Management in Organization<br>• Diversity management is motivated by business | Activity |
| 3 | • Organization Structure and Change<br>• Components of Organization Structure<br>• Perceptive on Organization Structure<br>• Significance of Organization Structure on Change | Activity |
| 4 | • Structure and Management of Change<br>• Approaches to organization redesign<br>• Structural Changes in global organization | Activity |
| 5 | • Organizational Culture and Management of Change<br>• Organizational culture<br>• A systematic approach to managing cultural change within organizations<br>• Approaches to manage cultural change | Activity |
| 6 | • Change and HR Management: Concepts and Applications<br>• Role of HRM processes and functions in managing change<br>• HRD is a strategic perspective for managing change | Activity |
| 7 | • Change and Strategy in Organizations<br>• Role of strategic planning to manage change<br>• Strategy implementation and assessment<br>• Understanding the causes of change in an organization | |
| 8 | • Organizational Development<br>• Characteristics of organizational development<br>• Process of organizational development | Quiz |
| 9 | • Diagnosing Organization<br>• Process of Diagnosis<br>• Collecting and Analyzing Diagnostic Information | Activity |
| 10 | • Diagnosing Groups and Jobs<br>• Group Level Diagnosis<br>• Individual Level Diagnosis<br>• Techniques for data analysis | |

| 11 | • Leading and Managing Change<br>• Creating Readiness for change<br>• Overcoming resistance to change | Quiz |
|---|---|---|
| 12 | • Change and Leadership Role<br>• Hostile environment<br>• Conflict Resolution | Activity |
| 13 | • Leading Change: Why change Efforts Fail<br>• HBR: Why Change Programs Do Not Produce Change<br>• Not anchoring changes in corporation's culture | Activity |
| 14 | • Presentations | |
| 15 | • Presentations | |