

CCE 861 - Organizational Culture and Change Management

1 - Course Objectives:

The course will help students to;

- Understand theories of organizational culture and change management in relation to the contributing factors, impacts and outcomes.
- Explore the place of processes, attitudes, behaviors, leadership, and assessment in organizational culture, change management and effectiveness.
- Identify their role in organizational culture change management.
- Review and contextualize international perspectives in the organisational culture change process to the local/national context.

2 - Course Outline

Week	Topics	CHs
1	Introduction to course and key areas in Organizational culture & change <ul style="list-style-type: none">• Why to study organizational culture and change management• Meaning of organizational culture• Organizational processes, culture, and change: an overview• Popular theirs of organizational culture and change management	3
2	Culture types <ul style="list-style-type: none">• Theories of organizational culture• Factors of organizational culture• Influences of organizational culture	3
3	Organizational effectiveness <ul style="list-style-type: none">• Concept, theories & practice• Measurement• Ethics and effectiveness	3
4	Attitudes and Leadership <ul style="list-style-type: none">• Role of attitudes• Role of leadership in the formation of organizational	3

	<p>culture</p> <p>Managing diverse human resources connecting theory with practice (individual differences, perceptions, attitudes, work satisfaction)</p>	
5	<p>The organizational culture assessment</p> <ul style="list-style-type: none"> • Plotting and interpreting cultural profiles • Use of cultural profile for framework of cultural change 	3
6	<p>Types and forms of organizational change</p> <p>Individual change as key to organizational cultural change</p> <ul style="list-style-type: none"> • Critical management skills • Personal management skills • Personal involvement agenda 	3
7	<p>Change management</p> <ul style="list-style-type: none"> • Supporting and maintaining long-term organizational change • Organizational development • Evaluation of change 	3
8	<p>Organizational change and development</p> <ul style="list-style-type: none"> • Types of organizational change • Models of planned change • Resistance to change • Power and politics in changing organizations • Role of leadership 	3
9	MIDS	
10	<p>Organizational change</p> <ul style="list-style-type: none"> • Factors and sources • Approaches to organizational culture & change • Managing cultural change • Innovation and creativity <p>Decision-making, knowledge management and technology</p>	3
11	<p>Organizational cultural change project</p> <ul style="list-style-type: none"> • Assessment & Professional practice (Case Study 1) 	3

12	Organizational cultural change project • Assessment & Professional practice (Case Study 2)	3
13	Organizational cultural change project • Assessment & Professional practice (Case Study 3)	3
14	Status of research in organizational change	3
15	Profiling organizational cultures in different sectors of Pakistan	3
16	Organisational change theories • Implications for health • Organisational change and effectiveness • Role of counsellors in organizational change	3
17	Revision and conclusion	3
18	FINAL EXAMS	
TOTAL CREDIT HOURS		48

Practice sessions: Assessment of organizational, placing interviewing employees and managers for the exploration of culture, processes, organizational cultural profile creation, assessment of change and management factors, identifying obstacles of culture change, exploration of cases of change management, exploration of coaching and conflict management and other organizational strategies for culture change, exploration of the organizational approaches to evaluate cultural change and culture dynamics. Presentations and discussions casebook maintenance on student observations and experiences and identification of theories which are more functional and applicable.

3 - Learning Outcomes

Students will be able to;

- Explain the concepts and theories of organizational culture, change management to the factors contributing by case study, discussion, and experiential learning.
- Demonstrate analysis of theories of organizational culture, change management and organizational effectiveness.
- Analyse their role as a practitioner to contribute in creating organisational culture and organizational change management

- Apply the international perspectives in culture change process and will apply their perspective in local and local/national context and will develop their stance as a counsellor.

4 - Textbooks

Key References

1. Alvesson, M., & Svenningsson, S. (2008). *Changing organizational culture. Organizational change work in progress*. Taylor & Francis.
2. Athanasou, J. A., & Van Esbroeck, R. (2008). *International handbook of career guidance* (pp. 695-709). New York, NY: Springer.
3. Bateman, C. R. *Journal of organizational culture, communications and conflict*. Retrieved from <https://www.abacademies.org/articles/jocccvol16no22012.pdf>
4. Boreman, W.C., Hgen, D., & Klimoski, K.J. (2003). *Industrial and organizational psychology, 12 ed* (eds). Canada: John Wiley & Sons.
5. Cameron, K.S., & Quinn, R.E. (2011). *Diagnosing and changing organizational culture: based on competing values framework 3rd ed*. Jossey-Bass
6. Cross, C., & Carbery, R. (2016). *Organizational Behavior: An Introduction*. Palgrave.
7. DuBrin, A. J. (2019). *Fundamentals of Organizational Behavior*. 6th Edition. United State of America: Academic Media Solutions. ISBN-13: 978-1-942041-76-4
8. Gibson, J., Ivancevich, J., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes*. 14th Edition. New York, NY: McGraw-Hill.
9. Gibbons, P. (2015). *The science of successful organizational change: How leaders set strategy, change behavior, and create an agile culture*. FT Press
10. Hussain, T., & Yousaf. (2011). Organisational culture and employees' satisfaction: A study in private sector of Pakistan. *Journal of Quality and Technology Management*, 7(2), 15-36.
11. Jones, G.R. (2013). *Organizational theory, design, and change 7th ed*. Pearson.
12. Leithy, W. E. (2017). Organizational culture and organizational performance. *International Journal of Economics & Management Sciences*, 6(42), 1-10. doi: [10.4172/2162-6359.1000442](https://doi.org/10.4172/2162-6359.1000442)

13. Lewis, R., Zibarras, L. (2013). Work and occupational psychology: Integrating theory and practice (Eds). London: Sage Publications.
14. Mathewman, L., Rose, A., & Hetherington, A. (2009). New York: Oxford Press.
15. Moore, P. V., & Short, J. D. (1997). Psychological Effects of Stress from Restructuring and Reorganization: Assessment, Intervention, and Prevention Strategies. *Workplace, Health and Safety*, 45(11), 597-606.
16. Naikal, A., & Chandra, S. (2013). Organisational culture: a case study. *International Journal of Knowledge Management & Practice*, 1-24, Retrieved from https://www.researchgate.net/publication/260094253_Organisational_Culture_A_Case_Study
17. Rashidi, Z., Syed, N.A., Zaki, S. (2015). Profiling organizational culture of different sectors in Pakistan. *Business Review*, 10(1), 31-46.

5 - Assessments:

Assessment will be followed as per NUST guidelines including **quizzes, mid-term exam, assignments** and **Final exam**.

Suggested Assignments:

- **Placement report:** Through the placement report, students will justify links between theory and practice in organizational culture development and change in addition to the influences it has on employees. Also they will present opportunities and possibilities of culture change and management of that particular organization.
- **Case Study:** Students will submit a report depicting case studies of two organisations (small vs. medium/large taking into account a complete analysis of the organizational culture (cultural profile analysis), change and development opportunities. They will analyse perspectives of organizational leader and employees and will justify the place of career counsellor/psychologist in the framework of organizational change, and development process. They will compare and analyse existing practices to the existing international literature and practices. As a result they will propose a model of change for the organizational culture change project for both kinds of organisations.

- **Review & Presentation:** Students through a power-point presentation will present their review of a current status of research on organizational change, management and development.