

# Organizational Behaviour

# Organizational Change



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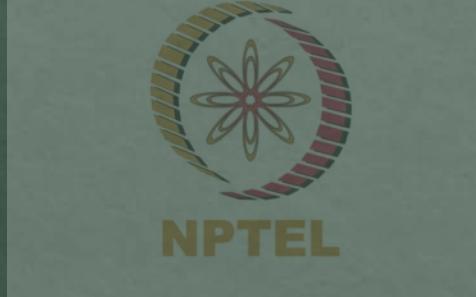
# Outline

- ❖ Definition
- ❖ Types of Change
- ❖ Managing Change
- ❖ Resistance to Change
- ❖ The Change Process



# Organizational change

- ❖ Any alteration of the status quo.
- ❖ The process by which organizations move from their present state to some desired future state to increase their effectiveness.



# Types of change

- ❖ Evolutionary change Vs Revolutionary change
- ❖ Reengineering: redesigning business processes to increase organizational effectiveness (E.g.. TQM).
- ❖ Restructuring: changes in the structure (e.g. downsizing).
- ❖ Innovation: developing new goods and services or to develop new production and operating systems, to improve response time.

# Managing change

- ❖ Force-field analysis: analyzing driving and restraining forces.
- ❖ Forces for change:
  - ❖ Competitive forces
  - ❖ Economic, political and global forces
  - ❖ Demographic and social forces
  - ❖ Ethical forces



# Resistance to change

- ❖ Organizational level
- ❖ Functional level
- ❖ Group level
- ❖ Individual level



# Organization-level resistance

- ❖ Organizational structure
- ❖ Organizational culture
- ❖ Organizational strategy



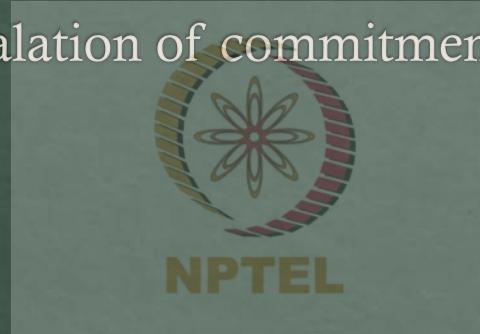
# Functional level resistance

- ❖ Differences in functional orientation
- ❖ Power and conflict



# Group-level resistance

- ❖ Group norms
- ❖ Group cohesiveness
- ❖ Group think and escalation of commitment



# Individual level resistance

- ❖ Cognitive biases
- ❖ Uncertainty and insecurity
- ❖ Selective perception
- ❖ Habit



# The change process

- ❖ Unfreezing
- ❖ Moving
- ❖ Refreezing

