

Unit-4

Management of Change

Q. What is management of change? Explain its importance?

A) Meaning:-
Organisational change refers to the process of growth, decline ~~the process of~~ and transformation within the organisation. Organisation may change their strategy or purpose, introduce new products or service, change the way they produce and sell their technology changes, Enter new markets, close down departments or plants, Hire new employees, acquire other organisations etc.

Definition:-

According Stephen P. Robbins - "Change is concerned with making things different; things must be different because they change constantly."

Importance of change :-

1. Increased productivity:-

planned change helps to increase productivity & service ability. On the other hand change without plan might not help that much to increase productivity.

2. Enhancement of Quality:-

Enhancement of quality deserves planned change in an organisation. Quality of goods is the condition of success of the organisation.

3. Technological change:-

planned change can also help to technological change which type of technology is to be installed, that decision is supposed to take through a proper plan.

4. facing my competition:-

If change process starts in a planned way that can help to face competition successfully. Otherwise it may be difficult.

5. Customer Satisfaction:-

It is one of the primary objective of the organisation, that satisfaction can also be increased and retained in a planned way.

6. Development of Man power:-

Man power training and development is a continuous process. If this process is undertaken in a planned way that can help to organisation in a long term benefits.

7. Expansion of market:-

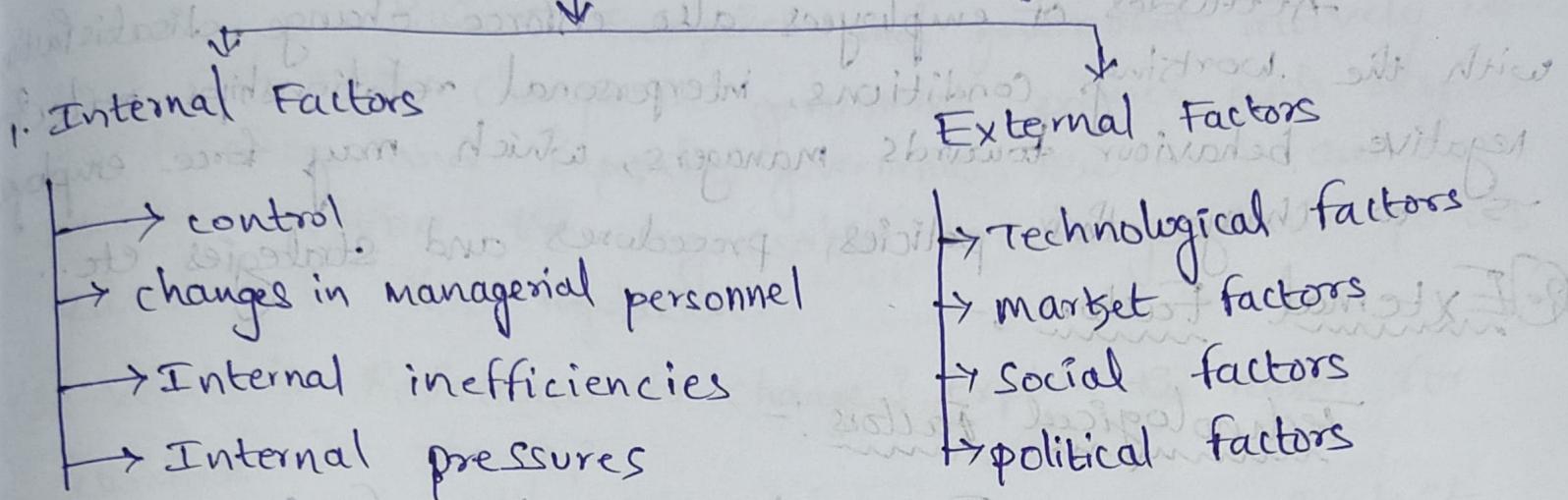
Every organisation wants to expand its business, this expansion program should be taken with effective plan.

8. Explain the factors driving organisational change?

Identify various types of drivers

• market size is scope to follow market needs

Factors driving Organisational change



1. Internal Factors:-

Control: - It requires the organisation to have a clear hierarchy of authority and responsibility. People at high managerial posts want to retain control over organisational activities. They have their own philosophy, philosophies, and ways of working. They introduce new organisation designs and control systems which are followed in the organisation.

Changes in Managerial personnel:-

It also requires the organisation to change its values and philosophies. Changes in operative personnel also requires the organisation to change its values and beliefs to match those who join the organisation.

Internal Inefficiencies:-

Organisation may change their structures because of internal inefficiencies like imbalance between narrow and wide span of management, centralization and decentralization, line & staff relationships, internal and external environment, communications systems etc..

Internal Pressures :-

Attitudes of employees also enforce change. dissatisfaction with the working conditions, interpersonal relationships reflect negative behaviour towards managers, which may force employees to change their policies, procedures and strategies etc.

External Factors :-

Technological factors :-

In modern world is facing constant

changing technology, information systems and computerization, decision support system. If organisation fails to update their technology and manage information system, they will not be able to survive in the market.

2. Market factors :-

Market conditions are not static. The process of rapid change as the needs, desires and expectation of the customers change rapidly and frequently. Moreover there is tough competition in the market. As the market

Flooded with new products and innovation Every day new method of advertising are used to influence the customers.

3. Social factors :-

The norms for pollution, safety and working conditions, health consciousness, geographical movements of workers, there age competition, Education etc., are the social factors that necessary changes in the organization policies.

4. Political Factors :-

Business Enterprises and government actively interact with each other. Changes in government policies with respect to taxation and corporate governance, new laws and court decisions require the organisation to change their policies according to this regulation.

(3) What is Resistance to change? Explain the reason for resistance to change?

A) Resistance to change may be either Explicit or implicit. It is one of the most important fact of management of change. It is simple in human nature to counteract any changes and maintain the status. Since change is inevitable, instead of resisted change the organisation must try to implement it with minimum policies.

For eg:-

Employees may react to changes in policies without right rejection & protests. Managers must understand these problems and help the employees adopt these changes smoothly.

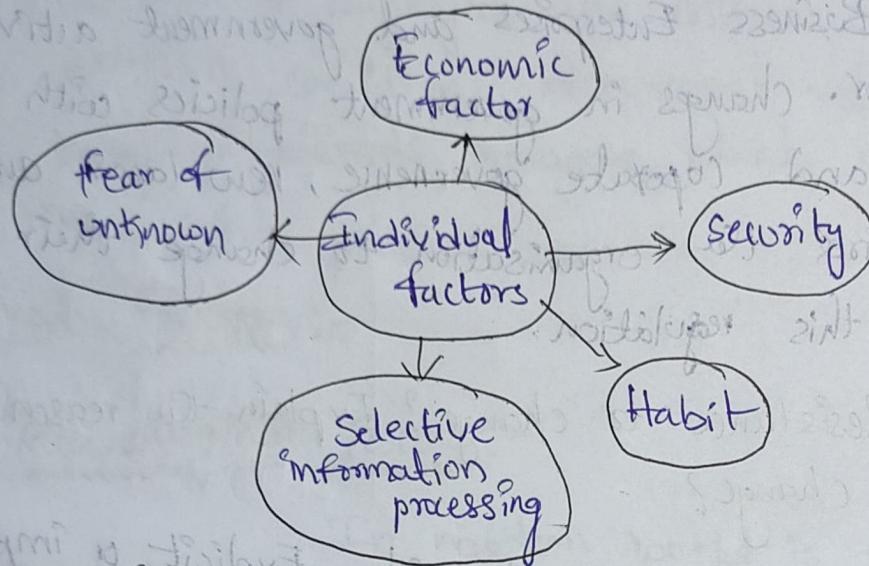
Reasons for resistance :-

The reasons for resistance to change can be divided into two types they are

i. Individual factors

ii. organisational factors.

1. Individual factors :-



1. Economic factor:-

The various financial pressures around the individual forces, so not to adapt to the changing environment.

2. Security:-

Safety is yet another reason for showing resistance to change.

3. Habit:-

The daily practice of an individual also forces him not to change on his regular behaviour.

4. Selective information processing:-

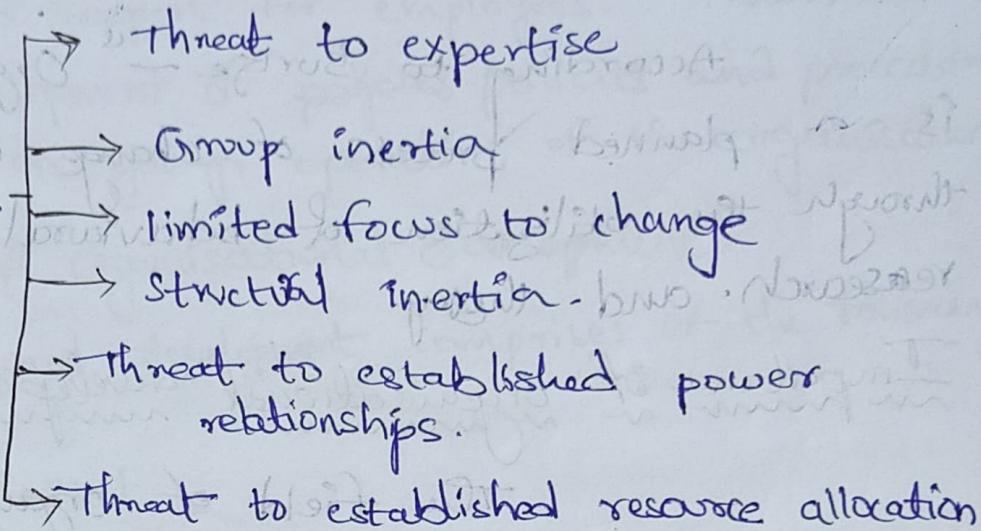
If the information provided to the people is selective in nature, it will be difficult for the individual to change himself & adopt himself to the change conditions.

5. fear of unknown:-

No person is aware of what is going to happen in future with this fear in mind it is difficult to cope up with the

changing environment
organisational factors:-

Organisational factors



2) changing environment
organisational factors

1. Threat to expertise :- There is always a danger to skill & knowledge, which forces the organisation to change.

2. Group inertia :- If there is little or no group interest shown, it is very difficult for the organisation to change.

3. Limited focus to change :- If the organisation has limited or less no. of resources to change them, it is a problem arising & it will be a drawback for the organisation.

4. Structural inertia :- It refers to the atmosphere of the organisation in which the people are working.

5. Threat to established resource allocation :- limited no. of resources both human as well as raw materials can resist the organisation to change quickly.

6. Threat to established power relationship :- If the organisation doesn't have authority and command over the people working, it will be very difficult for it to change.

(4) what is organisational development ? explain its importance.
Ans - organisational development is a system wide application of behavioural science knowledge to the planned development & reinforcement of organisational

Strategies, structure & process for improving an organisation effectiveness.

Definition:-

According to Burke - "Organisational development is a planned process of change in an organisation's culture through the utilization of behavioral science, Technology, research, and theory."

Importance of organisational development :-

The field of organisational development is extremely broad, one of the problems in communicating clearly what the field entails is that organisational development is not a technique or group of tools though some organisational development professionals practice.

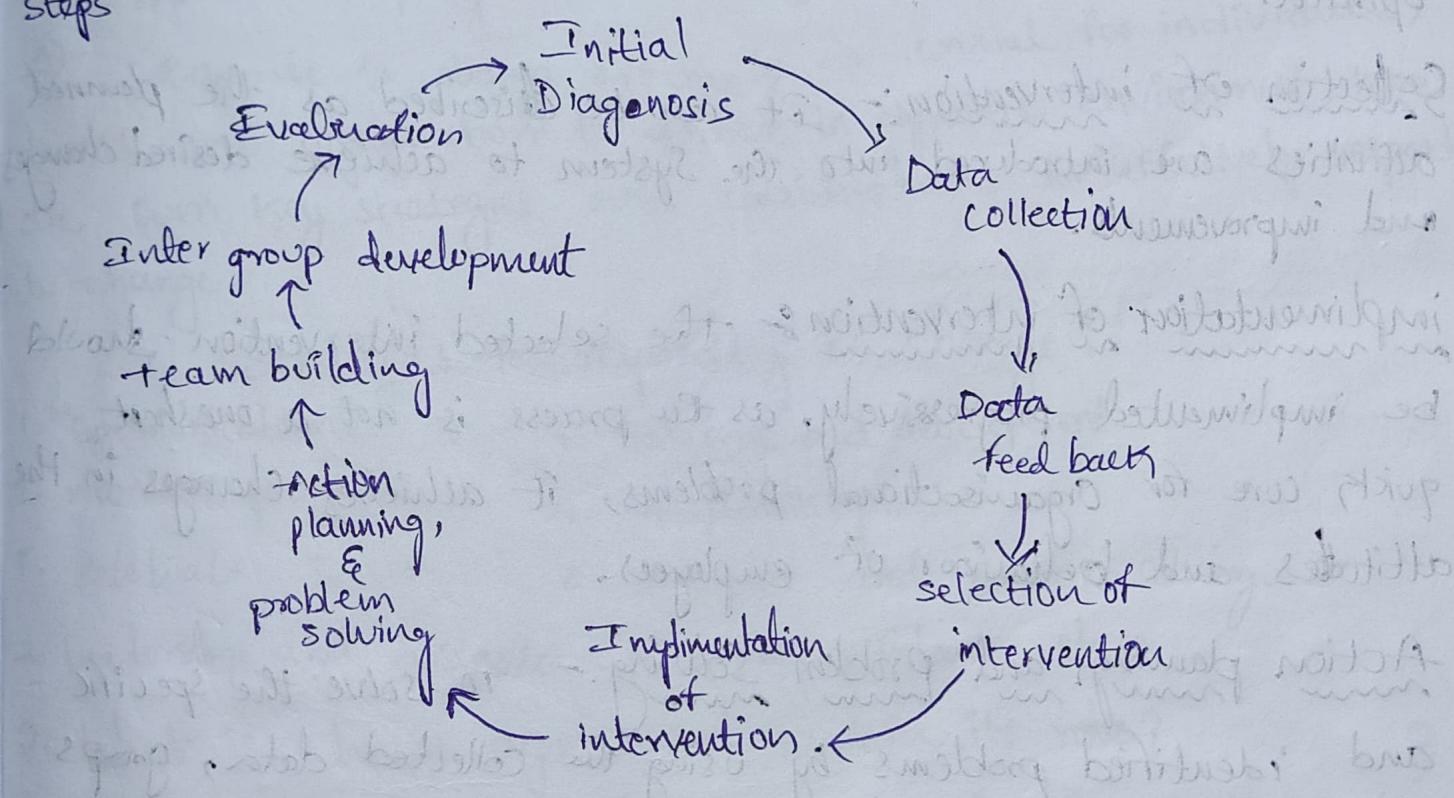
Organisational development might be used in many of the following situations.

1. To develop the organisation mission statement or vision statement for what it wants to be
2. To create a strategic plan for how the organisation is going to make decisions about its future and achieving that future.
3. To help align functional structures in an organisation so they are working together for a common purpose.
4. To manage conflicts that exists among individuals, groups and so on..., such conflicts disrupt the ability of the organisation to function in an healthy way.
5. To create a collaborative environment that helps the organisation be more effective and efficient.

6. To assess the working environment, to identify strength on which to build and areas in which change and improvement and to provide help and support for employees.
7. To assist in the development of policies and procedures that will improve the on going operation of the organisation.

5. Explain the process of organisational development?

a) The process of organisational development comprises of the following steps



Initial Diagnosis:- It refers to finding the inadequacies within the organisation within the organisation that can be corrected by organisational development activities, then it is necessary to find out the professionally competitive persons within the organisation to plan and execute organisational development activities. It has various methods, It includes interviews, direct observation, analysis of documents and reports for diagnosing problem.

Data collection:- The survey method is employed to collect the data for determining organisational climate. It also helps to identify the behavioural problems that are arising in the organisation.

Data feedback:- The collected data are analysed by various work groups that are formed for this purpose. It is done in order to intervene in the areas of disagreement of ideas or opinion.

Selection of intervention:- It can be described as the planned activities are introduced into the system to achieve desired changes and improvements.

Implementation of intervention:- The selected intervention should be implemented progressively, as the process is not a one-shot quick cure for organisational problems, it achieves changes in the attitudes and behaviour of employees.

Action planning and problem solving:- To solve the specific and identified problems by using the collected data, groups prepare recommendations and specific action planning.

Team Building:- The consultant explains the advantages of the teams in organisational development process and encourage the employees throughout the process to form into groups and teams.

Intergroup development:- After the formation of groups or teams, the consultants encourage the intergroup meetings, interaction etc....

Evaluation:- The organisation should evaluate the organisational development programs and should find out their utility, to develop the programs further for correcting the deviations.

The entire steps in OD process should be followed by the organisation in order to achieve OD benefits.

Short Questions:-

1. Explain the Response to change?

(A) Response to change effectively is crucial for individuals, teams and organisations to thrive in dynamic environment, here are sum key strategies and considerations for effectively responding to change.

Strategies for responding to change.

- 1. Communication.
- 2. monitor progress
- 3. Training and development.
- 4. Adaptability.
- 5. Celebrate success
- 6. Resistance and problem solving.
- 7. leadership and guidance
- 8. manage resistance etc..

2. What is Change agents. and Explain its role? ?

(A) Change agents are individuals or groups responsible for driving and facilitating organisational change. They identify the need for change to develop strategies and implement solutions while addressing resistance to change agents play a crucial role in guiding the transition process, fostering support and ensuring successful adaptation to new practices or goals.

Role:-

1. Visionary leadership :

change agents provides a clear vision and

direction for the change initiative communication and facilitation.

2. Communication and facilitation :-

Change agents communicate effectively about the change initiative. They encourage participation and feed-back throughout the journey.

Change agents facilitate the change process by developing and implementing strategies, action plans and timelines.

3. Resource management :-

Change agents manage resources including budget, personal and technology to support the change effort.