

Concept of change -

The term change refers to any alternative which occurs in the overall work environment of an orgⁿ. It implies alteration of structural relationship and role of people in an orgⁿ.

Nature of Change -

1. Change results from the pressure of both internal & external forces in the orgⁿ. It distributes the existing status quo in the orgⁿ.
2. Changes may affect people, structure, technology and other elements of the orgⁿ.
3. The change in any part of the orgⁿ affects the whole of the orgⁿ.
4. Changes may be reactive or proactive when change is brought about due to the pressure of external forces; it is called re-active change. Pro-active change is initiated by the mgmt. its own.

to increase orgⁿal effectiveness.

Definition — "Mgmt of change is a conscious attempt to modify or change in which operation or functions with a view to respond to change to ensure survival of org".

OR

Mgmt of change is the plan attempt by mgt to improve the overall performance of individuals, group and orgⁿ by altering structure behaviour and technology.

Mgmt of change — Mgt of orgⁿal change is a complex process change in orgⁿ does not occur on continuous basis. It requires proper planning and efforts on process of managing change are —

- 1- Identifying need for change.
- 2- Define the element to be change.
- 3- Planning the change.
- 4- Assessing change forces.
- 5- Implementing the change.
- 6- Follow up and feed back.

Forces of change -

External forces -

- (a) Technology - The technology changes are responsible for changing the nature of jobs performed at all levels in the org'n.
- (b) Market Condition - These are no more static. They are in the process of rapid change as the needs, desires and expectations of the customer change frequently.
- (c) Social changes - Because of spread of education, knowledge, explosion and govt's efforts social changes are taking place at a fast speed.
- (d) Political forces - Political forces within and outside the country have an important influence on large business houses, particularly the multinational corporation.

Internal forces -

- (a) Changes in managerial personnel - Old manager are replaced by new managers which is necessary because of retirement, promotion, transfer etc.
- (b) Changes in operative personnel - The new generation of workers have better education qualifications, place greater emphasis on human values and question authority of managers.
- (c) Need for changes in existing structure - Changes may be needed to make up differences in the present org'nal setup.

Need for change -

The mgt should carefully analyse the external and internal forces demanding change in the org'n.

The information regarding change comes from the external env. & internal control system. After this, it is essential to lay down the objectives of change. This will help in determining statements of objectives of change will also facilitate in planning strategies of change.

New Trends in org"al change -

- 1- Effective comm - Two way comm. will go a long way towards removing fears and apprehensions of the workers and drinking understanding between the mgmt & the workers.
- 2- Consultation with union leaders - Mgt. is regarded as the instigation of changes and unions are regarded as the fare stallers of change. The leaders can convey the workers about the logic of change and benefits the worker would desire out of it.
- 3- Education and training - In order to successful implement the changes sub-ordinates must introduced in new relationships taught new skills and helped to change attitudes. The educational process can be aided by training classes, meeting & conferences.
- 4- Facilitation and support - Facilitative

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support means removing physical barriers in implementing change by providing appropriate training, tools, materials etc. Emotional support is provided by showing personal concern for the subordinates during periods of stress and strain.

5- Negotiation - It is related with offering the incentives for removing the resistance.

6- Manipulation - It involve conscious structuring of events and the very selective use of information. It implies giving people a desirable role in the design and implementation of change.

7- Group dynamics - A group can be effective and in changing the attitudes and behaviour of its members particularly when it is attractive to the members and they have a strong sense of belonging to the group.

Models of change

Or

Process of planned change

1- Unfreezing - Unfreezing calls for loosening of emotional link w/ the old work methods and practices. It leads to unlearning of old thinking to learn new ones.

It involves the following steps:

- a) Recognizing the driving forces - In order to recognize the pressure to change manager's need to develop sensitivity towards the external and internal environment
- b) Increasing the driving forces - Once the need for change is identified it needs to be communicated to the people concerned.
- c) Managing the resisting forces - People resist change because they perceive it to be harmful to them it is therefore essential that they are made aware of its benefits.

2. Changing or moving - The moving phase consist of the following elements -

- a) Force occurs when individuals are forced to change their by rewards or by punishment.
- b) Internationalisation takes place when individual are forced to encounter a situation that call for new behaviour.
- c) Identification occurs when individuals recognise one among various models in the environment that is most suitable to their personality.

3. Refreezing - During this phase, change is made a permanent part of org's life, members of the org internalise the new beliefs, attitudes & behaviour learn during the changing phase. The manager as the change agent has to see that the new behaviour is effectively work with other behavioural patterns. Without internationalisation individuals may

revert back to the old system after sometime.

- * Stress Management — Stress mgt is the alteration of stress and especially chronic stress often for the purpose of improving everyday functioning.

functioning stress produces numerous symptoms which vary according to persons, situations. These can include physical health decline as well as depression.

Although life provide numerous demands that can prove difficult to handle stress ~~mgt~~ is the best way to manage & maintain overall well-being.

In order to develop an effective mgt. programme it is first necessary to identify the factors that are central to a person controlling his/her stress and to identify the intervention methods which effectively target these factors.

Techniques of stress management-
High demand levels load the person with extra effort and work. A new time schedule is worked up, and until the period of abnormally high personal demand has passed, the normal frequency and duration of former, schedules is limited.

- (i) Cognitive Therapy
- (ii) Exercise
- (iii) Meditation
- (iv) Deep breathing
- (v) Yoga Nidra
- (vi) Prayer
- (vii) Spending time in nature
- (viii) Natural medicine
- (ix) Listening to certain types of relaxing music / may be the
 - new age music
 - classical music
 - sleep music
- (x) Spending quality time with pets.