UNIT 3 MODELS FOR MANAGING CHANGE (Including Six Boxes Organisational Model)

Structure

3.0 Introduction

3.1 Objectives

3.2 The Concept of Change

3.3 Preparation before Implementing Change

3.4 Resistance to Change

3.5 Strategies for Change

3.6 Models of Change

- 3.6.1 Lewin's Change Model
- 3.6.2 Kotter's Eight Step Plan for Implementation of Change
- 3.6.3 Marvin Weisberg "Six Box Model"
- 3.6.4 Greiner's Model
- 3.6.5 Cumming and Worley Model
- 3.6.6 Burke and Litwik Model of Organisation Change
- 3.6.7 John Fisher Change Model

3.7 Let Us Sum Up

3.8 Unit End Questions

3.9 Suggested Readings and References

3.0 INTRODUCTION

In the previous units we discussed a great deal about the organisational development process. In the present unit we will be highlighting another important aspect of organisational development that is managing change. Why do we speak about managing change? And what is the relevance of the topic? These are some of the questions that may come to your mind.

Change is something that is permanent. As we discussed in one of the earlier blocks, that organisation is a part of parcel of society at large and thus there are two environments with regard to an organisation. One is external to the organisation and the other internal to the organisation. Both these environments can be influenced by numerous factors and thus will lead to change in various aspects of an organisation. A change can be planned or unplanned. A planned change is systematically brought about by the human resource managers or the management. However an organisation should always be prepared to face the changes that they have not planned but that can have an impact on the overall functioning of the organisation. Change and organisational development are greatly related as to develop meaning to change in a positive direction. In fact the modern approach to the management of change and the development of human resource is called organisation development.

Thus in the present unit we will discuss this relevant topic and also focus on types and models of change.

3.1 OBJECTIVES

By the end of this unit, you will be able to:

- Discuss the concept of change;
- Discuss the preparations to be made before implementing change;
- Explain resistance to change;
- Highlight strategies for change; and
- Describe the models of change.

3.2 THE CONCEPT OF CHANGE

The term "change" refers to any alteration which occurs in the overall work environment of an organisation. According to Robbins change means making things different. Change in an organisation includes adapting to change, controlling change and effecting change. It can also be described as a shift in the external situation is situational and happens at a given time in space. Four main areas in an organisation need special focus when we discuss about change in an organisational set up, they are as follows:

1) **Changing Organisational Structure:** With globalization, competition and technological advancements, it becomes necessary that changes are made in the structure of the organisation. Thus this one of the most important changes that can be brought about in an organisation and the one that will call for planning and a lot of effort and involvement of management and employees at all levels.

2) **Changing Technology:** Technology is fast changing and the organisation has to keep pace of it in order to remain in business and survive strong competition. Thus new machinery has to be bought or existing machinery has to be updated in the organisation. This is a major change as, as per the technological advancements other changes like changes in structure, job positions, training programmes etc. have also to be made.

3) **Changing Work Environment:** Work environment is fast changing due to various reasons, as a result of diversity in the organisation, changing technology, changes in job market etc. A launching of new product or merger or acquisition may also call for certain changes in an organisation. Thus the organisation has to keep track of such changes and develop measure to deal with them.

4) **Change with regard to People in the Organisation:** Changes also occur with regard to people in the organisation, due to attitudes, values, beliefs. Changes can also be as a result of new recruitment, promotions, demotions, transfers etc. may also take place and they are to be effectively dealt with.

Change can be explained with help of the following points:

1) **Change Results from the Pressure of Forces, which are both Inside and Outside the Organisation:** As discussed earlier various factors from

within the organisation and external to it may bring about some kind of change in an organisation. The external forces like technology, nature of work, economic shocks, competitions, social trends and politics necessitate change in the internal organisation like machinery, equipment, relationships, leadership and decline in profitability etc. This organisational change is the alteration of work environment in organisation which implies a equilibrium between different components of the organisation.

2) **The Whole Organisation Tends to be Affected by the Change:** In some way or the other change influences the whole organisation as the sub units or various departments in an organisation are interrelated and interdependent.

3) **Change Takes Place in All Parts of the Organisation but in its Own Rates of Speed of Significance:** Different sections or different departments of an organisation are influence by change differently and this influence may vary in its speed and degree.

Usually there are many changes occurring simultaneously in an organisation. An effective management technique is thus required in order to deal with the changes.

Changes in an organisation depend on various aspects. These are the aspects of an organisation that facilitate change.

These aspects can be discussed as follows:

1) **Genuine and Hard Working Employees:** Change will depend on the commitment of the employees to the functioning of the organisation.

2) **The Willingness of the Employee to Develop:** The employees should have an intrinsic motivation to develop and become fully functional. This will create a positive attitude in them to readily accept change.

3) **Effective Leadership: Effective Leaders Will Ensure Effective Management Of Change In An Organisation:** The leaders in an organisation play most crucial role in implementation of the change as they are the ones who are in regular touch with employees and have great influence over them.

4) **Effective Diagnosis of Need for Change:** In order to effectively implement change effective diagnosis about need for change is also required. In the previous blocks we have discussed about diagnosis and we now understand how relevant the topic is. The strategy to be employed for implementation of change will depend on the diagnosis.

5) **Commitment of Leaders in the Organisation to Diagnosis, Implementation and Evaluation**: As we discussed about effective leadership in the same way the leaders should be committed and participate fully in the process of diagnosis, implementation and evaluation of change process.

Change agents also play an important role in the whole process of managing change. They are the ones who anticipate possible need for change and suggest strategies to manage them. According to Robbins change agents are individuals who act as catalyst and assume responsibility for change management activities. Change agents are required in order to ensure smooth implementation of change process.

Self Assessment Questions

1) Explain changing organisational structure and changing work environment.

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2) Highlight any two aspects that facilitate change.

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3) Discuss the relevance of change agents in the process of change.

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3.3 PREPERATION BEFORE IMPLEMENTING CHANGE

The following care needs to be taken before implementing change in an organisation:

1) **Ensure Effective Participation of the Employees:** For the success of any change process, the effective participation of the employees is of utmost importance. This will ensure commitment to the change process and lack of resistance.

2) **Plan Effectively:** Effective planning is required before the change process is initiated in order to foresee the possible problems like resistance from the employees and negative attitudes. Planning needs to be carried out not only for smooth implementation of change process but also in order to develop suitable intervention to deal with certain obstacles and problems.

3) **Employee's Interest should be Considered:** While bringing out change the employee's interest should be foremost as they are the most important unit of an organisation and the overall development of an organisation depends on them.

4) **Focus on Group Dynamics:** In any organisations there are various groups, both formal and informal. While implementing change the group dynamics in such groups should be identified.

5) **Systematic Implementation of Change:** Caution and patience should be maintained while implementing change. Also it should be implemented in a systematic fashion in order to avoid any negative outcome.

6) **Motivation:** The employees and also the management should be motivated in the direction of change in order to ensure its successful implementation.

7) **Highlighting the Benefits Of Change:** In order to ensure the commitment and interest of the employees in the change process, the benefits of the change should be highlighted. This will discourage the employees from resisting to change and will ensure their cooperation.

8) **Training and Developmental Activities:** Any change will require the employees to develop new skills and techniques. Thus training and other developmental programmes should be organised for the employees. This will also take care of any insecurity amongst the employee that occurs due to lack of skills required after implementation of change.

9) **Understanding the Purpose of Change, the Risks and Benefits involved and Communicating the Same to the Employees:** An open communication should be promoted during the change process where the employees have complete idea about the risks and benefits of the change. Once employees understand the purpose of the change and its benefits then it would be easier to ensure their cooperation.

10) **Anticipating Possible Reasons for Resistance to Change and Making Suitable Preparation:** During the planning stage, the change agents should take to consideration the possible reasons for resistance that may arise and plan suitable interventions for the same.

11) **Constantly Focusing on the Process of Change:** The change process should be constantly focused on in order to identify any obstacles and take suitable measures.

12) **Interacting with Leaders/ Supervisors in the Organisation:** Leaders and supervisors play an utmost important role in the change process as they are the ones who are constantly interacting with the employees. Thus the change agents should keep in touch with the leaders in the organisation, seek their cooperation and suitably train them to encourage and support employees through the change process.

Self Assessment Questions

1) Highlight any two preparations to be made before implementation of change.

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2) Discuss the relevance of leaders in the organisation during the change process.

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3) Which is the most important aspect during preparation for implementation of change according to you? Give reason.

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3.4 RESISTANCE TO CHANGE

Change no matter how dynamic and constant a phenomenon is often received with resistance from the employees. This is mainly due to the insecurities and lack of clear idea about the consequences of change. Some of the factors that cause resistance to change are as follows:

1) **Economic Factors:** Economic fear may be one of the major factors for resistance. There is fear amongst the employees that they may loose their jobs as a result of change in technology and due to lack of skills to work with the new technology. This insecurity that they may be demoted, or may not be able to perform their jobs and that they may even loose their jobs as a result of this can create resistance towards change in minds of the employees.

2) **Psychological Factors:** Different psychological factors like ego defensiveness, status quo, lack of trust, low tolerance, unknown fear etc. This makes the person to defend their ego and resist change. The change is perceived as an instrument for exposing the weakness of the people. The reason behind is people don't want to get disturbed in their existing equilibrium of life and work, and they tries to avoid it. This shows that people have very low level of tolerance for change and ambiguity as compared to others. When people have low degree of confidence then person also fears for unknown and show resistance to change efforts.

3) **Social Factors:** People desire to maintain existing social interaction and feel satisfied. If there is any change, their existing social interactions are also likely to change which people do not want and therefore resist for change.

4) **Group Resistance:** Group dynamics like forces in the group who determines behaviour of its members. An employee may resist change just to maintain the conformity of the group and not because he/ she really wants to resist change.

Change in an organisation is the vital need for its functioning and going profit in varied terms.It becomes the responsibility of the change agent or the organisational development expert to implement the changes and provide interventions so that weak areas are improved in a phase manner. Resistance may be possible not only from employees, but even manager may resist changing due to above reasons.

Self Assessment Questions

1) Discuss economic factors as reason for resistance change.

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2) Describe psychological factors that lead to resistance to change.

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3.5 STRATEGIES FOR CHANGE

Strategies for change are discussed as follows:

1) **Shaping the Future:** This is the first strategy for organisational change. It creates scenarios for the future of the business. The strengths and weakness of the organisation are considered with respect to how well or poorly prepared for implementation of the proposed changes. The responsibility of the organisational change lies on, how much clear sense the organisation has and how it leads to set the stage for second level.

2) **Selecting Core Competencies:** In this, management identifies the strength and weakness of that organisation. Analysis of opportunities and threat also complete in preparation for defining the organisation may assume that the future will mirror the past. Others may have been involved with working in the framework of the organisation existing mission statement and not given the freedom to refine and revise the mission.

3) **Making Structural Changes:** This strategy takes the form of transformational change. It is radical in nature and involves big picture changes. This stage also comesas a reengineering for organisational process. This aims at improving productivity and satisfaction.

4) **Changing Work Process:** The fourth and final strategy of organisational change involves incremental changes. It tends to be risk averse and tends to underestimate how much organisation change is actually require. The levels of changes can become unsuccessful if the small changes are not supported throughout the organisation.

Self Assessment Questions

1) Explain shaping the future as a strategy for change.

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2) Highlight changing work process as a strategy for change.

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3.6 MODELS OF CHANGE

Managing change may be described as adoption of a new idea or behaviour by an organisation. Organisations need to continuously adapt to new situations if they are to survive and prosper. Also constant change keeps organisations agile and is an indicative of learning organisations.

Change at all times involve and agree support from people within system and understand the organisation. Managing organisational change is the process of planning and implementing change in organisation in a way as to minimize employees' resistance and cost to the organisation, at the same time maximizing the effectiveness of the change. A systematic approach of dealing with change should focus on both the perspective of an organisation and on the individual level. Thus change is not on micro level but on a macro level. It is generally expected from the management of the organisation to manage change in a systematic and effective manner. The responsibility of organisation is to develop adaptability to change otherwise it will either be left behind or be swept away by the forces of change.

Change calls for the organisation and the employees to make new adjustments. This can give rise to insecurity and anxiety amongst the employees. Change can reactive or proactive. Proactive change is the change that is planned and a whole lot of preparation goes in that process to achieve the anticipated outcome. A reactive change is an automatic or planned response to change occurring in the environment. In the proactive change, change is not a response to a particular problem or a situation. But it is initiated in order to further develop the organisation. With regard to reactive change, it is in response to some kind of problem or situation that arises in the organisation.

Change management can be described effectively with the help of following models:

3.6.1 Lewin's Change Model

The process of change was first put forth by Kurt Lewin. He proposed three stage model of the change process for any organisation development.

1) **Unfreezing:** To move people from this "frozen" state, to unfreeze them and to make them "change ready" significant effort is required. This stage mainly focuses on creating motivation and readiness to change amongst the employees.

   The managers as a change agent have to assume the responsibility to break open the shell of complacency and self righteousness among their subordinates. Manager has to identify the background factors contributing to resistance. Subordinates may resist change for economic social or personal reasons. The interplay among the several factors are responsible for resistance have to be isolated. Manager need to discuss with his or her subordinates, explain them the problem and need for change. This is a process of mutual learning between the manager and the subordinates. Unfreezing basically cleans the slate so that fresh behavioural pattern, customs, traditions can be imprinted which becomes a new way of doing things.

2) **Movement:** A change process that transforms the organisation from the status quo to a desired end state. Helping the employees to see, feel, judge things. After unfreezing moving means incorporating change begins. The employees undergo cognitive restructuring. This is done with the help of compliance, identification and internalisation. Compliance is achieved by

introducing rewards and punishments. Under identification, employees are psychologically impressed upon to select their role model and modify behaviour. Internalization involves internal changing of individuals thought process in order to adjust to a new environment.

3) **Refreezing:** Putting down roots again and establishing the new place of stability. This relates to integrating the new behaviour into persons personality and attitude. It also refers to as stabilization. This stage comes when new behaviour takes a new form of normal way of life. New behaviour replaces the old on permanent basis.

Simultaneously Lewin also introduced force field analysis for analysis for implementing change. This analysis identifies what forces required to push the change what forces are likely to restrain. Lewin perceived change as occurring due to two forces, those internal to an employee and external forces that are imposed by the environment. He also categorized external forces in to driving forces and restraining forces. The equilibrium can be changed by strengthening the driving forces or by weakening the restraining forces.

3.6.2 Kotter's Eight Step Plan for Implementation of Change

John P Kotter's attempted to give his own point of view for change model. Kotter suggested eight steps which are as follows:

1) **Establishing a Sense of Urgency by Creating A Compelling Reason for why Change is Needed:** A Sense of urgency can be created amongst the employees by informing them about the reasons for requirement to bring about a change. This will to some extend help the organisation deal with resistance expressed by the employees.

2) **Form a Coalition with Enough Power to Lead the Change:** Once the employees are convinced with regard to the need for change then a strong coalition can be created that will ensure successful implementation of change. The coalition can be amongst the employees or it can be between employees and the management. The informal group leaders may also be involved in this.

3) **Create a New Vision to Direct the Change and Strategies for Achieving the Vision:** A goal or an objective has then to be creates and the organisation as a whole should work towards it.

4) **Communicate the Vision Throughout the Organisation:** This vision or goal or an objective once created should be informed to all the employees in the organisation.

5) **Empower Others to Act on the Vision by Removing Barriers to Change and Encouraging Risk Taking and Creative Problem Solving:** Once the objectives are set and the employees are communicated about it, then suitable training programmes should be organised in order to help the employees achieve the goal. Basically the employees should be encouraged and helped to develop suitable skills in order to achieve the objectives.

6) **Plan for Create and Reward Short-Term "Wins" That Move the Organisation toward the New Vision:** The overall vision or objective to bring about change may further be divided in to smaller goals and achievement of these goals may be rewarded.

7) **Consolidate Improvements Reassess Changes, and Make Necessary Adjustments in the New Programs:** The whole process of bringing about change should be continuously assessed and necessary changes should be made to the strategy of change process from time to time.

8) **Reinforce the Changes by Demonstrating the Relationship Between New Behaviours and Organisational Success:** Change can be encouraged by highlighting its positive outcomes. So as to ensure the employees that change is necessary and leads to enhances work activity and environment.

3.6.3 Marvin Weisberg "Six Box Model"

Six box model by Marvin Weisberg is a diagnostic tool of organisational development that highlights the effectiveness of an organisation. Weisberg identified six areas in which things should go right and be internally consistent for an organisation to be successful. The result of diagnosis should proceed towards change process.

This approach outlines the organisational structure and design. It focuses on issues like planning, incentives and rewards, the role of support function like personnel, internal competitions among organisational units, standards for remuneration, partnerships, hierarchical and the delegates of authority, organisational control, accountability and performance assessment. The six box in this model are described as follows:

1) **Purpose:** When we speak about purpose as one of the boxes we mainly focus on the objective of the organisation and reason why the said objective was developed. What is the purpose behind the overall functioning of the organisation and understanding it is of utmost value under this.

2) **Structure:** The work activity in order to achieve the organisational goal needs to divided or needs to be structures for its smooth achievement. Under this box the work activity may be categorized in a systematic manner.

3) **Relationship:** Interpersonal relationship between employees and between the employees and management is extremely important and thus under this box with the help of varied techniques the relationship in the organisation needs to be enhance. This will lead to reduction in conflict and effective performance amongst the employees.

4) **Rewards:** To work towards change process and towards organisational development some kind of driving force is required. An appropriate reward system will serve as a suitable driving force.

5) **Leadership:** All the boxes that we discussed are crucial but an effective leadership is required not only to supervise the whole activity but also to maintain integrity and balance.

6) **Helpful Mechanism**: Various mechanisms, like technological support, help from experts and other facilities should be available to facilitate the whole process of managing change.

The above model is basically easy to understand and to visualize. It reflects the important activities in an organisation and successfully implemented to assist in changing the organisation. This model offers superficial strategic and financial analysis. The strategy is assumed to be constant and require a capable leadership for rebalancing the six boxes.

3.6.4 Greiner's Model

Organisational change also requires management of growth which measures the organisational development. Greiner has developed a theory of change by considering growth as a factor for change. He identified different problems in each stage of evolution. The solution to the problem brings change. At the starting growth is achieved through creativity of a founder of the organisation but sometimes it creates a problem of leadership. In order to tie-up with problem of leadership higher level managerial personnel take charge of the situation.But after a period of time it is noticed that excessive leadership creates a situation of concentration of power in organisation and subordinates have to wait for the decision. Thus the change is necessitated that leads to delegation of authority to subordinates. Geriener said that each organisation moves through five phases of development as it grows. Each phase contains a calm period called as evolutionary phase and ends with a management crisis marked by a substantial amount of internal turmoil. Each evolution period is characterised by dominant problems and solved so that the growth continues. The age of an organisation is critical because problems and decisions are rooted in time. The phases in organisational growth and change are discussed as follows:

1) **Growth through Creativity:** This first phase and it emphasises on creativity in the organisation with regard to the products, marketing and sales strategy etc. As the organisation grows in size and complexity the need for greater efficiency cannot be achieved through informal channels of communication. Thus many managerial problems emerge and the first revolutionary period begins. These problems can be dealt with adequately by coming up with creative and innovative solutions.

2) **Growth through Direction**: When there is a leadership crisis for power to professional managers, organisation growth is achieved through direction. In this phase the professional managers and key staff takes most of the responsibilities for instituting direction and lower level supervisors are treated as functional specialist than autonomous decision making managers. Thus directive management technology enables the organisation to grow. Further as low level supervisors become more knowledgeable, they begin to demand more autonomy and thus the growth moves toward delegation.

3) **Growth through Delegation Stage:** Crisis resolution for autonomy is through powerful top managers relinquishing some of their authority and certain amount of power equalisation. When any organisation reaches the stage of growth through delegation, it usually begins to develop a decentralised organisation structure which heightens motivation of the lower levels. This crisis leads to the next phase of coordination stage.

4) **Growth through Coordination:** Coordination is the most effective method for overcoming crisis of control. This phase needs to have more formal system for achieving greater coordination with top management as the watch dog. The new coordination system proves useful for achieving growth. Procedure takes precedence over problem solving, the organisation becomes too large and requires to be managed through formal programmes and rigid systems.

5) **Growth through Collaboration:** This stage involves more flexible and behavioural approaches to the problems of managing a large organisation.

Greiner observed that while the coordination stage was managed through formal systems and procedures, the collaboration stage emphasis greater spontaneity in management action through teams and skillful confrontation of interpersonal differences.

This model shows the variety of stages through which organisation is likely to go during its growth period. The overall potential issues and problems between stages are highlighted. The major problem is seen as managerial behaviour that needs to be overcome with help of suitable training programmes and workshops.

3.6.5 Cumming and Worley Model

This model suggested five areas for change that can be discussed as follows:

1) **Motivating Change:** It is important that the leaders of organisation must create readiness to change amongst their employees. The motivation is achieved through sensitizing people about the pressure of change, highlighting advantage of change, creating pains in the minds of the employee and involving employee's right from the beginning of change.

2) **Creating a Vision:** This is visualizing that how the future will look. Vision shows the reality. It need to be beneficial to the majority of people in the organisation and should be attainable. With these desired vision organisation need to have mission backed up by the values and making available the inputs require for achieving the essence of change.

3) **Developing Political Support:** It is suggested that the practitioner assess his or her own power. Individual need to identify the key players whose support is require for success of implementing change. Individuals who wedge power in the organisation need to associate with the change efforts.

4) **Managing the Transition:** Unfreezing of present state, that the transition to the new future, attainment of desired goals and refreezing the outcome. This involves checklist preparation of various activities, sequence of events and people responsible for various activities. Commitment planning is important for managing the transition.

5) **Sustaining Momentum:** It needs to have regular meetings to review progress of the work done, solving problem, ensuring the resources available and close interaction with the specialist. To maintain sustainment it is necessary for highlighting the gains, and reminding the employees to make a change effort in group.

1.6.6 Burke and Litwik Model of Organisation Change

The model strives to bring in change in the performance of a team or an organisation by creating a link between performance and internal, external factors. It begins with outlining a framework, comprising the affecting factors which can be manipulated for smooth transition of one phase changing process to another. The 12 dimension in this structure, practices and the system of the organisation are discussed as follows:

1) **External Environment:** It is the key factors that have an impact on the organisation must be identified. The direct and indirect impact on the organisation is clearly established.

2) **Mission and Strategy**: The mission and strategy of the organisation is defined by the top management and examined from employees' point of view.

3) **Leadership:** The leadership structure in the organisation is carried out which identifies the chief role models.

4) **Organisational Culture:** It seeks information on the explicit as well as the rules, regulations, customs and principles implied that influence the organisational behaviour.

5) **Structure:** The structure should be function based focusing on the responsibility, authority; decision making that exists between the people of the organisation.

6) **Systems:** It includes all types of policies and procedures in regard to both the people and the operations of the organisation.

7) **Management Practices:** This entail a study that how well manager can conform to the organisation strategy and deal with employees and resources.

8) **Work unit Climate:** It is a collective study of how the employees think, feel and what they expect. The kind of relationships the employees share with their team members and other.

9) **Tasks and Skills:** This involves understanding the job position its demand. This also includes the kind of skills and knowledge that employees have to fulfill the responsibility.

10) **Individual Values and Needs:** This dimension seeks to explore employees opinion about their work, identify quality factors which result in job enrichment and better satisfaction.

11) **Motivation Level:** Identifying the motivational level makes it easier to determine the willingness to be put in their effort to achieve organisational goals

12) **Individual and Overall Performance:** This dimension takes into account the level of performance on individual and organisational levels in different key areas like productivity, quality, efficiency etc.

3.6.7 John Fisher Change Model

As per the model stated by John Fisher, an employee operates within a multitude of environments within an organisation. During the changes we go through the stages which are more complex. The speed of transition depends on the employees self perception, locus of control and other past experiences all this combine and create their anticipation of future events.

According to Fisher transition effectively need to understand for the perception of past, present and future. The stages move from Anxiety, Happiness, Fear, Threat, Guilt, Depression, Disillusionment, Hostility and ends with Denial. The overall changes in the employees passes through all stages and he or she experience the new way of dealing in the organisation. The organisation in this way also gains and the development curve emerge.

Self Assessment Questions

1) Explain in detail Lewin's change model.

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2) Highlight Marvin Weisberg "Six Box Model".

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3) Discuss the 12 dimensions in Burke & Litwik model of Organisation Change.

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3.7 LET US SUM UP

Thus in the present unit we mainly focused on managing change. We initially disused about the concept of change as we see it in an organisational set up and then highlighted the preparation that bare to be made before implementation of change, resistance expressed by the employees towards change process. We further discussed the strategies and models for change.

Change is an important part of an organisational process. Any human resource manager needs to be aware about the need for change in an organisation and also should be prepared to deal with unplanned change. As discussed during the change process planning is the mopst important function and at the same time it is important to encourage the employees to participate and involve in the change process right from the start.

3.8 UNIT END QUESTIONS

1) Explain in detail the concept of change.

2) Discuss the preparations that are to be carried out before implementation of change

3) Highlight the strategies for change.

4) Discuss any two models of change.

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