



SNS COLLEGE OF ENGINEERING

Kurumbapalayam (Po), Coimbatore - 641 107

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DEPARTMENT OF MANAGEMENT STUDIES

COURSE NAME : 19BA101- MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

I YEAR /I SEMESTER

UNIT 5: ORGANISATIONAL CULTURE AND CHANGE

Topic : Organisational Change



ORGANISATIONAL CHANGE



MEANING:

- Any variation or deviation in a well-established way of life is called as change.” Any alterations in the people, structure, or technology of an organization
- Resistance is any conduct that serves to maintain the status quo in the face of pressure to alter the status quo
- Management must continuously monitor the outside environment, and be sufficiently innovative and creative



FORCES/REASONS FOR ORGANISATIONAL CHANGE

External forces

Market Changes

Governmental laws and regulations

Technology

Changes in consumer demands

Competition

-- Social Trends (Baby boom retirements)

Internal Forces

Workforce changes

New equipment/technology

Product Obsolescence

For meeting Crisis



SOURCES OF RESISTANCE

Individual resistance:- habit, security, economic factors, fear of the unknown, selective information processing.

Managers as Resisters to change:- limited focus of change, group inertia, threat to expertise, threat to established power relationships, threat to established resource allocations.

Group resistance:- nature of group dynamics, vested interests.



TYPES OF RESISTANCE

- Psychological Resistance
- Sociological Resistance
- Logical Resistance



MANAGING PLANNED CHANGE

Planned Change

Activities that are intentional and goal oriented. (structure, technology, task, people)

Change Agents

Persons who act as catalysts and assume the responsibility for managing change activities.

Goals of Planned Change:

- Improving the ability of the organization to adapt to changes in its environment.
- Changing the behavior of individuals and groups in the organization.



RESISTANCE TO CHANGE

Individual Resistance

- Fear of Unknown
- Fear of Failure
- New Learning
- Friendship
- Distrust of Management
- Non-reinforcing reward systems
- Personality conflicts

Organisational Resistance

- Threats to the Power Structure Example: decentralized decision making
- System Relationships



OVERCOMING RESISTANCE TO CHANGE

Tactics for dealing with resistance to change:

- Education and communication
- Participation
- Facilitation and support
- Negotiation
- Manipulation and cooptation
- Coercion



THANK YOU