



# **SNS COLLEGE OF ENGINEERING**

**Kurumbapalayam (Po), Coimbatore - 641 107**

**An Autonomous Institution**

**Accredited by NBA - AICTE and Accredited by NAAC - UGC with 'A' Grade**

**Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai**



## **DEPARTMENT OF MANAGEMENT STUDIES**

**COURSE NAME : 19BA101- MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**

**I YEAR /I SEMESTER**

### **UNIT 5: ORGANISATIONAL CULTURE AND CHANGE**

**Topic 5.4: Stability Vs Change, Proactive & Reactive Changes**



## 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