

ORGANISATIONAL BEHAVIOUR (OB)

UNIT-V

SHORT QUESTIONS & ANSWERS:

1. What is organisational change? ----- 2011 & 2013

Ans: Organisational change refers to relatively enduring alteration of the present state of an organisation or its components or interrelation amongst the components and their differential and integrated functions in totality in order to attain greater viability in line context of the present and anticipated future environment. Any alteration which occurs in the overall work environment of an organization is called organizational change.

2. What is planned change?

Ans: According to Thomas and Bennis, “planned change is one deliberate design and implements of a structural innovation, a new policy or goal, or a change in operating philosophy, climate, or style.” Planned change attempts at all aspects of one organisation which are closely interrelated; technology, task, people, structure.

3. What is unfreezing?

Ans: It is actually the process of preparing the system for change through disconfirmation of the old practices, attitudes, tendencies, or behaviors. This is the initial phase where those involved in the change experience a need for something different and a sense of restlessness with the status quo. In essence, the feeling that the system is hurting itself badly now and desperately requires a change to survive, is sensed by all.

4. Describe Lewin’s Change Process?-----2015

Ans: Kurt Lewin argued that successful change in organizations should follow three steps

- i) Unfreezing the status quo
- ii) Movement to a new state
- iii) Freezing the new change to make it permanent.

5. Define Unfreezing?

Ans: It is actually the process of preparing the system for change through disconfirmation of the old practices, attitudes, tendencies, or behaviors. This is the initial phase where those involved in the change experience a need for something different and a sense of restlessness with the status quo.

6. What is a Change agent?

Ans: It refers to the persons who act as catalysts and assume the responsibility for managing change activities.

7. What do you mean by restraining forces?

Ans: It is the forces that hinder movement from the existing equilibrium.

8. What are the various reasons for individual resistance?

Ans: The various reasons for individual resistance are:

- a) Economic reasons
- b) Social reasons
- c) Psychological reasons

9. Mention the various reasons for organisational resistance?

Ans: The various reasons for organisational resistance are:

- a) Inflexibility in organisational structure
- b) Resource constraints
- c) Threat to power and influence
- d) Fear of loss of investment

10. What are suggestive techniques for overcoming Resistance to Change?

Ans: The various techniques for overcoming Resistance to Change are:

- a) Education and communication
- b) Participation and involvement
- c) Facilitation and support
- d) Negotiation and agreement
- e) Manipulation and co-operation
- f) Explicit or implicit coercion.

LONG QUESTIONS & ANSWERS:

- 1. What do you mean by organisational change? State its nature. Discuss the importance of change in an organization. -----2012 [10 Marks]**

Ans: Organisational change refers to relatively enduring alteration of the present state of an organisation or its components or interrelation amongst the components and their differential and integrated functions in totality in order to attain greater viability in line context of the present and anticipated future environment. Any alteration which occurs in the overall work environment of an organization is called organizational change.

Nature of Organizational Change

1. The organization change takes place because of internal and external forces. The internal forces may create instant change, whereas the external forces may results in the gradual change.
2. The effect of change in any one part of the organization creates about the fundamental change in the entire organization.
3. The effect of change on various parts takes place in varying degree and rates.
4. The means the effect of change will not be similar in every part of an organization.

Importance of Organisational Change

The benefits or importance of organisational change are:

1. **Assessment and Motivation:** With a strategic change management plan, your organization will have a vision for what the process of change will look like, and what milestones need to be reached to achieve the end goal. This allows those in charge of the transition to assess the success of the project during each critical stage, and also provides an opportunity to motivate individuals and teams to help achieve the desired goals with recognition for those who succeed.
2. **Alignment of Existing Resources:** Just because you're making changes to your knowledge management strategy and systems doesn't necessarily mean you have to replace all your existing resources. The key is to integrate your current resources into your future vision in order to make the most of what you have and what you're investing in. With an effective change management plan your organization will be better prepared to align your existing resources with the new tools and strategies being implemented.
3. **Maintaining Day-to-Day Operations:** While some sacrifices may be necessary to reach your desired future state, you should be able to implement change without harming your current operations. An effective change management plan will consider what individuals and teams need in order to continue doing their jobs and maintain day-to-day operations without noticeable negative effects.
4. **Considering Employee Concerns:** Addressing the concerns of employees allows organizations to be more efficient and effective. Developing a change management plan will allow your organization to address these concerns and keep the lines of communication open with all the individuals and teams involved in the transition.

5. **Reducing Risk and Inefficiency:** Taking the time to create an organizational change management plan will allow you to save time and reduce risks in the end. By simply creating a plan that considers all the individuals and teams involved in the transition, you can reduce the possibility of an unsuccessful attempt to change, and reduce the amount of time it takes to implement the change.
6. **Boost in Morale:** When employees see that the leaders in their organization have taken the time to develop a change management plan that considers their wants and needs, they are bound to perform better and get more involved in the transition. So make sure your staff feels supported and that they have the information they need to succeed.
7. **Anticipation of Challenges:** Your plan should definitely consider the possibility of roadblocks that may prevent your organization from achieving its goals. When you have an effective change management plan, you will be better prepared to predict and respond to challenges that may arise during and after the transition.
8. **Reduced Costs:** Developing a change management plan ahead of time will also allow your organization to reduce the cost of the transition by allowing you to better manage your budget. With the right people involved you can reduce inefficiencies and waste and avoid costly projects that don't contribute to the ultimate goals.
9. **Increased ROI:** Not only can you cut costs with a good organizational change management plan, you can also increase the return on your investment. When you have the right conceptual staffing for your people and processes you are more likely to see positive returns from the investments made in the changes you're implementing.
10. **Opportunities to Develop More:** Simply put, an organizational change management plan enables businesses to develop more during the transition. You can develop a set of best practices to maintain growth and innovation in the future, develop leaders to take you there and develop teams that are best prepared to make it happen.

2. Explain in details the forces / factors acting as a stimulants to change? [10 Marks]

Ans: There are both external and internal forces that result in pressure for change,

External Factors:

The external forces that create the need for change come from various sources. Some of them are as follows:

a- **Competitive Market Force:** Competition is changing. The global economy means that competitors are as likely to come from across the ocean as from across town. Heightened competition also means the established organizations need to defend themselves against both traditional competitors that develop new products and services and small, entrepreneurial firms with innovative offers. Successful organizations will be the ones that can change in response to the competitor.

b- **Government laws and regulations:** These are frequent impetus for change. Creation of special economic zones and foreign direct investment in India sparked off major changes in the IT Industries,

Insurance, and Car manufacturing industries. More foreign automobile industries are setting up manufacturing plants and generating more employment opportunities in India.

c- Technology: It creates the need for change. For example, technological developments in sophisticated and extremely expensive diagnostic equipment have created significant economy of scale for hospitals and medical centers. Assembly-line technology is undergoing dramatic change as organizations replace human labor with robots. Even in the greetings card industry, electronic mail and internet have influenced the way people send greetings.

d- Labor Markets: The fluctuation in labor markets forces managers to change. For instance, the demand for webpage designers and website managers made it necessary for organizations that need those kinds of employees to change their human resources management activities to attract and retain skilled employees in the areas of greatest need.

e- Economic Changes: Economic changes affect almost all organization. The appreciation of rupee value against the US dollar affects the export prospects of knitwear products from India to America as those products cost more to Americans. But even in strong economy, uncertainties about interest rates, government budgets deficits and current exchange rates create conditions that may force organizations to change.

Internal Factors:

Internal forces can also stimulate the need for change. These internal forces tend to originate primarily from the internal operations of the organizations or from the impact of external changes.

a- Structural factors: A structural force would be the inability to transmit important information from the top of the organization to the lower level cadre. Because of numerous layers in the hierarchy, information moves slowly from one level to the next. This could be viewed as a process or a behavioral problem involving a failure to communicate effectively.

b- Strategy: A redefinition or modification of an organization's strategy often introduces a host of change. The strategic move of Reliance Industries in getting into retail business in urban and rural markets made them to introduce a change in the managerial approach as well as the human relations approach to gain acceptance from the different cross section of the customers.

c- Organizations Workforce: In recent times, the work force composition is varied and is not very static. Its composition changes in terms of age, education, sex and so forth. In a stable organization with a large pool of seasoned executives, there might be a need to restructure jobs in order to retain younger managers who occupy lower ranks. The compensation and benefit system might also need to be adapted to reflect the needs of an older work force.

d- Introduction of new technology: The introduction of new equipment represents another internal force for change. Employees may manufacturing industries. More foreign automobile industries are setting up manufacturing plants and generating more employment opportunities in India.

e- Employee Attitudes: Employee attitudes such as increased job satisfaction may lead to increased absenteeism, more voluntary resignations, and even labor strikes. Such events will often lead to changes in management policies and practices.

**3. Why do people resist change? As a manager how would you overcome such resistance. ---
2013 [10 Marks]**

Ans: In planning for change, the team leaders must take into consideration the various factors on which the members exhibit their resistance to implement the change process. For example, the company wanted to install a new software program in cash counter computer terminals to facilitate the fast movement. But some employees may not respond favorably and display their refusal to cooperate by increasing absenteeism, sub-standard work, joining of union increased labor turn over etc. Resistance to change can also be a source of functional conflict. For example, resistance to a reorganization plan or a change in a product line can stimulate a healthy debate over the merits of the idea and result in a better decision.

Resistance can be overt, implicit, immediate or deferred. It is the easiest for management to deal with resistance when it is overt and immediate such as employees strike, work slowdown etc. The greater challenge is managing resistance that is implicit or deferred. Such as loss of loyalty to the organization, loss of motivation to work, increased errors or mistakes increased absenteeism etc. .

a- Individual Resistance

Individual sources of resistance to change lie in basic human characteristics such as perceptions, personalities and needs.

Habit: The team members are habituated or conditioned to do their job or activity in a particular way. When they are asked to do differently, they tend to respond to resist change. When employees are asked to move to new office building across the town, they are likely to change their routine habits like waking up ten minutes earlier, finding new parking place, adjusting to new office layout, developing new lunch time routine etc.

Security: The team members with a high need for security are likely to resist change because it threatens their feelings of safety. When Indian Railway introduced new online booking for their reservations, employees may have similar fears.

Economic Factors: If the members feel that the new changes result in lower pay, they may likely to resist change process. Changes in jobs or established work routine can also arouse economic fears if people are concerned that they won't be able to perform the new tasks or routines to their previous standards, especially when the pay is closely tied to productivity.

Fear of the Unknown: The cashiers or secretaries might fear the new activities due to lack of knowledge in operating the new software program. They might develop a negative attitude towards working with new programs or behave dysfunctionally if required to use them. Employees in organizations hold the same dislike for uncertainty. For example, if an organization introduced TQM, the production employees will have to learn statistical process control techniques. Therefore, they may develop a negative attitude towards TQM or behavior dysfunctionally if required, to use statistical techniques.

Selective Information Processing: Once the team members shape their world through their own way, they prefer to do their work based on their perceptions. If the change process demands to follow the new method, the members tend to resist. So individuals are guilty of selectively processing information in order to keep their perception intact. They hear what they want to hear. They ignore information that challenges the world they have created.

b- Organizational Resistance

Some organizations prefer to follow their routine and reluctant to venture new things or follow any new methods of doing. Government agencies want to continue doing what they have been doing for years, whether the need for their service changes or remains the same. Six major sources of organizational resistance have been identified. They are as follows:

Structural Inertia: Organizations have built in mechanisms to produce stability. For instance, the training and orientation programs reinforce specific role requirements and skills. Formalization provides job descriptions, rules and procedures for employees to follow. Once the routine has been established, organization is very reluctant to adapt to new changes. When an organization is confronted with the change process, the team members tend to resist.

Limited Focus of Change: The change process is interlinked. One activity cannot be changed without affecting the others. If change is introduced in technology without considering the structural changes, the change in technology is not likely to be accepted. Organizations are made up of number of interdependent subsystems.

Group Inertia: Some times the group norm or standards could act as a constraint. For example, the union norms may dictate resistance to change process.

Threat to Expertise: The change process could threaten the expertise of team members of the groups. Once the members feel that they are forced to learn something new, they tend to resist. The introduction of decentralized personal computers, which allow managers to gain access to information directly from a company's mainframe, is an example of a change that was strongly resisted by many information system departments in the 1980s. Because of decentralized end-user computing was a threat to the specialized skills held by those in the centralized information system departments.

Threat to Established Power Relationship: The change process can threaten long established power relationships within the organization. Due to this reason, the members can resist the change.

Threat to established resource allocation: The group, which enjoys sizable resources, may not like to accept the change process that facilitates reduction in their budget.

OVERCOMING RESISTANCE TO CHANGE

John Kotter and Leonard Schlesinger offered six ways of overcoming resistance to change, which are highly situation dependent. More than one of these techniques may be used in any given situations.

□□Education and Communication: If the logic and advantages of the change are explained early to the team members, resistance can be reduced. This can be achieved through one-to-one discussions, memos,

group presentations, or reports. This tactic assumes that the source of resistance lies in misinformed or poor communication. If the team members received the full

facts and have their misunderstanding cleared up, their resistance will subside. Once people have bought into the idea, they will implement the change. The only problem is that this could be very time consuming process, if too many people are to be communicated with.

□□Participation and Involvement: Resistance to change can be reduced or eliminated by having those involved participate in the decision of the change through meetings and induction. It is difficult for individuals to resist a change decision in which they participated. Once people have had an opportunity to contribute ideas and become a part of the change process, they will be less inclined to see it fail. However, working in committees or task forces is a time consuming activity, and hence it will take a longer time to bring about changes.

□□Facilitation and Support: Easing the change process and providing support for those caught up in it is another way managers can deal with resistance. Retraining programs, allowing time off after a difficult period, and offering emotional support and understanding may help. This emotional support can be given through empathic listening, offering training and other types of help. Such facilitation and emotional support help individual to deal more effectively with their adjustment problems. This process can be time consuming and there is no guarantee that it will always work.

□□Negotiation and Agreement: It is sometimes necessary for a team leader to negotiate with potential resistance or exchange something of value for a lessening the resistance. For instance, if the resistance is from a few powerful individuals in the team, a specific reward package can be negotiated that will meet their individual needs. Though in some instances this may be the relatively easy way to gain acceptance, it is possible that this could be an expensive way of effecting changes as well. Also, if the use of this strategy becomes public knowledge, others might also want to try to negotiate before they accept the change.

□□Manipulation and Co-optation: The team leader seeks to 'buy off' the key members who are resisting by giving them an important role in the change decision. The team leader's advice is sought, not to arrive at a better decision but to get their endorsement. Some of the co-opting tactics include selectively sharing information and consciously structuring certain types of events that would win support. This can be a quick and relatively easy and inexpensive strategy to gain support. However, the purpose will be defeated if people feel they are being manipulated.

□□Explicit and Implicit Coercion: The team leaders can force the members to go along with changes by threats involving loss or transfers of jobs, lack of promotion, etc. Such methods, though not uncommon, it's more difficult to gain support for future change efforts. This strategy can be particularly resorted to when changes have to be speedily enforced or when changes are of a temporary nature. Though speedy and effective in the short run, it may make people angry and resort to all kinds of mean behaviors in the long run.

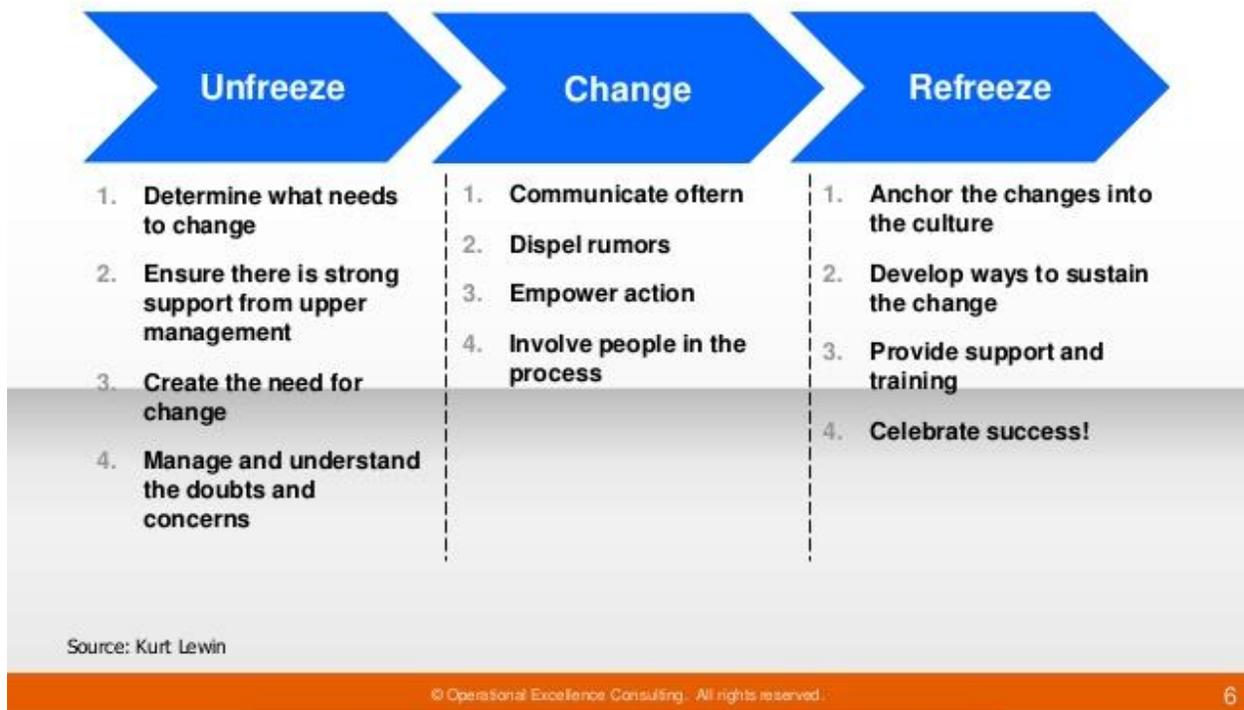
4. Discuss in details the Lewin's Change Process? [10 Marks]

Ans: Kurt Lewin argued that successful change in organizations should follow three steps

- i) Unfreezing the status quo
- ii) Movement to a new state
- iii) Freezing the new change to make it permanent.

Lewin's Three Stage Change Process – Practical Steps

Lewin's Change Model



Unfreezing:

It is actually the process of preparing the system for change through disconfirmation of the old practices, attitudes, tendencies, or behaviors. This is the initial phase where those involved in the change experience a need for something different and a sense of restlessness with the status quo. In essence, the feeling that the system is hurting itself badly now and desperately requires a change to survive, is sensed by all. Initiative for changes efforts are taken to overcome the pressures of both individual resistance and group conformity.

Movement to a new state:

Changing or moving is the phase where the changes that have been planned are actually initiated and carried out. Changes could relate to the mission, strategy, objectives, people, tasks, work roles, technology, structure, corporate culture, or any other aspects of the organization. Well thought out changes have to be carefully implemented with participation of the members who will be affected by the change. Changes incorporated too quickly without adequate preparation will result in resistance to change.

Refreezing:

It is the last phase of the planned change process. Refreezing ensures that the planned changes that have been introduced are working satisfactorily, that any modifications, extra considerations, or support needed for making the changes operational are attended to, and that there is reasonable guarantee that the changes will indeed fill the gap and bring the system to the new, desired state of equilibrium. This necessarily implies that the results are monitored and evaluated, and wherever necessary corrective measures are taken up to reach the new goal. If the refreezing phase is neglected or temporarily attended to, the desired results will not ensure and the change may even be total disaster.

5. Discuss the seven stage model of change? [10 Marks]

Ans: This model has been proposed by Ronald Lippitt, Jeanne, Watson and Bruce Westley, This model is the expanded version of-3 stage model of K.Lewin, and these seven stages are given below.

Seven Stage Models of planned change by Ronald Lippitt and Associates

Phase-1: Developing need

Phase-2: Change relationship

Phase-3: Clarification

Phase-4: Alternative routes

Phase-5: Transformation

Phase-6: Generalizing

Phase-7: Terminal Relationship

The above phases of seven stage change model are detailed below:

Phase-1: Developing need: At this stage planner should develop a need for change.

Phase-2: Change relationship: In this phase a working relationship between the client and outside agent needs to be established.

Phase-3: Clarification: Then clarification or diagnosis of client systems is to be made properly.

Phase-4: Alternative routes: Some alternative routes and goals are to be selected and then necessary actions are to be taken.

Phase-5: Transformation: At this stage intention are to be transformed into actual change.

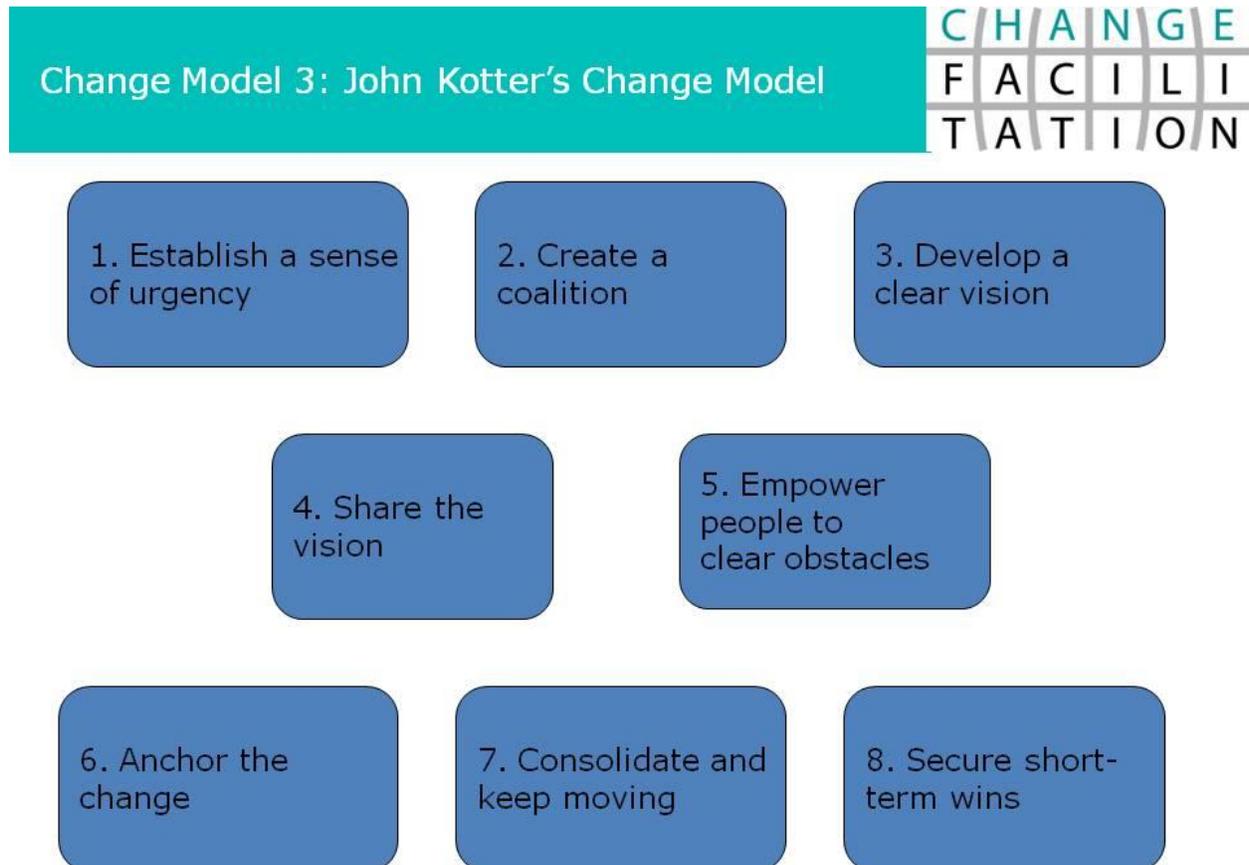
Phase-6: Generalizing: AT this stage of this model change is supposed to be generalized and stabilized.

Phase-7: Terminal Relationship: In the last stage of this model; relationship between client and consultant is terminated.

According to the above scholars, with the completing of all seven phases, change can take place effectively.

6. Discuss the Kotter's Eight-Step plan for Implementing Change? [10 Marks]

Ans: There are many theories about how to "do" change. Many originate with leadership and change management guru, John Kotter. A professor at Harvard Business School and world-renowned change expert, Kotter introduced his eight-step change process in his 1995 book, "Leading Change." We look at his eight steps for leading change below.



The above are discussed below in tabular form:

John Kotter's 8 step process	
Steps	Transformation Suggestions
1. Increase urgency	<ul style="list-style-type: none"> • Examine market and competitive realities • Identify and discuss crisis, potential crisis, or major opportunities • Provide evidence from outside the organization that change is necessary
2. Build the Guiding Team	<ul style="list-style-type: none"> • Assemble a group with enough power to lead the change effort • Attract key change leaders by showing enthusiasm and commitment • Encourage the group to work together as a team

3. Get the Vision Right	<ul style="list-style-type: none"> • Create a vision to help direct the change effort • Develop strategies for achieving that vision
4. Communicate for Buy-in	<ul style="list-style-type: none"> • Build alignment and engagement through stories • Use every vehicle possible to communicate the new vision and strategies • Keep communication simple and heartfelt • Teach new behaviors by the example of the guiding coalition
5. Empowering Action	<ul style="list-style-type: none"> • Remove obstacles to the change • Change systems and / or structures that work against the vision
6. Create short term wins	<ul style="list-style-type: none"> • Plan for and achieve visible performance improvements • Recognize and reward those involved in bringing the improvements to life
7. Do Not Let Up	<ul style="list-style-type: none"> • Plan for and create visible performance improvements • Recognize and reward personnel involved in the improvements • Reinforce the behaviours shown that led to the improvements
8. Make Change Stick	<ul style="list-style-type: none"> • Articulate the connections between the new behaviors and corporate success

Applicability:

The Kotter model can be applied for all top-down change processes, i.e. for projects that have been decided at the top management level of an organization. The US Army applied it to prepare the troops for the new forms of asymmetrical threat.

7. Explain the intervention strategies for facilitating organisational change? [10 Marks]

Ans: Interventions are “sets of structured activities in which certain organizational components (target groups or individuals) are hired in order to fulfill one or more objectives regarding systemic improvement or personal development”

The Strategies are as follows:

1. Feedback: It refers to acquiring knowledge about oneself, about others, about group processes or organizational dynamics, to which the individual has not had access prior to that moment, information which should portray an objective image of reality.
2. Awareness of changing current socio-cultural or dysfunctional norms: People tend to adhere to the new „rules of the game“ or to change their behavior and attitude when they see a discrepancy between what current conditions offer them and that what they want to attain.
3. Intensified interaction and communication: Leads to changes in individuals“ and/or groups“ attitudes and behaviors, since it allows them to judge the level of compatibility on a social level from the point of view of values and beliefs.
4. Confrontation: It refers to disclosure and analysis of different norms, values, beliefs or attitudes for the purpose of eliminating obstacles which may hinder any effective interaction.

5. Education: In a broad sense, it promotes (theoretical) knowledge, aptitudes, (practical) skills, beliefs, etc.

6. Participation: An increase in the number of individuals involved in the problem solving process, in the decision making process, new ideas will improve the decision making process, how readily decisions will be accepted, level of job satisfaction, etc

7. Increasing responsibility: Clearly defined responsibilities and keeping those concerned under scrutiny will lead to better performance.

8. Improved optimism and energy: Motivational activities will induce individuals to seek a brighter future, one which at the same time is within reach.

8. Discuss the several methods of implementing change in an organization? [10 Marks]

Ans: There are pressures from customers, labour unions, communities and competitors which force change on organisations. The several methods of implementing changes in an organization are :-

(i) By transformational leaderships: Transformational leaders are managers who initiate bold strategic changes to position the organisation for its future. They articulate a vision and sell it vigorously. They stimulate employees to action and charismatically model the desired behaviours. They attempt to create learning individuals and learning organisations that will be better prepared for the unknown future challenges. Three important elements of transformational leadership are:

(a) Creating a vision,

(b) Figuring charisma and

(c) Stimulating learning.

(ii) By use of group forces: The group is an instrument for bringing strong pressures on its members to change. Since behaviour is firmly grounded in the groups to which a person belongs, any changes in group forces will encourage changes in the individual behaviour. The idea is to help the group join with management to encourage desired change.

(iii) By providing a rationale for change: Capable leaderships reinforce a climate of psychological support for change. The effective leader presents change on the basis of the impersonal requirements of the situation, rather than on personal grounds. Change is more likely to be successful if the leaders introducing it have high expectations of success. Managerial and employee expectations of change may be as important as the technology of change.

(iv) By participation: Participation encourages employees to discuss, to communicate, to make suggestions and to become interested in change. Participation encourages commitment rather than mere compliance with change. Commitment implies motivation to support a change and to work to ensure that the change is effective.

Employees need to participate in a change before it occurs, not after. When they are involved in the planned change, right from the beginning, they feel committed to the implementation of such change.

(v) By sharing rewards: By ensuring that there are enough rewards for employees in the changed situation, managers can build employee support for change. Rewards also give employees a sense that progress accompanies a change. Both economic and psychic rewards are useful.

(vi) By ensuring employee security: Along with shared rewards, existing employee benefits need to be protected. Security during a change is essential in the form of protection from reduced earnings when new technology and methods are introduced. Seniority rights, opportunities for advancement etc., are to be safeguarded when a change is made.

(vii) By communication and education: Support for change can be gained by communication and education. All individuals or groups that will be affected by change must be informed about the change in order to make them feel secure and to maintain group cooperation.

(viii) By stimulating employee readiness: Employers should be helped to become aware of the need for a change. Change is more likely to be accepted if the people affected by it recognise a need for it before it occurs.

It is also essential for managers to take a broader, systems-oriented perspective on change to identify the complex relationships involved. Organisational development can be a useful method for achieving this objective.

9. What do you mean by Learning Organisation? How a learning organization develop. [10 Marks]

Ans: Peter Senge defined a learning organization as the one “where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.”

Here are top 10 actions for a leader to create a culture of continuous learning for individuals, teams and hence an organization:

- Drive people to learn by doing. People learn the most when they implement their knowledge to generate meaningful business results.
- Realize that training is just a tool to impart knowledge. Learning is also about sharing lessons, telling stories, doing, making mistakes and improving constantly.
- Align middle managers to create a learning culture, because they are the ones who drive learning, not just the HR team.
- Incorporate learning into your processes. Establish rituals like periodic review meetings and retrospectives to track what went well / what could have gone well.
- Expose your teams to diverse learning resources like books, social media, online videos, working with cross cultural teams/geographies and so on.

- Use technology to accelerate learning and ensure accessibility of knowledge. Great thing is a lot of useful tools like blogs, wikis and forums are free.
- Involve people in important change initiatives to ensure that they learn about managing change (one of the most important learning) and working with diverse set of people.
- Promote the abilities of people to generate alternative ideas and open up to different view points.
- Move beyond metrics to realize that learning is a long term thing which cannot be measured in numbers. Learning is tacit and visible only through results delivered by team.
- Allow people to make mistakes (and learn from them). People never experiment if they have to pay a price for trying new things out.

10. Write short notes on: [05 Marks Each]

I. Different Types of Organisational Change

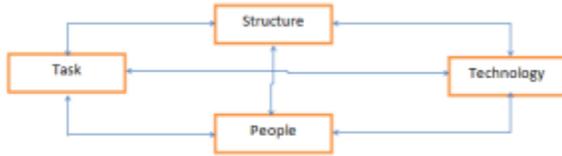
II. Planned Change

Ans:

I. Different Types of Organisational Change :

1. Planned Change:- “Planned change occurs when leaders in the organization recognize the need for a major change and proactively organize a plan to accomplish the change. Planned change occurs with successful implementation of a Strategic Plan, plan for reorganization, or other implementation of a change of this magnitude.”
2. Unplanned Change:- “Unplanned change usually occurs because of a major, sudden surprise to the organization. This causes its members to respond in a highly reactive and disorganized fashion.”
3. Proactive change:- “Proactive change involves actively attempting to make alterations to the work place and its practices. Companies that take a proactive approach to change are often trying to avoid a potential future threat or to capitalize on a potential future opportunity.”
4. Reactive change:- “Reactive change occurs when an organization makes changes in its practices after some threat or opportunity has already occurred.”

II. Planned Change : According to Thomas and Bennis, “planned change is one deliberate design and implements of a structural innovation, anew policy or goal, or a change in operating philosophy, climate, or style.” Planned change attempts at all aspects of one organisation which are closely interrelated; technology, task, people, structure.



Technology related changes may include:-

-> Introduction of automated data processing devices like computers to facilitate managerial planning and control.

-> Change in methods of production like conversion of unit production to mass production.

Task related changes more focuses on:-

-> High internal work motivation and

-> High quality work performance.

Structure related changes:-

-> Changing the no hierarchical levels.

-> Changing line-staff to functional authority.

People related changes:-

-> Skill change and

-> Behaviour change.

Process of planned change

