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## **CONTENTS**

<b>Sr. No.</b>	<b>TITLE &amp; NAME OF THE AUTHOR (S)</b>	<b>Page No.</b>
1.	<b>PERCEIVED ROLE OF CORPORATE CULTURE IN PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA</b> <i>THOMAS C.O. MOSE, DR. MIKE IRAVO, DR. GEORGE O. ORWA &amp; DR. ENG. THOMAS SENAJI</i>	1
2.	<b>A STUDY ON PATIENTS' SATISFACTION TOWARDS SERVICES PROVIDED BY PRIVATE HOSPITALS IN ERODE TALUK, ERODE DISTRICT</b> <i>S. SASIKALA &amp; DR. C. VADIVEL</i>	8
3.	<b>A STUDY ON MARKET MOVEMENT IMPACT ON MUTUAL FUND SUBSCRIPTIONS AND REDEMPTIONS</b> <i>Y. JAYA RADHA SANKAR, DR. P. DIANA DAVID &amp; LEELA CHAKRAVARTHI AKULA</i>	14
4.	<b>EFFECTIVE CHANGE MANAGEMENT</b> <i>SINDHU S PANDYA</i>	19
5.	<b>SUPPLY CHAIN MANAGEMENT PRACTICES IN ORGANIZED RETAILING: A STUDY IN TRICHY REGION</b> <i>DR. S. SARAVANAN &amp; K. S. TAMIL SELVAN</i>	21
6.	<b>BANK CREDIT TO SMALL AND MEDIUM SPORTS GOODS MANUFACTURING ENTERPRISES OF MEERUT - OBSTACLES IN FINANCING AND RECOVERY OF THE LOAN</b> <i>KALI RAM GOLA, P. K. AGARWAL &amp; MRIDUL DHARWAL</i>	25
7.	<b>IMPACT OF CHANGES IN INTEREST RATE ON BANK PROFITABILITY: A RE-EXAMINATION</b> <i>DR. NAMRATA SANDHU &amp; HIMANI SHARMA</i>	30
8.	<b>IT &amp; ITES EMPLOYEES' OPINION ON THE PERSPECTIVES CONSIDERED IN THE BALANCED SCORECARD- A STUDY WITH SPECIAL REFERENCE TO COIMBATORE DISTRICT</b> <i>SHYAM UMASANKAR K K &amp; DR. V KRISHNAVENI</i>	33
9.	<b>IMPACT OF EXCHANGE RATE MOVEMENT AND WORLD OIL PRICE ON INDIAN AUTO STOCKS</b> <i>NISCHITH. S &amp; DR. MAHESH. R</i>	39
10.	<b>IMPACT OF NON PERFORMING ASSET ON PROFITABILITY OF PUBLIC AND PRIVATE SECTOR BANKS IN INDIA</b> <i>LAVEENA &amp; KAMAL KAKKAR</i>	46
11.	<b>POLITICAL EMPOWERMENT OF WOMEN IN PNACHAYATI RAJ INSTITUTIONS: AN OVER VIEW</b> <i>DR. M. GOPI</i>	51
12.	<b>CO-INTEGRATION OF INDIAN STOCK MARKET WITH US STOCK MARKET</b> <i>ABHAY KUMAR</i>	56
13.	<b>INDIAN VALUE ADDED TAX (VAT) SYSTEM: A PROTOTYPE FOR NIGERIA</b> <i>AHMED JINJIRI BALA &amp; DR. A. THILAGARAJ</i>	61
14.	<b>A STUDY OF COMMITMENT OF SCHOOL TEACHERS IN RELATION TO SOME BACKGROUND VARIABLES</b> <i>DR. KAMALPREET KAUR TOOR</i>	65
15.	<b>A STUDY ON EMPLOYEE JOB SATISFACTION IN WITH REFERENCE TO KERALA GARMIN BANK, THRISSUR DISTRICT</b> <i>MIRANDA PAUL</i>	71
16.	<b>JOB STRESS AND JOB SATISFACTION IN THE COMMUNICATION SERVICE INDUSTRY: EVIDENCE FROM TECH MAHINDRA GHANA LTD.</b> <i>PAUL APPIAH-KONADU &amp; HENRY KWADWO FRIMPONG</i>	75
17.	<b>THE EFFECTS OF ERP SYSTEM</b> <i>SAJID NEGINAL</i>	81
18.	<b>INTERNET BANKING: DEBATING CORE ISSUES AND BENEFITS</b> <i>LAVANYA K.N.</i>	83
19.	<b>IMPACT OF WORKING CAPITAL MANAGEMENT ON CORPORATE PERFORMANCE: A STUDY BASED ON SELECTED BANKS IN NIGERIA</b> <i>ALIYU SANI SHAWAI</i>	85
20.	<b>CARE FOR INDIA: TACKLING URBAN-RURAL DISPARITIES: URBAN VS. RURAL ACCESS TO HEALTHCARE SERVICES IN UTTAR PRADESH</b> <i>RHEA SHUKLA</i>	89
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	94

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## EFFECTIVE CHANGE MANAGEMENT

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## ABSTRACT

Today change is constant and organizational leaders who anticipate change and react rapidly and responsibly are successful. Winners respond to the pace and complexity of change. They adapt, learn and act quickly. Losers try to control and master change in the environment. It is important for the organizational leaders to identify and use a model for transformation that will help their organizations survive and flourish in the next century and beyond. Change is about continually improving the quality of our current practices, while undergoing renewal through innovation and setting a new strategic direction. Change is essential for the development of more flexible structures, and a culture responsive to organizational change. The effective management of change is about taking a proactive approach through making changes in a planned and systematic way using a mix of top-down and bottom-up strategies, listening and leading, concentrating on the core and support components of change, emphasizing the stability of change and improvements in processes as well as the importance of the new strategic direction. All organizations face internal and external challenges that require them to adopt to new circumstances and change aspects what they are and what they do. Change is a constant for all organizations, based on changes to the economy, people entering and leaving organizations, growth and contraction, changes in laws and society, and other internal and external factors. This paper discusses to develop a change management strategy for the organization, manage the people side of change, not just the business side and actively manage resistance to change. Competition has heated up across the board. To succeed, the organization of the future must serve customers better, create new advantages and survive in bitterly contested markets. To stay competitive, companies must do away with work and processes that don't add value.

## KEYWORDS

change management, skill management uncertainty, insecurity.

## 1. INTRODUCTION

The meaning of managing change – the response to changes over which an organization exercises little or no control. Change management is a set of processes employed to ensure that significant changes are implemented in a controlled and systematic manner. One of the goals of change management is the alignment of people and culture with strategic shifts in the organization. This paper identifies as to why change management fail and focuses on the various types of resistances posed by individuals, groups and organization. The most significant aspect of change is, understanding people's side of change, not only business side.

## 2. MANAGING ORGANIZATIONAL CHANGE

Organizational change is the implementation of new procedures or technologies intended to realign an organization with the changing demands of its business environment, or to capitalize on business opportunities. Organizational change management is the process of recognizing, guiding, and managing these human emotions and reactions in a way that minimizes the inevitable drop in productivity that accompanies change.

Organizations have to deal with new technology, and with upgrades for existing technology. They have to cope with reorganizations, process improvement initiatives, and mergers and acquisitions. The employee who continues to resist, remains angry and is labelled as "difficult" is feeling more threatened and may need some one –to-one time with the manager to discuss the changes or at some point, may need clarification from the manager about performance expectations in light of the changes. There are external and internal triggers for organizational change. External trigger includes: developments in technology, changes in customers' requirements, innovations of competitors, new legislation and government policies, changing domestic and global economy and trading conditions. Internal triggers include: new product service design innovations, appointment of a new senior manager, inadequate skills and knowledge base, office and factory relocation, recognition of problem, new ideas about how to deliver services to customers.

The challenge we face is to learn to move through this wave of transition as easily and creatively as possible. The organizations that succeed at change do so by considering the people who are affected by, will have to live with, and are often crucial to effecting the change. As organizations seek to implement new technology and take other actions to keep themselves competitive in their chosen markets, they must ensure that the changes they implement achieve the full scope of their technical, financial, and human objectives. This is the ultimate objective of the organizational change management process: to ensure that tactics for addressing human reactions to change are fully integrated with other aspects of the implementation in order to achieve the full scope of objectives intended by the initiative.

## 3. REASONS OF FAILURE

- Misunderstanding:** The issue of organizational change is accorded relatively light treatment in practical development situations. Insufficient understanding of the development context, in particular, the constraints embedded in bureaucratic systems, organizational culture and the structure of human interactions can be a stumbling block to change management process.
- Unguided:** Organizational leaders tasked with managing change are engaged in 'a great venture of exploration, risk, discovery and change, without any comprehensive maps for guidance'. A mapping of change management process steps, and ensuring it is consulted on, is the key to its relevance effectiveness.
- Lack of support:** Failure to motivate or convince leadership and middle management of the need for change often leads to the unravelling of a change process, and certainly does not enable the sustainability of even early results.

## 4. RESISTANCE TO CHANGE

Change is a common occurrence within organizations, and resistance to change is just as common. The top obstacle to successful change is employee resistance at all levels: front-line, middle managers, and senior managers. Resistance to change can be broken down into three groups: Organizational-level resistance, Group-level resistance, and individual-level resistance.

## A) ORGANIZATION-LEVEL RESISTANCE

- Power and conflict:** Resistance to change due to power and conflict occurs when a change may benefit one department within the organization while harming another department within the organization.
- Organizational Culture:** Resistance due to organizational culture occurs when organizational change disrupts the values and norms within the organizational culture.

## b) GROUP-LEVEL RESISTANCE

- Group Norms:** Resistance due to group norms occurs when change alters interactions between group members due to changes in task and role relationships within a group.



- ii. **Group Cohesiveness:** Resistance due to group cohesiveness occurs because members of a cohesive group wish to keep things, such as members or tasks, the same within the group.
- C) INDIVIDUAL-LEVEL RESISTANCE**
  - i. **Uncertainty and insecurity:** Resistance due to uncertainty and insecurity occurs because employees do not know what the outcome of the change will be. Uncertainty is the lack of information out future events. People with a high need for security are also likely to resist change because it threatens their feelings of safety.
  - ii. **Habit:** Resistance due to habit occurs when employees are comfortable in their daily habits and do not want to alter them due to change. Habits are hard to break.

## 5. EXHIBITING RESISTANCE TO CHANGE

Employees may exhibit resistance to change:

- a) **Passive Resistance:** it refers to negative feelings and opinions regarding the change. Signs of passive resistance may include "agreeing verbally but not following through, feigning ignorance and withholding information.
- b) **Active Resistance:** it refers to actively opposing the change. Signs of active resistance may include strikes or increased absenteeism.
- c) **Aggressive Resistance:** it refers to behaviour that actually blocks the change. Signs of aggressive resistance may include sabotage. Aggressive resistance is rare and can become dangerous, therefore it should never be allowed.

## 6. DEALING WITH PEOPLE'S SIDE OF CHANGE

The people are the assets of organization. To be effective, we must be able to listen actively, to restate, to reflect, to clarify without interrogating, to draw out the speaker, to lead a discussion, to plant new ideas and to develop them. We have to learn to see things through the eyes of these other inhabitants of the organizational world. The behaviour of organizational workers at all levels determines what organizational changes can be made and what real benefits will be drawn from them. People must therefore understand change and be willing and able to embrace it. The people do not strongly express resistance when the proposed changes are initially unveiled because there is widespread denial that the changes will be pushed through, but it follows denial, anger and bargaining. Depression is the critical period that must be made as brief as possible to allow the targets of change to at least conditionally accept the changes and begin testing new behaviours. During the denial period, any thoughts that the organization might abandon the proposed changes should not be reinforced. The bargaining phase is a good time to express some flexibility in the details of implementation and invite change makers to participate in refining implementation plans. In times of change, large scale organizational change, executives and managers alike make the mistake of thinking that if people are ordered to change, they will. This is a tragic misunderstanding of human behaviour and often leads managers and executives to respond. Transformation happens over time. Change requires the time that it requires, but managing the processes helps acceptance of change come about more quickly, building on your momentum.

## 7. PROPOSED ACTION PLAN FOR MANAGING CHANGE

Best practice recommendations that can help ensure successful results in change management:

- a) **Create a sense of urgency:** The first step in successful change management is to clearly and concisely define the problem statement as the foundation and input into creating the change management vision. The sense of urgency should be real. Effective change requires an open and honest dialogue between leadership, management and employees so that each person in the organization understands the change imperative.
- b) **Develop team leadership:** Senior management must work on developing a leadership team that will help carry out the vision for the change. These agents of change control power centres within the organization and possess the capacity to generate and use power in the changing process.
- c) **Create and communicate a vision for the change:** The change management team must work diligently to guide the organization's destiny in the desired direction based on realistic planning, transparency, strong leadership and action. To help keep the message at the forefront, frequently and powerfully communicate the vision.
- d) **Remove Hurdles:** As a leader you should recognize the natural barriers to change that exist and planning the appropriate actions to help remove obstacles that will prevent employees from achieving the goals set out for them.
- e) **Continuous Efforts:** it may be easy to rest after seeing initial projects and goals being met. Don't fall into the trap of taking off the pressure and losing sight of your vision. The real change is a long process that takes continual effort and motivation.

## 8. CONCLUSION

At the end it can be concluded that we should further recognize that we are living in the globalization era, or the Global Age. According to this statement it must be clear that the new economy sets new standards of success and opportunities for small businesses which are related to forming strategic alliance, new technology use, experiences and knowledge exchange among entrepreneurs and leaderships.

This era is one of rapid change, sophisticated communication and technological systems and variables that make preparation for the future complex and fast-paced. In order to be able to be a winner in this type of environment, processes and relationships must be streamlined, non value added activities must be eliminated and people at all levels in organizations must be empowered to rapidly make decisions and held accountable for those decisions. The organizations that do not survive are those that are led by people who fail to invent the future or even adapt to change. This paper identifies the various problems of change and discusses to develop a change management strategy for the organization, manage the people side of change, not just the business side. This paper also proposed action plan to manage change more efficiently and effectively.

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