"The rate of change is not going to slow down any time soon. If anything, competition in most industries will probably speed up even more in the next few decades."

....John P Kotter
LITERATURE STUDY

Change Management can be viewed in different perspectives. Different authors consider different dimensions of change like Cultural aspects, Leadership, Communication and so on. Each of them has concentrated on a particular aspect of Change Management.

Jeanne Almaraz (1994) argues that the implementation of quality programmes often leads to major change within an organization. He defines Quality in three ways: User-based definition: Quality is measured by the degree to which the wants and needs of customers are satisfied. Product-based definition: Quality refers to the amount of desired attributes contained in the product. Manufacturing-based definition: Quality is measured by the percentage of scrap or rework required during the production process. The article presents the issue of quality management, and the changes that such an issue entails, places quality management in the realm of organization development, and even within organizational behavior.¹

Bernard Burnes, Hakeem James (1995) examine how an organization’s culture and the degree of cognitive dissonance generated by proposals for change influence the depth and type of employee involvement required to create a positive climate for change. Concludes by arguing that these factors are crucial not only in identifying the best approach to managing change in a particular situation but also in determining whether such a project should be undertaken in the first place. The authors also argue that the most appropriate approach to managing any form of organizational change has to be judged in the context of the Organization in which it is to be introduced.
rather than there being a generally applicable approach to change which is appropriate for all organizations at all times. Organizations should therefore evaluate any proposal for change and how best it should be undertaken in the context of cultural disruption and Cognitive dissonance generated.²

*Stuart M. Klein* (1996) examines the issue of communicating strategically during significant organizational change. Poor communication system existed in the firm selected for the study. The rumors and misconceptions generated considerable anxiety among the operators and their supervisors. The author suggested some communication principles that followed together could constitute a communication strategy. Authors proposed that face-to-face communication was most effective and line authority is an effective communications channel. The author opines that Supervisor is a key communicator. Kurt Lewinian model is used for the purpose of analysis. The author argues that Organizational changes often founder because not enough strategic thought is given to communicating the rationale, the progress and the impact of change. Communications are important as changes are planned and carried forth.³

*Paul Clarke, Develin and Robin Bellis* (1996) describe the important role of activity-based management in determining the direction for those managing change. It explores the importance to the implementation of change of the understanding of cost in business as opposed to simply the desire to improve the way things are done. The objective of Activity based cost management is to provide the information needed to improve business processes, and then sustain the improvement, first by enabling management
to focus on doing the right things, and second, by providing an approach to
doing them right. The authors have developed an activity based costing
model. The model takes the costs from within a ledger system and allocates
them to activities on the basis of the resources that they consume. The costs
of the activities are then distributed to the objects to be costed, such as
products and customers, on the basis of cost driver volumes. The four stages
to developing this model as given by the authors are Planning and
communication, Activity and cost driver definition, Activity and cost driver data
collection and the modeling of costs. The paper concludes by stressing that
managers should be clear about their direction for change before committing
resources to the task.4

John Cornell (1996) discusses the origins of change in our lives and
proposes a pyramidal model to understand these interrelationships. It also
discusses responses to these changes with particular reference to
organizations. The author considers some of the models proposed for
introducing change, which appear to be developed from the perspective of the
organization, rather than the workforce. Finally, the paper considers the
factors, which need to be taken into account, from a personnel perspective,
for change to be introduced to the benefit of all in the organization. The prime
consideration, when introducing change, should be respect for the well being
of the people involved. The models that have been described are Likert’s
system of management, Motivation theory and Unfreeze-change-refreeze
theory of Lewin (force fields analysis). This approach, therefore, of involving
all the people likely to be affected by any particular changes, and in this
definition I include all members of the company (managers, shop floor
workers, cleaner, etc.) or practice, has much to commend it (the methodology of achieving this will clearly be determined by the nature of the problem, the number of people affected and the size of the organization). It leads to ownership of the changes. This in turn leads to a commitment to implementation of the change and a willingness to go beyond "the call of duty" to see the changes succeed. The people feel valued and an integral and essential part of the new situation. Thus, by ensuring good systems of communication and a reputation for fairness and a willingness to listen, both to bright new ideas and to criticism, this climate of mutual respect leads to the equilibrium mentioned earlier, for all of those involved. Thus, the possibility of conflict and sabotage is reduced, as is the potential for stress within the organization.5

Traditionally, resistance has been cast as adversarial – the enemy of change that must be defeated if change is to be successful. But, Dianne Waddell and Amrik S. Sohal (1998) argue that the difficulty of organizational change is often exacerbated by the mismanagement of resistance derived from a simple set of assumptions that misunderstand resistance’s essential nature. It is suggested that management may greatly benefit from techniques that carefully manage resistance to change by looking for ways of utilizing it rather than overcoming it. The suggestion is that resistance management may improve significantly if the adversarial approach is replaced with one that retains the possibility of benefiting through the utilization of resistance.6

Alan J. Slobodnik and Deborah Slobodnok (April 1998) focus on the system types component of a human systems change management model.
We will begin with a brief review of human systems theory, and the dynamic relationship between the change agent and the target system. We will then introduce our Onion Rings Model and examine each of the four system types—Closed, Random, Open and Synchronous—which comprise its first ring. For each system type we will provide a discussion of its characteristic beliefs and behaviors. We will consider each in its enabled and disabled versions and illustrate these with case examples. The authors then demonstrate how the model can be used in change management applications. Then, they briefly introduce their assessment instrument, the Systems Type Indicator, and explain its use in identifying system preference and quantifying a system’s enablement. After a review of structural system characteristics—feedback loops and flexibility and cohesion axes—they consider the critical guiding principles for changing systems.7

Tapani Taskinen and Riitta Smeds (1999) basically deal with a preliminary framework for the assessment of change management. The framework distinguishes between efficiency and effectiveness measurements on change management, and evaluates the management methods and outcomes of the change projects separately. The framework is applied to analyze and compare the change projects in three Finnish manufacturing companies. The framework for measuring change management includes measuring the effectiveness and efficiency and includes H.R. measures, process measures and technology measures. The results indicate that the preliminary framework can explain the difference between successful and less successful change management in manufacturing processes. The authors
argue that by applying the measurement framework in practice, organizations can continuously improve their change management capabilities.⁸

Svetlana Cicmil (1999) offers a “project” perspective on managing change, a view that starts by recognizing the aspect of organizational change implementation, and develops to embrace a focused range of gaps and behavioral issues, which determine the success or failure of change programmes. This article aims to present additional insights into the management and leadership processes associated primarily with the implementation of organizational change, particularly in those cases where a change initiative has been given a status of an in-house project. The primary concern was to identify and illuminate gaps that hindered effective management of change initiatives, causing organization-wide frustration, panic and dissatisfaction – a rather disappointing outcome when compared with the desired state of improvement which had initially been set as an overarching goal of the initiative. This study identified three distinctive implementation factors related to organizational development and change projects: why (the reason and the purpose of the project), what (the specified outcome) and how (the implementation process). Given the specific, visionary nature of goals and desired strategic benefits of change projects, these factors present the gaps in the management and implementation of change projects because of the inherent difficulties in their precise interpretation and definition from the start. This implies that particular attention, effort, inspiration and creativity is required from change leaders and project managers to define the methods, and communicate and negotiate the objectives with the rest of the organization. It is an iterative process of moving up and down the
organization's structure, or "cycling between goals and objectives, and between purpose and objectives" as the level of the understanding of the gaps increases. The study also identified a correlation between these implementation gaps and behavioral impediments related to the organizational and individual slow learning, fast forgetting and organized resistance to change. With the leadership efforts to close the implementation gaps these impediments can be concurrently removed. This research has added some thoughts to what was already explicit as a primary organizational concern in the realities of many contemporary businesses facing change. The findings identify as critical the ability of leaders and managers to define and communicate the tangible and measurable deliverable/ objectives of a change project from the start (the what aspect of the initiative), and to design a set of tasks to enable the necessary input of competence, expertise and participation for the accomplishment of those objectives (the how aspect of the project), with the additional effort in facilitating the systems view and strategic congruence (the why aspect of the change project). The dynamics of behavior associated with the implementation of organizational change projects has been captured in the notions of hindered learning and organizational resistance.9

M.W. Kidd and G. Thompson (2000) outline the economic consequences of changes that are made during the design process and manufacture. They note that engineering design change management plays an essential role in successful manufacturing organizations. Engineering design change management plays an essential role in successful manufacturing organizations. The authors have dealt with frequency of design
changes, cost involved in these changes. The paper argues that the changes made late in the design process or during manufacture incur a significantly higher cost penalty than changes made during conceptual design. Computer based systems provide for more efficient and effective management of the stages involved in the origination and implementation of design changes leading to reduced cost and better design.\(^\text{10}\)

*Philip J. Kitchen and Finbarr Daly* (2002) explore the link between internal communication and the successful implementation of change management programmes. Aims, initially therefore, to explore the nature of the link between change, change management and internal communications. Ultimately aims to explore how internal communications contribute to the “successful implementation of change management programmes. If internal communication is a key issue with regard to how successful change management programmes are implemented, then understanding that link could prove crucial for all enterprises as they adjust not only to new circumstances at home, but also to the fierce inroads of aggressive international business.\(^\text{11}\)

*Bernard Burnes* (2003) argues that organizations need to align organizational change and management development strategically and operationally in order to maintain and increase their competitiveness. This article will argue that organizations may be missing genuine opportunities for organizational and managerial improvement by not linking management development to organizational change (and vice versa). Indeed, rather than increasing the “daunting prospect” of both types of initiative, they may benefit
each other in a synergistic fashion. The author proceeds by comparing case studies of two companies, ABC Engineering and XYZ Construction. ABC's problems stem from an inability or unwillingness to accept that the organizational changes it wishes to make cannot be achieved unless managers develop new skills, competencies and aptitudes. For XYZ, its success stems from its ability to treat management development and organizational change as being inextricably linked.\textsuperscript{12}

Other anonymous authors mainly deal with Leadership and Change Management being inextricably linked as per Kotter's philosophy and how to create this synergistic link between the two. The paper argues that change requires strong leadership and also the need for change projects to be led by managers who have the necessary attributes to be able to implement them. The paper uses the case study approach and compares two organizations ABC and XYZ both using different leadership styles and how one is successful and the other not.

\textit{Dennis. P.Heaton} (2004) feel that as managers attempt to introduce organizational change at an accelerating pace, it becomes increasingly difficult to locate the stability that individuals and organizations need in order to be adaptive. He talks about the stressful impact of constant change, the forces being Globalization of markets, technological innovations and changing worker demographics. The article also deals with the aspect of searching for stability to balance changes, the stable self in transcendental consciousness and he says that the experience of transcendence cultivates openness to change. He argues that finding deeper sources of stability permits a greater
range of adaptability to be available. Experience of the unchanging transcendental core of one's being can provide unshakable stability, open the mind to expanded possibilities, develop alertness to dynamically move towards creative progress, and attune individual action to the holistic patterns of orderly progress in nature. Research on the transcendental Meditation technique suggests that systematic experience of transcendental consciousness simultaneously develops five qualities of creative intelligence which are fundamental to progress: Adaptability, Stability, Purification, Integration and Growth. The article concludes supporting the fact that enlivenment of creative intelligence shifts the paradigm of change from the notion that resistance to change is natural to the realization that evolution and growth are the nature of life.13

Himanshu Agarwal, D.P.Goyal and P.k.Bansal (2005) feel that businesses are increasingly finding themselves in a world characterized by globalization, turbulence and complexity paralleled with advancement in information and communication technology known as hyper-competition. In this hyper-competition, organizations are finding increasingly difficult to retain their sources of competitive advantage. This article presents Strategic alignment as a leading principle both for the research programmes and for the practical methods dealing with the Business-Information Technology (IT) relationship. This enables the firm to maximize its value for the IT investments, achieve harmony with its business strategies and plans leading to greater profitability. But a great deal of uncertainty continues to surround the question of pay offs from the information technology investment despite the fact that the business executives have ranked consistently the strategic
alignment of information technology strategy with business as of prime importance. An issue that prevails is the inability to realize the sufficient value for the IT investment seems due in part is absence of strategic alignment. In this paper, a model of change has been proposed that integrates resource or architectural, capability and the strategy levels and identifies various factors in these levels.14

Renae A. Jones, Nerina L. Jimmieson and Andrew Griffiths (2005) basically test for the propositions that employee perceptions of an organizational culture strong in human relations values and open systems values would be associated with heightened levels of readiness for change which, in turn would be predictive of change implementation success. This test for the hypothesis was conducted for 67 employees working in a state government department who were about to undergo the implementation of a new end-user computing system in their workplace. The paper provides evidence to suggest that employees who perceived strong human relations values in their division at Time 1 reported higher levels of readiness for change at pre-implementation which, in turn predicted system usage at Time 2. Also, readiness for change mediated the relationship between reshaping capabilities and system usage. Analyses also revealed that pre-implementation levels of readiness for change exerted a positive main effect on employees' satisfaction with the system's accuracy, user friendliness, and formatting functions at post-implementation.15

Samia Chreim (2005) focuses on how continuity and change are managed discursively in narrative texts of organizational identity and thus
helps move forward the discussion about persistence and change in organizational identity. This paper focuses on how this narrative evolves with developments in the internal and external environments and explores how elements of continuity and change are woven into the biographical account. This study elaborates on the reconstruction of organizational identity in narrative texts and provides evidence of authorial strategies that weave continuity and change in identity construction. The study indicates that viewing organizational identity as simply enduring, or as constantly changing in response to external exigencies is likely to yield a simplistic view of this phenomenon. Researchers need to be mindful of their conceptualizations of organizational identity, especially when they consider the criterion of ‘enduring’ as a defining element of organizational identity.16

Mike Bresnen, Anna Goussevskia and Jacky Swan (2005) are of the opinion that understanding and effecting change in project-based forms of organizations made difficult by the dispersed nature of management practices in such organizations and their effects upon the reinforcement of localized practices and routines that militate against the spread of organization-wide change initiatives. This paper focuses upon the role of organizational routines in constraining and enabling the spread of new management practices within the firm. Drawing upon the four case studies of change within U.K. construction firms, the paper examines the relationship between new and existing management practices and routines, focusing upon the effects of agency and managerial power and influence. The authors argue that the two key dimensions that influence the nature and extent of change are the extent to which new management initiatives interfere with existing
project management practices; and the extent to which they disrupt the balance of power/knowledge within the organization.\textsuperscript{17}

William H. Bommer, Gregory A. Rich and Robert S. Rubin (2005), in their research make an empirical assessment of individual-level change within an organizational setting by using the data collected in two waves, nine months apart. They concentrate on Organizational cynicism which is a complex attitude that includes cognitive, affective and behavioral aspects resulting in increased beliefs of unfairness, feelings of distrust, and related actions about and against organizations. The authors argue that a leader who articulates a vision of the organization’s future will be seen as providing the types of behavioral cues that would confer being ‘knowledgeable’ and that one who engages in role modeling and supportive leader behavior will be ‘well-liked’ and ‘trust-worthy’. According to the authors, Transformational Leadership Behavior operates by higher-order needs of employees and inducing them to transcend self-interests for the organization’s sake. The key finding of this study is that change implementers who engage in Transformational Leadership Behavior can effectively reduce their subordinates’ cynicism about organizational change.\textsuperscript{18}

Usually, Change processes in an organization are undertaken by individual employees or by collective. Bernd Vogel (2005) contributes to research on collective action in organizations by investigating network action in change processes. Based on the qualitative data from Lufthansa, Germany, the study explores how network action unfolds. The authors argue that Collective action of networks can increase the adaptability of an organization.
They opine that managerial implications are two-fold: to stimulate collective action, managers could themselves drive collective action by initiating joint activities in networks, or they could act as enablers of collective activities by creating action-inducing conditions.19

PROBLEM GENESIS

Change is happening all around in all organizations. But unfortunately, most of the organizations have not considered this issue seriously and as a result “the Change “is engulfing them while Change could be well managed if the organizations plan for it and prepare themselves for the change. Most of the Organizations have neither made an attempt to educate their employees about change nor have they tried to find out the causes for resistance to change and reduce it. They have no quantitative measure of the level of resistance existing in their firms and no methodology or model guiding them in their journey of Change. Even the literature survey suggests that the studies have not made an attempt to consider the reasons for change in a holistic manner. An attempt to consider all the aspect of change and basically study the human aspect of change will be the focus of this research. Hence viewing this attitude of the organizations towards change as a very serious problem, this research tries to build models in helping the organizations manage change effectively and efficiently.

MOTIVATION FOR THE STUDY

The basic motivation behind selecting this topic was the realization that Change was actually happening in all aspects of life of every individual across the whole world and that change could be better understood and managed by
first recognizing its existence. This realization dawned on us when we got to read this fantastic, exciting book, (This fact is well realized in the book) *Who Moved My Cheese?* by Dr. Spencer Johnson. Who moved my cheese is a story about change that takes place in a Maze where four amusing characters look for “Cheese” — cheese being a metaphor for what we want in life, whether it is a job, a relationship, money, a big house, freedom, health, recognition, spiritual peace, or even an activity like jogging or golf. Each of us has our own idea of what Cheese is, and we pursue it because we believe it makes us happy. If we get it, we often become attached to it. And if we lose it, or it’s taken away, it can be traumatic. The “Maze” in the story represents where you spend time looking for what you want. It can be the organization you work in, the community you live in, or the relationships you have in your life. To make organizations understand and follow the motto “Commit to change before some day change is forced upon you” is the prime aim of the study.

**OBJECTIVES OF THE STUDY**

Keeping the above problem in mind, the following objectives are set,

The main Objectives of the study are:

1. To study the different models of management of change and develop suitable strategies to face the changes at the global level.

Different models of Change Management have been studied by refereeing various secondary sources such as Journals, Text Books and Internet. Based on the literature review, Primary data collection and discussions with target groups suitable strategies have been
recommended to enable the organizations in facing the changes successfully.

2. To investigate whether the change process will have the same influence on the manufacturing and service sectors.

The influence of change process on manufacturing and service sectors has been studied using various statistical tools and techniques such as ANOVA, Test of Hypothesis, etc.

3. To conduct field surveys and assess the employee and employer responses to the management of change and also interpret the factors influencing their resistance to change.

The above objective was analyzed using various pictorial representations such as bar graphs, pie charts, etc. To arrive at these representations MS-Excel has been used.

4. To carry out statistical analysis for predicting the behaviour of the target groups in dealing with the management of change in manufacturing and service sectors.

To predict the behaviour of the target groups in dealing with the management of change in manufacturing and service sectors, hypothesis testing was conducted.
SUMMARY

From the extensive literature survey conducted, it is found that every author has taken into consideration one aspect of change and has conducted an in-depth analysis on that aspect. It may be the leadership aspect, Changes during implementation of Quality programmes, Framework for assessment of Change Management, Channel of communication during change implementation and several others. The management of change in manufacturing and service sectors has not been researched by the authors in holistic sense. This motivated the author to research in the area of change management and explore how the target groups respond to the change.
REFERENCES


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