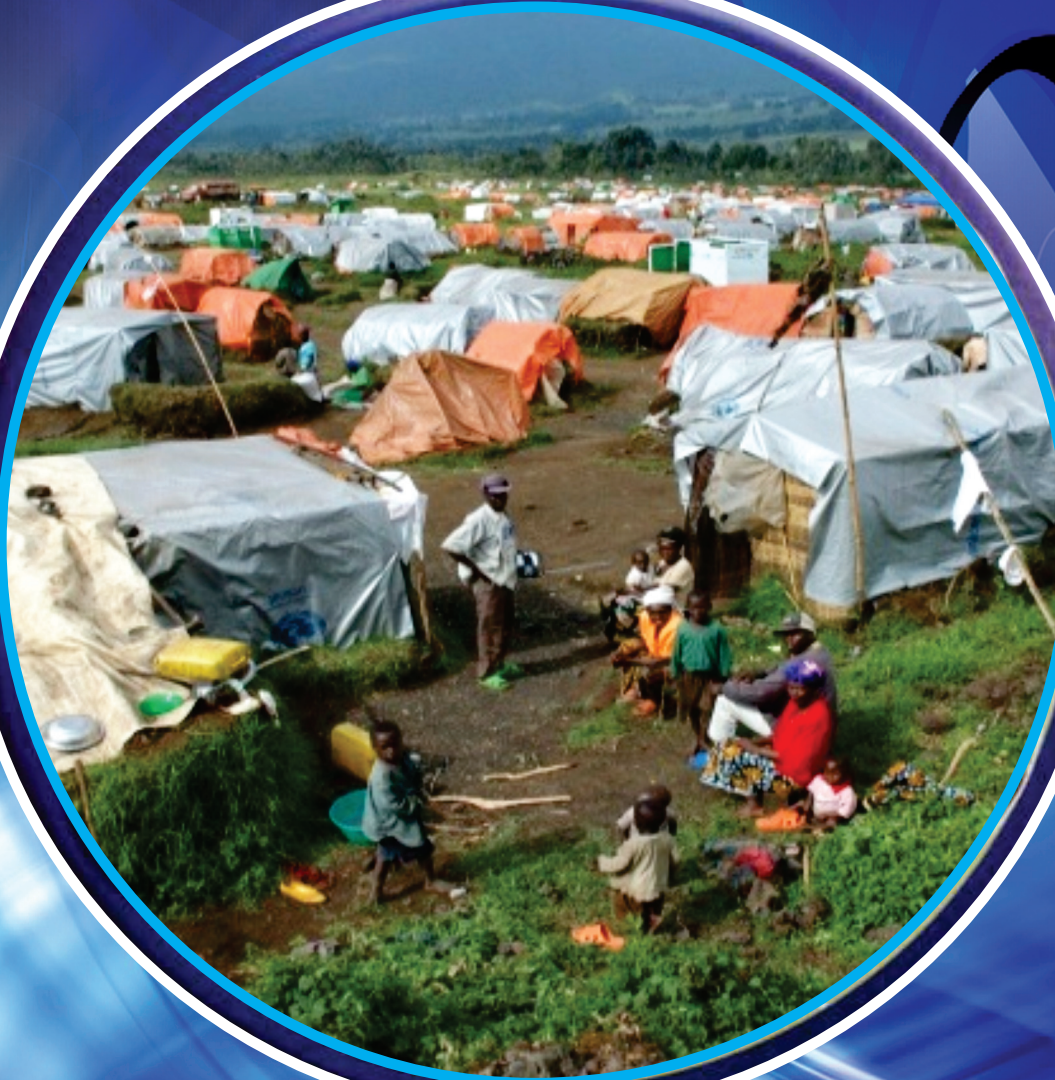




Block

1

DYNAMICS OF CHANGE

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MDV-102 DYNAMICS OF DEVELOPMENT

Development is a dynamic concept. Any discussion on development is incomplete without a constituent of dynamics of development. With the changing scenario and globalization in vogue, it is essential to know about the dynamics of development. The prime aim of this course is to impart knowledge about the topics relevant in the context of dynamics of development.

MDV-102 has four blocks namely Dynamics of Change, Dynamics of Development I, Dynamics of Development II and Dynamics of Development III .

Block 1: on ‘**Dynamics of Change**’ comprises four units viz., Change: An Overview; Process of Change; Change Management and Project Change Management. .

Block2: ‘Dynamics of Development –I’ consists of four units, namely, Development Dynamics: An Overview; Development Processes, Approaches and Strategies; Social and Cultural Dynamics of Development and Development Agencies.

Block 3: ‘Dynamics of Development-II’ consists of four units, namely, Conflict, Violence and Social Movement; Social Exclusion and Discrimination; Marginalization and Freedom, Entitlement and Human Rights.

Block4: ‘Dynamics of Development-III’ consists of three units, namely- Development and Disparity, Development and Displacement and Inclusive Development.

BLOCK 1 DYNAMICS OF CHANGE

Block 1 has four units viz., Change-An Overview, Process of Change and Change Management and Project Change Management

Unit-1 is on **‘Change- An Overview’** which gives an account of meaning, concept and types of change. It also describes in detail various theories of change, approaches and dimensions of change and its relationship with extension and development.

Unit-2 is on **‘Process of Change’** which discusses stages of change, role of change agent, change cycle and barrier to change.

Unit-3 is on **‘Change Management’** which deals with the meaning and process of change, models and strategies of change management. The aspects covered in this unit are factors influencing the strategies of change management and project change management.

Unit -4 is on **‘Project Change Management’** Project change management is a systematic way of ensuring that the changes are introduced in a controlled and coordinated manner to achieve the strategic vision.

UNIT 1 CHANGE-AN OVERVIEW

Structure

- 1.1 Introduction
- 1.2 Change - Meaning and Characteristics
- 1.3 Types of Change
- 1.4 Theories of Change
- 1.5 Approaches to Change
- 1.6 Social Change and Cultural change
- 1.7 Steps in Social Change
- 1.8 Dimensions of Social Change
- 1.9 Consequences of Change
- 1.10 Factors of Social Change
- 1.11 Let Us Sum Up
- 1.12 References and Selected Readings
- 1.13 Check Your Progress - Possible Answers

1.1 INTRODUCTION

If you look around, you will find that ten years ago the face of India was quite different from what we are familiar with today, and ten years from now, India will be totally different from what it is today. The same principle is applicable to each and every being. This is because change is a natural, universal, and inevitable social phenomenon. In our present hi-tech scenario, society is changing very fast. If one wants to know at what rate society is changing, I think the correct answer is - at the click of the mouse. In this techno-phallic society, social change is happening exponentially. What is important to note is whether change is leading towards a positive end or not. Is change helping society in extension or development, or is the outcome just the reverse.

Although we know a good deal about the conditions processes of change, we have no satisfactory explanation of *why* change occurs. Possibly the explanation lies in the human capacity for becoming bored. Most of the higher species, whenever not hunting, eating, or mating, simply go to sleep-as much as twenty hours a day. Humans cannot sleep that much, and human boredom may be the true cause of social change. Another answer is simply to assume that change is a *constant* in the universe, which needs no explanation. A constant is something which is always present. Populations grow and decline; fashions come and go; mountains are pushed upward and erode away; even the sun is gradually burning itself out.

After reading this Unit, you will be able to

- explain the meaning and characteristics of change
- differentiate between different types of change
- distinguish between social change and cultural change

- discuss steps in social change
- discuss the dimensions and factors of social change

1.2 CHANGE – MEANING AND CHARACTERISTICS

1.2.1 The Meaning of Change

Your elders might tell you that things were not easy during their time. This is so because every thing has become very easy now, due to telecommunications, internet, technological evolution, etc. I'm sure you might have experienced the luxury of booking tickets *via* the internet sitting comfortably at home which is very different from the traditional way of going to a counter, standing in a queue, and getting tickets booked. The same is true for paying bills, or, for any sort of inquiry, or information. In this changing scenario, even our relationships are under constant flux. The way we are bonding with each and every other person is also changing. We are moving very fast from informal, personal face-to-face relationships, to formal impersonal distant relationships. This suggests that change is universal and omnipresent. Change, since time immemorial, has affected each and every aspect of our life, whether it is lifestyles, food habits, thought processes, language, art, relationship, religion, family, marriage, systems of society

(Political, economic, legal, administrative), etc.

Here, we need to understand that there are two types of processes which work in society – one which sustains the social system, and, the other, which brings about change in the system. The first process may be termed, conformity, or, status quo. The latter may be called the process of cultural and social change. In simple terms, change denotes a difference in anything observed over a period of time. Similarly, social change means observable differences in any social phenomenon over a period of time, and cultural change means observable differences in any cultural phenomenon over a period of time. Broadly speaking, there are two types of social change processes: (i) a process which sustain the social system; and (ii) a process which brings about change in the system, and a change of the system.

1.2.2 The Characteristics of Change

After understanding the concept of change along with social change and cultural change, now it is important to understand the nature and characteristics of change. The main characteristics of change are given below

- Change is universal.** No society is static, whether it is the primitive society, or the most civilized one. The speed and rate of change is relative, it differs from society to society, and from time to time.
- Social change is community change.** It does not refer to the change in the life of an individual, or life patterns of several individuals. It is a change, which occurs in the life of the entire community.
- The speed of social change is relative.** It is not the same throughout society. Social change in urban areas is faster than in rural areas. The speed and rate of social change is relative, because the nature and speed of social change is

affected by, and related to the time factor. The speed of social change differs from time to time, because the factor which causes change does not remain the same with the change of time. In India, industrialization started after 1947. Hence, the speed of social change is faster after 1947 than before 1947. In 1991, the policies of liberalisation, globalization, and privatization were introduced and they revamped the Indian economy, affecting each and every aspect of India. Hence, there is a difference in the rate of change before 1991 and after 1991 in India.

- d) **Change is a law of nature.** It is natural. It can occur either in natural course, or, as a result of planned efforts. It is also a natural tendency, that our needs keep changing. To satisfy our desire for change and our changing needs, social change becomes a necessity.
- e) **It is difficult to predict the exact form of social change.** There is no inherent law of social change according to which it assumes definite form. For example, it is assumed that industrialization will increase the speed of urbanization, but we cannot predict the exact forms, and which social relationships will be impacted in future, on account of industrialisation.
- f) **One change leads to many changes in a chain-reaction sequence.** For example, technology has changed the domestic system of production. The changed domestic system of production brought women from the home to the factory and the office. The employment of women resulted in their independence from the bondage of man, and it brought about a change in women's attitude and ideas. It meant a new social life for women. It, consequently, affected every aspect of the family life.
- g) **Social change is multi-factorial.** Many factors work together to induce a change. This is because, social phenomenon are complex and mutually interrelated, and interdependent.
- h) **Social change may be broadly classified as modifications or replacements.** As for example, the joint family system is changing to nuclear family. The Gurukul system has changed to the centralized school system. Society's ideas about women's right, religion, government, and citizen's right to information and education stand modified today.

1.3 TYPES OF CHANGE

Change is a complex phenomenon. Its direction can be forward or backward, towards progression or regression. There are different manifestations, or types of changes which are going on around us. All change is not planned change. How is planned change to be distinguished from and interrelated to other forms of human change? A paradigm in which eight species of change may be identified, may help to answer this question (Table 1.1). Along the vertical axis of the paradigm we have shown two variables of dichotomized for convenience: mutual goal setting, and deliberateness of change. Along the horizontal axis, power distribution among the parties to the change is shown: 5/5 indicates a fairly equal distribution of power, and 1/10 indicates a one-sided power situation. We have omitted the element of 'valid knowledge' from the paradigm, since we are assuming that valid knowledge with respect to change is not possible where mutual goal setting is not undertaken.

Table 1.1: Paradigm for Change Processes

Power Ratio	Mutual Goal Setting		Non mutual Goal Setting (or goals set by one side)	
	Deliberate on the part of one or both sides of the relationship	Non deliberate on the part of both sides	Deliberate on the part of one side of the relationship	Non deliberate on the part of both sides
.5/.5	Planned change	Interactional change	Technocratic change	Natural change
1/10	Indoctrinational change	Socialization change	Coercive change	Emulative change

Source: Warren G.Bennis, 1976, The Planning of Change

Following are the types of change:

- a) **Planned change** entails mutual goal setting by one, or both parties, an equal power ratio and deliberateness, eventually, at least, on the part of both sides.
- b) **Indoctrinal change** involves mutual goal setting and is deliberate, but involves an imbalanced power ratio. Many schools, prisons, and mental hospitals or other ‘total institutions’ fall into this category.
- c) **Coercive change** is characterized by non mutual goal setting (or, goals set only by one side), an imbalanced power ratio, and one sided deliberateness. Coercive change, as we are using the term, may be exemplified by the thought control and brainwashing practices of the communists. Here, there is little, or, no opportunity to engage in mutual goal setting. The deliberateness originates from one party, the change agent.
- d) **Technocratic change** may be distinguished from planned change by the nature of the goal setting. Technocratic means to bring about change is solely dependent on collecting and interpreting data. Technocratic change follows primarily an engineering model, where a client defines his difficulties as deriving from inadequate knowledge, and assumes that his lack of knowledge is accidental, or, a matter of neglect - not something that is functionally a part of him. The technocrat colludes in his assumption and merely makes and reports his findings.
- e) **Interactional change** is characterized by mutual goal setting, a fairly equal power distribution, but with no deliberateness on either side of the relationship. Unconsciously either may be committed to changing the other in some direction. Such changes can be observed among good friends who help each other. Change occurs in such transactions, possibly with beneficial effects, but there is a lack of self consciousness about it, thus, a lack of any definite change-agent-client relationship.
- f) **Socialization change** has a direct kinship with the interactional hierarchical control. Parent-child relationships would be the most obvious example, although counsellor-camper and teacher–pupil relationships would also be

applicable here. Greater deliberateness on the ‘adult’ side of the relationship brings specific cases of socialization into the indoctrination or planned change categories.

- g) **Emulative change** is the sort of process we associate with formal organization, where there is a clear cut superior-subordinate relationship. To this extent it closely resembles Kelman’s concept of influence through the process of identification. Change is brought about, possibly unconsciously, through a form of identification with, and emulation of, the power figures by subordinates.
- h) **Natural change** refers to changes brought about with no apparent deliberateness and no goal setting on the part of those involved. It is a residual category, or encompassing all “accidents”, un-anticipated consequences, and changes brought about in connection with cataclysms such as earthquakes and floods. It may be that this category includes the operation of all those factors and comes with our limited knowledge which cannot be properly defined.

1.4 THEORIES OF CHANGE

Having discussed the meaning, characteristics, and types of change, let us now discuss various theories of change. The main theories of change are discussed below.

- a) **Theory of Deterioration:** some theorists identify social change with deterioration. They are of the opinion that man lived in perfect state of happiness in the golden age. However, deterioration began to take place, and now, man has reached an age of comparative degeneration. A similar notion is available in ancient Oriental and Indian mythologies, among others. According to Indian mythology, man has passed through four ages – *Satyug*, *Treatayug*, *Dwaparyug*, and *Kalyug*. The *Satyug* was the best age. In *Satyug*, man was honest, truthful, and perfectly happy. Thereafter, degeneration began to take place. The modern age is the age of *Kalyug*, in which man is deceitful, false, dishonest, selfish, and, consequently, unhappy. The claims of these theorists are understandable, as we can observe deterioration in every walk of life today.
- b) **Cyclical Theory:** according to this theory, human society goes through cycles. According to Spengler, society has a predetermined life cycle which includes birth, growth, maturity and decline. Modern society is in its last stage. It is in its old age. But since history repeats itself, society, after passing through all the stages, returns to the original stage, and the cycle begins once again.
- c) **Linear Theory:** there are a group of theorists who subscribe to the linear theory of social change. According to them, society advances in a linear fashion moving actually to an even higher state of civilization, and in the direction of improvement. This can be witnessed in the institution of marriage which in the course of time has passed from promiscuity to group marriage to polygamy to monogamy. Similarly, society has taken a linear course of development transcending the primitive hunting and food gathering state to

the settled agrarian state to capitalist industrialism. Similarly, the institution of family has taken a linear course of change from the extended joint family system to joint family to nuclear family. Hence, as per linear theory, society changes in a linear direction.

- d) **The Theory of Social and Cultural Dynamics:** this theory was propounded by P. Sorokin. Sorokin has attempted to include both cyclical and linear change. In his view, culture may proceed in a given direction for a time, and, thus, appear to conform to a linear formula. But, due to internal forces within the system, there will be a shift of direction, and a new period of development will be ushered in. The new trend may be linear or oscillating or may conform to some particular type of curve. At any rate, it also reaches limits, and another trend takes place. However, Sorokin identifies two types of culture, one sensate culture, and the other as ideational culture. In sensate culture, human interaction and symbolic expression are primarily designed to gratify the senses. Its philosophy is based on what can be learned, or perceived through the sense. The other cultural type is ideational, appealing most to the mind, or, the soul. Ideational art is abstract. Its philosophy is based on faith and religion. Sorokin believed that all societies alternate between sensate and ideational culture. The alternation is not regular or cyclic but it occurs repeatedly. Hence, sensate culture begins to develop as an inevitable reaction to a highly organized ideational culture and *vice versa*. As, for instance, Indian society, which is spiritual in nature, is now becoming materialistic; and western society, which is materialistic, is bending towards spiritualism. The theory is questioned by those who ask: why is it natural for a society to change from its main cultural theme, and, why is the change between only two alternatives, sensate and ideational. Despite the criticism this work stands as a landmark.
- e) **Theory of Cultural Lag:** Ogburn suggested that technology is the primary engine of progress, but tempered by social responses to it. Thus, his theory is often considered a case of technological determinism. Ogburn posited four stages of technical development: invention, accumulation, diffusion, and adjustment. *Invention* is the process by which new forms of technology are created. Inventions are collective contributions to an existing cultural base that cannot occur unless the society has already gained a certain level of knowledge and expertise in the particular area. *Accumulation* is the growth of technology, because new things are invented more rapidly and old ones are forgotten, and some inventions (such as writing) promote this accumulation process. *Diffusion* is the spread of an idea from one cultural group to another, or from one field of activity to another, and, as diffusion brings inventions together, they combine to form new inventions. *Adjustment* is the process by which the non technical aspects of a culture respond to invention, and any retardation of this adjustment process causes cultural lag.
- f) **Lewin's three-step change theory:** according to Lewin, the first step in the process of changing behaviour is to unfreeze the existing situation, or status quo. The status quo is considered the equilibrium state. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. Unfreezing can be achieved by the use of three methods. First, increase the driving forces that direct behaviour away from the existing

situation, or status quo. Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium. Third, find a combination of the two methods listed above. Some activities that can assist in the unfreezing step which includes: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group.

g) The Lippitt seven-step theory of change: the Lippitt seven- step theory focuses on the role of the change agent throughout the evolution of the change. The seven steps are listed below.

- i)** Diagnose the problem.
- ii)** Assess the motivation and capacity for change.
- iii)** Assess the resources and motivation of the change agent. This includes the change agent's commitment to change, power, and stamina.
- iv)** Define progressive stages of change.
- v)** Ensure the roles and responsibilities of change agents are clear and understood. Examples of roles include the motivator, facilitator, and subject matter expert.
- vi)** Maintain the change through communication, feedback, and group coordination.
- 7)** Gradually remove the change agents from relationship, as the change becomes part of the organizational culture.

h) Prochaska and Diclemente's theory of change: the Stages of Change Model was developed by James Prochaska and Carlo DiClemente. The idea behind the SCM is that behavioural change does not happen in one step. Rather, people tend to progress through different stages on their way to successful change. Also, each of us progresses through the stages at our own rate. In each of the stages, a person has to grapple with a different set of issues and tasks that relate to changing behaviour.

i) Evolutionary Theories

All evolutionary theories assume that there is a consistent direction of social change carrying all societies through a similar sequence of stages from the original to the final stage of development. Also, evolutionary theories imply that when the final stage is reached, evolutionary change will end. August Comte, a French scholar sometimes called the founder of sociology, saw societies passing through three stages of growth:

- i)** the *theological stage*, guided by supernatural wisdom
- ii)** the *metaphysical stage*, a transitional stage in which supernatural beliefs are replaced by abstract principles as cultural guidelines and
- ii)** the *positive, or scientific , stage*, in which society is guided by evidence-based scientific laws.

j) Functional and Conflict

Functionalists accept change as a constant which does not need to "explained."

Changes disrupt the equilibrium of a society, until the change has been integrated into the culture. Changes which prove to be useful (functional) are accepted and those which are useless or dysfunctional are rejected.

Many conflict theorists follow the Marxist pattern of evolutionary change, but conflict theory itself has no special theory of change. Instead of viewing change as the constant, conflict theory views social conflict as the constant, and change as the result of this conflict. Since conflict is continuous, change is continuous. Change produces new interest groupings and conflict between these produces further change.

1.5 APPROACHES TO CHANGE

After studying the theories of change, let us now discuss about the approaches to change.

The various approaches to change are:

- a) **Conflict Resolution Approach:** there is much discussion in both the academic and practitioner literature about conflict resolution as an important vehicle for social change and the role of interveners in either fostering social control (status quo) or social transformation. Most ethnic conflict interventions have explicit goals of creating some form of social or systemic change, though their pathways for change differ considerably.
- b) **Empirical-Rational Approaches:** some practitioners implicitly base interventions on assumptions of rational, self-interest focusing on providing the right information, education or training to allow people to change of their own volition, ensuring the right people are in the right place to bring about much needed, practical changes, clarifying or re-conceptualizing 'the problem' to enhance overall understanding and promoting visioning to stimulate creativity and best-case scenarios.
- c) **Normative-Re-educative Approaches:** many others in the field, focus on the socially constructed nature of conflict and the non cognitive resistances and supports for change such as cultural values and norms. Perhaps the most widely used approach in current conflict interventions, these efforts focus on working collaboratively with parties to identify problems and facilitate solutions. It aims to improve problem solving capacities, forums, and mechanisms within a system, and foster new attitudes, values, skills, and norms for interaction among people who make up the system.
- d) **Power-Coercive Approaches:** at times, practitioners also focus on the role of moral, political and economic power to address asymmetries and injustices in conflict situations. For example, they work with disempowered parties to introduce non-violent action strategies and foster local peace movements. Social justice and peace building is also promoted through institutional, legislative, and policy change as well as influencing or changing leadership or power elite. Because they often create change through processes of confrontation and conflict enhancement, however, these strategies are used more circumspectly for certain conflict stages or conditions.
- e) **Critical Mass Approach:** drawing implicitly on diffusion of innovation theory, many practitioners discuss the importance of developing a 'critical

mass' of individuals who have adopted constructive conflict resolution knowledge and skills in initiating positive social change. When this critical mass of individuals exists, change spreads rapidly and crystallizes to become self-sustaining in society.

- f) **Ripple Effects Approach:** in understanding how small-group conflict interventions can create largescale social change, many practitioners discuss the impact that participants can have on those within their personal and professional spheres of influence. Often referred to as a ripple effect or transfer effect, programme's suggest that the individual and relational changes that occur during small-group interventions will have ever-widening circles of impact as participants take their new learning back into their respective communities and organizations.
- g) **Overcoming Resistance Approach:** although their methods address such issues practically, practitioners rarely focus explicitly on the importance and difficulties of dealing with resistance to change. Lewin's model of unfreezing-movement-refreezing is useful in focusing on the processes of overcoming resistance to change such as basic conservative tendencies and system justification.

1.6 SOCIAL CHANGE AND CULTURAL CHANGE

In this section you will study about the social and cultural change, the two important categories of change.

1.6.1 Social Change

Social change is any change that basically alters the established forms of social relationships, thus transforming in some measure, the social structure. It is a change that reflects in all aspects of social life, i.e., family, neighbourhood, play group, work group, religion, economic, political spheres, and leisure activities. Social change may be partial or total, though mostly it is partial, a change resulting from enacting a law prohibiting untouchability might be called a partial change in society. Social change can be defined as 'a process by which alteration take place in the structure and function of a social mechanism '. Evolution, invention of new techniques, adaptation of new ideas are examples of social change. Alteration, both in the structure and function, of a social system occur as a result of such a thing. Social change and development takes place in societies. The wheel of social change cannot be stopped. The process of social change starts when an innovation spreads in a society. Social change is accepted easily in some societies, while others show rigidity in acceptance.

There is a great confusion about social and cultural change. Some have made a distinction between social change and cultural change, while others have considered these two terms as one and the same thing.

For Gillin and Gillin and Davison and Gettys, there is no difference between social and cultural change, since all culture is social in its origin, meaning and usage.

Gillin and Gillin write, "Social changes as variations from the accepted modes of life, whether due to alteration in geographic conditions in cultural equipment,

composition of population or ideologies”. For these writers, social change is a part of cultural change. Cultural change is broader than social change which envelopes social change also in its fold. For them, society is the product of culture. However, there are sociologists who see a difference between the two. Maciver and Page write: “Social change is a distinct thing from cultural or civilisational change. Cultural change includes change in ideology, administrative system, technology, etc. Cultural change indicates changes in the accepted mode of life, habit patterns, and lifestyle, e.g. invention of T.V., new forms of music, art, dance, etc”.

Fairchild defines social change as a “variation or modification in any aspect of social process, pattern or form. It may be progressive or regressive, permanent or temporary, planned or unplanned, unidirectional or multidirectional”.

Lundberg, Schrug and Larson have defined social change as “any observable difference in any social phenomena over a period of time”.

Robert MacIver and Charles H. have defined social change as “changes in social relationship”. Wilberg F. Moray defined social change as “significant alteration in social structure, i.e., patterns of society including consequences and manifestation of such structure and body mean -- norms, values, cultural products and symbols”.

For Davis, “Social change is only a part of a broader category of change called ‘cultural change’. Cultural change refers to all changes occurring in any branch of culture including art, science, technology, philosophy, etc, social change refers to change in the social structure, e.g., changes in the social institutions, modifications, family relations, etc., whereas cultural change refers to change in material and non material elements”.

1.6.2 Cultural Change

Before going on to discuss cultural change, let us discuss the term, culture. Culture, according to Herskovitz is the man made part of the environment. For instance, it may be very hot outside, but inside, the house is air cooled. This air cooled part of the house is man made, hence, it is a part of the culture. Similarly, everything inside your house which is man made is part of culture. Culture manifests itself in two forms – material culture and non material culture. Material culture is the concrete part of culture, , i.e., anything which is man made and is visible, can be touched and sensed, e.g., table, chair, refrigerator, chalk, pen, etc. The non material aspect of culture includes anything which is man made, but is abstract, e.g. language, belief system, morality, etc.

According to Tylor, culture is that part of a complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and capacities acquired by man as member of society. In this definition, the phrase ‘any other capabilities and capacities acquired by man as member of society’ is very important. So, what ever we learn as a member of society is our culture, whether it is in concrete form, the dressing style, cuisine, etc., or, in the abstract form, i.e., language, conception of God, truth, etc.

Any change in the material or non material aspects of culture is cultural change. According to David Dessler, cultural change is the modification or discontinuance

of existing ‘tried’ and ‘tested’ procedures transmitted to us from the culture of the past, as well as the introduction of new procedures, e.g., inventions and popularization of automobiles, addition of new words in language, changing concept of property, morality, new form of music, art, dance, new styles in architecture and sculpture, new rules of grammar or meter, the general trend towards gender equality, etc., all of which represents cultural changes.

Almost all important changes involve both social and cultural change. Change in one aspect affects each and every other aspect. This is because one change may lead to many other changes. For instance, basic change like a change in the ways in which a society earns its living, or conducts its economic activity, and exploits the environment can affect almost all the other components of society. This is because, society and culture are an integrated whole. For example, as the population changes, technologies expand, material equipment changes, ideologies and values take on new components and institutional structure, and functions are reshaped. Since culture is a part of society, cultural change is part of social change. Cultural change is narrow, while social change is wider in approach.

In these sections, you studied about change- meaning and characteristics, types of change, theories of change, approaches to change, and social and cultural change. Now, answer the questions given in *Check Your Progress 1*.

Check Your Progress 1

Note: a) Answer the following questions in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

1) Explain a few important characteristics of change.

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2) Identify any five social changes and cultural changes occurring around you.

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1.7 STEPS IN SOCIAL CHANGE

Change has a few steps as given below

- a) Discovery.
- b) Invention.

- c) Innovation.
- d) Diffusion of innovation.
- e) Social change.
- a) Discovery is a shared human perception of an aspect of reality which already exists. Discovery becomes a factor of social change only when it is put to use. A discovery adds something new to the culture because although this reality may always have existed it becomes part of the culture.
- b) Invention: new combinations of existing things (discoveries) is called invention. It is a long process to invent anything. There are two types of invention.
 - i) Material invention.
 - ii) Social invention.
- c) Innovation is more developed and refined form of invention. One of the greatest pains of human nature is the pain of new idea. It makes you think, e.g., your firmest belief may be untrue. It is natural that people resist new ideas, and disposes more or less to will. When we have an innovation, then it is time to diffuse it in society.
- d) Diffusion of innovation: There are a lot of ways to diffuse innovations in a society. The most effective and popular ways are listed below.
 - i) Channels of communication
 - ii) Mass media.
 - iii) Interpersonal communication.
- e) Social Change: After successful diffusion of innovation, we can see and feel the social change in the following order.

Discovery —> Invention —> Innovation —> Social change.

1.8 DIMENSIONS OF SOCIAL CHANGE

Three major dimensions for analysis of social change are given below

- a) The Structural Dimension
- b) The Cultural Di-mension
- c) The Interactional Dimension.

a) The Structural Dimension

Changes in the structural dimension refer to changes in the structural forms of society that involve changes in roles, emergence of new roles, changes in the class or caste structure, and changes in social institutions such as the family, the government, the school or educational systems. Some changes in the structure of the rural family, village council, or *Panchayat* (in India), have been discussed earlier. What is also involved is a shift in the location of roles, a modification of number and type of functions performed by various components of society, and a modification of channels of communication among roles.

b) The Cultural Dimension

Changes in cultural dimension refer to changes that take place in the culture of a society, such as through discovery, invention, new technology, contact with other cultures involving diffusion, and cultural borrowing. It involves the integration of new elements into the culture, replacement of old forms, and rejection of some new elements and forms. At the same time, it is not implied that all that comes to a culture is diffused, and all that is subjected to the process of diffusion is finally integrated into a culture. New forms and elements may be rejected or modified. However, cultural innovation, diffusion, and integration are all involved in the process of social change in its cultural dimension. Both, the material and non material aspects of a culture are involved.

c) The Interactional Dimension

The interactional dimension of social change refers to changes in social relationships in society as identified under five dimensions, such as frequency, social distance, instrumentality, directionality and interactive. Modification and change in structure of the components of society, together with alterations in its culture bring about changes in social relations. Frequency, social distance, instrumentality, directionality, and interactive form constitute a schematic arrangement of specific dimension of change in social relationships, in terms of which social change in respect of social interaction can be analyzed. For example, social change in a village as a result of urbanization can be analyzed in terms of variation of frequency of social contacts and relations within the village, of the shift from primary to secondary group relationship, from *gemeinschaft* to *gesellschaft* types of relationships, of the shift from interaction among equal status lives to contractual interaction that cuts across these lives, of the shift from cooperative forms of relations to those that are more divisive and competitive, and of the shift from the value of individuals as persons to personal relationships as a value in itself, to impersonality where the individual is valued as a means to an end.

1.9 CONSEQUENCES OF CHANGE

Social Effects of Discovery and Invention: No social change leaves the rest of the culture entirely unaffected. Even an “additive” innovation draws time and interest away from other elements of the culture. Some innovations are shattering in their impact. When the Europeans passed out the steel axes to the Yir Yoront of Australia, the gift appeared to be an innocuous gesture, but the stone ax was so tightly integrated into the culture that a chain reaction of disruption spread through the social structure.

- 1) Ogburn distinguished three forms of the social effects of a single mechanical invention, is illustrated by the many effects of the radio, or the automobile, which shortens travel time, supports a huge manufacturing and servicing industry; provide a market for vast quantities of gasoline and oil
- 2) *Succession* , or the derivative social effects of a single invention, means that an invention produces changes, and so on. e.g., the inventor of the cotton gin (a) simplified cotton processing, and made cotton more profitable;

this result (b) encouraged the planting of more cotton: and the planting 9c) required more slaves

- 3) *Convergence, or the coming together of several influences of different inventions*, may be variously illustrated. The automobile, the electric pump, and the septic tank made the modern suburb possible.

1.10 FACTORS OF SOCIAL CHANGE

A group of theorists focus on the causal factors behind social change, rather than the direction of change. According to them, there are certain forces, social or natural, or both, which bring about social changes. They point to the presence of certain forces and circumstances which determines the course of social change. Each and every theorist has pointed out different factors underlying change. A brief discussion on the main factors of change has been given below.

- a) **Biological factors:** the biological factors of social change include flora, fauna and human beings. The human biological environment includes the factors that determine the numbers, the composition, the selection, and the hereditary of the successive generations. The human element in society is always changing, thereby, continuously inducing regular changes. For example, a change in the population, both in number and composition, affects society at large. In societies where the number of female children is greater than the number of male children, one can observe the existence of polygamous marriages (one man with two, or more, wives). In societies where there are more males than females, polyandrous marriages (one women with several husbands) are prevalent.
- b) **Physical factors:** the physical factors of social change include floods, famines, earthquakes, natural disaster, etc. You might have observed the impact of these physical factors in changing the life of a community. Physical factors govern social conditions because every culture develops in some sort of physical setting. If the physical setting changes, a society is bound to change. For example in poles and in deserts there is not much scope for art and learning as all the available time is spent in arranging materials to keep oneself alive. The situation is just the opposite in areas where there is ample scope for development of art and culture due to a settled lifestyle and agrarian economy.
- c) **Technological factors:** the technological factors of social change include changes in production technology, the means of communication, and transportation, etc. The technological inventions in the form of factory machines, home appliances, multimedia, online business, banking, shopping, etc., have dramatically changed our working and life. We can see how the internet has revolutionized society. With the help of technology we now perform age old activities in less time, with better efficiency, and effectiveness. Hence, technological factors are one of the important sources of social change.
- d) **Economic factors:** the economic interpretation of social change has been explained by Karl Marx. Marx heavily emphasized the importance of economic factors in his theories of Historical Materialism and Economic

Determinism. According to him, the sub structure (economic system) of society determines the super structure (religion, legal framework, political system, etc.). Marx stated that the character of a society depends on economic activity, and the means and modes of production which transforms itself in to the norms of society, i.e., the norm of barter, trade, exchange, property, etc. The change in these norms introduces further changes throughout the fabric of society. According to him social revolution takes place when there is a conflict between the existing relations of production, or the existing property relations and the new modes of production. He is of the opinion that, throughout history, there have been two conflicting classes in different epochs of history, i.e., masters and slaves in primitive societies, feudal lords and serfs in feudal societies; and, now, factory owners and workers in capitalist societies. He pointed out that the inherent weaknesses of one system gives birth to a new system. This way social change is a continuous phenomenon because it is based on the dialectic principle of thesis (opinion), antithesis (contra-opinion) and synthesis (a mix of opinion and contra-opinion). Hence, society keeps changing on account of this dialectic process and changes in economic system.

- e) **Cultural factors:** the influence of cultural factors on social change has been explained by Ogburn in his Cultural Lag theory. According to him, the various elements of culture do not change at the same rate. Some parts change more rapidly than others, and, that since there is a correlation and interdependence of parts, a rapid change in one part of our culture requires readjustments through other changes in various correlated parts of culture. He stated that nonmaterial culture is often slow to respond to rapid inventions in material culture. This is easy to witness as people are reluctant to give up old values, customs, and beliefs in favour of new ones. When nonmaterial culture does not adjust itself readily to the material change it falls behind the material culture, and the result is a lag between the two. This lag between non material and material culture has been called Cultural Lag. Ogburn concluded that the problem of adjustment in modern society is to enable the non material aspect of culture to catch up with the material aspect. That means that man, in order to remove the gaps between the two parts of culture, should adopt his ways of thinking and behaving to the state of his technology.
- f) **Legal factors:** law is an important formal means of social change. Legal regulations either may, or may not, confirm to the pattern of society. If the law does not conform with society, it faces opposition. But if the law is stringently upheld, it induces a change in social organization. For example, child marriages have been a customary practice in many communities in India, but after the introduction of the Child Marriage Restraint Act, child marriages have reduced, and the same happened with the sati system, now almost unheard of in India, after the introduction of Sati Prohibition Law. The law relating to marriages, widow remarriages, girls share in property, right to information, etc., has changed society.

All of the above theories point out how social change influences extension and development. If the nature of social change is controlled we can get result in the desired direction, but, now, the point of contention is how to study and analyse extension and development *vis-à-vis* change. To answer this question, in the next discussion, we will focus on the approaches to change.

In these sections, you studied about approaches to change, social and cultural change, steps in social change, dimensions of social change, consequences of change and factors of social change. Now, answer the questions given in *Check Your Progress 2*.

Check Your Progress 2

Note: a) Answer the following questions in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

1) What are the steps in social change? Explain any one.

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2.) Based on your understanding of this unit, give some examples for the following factors of Social Change.

Technological Factors

Economic Factors

Physical Factors

1.11 LET US SUM UP

In this unit, we discussed the meaning and characteristics of change, and found that change is an integral part of society. One change may lead to a sequence of changes. We then took a closer look at two aspects of social change: (1) changes in the social structure itself which bring about changes in the pattern of social relations (social change); and, (2) the changes in attitudes and motivations, or changes in the values themselves (cultural change). Then, we discussed the characteristics, types, theories, and approaches to social change. Based on theoretical input we learnt that social change takes into consideration causes and consequences, their nature, and differential impact on various sections of society.

Hence, in this unit, we learnt that the term change implies that the object to which it is applied becomes different over time. This means that social change suggests no law, no theory, no direction, and no continuity. Change is a broad concept. It includes both progression and regression. Evolution, revolution, development, progress, and social movements are all concepts of social change.

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1.13 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

Check Your Progress -1

- 1) Explain a few important characteristics of change.

Answer: Change is universal. No society is static, whether it is the primitive society or the most civilized one. Social change is community change. It does not refer to the change in the life of an individual, or life patterns of several individuals. It is a change, which occurs in the life of the entire community. The speed of social change is relative. It is not the same throughout society. Social change in urban areas is faster than in rural areas.

- 2) Identify any five social changes and cultural changes occurring around you.

Answer: This has to be answered by the student from personal experience and observation.

Check Your Progress -2

- 1) What are the steps in social change? Explain any one.

Answer: Change has a few steps as given below

- a) Discovery.

Dynamics of Change

- b) Invention.
 - c) Innovation.
 - d) Diffusion of innovation.
 - e) Social change.
- a) Discovery is a shared human perception of an aspect of reality which already exists. Discovery becomes a factor of social change only when it is put to use. A discovery adds something new to the culture because although this reality may always have existed it becomes part of the culture.
- 2) Based on your understanding of this unit give some examples for the following factors of Social Change: technological factors, economic factors, and physical factors.

Answer: Technological factors: the use of a computer in place of type writer.

Economic Factors: changes brought about through the use of credit cards, the use of technology which leads to very quick results of products.

Physical Factors: include changes which take place due to floods, famines, earthquakes, natural disaster, etc.

UNIT 2 PROCESS OF CHANGE

Structure

- 2.1 Introduction
- 2.2 The Change Process: Meaning and Components
- 2.3 Change Agent and Its Role
- 2.4 The Stages of Change
- 2.5 The Change Cycle
- 2.6 The Barriers to Change
- 2.7 Let Us Sum Up
- 2.8 References and Selected Readings
- 2.9 Check Your Progress - Possible Answers

2.1 INTRODUCTION

The concept of social change is a very broad one. It consists of a constellation of various processes of change in social structure, in terms of place, time, and context. Since it is so broad, it is bound to be somewhat imprecise, tentative, and value neutral. This unit discusses the meaning and components of the processes of change, change agent, and stages of change. We will analyze the processes of change with reference to the change cycle, barriers to change, and approaches to change.

After studying this unit, you will be able to

- explain the meaning and components of the change process
- discuss the concepts of change agent, stages of change and change cycle
- narrate the barriers to change

2.2 THE CHANGE PROCESS: MEANING AND COMPONENTS

In academic terms, change is considered neutral. It implies that the object to which it is applied becomes different with time. According to this view, social change suggests no law, no theory, no direction, and no continuity. The idea of continuity is introduced when we refer to social change as a process. A process means a continuous change taking place in a definite manner through the operation of forces present from the very beginning, within the situation. Examples of processes are communication, socialization, accommodation, integration, disintegration, competition, and conflict. To study a process, we observe a series of transitions between one state of being and another. A process may be up or down, forward or backward, towards progress, or regressive. Thus, process means movement from one stage to another with a definite direction. A process is both system-sustaining and system-transforming. A given social system or social structure is regenerated through some process of social change, whereas some other processes may bring about situations of malfunctioning and breakdown. Social processes are a part of social structure, and we come across these frequently in system-sustaining and system-changing exercises.

Broadly speaking, there are two types of social change processes: (1) those that sustain the social system; and (2) those that bring about change in the system and change of the system. The first process may be termed conformity, status quo, and continuity. The latter may be called the process of cultural and structural change.

Social change is universal. Its pattern and factors may vary from time to time and from place to place. Change can be seen in terms of the elements of time and history in relation to a given society or social phenomena. Maciver and Page write in this regard: "Society exists only as a time-sequence. It is a becoming, not a being; a process and changing equilibrium of present relationships". A social structure is a nexus of present relationships. It is sustained by those members who participate in social relationships. Social change means change in social structure. Change in social values, institutions, property relations, economic pursuits, personnel and role distribution may be cited as examples of social change in modern society. Social change is always relative in terms of time, space and context. Resistance to social change is also quite a common feature as change disturbs the ongoing social order and relations.

2.2.1 Components of the Process of Change

Short descriptions of various components of the process of change follow.

A) Stimuli forcing human beings to change: personal and social aspirations for change emerge from the forces pressing towards innovation or adoption of new technology. The four stimuli for change are:

- i) Man is continually making efforts to modify the natural resources to solve problems. These are weather control (coolers, air conditioners, afforestation, etc.), production of electricity, atomic power, chemical control of pests and diseases, etc. This makes the set up of society complicated and new problems like labour management, new patterns of working, and new patterns of leadership and cooperation begin to emerge.
- ii) This creates the need to utilize and adjust to the changes that we are continuously creating in our environment. Planners look ahead to adjustments and changes in our way of life. Legislators enact new laws to take account of changed conditions of living and the new resources which have become available; educators organize the specialized units of knowledge, which must be transmitted to our young people if they are engaged in these new processes of utilization and adjustment. Administrators coordinate our adjustment efforts; and all of us grapple with the problems of changing our personal goals, desires, expectations, and patterns of behaviour.

This creates situations in which we are always required to revise our definitions about what is good health, good performance, efficiency, effective use of our resources, and, so we constantly use innovations, i.e., use of DDT was once advocated, but because of the problem of pollution and DDT's adverse effects on our health, its use has now been banned at certain places. The problem of hippies opened the eyes of the advocates of western culture to the problems of material wealth. People have now started thinking in terms of the values in vogue in oriental countries like India.

- iii) The competitive process of comparing ourselves with others is another impetus towards innovations. It provides us with the motivation for progress through discovering improved or changed ways of doing thing.
- iv) The pain and disorganization that arises from finding that our familiar ways of behaviour no longer work in a new environment is a stimulus to change.

B) Problem-solving efforts of different strata of society compel change: four types of dynamic systems: (i) The individual personality, (ii) the face-to-face group, (iii) the organizations, and (iv) the community, are related with change in a society.

- i) **Individual personality:** different personality systems have various customary ways of solving problems. Some personality systems exhibit patterns of trust, while others exhibit patterns of distrust. Some systems try to create a relationship of submissive dependence, others strive for dominance; yet others seek an extreme of dependence, or minimal contact. As internal or external conditions changes, the personality system is confronted with the challenge and often with the stark necessity of modifying its customary and stabilized patterns in order to cope more effectively with the new conditions. The desirability of improving one's performance may provide a challenge which incites one to seek help, or the pain of personal maladjustment may create a readiness for change. If a person is in a state of considerable frustration because he has recently been dressed down by his boss, or, he is subject to a conflict between some of his subordinates, for instance, his sense of social values may conflict with his need to express hostility. He may be out of mood and be harsh to his wife, or his clerk, or other subordinates, or may go out for a vigorous walk, and may organize a counter attack against the source of his frustra-tion, or his boss. So it depends on the individual personality how he adjusts or behaves in a particular situation.
- ii) **Face-to-face group:** Such groups include committees, staff associations, families, work groups, clubs, etc. We can visualize the internal dynamics of these systems much more easily than the internal dynamics of individual personality systems. We can watch the interaction between sub-parts of groups. We all know of the conflicts bet-ween the chairman and members of the committees or bodies, etc. These are face-to--face group difficulties. These call for change so that the conflicts and difficulties may be solved.
- iii) **The organizations:** This is a larger social system which comprised the commu-nity. These are the parts of the community which have a more or less clearly defined and specialized function requiring the loyalty and labour of a group of people who are organized in a relatively systematic relationship and whose efforts are coordinated by some kind of formal leadership structure. These are business organizations, welfare agencies, educational institutions, government bureaus, religious associations, political parties, farmers' organizations, women's associations, youth clubs, etc.

The internal process of such systems usually involves interactions among officially defined sub-parts, such as various departments of a business organization. In organizations, the relationships among sub-parts are likely to be formalized and, hence, face-to-face interactions are more feasible.

- iv) **The community:** This is made up of a variety of interacting sub-parts, individual citizens, informal interest groups, organized occupational or political sub-groups, economic and social strata, geographical units, political sub-divisions, etc. The stresses and strains set up by these interacting sub-parts and the necessity of maintaining community services to all constituent units have resulted in a variety of stabilized structural arrangements and problem solving procedures.

2.3 CHANGE AGENT AND ITS ROLE

A change agent is an individual who influences clients' innovation-decisions in a direction, deemed desirable by a change agency.

Seven roles can be identified for the change agent in the process of introducing an innovation in a client system. These are as follows:

- a) **To develop a need for change:** a change agent often initially helps clients become aware of the need to alter their behaviour. In order to initiate the change process, the change agent points out new alternatives to existing problems, dramatizes the importance of these problems, and may convince clients that they are capable of confronting these problems. The change agent assesses clients' needs at this stage and also may help to create needs.
- b) **To establish an information-exchange relationship:** once a need for change is created, a change agent must develop rapport with his or her clients. The change agent can enhance the relationship with clients by being perceived as credible, competent, and trustworthy, and by empathizing with the clients' needs and problems. Clients must accept the change agent before they will accept the innovations that he or she promotes. The innovations are judged on the basis of how the change agent is perceived.
- c) **To diagnose problems:** the change agent is responsible for analyzing clients' problems to determine why existing alternatives do not meet their needs. In arriving at such diagnostic conclusions, the change agent must view the situation with empathy from the clients' perspective.
- d) **To create an intent in the client to change:** after a change agent explores various avenues of action that clients might take to achieve their goals, the change agent seeks to motivate their interests in the innovation.
- e) **To translate an intent to action:** A change agent seeks to influence clients' behaviour in accordance with recommendations based on the clients' needs. Interpersonal network influences from near-peers are most important at the persuasion and decision stages in the innovation decision process. The change agent can operate only indirectly here, by working with opinion leaders to activate social networks.

- f) **To stabilize adoption and prevent discontinuance:** Change agents may effectively stabilize new behaviour through reinforcing messages to clients who have adopted, thus ‘freezing’ a new behaviour. This assistance is given when a client is at the implementation or conformation stage in the innovation decision process.
- g) **To achieve a terminal relationship:** The end goal for a change agent is to develop self-renewing behaviour on the part of the clients. The change agent is to develop self-renewing behaviour on the part of the clients. The change agent should seek to put him or herself out of business by developing the clients’ ability to be their own change agents. In other words, the change agent seeks to shift clients from a position of reliance on the change agent to one of self reliance.

In this section you studied about change process its meaning and components, change agent and its role. Now, answer the questions given in *Check Your Progress 1*.

Check Your Progress 1

Note: a) Answer the following questions in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

- 1) Who is a change agent? What is his/her role?

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- 2) Select some social change of your interest in extension and write five statements that you believe represent varying degrees of agreement and disagreement towards that social change?

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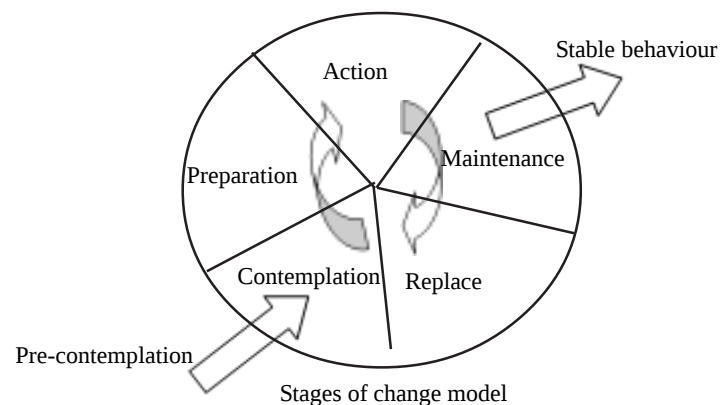
2.4 THE STAGES OF CHANGE

Before you begin to make changes in your life, I would like to introduce you to a useful theory called the Stages of Change Model (SCM), which models the stages that the mind and body go through when undergoing change. The Stages of Change Model was originally developed in the late 1970’s and early 1980’s by James Prochaska and Carlo DiClemente at the University of Rhode Island when they were studying how smokers were able to give up their habits. The

SCM model has been applied to a broad range of behaviours including weight loss, injury prevention, overcoming alcohol, and drug problems, among others. The idea behind the SCM is that behaviour change does not happen in one step. Rather, people tend to progress through different stages on their way to successful change. Also, each of us progresses through the stages at our own rate. So expecting behaviour change by simply telling someone, for example, who is still in the 'pre-contemplation' stage that he or she must go to a certain number of meetings in a certain time period is rather naive (and perhaps counterproductive) because they are not ready to change. Each person must decide for himself or herself when a stage is completed and when it is time to move on to the next stage. Moreover, this decision must come from inside. The long term change cannot be externally imposed. In each of the stages, a person has to grapple with a different set of issues and tasks that relate to changing behaviour.

The stages of change are

- precontemplation (not yet acknowledging that there is a problem behaviour that needs to be changed)
- contemplation (acknowledging that there is a problem, but not yet ready or sure of wanting to make a change)
- preparation/determination (getting ready to change)
- action/willpower (changing behaviour)
- maintenance (maintaining the behaviour change)
- relapse (returning to older behaviour and abandoning the new changes)



- Precontemplation:** in this stage, people are not thinking seriously about changing and are not interested in any kind of help. People in this stage tend to defend their current bad habit(s) and do not view it as a problem. They may be defensive in the face of other people's efforts to pressure them to quit. They do not focus their attention on quitting and tend not to discuss their bad habit with others. This stage is called 'denial'.
- Contemplation:** in the contemplation stage, people are more aware of the personal consequences of their bad habit and they spend time thinking about their problem. Although they are able to consider the possibility of changing, they tend to be ambivalent about it. In this stage, people are in a teeter-totter, weighing the pros and cons of quitting or modifying their behaviour.

Although they think about the negative aspects of their bad habit and the positive associated with giving it up (or reducing), they may doubt that the long term benefits associated with quitting will outweigh the short term costs. It might take as little as a couple of weeks, or as long as a lifetime to get through the contemplation stage. In fact, some people think and think and think about giving up their bad habit and may die never having gotten beyond this stage. On the plus side, people are more open to receiving information about their bad habit, and more likely to actually use educational interventions and reflect on their own feelings and thoughts concerning their bad habit.

- c) **Preparation/Determination:** in the preparation/determination stage, people have made a commitment to make a change. Their motivation for changing is reflected by statements such as: “I’ve got to do something about this — this is serious. Something has to change. What can I do?” This is sort of a research phase: people are now taking small steps toward cessation. They are trying to gather information (sometimes by reading things like this) about what they will need to do to change their behaviour. Or, they will call a lot of clinics, trying to find out what strategies and resources are available to help them in their attempt. Too often, people skip this stage, they try to move directly from contemplation into action and fall flat on their face because they haven’t adequately researched or accepted what it is going to take to make this major lifestyle change.
- d) **Action/Willpower:** this is the stage where people believe they have the ability to change their behaviour and are actively involved in taking steps to change their bad behaviour by using a variety of different techniques. This is the shortest of all the stages. The amount of time people spend in action varies. This is a stage when people most depend on their own willpower. They are making overt efforts to quit or change a behaviour, and are at the greatest risk of relapse. Mentally, they review their commitment to themselves and develop plans to deal with both personal and external pressures that may lead to slips. They may use short term rewards to sustain their motivation, and analyze their behaviour change efforts in a way that enhances their self confidence. People in this stage also tend to be open to receiving help and are also likely to seek support from others (a very important element). Hopefully, people will then move to the next stage.
- e) **Maintenance:** maintenance involves being able to successfully avoid any temptations to return to the renounced bad habit. The goal of the maintenance stage is to maintain the new status quo. People in this stage tend to remind themselves of how much progress they have made. People in maintenance constantly reformulate the rules of their lives and are acquiring new skills to deal with life and avoid relapse. They are able to anticipate the situations in which a relapse could occur, and prepare coping strategies in advance. They remain aware that what they are striving for is personally worthwhile and meaningful. They are patient with themselves and recognize that it often takes a while to let go of old behaviour patterns and practice new ones until the new habits are second nature to them. Even though they may have thoughts of returning to their old bad habits, they resist the temptation and stay on track.

- f) **Relapse:** along the way to permanent cessation or stable reduction of a bad habit, most people experience relapse. In fact, it is much more common to have at least one relapse than not. Relapse is often accompanied by feelings of discouragement and seeing oneself as a failure. While relapse can be discouraging, the majority of people who quit do not follow a straight path to a life time free of self destructive habits. Rather, they cycle through the five stages several times before achieving a stable lifestyle change. Consequently, the Stages of Change Model considers relapse to be normal. In fact, relapses can be important opportunities for learning and becoming stronger. Relapsing is like falling off a horse — the best thing you can do is get right back on again. However, if you do “fall off the horse” and relapse, it is important that you do not fall back to the precontemplation or contemplation stages. Rather, restart the process again at preparation, action or even the maintenance stages.
- g) **Transcendence:** eventually, if you ‘maintain maintenance’ long enough, you will reach a point where you will be able to work with your emotions and understand your own behaviour and view it in a new light. This is the stage of ‘transcendence’, a transition to a new life. In this stage, not only is your bad habit no longer an integral part of your life but to return to it would seem atypical, abnormal, even weird to you. When you reach this point in your process of change, you will know that you have transcended the old bad habits and that you are truly becoming a new “you”, who no longer needs the old behaviour to sustain yourself.

2.5 THE CHANGE CYCLE

Change has always been a necessary aspect of life and work, and our world is changing more rapidly than ever. It is likely that one will have to cope with a variety of changes in the near future. The components of change cycle are:

- a) Stages of Change
- b) Sudden Change
- c) Many cycles of change
- d) The positive and negative change cycle

Your success and fulfilment - your emotional, mental, spiritual, and physical well being - depend on how well you adapt to change. People react, respond, and adjust to change in a sequence of six predictable stages. The Change Cycle model identifies the thoughts, feelings and behaviour associated with each stage of change. There is no better map to assist you in navigating through the changes.

A) Stages of Change

Stage 1 Loss to Safety: in Stage 1, you admit to yourself that regardless of whether or not you perceive the change to be good or ‘bad’ there will be a sense of loss of what ‘was’.

Stage 2 Doubt to Reality: in this stage, you doubt the facts, doubt your doubts and struggle to find information about the change that you believe is valid. Resentment, scepticism, and blame cloud your thinking.

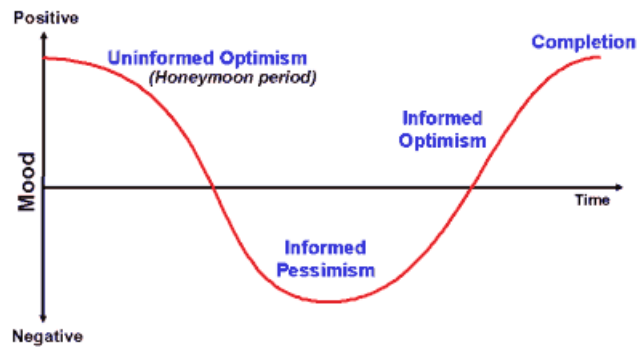
Stage 3 Discomfort to Motivation: you will recognize Stage 3 by the discomfort it brings. The change and all it means has now become clear, and starts to settle in. Frustration and lethargy rule until possibility takes over. *The Danger Zone:* The Danger Zone represents the pivotal place where you make the choice, either to move on to Stage 4 and discover the possibilities the change has presented, or to choose fear and return to Stage 1.

Stage 4 Discovery to Perspective: Stage 4 represents the 'light at the end of the tunnel'. Perspective, anticipation, and a willingness to make decisions give a new sense of control and hope. You are optimistic about a good outcome because you have choices.

Stage 5 Understanding: in Stage 5, you understand the change and are more confident, think pragmatically, and your behaviour is much more productive.

Stage 6 Integration: by this time, you have regained your ability and willingness to be flexible. You have insight into the ramifications, consequences, and rewards of the change - past, present, and future.

- B) Sudden Change:** change always follows this basic process, although it may sometimes start at Step Two, with no warning. An accident or an unexpected business reversal are such changes. With sudden change there is no sense that, "Something's up!" You cannot prepare in advance, but the other steps in the change cycle remain the same. Starting at step two, you must first determine the nature of the situation. What has happened? What is the danger? What is the possibility? Once the issue can be stated, then a plan of action must be formulated and put into place. With experience and adjustment the plan is successful, and you return to a new normality.
- C) Many Cycles of Change:** if you assess your life, you will find that you are on several cycles of change at once. One cycle is at work and when you are at home there is another. These cycles are not often synchronized. Family changes, church changes, and community changes add to the complexity. In some areas, you are being led into change and in others, you are the person who is leading others into change. Emotionally one will also undergo a variety of experiences. As one goes through loss in one area of one's life in another, one is beginning to regain hope. The emotional wheels of life keep turning through the four phases of loss, suffering, hope, and happiness. Balancing all of this intricacy of change is where the real challenge of change is found.
- D) The positive and negative change cycle:** just as there is a negative cycle of emotions experienced when the change is not to the liking of the person in question, so also there is a positive cycle. Not all people experience change as a bad thing, some will benefit from the change, while others just find change in itself intriguing and exciting. The change cycle is given in the following figure followed by discussion.



- i) **Uninformed optimism:** in the first stage of positive change, people are excited and intrigued by the change. They look forward to it with eager anticipation, building a very positive and often over optimistic view, for example that it will be much easier for them to resolve all of their current issues. And, for a time after the change (sometimes sadly short), there is a ‘honeymoon period’, during which they are positively happy with the change.
- ii) **Informed pessimism:** the honeymoon period does not last forever and the rose tinted glasses start to fade as the untidiness of reality starts to bite. The person finds that things have not all fallen into place, that other people have not magically become as cooperative as they expected, and that things are just not as easy as they had expected. This pushes them over into a period of gloom when they realize that perfection, after all, is not that easy to attain. This may evidence itself in mutterings and grumblings, but still does not reach the depths of the depression stage of negative change perception (unless the person flips into a delayed negative cycle).
- iii) **Informed optimism:** before long, however, their original optimism starts to reassert itself, now tinted by a resignation to the reality of the situation. After all, things are not that bad, and a positive sense of potential begins to creep back. As they look around them and talk to other people, they make realistic plans and move forward with an informed sense of optimism.
- iv) **Completion:** eventually, things reach a relatively steady platform of realistic and workable action. The person is probably happier than they were before the change started and, with their realistic vision, have the potential to reach giddier heights of happiness as they achieve more of their potential.

2.6 THE BARRIERS TO CHANGE

People naturally resist change – including those who are in dysfunctional situations. One reason is that where we are now is known. For example, we may find ourselves in a bad situation, but it is nevertheless a known situation – and many people prefer the known to the unknown. If we want people to be able to initiate and sustain change we must be aware of the barriers to change. Let us discuss the barriers to change and how to overcome the barriers to change.

A) Barriers to change

A degree of resistance is normal since change is disruptive and stressful. Moreover, a degree of scepticism can be healthy especially where there are weaknesses in the proposed changes. However, resistance will also impede the achievement of organizational objectives.

Some of the reasons for resistance to change are discussed below

Kotter and Schlesinger have identified basic causes of resistance to change. These are:

- i) Parochial self interest: individuals are more concerned with the implications for themselves.
- ii) Misunderstanding: communications problems and inadequate information.
- iii) Low tolerance of change: sense of insecurity and different assessment of the situation.
- iv) Disagreement over the need for change: disagreement over the advantages and disadvantages.

Some negative comments that are often received on proposed changes

- “My needs are already being met”.
- “There is no justification for change”.
- “I don’t like the way they propose to do it”.
- “The risks outweigh the benefits”.
- “It will now be harder for me to meet my own needs”.

Organisational barriers to change

- Structural inertia
- Existing power structures
- Resistance from work groups
- Failure of previous change initiatives

B) Individual barriers to change

- Tradition and set ways
- Loyalty to existing relationships
- Failure to accept the need for change
- Insecurity
- Preference for the existing arrangements
- Break up of work groups
- Difference in personal ambitions
- Fear of: loss of power, loss of skills, loss of income
- The unknown
- Redundancy
- Inability to perform as well in the new situation

Inappropriate change management

- Change is often resisted because of a failure in the way it is introduced
- Failure to explain the need for change
- Failure to provide information
- Failure to consult, negotiate, and offer support and training
- Lack of involvement in the process
- Failure to build trust and sense of security
- Poor employee relations

Why change should be welcomed.

Change can produce positive benefits for the individual.

- Opportunities for personal change and development
- Provides a new challenge
- Reduces the boredom of work
- Opportunity to participate and shape the outcome

C) Overcoming resistance to change: Six Change Approaches

Kotter and Schlesinger set out six change approaches to deal with resistance to change:

- i) **Education and Communication** - where there is a lack of information or inaccurate information and analysis, one of the best ways to overcome resistance to change is to educate people about the effort. This helps people to see logic in the change effort.
- ii) **Participation and Involvement** - people should be invited to participate and involve themselves in the change effort; this way they will not resist change.
- iii) **Facilitation and Support** - where people are resisting change due to adjustment problems, managers can head off potential resistance by being supportive of employees during difficult times.
- iv) **Negotiation and Agreement** - where someone or some group may lose out in a change, and where the individual or group has considerable power to resist, managers can combat resistance by offering incentives to people to change.
- v) **Manipulation and Co-option** - where other tactics will not work or are too expensive, an effective way will be manipulation to co-opt the resisters. Co-option involves a patronizing gesture that brings a person into a change management planning group. This often involves selecting leaders of the resisters to participate in the change effort.
- vi) **Explicit and Implicit Coercion** - this is used where speed is essential and is only a last resort. Managers can explicitly and implicitly force employees into accepting change by making clear that resisting change can lead to losing jobs, firing, transferring, or not promoting employees.

In this section you studied about stages of change, change cycle and barriers to change. Now, answer the questions given in *Check Your Progress 2*.

Check Your Progress 2

Note: a) Answer the following questions in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

- 1) Talk with several of your colleagues and ask them about their individual barriers to change and compare them with the one given in this unit.

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- 2) Does the change agent has a role in the process of introducing an innovation in a client system?

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2.7 LET US SUM UP

In this unit, we discussed the meaning of process of change. Next, we took a closer look at components of the process of change, followed by a detailed discussion on the role of change agent in the process of change. The other three important aspects covered in this unit are the stages of change, the change cycle and the barriers to change. We also took a closer look at components of the processes of change.

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2.9 CHECK YOUR PROGRESS-POSSIBLE ANSWERS

Check Your Progress-1

- 1) Who is a change agent? What is his/her role?

Answer: A change agent is an individual who influences clients' innovation-decisions in a direction deemed desirable by a change agency. Seven roles can be identified for the change agent in the process of introducing an innovation in a client system. These are: 1. To develop a need for change. 2. To establish an information-exchange relationship. 3. To diagnose problems. 4. To create an intent in the client to change. 5. To translate an intent to action. 6. To stabilize adoption and prevent discontinuance. 7. To achieve a terminal relationship.

- 2) Select some social change of your interest in extension and write five statements that you believe represent varying degrees of agreement and disagreement towards that social change.

Answer: The introduction of high yielding varieties is the change that interests me and the degrees of agreement and disagreement towards the introduction to high yielding varieties are:

- (a) Improved the crop yields, (b) Local varieties vanished from the farmers' fields, (c) Poverty and hunger reduced, (d) Cost of cultivation increased, (e) Economic profits with less area

Check Your Progress -2

- 1) Talk with several of your colleagues and ask them about the individual barriers to change and compare with the one given in this unit?

Answer: To bring change in the individuals' behaviour, attitude is really a very big task. So many hurdles will come in that process. After talking to your colleagues compare their views. Refer to 2.6 also.

- 2) Does the change agent has a role in the process of introducing an innovation in a client system?

Answer: Yes, the change agent should follow each of the steps in the process of introducing an innovation in a client system. These steps are to develop a need for change, to establish an information-exchange relationship, to diagnose problems, to create an intent in the client to change, to translate an intent to action, to stabilize adoption and prevent discontinuance, to achieve a terminal relationship.

UNIT 3 CHANGE MANAGEMENT

Structure

- 3.1 Introduction
- 3.2 The Meaning of Change Management
- 3.3 The Process of Change Management
- 3.4 Models of Change Management
- 3.5 The Strategies of Change Management
- 3.6 Factors Influencing the Strategies of Change Management
- 3.7 Implementation of Change Management Strategies
- 3.8 Change Management: Skills Required
- 3.9 Project Change Management
- 3.10 Let Us Sum Up
- 3.11 References and Selected Readings
- 3.12 Check Your Progress - Possible Answers

3.1 INTRODUCTION

Change is inevitable and is bound to occur in a routine manner from time to time. Customarily, any change is resisted and therefore, the management of change is a vital task for the managers or the change agents. In the process of change management, the manager or the change agent adopts several process, models and strategies. In the previous unit, you learned about the process of change. Now, in this unit, you will learn about the change management process, strategies and models.

After going through this unit, you would be able to

- define change management
- discuss various change management processes and strategies
- implement change management strategies
- explain skills required for change management
- handle project change management

3.2 THE MEANING OF CHANGE MANAGEMENT

Change is the order of the day and, in fact, it is inevitable and bound to occur. Change is of two types: unplanned change, and planned change. Change which is spontaneous, or occurs at random is called unplanned change. Change which may be initiated by a change agent, to deal with some identified gap, is called planned change.

As change is imperative, it has to be managed. Change management is a systematic approach to deal with change from the perspective of an organization, and from

the view point of change agent. In other words, change management is about enabling organizations or individuals to successful adoption to change. Managing change is a matter of moving from one state to another, that is, from the problem state to the solved state. At the heart of change management lays the change problem, that is, some future state that is to be realized, and some current state that is to be left behind. It requires some structures or organized process to facilitate the transformation from one to another.

3.3 THE PROCESS OF CHANGE MANAGEMENT

The change management process consists of a sequence of steps or activities that a change management team or project leader would follow to manage the change. The process of change management consists of three aspects such as phases of change management process, the psychology of transition and steps in change management.

I) Phases of Change Management Process

The three important phases of change management are

Phase I Preparing for Change

Phase II Managing Change

Phase III Reinforcing Change

Phase I Preparing for Change

The change manager, or the change agent, has to prepare change management strategies on how to deal with the change. The preparation for change means that one has to define the change, access its dimensions and intensity, and develop strategy to deal with the change. Second, it requires the preparation of change management, and last a model to deal with the change. Thus, preparation for change management is the stepping stone of the change management process.

Phase II Managing Change

The management stage includes detailed planning and implementation of the change management plan. In a real life situation, a lot depend on the skills of the change manager.

Phase III Reinforcing Change

In the reinforcing stage, detailed data are collected, analyzed, and gaps are identified. Here, the resistance is also identified. After that, corrective measures are implemented.

i) The Psychology of Transition

We will better understand the change management process with the help of a figure (Figure 3.1) on psychology of transition/change. There are three stages in the psychology of transition; the first stage is called stage of topsy turvy, or the stage of uncertainty, or confusion. The second stage is the stage of consistency called, 'the neutral zone', It is the stage of implementation. The third stage is the stage of the 'New Beginning', where people mostly adopt the change and it is reinforced.

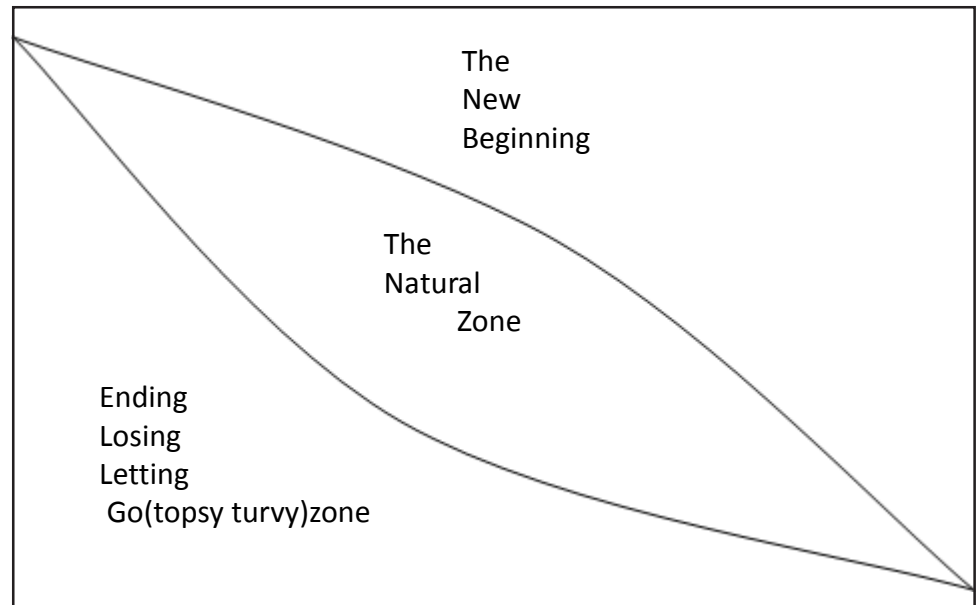


Figure-3.1: Psychology of Transition

II) Steps in Change Management

Various steps followed in the change management process are as follows:

Step1 Preparation for change

As a first step, in the preparation stage, the change manager has to focus on the following aspects

- identification of the required change
- determine the major issues
- identify the obstacles
- determine the degree of risk involved, and the cost of change
- try to understand why change is resisted
- recognize the need for change, identify current position, devise a suitable method.

Step 2 Building a Vision

The second step, in the change management is building a vision. In this stage, the following aspects have to be taken into consideration

- Develop a clear vision
- Make people understand what a change involves
- What is the proposed change
- What action is required
- What will be its effect
- How to manage the change

Step 3 Plan the change

In the planning stage, the following aspects have to be taken into consideration.

- 1) Devise appropriate strategy to introduce change

- 2) Design the change
- 3) Discuss the need for change, and the full details of what is involved
- 4) Involve people in planning the change
- 5) Communicate the plan to all who are concerned
- 6) Devise a time scale for change
- 7) Produce an action plan for monitoring change
- 8) Understand why change is resisted.

Step 4 Implementing the change

The activities involved in implementing the change follow

- Implement the strategy on change management
- Check and record the progress in implementing the change
- Make sure that change is occurring and is permanent
- Improve on the weak areas and identified gaps
- Overcome resistance to change
- Involve all people who are affected by change
- Devise an appropriate reward or incentive system
- Ensure that all strategies involved in the change are adoptable

Step 5 Monitoring and Reviewing Change

The activities involved in monitoring and reviewing change follow

- 1) Recording and monitoring the change
- 2) Measuring progress against set targets
- 3) Ensuring that the desired results are achieved
- 4) Has the process been successful
- 5) Monitoring how those affected by change feel about the new situation
- 6) How can those who do not respond to change are to be helped
- 7) Sustaining the change, preventing any back sliding

3.4 MODELS OF CHANGE MANAGEMENT

Different academicians and organizations have developed various models for change management. Here, we will discuss two change management models.

I.ADKAR Model

It is a simple change management model to help to all those who are involved in the management of change. It is used as a resistance management tool and an assessment device which help the change management team to effectively organize their work.

This model helps the change management team to answer following questions like

- Why is communication important during change?
- Why do people resist change?
- Why do people become perturbed and distracted during the implementation of change?
- How do you identify the barriers to change?
- How can one manage resistance to change?

The ADKAR model is given in Fig.3.2 and Table-3.1.

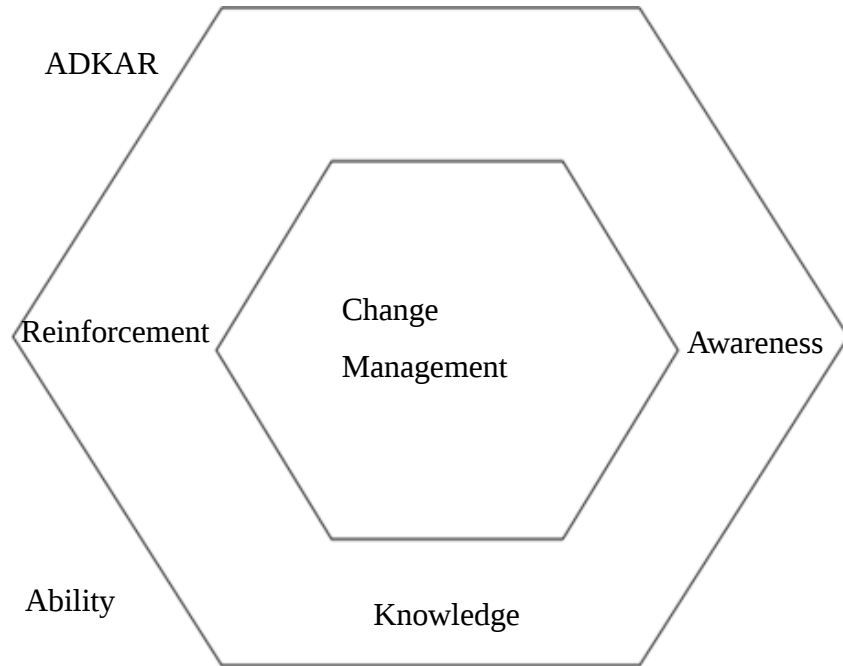


Figure-3.2

Table-3.1 ADKAR Model

A	Awareness	Recognize the need for change
D	Desire to change	Want to change and ready to participate in the change process
K	Knowledge	Knowing about the change, what to change and how it can be done
A	Ability	Able to change with required skills and behaviour
R	Reinforcement	Consolidating and strengthening change. In other words, sustaining change

II) CRET Model

The Centre of Reengineering and Enabling Technology (CRET) has emphasizes three focuses while dealing with change. Those are process, people, and technology. The CRET has developed a “blended process” by integrating Business Process Reengineering (BPR) methods, and Change Management (CM) methods. The CRET model had five phases given in Table- 3.2

Table-3.2 Phases of CRET Model

Phases	CRET Model
1. Clarification	- Defining the change. - Assessing the current organization or groups readiness for change. - Identifying the approach
2. Analysis	- Developing and confirming. - Organizational readiness to change. - Determine communication needs and planning
3. Transition Planning.	- Building capability for identifying and managing change. - Integrating them in to an integrated management plan
4. Transition Management	- Implementation of change plans. - Tracking and reporting of actual Vs planned results

Source: [http:// www.crethq.com/](http://www.crethq.com/)

3.5 THE STRATEGIES OF CHANGE MANAGEMENT

Several strategies are adopted for the management of change. The three broad strategies widely adopted are

- i) Force Coercion Strategies
- ii) Rational Persuasion Strategies
- iii) Shared Power Strategies

i) Force Coercion Strategies

Under the force coercion strategy, the team leader or the change agent uses the power bases of legitimacy, rewards, and punishments as primary inducements to change. The outcomes of force coercion strategies are immediate and are followed, either because of fear, or because of allurements, but, with little commitment. The force coercion strategy may be applied directly and indirectly. Direct strategy involves the exercise of formal authority or legitimate power that is either, by offering special rewards, and /or threatening punishment. In the indirect strategy, the change agent resort to bargaining, obtaining, control of important resources, or getting small favours in return, or IOUs. In both versions, the force coercion strategy has limited results. Although, it can be done quickly by using force, yet the usual result is temporary.

ii) Rational Persuasion Strategies

The change agent adopts the persuasion strategy to bring about change. They try to persuade people through their knowledge by citing empirical data and case studies. This is one type of informational strategy adopted, with the presumption that rational people will be guided by the factors of reason and

self interest in deciding whether or not to support a change. Accomplishing change through this strategy depends on the persuasive skills of the change agent. The change agent can also take the help of an outside consultant in order to adopt this persuasion strategy. A successful rational persuasion strategy helps unfreeze and refreeze a change situation. As compared to force coercion strategy, the impact of rational persuasion strategy last longer.

iii) Shared Power Strategies

The shared power strategy is also called re-educative strategy. This approach is based on empowerment and is highly participatory in nature. A shared power strategy identifies or establishes values and assumptions from which support for a proposed change will naturally emerge. Here, the power is shared by the change agent and other persons as they work together to develop new consensus to support the needed change. Managers or change agents, by using the shared power strategy, implement change. They also need to have reference power and the skills to work effectively with other people in group situations. They must have the willingness to share and allow others to participate in making decision affecting the nature of change and its method of implementation. The process is slow but its result is long lasting and change is internalized.

3.6 FACTORS INFLUENCING THE STRATEGIES OF CHANGE MANAGEMENT

There are many change strategies and the change agent has to select one by reading the situation and its relevance. A number of factors guide the change agent in selecting a particular change strategy. A few important factors are as follow

i) Degree of Resistance

The change agent has to read the degree of resistance to change. Strong resistance may require a coercive strategy. Otherwise, it will be less effective, and, sometimes, even counter productive.

ii) Target Population

Both the number and nature of population are important for adopting a particular strategy. A large population requires a different strategy from a small population. Further, if there are a large number of qualified persons, it may require a different strategy compared to a large number of illiterate people.

iii) Time Frame

Time is very important in selecting a change strategy. If the change has to be adopted in a shorter period it requires a different strategy than a longer period change. For instance, if some employees are to be shifted for a short period to an office away from headquarters, it requires a different strategy than if they have to be shifted for a longer period on permanent basis.

iv) Expertise

Adopting a particular type of change requires expertise available with the organization. Implementation of change depends on the skills of the change

agent. It is always more difficult to handle the mind of a man than a machine. Therefore, expertise is important.

v) **Stakes**

High stakes argue for a mix of all four strategies. When the stakes are high, no change agent can be taken to adopt change.

In these sections, you have studied about the meaning of change management, the processes of change management, models of change management and the strategies of change management. Now, answer the questions given in *Check Your Progress1*.

Check Your Progress 1

Note: a) Answer the following questions in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

1) What do you mean by change management?

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2) What are the factors one has to take into consideration while selecting a change strategy?

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3.7 IMPLEMENTATION OF CHANGE MANAGEMENT STRATEGIES

Not only is the selection of strategies important, the implementation of strategies is significant for change management, too. Heresy and Blachard devised three approaches for designing and implementing change strategies. These are

- Force Field Analysis
- Patterns of Communication
- Change Cycle

3.7.1 Force Field Analysis

Force Field Analysis, a technique for diagnosing situations was given by Kurt Lewin. According to Lewin, in any situation of change, there are two forces such

as driving forces and restraining forces. First, driving forces are those forces which visualize forces affecting a situation that are pushing in a particular direction and keep it going. For example, to enhance productivity, incentives like minimum support price and subsidies on firm inputs may be called the driving forces. On the other hand, restraining forces are those forces which act to restrain or decrease the driving forces. For example, restraining forces countering to restrain production are lack of subsidies, strikes, old and obsolete machines. An equilibrium of these two forces will be reached when the sum of these two forces are equal in magnitude. This is given in figure 3.3.

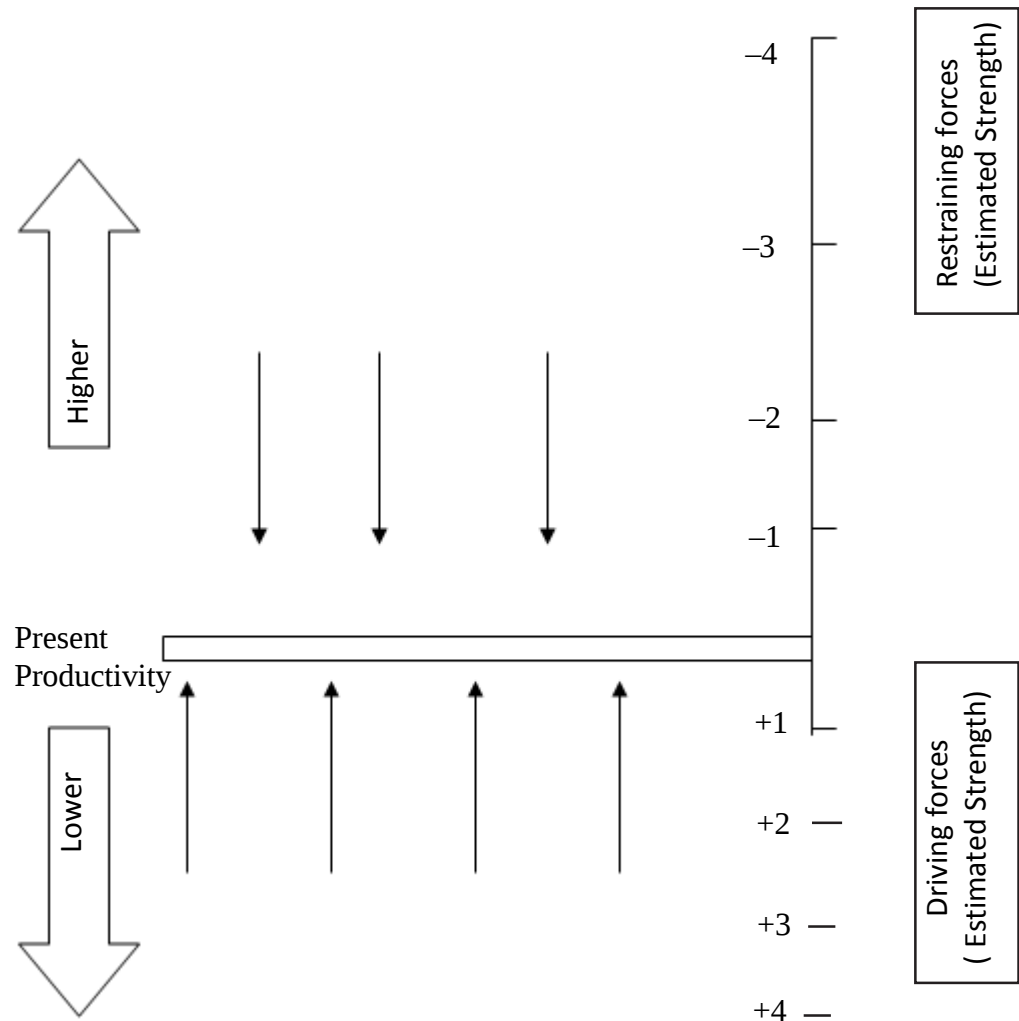


Fig. 3.3 Driving and Restraining Forces

Source: Hersey, P and Blanchard K (1993), *Management of Organizational Behavior: Utilizing Human Resources*; Prentice Hall of India, New Delhi

Before finalizing a change strategy, the change agent should identify the factors that help the change effort (the driving forces), and take note of factors that will work against the change effort (the restraining forces). If the change agent starts implementing a change strategy without such an analysis, he, or she, may face a number of difficulties. The force field analysis will be helpful when the change agent wants to review and know the discrepancy between what is actually happening and what would likely happen.

3.7.2 Pattern of Communication

Communication is another important strategy to implement change. Communication customarily means the transfer of information from one entity to the other. According to Luthans, communication has a behavioural component and the only means by which one person can influence another is by behaviour; that is, the communicative exchanges between people provide the sole method by which influence or effects can be achieved. The Business Dictionary.com defines communication as a “two-way process of reaching mutual understanding, in which participants not only exchange information but also create and share meaning.”

Hersey and Blanchard have devised two types of communication structure for the implementation of change strategy.

These are:

- i) The Star Communication
- ii) The Circle Communication



Fig.3.4: Star Communication

i) **The Star Communication pattern**, the leader, or the star, as given in figure-3.4 is the main communication person with whom all other members, could communicate. At the same time all other members cannot communicate with each other. This is an autocratic structure of communication. For example, in the figure- 3.4, the star communicator may be the departmental or unit head with whom each member communicates, and, later on, he or she communicates with others. Thus, the star communication is authoritative in nature and provides less opportunity to team members to jointly share their views with the team leader.

On the other hand, in circle communication, as given in figure-3.5, every person can communicate with one another.



Fig.3.5: Circle Communication

- ii) **The Circle pattern of communication** is democratic in nature, where each group member has the freedom to communicate with each other. There is no supreme boss who commands the group members. Thus, the selection of a participative and directive change strategy depends on the use of the communication pattern. It is, therefore, important that the change agent, before implementing a change, should know the existing communication pattern. The change agent has to be well understood and receptive to the ideas of the people, for which, he or she has to be a good listener.

Listening

Listening is an active communication process, where one must be an active participant in the communication process. The listener must be active when the speaker is speaking so that he, or she, can respond. There are four different types of listening:

- i) Appreciative listening
 - ii) Discriminative listening
 - iii) Critical listening
 - iv) emphatic listening
- i) **Appreciative Listening:** is the type of listening, where the listener gains pleasure or satisfaction out of listening. He also appreciates the speaker so that the communication takes place in a congenial manner.
 - ii) **Critical Listening:** in critical listening, the listener is critical about the speaker and doubtful about the credentials of the speaker. The listener is also suspicious about whether the message that has been given is logical, or, whether he, or she, is being manipulated. This kind of communication is not healthy communication.

- iii) **Discriminative Listening:** in this case, the listener is able to distinguish what the speaker communicates to him, so that he, or she, can pinpoint the strength and weakness of the talk.
- iv) **Emphatic Listening:** here, the listeners' emphasis is on understanding the speaker's feeling and is supportive.

The effective listening follows certain cycle which is called HURIER. The expanded version of HURIER is as follows:

H = Hearing

U = Understanding

R = Remembering

I = Interpreting

E = Evaluating

R = Responding

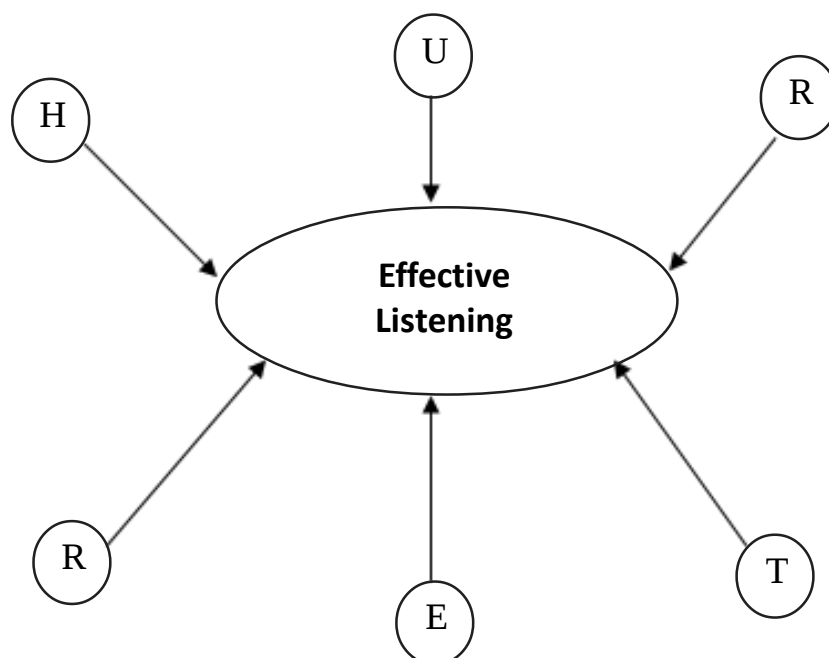


Fig. 3.6: Effective Listening

v) **Hearing**

The change agent for change management must attentively and carefully listens to what is said by the members. A fault in hearing will affect the decision making process.

vi) **Understanding**

The change agent should properly understand what is being said. Understanding is fundamental to appropriate decision making. Only clear understanding of the problem of the manager will enable him or her to take right kind of decision. The resistance to change requires clear understanding of the pros and cons of the problem.

vii) **Remembering**

Remembering what is being said. Some time after understanding even the frivolous attitude towards the listener by the change agent will lead to poor

remembering of the things what is said. Poor remembrance will sometimes lead to faulty interpretation.

viii) Interpreting

The change agent should interpret what is heard properly. Faulty interpretation will create confusion and, possibly, strong resistance from problem raisers. The change agent, therefore, should have accurate interpretation skills.

ix) Evaluating

The change agent should evaluate what is heard before passing judgment. Proper evaluation of what is being said, and, thereafter, passing judgment will add value to the judgement of the manager. A good manager is a good evaluator.

x) Responding

The change agent should respond after going through all these stages. Response is the end product of all these previous activities. If the change agent does not respond to the questions and problems raised by the workers, then they may think negatively. They may perceive the change agent as being either adamant or callous towards the issues raised by the employees, or people.

Friedman has given the following six steps for better listening.

- i) Decide to be a better listener and have a personal commitment to become a better listener.
- ii) Welcome the client; be friendly, so that the speaker feels that he or she is interested and actively listening.
- iii) Concentrate on listening. This will make it more interesting and will prevent distractions from listening.
- iv) The listener must have an open mind, be amenable, patiently hear them out completely, and avoid jumping into conclusion.
- v) Give the feedback that you are listening. Too much silence will give impression that you are not listening.
- vi) Make a note while you are listening, so that you can review it and recall it while analyzing the communication.

Besides listening there are other essentials of effective communication which a change manager needs to adopt for effecting change. These are listed, below.

- Communicate consistently, frequently through various channels, such as writing, audio video, focus group discussions, use of internet, etc.
- Clearly communicate the vision, the mission, and the objectives of the change management effort.
- Give sufficient time to people to ask questions and make a sincere effort to answer their questions and queries.

3.7.3 Change Cycle

The change cycle is also an important approach to change management. The change cycle aims at modifying or changing the employee's knowledge,

understanding, behaviour and values which are vital to change management. It is people who resist change. Therefore, management of people is critical to change management. There are two types of change cycles: the participative change cycle and the directive change cycle. In the participative change cycle, the change agent involves the group leader or members in gaining their support for the change. This is done with an assumption that the group will accept the change and develop a positive attitude towards change. The change agent at the outset imparts knowledge and then work on attitude. Then the change agent works on individuals, and last, on group. Harsey and Balachard have presented participative change in the form of a diagram (diagram 1).

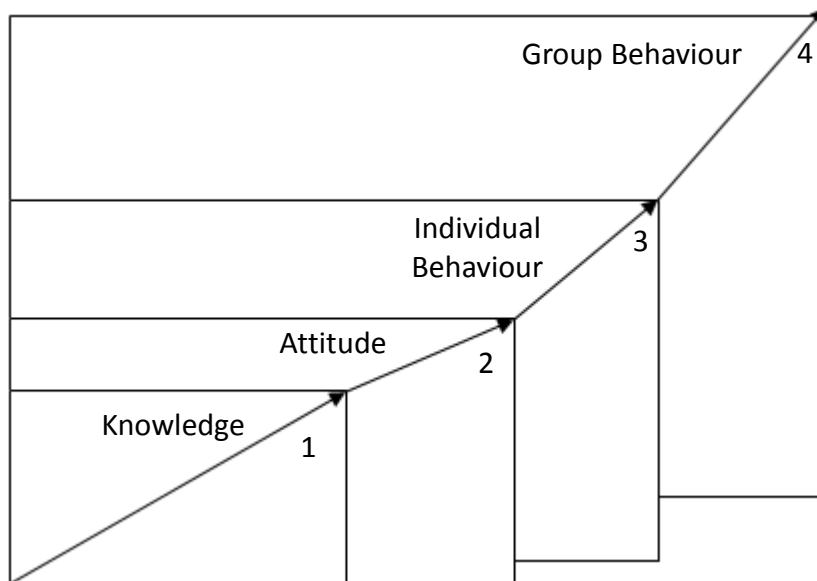


Diagram -1: Participative Change Cycle

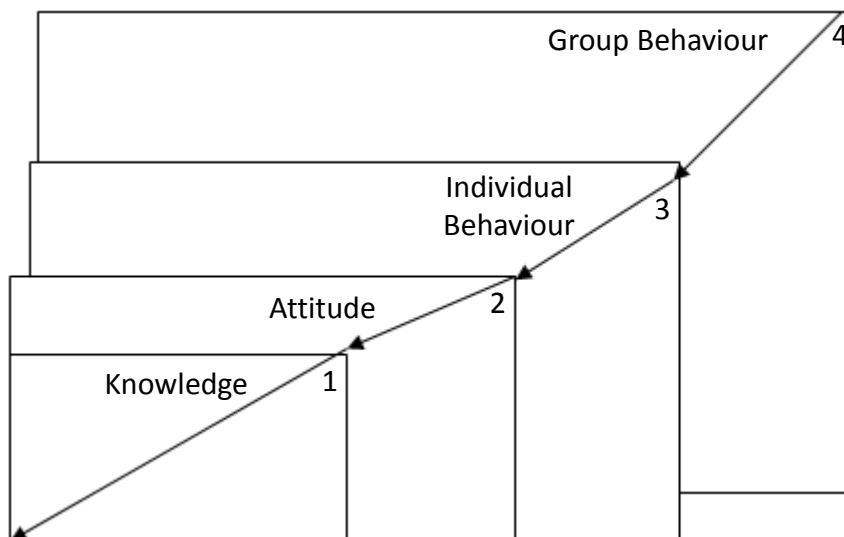


Diagram-2: Directive Change Cycle

From Bottom to Top Approach

On the other hand, in the directive change cycle, the change agent tries to manage change by giving direction. This is more autocratic and authoritative in nature, as compared to participatory change cycle which is more democratic in nature. The directive change cycle is given in diagram-2.

From Top to Bottom Approach

In the directive change cycle, direction is given from above, while in participative change cycle it goes from below. The change agent has to adopt the strategy according to the need of the situation.

The merits of directive change cycle are

- it is very useful where there is need for quick decision making
- it is more workable in a small organization having a few number of employee
- it is less expensive

The demerits of the directive change cycle are

- sometimes, the decision will be autocratic
- it is less democratic and does not take into account the views of the people
- it will lead to resentment in a bigger organization

The merits of the participative change cycle are

- it is democratic in nature
- the solution provided would be long lasting
- there will be less resistance from people

The demerits are

- it more time consuming
- it sometimes lead to groupism among the employee, which could create problems for the managers

3.8 CHANGE MANAGEMENT: SKILLS REQUIRED

The manager, or the change agent, must possess or acquire certain skills for the management of change. A few skills required for change management are

- skill in clearly communicating a strategic vision
 - system skills
 - marketing Skill
 - Skills in consensus driven management
- i) Skill in clearly communicating a strategic vision**

The change agent must clearly communicate the short term and long term goals and strategic vision to people. Besides, he or she must clarify the role of change to the people. The change agent must spell out the role of change to achieve the vision. A clear cut understanding will face fewer obstructions.

ii) System Skills

The change agent must not only make people aware about the vision, but also make the employees aware about the system. There are 'hard system' and 'soft system' skills. The hard system is the maintenance of data of the organization, while the soft system generally refers to compensation systems, appraisal systems, promotion systems, and reward or incentive systems.

iii) Marketing Skills

The manager or the change agent must possess marketing skills. He has to keep a close eye on what is happening outside and appraise the people. He or she must have the skill to market ideas. In this globalized and competitive world, marketing skill occupies a prominent place for adopting and managing change.

iv) Skills in Consensus Driven Management

Consensus driven management, or, the shared vision, is the key to success. The change agent must have talent and skill to pull his/her team together. Gaining a consensus takes time and commitment, but, later on, it makes things easy for better management of change.

3.9 PROJECT CHANGE MANAGEMENT

Project change management is a systematic way of ensuring that the changes are introduced in a controlled and coordinated manner to achieve the strategic vision. The project change management is important for following reasons.

- i) The projects seldom run according to formulated plan. If it does function properly, then achieving the project goal becomes difficult.
- ii) The project management enables the manager to identify the problem on time, so that corrective measures are taken.
- iii) The project manager, through project management instrument, would be able to know, from time to time, what we are doing and what is required.

Thus, project change management encompasses all the processes necessary to determine where we are, as compared to where we planned to be, and to initiate actions required to get back on track.

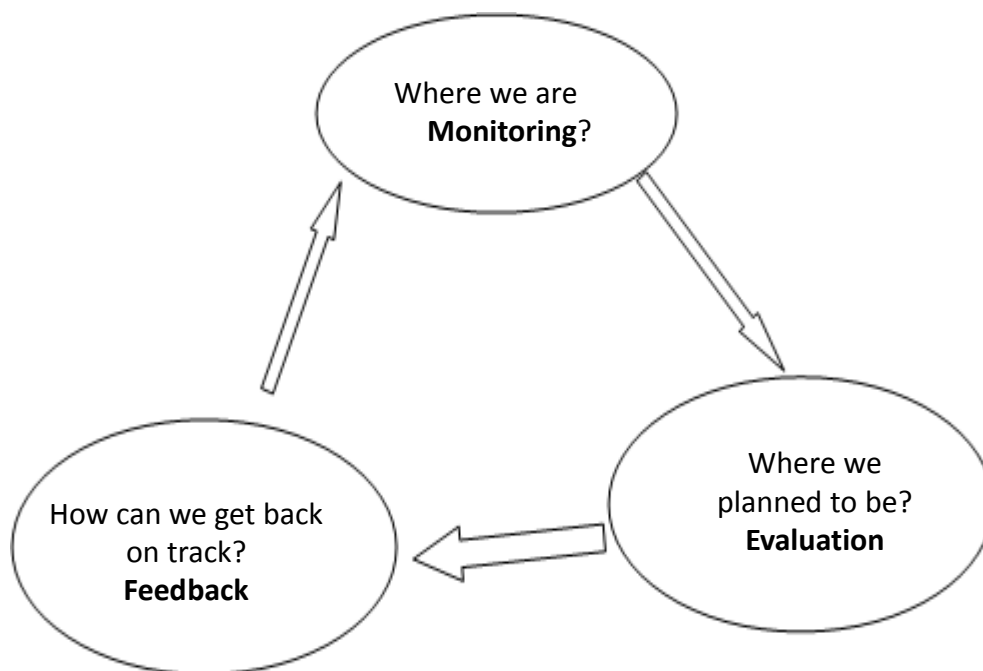


Fig.3.7 : Steps in Project Change Management

Phases of Project Change Management

The five important phases of project change management are given below.

- i) Project change definition
- ii) Project change planning
- iii) Project change execution or implementation
- iv) Project change monitoring
- v) Project change evaluation
- vi) Feedback.

i) Project Definition

The first step in managing a project is to define its scope in terms of mission, aims, and objectives, constraints and performance measures. The manager has to involve the team for developing the objectives, identifying its constraints and observing its resources and environmental factors. The participatory approach is best suited in this phase.

ii) Project Planning

During the project planning phase, the project manager has to take into consideration several aspects such as project overview, network development, network integration, and identification of specific performance indicators.

iii) Execution/Implementation

In this phase, the project is implemented as per the plan and sequence and the targeted beneficiaries.

iv) Monitoring

The project mechanism must put in place necessary monitoring system. The monitoring mechanism needs to be one of the integrated aspects of project formulation. It will ensure effective implementation of the plan.

v) Evaluation

The project must put into place necessary evaluation system. This will take into consideration all the activities undertaken initiating from the input, processes and output of a change intervention.

vi) Feedback

In this phase, the manager or the change agent has to see that the following events have occurred.

- a) See that a change needs to occur, has occurred.
- b) Documents the deviants.
- c) Follow the approved process for documenting and approving requested changes.
- d) Provide feedback so that only approved or planned changes are implemented.

Thus, project change management helps the manager to effectively implement change. By following the above mentioned procedure, he or she can effectively plan, implement, monitor, and provide feedback to see that the planned changes have taken place.

In these sections you studied about implementation of change strategies, the change management-skills required and project change management. Now, answer the questions given in *Check Your Progress2*.

Check Your Progress 2

Note: a) Answer the following questions in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

1) What is a change cycle?

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2) Project change management is an integrated process- Illustrate.

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3.10 LET US SUM UP

In this unit you have learnt the importance of change management and various processes to be adopted for the management of change. The two different change management models such as ADKAR model and CRET model, and the change management strategies have been discussed in this unit. This unit also discusses the skills required for effective change management. Project change management has been presented in the last section of the unit, which provides insights to the project manager on managing a project.

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3.12 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

Check Your Progress- 1

- 1) What do you mean by change management?

Answer: Change management is a systematic approach to deal with change from the perspective of an organization, and from the viewpoint of the change agent. In other words, change management is about enabling the organization or individual to successfully adopt to change. Managing change is a matter of moving from one state to another, that is, from the problem state to the solved state.

- 2) What are the factors one has to take into consideration while selecting a change strategy?

Answer: One of the factors that the change agent has to take into consideration while selecting a change is the degree of resistance to change. Strong resistance may require a coercive strategy. Otherwise, it will be less effective and sometimes even counter productive. Second, when the target population is large, it requires a different strategy from one that is appropriate for a small target population. Third, the timeframe: if the change has to be adopted in a short period it requires a different strategy from that which requires a longer period.

Check Your Progress-2

- 1) What is a change cycle?

Answer: A change cycle is an important approach to change management. The change cycle aims at modifying or changing the employee's knowledge, understanding, behaviour and values which are vital to change management. It is people who resist change. Therefore, management of people is critical to change management. There are two types of change cycles: the participative change cycle and the directive change cycle. In the participative change cycle, the change agent involves the group leader or members in gaining their support for the change.

- 2) Project change management is an integrated process-Illustrate.

Answer: Project change management is an integrated process. The five important phases of project change management are: (i) project change definition; (ii) project change planning (iii) project change implementation; (iv) project change monitoring; (v) project change evaluation; and (vi) feedback. All these phases are integrated and separation of one will create problems in project change management, and it will be difficult for the manager to manage the project effectively.

UNIT 4 PROJECT CHANGE MANAGEMENT

Structure

- 4.1 Introduction
- 4.2 Meaning, Importance and Scope of Project Change Management
- 4.3 Processes of Project Change Management
- 4.4 System Approach to Project Change Management
- 4.5 Let Us Sum Up
- 4.6 References and Selected Readings
- 4.7 Check Your Progress -Possible Answers

4.1 INTRODUCTION

Change is inevitable and however, management of change is critical to development. Development customarily means change and therefore change management is vital in development studies. The development projects and programmes are being launched in various sectors of the economy in order to bring changes in the socio-economic status of the people in general and those are belonging to the developing countries in particular. Aljaz Stare has remarked that a project without changes does not exist, therefore, we must find a way to limit the negative impact of changes or even to take an advantage of them. Frame (2003) believes that the project team must be ready for change so that changes do not surprise them.

After reading this unit you will be able to:

- Explain the meaning and importance of project change management
- Analyze processes of project change management
- Describe system approach to project change management
- Discuss key considerations relating to management of project change

4.2 MEANING, IMPORTANCE AND SCOPE OF PROJECT CHANGE MANAGEMENT

4.2.1 Meaning of Project Change Management

According to experts changes are a constant in projects. Since project is a dynamic process functioning in a changed environment, then changes in the project bound to occur and therefore effective management of project changes is vital to the achievement of project goal and objectives. Frame(2003) believes that the project team must be ready for change so that changes do not surprise them. While Kerzner (2006) indicated that the purpose of risk and change management is to reduce the number and range of surprises as much as possible. Thus risks and changes therefore appear to be “hand in hand” so enterprises often set up a uniform approach to deal with both (Stare, 2010). Heldman (2005) holds the view that the project change management deals with control of costs, time and risk involved in the projects. To Stare (2010) changes, updates and corrective measures should be treated as a normal result of the process of monitoring and control, while

change management refers to change in scope, schedule, budget, sometimes even technical elements or elements of quality. Thus project change management is defined by the body of concepts, steps and strategies used to manage, control and implement “change’ within a project.

Some of the reasons of occurrences of change are: (i) changes are inevitable in nature and bound to occur; (ii) changes are in response to change in the market and government policies and programmes; (iii) change in the technology which is expected to reduce cost and improve the project success; (iv) industrialization and modernization process adopted in a country bring changes in the development project; (v) economic reform by the economy; and (vi) change occurred in global scenario and expectations from the international donor agencies.

4.2.2 Importance of Project Change Management

The main purpose of the project change management is not to prevent changes rather than to strengthen the changes made in the project design and its impact on the target group. Some of the importances of the project change management are:

- i) The project manager gathers information about each change and analyzes the effect of the change on the entire project.
- ii) It encourages the project implementers as well as the beneficiaries to come up with the new ideas and better ways of doing things which improves the project performance.
- iii) The project manager where the project changes have occurred should always assess the impact of that change on the project’s scope, duration, cost, risk, quality and resources.
- iv) The project inflicted thrust responsibility on the project manager to negotiate with the donor on the one hand and maintain relationship with the beneficiaries on the other hand and make them understood about the purpose behind the change in the project.

4.2.3 Scope of Project Change Management

The project management is the process of guiding a project team by the project manager through a series of tasks and activities that eventually lead to the completion of a defined goal and fulfillment of objectives therein, with a defined target date for completion. The scope of project change management largely relates to following aspects of the projects:

- i) **Vision and Mission:** The change which is being inflicted on the project with regard to its vision and mission. Vision and mission are key to any development project and the project change management analysis begins with its analysis of vision and mission.
- ii) **Aim and Objectives:** Whether the change has been made in aim and objectives of the project. Any change in the aim and objectives will impact the project costs, output and outcome.
- iii) **Timing:** The project change will affect the time. Any addition to project objectives will enhance the time and vice versa. The timely completion of the project is one of hall marks of project management.

- iv) **Cost:** Project change either can increase or decrease the project costs. In order to properly manage the project, the project manager has to reset the cost and the project budget is appropriately amended. In effect, the initial budget establishes expected costs, and the changed budget controls the costs of subsequent changes
- v) **Output:** The project change influences and impact the output of the project. Any addition to the project objectives is expected to indicate the additional achievement with regards to the output variables and any deletion may reduce the elements in output.
- vi) **Outcome:** An evaluation of project outcome is essential to change the impact and outcome of project changes. The outcome depends on the project changes. The expectations from the project depend on the addition and deletion of objectives at the time of making project changes.

In this section, we discussed about the meaning, importance and scope of project change management. Now, answer the questions given in *Check Your Progress 1*.

Check Your Progress 1

Note: a) Answer the following questions in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

- 1) Briefly describe the reasons for occurrences of changes in the project.

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- 2) Explain two important scope of project change management.

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4.3 PROCESSES OF PROJECT CHANGE MANAGEMENT

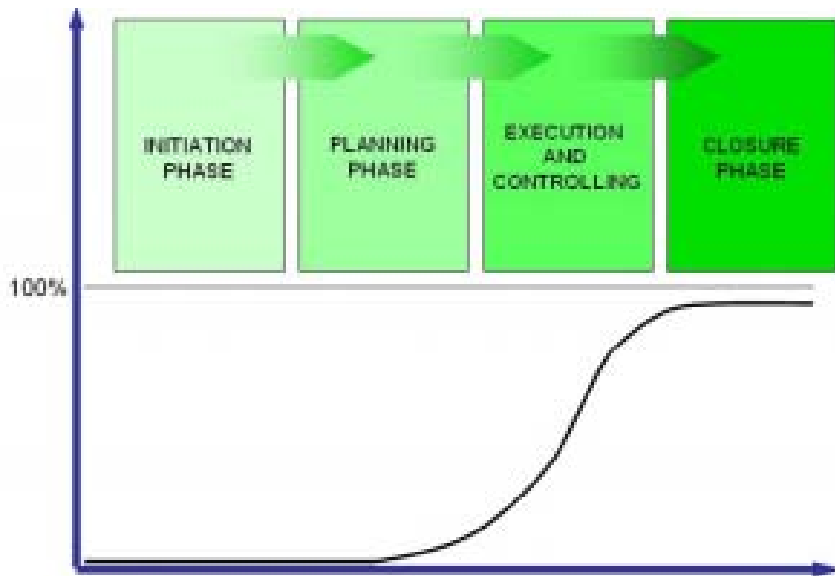
Change is bound to occur in the project and the management of the change in the project is the job of the project manager in order to achieve the goal and objectives

of the project. During the project management process, all changes to the baselines for scope, budget, schedule, quality and risk are documented and analyzed as part of the project change management process. Some of the steps involved in the various process of project change management are narrated below:

- i) **Description of the Change:** At the outset the project manager has to give the description of the project and how it will affect the goal and objectives of the project.
- ii) **Scope of the Project Change:** The description of scope of the project change and its impact on the deliverables at the lowest, middle and highest level of project management. The scope will also delineate its effect on the various group of beneficiaries for which the development project is meant for.
- iii) **Resources and Work:** The project change obviously would affect the physical and financial resources on it. Its impact on the number of people deployed and to be deployed for carrying out the activities in order to achieve the goal and objectives of the project.
- iv) **Cost:** The financial burden of the project and cost involved in carrying out various project activities. Project change can either increase or decrease the cost of the project. In order to properly manage changes, the project manager has to set the limits on change related costs, so that the budget is appropriately managed.
- v) **Duration and Activity Mapping:** Any change in the project will affect the duration and time schedule of the project. If the goal and objectives are curtailed then the duration will be reduced and if new objectives are added then the duration and activity mapping to be changed accordingly. The Gantt Chart has to be prepared and necessary change will be made in the software.
- vi) **Risk:** The project manager has to review the list of identified risks. Then has to determine whether the change request affects any of the existing risks or creates new risks.
- vii) **Quality:** Last but not the least, the project manager has to assess whether the change request will affect the quality or specifications of any of the project deliverables.

4.4 SYSTEM APPROACH TO PROJECT CHANGE MANAGEMENT

The system approach to project change management is essential in order to balancing the scope, time and resources, managing the risks and changes. It aims at systematically dealing with the project change at its various stages such as initiation, implementation, and completion. It is the scientific way of dealing with a project change and managing it appropriately. Important steps in system approach to project change management are as follows: (i) Initiating; (ii) Planning; (iii) executing; (iv) Monitoring and Evaluation; and (v) Closing.



Source: <http://www.bcs.org/upload/pdf/hapostolopoulos-230212.pdf>(accessed on 21/2/2018).

- i) **Initiating:** The first step in system approach to project management is to initiate change process. In this stage following exercises have to done and the aspects which have to be largely looked into are: (i) confirm that changes are really required; (ii) appoint initial study team; (iii) indentify and record constraints and assumptions; (iv) review resource requirements; (v) evaluate options and alternatives; (vi) perform cost benefit analysis; (vii) prepare and revise the detailed project report taking into consideration the changes.
- ii) **Planning:** At this step the project manager has to prepare and develop a project management plan. While preparing project management plan following aspects have to be given due consideration: (i) confirm project scope, client requirements and the interests: (ii) establish a structure and project operation chart such as matrix of responsibilities; (iii) perform critical path analysis and develop Gantt Chart; (iv) selection of manpower for the project; (v) estimation of project cash flow; (vi) develop communication plan; (vii) develop quality plan; (ix) assess risks; and (x) finally freeze project baseline plan.
- iii) **Execution:** The third step is the execution or implementation of project changes. During the execution of the project changes following aspects have to be given due consideration: (i) Discuss the project change and how to deal with the project change; (ii) hold launch meeting; (iii) issue work plan; (iv) implement work and solve problems; (v) update project record; (vi) review risk; and (vii) plan for sustainability.
- iv) **Monitoring and Evaluation:** Monitoring and evaluation is one of the important activities of the project change management. In this stage following aspects are kept into consideration: (i) constitute monitoring team and prepare monitoring schedule; (ii) prepare monitoring performa; (iii) prepare quarterly or half yearly monitoring report; (iv) conduct mid-term evaluation; (v) conduct final project evaluation.

- v) **Closing:** The final activity is the closing of the project. In this stage the project manager conducts following activities: (i) conducts final post-project review; (ii) revisit cost benefit analysis; and (iii) prepare final summary report.

In these two sections, we discussed about the processes of project change management and system approach to project change management. Now, answer the questions given in *Check Your Progress -2*.

Check Your Progress 2

Note: a) Answer the following questions in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

- 1) What issues are largely taken into consideration in the processes of project change management?

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- 2) Explain the aspects covered during the planning stage of project change management.

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4.5 LET US SUM UP

The project change management is one of the important components of change management relating to development. The development projects and programmes are undertaken in various areas of development in order to raise the quality of life of the people. The socioeconomic changes are brought about through various projects and programmes implemented in the society by the government as well as national international development organizations.

In this unit how to manage project change has been discussed. The various components covered in this unit are meaning, scope and importance of project change. Besides, the other aspects covered are processes of change management and system approach to change management.

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4.7 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

Check Your Progress-1

- 1) Briefly describe the reasons for occurrences of changes in the project.

Answer: Some of the reasons of occurrences of change are: (i) changes are inevitable in nature and bound to occur; (ii) changes are in response to change in the market and government policies and programmes; (iii) change in the technology which is expected to reduce cost and improve the project success; (iv) industrialization and modernization process adopted in a country bring changes in the development project; (v) economic reform initiated by the economy; and (vi) change occurred in global scenario and expectations from the international donor agencies.

- 2) Explain two important scope of project change management.

Answer: The two scopes of project change management are described below:

- i) **Vision and Mission:** The change which is being inflicted on the project with regard to its vision and mission. Vision and mission are key to any development project and the project change management analysis begins with its analysis of vision and mission.

- ii) Aim and Objectives:** Whether the change has been made in aim and objectives of the project. Any change in the aim and objectives will impact the project costs, output and outcome.

Check Your Progress-2

- 1) What issues are largely taken into consideration in the processes of project change management?

Answer: During the processes of the project change management the issues largely taken into consideration are the scope, budget, schedule, quality and risks are documented and analyzed as part of the project change management process.

- 2) Explain the aspects covered during the planning stage of project change management.

Answer: At the planning stage of the project change management, the project manager has to prepare and develop a project management plan. While preparing project management plan following aspects have to be given due consideration: (i) confirm project scope, client requirements and the interests; (ii) establish a structure and project operation chart such as matrix of responsibilities; (iii) perform critical path analysis and develop Gantt Chart; (iv) selection of manpower for the project; (v) estimation of project cash flow; (vi) develop communication plan; (vii) develop quality plan; (ix) assess risks; and (x) finally freeze project baseline plan.

MDV-102: Dynamics of Development

BLOCK 1 DYNAMICS OF CHANGE

- Unit 1 Change – An Overview
- Unit 2 Process of Change
- Unit 3 Change Management
- Unit 4 Project Change Management

BLOCK 2 DYNAMICS OF DEVELOPMENT-1

- Unit 1 Development Dynamics :An Overview
- Unit 2 Development Processes, Approaches and Strategies
- Unit 3 Social and Cultural Dynamics of Development
- Unit 4 Development Agencies

BLOCK 3 DYNAMICS OF DEVELOPMENT-II

- Unit 1 Violence, Conflict and Social Movements
- Unit 2 Social Exclusion and Discrimination
- Unit 3 Marginalization
- Unit 4 Freedom, Entitlement and Human Rights

BLOCK 4 DYNAMICS OF DEVELOPMENT-III

- Unit 1 Development and Disparity
- Unit 2 Development and Displacement
- Unit 3 Inclusive Development