

# A Case Study on Change Management in India

**K. S. GIRIDHARAN**

Assistant Professor, NITTTR, Chennai, Tamil Nadu, India

## **Abstract**

The key aim of this paper is to elaborate and bring to light the central principle of organisational change management. How it operates, different causes that drive organisations to change, measures toward change, resistance to change, forms of expected change, organisational growth practises, and lastly a case study in organisational change management, given how change takes place. The findings showed how efficiency improved by 100% to hit 100% of rating potential. Output rejections decreased and dropped below the 5% mark.

**Keywords:** Administration of transition, Organization, Causes, Opposition, Steps.

## **Introduction to handling change:**

Much of the new enterprise is going to shift the culture each company has to operate the company effectively and efficiently, use modern technologies, introduce teamwork between the employees, set up the community team to carry out the operations, various roles require different expertise to solve the challenges, the activity that takes place in the organisation is also evolving, all these aspects r

## **Shift Management Perspective:**

The new phenomenon is the control of the transition. Many companies are now going to adapt their operations and corporate culture since the organisation is compelled to bring improvement to their practices due to the advent of the new technologies, evolving manufacturing methods, shifting consumer behaviour, economic changes, changing business environment activities. Change management can be described as when the company chooses to change the current model of business operations into a new style or paradigm to cope with rapid business world shifts, but retain the profit maximisation aspect in mind. A shift can be in the framework of the organisation, personnel of the organisation, business technologies, manufacturing methods, transition of governance or management. Change management provides various organisation evidence as they changed to become the successive entity. With the aid of the following terms, we may also describe change management.

The method of modifying the organisation's operations as well as introducing the processes and technology to achieve the organisation's aim of wish, words to improve the company organisation's atmosphere. To achieve a high benefit form that changing, typically change management entails different factors such as control change, adaptation change and performance management. The final purpose of change management is the organisation's long-term survival.

Organisational reform may develop employee cynicism and opposition, rendering organisational changes frequently challenging or unlikely to introduce.

The capacity of management to achieve full benefits from transition is partially based on how successfully they build and sustain an environment that minimises people's resilient behaviour and promotes acceptance and support (1999)

To understand the organisational shift, we should conclude that when there is a total change in the organisation's current operations, such as business operation, change in workers, change in the physical climate change in recruiting and hiring processes, change in the organisation's philosophy, evaluation system, training and employee growth, it is also called a change catalyst.

External cause for transformation in organisation/change factors

- Creation of Technology
- Shift and rise of fresh materials
- Shift of taste and needs of clients
- Shift of new initiatives and laws in law
- Changes in domestic and foreign economic environments and trade and regulatory policies
- Shift of social and cultural principles

Innovation and the practices of competitors or rivals.

- External behavioural shift causes / or institutional transition drivers.
- Growth and imagination in the development process
- Fresh product concepts that demonstrate how to bring value and loyalty to consumers.
- Relocation of the office and warehouse about the consumer, provider, and sector.
- The innovation of innovative product and service architecture.
- The appointment of current and superior leadership teams
- Inadequate services for awareness and instruction.

This is the key reasons that cause improvement in the operations of the organisation. The whole management structure, the underlying aim of change management is to obtain ownership of the organisation's overall practises, to see that the final aims are accomplished or not and to determine again accordingly. Kubler Ross claimed that we are struggling with failure, and with inevitable loss proceed across the sequence of processes, they call it as the reaction stage, it is used to explain opposition and other organisational transition replies, it contains the following.

- (a) Denial:
- (b) Frustration
- (c) Bargaining
- (d) Depression
- (e) Acceptance

We can present the cycle like below.

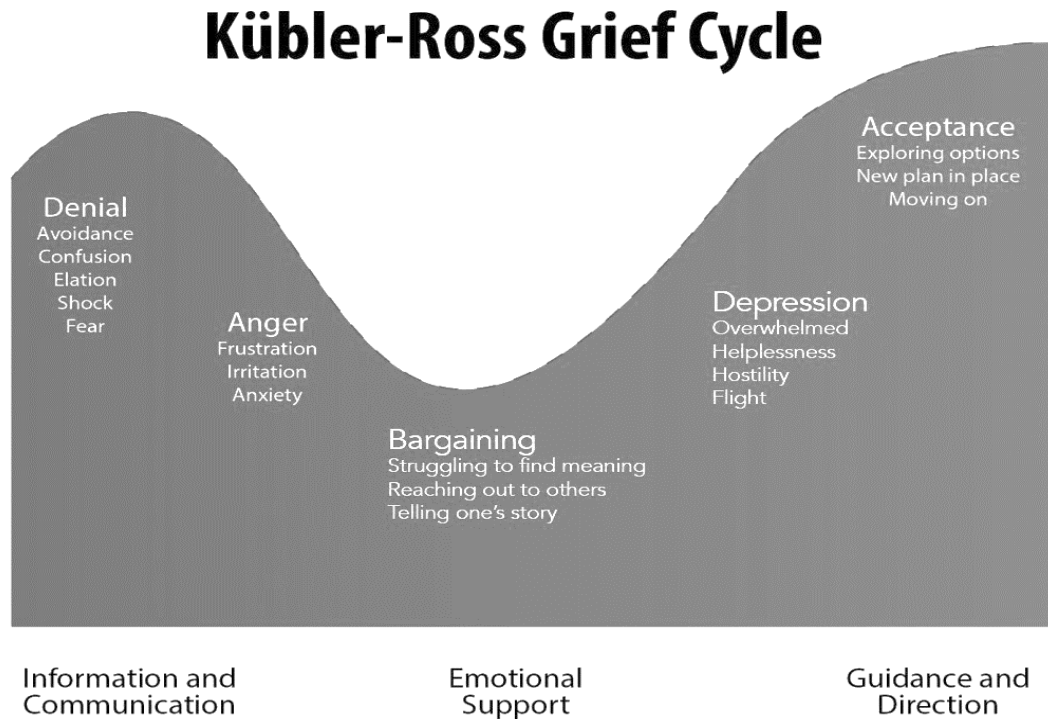


Fig. 1 Kubler-Ross Grief Cycle (1965)

### Kübler-Ross 'Loss Levels

A guy is throwing down evil in hospice care, grasping someone is back, and near death.

Figure 1 Centred on work for people experiencing their demise. Elizabeth Kübler-Ross established her theory of grief. However, the theory has been widely extended to those coping with grief or loss. The five phases of grief, according to Kübler-Ross, are denial, anger, bargaining, depression, and acceptance. Kübler-Ross (1965) identified five phases of loss endured by those facing the news of their imminent death (based on her work and interviews with terminally ill patients). These “stages” are not staging that individual moves through in sequence or just once; nor are they stages of the same severity that exist.

Nevertheless, these phases offer a context to help us appreciate and identify some of the psychological interactions of a dying person. Moreover, we are better prepared to help the individual when they pass through learning. The first response to overwhelming, unthinkable news is always denial. By having such news to reach steadily and to give us time to come to terms with what is taking place, denial, or disbelief or outrage, prevents us. The person who receives positive test results for life-threatening conditions may doubt the outcomes. The person may obtain second opinions or may mentally experience a sense of disbelief even if they realise the outcomes are real.

Rage also brings us security in that being upset energises one to combat anything and provides structure to a situation that may drive us towards the unknown. Being frustrated is much better than being upset, or in discomfort, or stressed. It encourages us to think quickly that we have a

measure of influence over our future. To feel that we have at least articulated our frustration at how unjust life can be. Rage may be aimed at a person, a health care professional, God, or the universe in general. Furthermore, it may be expressed on topics that have little to do with our death; it does not always appear to be in this stage of grief. Bargaining means having to learn what should be accomplished to bring around the problem. Living better, devoting oneself to a cause, becoming a better person, parent, or partner, are all agreements to which one might voluntarily adhere if life were to be extended by doing so. Examples of negotiation are asking only to survive long enough to see a family experience or complete a mission. Depression is sorrow, and with such an occurrence, sadness is fitting. It is an essential aspect of the process of death to experience the full weight of loss, screaming, and lose confidence in the outside world. Others feel uncomfortable with this depression, and family members can attempt to reassure their loved one. Hospice treatment can also require the use of antidepressants during this stage to decrease depression. Acceptance means understanding how this portion of the life cycle taken out and incorporated with everyday life. Reaching recognition does not mean in any manner that persons who die are flattering with it or comfortable with it. It implies that they face it and try to make plans and to express to everyone what they want to say. Some terminally ill individuals feel that when they come to this point, they live life more deeply than ever before.

These five phases act as cognitive defensive mechanisms in certain respects, helping the individual to make sense of the circumstance while coming to grips with what is going on. In other terms, they are the mind's way of steadily accepting the ramifications of one's imminent demise and allowing him or her the ability to process it. These phases include a type of context in which death is experienced. Although in any case, it is not precisely the same for every individual since these stages of loss were presented by Kübler-Ross, many other models have been produced. In several respects, these subsequent models draw on those of Kübler-Ross, providing extended views on how individuals experience death and sorrow. Although the model of Kübler-Ross was confined to dying persons, subsequent hypotheses appeared to concentrate on loss as a more general construct. This indicates that experiencing one's mortality is just one indication of the sorrow and suffering that can be endured by human beings and that all circumstances relating to tragedy or grief appear to be viewed similarly.

The predominant style of change management is below. The collective, advisory, directive, and manipulative style of transition in management. Collaborative: such a style requires the broad involvement of workers in the main decision-making phase that would impact their company in the future. Consultative style: the staff's restricted role in the decision-making phase and the area of responsibility.

#### **Style of the Directive:**

The stage of the Managerial Authority requires the judgement about how to deal with the transition. Coercive design: such a style suggests that senior management is interested in pushing or implementing reform on the company. Importance in administration to improvements to the company.

It is not easy to undertake the role of change management since it needs business knowledge, strategic skills, political skills, structure skills, people skills, and the numerous advisors that now conduct the function of change management for multiple organisations. Management of transition plays a crucial role in the growth of the enterprise as it provides the organisation with continuity by studying internal and external adjustments. It also offers a strong basis for value and legitimacy. Moreover, increase the company's benefit as well. Shift management frequently presents the organisation with a healthy atmosphere and sound working structure, as well as developing top-bottom methods that promote and foster the desire for culture. Where personnel conduct their operations successfully and safely, does that also offer the foundation for human resource management to incorporate recruitment and growth plans that improve existing workers for the organisation's needs? Where the right strategic control is tailored to maintain the desires and contact with vendors, personnel, and consumers and to accomplish the entity's desired target.

Any other advantages for the management of transition are as follows.

- a) Constant preparation for improvement
- b) if the organisation goes terrible, it implies not meeting the targets such that in this situation, continuity planning help.
- (c) Contact with relevant individuals as some transition happens.
- (d) Give priority to certain market areas in which the managing of transition is essential. Model of planned organisational change:

The operational adjustment should be achieved by analysing internal and external developments, demands and habits, as the organisation faces many challenges, the manager can use expected reform to support the company, failing to predict and adapt to emerging requirements or some other flaw in the management practises.

Four significant events, therefore, are fruitful in this case. These can rely on the style of management who oversees or manages all these improvements in the company. O Seeing the outward and internal powers of the transition of life

The boss must control both these influences to be mindful of the need for improvement in the organisation.

O The shift trigger and then added these modifications

### **Powers to Change:**

There are several influences in the organisation for external, internal, or systemic reform.

**External factors for transition:** around the company it could be consumer, provider, economic environment, political stability, technical change, and foreign business growth, external forces may dominate.

**Internal forces:** All internal operations often shift to accommodate the accelerated development of the company as management wishes to introduce change to the organisation.

Internal forces can involve employee attitudes and attitude, disparities in culture, operational structure, rules, and policies about the internal atmosphere of the firm, etc. The phase of organisational change/ measures for successful organisational change.

There are four fundamental measures to improve the organisation as they are under

- Evaluate the potential for improvement.
- Initiate reform/make a step for change
- Implement change/apply modification
- Track or test the transfer

**Evaluating the need for change:** understanding the organisational challenges that occur when the concerns exist and defining the origins of problem-solving.

**Initiate change:** It determines at this point when the proposals evolve or what the desired future state. Search, innovation, and a creative venture team are all involved.

**Implement the reform:** The third stage in the phase of change is the execution of the concept and no one make a change until the central idea is wholly introduced in the organisation, the boss must be conscious of the employee's opposition and have the technological capacity to handle the organisation in that case, because change management can often create resistance from the employee side.

### Assessing the transition

Since thoroughly incorporating the reform concepts into the organisation, the last phase of the change management method is now the duty of managers to ensure if the organisation objectives are accomplished or not the organisation's profitability, competitiveness and prestige have some improvement or not, which must be contrasted with the outcome of pre-change in the organisation and with post-change. Furthermore, it is essential to take disciplinary steps or a decision to change more conditions. The test conditions are shown in Fig 2.

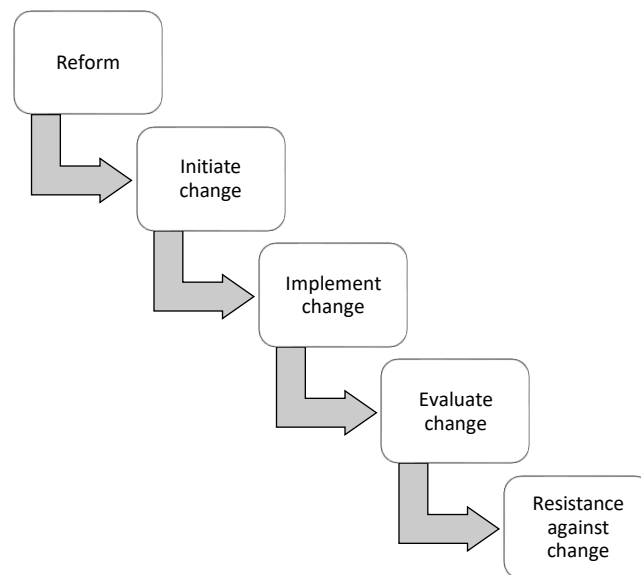


Fig. 2test conditions



### **Resistance against change:**

Any of the workers are not happy because of any excuse when doing or after introducing the shift in the organisation, and they are growing generate some concern for change management. They may comprise the organisation's old workers, the administrators of the middle rank, and other causes. However, it usually requires the following opposition to reform.

1) Because of their self-interest, the workers are not happy with the improvement since the old employee's fear that the interest of the employees may suffer from the new scheme of reform.

Because of the lake of confidence and awareness of the truth, they often build resistance.

2) The unknown condition often leads workers to generate resistance when there is a lake of information regarding the transition that contributes to uncertain staff that generate resistance.

3) The change management method can often be influenced by various thoughts and priorities of staff or individuals.

The manager must take active measures to minimise the opposition. There must be resistance during change management because this is the duty of the team manager to analyse the condition and adjust the tactics on its behalf. Two methods might be sufficient here in such a case of resistance. One is the method to power field analysis, the management must-see in this approach that the force is mainly disrupting the transition they must figure out the cause on this behalf and create a plan to decrease the opposition.

The second is execution strategies; five main tactics are included, such as

- Top resources for leadership
- Negotiation
- Contact and preparation
- Coercion

### **Forms of Expected Transition**

After learning about the execution and introduction and how it takes place in the organisation, the question now is that what are those fields in which the organisation is involved in implementing a shift can involve different forms of strategies for operational change such as a change in organisational structure, technology, product, policy and culture, etc, For example, a toy business may launch a toy line

- Modification of Policy
- Modification of goods
- Technological transition
- Alteration of form
- And cultural changes

Nevertheless, the external and internal climate of the company may rely on it.

### **Organisation/Organizational Development (OD) Development:**

Using the understanding of behavioural sciences, the growth of the organisation accomplished. If there is a strong partnership with the employees and the productivity of the company is substantial,

the good health of the enterprise probable. Moreover, to address the workers' challenges and to have a healthy and wise climate, and to consider the organisation's environmental shifts. In the following three critical situations, the OD specialist supports the managers.

- The merger or takeover of businesses
- The decline of or revitalisation of the company
- And the handling of the dispute.
- Production practises in an organisation:
- The relevant tasks of the Unusual are below.
- Activities of the Inter-Party
- Survey feedback operations
- Activities from the consultation process
- Team development and success initiatives

### **Organisational steps for growth**

The following models provided by Lewins indicate that unfreezing, modifying, and refreezing can be achieved by these models.

Unfreezing: The individual is made aware of the issue in this process, and it is a diagnostic stage.

Changing: The professional creates strategies for teaching managers and staff in this process.

Refreezing: the final phase in this period of reinforcement, in which the person requires new abilities and is praised by the organisation.

## **Case Study**

### **Backdrop**

Kharagpur, West Bengal, India, runs a ductile iron pipe plant. It is a joint venture between Japan's renowned Tatas and Kobutu Pipes. Japanese bosses and supervisors and even some Japanese operators operate this plant. They supplied the technology, set up the factory, operate the tasks regularly and lead the Indian staff, managers and supervisors.

### **The issue:**

After the Japanese built their plant 9.5 years ago, production only surpassed 50 percent of rated potential and output rejections hovered about 10 percent, which they managed to get down below the average of 5 percent.

### **The strategy adopted by the administrators of Japan:**

To analyse issues one by one, they followed their standard method. All their popular quality methods, plus a combination of TPM and TQM approach, were used for that. Huge volumes of information were gathered, to which one executive jokingly stated that so much paper had been generated through data collection that it might cover the entire Kharagpur

For the last 3.5 years, they have attempted their tactics without any progress. Even 1 percent increased neither efficiency nor consistency.



That is when I was invited to teach him some ‘magic’ by the business chairman (he often jokingly refers to me as a ‘magician’ because he witnessed my methodology seven years ago as an MD with another company)

### **Rapid Innovation Application**

The solution to the problem, which is the Rapidinnovation application, went something like this:

**Phase 1:** To face this obstacle, build an organisational team focused on strengthening the organisation’s reliability and durability. The squad was a combination of executives at young, intermediate and high ranks. Fortunately, we have learned that this mixture has the benefit of accelerating the transition.

**Phase 2** was to expose them to the modern process of understanding and addressing issues. Taught them my all-time favourite method of design change, called Rapidinnovation,

- Make them see the connection between all issues. Not all topics ought to be resolved one by one. To overcome the dilemma holistically, only the virtual nodes must be approached
- Demonstrate them the harmony of the opposites to take the “creative middle.”
- Marginal invasion or shift based on the theory that a minor improvement produces both quantitatively and qualitatively the necessary change in the structure.
- How both systems and phenomena will of necessity, reverse their present life to move back to the former one. Thereby developing a means of sensing adjustments and reacting rapidly to a specific circumstance. The emphasis was to find a compromise between “reliability” and “resilience” creatively.

### **Two important principles of the plan were.**

**Step 1:** The improvements in style tended to be trivial. Minor improvements (a lesson I gained from Judo: pivot points or lever points). This is what I term Minimalist invasion surgery now.

**Step 2:** No special consideration has been paid to either improving production or improving efficiency. Not a single quality concern in the whole engagement was tackled. The modifications had a holistic influence, i.e. minor modifications had their effect on the entire (principle of interdependence)

**Step 3:** was to specifically hammer out a few challenges for them to trust that the problem management and enhancement process works. That is what I call the Non-Process of problem-solving, i.e. analysing problems in isolation and then experiencing them in their setting (interdependence, relationships, and ‘fight’). The aim is to help things begin their ‘fight’ to be in the ‘creative heart’ of it all.

**Step 4:** was to enable them to apply the strategy themselves to achieve internal faith and respect. Our position here was to be that of a facilitator and a critic.

**Step 5:** To respond rapidly to increase resilience within the organisation, allow us to care of quickly detecting improvements.

**Step 6:** walk into the artistic hub.

## **Input & Gratitude**

A) Here is what the company's chairman reflected on:

Dibyendu, thanks.

I keep track of the trends, and the outcomes are optimistic that TMKPL rated as one of the top-performing cos. In the world's DIP market.

Thank you for embracing and moving out the challenge well.

I requested Somnath to contact you on BF open. Has he come across you?

## **The Rough**

B) It was something a member of the senior staff wanted to comment about it.

Since they see the solution as something that transforms' society', I loved it. Quotation RELIABILITY MANAGEMENT is not a method to solve problems, but to OBSERVE THE PROBLEMS IN A DIFFERENT Way AND Completely A DIFFERENT Methodology TO SOLVE THESE PROBLEMS. The attitude and APPROACH for solving problems of team members have shifted.

RELIABILITY MANAGEMENT IS A Mechanism FOR CULTURAL Transformation in the enterprise that represents not just the rise in equipment availability but also the decline in the percentage of rejection and other changes.

If we deployed and engage more persons around the enterprise in this technique, there would be more progress. G Dhar, Owner, TMKPL, Kharagpur

## **Learned Lesson:**

Organizational Planning and Change Management must continuously concentrate on the realities of an organisation's issues, obstacles, and risks.

Then just improvements happen to the way people function.

Innovation is often similarly based on unpredictable occurrences that arise in an organisation.

## **Results:**

The outcome of the results was terrific. Efficiency rose by 100 percent to hit 100 percent of rating potential. Quality rejections decreased and dropped in just under 5 months below the 5 percent mark (i.e. by 100 percent from previous levels). The results were stable at the time of writing this event over the past four months. For years, this creative intervention left the company with continued advantages (that has been my intention in all my previous engagements, which were so far successfully achieved barring a negligible few, 2 out of 50 to be precise).

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