UNIT 3  CHANGE MANAGEMENT

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3.0 OBJECTIVES

After reading this Unit, you will be able to:

• know the concept of Change management;
• understand the forces and different types of Changes;
• identify process and strategies for Change;
• describe reasons for resistance to Change; and
• explain the necessity of Change management in library and information centres.

3.1 INTRODUCTION

You might have witnessed significant changes around you in almost every aspect of life. This is the reason why Change is called “as the law of life” because the only thing constant and consistent is change. The pace of change has increased drastically during the past few decades almost in every walk of human life. The reasons for this are technological developments, globalisation and competition. In today’s world uncertainties have made the manager’s job very difficult and challenging. Most of the organisations find it difficult to manage change well so people are afraid of change, they thought of losing something because they have
incomplete information on how the change processes will affect their personal situation, in relation to their workload or responsibilities. The process of change management needs thoughtful planning and implementation as well as involvement of each and every one who are going to be affected by these changes. For this purpose effective change management is needed. This unit discusses issues related with change management and how it can be implemented in managing libraries and information centres.

3.2 CONCEPT OF CHANGE AND CHANGE MANAGEMENT

Change is defined as “to make or become different, give or begin to have a different form.”

‘Change’ also means dissatisfaction with the old and belief in the new.

Change underlies a qualitatively different way of perceiving, thinking, behaving and to improve over the past and present.

In this way, change is the process of moving from current state to future state and in between come the transition state which creates stress and anxiety.

When we say change management, we mean making changes in a planned and systematic fashion. In another way, change management is a systematic approach in dealing with the change, both from the perspective of an organisation as well as on the individual level.

In Change management process the changes of a system are implemented in a controlled manner by following a pre-defined framework/model, to some extent with reasonable modifications.

Change management means to plan, initiate, realise, control and then finally stabilise the change processes on both corporate and personnel level.

Change management plays an important role in any organisation since the task of managing change is not an easy one. Change management can ensure standardised methods, processes and procedures that are useful for all changes. It is also useful for efficient and prompt handling of all changes and to maintain a proper balance between the need for change and the potential detrimental impact of changes. The main objective of change management is to reduce the probability of change implementation failure; reduce resistance to change and to get maximum benefit from the implementation.

A very useful framework to perceive change process is the problem solving. Managing change is seen as a matter of moving from one state to another specifically from the problem state to the solution state.

Change management can be referred from two perspectives:
- Organisational change management
- Individual change management

Organisational change management is the management of change from the perspective of a manager or the top leadership. It takes into account both the
processes and the tools that managers use to make changes at an organisational level. It focuses on change management practices and skills as well as strategies, plans and training programs. It is related with one to many (one manager dealing with the whole organisation collectively). The emphasis is laid on communication, training and the overall culture or value system of the organisation.

**Individual change management** is the process of helping employees to understand them where they are in the change process and managing that change effectively. This change management is related with bottom level that means employees. It is related with one-on-one (each individual is given emphasis because they are the one who bring change). The focus for individual change management is on the tools and techniques to enrich employees through the transition.

Libraries must change to survive. The amount, diversity and speed of information available today have forced libraries to change the mode of their services and operations for the benefit of the users. Librarians must analyse their own contexts for change, to monitor external trends as contexts for change and planning to position their own libraries in new contexts and to learn to manage change to move from present into future. The fifth law of library science “Library is a growing organism” is also related with the change because growth always implies change and this change is a challenge to both the libraries and the librarians. They must establish their strategies and select roles. The role of libraries has gradually changed from the traditional storehouse of information to access providers. Libraries like other organisations must respond proactively to their changing environment.

**Self Check Exercise**

**Note:** i) Write your answer in the space given below.

ii) Check your answer with answers given at the end of this Unit.

1) Differentiate between individual and organisational change management.

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3.3 **FORCES OF CHANGE**

Organisations undergo change for their betterment. It facilitates the overhauling of organisational systems and processes. Typically, the concept of organisational change, in regard to organisation is wide, as opposed to smaller changes. Change should not be done for the sake of change rather it’s a strategy to accomplish some overall goal. Some major driving force provokes usually organisational change. The forces can be from internal or external sources. Awareness of these forces assists managers to implement an organisational change.
3.3.1 External Forces

External forces for the change originate outside the organisation and it might have a global effect. These are also called environmental forces that are beyond the management’s control. External forces such as demographic characteristics, economic factors, technological advancements, market changes and socio-political pressures are affecting the operating environment in organisations.

Demographic changes are related with the diversity in workforce. It is a well-known fact that globalised economy has created increased threats and opportunities, forcing organisations to make drastic improvements not only to gain competitive advantages but many times to survive. Rapid technological innovation is another force for change in organisations and those fail to keep pace with will be bound to lag behind. Market changes such as competitors introduce several new things like new products, reduce prices or augment customer services. At the same time, changes occur in customer tastes, interests and income. Some changes are created by social and political events. Political events may create substantial change. But it is difficult for organisations to predict such changes. Thus managers are required to adjust their managerial style or approach to fit within these changes.

3.3.2 Internal Forces

These forces originate from inside the organisation and are under the control of the organisation. These forces come from human problems and managerial behaviour and decisions. Generally problems related with the human behaviour are about how they are treated at their workplace. No organisation can progress without the commitment and dedication of its employees. Dissatisfaction among employees regarding the working conditions as well as individual and organisational needs may lead to conflict between management and their employees. Excessive interpersonal conflict is often a clear sign that change is needed. Unusual or high levels of absenteeism and turnover also represent the forces for change. How an organisation decides to motivate, communicate and integrate change into the work force will determine the magnitude of its success.
Employee’s participation and suggestions are must in this regard. Leadership training is also vital to this problem.

Change, by its very nature is unpredictable and often unmanageable, yet an organisation’s success depends upon its ability to predict and control change in one or another way. The internal and external forces of change are quite interrelated so both of these must be taken into consideration while planning for an organisational change. These changes must be planned and actively managed if organisations want to survive and grow. Constantly assessing where we are and where we want to be, alert managers to the changes that are needed and accordingly they involve employees. When employees realise that change will benefit them, they welcome the changes. Management must assist employees in accepting change and help latter to become well adjusted and effective, once these changes have been implemented.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with answers given at the end of this Unit.

2) What are the main factors leading to change?

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3.4 TYPES OF CHANGE

There are different types of change and each type requires different strategies and plans to implement change effectively. Understanding of the nature of change helps in formulating appropriate strategy for their implementation. The main types of changes are as follows:

i) Developmental change

These changes enhance or rectify existing aspects of an organisation. It is connected with improvement in process, methods or performance standards of the organisation. These types of changes are very necessary to remain in competition. In this type of change the employees are trained in the new techniques.

ii) Transitional change

This type of change replaces existing processes or procedures with something that is completely new. The period during which an old process is being changed into a new is called as the transitional phase. It is more challenging to implement transitional change than developmental change.

iii) Transformational change

It is also known as radical, fundamental or quantum change. This occurs after the transition period. They may involve both developmental and
transitional change. These changes involve the whole or larger part of the organisation. The change is related with shape, size, structure, processes, culture and strategy of the organisation. This change takes time to occur and requires a shift in assumptions of the organisation and its members.

iv) **Incremental change**

They are directed towards any unit, subunit or part of the organisation. They are just opposite to the transformational changes and adaptive in nature. It is said that a failed incremental change causes less harm to the organisation as it is related with only a part of the organisation.

v) **Planned change**

When the change is, a product of conscious reasoning and actions and is deliberate it is known as planned change. It occurs when manager recognises the need for major change and plans according to it. It is qualitative in nature. While thinking of planned change the manager must communicate the vision to each and every one involved in the change process and establish the support elements that are necessary for the success of change.

vi) **Unplanned change**

They usually, occur due to some major or sudden surprise to the organisation. It is also known as emergent or reactive change. They are generally imposed by some external factors or internal features and are beyond the control of management. They leads to high disorganisation.

### 3.5 CHANGE MANAGEMENT PROCESS

Generally responsibility for managing change lies with the management and executives of the organisation. It is a definite process, which includes several stages or steps. By following the change management process the monitoring and controlling of change becomes easy. The change management process helps in:

- Checking the feasibility of each change
- Managing changes properly
- Controlling the changes
- Identify requests for change

In the change process it is beneficial to the manager to think about the following questions before starting the process:

- What needs to be changed?
- To what extent it needs to be changed?
- How this change will happen?
- How this change can be sustained?

**Steps or Phases of change**

**Step 1: Assess need for change**

In this phase a problem is recognised as well as organisational and need assessment is done. This is the preparatory phase, which helps in developing the foundation upon which the change is made.
**Step 2: Purpose for change**

In this stage, decisions regarding changes to make ideal future state and obstacles in the change process are considered. Here a team is also built to implement the change and a team leader or “change agent” is identified. Strategies are also finalised in this phase.

**Step 3: Plan for change**

A formal plan for managing change is prepared in this phase. Flexible priorities are set.

**Step 4: Implement the change**

In this phase actual changes are made. This phase involves variety of things like meetings, training of employees, etc. Here feedback is also obtained whether the change is successful or not. Comparison with others is made and corrective actions are taken.

**Step 5: Sustaining the change**

It is known as commitment phase. It helps in understanding how to sustain support for the changes. Here integration of results is made.

To ensure successful change management, it is essential to have a disaster recovery plan at all stages. Change is a costly affair but it becomes very rewarding if carefully and thoughtfully implemented. Since huge resources are needed for change management process, quality plans are essential for it and it is the responsibility of the top management to ensure successful change.

### 3.6 STRATEGIES FOR CHANGE MANAGEMENT

Change can be approached in a number of ways. Efficient change management strategies are required for overcoming the change in the organisation. For this purpose five strategies are adopted:

#### 3.6.1 Directive Strategy

In this strategy authority and power of the manager is used to manage change. This is mostly used by the top-level management with no or minimum involvement of others. The advantage of this strategy is that it can be undertaken quickly as it involves less number of people. The disadvantage of this strategy is that it does not consider the opinion of others who are involved or affected by these changes. In this strategy the changes are imposed upon the staff without any discussion or their preparedness which may cause resentment among them.

#### 3.6.2 Expert Strategy

In this approach the change is viewed as a problem solving process and for this purpose help of an expert is taken to resolve it. In this approach also there is little involvement of those who are affected by these changes. The main advantage of this approach is that with the help and guidance of experts the change can be implemented quickly and effectively.
3.6.3 Negotiative Strategy

In this strategy the top management discusses the various issues with those who are affected by the changes. This approach involves negotiation and bargaining on the part of the top management to implement the changes in the organisation. The changes to be made are discussed and the methods of implementation and the possible outcomes are also agreed upon. The major advantage is that this approach have major involvement of all those who are affected by these changes which results in participation and support from all. The main disadvantage of this approach is that it takes longer to implement the changes. Another disadvantage is that it is difficult to predict all the possible outcomes. In this approach the changes made are not always as per the expectations of the managers.

3.6.4 Educative Strategy

This approach is based on redefining and reinterpreting people’s norms and values thus motivating them to support the changes being made. Here the main attention is on them who are involved in the process of change. The theory behind this approach is that people’s behaviour and mindset is governed by social norms and values and to change them first these existing norms and values must be changed and redefined. And for this education, training, consultation must be needed. The advantage of this approach is that it helps in developing positive commitment to the changes being implemented. Thus this approach brings the support and participation of the individuals in the organisation. The major disadvantage is that it takes longer to implement because of involvement of several people.

3.6.5 Participative Strategy

As the name suggests it is based on participation of all individuals in the change process. Though the decisions are taken by the top level management, discussions and meetings are held for taking the view of the individuals before implementing the change. The focus is on full involvement of those who are affected by the changes. The views of the experts and consultants are also sought. The major advantage is participation and involvement of all so the change process has support of all. It gives individuals an opportunity to increase their skills and knowledge about the organisation and its functioning. The main disadvantage is that it takes longer to implement the changes as, it is relatively slow. It is not only time consuming but costly also because of number of meetings and discussions. Moreover, it is difficult to predict the possible outcomes. So this strategy is more complex to manage and requires more resources and costs.

Any of these strategies is not independent or mutually exclusive. Depending on the circumstances, a range of strategies can be employed to implement change in the organisation. Effective change management involves assessment and monitoring to recognise what strategy/s to employ, when, where and how to use them in order to be most effective.

3.7 RESISTANCE TO CHANGE

Both Change and resistance to change have common occurrence within organisations. Resistance is an inevitable response to any major change. “Resistance is the employee’s resultant reaction of opposition to organisational
change” (Keen, 1981; Folger & Skarlicki, 1999). It emerges when there is a threat to something the individual value. The threat may be real or just a perception. It is the result of the understanding or misunderstanding of the change or total ignorance about it. Resistances to change are of several types and understanding of these helps in reducing ways of resistance and encourage compliance with change. In this context sometimes the help of change agent should be taken. The reasons of employee’s resistance to change are as follows:

i) **Lack of Understanding**

The Employees do not understand why the change is happening when they don’t have sufficient knowledge about the change. Some communication problems are often related with this aspect of change. Without understanding the reason behind the change, it becomes quite difficult for people to accept change.

ii) **Fear of unknown and failure**

Employees resist change because they have to learn something new. They fear the unknown and about their ability to adapt it. People are always suspicious about the unfamiliar thing; they are concerned about how to get from the old to new, because it involves learning something new with risk of failure. They are very much satisfied with the status quo and try to maintain it.

iii) **Lack of competency**

Sometimes employees resist change because they don’t have required competencies as needed when and after the change is implemented. They don’t want to show their weaknesses that’s why they resist change. Sometimes they presume that their lack of competency may cost them their job.

iv) **Employees feel overloaded**

Sometimes the employees do not have sufficient time to engage with the change. They are not in the position to handle two things simultaneously i.e. handle change and carry their current responsibilities.

v) **Genuine objections**

Employees also resist change because they don’t share the value driving the change. They genuinely believe it is wrong to initiate change in the organisation and resist saving the organisation. They have genuine objections.

Apart from these there are four categories of different causes of resistance. They are;

- **Psychological**

  Employees negative perception, frustration, anxiety, preference towards status quo, cognitive comfort, fear, past failure, cynicism or mistrust in top management/owner (Kreitner, 1992; Dubrin & Ireland, 1993; Val and Fuentes, 2003).

- **Materialistic**

  Loss of pay, comfort, status, and threat to job security (Dent & Goldberg 1999).
• **Employees’ constant capabilities**
  Employee’s skills (existing), knowledge, & expertise getting obsolete i.e. capabilities gap, embedded routines (Lawrence, 1986; Val and Fuentes, 2003).

• **Employees concern for firm**
  Faults & weaknesses in change program i.e. change is not good for the firm or employees and management has difference/conflict of perceptions about change program and its effects (Dubrin & Ireland, 1993).

**Kotter and Schlesinger** have suggested six (6) **change approaches** to deal with the resistance to change:

i) **Education and Communication**
   This approach is used, when resistance is the result of the lack of information or inaccurate information and analysis. In this case it is better to educate and communicate people who are going to be affected by the change. This helps employees to see the change effort in new light and not to entertain rumors about the change in the organisation.

ii) **Participation and Involvement**
    This approach is useful when the changing authority does not have full information about the change. In this case it is better to involve the employees in the change process as it lowers the chances of resistance to change.

iii) **Facilitation and Support**
    Sometimes people resist due to some adjustment problems like fear from the anticipated change. In these situations it is advised to the managers to support the staff fully and force them into the new situation so that they can understand that it is not as difficult as they presume. The support of the management helps employees to overcome their fear and anxiety. There must be provision for counseling, coaching and special training for the employees to handle the change effectively.

iv) **Negotiation and Agreement**
   This method is useful when people fear of losing something due to change. In such conditions the manager offers some incentives to them. For this purpose the manager negotiates with the employees not to resist change.

v) **Manipulation and Co-option**
   As Kotter and Schlesinger suggests that when any other approach does not work, an effective manipulation technique like co-opting those who resist. Co-option involves the patronising gesture in bringing a person into a change management-planning group only for the sake of appearances rather than their substantive contribution. As involvement of the leaders of the resisting group have only symbolic role to be played in decision-making process.

vi) **Explicit and Implicit Coercion**
   This approach is used when it is essential to implement the change speedily. In such cases change is forced upon the employees by making clear that
resisting change may lead to losing jobs, firing, transferring or not promoting employees.

These six approaches help in identifying the types of resistances to change and how to overcome them. Sometimes the combination of these approaches is used to tackle with resistance.

John Kotter has mentioned eight reasons for the failure of the change processes. These are:

- Allowing too much complexity
- Failing to build a substantial coalition
- Not understanding the need for a clear vision
- Failing to clearly communicate the vision
- Permitting roadblocks against the vision
- Not planning and getting short-term wins
- Declaring victory too soon
- Not anchoring changes in the corporate culture.

Kotter suggested the following eight phase model to avoid these mistakes:

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a clear vision
4. Convey the vision
5. Empower people to clear obstacles
6. Secure short-term wins
7. Consolidate and keep moving
8. Anchor the change.

**Self Check Exercise**

**Note:** i) Write your answer in the space given below

ii) Check your answer with answers given at the end of this Unit.

3) Describe the six approaches to deal with resistance to change

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Points to remember

- While introducing change it is very essential to show its need.
- Communication is very essential in the change process.
- People reactions to change are based on their past experiences and their perceptions of the change.
- The three things equally important in the change management process are: People, Process and Technology.
- While dealing with the resistance to change it is the responsibility of the manager to remove fear, uncertainty and doubt of the employees.

3.8 CHANGE MANAGEMENT IN LIBRARIES AND INFORMATION CENTRES

Like other organisations, library and information centres and other knowledge based organisations are facing the wave of changes. The main types of changes in these organisations are technological advances. Libraries are always pioneers in adopting any technology including information technology. Change from an existing setup to an new environment has its own set of problems and these increase when applied in service institutions like libraries. For example the tools and techniques that were suitable for traditional documents don’t match for digital documents so a whole new approach needs to be developed to tackle the situation.

Since change is inevitable, certain provisions must be incorporated to adopt these changes. Rather it is an uphill task for the librarians, as on the one hand the librarians know that creativity, innovation and changes that are essential ingredients for continuous growth and development of the library. While on the other hand, the librarians are aware that the frequent revision of policies, practices and procedures might create havoc in a library operation. The onerous task for librarian is to create a stimulating climate for the growth and at the same time, maintain a substantial degree of stability. In order to effectuate this, a librarian must learn how to manage the changes. The intention of these changes is to know how to make better use of men, material and technology associated. Libraries must change because their users need them to change now. For libraries, the choice is clear, change now and be involved in inventing the future. Changes are unpredictable as far as libraries are concerned because they are really facing the challenges of technology. It has been noticed that college and university libraries are changing faster than other type of libraries. The main reasons for this are government policies regarding higher education and the rise of student-centered learning.

The following are clearly evident changes in libraries

Ownership → Access
Print → Digital
Catalogue → OPAC
Journals → E-Journals

To be successful in the present century, the libraries have to be more proactive and more customer service oriented. It is time to re-evaluate service models that have functioned for years. Being prepared to manage changes can furnish us
with the ability to flourish. We should attempt to re-establish standards, criteria or benchmarks that are considered to be basic to quality library services. The main type of external changes in the library include:

- Technological Changes
- Economic Changes
- Strategic Changes
- Political and Social trends

There are some internal forces also which lead towards changes in libraries:

- User complaint or demand
- Recognition of a problem
- Staff attitude

It is seen that rigid management principles are not applicable in each and every type of organisation because of their complex nature and varied behaviour. It applies in the case with libraries. Libraries need to deal with conventional books and journals on one hand and electronic resources on the other. They have to deal with two types of users one who are comfortable with information communication technologies and other those who are not. That means dealing with extreme situations sometimes the user demands e-resources and sometimes electronic formats are being imposed upon the users without knowing about their choice. In relation to libraries change has been focussed on innovation in user experiences and expectations. In this context the role of the librarians is not just adapt change but to lead change and develop new paradigms.

As far as libraries are concerned resistance comes mainly from technical section because of the nature of work. Sometimes the libraries also appoint change agent to introduce changes in the libraries. Managing change in libraries is not just the task of senior librarians, but it is for all librarians as well as staff.

**Need of Change Management in Libraries:**

- The Change management process is not very effective in the libraries.
- The libraries as compared to others organisations are far behind in providing technological and qualitative services to the users.
- The facilities available at present are quite inadequate in libraries.
- The IT implementation in the academic libraries is still at its infancy which is the result of poor change management process in the libraries.

**Steps to be followed while implementing the Change in Libraries:**

- Make Decision (diagnose what needs to be changed)
- Conceptualise Change (Nature & Scope of Change, Right Time to introduce change)
- Prepare the library for change (Communicate about Change)
- Organise the planning group (Identify group and group leader)
- Plan the change (Vision, strategy, goals, objectives and deadline are decided)
Principles and Practices of Management

- Implement the change (Change is formally introduced and controlling resistance is very important)
- Evaluate the change (If necessary make required adjustments)

Activity I
Visit a library near to your place and collect details from library staff how change is implemented in that library. Also discuss about the problems involved in that phase.

3.9 SUMMARY

In this Unit we have learnt about the change and change management. We have also studied the forces and types of change as well as the process by which any change will happen. Change is not free from resistance or we may say any change or new idea is criticised or rejected first keeping this in view resistance to change is also discussed along with the strategies to cope up with this resistance. The main types of change affecting the libraries these days are also discussed and it is explained how to introduce changes in libraries. It is also discussed that the knowledge about change management is essential for the librarians, being managers of the library. These changes will create new challenges and opportunities for organisations and the libraries are not exceptions to this. No librarian can afford to ignore these changes. Instead of managing change as a series of events, a system wide approach has to be adopted. Change is a process that takes time and resources and that’s why it must be carefully planned.

3.10 ANSWERS TO SELF CHECK EXERCISES

1) The difference between the two are as follows:

<table>
<thead>
<tr>
<th>Organisational Change Management</th>
<th>Individual Change Management</th>
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<tbody>
<tr>
<td>i) It is related with the manager or top leader of the organisation.</td>
<td>i) It is related with the employee who is that the bottom level.</td>
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<tr>
<td>ii) It considers both processes and tools used by the manager in the change process.</td>
<td>ii) It focuses on tools and techniques that help employees during the transition.</td>
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<tr>
<td>iii) In it one manager deals with many during the change process.</td>
<td>iii) It is related with one-on-one pattern.</td>
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<td>iv) The emphasis is on overall organisation.</td>
<td>iv) In it each individual is given emphasis</td>
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2) The main factors leading to change are:

- Competition
- Nature of work force
- Technology
- Economic factors
- Political and Social factors
3) The six approaches are suggested by Kotter and Schlesinger to deal with resistance to change are:

- Education and Communication
- Participation and Involvement
- Facilitation and Support
- Negotiation and Agreement
- Manipulation and Co-option
- Explicit and implicit Coercion.

3.11 KEYWORDS

<table>
<thead>
<tr>
<th>Co-Option</th>
<th>To invite someone to join an established group (e.g. a committee).</th>
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<tbody>
<tr>
<td>Competency</td>
<td>Necessary ability, authority, skill, knowledge, etc. to perform a work.</td>
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<tr>
<td>Change Agent</td>
<td>A collective term referring to any staff in an organisation or outside expert who acts as a catalyst and assists in the achievement of the smooth introduction and implementation of change.</td>
</tr>
<tr>
<td>Environmental Forces</td>
<td>The forces that are beyond the control of management and affects the organisation externally.</td>
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<tr>
<td>Negotiation</td>
<td>Discussion with an aim to reach a mutually acceptable agreement.</td>
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<tr>
<td>Participation</td>
<td>Take part/involve in an activity.</td>
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<tr>
<td>Planned change</td>
<td>A deliberate and systematic change.</td>
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<tr>
<td>Technological Change</td>
<td>Process of change in methods and requirements of organisation as new technologies succeed.</td>
</tr>
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3.12 REFERENCES AND FURTHER READING


Principles and Practices of Management


