

Module 12

Organizational Change and Development

Module Introduction

Change is certain and constant. In the organizational context, there are numerous reasons why change needs to be addressed. There are also many types of change the organization may choose from. In this chapter, we finalize the study of organizational behavior through investigating the nature and process of organizational change. We identify forces for and impediments to change, and study various types of changes that organizations experience. Basic concepts, processes and interventions in terms of organizational development are also present in this chapter. Finally, by the end of this discussion, you will appreciate the importance of efficiently managing organizational change and development as part of organizational behavior.

Topic Outcomes

After reading and understanding this module, students will be able to:

1. Discuss the impact of organizational change on individuals and the workplace; and
2. Discuss the basic organizational development concepts, process and interventions

DEFINITION OF ORGANIZATIONAL CHANGE

Organizational change is the movement of an organization away from its current state and toward some desired future state to increase its effectiveness (George and Jones, 2012). Organizations must adapt to change since it is the only constant thing in this world. The organization's survival and effectiveness in the long run depends on its adaptability to change.

FORCES FOR AND RESISTANCE TO ORGANIZATIONAL CHANGE

Forces for Change

The following are forces that cause organizational change. Managers must take immediate actions in responding to these forces to prevent being left out by competitors and have poor market performance.

Competitive Forces. Competition is a force for change because it pushes organizations to effectively improve themselves and create competitive advantage over competitors. One way of creating competitive advantage is through innovation. An organization may adopt the latest technologies in order to create superior products.

Economic, Political and Global Forces. The effects of global economic and political forces on an organization's activities have great impact. The appealing prices from overseas competitors, the technological advancements, and the government policies abroad serve as organizational threats in the global marketplace. These economic, political and global forces challenge

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