

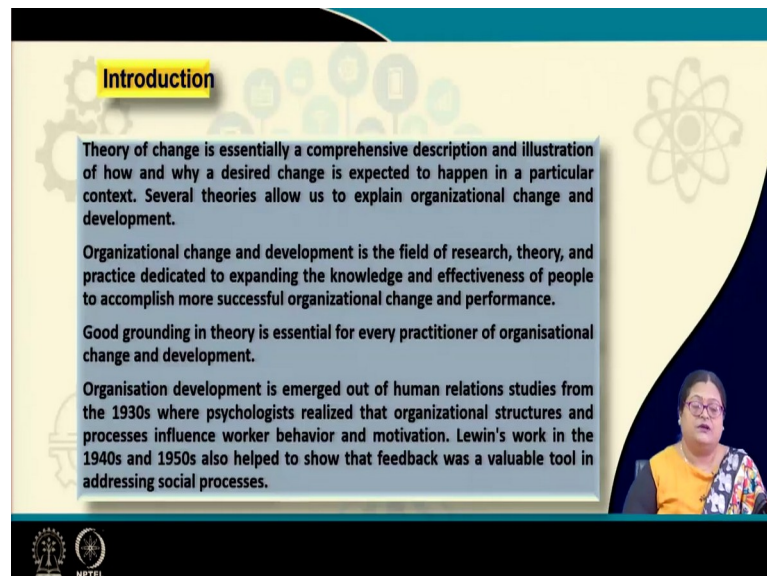
**Principles of Management**  
**Prof. Susmita Mukhopadhyay**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Module - 09**  
**Lecture - 45**  
**Theories of change and resistance to change**

Welcome to the session on Theories of change and resistance to change. In the earlier lecture, we have discussed about the resistance to change in an elaborate way. We will come back with some of the behavioural reactions to change again because change is such an elaborate topic and all the steps are so much interlinked with each other which is definitely going to come back again and again in the discussion that we are going to have for the next few lectures.

But for now, we are going to visit some of the theories of organizational change and resistance. Some of these, the strategies again will highlight back when we are like going for the upcoming lectures also. So, today now, we are going to focus on the theories of change.

(Refer Slide Time: 01:13)



**Introduction**

Theory of change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. Several theories allow us to explain organizational change and development.

Organizational change and development is the field of research, theory, and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance.

Good grounding in theory is essential for every practitioner of organisational change and development.

Organisation development is emerged out of human relations studies from the 1930s where psychologists realized that organizational structures and processes influence worker behavior and motivation. Lewin's work in the 1940s and 1950s also helped to show that feedback was a valuable tool in addressing social processes.

NPTEL

So, when we are talking of theories of change, why it is essential to deal with the theories of change because it helps us to understand and interpret the change process like how, why a change is important, why a desired change is important, why it should be

facilitated in the organization, how it should be facilitated, what how what could be the resistances, how to deal with those resistances and finally, how to implement the change.

So, that is why theories of change is essentially a comprehensive description and illustration of how and like why a desired change is expected to happen in a particular context. So, there are several theories which have explain the organizational change and development. We are going to highlight on some of them over here

So, organizational change and development is the field of research. Theory and practice are dedicated to explaining the knowledge and effectiveness of people to accomplish more successful organizational change and performance. So, good grounding in the theory is essential for every practitioner of organisational change and development.

So, organisational development is emerged out of human relation studies from 1930s, where the psychologists realized that the organizational structures and processes influence worker behaviour and motivation. Lewin's work in the 1940s and 50s also helped to show that feedback was a valuable tool in and like addressing and understanding social processes.

(Refer Slide Time: 03:13)

**Organisational development theory**

Kurt Lewin (1898–1947) is the founding father of OD, although he died before the concept became mainstream in the mid-1950s. Douglas and Richard Beckhard, coined the term organization development (OD) to describe an innovative bottom-up change effort that fit no traditional consulting categories. Key concepts of organizational development theory includes -

1. Organizational Climate
  - Defined as the mood or unique personality of an organization.
  - Attitudes and beliefs about organizational practices create organizational climate and influence members' collective behavior.
  - Climate features and characteristics may be associated with employee satisfaction, stress, service quality and outcomes and successful implementation of new programs. It include:
  - Leadership, openness of communication, participative management, role clarity, and conflict resolution, leader support and leader control.

The slide also features a small video inset of a woman in the bottom right corner and the NPTEL logo in the bottom left corner.

So, we will first look into the organisational development theory. So, the Kurt Lewin who is the founding father of OD, although he died before the concept became mainstream in the mid-1950. Douglas and Richard Beckhard, coined the term

organizational development to describe an innovative bottom-up change effort that fit no traditional consulting categories.

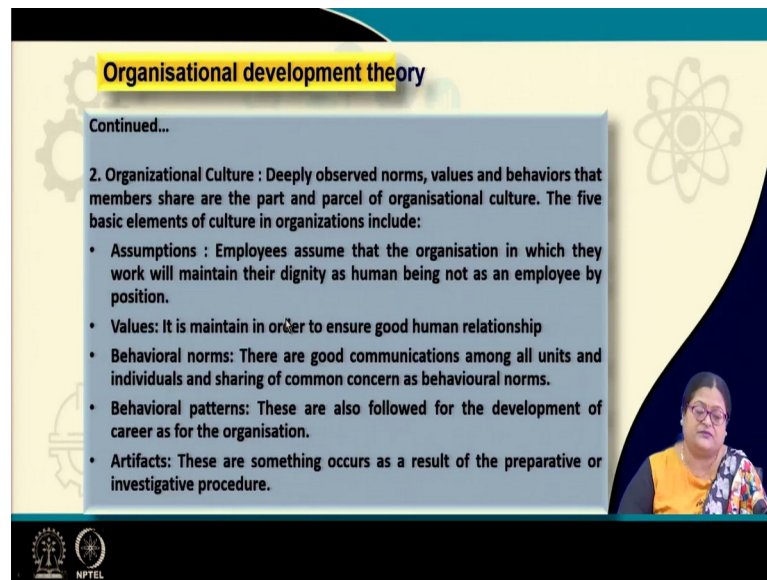
The key concept of organizational development theory includes first is the organizational climate. So, which is defined as the mood or unique personality of an organization. Attitudes and beliefs about organizational practices creates organizational climate and influence members collective behaviour.

Climate features and characteristics may be associated with employee satisfaction, stress, service quality and outcomes and successful implementation of new programs. It includes the factors the climate includes leadership, openness of communication, participative management, role clarity, and conflict resolution, leader support and leader control.

What we see over here, for any change to be introduced and implemented, it is very important that the climate of the organization should facilitate the change process. That is why in the organisational development theory we see organizational climate as the primary factor which is being discussed over here.

And we will find like the features of the climate, and people's perception of the organizational climate may lead to certain things like employee satisfaction, employees stress, their performance level and successful implementation of new programs everything depends on the climate, majorly on the climate of the organization and the behaviours that it promotes in that type of climate.

(Refer Slide Time: 05:42)



**Organisational development theory**

Continued...

2. **Organizational Culture** : Deeply observed norms, values and behaviors that members share are the part and parcel of organisational culture. The five basic elements of culture in organizations include:

- **Assumptions** : Employees assume that the organisation in which they work will maintain their dignity as human being not as an employee by position.
- **Values**: It is maintain in order to ensure good human relationship
- **Behavioral norms**: There are good communications among all units and individuals and sharing of common concern as behavioural norms.
- **Behavioral patterns**: These are also followed for the development of career as for the organisation.
- **Artifacts**: These are something occurs as a result of the preparative or investigative procedure.

NPTEL

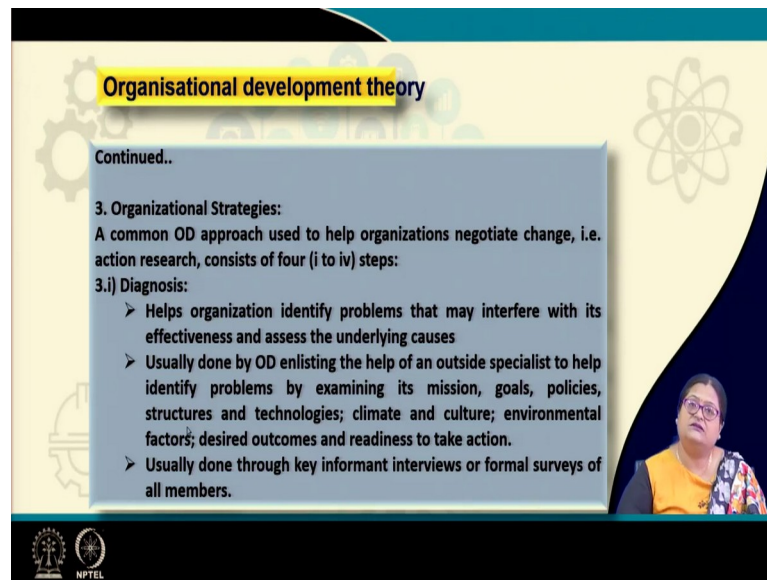
Next important factor which is important is that of organizational culture. Organizational culture the deeply observed norms values and behaviour that members share are the part and parcel of organisations culture. The five basic elements of culture in an organization may include assumptions.

So, employees assume that the organisation in which they work will maintain their dignity as human being not as an employee by only the position that they are holding. So, it is very important that the organization gives proper dignity to the employees.

Values, so it is to maintain in order to ensure good human relationship. There are certain behavioural norms, so which ensures like there are good communications among all units and individuals, and sharing of common concerns as behavioural norms. Behavioural patterns, so these are followed for the development of careers as for the organisation. Artifacts, these are something which occurs as a result of preparedness or investigative procedures.

So, what are the some of the things which are there which shows like this is the nature of the organizational culture, these are important. So, assumptions, values, behavioural norms, behavioural patterns and artifacts, these are important basic elements of organizational culture.

(Refer Slide Time: 07:35)



**Organisational development theory**

Continued..

**3. Organizational Strategies:**  
A common OD approach used to help organizations negotiate change, i.e. action research, consists of four (i to iv) steps:

**3.i) Diagnosis:**

- Helps organization identify problems that may interfere with its effectiveness and assess the underlying causes
- Usually done by OD enlisting the help of an outside specialist to help identify problems by examining its mission, goals, policies, structures and technologies; climate and culture; environmental factors; desired outcomes and readiness to take action.
- Usually done through key informant interviews or formal surveys of all members.

NPTEL

Organizational strategies. So, one of the major parts of OD is to negotiate change. So, like when we talk of action research, it is being within the system involved in the process and introduce the change and see what are the effects of introduction of the change. So, organizational strategies, so how to do it is one of the processes through action research.

So, first stage is that of diagnosis, which helps the organization identify problems that may interfere with its effectiveness and understand the underlying causes. Usually done by OD by enlisting the help of an outside specialist to help to identify the problems by examining its mission, goals, policies, structures and technologies; climate and culture; environmental factors; desired outcomes and readiness to take action.

Why an outside specialist is brought in? Because of the neutral perspective and view that the person may have, as we are telling like if you have to prepare yourself for a change process, then you have to first separate yourself from the group as an entity, look at a distance, like stand at a distance and from that distance as a neutral observer without any emotional attachment you need to look at the things.

So, this bringing in an outsider specialist is important. So, why the person from outside is going to look into the system and to see its vision, mission, goals, policies, structure, technologies and try to find out where the change is required how it needs to be done and implemented. So, the processes and the diagnosis are done by through key inform like interviews of the key informants and formal surveys of all members.

(Refer Slide Time: 09:57)

**Organisational development theory**

Continued..

3.ii) Action planning:

- Strategic interventions for addressing diagnosed problems are developed.
- The organization is engaged in an action planning process to assess the feasibility of implementing different change strategies that lead to action.

3.iii) Intervention:

- Change steps are specified and sequenced, progress monitored, and stakeholder commitment is cultivated.

3.iv) Evaluation:

- Assess the planned change efforts by tracking the organization's progress in implementing the change and by documenting its impact on the organization.

NPTEL

After the diagnosis is done, then action planning is done. Strategic interventions for addressing diagnose problems are developed. The organization is engaged in action planning process to assess the feasibility of implementing different change strategies that lead to action. So, intervention, after you have planned for your action you have like chalked out like what will be your interventions for addressing the diagnosed problems.

So, this will depend on the situations the people the sensitiveness of the change. So, there are different factors which needs to be considered before you like at the stage of your action plan. So, then what will be the feasibility of the implementation of the change? After you have done that background work, then the next stage is that of intervention. So, these are the change steps that are specified and sequenced, progress is monitored and the stakeholder commitment is cultivated.

After the intervention is done, the next stage is evaluation. In it the plan change efforts are assessed by tracking the organizations progress in implementing the change and by documenting its impacts on the employees. This is a continuous process. It is not unless just one-time activity.

It is a continuous process, because once you evaluate it and you find like maybe whatever you are expected and some things may be working properly, some things may not be working properly, in that case again you have to go back to the stage of like

diagnosing of the problem. So, in that way, it goes on and it is a continuous process and it is not a onetime activity.

(Refer Slide Time: 12:06)

**Kurt Lewin's three stage model of change**

The idea of action research as it was conceptualized by Kurt Lewin can be said to summarize organisational development underlying philosophy, later elaborated and expanded on by other behavioral scientists. According to Lewin, effective change occurs by unfreezing the current situation, moving to a desired condition and then refreezing the system. This is popularly called three stage model theory which is highly useful to understand the way of change management. His description of the process of change involves three steps which are:

- Unfreeze :**  
Reducing the force for status quo
- Moving :**  
Developing new attitudes, values and behaviours
- Refreeze :**  
Establishing the new force for status quo

Kurt Lewin's, three stage model of change. So, the idea of action research was conceptualized by Kurt Lewin and it is one of the integral parts of organisational development philosophy.

So, later on it was expanded by other behavioural scientists also. According to Lewin, the effective change occurs by unfreezing the current situation, moving to a desired condition and then refreezing the system. This is popularly called the three-stage model theory which is highly useful to understand the way of change management.

So, it involves, the process involves three steps which are unfreezing, where it is reducing the force for status quo, moving developing new attitudes values and behaviour and refreezing establishing the new force for the status quo. So, let us illustrate it in the next slide.

(Refer Slide Time: 13:11)

**About the three stage model**

Three stages may be described in a nutshell herewith as follows:

- **Unfreezing:** Generally unfreezing involves encouraging individuals to discard old behaviours by shaking up the equilibrium state that maintains status quo. This involves presenting a proactive problem or event to make people recognize the need for change and search for new solutions.
- **Moving:** It aims to shift or alter the behaviour of the individuals, departments or the organisation in which the changes are required to take place. Generally, it implies developing new behaviour, values and attitudes that sometimes through structural change and sometimes through organisational development techniques.
- **Refreezing:** Here new behaviour, values and attitudes have been established as the new status quo. The new ways of operating have been concreted and reinforced.

Lewin said that three stage model must be completed for making change efforts successful.

NPTEL

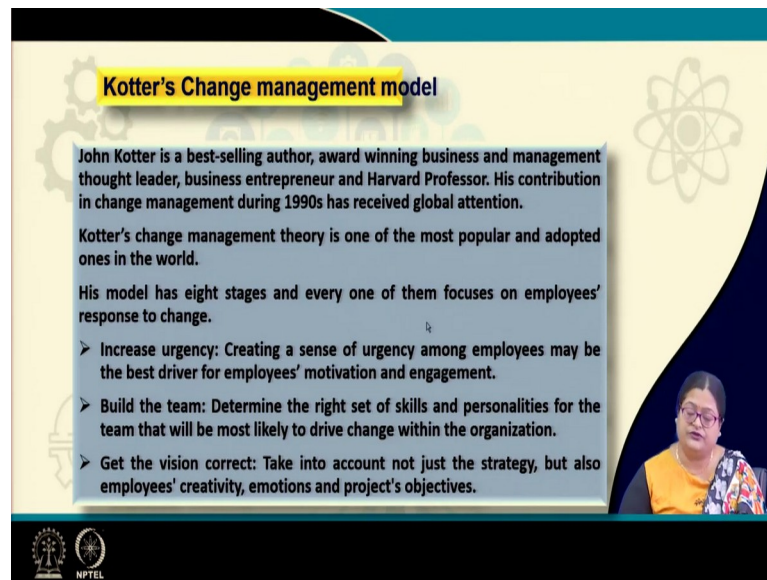
Unfreezing, unfreezing is a stage which is involves encouraging individuals to discard old behaviours by shaking up the equilibrium state that maintains the status quo. This involves presenting a proactive problem or event to make people recognize the need for change and search for new solutions.

Moving, it aims to shift or alter the behaviour of the individual's departments or the organisation in which the changes are required to take place. Generally, it implies developing new behaviour, values and attitudes that sometimes through structural change and sometimes through organisational development techniques these are introduced.

Refreezing, here new behaviours values and attitudes have been established as the new status quo. The new ways of operating have been concreted and reinforced. Lewin propagated like the or believed that the three-stage model must be completed for making change efforts successful.



(Refer Slide Time: 14:42)



**Kotter's Change management model**

John Kotter is a best-selling author, award winning business and management thought leader, business entrepreneur and Harvard Professor. His contribution in change management during 1990s has received global attention.

Kotter's change management theory is one of the most popular and adopted ones in the world.

His model has eight stages and every one of them focuses on employees' response to change.

- Increase urgency: Creating a sense of urgency among employees may be the best driver for employees' motivation and engagement.
- Build the team: Determine the right set of skills and personalities for the team that will be most likely to drive change within the organization.
- Get the vision correct: Take into account not just the strategy, but also employees' creativity, emotions and project's objectives.

The slide features a yellow background with a blue header and footer. A video inset in the bottom right corner shows a woman with glasses speaking. The NPTEL logo is visible in the bottom left corner.

The Kotter's change management model. So, according to Kotter, so he has a change management model which is the most popular and adapted one in the present situation. And these are called the eight stages of change management and each of these stages focuses on employee's response to change.

So, increase urgency, so if you can create a sense of urgency among employees, so they may be the best drivers for employee's motivation and engagement. Build the team; determine the right set of skills and personalities for the team that will be most likely to drive change within the organization. Get the vision correct, take into account not just the strategy, but also employee's creativity, emotions and projects objectives.

If you remember, when we were talking of preparedness for change the first point that we discussed on is knowing your roles, knowing your like goals, and what you have to do what are expected of you; so, how do you see yourself getting adjusted to the situations. So, this is very important part when we are talking of getting the vision correct.

So, it is not only taking account of how you do it, but why you should do it, ok; why it is necessary, what it is going to yield; so, are you comfortable in those situations. So, these kinds of questions need to be answered to get your vision correct.

(Refer Slide Time: 16:40)

**Kotter's Change management model**

Continued...

- **Communicate:** Be transparent and frequently communicate with people about the changes being implemented.
- **Get things moving:** Get support, remove the roadblocks and implement feedback in a constructive way.
- **Focus on short term goals:** Don't just focus on the end result. Set small goals and recognize small achievements to boost employee morale.
- **Don't give up:** Changes don't happen overnight, and obstacles are unavoidable. Be persistent while the process of change management is going on, no matter how tough things may seem.
- **Incorporate change:** Reinforce and make the change a part of the workplace culture. Help employees adjust, and reward them for the new behaviors.

NPTEL

Communicate, so be transparent and frequently communicate with people about the changes being implemented. So, if you communicate about the process of change you share your mental map with the other people.

So, they also get to understand what are your thought processes, what are you up to, what you are going to do and how they will fit into the whole situation, what is the expected contribution from their side. So, there will be very transparent exchange of thought processes and there will be no fear of unknown and uncertainty, anxiety generated due to that in the people's mind.

Whenever the people are not well informed, they get to assume many things which may not be correct also as for the situation given. But because there is a hollow, because there is a gap which needs to be filled up information gap, people try to assume many things which may further act as hindrances or resistances for change. So, it is better like you be like transparent in your communication and communicate frequently with people about the changes which are being implemented.

Get things moving is the another very important step. It is not only about communicating it is not only sharing with people, but sometimes there is an inertia for movement because change is definitely involved with it is the risk factors and you do not know how big amount the risk will be or what will be the after effects like of dealing with that risk.

So, people generally try to push back the situations of like actually getting into the issue of or the job of change implementation. So, it is very important to get things moving like get support, remove the roadblocks and implement feedback in a constructive way.

Focus on short term goals; so, it is not just focusing on the end result, so small short-term goals and recognizing small achievements regarding, it is very important to boost up employee's morale. So, if you ask people to think very long term, very big people may or may not be in a position to do that much of abstract thinking and it may create unnecessary stress in people's mind.

So, if you are having a short-term goal focus a bigger goal which is then broken or in down into smaller short-term goals which are connected with each other. And if you introduce one short term goal and it is made into the people and then you give them like targets of achievement. And when they achieve it, they are properly rewarded for it or recognized for it. Then, it helps in the boost of employee morale it gives them a strength and support also, yes, we can try to achieve for the next bigger hurdles.

Do not give up is another important message of organizational change. So, change really does not happen overnight and there are many obstacles which are unavoidable, you cannot avoid all the obstacles. So, being persistent in the process of change management is very important. The people who persist and the people really who win because along with your persistence and perseverance, so how matter whatever tough situations may be there, people are going to like overcome it.

So, that is why if you see, when we are discussing about the preparedness of change, we were all talking of the like stability of your mind tranquil situation of your mind, so that like we were talking of like stress free mind. So, that if your mind is like in a very stable state trunk will state, then it is then it will be in a process to think properly, ok. So, that is very important.

Incorporate change, reinforce and make the change are part of the workplace culture. So, if it is imbibed as a part of the work workplace culture, then the employees can adjust and reward them for the new behaviour. So, they are they know like this is change is natural. So, it is not something which is like forced on them like which is like given to them from outside, but that is the natural process of the organizational behavioural develop and awareness and acceptance of it.

(Refer Slide Time: 21:59)

**Kotter's Change management model**

Rationality behind this model may be put down herewith in two different ways. Such as -

- Kotter's change management model is pretty easy to follow and incorporate. The favorite part of this model is that it focuses on preparing employees for change rather than change implementation itself.
- The focus on human experience and proper workplace communications are the reasons why this is one of the most commonly used change management models.

John Kotter

The slide features a yellow background with a blue header and footer. It includes a portrait of John Kotter and a small inset image of a woman in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

So, the rationality behind this model can be showed in the sense like it is very pretty easy to follow and incorporate. So, the important part of this model is it helps in preparing; it focuses on preparing employees for change rather than the change management itself. And the focus on the human experience and proper workplace communications are the reasons why this is the mostly commonly used change management models.

(Refer Slide Time: 22:40)

**McKinsey's 7-s model of change management**

This model has been discussed during 3<sup>rd</sup> week session. Again it is recalled to be aware of its relevance at the organisational change context.

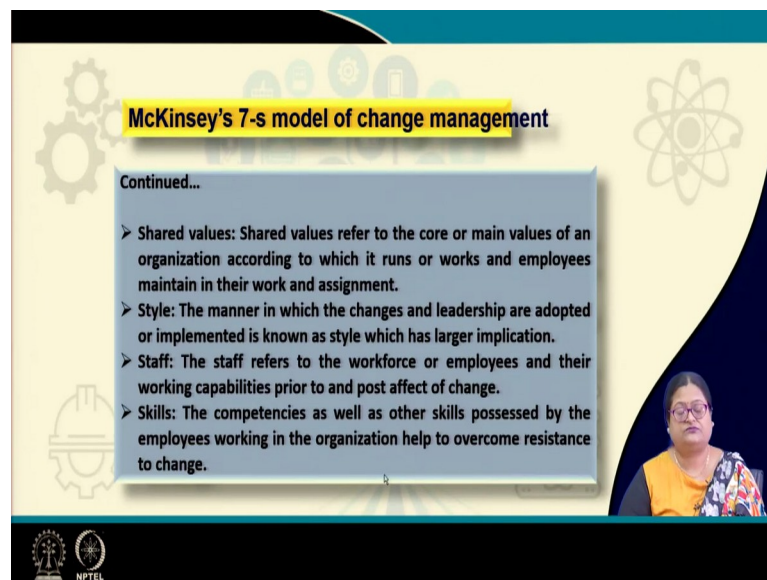
- Strategy: Strategy is the change management plan that is consist of a step-by-step procedure or future plan to adopt the need of change.
- Structure: This factor is related to the physical structure in which the organization is divided or the structure of workforce it follows at different units or levels
- Systems: This stage focuses on the systems that will be used to complete day-to-day tasks and activities according to the ongoing rules, regulation and systems.

The slide features a yellow background with a blue header and footer. It includes a portrait of a woman in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

McKinsey's 7-s model of change management. This model has been discussed already during the 3rd week session. So, it is recalled here again to be aware of its relevance at the organisational change context.

So, the first is the strategy. Strategy is the change management plan that consists of a step-by-step procedure or future plan to adapt to the need of change. Structure, this factor is related to the physical structure in which the organization is divided or the structure of the workforce it follows at the different units or levels. Systems, this stage focuses on the system that will be used to complete day to day tasks and activities according to the ongoing rules, regulations and systems.

(Refer Slide Time: 23:42)



**McKinsey's 7-s model of change management**

Continued...

- **Shared values:** Shared values refer to the core or main values of an organization according to which it runs or works and employees maintain in their work and assignment.
- **Style:** The manner in which the changes and leadership are adopted or implemented is known as style which has larger implication.
- **Staff:** The staff refers to the workforce or employees and their working capabilities prior to and post affect of change.
- **Skills:** The competencies as well as other skills possessed by the employees working in the organization help to overcome resistance to change.

The slide features a yellow background with a blue header and footer. The title is in a yellow box. The content is in a blue box. There are decorative icons of gears and a molecular structure. A small video inset shows a woman in a yellow top and patterned shawl. The NPTEL logo is in the bottom left corner.

Shared values, this is a very important part of change management or change introduction. So, it requires the core or main values of an organization according to which it runs and works and employees maintain in their work and assignment.

So, if there are any change which needs to be introduced, we have to see like whether this change is at the shared values level which we talk of transformational changes or it is at the operational level regarding the style of doing things, how you do it staff skills and other things.

The style is the manner in which the changes and the leadership are adopted or implemented is known as the style which has a larger implication. Staff refers to the

workforce or employees and their working capabilities prior to and post the effect of change. Skills are the competencies as well as other skills possessed by the employees working in the organization help them to overcome resistance to change.

(Refer Slide Time: 24:55)

**Havelock model of change**

Ronald Havelock (1973) also modified Lewin's model of change to include six phases of change from planning to monitoring. He further developed the unfreezing-change-refreezing model to address two social forces that were gaining momentum in society at the time. He argued that adapting Lewin's change model to include knowledge building would respond more effectively to real-life situations in managing change. The six phases of Havelock's model are as follows:

- **Building a relationship:** It is regarded the first step as a stage of pre-contemplation where a need for change in the system is determined.
- **Diagnosing the problem:** During this contemplation phase, the change agent must decide whether or not change is needed or desired. On occasion, the change process can end because the change agent decides that change is either not needed or not worth the effort.

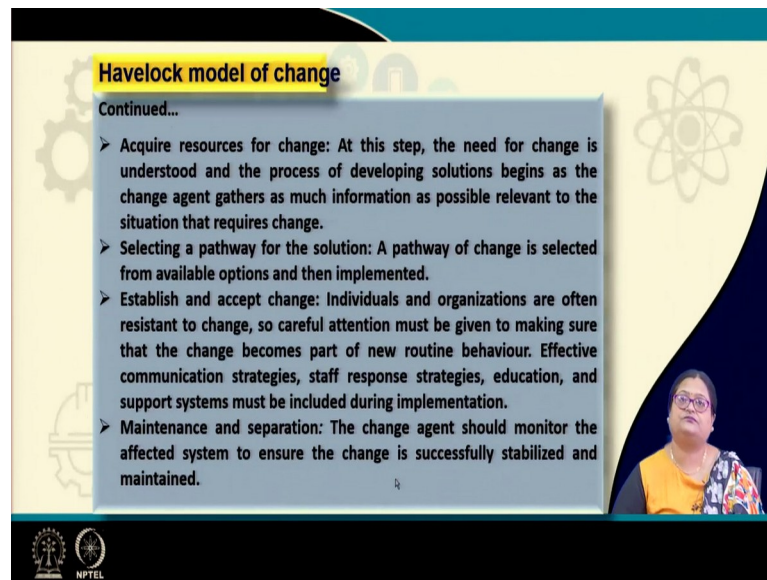
Ronald Havelock

NPTEL

Havelock model of change; Havelock also modified Lewin's model of change to include six phases of change from planning to monitoring. He further developed the unfreezing change refreezing model to address to social forces that were gaining momentum in a society at that time. He argued that, adapting Lewin's change model to include knowledge building would respond more effectively to real life situations in managing change. The six phases of Havelock's model are as follows.

Building a relationship, it is regarded as the first step as a stage of pre-contemplation where a need for change in the system is determined. Diagnosing the problem, during these contemplations phase the change agent must decide whether or not the change is needed or desired. On occasions, the change process can end because the change agent decides the change is either not needed or not worth the effort.

(Refer Slide Time: 26:15)



**Havelock model of change**

Continued...

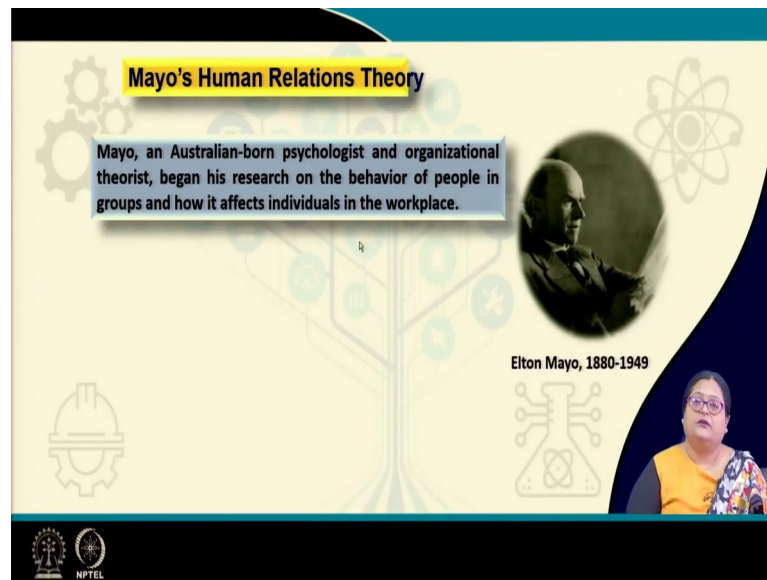
- Acquire resources for change: At this step, the need for change is understood and the process of developing solutions begins as the change agent gathers as much information as possible relevant to the situation that requires change.
- Selecting a pathway for the solution: A pathway of change is selected from available options and then implemented.
- Establish and accept change: Individuals and organizations are often resistant to change, so careful attention must be given to making sure that the change becomes part of new routine behaviour. Effective communication strategies, staff response strategies, education, and support systems must be included during implementation.
- Maintenance and separation: The change agent should monitor the affected system to ensure the change is successfully stabilized and maintained.

NPTEL

Third important point is acquiring resources for change. At this step the need for change is the understanding the processes it has already been done and the process of development of solution begins as the change agent tries to gathers the information as much as possible which is relevant to the situation which requires change. Selecting a pathway for solution, a pathway of change is selected from available options and then implemented.

Establish and accept the change, individuals and organizations are often resistant to change, so careful attention must be given to making sure that the change becomes a part of new routine behaviour. Effective communication strategies, staff response strategies, education, then support system must be included during implementation phase. Maintenance and separation, the change agent should monitor the affected system during the change is successfully stabilized and maintained.

(Refer Slide Time: 27:36)



Mayo's human relations theory. So, at this juncture, it is very important to discuss about the Mayo's human relations theory. If you remember like while we were discussing about the group level changes, and the individual level changes, organizational level changes, specifically at the group level changes we discussed about like when an individual per say may be aware of a change, may be accepting the change, and maybe want to support the change processes also.

But because he is a part of the group part of the group, so that he may not be able to do it always So, Mayo's theory is a theory of on how like the groups influence the individual's behaviour in the workplace. So, if you can sense that like the person is not able to like accept the change because it is not because he personally does not support it.

But he is a member of such a group like the group norms have been set in such a way like they should be resisting the change or the group cohesiveness factors, like the group morale factors, specifically group thing may resist like if all the major members of the group are thinking in certain way. So, that becomes the group's way of looking at the things and the individual's viewpoints may go unrecognized.

So, in that case if a change needs to be implemented. And if you want to let the individual you understand there is a good performer, like who will be helpful in the next in the change situation because the person is competent enough to move forward with the new system, then maybe you have to reorganize the way that the person is placed in that



particular organizational structure to create some degree of separateness from the group of which is a particular member.

So, that the influence of the group or the individual becomes less and the individual can express his or her own viewpoints about the change process. So, that is very important how the group influences the behaviour and decision making of the individual with respect to the accepting the change processes or showing resistance to change.

(Refer Slide Time: 30:19)



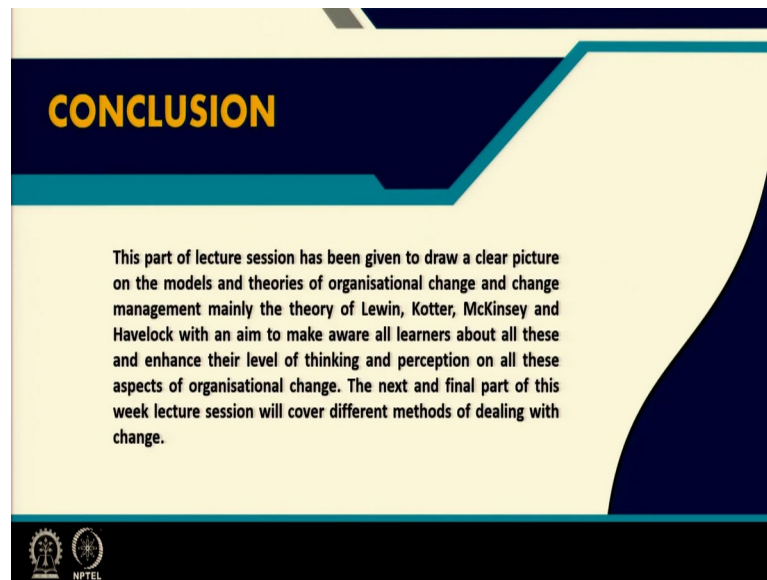
**REFERENCES**

- Bhattacharyya, D.K. (2012). Principle of Management, Text and Cases, Pearson, New Delhi
- Charles, W.L. Hill and Steven, L. McShane. (2008). Principles of Management, Published by McGraw-Hill/Irwin
- Stoner AF. Principle of Management, Pearson, New Delhi.
- Ellen A. Benowitz. Clifford Quick Review Principle of Management, Hungry Minds, New York, NY 10022
- <https://www.iedunote.com/decision-making-factors-limitations-ethics>
- [www.amanet.org/articles/overcoming-the-barriers-to-decision-making/](http://www.amanet.org/articles/overcoming-the-barriers-to-decision-making/)

The slide features a dark blue header with the word 'REFERENCES' in yellow. The main content area is light yellow with a dark blue curved border on the right side. A small inset photo of a woman with glasses is visible in the bottom right corner. At the bottom left, there are logos for IIT Bombay and NPTEL.

So, these are some of the references which we have referred to while discussing this chapter, this lecture.

(Refer Slide Time: 30:28)



This part of the lecture session has given you a clear picture of the models and theories of organisational change and change management, mainly the theory of Lewin, Kotter, McKinsey and Havelock with an aim to bring awareness in the two among the all learners about these aspects of organisational change. So, but there are other theories also of organisational change introduction, implementations and how the organisation as the system interacts with the environment while bringing in the change processes.

So, in the future course of lecture, if the time permits and we get the scope, we are going to discuss on other ways of introducing change and change management. So, these were some of the theories. There are other theories also people who have looked into the change management processes from different perspectives. So, if we get the scope definitely, we are going to discuss on all those theories also.

In the next lecture, we are going to discuss on the methods of different, methods of dealing with change.

Stay tuned. Till then, thank you.