

# A Study on the necessity of Change Management to the growth of an Institution

FK Musweu<sup>1</sup>

<sup>1</sup>*Department of Commerce and Management, Studies DMI St Eugene University.*

## Abstract

The current business environment is characterised by rapid change that originate from technological, political economic and social cultural changes. Rapid change compels organisations to change to suit the current environment failure to do so may lead to their closure or winding up. This article focuses on the necessity of change management to the growth of an organisation with emphasis on institutions of higher learning in Zambia.

The details in this article is entirely collected through secondary research, specifically from scholarly articles in management, various text books in management and journals from professional bodies.

**Keywords:** Change Management, Change Agents, Changing Organisation Structure, Changing Technology, Physical Setting, Changing People.

## Introduction

This article details the necessity of change management to the growth of an institution, with emphasis on the change agents and the determinants of effective change management. Initially the article discusses the necessity of change paying particular attention to institutions of higher learning in Zambia.

## The necessity of Change Management

The expectation of the institution to register considerable growth to its programmes and operations requires what is referred to as planned change. Planned change is largely influenced by the need to respond to the new challenges or opportunities in the external environment or anticipated changes in the future that would affect the organisation, if nothing is done. In case of an institution of higher learning such as a university expectation to register considerable growth in programmes and operation is the factor that will necessitate the institution to change the way it operates. The objective of change is to modify the behavioural patterns of members of the organisation. Furthermore the other objective of change management is to improve the ability of the organisation to cope with changes in its environment. In case of an institution of higher learning the change in the environment is

associated with expectation to register considerable growth in the institution's programmes and operations. Planned change may be necessary to initiate when there is general sense that the institution could perform better.

## **Change agents**

When trying to introduce change, management may consider the change agents namely organisational structure, technology, physical setting and moving people around. Change agents constitute areas where managers may alter to initiate and implement change. The change agents are discussed below:

### **Changing Organisation structure**

Organisational structures may change with changing conditions. Organisational structure may be defined as how tasks are formally divided, grouped and coordinated. It may involve making an alteration in authority relations, coordination mechanisms, job design or similar structural variables "BBP Learning Media, Page 77, 2007". For instance management may opt to move to a flatter and less bureaucratic structure or more rules and procedures may be implemented. A new organisation structure may be introduced examples are matrix or team based structure or divisional structure. An institution of higher learning needs to consider making changes to its organisation structure in a manner that suits the changes in circumstances. The changes in circumstances for an institution could for instance include increase in the growth of the institution and the need to respond to change to suit the increase in growth.

### **Changing technology**

Changing technology encompasses modifications in the way work is processed and in the methods and equipment used "BPP Learning Media, Page 78, 2007". In the current modern and dynamic environment initiation of change may be influenced by technology normally involving the introduction of new methods, tools, equipment, computerisation or automation.

Innovations within an industry or Competitive forces often compel change agents to introduce new technology or else the organisation risks lagging behind. In the recent years the changes in telecommunications and computerisation have been the major driver of changes in industry. Therefore if an institution of higher learning is lagging behind in terms technological advancement in comparison with its major competitors in the industry it should consider investing in technology.

### **Changing physical setting**

The workspace layout of institutions of higher learning should not be a random activity. Work demands, formal interaction requirements and social needs shall have a big influence in space configuration, interior design, equipment placement etc. "BPP Learning Media, Page 78,

2007". For example a number of finance departments do not usually require putting up wall partitions. While in institution of higher learning the office set ups differ one institution to another other institutions have open offices while others have closed offices. The set-up of the office will to some extent depend on the institution's strategy and the goals the institution needs to achieve mainly in terms of interaction or privacy of employees. There may be an improvement in work attitudes but will not lead to fundamental change usually.

## **Changing people**

The institution should consider the need to change the behaviours and attitudes and of member of staff through the process of problem solving, effective communication and decision-making. Several interventions can be designed with the aim of changing people, the quality and nature of work relationship through organisational development.

## **Implementation of planned change**

The process of implementing planned change involves the following stages namely unfreezing, movement and refreezing. These processes are in form of behavior modification.

### **Unfreezing**

Unfreezing entails that the forces, which maintain behaviour in its present form need to be eliminated or reduced, the need for change and improvement to occur should be recognized. The weaknesses of the current system at this stage is emphasised, for instance the decline in profitability and the loss of market share, justifying the need to change and improve.

### **Movement**

The Movement stage involves the introduction of the change desired through the development of the new behaviours or attitudes and the implementation of change. It is at this stage that top managers markets the benefits an institution may attain once change is implemented. For instance an institution of higher learning will need to show case the need for the institution to change to copy with the expectation of the institution to register considerable growth in its programmes and operations. The aim will be to change in order to maintain and sustain the growth or possibly even increase the growth of the institution.

### **Refreezing**

The refreezing stage constitutes stabilising change in the institution at the new level and reinforcing change through supporting mechanisms such as norms, policies or structure. Management of an institution of higher learning will need to ensure that at this stage the planned change has cemented and stabilised.

## **Determinants of effective change management**

Organizational change is managed effectively when the following aspects are achieved.

### **Movement to the planned future position**

Planned change is effective when the institution is moved from its current standing to some planned future position that will occur after change has been implemented. An institution of higher learning will need to ensure that the growth in its programmes and operations is either maintained or increased further and the returns from the programmes and operations are either maintained or increased when the institution moves to the planned state.

### **The future state meets people's expectations**

The operations and functions of the institution in the future state should meet people's expectations; that is the change has worked as planned. It is vital to state that most institutions of higher learning have a lot of persons and institutions that have an interest in them. They need to be taken into account in managing the planned change process.

### **When the transition is accomplished with minimal costs to the institution**

When the transition is accomplished with minimal costs to the institution it can be deduced that Organizational change has been managed effectively by managers. A cost benefit analysis need to be undertaken to determine the associated cost of accomplishing the transition as well as the associated benefits of accomplishing the transition. Management should only go ahead to accomplish the transition when the associated benefits of the accomplishing the transition are more than the associated costs. On the other hand the transition will not be worth undertaking if the associated costs of accomplishing the transition are more than the associated benefits. There is need for the institution to pay attention to this factor.

### **When the transition results in minimal costs to the employees**

When accomplishing the transition results in minimal expenditure to the employees in the institution. The associated benefits should exceed the associated costs of the employees in accomplishing the transition. That is to say the transition should not result in heavy expenditure to the employees.

## **Conclusion**

To successfully implement positive change, it is important for management in an institution of higher learning to understand why people often resist change. Instead of being motivated to the introduction of change people often resist change. Furthermore several people settle for mediocrity instead of aspiring to be of world class status. Managers should be aware of these facts when introducing change in addition to the proper use of the tools stated above in

implementing change. Managers should be aware of the areas they need to concentrate on to implement change as well as the measures that can be used to determine whether change has been successful or not. Additionally the manager should also be aware of the techniques that can be used to reduce or eliminate resistance to change, just in case there is resistance to change, although they are not a subject of discussion in this paper.

## References

1. Acs, Z. J., D. B. Audretsch, P. Braunerhjelm and B. Carlsson (2012), 'Growth and entrepreneurship,' *Small Business Economics*.
2. Acs, Z. J. and D. B. Audretsch (1990), *Innovation and Small Firms*. MIT Press, Cambridge, MA.
3. Alan Graham, Shoji Shiba and David Walden (2001) *Four Practical Revolutions in Management - Systems for Creating Unique Organizational Capability*.
4. Audretsch, D.B. and A.R. Thurik (2001), *Linking entrepreneurship to growth*, STI working paper, Paris: OECD.
5. BPP Learning Media (2009) *ACCA Paper P1 Professional Accountant Practice & Revision Kit*. Third Edition.
6. BPP Learning Media (2007) *ZICA Paper T6 Management*.
7. BPP Learning Media (2007) *ZICA Paper P5 Strategic Management*.
8. Keller, W. (2002), *Trade and the transmission of technology*, *Journal of Economic Growth*.
9. Kirzner, I. (1973), *Competition and Entrepreneurship*. University of Chicago Press.
10. Kirzner, I. (1997), *Entrepreneurial discovery and the competitive market process: an Austrian approach*, *Journal of Economic Literature*.
11. Michael A. Milgate Praeger (2004) *Transforming Corporate Performance: Measuring and Managing the Drivers of Business Success*
12. Richard C. Kearney (1999) *Public Sector Performance: Management, Motivation, and Measurement*.
13. Roy L. Nersesian (2000) *Trends and Tools for Operations Management: An Updated Guide for Executives and Managers*.
14. Robert B. Woodruff and Sarah F. Gardial (1996) *Know Your Customer-New Approaches to Understanding Customer Value and Satisfaction*.