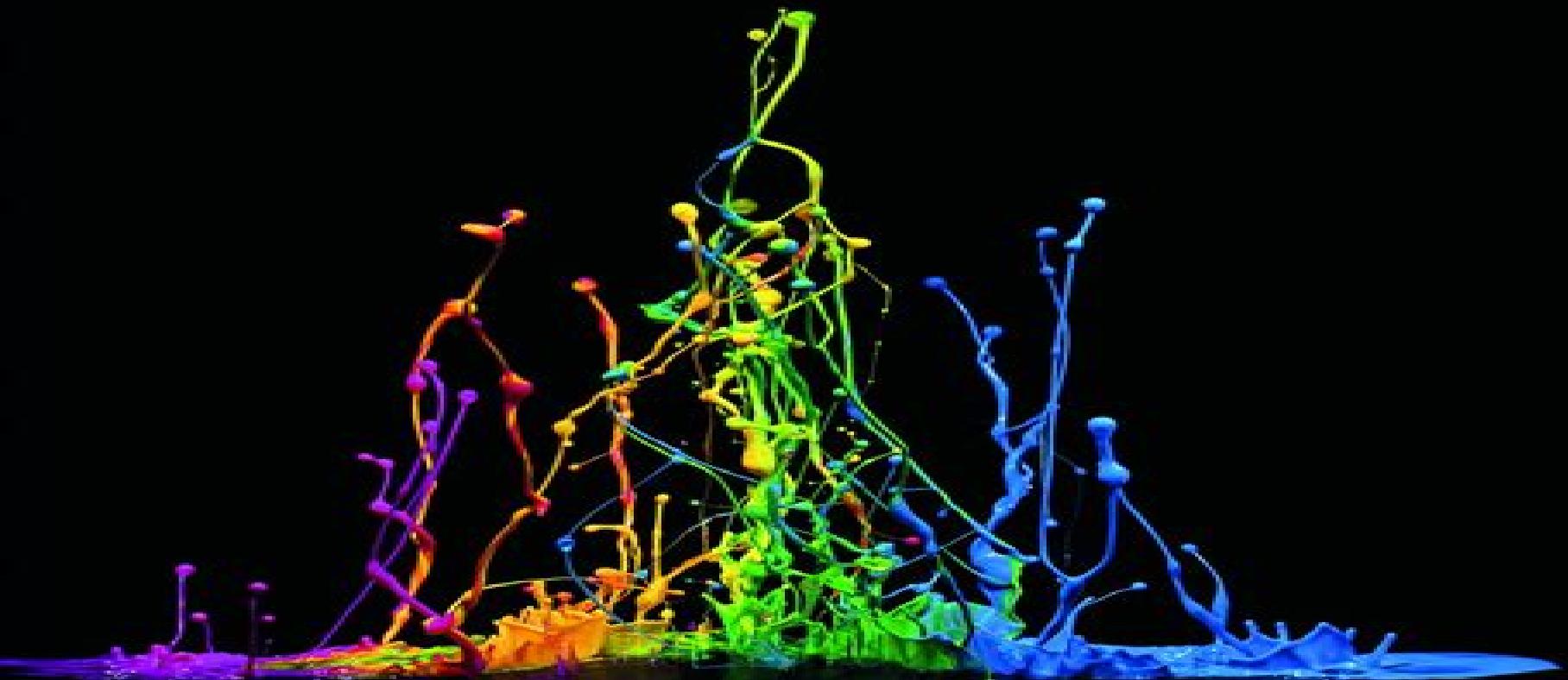


Fourth Edition

# Managing Organizational Change

*A Multiple Perspectives Approach*



Ian Palmer • Richard Dunford • David A. Buchanan

# Managing Organizational Change A Multiple Perspective Approach

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want to Understand How Organizations Should View Change we need to use change models that can guide managers in planning and implementing change Chapter 3 We can use four Dimensions of Change Management strategy resources systems and culture to plan and implement a desired and feasible future state Chapter 4 Leadership is critical to the success of any change initiative By understanding differences between management and leadership attributes of transactional and transformational leadership styles and key factors in Leading Change you can better understand what needs to be done to successfully lead change Chapter 5 Managing the Evolution of Change means that you will need to understand the rational reasons for change and the behavioral states that one goes through how different levels of the organization move through change and how employees and management can work together during change Chapter 6 Change initiatives often flounder because not enough attention is given to Developing and Communicating a Shared Vision Chapter 7 In this chapter you will explore Aligning Strategy and Culture and how important it is for the beliefs guiding values and behavior norms of the organization to support the goals and objectives of the strategic change initiative Appendix A Historical Seeds of Change Management provides an overview of the evolution of organizational change from the late 1940 s to present Appendix B The Managing Change Questionnaire Subset MCQ Answer Key with Comments

#### **Indian National Bibliography**

B. S. Kesavan,2006 Change Management Mark Hughes,2006 This text covers all the key elements of organisational team and individual change with a critical edge Because change is a complex subject area that is often difficult to categorise it also offers a critical perspective that challenges assumptions in this area as well as ensuring that the complexities of this area remain clear

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