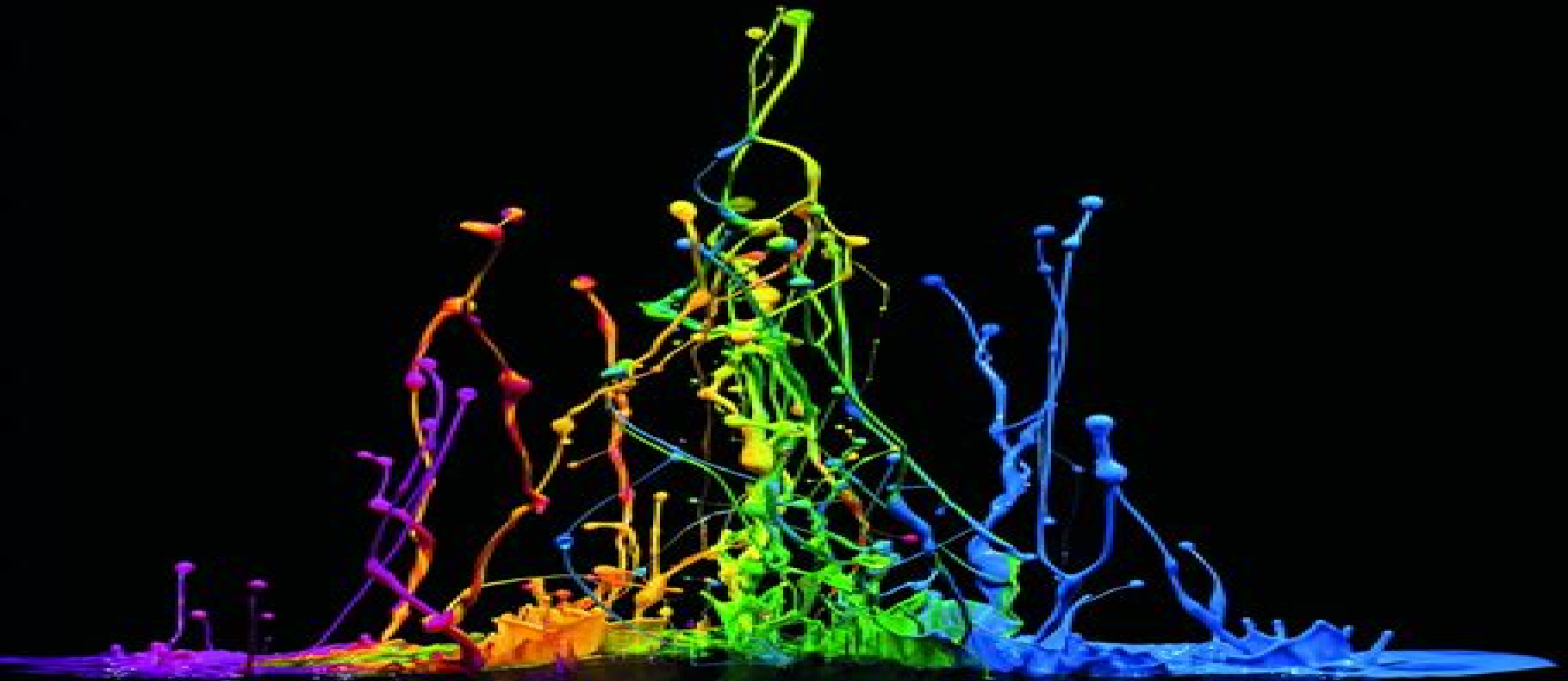


Fourth Edition

# Managing Organizational Change

*A Multiple Perspectives Approach*



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# Managing Organizational Change A Multiple Perspective Approach



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muddling through and creative a process as it is a rational one This book recognizes these tensions for those involved in managing organizational change Rather than pretend that they do not exist it confronts them head on identifying why they are there how they can be managed and the limits they create for what the manager of organizational change can achieve

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Stone,2005-08-26 Description Organizations must evolve to keep up with today s dynamic and competitive environment This book explores a set of concepts theories and techniques that address the successful planning and implementation of change across an organization It focuses on why a company needs to change what can be changed and how to appropriately plan and implement that change The authors also explain how individuals groups and the organization can improve their ability to move through the change process The text was written to help the reader be more comfortable with the uncertainties of change Chapter Format The beginning of each chapter provides highlights of the chapter Chapter at a Glance a Vignette to provide a real world perspective on the subject areas addressed and a brief summary of what will be covered in the chapter Chapter Perspective The main text of each chapter covers concepts theory and techniques that apply to the subject areas covered and include brief real world examples that relate to that content At the end of each chapter there are readings and cases 22 total readings and cases that allow for discussion of the application of the concepts theory and techniques covered For each reading and case the authors have provided a focus questions and linkage to the chapter This format enables the reader to focus on key topic areas and to then apply them to real world situations This combination of content and application enables the reader to draw upon their own experiences and therefore results in optimal learning Chapter Appendix Content Chapter 1 The pace of economic global and technological development coupled with hyper competition in today s world makes Confronting the Realities of Change an inevitable feature of organizational life Chapter 2 If we really

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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