

Contents in Brief

Preface	xiii
Acknowledgements	xv
About the Author	xvii

1 — | part |

ORGANISATIONAL CHANGE

Chapter 1	Organisational Change: An Introduction	3
Chapter 2	Models of Change	27
Chapter 3	Change and Its Impact	49
Chapter 4	Organisational Culture and Change	101
Chapter 5	A Systematic Approach to Making Change	135

2 — | part |

ORGANISATION DEVELOPMENT

Chapter 6	Organisation Development: An Introduction	187
Chapter 7	Diagnostic Strategies and Skills	206
Chapter 8	Power, Politics and Ethics in OD	234
Chapter 9	OD Interventions	250

3 — | part |

KNOWLEDGE MANAGEMENT

Chapter 10	Knowledge Management: An Introduction	299
Chapter 11	Knowledge Management Approaches	320
Chapter 12	Knowledge Networks	343
Chapter 13	Organisational Learning	353
Index		379

Detailed Contents

Preface	xiii	Change and Transition Management	34
Acknowledgements	xv	Organisational Growth	37
About the Author	xvii	Summary	39
		Review Questions	39
		Case Study: Implementation of the e-HR Initiative at Hughes Software Systems	40
		References	48
1 ——— part			
ORGANISATIONAL CHANGE			
◆		◆	
<i>Chapter 1</i>		<i>Chapter 3</i>	
ORGANISATIONAL CHANGE: AN INTRODUCTION		CHANGE AND ITS IMPACT	49
The Importance of Change	3	How People are Affected by Change?	50
The Imperative of Change	5	Why is Change Often Resisted?	57
Forces of Change	6	Overcoming Resistance to Change	60
Internal Forces for Change	8	Minimising Resistance to Change	61
Organisational Change:	11	Change and the Person	69
Some Determining Factors	12	Change and the Manager	75
Planned Internal Change	13	Summary	85
Planned External Change	15	Review Questions	86
Unplanned Internal Changes	16	Case Study 1: Making Friends at Pillco	87
Unplanned External Changes	17	Case Study 2: Indian Railways: Changing the Times and Changing with the Times	89
Types of Change	18	References	99
Summary	23	◆	
Review Questions	23	<i>Chapter 4</i>	
Case Study: Sea Side is Forced to Modernise		ORGANISATIONAL CULTURE AND CHANGE	101
References		What is Corporate Culture?	102
◆		Organisation Culture and Dealing with Change	105
<i>Chapter 2</i>		Summary	121
MODELS OF CHANGE		Review Questions	121
Characteristics of Effective Change Programmes	27	Case Study: XYZ – Change Management	123
Systems Model of Change	28	References	133
Levin's Force Field Analysis Model	29		
The Continuous Change Process Model	30		
	31		

◆		The Process	207
Chapter 5		Diagnostic Models	208
A SYSTEMATIC APPROACH TO		Diagnostic Skills	210
MAKING CHANGE		Methods of Obtaining Diagnostic	
Effective Change Management	136	Information	212
Ten Key Factors in Effective Change		The Change Agent	214
Management	137	The Golden Rules of the Change Agent	218
Systematic Approach	141	Client-Consultant Relations in Organisation	
Keys to Mastering Change	148	Development	224
Classic Skills for Leaders	148	Client – Consultant Relationship	225
People Lever and Culture Change	161	Summary	229
Designing Change	162	Review Questions	230
Summary	167	Case Study: The Old Family Bank	231
Review Questions	168	References	233
Case Study: Gold Smith Consulting:		◆	
A Change in the Making	170	Chapter 8	
References	183	POWER, POLITICS AND	
		ETHICS IN OD	234
		Power and Control Issues in Organisations	235
		Power	235
		The Concept of Organisational Politics	238
		Ethics in OD	242
		Summary	246
		Review Questions	246
		Case Study: Revati Sharma and	
		The Ethics of OD	247
		References	249
		◆	
		Chapter 9	
		OD INTERVENTIONS	250
		Definition of OD Intervention	251
		Selecting an OD Intervention	252
		Classification of OD Interventions	253
		OD Interpersonal Interventions	255
		OD Team Development Interventions	259
		OD Intergroup Development Interventions	274
		Summary	278
		Review Questions	279
		Case Study 1: The Farm Bank	280
◆			
Chapter 6			
ORGANISATION DEVELOPMENT:			
AN INTRODUCTION			187
Defining Organisation Development (OD)	188		
Characteristics of OD	189		
The Evolution of Organisation Development	191		
Assumptions of Organisation Development	192		
Model of OD – Action Research	193		
Action Research as a Process	193		
Features of Action Research	196		
Summary	198		
Review Questions	199		
Case Study 1: Remaking ABX	200		
Case Study 2: The Popular Professor	202		
References	205		
◆			
Chapter 7			
DIAGNOSTIC STRATEGIES			
AND SKILLS			206
What is Diagnosis?	207		

2 — part

ORGANISATION DEVELOPMENT



Chapter 6

ORGANISATION DEVELOPMENT:

AN INTRODUCTION

Defining Organisation Development (OD)	188
Characteristics of OD	189
The Evolution of Organisation Development	191
Assumptions of Organisation Development	192
Model of OD – Action Research	193
Action Research as a Process	193
Features of Action Research	196
Summary	198
Review Questions	199
Case Study 1: Remaking ABX	200
Case Study 2: The Popular Professor	202
References	205



Chapter 7

DIAGNOSTIC STRATEGIES AND SKILLS

What is Diagnosis?	207
--------------------	-----

Case Study 2: The Sundale Club	282	Cultural/Behaviouristic Approaches to Knowledge Management	321
Case Study 3: Steele Enterprises	285	Systematic Approaches to Knowledge Management	322
Case Study 4: Western Utilities Company	289	The Nature of Knowledge Management	322
Case Study 5: The Keyboard Company	290	Getting Started with Knowledge Management	325
Case Study 6: Surya Chemical Company	293	Implementing Knowledge Management	329
References	294	Some Principles of Knowledge Management	331
		Summary	339
		Review Questions	339
		Case Study: NASA – Capturing and Transferring Knowledge	340
		References	342
3 — part			
KNOWLEDGE MANAGEMENT			
◆			
Chapter 10		Chapter 12	
KNOWLEDGE MANAGEMENT: AN INTRODUCTION	299	KNOWLEDGE NETWORKS	343
Why Such Intense Interest in Knowledge Management?	300	Knowledge Networking or Knowledge Connectivity Process	344
Pricewaterhouse Coopers: An Example	300	Building External Networks	348
Why do we need Knowledge Management (KM) Now?	301	Summary	349
Roadblocks to Adoption of Knowledge Management Solutions	301	Review Questions	349
A Brief History of Knowledge Management	302	Case Study: Leveraging Knowledge at Hewlett Packard	250
What is Knowledge?	304	References	352
What is Knowledge Management?	304		
The Dynamics of Knowledge Creation	307	◆	
Types of Knowledge	307	Chapter 13	
Knowledge Management: A Cross-Disciplinary Domain	313	ORGANISATIONAL LEARNING	353
Summary	315	The Senge Approach	355
Review Questions	315	Nonaka and Takeuchi's Approach	357
Case Study: Empowerment through Knowledge	316	The Executive View on Organisational Learning	358
References	319	The Reality Checklist	359
		Seven Steps of Initiating Organisational Learning	361
◆		Summary	369
Chapter 11		Review Questions	369
KNOWLEDGE MANAGEMENT APPROACHES	320	Case Study: Rover	370
Mechanistic Approaches to Knowledge Management	321	References	378
		Index	379