Sixth Edition

Managing Change

Bernard Burnes

PEARSON

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney Auckland • Singapore • Hong Kong • Tokyo • Seoul • Taipei • New Delhi Cape Town • São Paulo • Mexico City • Madrid • Amsterdam • Munich • Paris • Milan

Contents

Introduction Acknowledgements

xii xix

F	Part 1 The rise and fall of the rational organisation	
1	From trial and error to the science of management	
	The rise of organisation theory	3
	Learning objectives	3
	Introduction	5
	The rise of commerce and the birth of the factory	8
	Organisation theory: the Classical approach	15
	Conclusions	29
	Test your learning Suggested further reading	34 34
	Case Study 1: Nissan's approach to supplier development	35
2	Developments in organisation theory	
	From certainty to contingency	39
	Learning objectives	39
	Introduction	41
	The Human Relations approach	42
	The Contingency Theory approach	59
	Conclusions	72
	Test your learning	73
	Suggested further reading Case Study 2: Jobs International (India) Ltd	74 75
3	In search of new paradigms	78
	Learning objectives	78
	Introduction	79
	The Culture–Excellence approach	83
	The Japanese approach to management	113
	Organisational learning	125
	Conclusions	135
	Test your learning	139
	Suggested further reading Case Study 3: The transformation of XYZ Construction: Phase 1 – culture change	140 141
	control of the statistic match of the construction mass in control change	141

vii

4	Critical perspectives on organisation theory	
	Postmodernism, realism and complexity	143
	Learning objectives	143
	Introduction	144
	The postmodern perspective	147
	The realist perspective	156
	The complexity perspective	160
	Conclusions	166
	Test your learning	168
	Suggested further reading	168
	Case Study 4: File sharing and the music industry	169
5	Culture, power, politics and choice	172
	Learning objectives	172
	Introduction	174
	Introduction The cultural perspective	
		174
	The cultural perspective	174 176
	The cultural perspective The power-politics perspective	174 176 200
	The cultural perspective The power-politics perspective Managing and changing organisations: bringing back choice	174 176 200 212
	The cultural perspective The power-politics perspective Managing and changing organisations: bringing back choice Conclusions	174 176 200 212 215

Part 2 Strategy development: theory, practice and choice

6	Approaches to strategy	

Managerial choice and constraints	223
Learning objectives	223
Introduction	224
Understanding strategy: origins, definitions and approaches	226
Understanding strategy: choices and constraints	244
Conclusions	253
Test your learning	255
Suggested further reading	256
Case Study 6: The rise and fall of Marconi	257

7 Applying strategy

Models, levels and tools	261
Learning objectives	261
Introduction	263
Types of strategy	264
Levels of strategy	270
Strategic planning tools	282

Conclusions		292
Test your learning		294
Suggested further reading		295
Case Study 7: Process Control Inc.		295

Part 3 Change management: past, present and future

8	Change management: fundamental questions for organisations	301
	Learning objectives	301
	Introduction	302
	Why do organisations change?	303
	Individuals, groups and open systems	306
	Resistance, commitment and readiness	312
	The change agent	318
	The frequency and magnitude of organisational change	322
	Conclusions	327
	Test your learning	328
	Suggested further reading	329
	Case Study 8: GK Printers Limited	330
9	Planned change and Organization Development (OD)	332
	Learning objectives	332
	Introduction	333
	The Planned approach: from Lewin to Organization Development (OD)	334
	Phases of Planned change	347
	The origins of OD	348
	Conclusions	357
	Test your learning	358
	Suggested further reading	359
	Case Study 9: The transformation of XYZ Construction:	
	Phase 2 – change of structure	360
10	Developments in change management	
	Emergence challenges Emergent change as OD strikes back	363
	Learning objectives	363
	Introduction	364
	From Planned to Emergent change	366
	Emergent change	368
	Emergent change: summary and criticisms	388
	Emergence	393
	The renaissance of OD	395
	Conclusions	397
	Test your learning	398
	Suggested further reading	398
	Case Study 10: Midshires College of Midwifery and Nursing	399

ix

Contents

11	A framework for change		
	Approaches and choices		402
	Learning objectives	lange enterst und des munic _{es} etters staaren is een een 12 eelee me	402
	Introduction		403
	Varieties of change		405
	A framework for change		409
	A framework for employee involv		412
	A framework for choice		414
	Conclusions		415
	Test your learning		417
	Suggested further reading		418
	Case Study 11: Oticon – the diso	rganised organisation	419

and the second second	State of the second second	100 A 200 State		0.00 A B B B	STATISTICS AND ADDRESS
Dave		200	mmm	~h	00100
	41 IV		151115		IUICE
Station and State		collected and referred	iging	1. 2	a la sub de la sub de la sub

12	Organisational change and managerial choice			
	Part 1: The choice process and the trajectory process	425		
	Learning objectives	425		
	Introduction The Choice Management–Change Management model Conclusions	426 429 445		
	Test your learning Suggested further reading Case Study 12: Samsung: dynamic leadership and a long-term vision?	446 446 447		

The charge second

13 Organisational change and managerial choice

	Part 2: The change process	449
	Learning objectives	449
	Introduction	450
	The change process	452
	Conclusions	475
	Test your learning	477
	Suggested further reading	477
	Case Study 13: Organisational change: the role of values	478
14	Management, leadership and change	483
	Learning objectives	483
	Introduction	485
	Globalisation and the challenge of change	487
	The manager's role	497
	Management and leadership	503
	Management development	517

.

Contents

622

Management, leadership and chan	Ige	526
Conclusions		528
Test your learning		532
Suggested further reading		533
Case Study 14: Nokia: from 'burning	ng platform' to a slimmer management model	533
Bibliography		537
Glossary		609

Index

xi