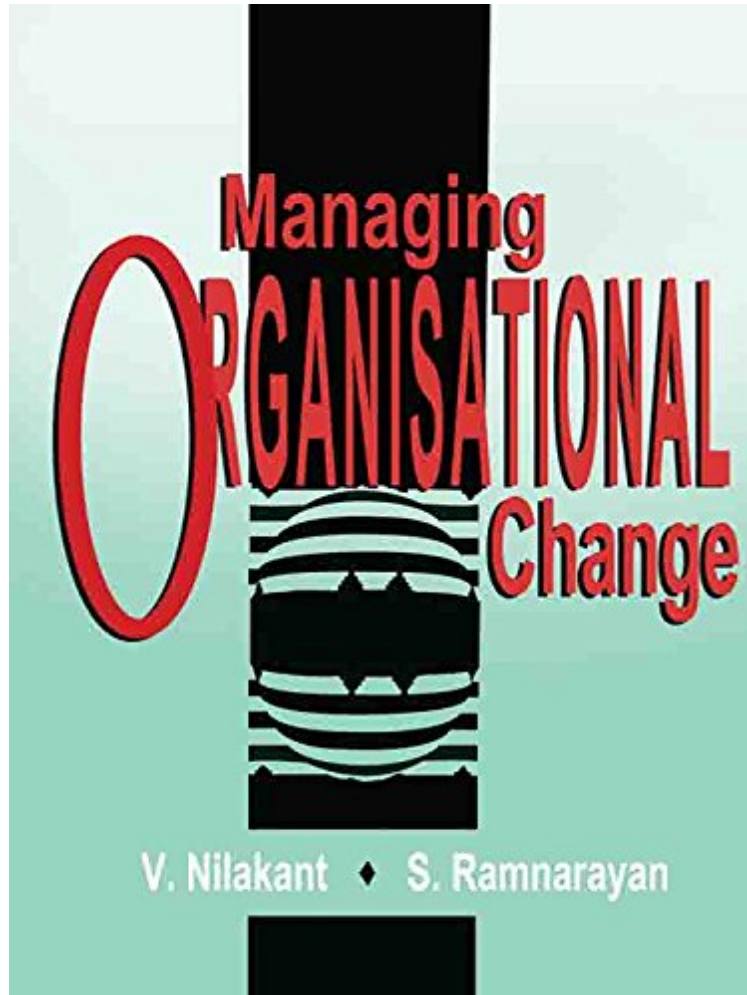


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Managing Organisational Change

V Nilakant, S Ramnarayan

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V Nilakant, S Ramnarayan : Managing Organisational Change before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing Organisational Change:

10 of 10 people found the following review helpful. This is an outstanding primer on organizational change!By H.Rao (H_rao@bus.emory.edu)This is an outstanding primer on organizational change! Books on organizational change tend to primarily peddle simple panaceas in breathless prose. Few books on organizational change draw on corpus of organizational research and present a nuanced account of the content and processes of organizational change that are relevant and accessible to managers, consultants, and business school students. Because it does all of these things 'Managing Organizational Change' is exceptionally engaging. Nilakant and Ramnarayan's book is an innovative accomplishment on several counts. First, it is anchored in organizational theory and presents an integrated account of organizational change. As a result, readers are introduced to a portrait of change as an outcome of multiple levers, levels, and trajectories. Second, unlike most books that either address the content or process of change, this book

focuses on both. The authors emphasize four levers of change, technology, marketing, quality, and costs and discuss how they need to be aligned with strategy, structure, human resource management and values-based leadership. Third, unlike most books that equate the process of change with a campaign of rational persuasion, this book distinguishes among growth, transformation and turnaround as distinct processes. The analysis of these processes is perhaps the best section of the book and readers are left with a nuanced understanding of how different approaches are required to sustain these processes. Fourth, the book is grounded in Indian organizations and case studies of forty-seven organizations are used to exemplify, illustrate, and drive home the arguments of authors. In each chapter, the authors present a compact set of lessons to be learnt from these cases. Finally, the authors urge readers to construct organizations infused with dignity, respect for the person, and justice. I for one believe that the book sets such a high watermark that it will become a valuable primer on organizational change for consultants and managers working in Indian organizations or the India-based operations of multi-national firms. But the book's implications resonate beyond India - its account of the content of change, and the challenges in managing growth, transformation and turnaround would enrich all those interested in organizational change in different parts of the world. Therefore, it is required reading for all those interested in learning about organizational change.

Drawing upon and integrating current theories, models, and experiences of companies in India and abroad, this book offers practical insights into managing change. It emphasises both what organisations need to change and how they should go about it. Examining primary data from about 50 progressive Indian organisations, the authors view organisational change in terms of three generic categories: growth, transformation and decline. Based on the case studies, they present a model of change that focuses on eight levers of change: value-based leadership, strategy, structure, human resource practices, technology, marketing, quality and costs. The model is richly illustrated with examples from both Indian and international practice. The authors examine the core values that must underlie any change effort and discuss the ways in which organisations can nurture value-based change. This timely and lucid book will be an indispensable reference or text for all behavioural and management programs.