

# Managing Human Aspects of Organisational Change (A study of Selected MNCs in India)

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**Abstract:** *The dynamic business environment today requires frequent changes both in the way organizations operate and in the organizational structure. Turner (1999) also see also Abrahamson (2000, 75) notes that change is endemic and has become an essential determinant in maintaining a company's competitive edge. In his opinion, the old bureaucratic style of management is incapable of meeting the challenges of changing environment.*

*In a study of changes facing Australian corporations, 65 percent of human resource managers assessed that the extent of change their organization had gone through during the last three years was either major or radical (Waldersee and Griffiths 1996, 6). Eichelberger (1994, 87) noted already in 1994 that it had never been more important for companies to run successful change. Companies must empower people and examine what they could do to improve company's profitability and standing on the market (Eichelberger 1994, 87). The future of organizations may depend on the success of the change projects and thus great is currently put into implementing them. Increased productivity, shorter throughput and delivery times, simpler processes, elimination of non value adding processes and increased employee well-being are typical examples of goals in organizational changes (Järvenpää and Eloranta 2000; see also Barker 1998, 549; Salminen and Perkiömäki 1998, 21).*

**Key Words:** *Human aspects, employee wellbeing, increased productivity, Organizational changes, Outsourcing.*

## 1. INTRODUCTION:

Over the past few decades, large-scale organizational change has become a way of life in Business. These changes are of various types due to large scale implication of new technology/processes/practices/culture/Outsourcing or M & A. Research says 70 % large scale transformation fails because of improper focus on people aspects of Change (Gartner & Kotter).

Many organizational changes, however, have failed to deliver promises of increase productivity and morale, reduce costs and wastages, and improve customer satisfaction. Failure of an organizational change for businesses has both short term and long-term consequences. Direct short-term implications to a failure of an effective organizational change means that objectives are not achieved and resources, including money, time and people, are wasted. Indirectly, morale suffers, job security is threatened and confidence in leadership diminishes. A very common theme among these failures is a *lack of understanding of the power of the collective human system to obstruct the progress of initiatives*. The result has been to reinforce fear, defensiveness, and cynicism among employees toward change efforts. Over the long haul, a failure of change means that business strategies are not accomplished; resistance to change increases and the organization's survival is threatened.

Any organizational change happens due to external or internal forces. The success or failure of any change initiatives depends on not only the business demand, strategic decision of top management but on attitudes, values, perception, beliefs of the people and their participation & commitment. In change process, human aspects play a crucial role in ensuring the change really happen. Changing technology and Business is easy but changing the people mindset is so difficult and people is the driver for any successful change. The above issues have been kept in mind while selecting the topic for the research. The present research will involve developing a generic Model for managing the human aspects to manage and implement change successfully.

## 2. BACKGROUND: RATIONALE OF THE PROPOSED STUDY:

The dynamic business environment today requires frequent changes both in the way organizations operate and in the organizational structure. Turner (1999, 2; see also Abrahamson 2000, 75) notes that change is endemic and has become an essential determinant in maintaining a company's competitive edge. In his opinion, the old bureaucratic style of management is incapable of meeting the challenges of changing environment.

In a study of changes facing Australian corporations, 65 percent of human resource managers assessed that the extent of change their organization had gone through during the last three years was either major or radical (Waldersee and Griffiths 1996, 6). Eichelberger (1994, 87) noted already in 1994 that it had never been more

important for companies to run successful change. Companies must empower people and examine what they could do to improve company's profitability and standing on the market (Eichelberger 1994, 87). The future of organizations may depend on the success of the change projects and thus great is currently put into implementing them. Increased productivity, shorter throughput and delivery times, simpler processes, elimination of non value adding processes and increased employee well-being are typical examples of goals in organizational changes (Järvenpää and Eloranta 2000; see also Barker 1998, 549; Salminen and Perkiömäki 1998, 21).

Originally, the motivation to go deeper into the subject also rose from my 19 yrs. of engagements in developing and studying the development of organizations. Despite the importance of developing organizations, many change efforts simply fail. They fail to produce the performance enhancements that were planned or they end up months late or with costs remarkably more than budgeted. Some change efforts can even cause harm to the overall performance of the company. As a result of my observations, I summarized that when looking at development efforts from a distance and seeing all the different phases from tentative ideas and analysis delineation to project assessment and conclusion, it is neither carrying out analysis nor finding new breakthrough solutions that act as bottlenecks in the development process. At that time my hypothesis was thus that it is the implementation phase and effective tools for carrying out the implementation where more attention should be paid to human aspects and where new models of C.M. should be introduced and applied.

According to a 1991 survey of US electronics companies, only 37% of the organizations engaged in total quality programs reported that they had succeeded improving quality defects by 10% or more (Schaffer and Thomson 1992, 81). An estimated 50-70% of reengineering efforts never reach their goals (Hammer and Champy 1993, 214). In the early 1980s, a survey of management consultants summarized that fewer than 10 percent of well and clearly formulated new strategies were successfully implemented (Kaplan and Norton 2001, 1). Thus, the major issue in organizational change is why the initiatives of change get failed in majority of the change implementation processes.

The evidence for the need of a guiding and facilitating change for organization was received from two independent marked surveys carried out by research Finnish industry and consultants in 1997. Some large consulting and industrial companies have developed and tailored tools for their own purposes and specific needs, but there is a lack of generic, comprehensive, overt and published material on change management. Kotter (1996, 4; see also Barker 1998, 550) begins his book with highlighting the fact that most of the transformation efforts undertaken in firms end up with a failure, i.e., producing only disappointment, frustration, burned-out and scared employees, and waste of resources.

However, according to Kotter a significant amount of the waste and failures could be avoided, if only more energy and attention was put into avoiding the most common and biggest problems transformation efforts are typically facing.

It is found that many change efforts simply fail. A survey of fortune 500 executives revealed that 87% change management implementation did not realized its full process and system benefits due to failure to address human and cultural aspects of the change process.

The need for the change in organization strive from either be made by the organization (internal) itself after experiencing the pain or discovering the opportunity for the better future or by out side (external forces) both may fail if the efforts are not put to address the issues related to the intangible aspects attitudes, perception, norms, or the psychological factors and considering the top management commitment and their readiness to change. The same view shared by Turner change introduced may either be technical or cultural i.e. change in skills, attitudes, values, norms, processes and systems or structure of the organization. The social scientist studied the change in human organization from people perspective. The focus of the study confined empirically around the same. As understood that people and culture plays prominent /major role in change process. The vexing problem is how to manage change, how to prepare people to accept the change, is their any model or systematic approach to manage change.

Different kinds of models and frameworks are abundant in the literature (e.g., Beer et al.1990a, 160; Tulloch 1993, 62). Someone places more emphasis e.g., on human issues whereas someone else may stress visions and strategies (e.g., Kotter 1996). In conclusion, it is very difficult to pick up and name the most salient differences between the models, particularly in terms of their usefulness and usability in a real life context. In Change management human aspects is so important that it often seen as an input of the change implementation i.e. in order to bring about permanent change the human aspects must be first altered and attended.

Change is a complex process we have to search pertinent ingredient for a successful change efforts. In this study efforts would be to identify those factors to take into account if striving for a successful change or identify critical success factors to manage change. Many research and cases related to the organizational development and change management emphasized on the phased model with a stress on vision and strategy some on the human factor. The human factors are so important that it needs to be addressed first. Some of the models emphasis on vision and objective while some on motivation of the people, top management commitment, role of change agents, communication with the employees and some on the human factors.

- The present study will be focused on understanding the people perception, attitudes, values, belief and their crucial roles in successfully managing change.
- Understanding the various models available on managing human aspects (people related issues) of the change in organization.
- Developing model which will help the organization in managing the change implementation very effectively and systematically.
- Validating the model in 5-6 selected Indian multi-national organizations (service industry)
- To enhance the knowledge and to gain new understanding on managing and implementation change (change manager/practicener/HR/academia)

### 3. SCOPE OF THE PROPOSED STUDY:

The study will be conducted in 4-5 selected Indian MNC's to validate the hypothesis and proposed model of change management implementation, suitable to the objective of the study. Thus, model will be developed accordingly for implementation to other suitable organization

### 4. SAMPLE SIZE OF THE STUDY AND DATA COLLECTION:

The proposed study is empirical in nature. Data collection will be done from two selected 5-6 Indian MNC's from service industries. The primary data will be collected with the help of focused group interviews, observations and questionnaires. The questionnaire will be developed, designed and administered to the organization on some selected sample (400-500 respondents). The design of the questionnaire will be validated through pilot study before it would be administered to the bigger population.

The questionnaire developed and designed for collecting data will be administered on the selected sample or defined sample size (400-500 respondents). The sample size for administration will be random stratified. The sample size of 400-500 respondents will be determined by considering the factors like actual size of the population, the variation in the quantity, the reliability and precision of the sample.

10-15 percent of the total population will be selected for the interview. The sample size will cover employees ranging from top management to middle to lower level employees from selected 5-6 Indian MNC's from service industry. The objectivity of the study will be given emphasis while interacting and conducting the interviews.

The other sources of the data and information will be collected through company documents, publication, websites and other related literature. Apart from the above sources the relevant books, government publications, journals, articles, periodicals, e-library, Knowledge Management center, Portal of leading software Organizations, resources available in academic institutions, Research organizations and universities on Change management will also be collected.

### 5. REVIEW OF LITERATURE:

We have most evidently heard the phrase "There is nothing permanent except change". Doesn't it make wonder why it is so difficult to bring about change in organizations? Furthermore, would it be somehow possible to help organization develop their operations, reorganize them and adopt new systems and ways of working? The dynamic business environment today requires frequent changes both in the way organization operate and in the organizational structure. Turner (1999, 2; see also Abrahamson 2000, 75) notes that change is endemic and has become an essential determinant in maintaining a company's competitive edge. In his opinion, the old bureaucratic style of management is incapable of meeting the challenges of changing environment.

In a study of changes facing Australian corporations, 65 percent of human resource managers assessed that the extent of change their organization had gone through during the last three years was either major or radical (Walderssee and Griffiths 1996, 6). Eichelberg (1994, 87) noted in 1994 that it had never been more important for companies to run successful change exercise. Companies must empower people and examine what they could do to improve company's profitability and standing on the market (Eichelberger 1994, 87). The future of organization may depend on the success of the managing change and thus great effort is currently put into implementing them. Increased productivity, shorter throughput and delivery times, simpler processes, elimination of non value adding processes and increased employee well-being are typical examples of goals in organizational changes (Järvenpää and Eloranta 2000; see also Barker 1998, 549; Salminen and Perkiömäki 1998, 21).

Originally, the motivation to go deeper into the subject rose from my past 10+ years engagements in providing consultancy and training in developing and studying the organizational development. Despite the importance of developing organization, many change efforts simply fail. A survey of Fortune 500 executives revealed that 87% Change mgt. implementation did not realize it's full process and systems benefits due to failure to address Change Management issues related to employees. (CSI Index Survey) Some change efforts can even cause harm to the overall performance of the company. In the early 1980s, a survey of management consultants summarized that fewer than 10 percent of well and clearly formulated new strategies were successfully implemented (Kaplan and Norton 2001, 1).

Kotter (1996, 4; see also Barker 1998, 550) begins his book with highlighting the fact that most of the transformation efforts undertaken in firms end up with a failure, i.e., producing only disappointment, frustration, burned-out and scared employees, and waste of resources. However, according to Kotter a significant amount of the waste and failures could be avoided, if only more energy and attention was put into avoiding the most common and biggest problems transformation efforts are typically facing.

For becoming familiar with the research issue, it is relevant to have a look at the present knowledge of changing organization.

“Change means the new state of things is different from the old state of things.” (French and Bell 1999, 2) Organizational change thus means the new state of things in the organization is different from the old state of things in the organization.

According to French and Bell (1999, 2; see also Goodstein and Burke 1997, 159; Kanter et al. 1992, 24) the need for change may originate from several different sources, both from inside and outside the organization. External forces include e.g., regulators, competitors, customers, and technology whereas internal pressure may come from obsolete services and products, new market opportunities, new strategic directions, and an increasingly diverse workforce. Further, Lippitt et al. defined already in 1958 that the decision to strive for change may either be made by the organization itself, after experiencing pain or discovering the opportunity for a better future or by an outside change agent that takes the first initiative towards a change effort.

Organization change primarily because of external pressure rather than internal desire to change (Goodstein and Burke 1997, 159). Kleiner and Corrigan (1989, 25, see also Lanning et al. 1999, 32; Miles et al. 1995, 142; Scherr 1989, 407) address similarly that all organizational change is triggered with the perception or experience of environmental threat, loss or opportunity. To summarize, change is needed when current performance and the way of operation of a business is no longer on a par with the requirements from inside the company or with the environment and the competitive situation.

When entering the world of developing organization, two different types of concepts are usually distinguished, namely organizational and operational change<sup>5</sup>. However, in practice they are strongly interwoven and very difficult to separate from each other, as changes in one part of a system always have implications to some other parts of it. (Salminen 2000, 11; Sharrat and McMurdo 1991, 43) Consequently, every change effort encompasses both organizational and operational characters and elements.

Goodstein and Burke (1997) also discuss the separation of different kinds of changes by claiming that organization can change on three different levels. That is, changing (1) the individuals, i.e., their skills, values, attitudes and behavior (2) structures and systems, that is reward systems, reporting relationships and work design and (3) climate or interpersonal style. According to Turner (1999, 53), change introduced by a project may either be technical, i.e., change to the technology or physical environment, or cultural, i.e., changes to the skills, attitudes, values, processes and systems or the structure of the organization. Turner further notes that the vast majority of change projects result in a mixture of objectives and names these endeavors PSO-projects (People, Systems and Organization).

Salminen (2000, 49) points out that it is mainly the boundaries between academic disciplines and different research traditions which have caused this somewhat artificial separation of different kinds of changes. “Social scientists have studied changes in human organization from a people perspective, and operational changes have by and large been considered from the viewpoint of industrial engineering, processes engineering or operations research.” (Salminen 2000, 49) Fortunately, there is an acknowledged need for enhanced collaboration between different disciplines, yet there also is a clear dearth of true multidisciplinary exercises (Salminen 2000,49; see also Järvenpää and Eloranta 2000; Kast and Rosenzweig 1985, 102)

Cummings and Worley have defined organization development (OD) as “a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization’s effectiveness”. (Cummings and Worley 1993, 2) OD has also been defined as “a planned process of change in an organization’s culture through the utilization of behavioral science technologies, research and theory.” (Bourke 1987, 11). Therefore, although OD involves the element of planning, it also clearly concentrates on the use of behavioral and sociological methods, and even the planning aspect usually deals with the planning of behavioral interventions. There are also numerous other definitions of OD, all having a flavor of their own, yet also including the most prominent views and principles commonly associated with OD.

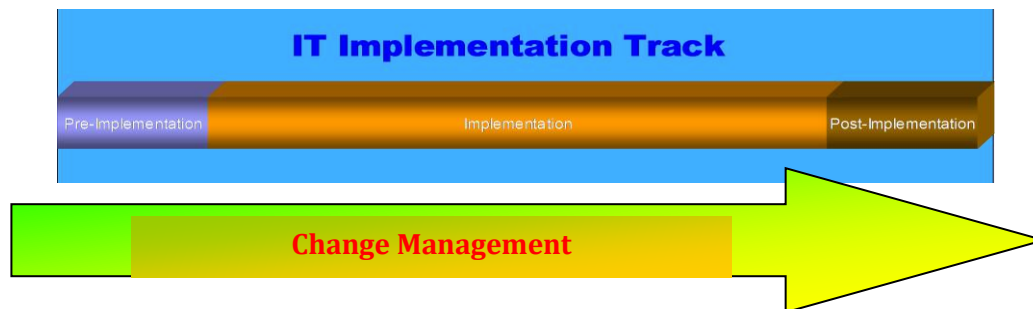
In OD discipline the culture of the organization is often seen as an input of the change process, i.e., in order to bring about permanent change the culture must first be altered. (French and Bell 1999, 4) However, there are also contradicting arguments to this. For instance, Kotter (1996, 155) argues that instead of being input, altered culture is an output of a change effort. Culture will thus gradually develop itself alongside with some more tangible changes in procedures, structures and operations.

Out of all the above-mentioned features of organization development, one of the most acknowledged theories and practices in the field of OD is that of planned change.



Cummings and Worley (1993, 52) even argue that all approaches of OD rely on planned change. Miles et al. (1995, 140) also support that notion by stating that the firms planning for the redesigning of the organization should first consider the basic route their redesign should follow. According to Lippitt et al. (1958, 10) “planned change originates in a decision to make a deliberate effort to improve the system”. Consequently, the notion of planned change has led to different kinds of models for carrying out the planning itself and the action following it. What these models have in common is that they all contain a sequence of phases (also referred as steps or stages) to be carried out. These are accordingly called “phase models” for change.

Lewin’s model has been criticized for being too simplistic and thus, not offering practical enough information for carrying out change in practice (e.g., Kanter et al. 1992, 372). In the 1980s and 1990s, some more practical “roadmaps” for carrying out change thus emerged, one of the most popular being Kotter’s phase model originally introduced in Harvard Business Review and later also published as a book (Kotter 1995 and 1996).



Kotter J. P studied over hundred organization having carried out a planned change effort and came up with eight most common mistakes causing programs to fail. Fortunately, he also introduced methods for avoiding those mistakes and fatal errors by constructing an eight-stage change process for implementing organizational transformation. He justifies the step model by first claiming that all useful changes tend to be associated with a multistep process that creates enough power and motivation for overwhelming the sources of inertia. (Kotter 1995 and 1996) Kotter’s phase model is as follows (Kotter 1996, 21):

- Establishing a sense of urgency
- Creating the guiding coalition
- Developing a vision and strategy
- Communicating the change vision
- Empowering employees for broad-based action
- Generating short term wins
- Consolidating gains and producing more change
- Anchoring new approaches in the culture

Kotter J.P. (1996) states that it is imperative to pay attention to all of the phases, not only to those e.g., most easy to carry out. However, depending on the nature of the change and the current state of the organization, i.e., employees’ readiness for the change, less emphasis may be put on the first four typical errors. He also suggests that all successful change efforts go through all eight stages in his process. (Kotter J. P. (1996, 15-16; 23-24) There are also numerous other phase-models for carrying out change in organization. In Table some of them are summarized and organized according to Bullock and Batten’s (1985, 400) clear exploration-planning-action-integration phase-model. Models representing different decades, movements, disciplines and schools of thought will be selected to form as comprehensive and representative picture of the issue as possible.

## 6. RESEARCH GAPS IDENTIFIED FOR THE PROPOSED STUDY:

Based on the available literature survey and my past 19 years of credentials to the Change management it has been found that 70-80 percent of the organization failed to the manage the change effectively and its cost a lot. “Enterprises that fail to prepare and support their workforces for major and continuing organizational change will miss business objectives by at least 30% and will experience turnover rates of at least 20% annually for their key knowledge and leadership workers”- Gartner (Leading Research organization)

The emphasis is to not only understand why Change management initiatives failed in most of the organization worldwide as well as India. The caused for any failure or success is not the technology but the people/employees related aspects. The present study will identify the gaps and will primarily focused on the human aspects (attitudes, values, beliefs, habits, norms, culture) as a hindering or facilitating forces of the Organization change management. The present study will also understand the role of leadership and people in facilitating the change process in the organization

The available model on Change management is unable to bridge the gap on how to manage Change management effectively as every Change in the organization is contextual, real time. The proposed study is an attempt

to bring some framework/approach which can help SME's HR and CEO/COO to manage Change more effectively and smoothly.

## 7. OBJECTIVES OF THE PROPOSED STUDY:

The objective of proposed study is to study and understand the present Organization change management models being followed by the certain organization while implementing new technology/system/process/culture change/transformation.

- Understand and review various Organization change management model, framework and processes presently being followed during the introduction of new technology/processes/business/culture change
- Understand the human aspects (*Attitudes, Values, Beliefs, Feelings, Habits, Skills, Assumptions, Emotions, Norms, & Culture*) that are important in the successful implementation of change
- Study and understand the people related issues as a hindering or facilitating factors in change implementation processes.
- Identify gaps in the contemporary organization change management models and implementation
- Suggest organization change management implementation model
- Validate the organization change management model with reference for its effectiveness in managing human aspects (culture, attitudes, values, beliefs, perceptions)
- To compare the human factors prevailing in 5-6 Indian MNC's (as attributes of hindering/facilitating change process)

## 8. RESEARCH METHODOLOGY:

### Hypothesis:

The proposed study is Empirical in nature and set and sub set of questionnaire will be designed.

*"Success of IT/business transformation depends on managing human aspects of change effectively"*

Furthermore the hypothesis will be tested to validate the under the wider context.

### Source of Information:

The base on which a study rests is the information that is embedded in it. The data & informations for this study would be obtained as a blend of both Secondary and Primary sources.

### External & Internal Sources:

- Books
- Manuals, research, Journals, authentic publication, while papers, Company reports, House Journals records etc.
- Literature study from books, magazines, journals, internet etc. for understanding conceptual framework,
- Analysis of recent models in available globally and India.
- This mainly refers to Internet.

### Primary Sources:

The proposed study is empirical in nature. Data collection will be done from two selected 5-6 Indian MNC's from service industries. The primary data will be collected with the help of focused group interviews, observations and questionnaires. The questionnaire will be developed, designed and administrated to the organization on some selected sample (400-500 respondents). The design of the questionnaire will be validated through pilot study before it would be administered to the bigger population. Other sources for primary data collections:

- In-depth interviews with industry experts, analysts etc.
- Collection of relevant data by questionnaires & personal interview etc.
- Identification of suitable parameters for research.
- Analysis of data by using suitable parameters & statistical packages. Like SPSS, cross tabulation analysis, co-relation etc

## 9. QUESTIONNAIRE:

The questionnaire developed and designed for collecting data will be administrated on the selected sample or defined sample size (400-500 respondents). The sample size for administration will be random stratified. The sample size of 400-500 respondents will be determined by considering the factors like actual size of the population, the variation in the quantity, the reliability and precision of the sample.

10-15 percent of the total population will be selected for the interview. The sample size will cover employees ranging from top management to middle to lower level employees from selected 5-6 Indian MNC's from service industry. The objectivity of the study will be given emphasis while interacting and conducting the interviews. The other sources of the data and information will be collected through company documents, publication, websites and other related literature. Apart from the above sources the relevant books, government publications, journals, articles, periodicals, e-library, Knowledge Management center, Portal of leading software Organizations, resources available in academic institutions, Research organizations and universities on Change management will also be collected.

#### 10. LIMITATIONS OF THE PROPOSED STUDY:

The purpose of the research study allows for the empirical investigation on the main question about how the human aspects of change is important human aspects (Attitudes, Values, Beliefs, Feelings, Habits, Skills, Assumptions, Emotions, Norms, & Culture are important in the successful implementation of change in organization. Developing a model/framework can help HR professional/CEO/COO/Subject matter experts to manage Change effectively and smoothly. Some of the limitation are highlighted below:

- Lack of exclusive information about Organization Change management initiatives of corporations on their web sites.
- Lack of cooperation in providing information by MNC's.

The Proposed study is limited to the 2 MNC's in Bangalore City and 2 in National Capital region with selected 400-500 respondent and will not covers the entire employees of the organization.

The study results can be generalized to the wider context. The feedback on the structured questionnaire will be collected within the stipulated time frame.

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