Managing Change By Burnes 5th Edition

This book explores disruption and artificial intelligence in an organisational context to inform and prepare those that are in management positions now and into the future.

A solid understanding of the social, economic and legal environment in which a business operates is crucial to developing a successful business strategy. With a unique balance between theory and practice, Business Environment is a broad ranging and easy to use guide that looks at how factors such as the world economy, government policy, regulation and demography, and social trends, affect day-to-day strategy and decision making in practice. The text is ideal for students taking undergraduate and postgraduate modules in the Business Environment or Business Context areas of an HR or business degree, and also caters for students studying the CIPD Leadership and Management module 'Managing in a Strategic Business Context'. This fully updated 2nd edition includes new content addressing the needs of migrant workers, further international case studies and real-world examples, and lots of new research from the CIPD and elsewhere. Online, you will find a comprehensive tutor and student support site to complement the

practical material within the text. Packed with engaging features such as chapter objectives, student and seminar activities, self assessment questions, case studies, key learning points and further reading, Business Environment is guaranteed to develop the skills, knowledge and key understanding of business strategy that is required at every level.

This book explores the latest developments in the field of smart tourism, focusing in particular on the important cultural and sustainability synergies that have emerged during the digital era. The aim is to elucidate how ICTs can promote innovation and creativity in the tourism and leisure sector in ways that take into account cultural and social responsibilities, foster sustainable tourism management, and enhance cultural tourism, cultural heritage, and sustainable development. The book is based on the proceedings of the Fifth International Conference of the International Association of Cultural and Digital Tourism (IACuDiT), attended by academics and industry practitioners from cultural, heritage, communication, and innovational tourism backgrounds, and is edited in collaboration with IACuDiT. It will have broad appeal to professionals from academia, industry, government, and other organizations who wish to learn about novel perspectives in the fields of tourism, travel, hospitality, culture and heritage, leisure, and sports

within the context of a knowledge society and smart economy in which sustainability is becoming ever more important.

"Human service organizations are faced with environments of volatility, uncertainty, complexity, and ambiguity. The COVID-19 pandemic, other healthcare challenges, expectations for evidence-based practice usage, and racial justice are vivid examples. Clients and communities deserve effective services delivered by competent, compassionate, and committed staff members. Taxpayers, donors, philanthropists, policy makers, and board members deserve to have their contributions used to deliver programs that are effective and efficient. All these forces create demands and opportunities for organizational change. Planned organizational change can happen at the level of a program, division, or an entire organization. Administrators and other staff will need complementary skills in leading and managing organizational change. Staff deserve opportunities to have their unique competencies used to achieve organizational goals. Organizational change involves leading and mobilizing staff to address problems, needs, or opportunities facing the organization by using change processes which involve both human and technical aspects of the organization"--

The questionable practices and policies of many businesses are coming under scrutiny by consumers

and the media. As such, it important to research new methods and systems for creating optimal business cultures. Organizational Culture and Behavior: Concepts, Methodologies, Tools, and Applications is a comprehensive resource on the latest advances and developments for creating a system of shared values and beliefs in business environments. Featuring extensive coverage across a range of relevant perspectives and topics, such as organizational climate, collaboration orientation, and aggressiveness orientation, this book is ideally designed for business owners, managers, entrepreneurs, professionals, researchers, and students actively involved in the modern business realm.

Managing Change: Enquiry and Action, Australasian edition offers a fresh perspective of change theory with contemporary examples providing students with the tools they need to navigate the complexities of change within organisations. The book features notions of innovation, disruption and agile learning that are necessary in an intensified business world. Using an enquiry-action framework, the text is separated into three parts: diagnosing, explaining and enacting to combine theory with the practical tools needed to understand and manage change. Cases reinforce student understanding and focus on actions and outcomes while a selection of fifteen extended cases bring different concepts together.

Written by leading professionals, Managing Change: Enquiry and Action, Australasian Edition is an essential resource for students looking to develop a strong skills base that can be employed in practice. This text provides management students and practising managers with an understanding of, and a guide to, managing the complexities of organizational change effectively. It discusses the techniques and methods that can be used to aid such change.

This volume constitutes the refereed proceedings of the 21st EuroSPI conference, held in Luxembourg, in June 2014. The 18 revised papers presented together with 11 invited papers in this volume were carefully reviewed and selected. They are organized in topical sections on SPI and very small entities; process improvement frameworks; testing and improvement issues; SPI and people issues; SPI and quality issues; software processes in various contexts. The volume also contains selected keynote papers from EuroSPI workshops and invited papers covering the topic of creating environments supporting innovation and improvement.

The first comprehensive guide to anthropological studies of complexorganizations Offers the first comprehensive reference to the anthropologicalstudy of complex organizations Details how organizational theory and research in business hasadopted anthropology's key concept of culture, inspiring newinsights into

organizational dynamics and development Highlights pioneering theoretical perspectives ranging fromsymbolic and semiotic approaches to neuroscientific frameworks forstudying contemporary organizations Addresses the comparative and cross-cultural dimensions ofmultinational corporations and of non-governmental organizationsworking in the globalizing economy Topics covered include organizational dynamics,entrepreneurship, innovation, social networks, cognitive models andteam building, organizational dysfunctions, global networkedorganizations, NGOs, unions, virtual communities, corporate cultureand social responsibility Presents a body of work that reflects the breadth and depth ofthe field of organizational anthropology and makes the case for theimportance of the field in the anthropology of the twenty-firstcentury This book "provides managers with an awareness of the issues involved in managing change, moving them beyond "one-best way" approaches and providing them with access to multiple perspectives that they can draw upon in order to enhance their success in producing organizational change. These multiple perspectives provide a theme for the text as well as a framework for the way each chapter outlines different options open to managers in helping them to identify, in a reflective way, the actions and choices open to them."--Cover. Contemporary Issues in Human Resource Management is uniquely holistic in its approach to advanced HRM and takes the reader logically through a wide variety of practical issues and functions that affect HR practitioners. Topics addressed include competition and

choice, people and skills, regulation and public policy, social trends, engaging people, managing an international workforce, and developing and implementing HR strategies. It is an essential one-stop resource that clearly evaluates the issues surrounding the way people are managed, offers insight into the future development of HRM, and provides the theoretical framework that will enable success in practice. Contemporary Issues in Human Resource Management is packed full of engaging features, such as chapter-by-chapter learning outcomes, case studies, critical reflections, questions and activities designed to actively engage you with the material addressed and summaries of key points to aid learning. Taking you step-by-step through the aspects of HR management so vital for the practice of HR within an organisation, Stephen Taylor's innovative textbook is ideal for students taking an HRM module at undergraduate or Master's level, as well as students taking other modules that explore people management in relation to the wider business context. Online resources are offered to complement the material and include annotated web links, for a wealth of useful sources and information to develop your understanding, multiple choice questionnaires, PowerPoint slides for tutors to design their programmes, along with Lecturer's guides.

This textbook offers a combination of rigorous theoretical exploration together with practical insights from those who are reponsible for managing change. It looks at organisational change from multiple perspectives, with the aim of helping readers navigate the landscape of

change.

Organizations change. They grow, they adapt, they evolve. The effects of organizational change are important, varied and complex and analyzing and understanding them is vital for students, academics and researchers in all business schools. The Routledge Companion to Organizational Change offers a comprehensive and authoritative overview of the field. The volume brings together the very best contributors not only from the field of organizational change, but also from adjacent fields, such as strategy and leadership. These contributors offer fresh and challenging insights to the mainstream themes of this discipline. Surveying the state of the discipline and introducing new, cutting-edge themes, this book is a valuable reference source for students and academics in this area.

Organizational Change and Temporality: Bending the Arrow of Time looks to address the important area of time and temporality, especially as it relates to frameworks and studies for explaining change processes in organizations. It commences with a selective history on the science and philosophy of time before examining the place of time in work and employment, and the presence and absence of theorized time in explanations of organizational change. The intention is to bring to the fore concepts and debates that have largely remained hidden, furthering our knowledge and understanding of time and temporality in changing organizations. The authors provide a more informed theoretical explanation of the temporal dimensions of organizational change. They examine the concepts and debates behind change

theories, philosophical positions and scientific concerns on time and material existence, drawing connections that have previously remained unexplored. This book is key reading for researchers within the organizational change world and will further the academic debate of time and temporality in organizations studies.

There are many different types and causes of trauma in the workplace which can impact employee behavior and performance. Thus, it is imperative for managers to discover new ways to combat these issues and work toward a more harmonious working environment for all. Impact of Organizational Trauma on Workplace Behavior and Performance is a comprehensive examination of the multiple types of workplace traumas and the solutions which will heal these challenges to increase overall organizational culture and success. Highlighting extensive coverage of relevant topics such as downsizing, change management, trauma exposure, and organizational leadership, this publication is ideal for practitioners, professionals, managers, and researchers seeking innovative perspectives on organizational traumas in the workforce.

Highly accessible and student-friendly, Human Resource Management in a Business Context is the core text for the CIPD Level 7 Advanced module, Human Resource Management in Context, and is also essential reading for other undergraduate and postgraduate HR and business degrees. In clear and easy to navigate chapters, which consider government policy, regulation, the world economy and demographic and social trends, this book provides the firm theoretical background that you can

apply in practice. Human Resource Management in a Business Context is packed with international case studies, examples and activities that will actively engage you with the different areas of knowledge and allow you to work through the material step-by-step. This edition is fully updated to include an even broader range of global case studies with extended coverage from China and India and updates to policies and legislation. The online resources available have also been expanded on, and now provide additional case studies and activities, alongside lecturer's guides, PowerPoint slides and annotated web links.

This text examines the concept and practice of change within the context of the history, literature and theories of management. In particular, it links the process of change to the strategic development, management and leadership of organisations. The reader is encouraged to reflect critically on areas such as post-modernism, realism and complexity theory, and explores in depth the influence of culture, power and politics. The book is aimed at students of change management, strategy and organisational change as part of undergraduate, MBA and MA programmes.

Management and the Arts, Fourth Edition provides you with theory and practical applications from all management perspectives including planning, marketing, finance, economics, organizational, staffing, and group dynamics ALL related to an arts organization. Whether you are a manager in a theatre, museum, dance company, or opera, you will gain useful insights into management. Topics written especially to help you with your management skills include: * How arts organizations and management evolved * The theories and processes behind strategic planning and decision making * Organizing and organizational design * Staffing and personal

relations * The tools and techniques available from communicating effectively and keeping track of information * Budgeting, fundraising, and financial management * Integrating various management theories and practical applications * How to work effectively with boards * Sections on e-marketing and Web marketing * Includes: case studies, statistics, career, and financial information Revised to reflect the latest thinking and trends in managing organizations and people, Management and the Arts, Fourth Edition features class-tested questions in each chapter, which help you to integrate the material and develop ideas as to how the situations and problems could have been handled. Case studies focus on the challenges facing managers and organizations every day, and "In The News quotes give you real-world examples of principles and theories. Developing career skills and options, graduate and postgraduate training opportunities, and professional organizations and conferences are highlighted.

Change in organizations is all about people: it is people who plan, prepare for and implement change, and who are affected by it in the daily course of their work. Yet there is a tendency to focus on quantifiable and often more easily solved technical aspects of implementing organizational change programmes, and ignore the complex ways that these will impact individuals. Providing an evidence-based analysis of change in organizations, Managing and Leading People Through Organizational Change is written for practitioners responsible for change programmes and postgraduate students of organizational change. This updated edition demonstrates the importance of understanding the effects of change on individuals and engaging them collaboratively through the transformation journey. Featuring new material on individual wellbeing and the impact of technological advances on the workplace, this book sets out frameworks, practical

approaches and recommendations for communicating with and leading individuals, teams and organizations through change. Full of exercises, interviews and case studies from across the globe, this book is an essential resource for leaders and students enabling them to achieve sustainable benefits of change at work.

Change Management Handbook: This handbook contains over fifty concepts, models, figures, assessments, tools, templates, checklists, plans, a roadmap and glossary structured around the ten-step a2B Change Management Framework® each with a practical case study. About this Book: This handbook is for growth mindset leaders, senior managers, students, HR professionals and change management practitioners who want to deliver organisational change while their organisation continues with day-to-day operations. Leadership of Change® Volume 3 is based on over thirty years of experience implementing change, transformation and improvements into some of the world's largest and most successful organisations across many countries and cultures. It provides deep insights into change programme delivery using the a2B Change Management Framework®. It starts by aligning the change with the organisation's strategy and vision, moving through to successfully closing and sustaining the change. It covers ten key change management implementation concepts in detail, which include sponsorship, change history, communication, change planning, readiness, resistance, developing the new skills and behaviours, as well as adoption. It also includes the AUILM® Employee Change Adoption Model and the a2B5R® Employee Behaviour Change Model. Other Leadership of Change® Volumes: Leadership of Change® Volumes: The volumes in this series are intended to be leading practice in organisational change management and implementation, which supports strategy execution. Volume 1 – Change

Management Fables Volume 2 - a2B Change Management Pocket Guide Change Management Fables: Ten fables about the leadership paradox of implementing organisational change management versus delivering normal day-to-day operations. About this Book: Leaders go about their daily task of implementing the organisation's strategy to deliver financial results. All of a sudden there is a change explosion that disrupts normal day-to-day operations. This is the leadership paradox: implementing change versus delivering day-to-day operations. Leaders then need to adjust their focus to implement the change, so that the organisation stays ahead of the competition and continues to deliver revenue to its shareholders. That means the change has to ensure a return on investment, full employee change adoption, and sustainable change. Leadership of Change® Volume 1 represents the author's experiences throughout his career, it, provides ten practical stories of typical and consistent change management challenges that organisations and leaders experience when implementing organisation change, transitioning their organisation from the current 'a' state to the future 'B' state. Potential solutions are introduced which are developed in Volumes 2 and 3. This book includes illustrations as well as the a2B Change Management Framework®(a2BCMF®), the AUILM® Employee Change Adoption Model and the a2B5R® Employee Behaviour Change Model. Change Management Pocket Guide: This pocket guide contains over thirty concepts, models, figures, assessments, tools, templates, checklists, plans, a roadmap and glossary structured around the ten-step a2B Change Management Framework®. About this Book: This pocket guide is a practical, hands-on guide built around the a2B Change Management Framework® (a2BCMF®) with over thirty models, tool and change concepts. It is designed to support change practitioners delivering hands-on

organisational change. The pocket guide supports a programme approach to organisational change, starting with 'change definition' (strategy alignment) and moving through to 'closing and sustain' the change. The ten-step a2BCMF® is supported by over thirty concepts, a change adoption model, a behavioural change model, figures, assessments, tools, templates, checklists and plans, as well as a roadmap and glossary. It covers the key change management concepts such as sponsorship, communications, readiness, resistance and adoption. The assessments provide valuable input on whether the team should progress from one critical a2BCMF® step to the next.

Examines core contemporary topics in HRM using case studies to highlight theory and provide students with a business context within which to understand the topic. Questions help students to critically evaluate the material and reflect on alternative approaches. Ideal for undergraduate, postgraduate and MBA students.

Understanding Organisation Development is essential reading for students studying Organisation Development (OD) as part of a wider HR degree or professional qualification, is the core textbook for the CIPD level 5 Unit 5UOD, and is ideal for professionals looking for a solid theoretical grounding that they can apply in practice. With a clear and accessible format, it will enable readers to understand and analyse the concept of Organisation Development (OD) and its relationship with learning and development (L&D), and develop their understanding of the evolution of OD in contemporary organisations and its role in contributing to major organisational change. Working step-by-step through the broad framework of OD, Understanding Organisation Development takes the reader through its concept and purposes, historical development, the relationship between OD and HRM, the different models of OD and the common

processes involved. This essential text will give you a
thorough understanding of the knowledge, skills and
behaviours required to function effectively in an OD
practitioner role.

Understand change - how to define clear goals and quantify
the benefits. Plan and prepare for change - how to create a
change plan, communicate it and manage the impact of
change. Implement change - how to build an effective change
team and obtain the buy-in of your staff. Embed the change -
how to return to the new 'business as usual'.

"This book provides a presentation of teaching cases
emphasizing the positive and negative experiences on a
variety of management topics, focusing on organizational
behavior and leadership in Arab countries and the impact of
culture in management and behavior"--Provided by publisher.

This book explores the ways in which information
and communication technologies (ICTs) offer a
powerful tool for the development of smart tourism.
Numerous examples are presented from across the
entire spectrum of cultural and heritage tourism,
including art, innovations in museum interpretation
and collections management, cross-cultural visions,
gastronomy, film tourism, dark tourism, sports
tourism, and wine tourism. Emphasis is placed on
the importance of the smart destinations concept
and a knowledge economy driven by innovation,
creativity, and entrepreneurship. New modes of
tourism management are described, and tourism
products, services, and strategies for the stimulation
of economic innovation and promotion of knowledge
transfer are outlined. The potential of diverse

emerging ICTs in this context is clearly explained, covering location-based services, internet of things, smart cities, mobile services, gamification, digital collections and the virtual visitor, social media, social networking, and augmented reality. The book is edited in collaboration with the International Association of Cultural and Digital Tourism (IACuDiT) and includes the proceedings of the Third International Conference on Cultural and Digital Tourism.

Indispensable to understanding change, this unique text provides a comprehensive examination of how change can be sustained within organizations today. Featuring critical insights into theoretical concepts and current international examples, the book provides an accessible way for students to enhance their understanding and develop the crucial skills need to be successful when managing and leading change in organisations. Key Features: Synthesizes what is known about change in organizations and then provides practical ways of sustaining it Contains an international range of case studies and interviews which link theory to practice throughout Explores key contemporary topics such as power, politics, ethics and sustainability for an enhanced understanding of current debates and issues Activities, discussion questions and further reading in each chapter test your understanding of the key concepts and reinforce your learning End of book Glossary defines

key terms, for those new to studying change. Comes with access to additional resources for students and lecturers including relevant SAGE journal articles to encourage wider reading

In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your organization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change.After more than 14 years of research with corporate change, the ADKAR model has emerged as a holistic approach that brings together the collection of change management work into a simple, results oriented model. This model ties together all aspects of change management including readiness assessments, sponsorship, communications, coaching, training and resistance management. All of these activities are placed into a framework that is oriented on the required phases for realizing change with individuals and the organization.The ADKAR perspective can help you develop a new lens through which to observe and influence change. You may be working for change in your public school system or in a small city council. You may be sponsoring change in your department at work. You may be observing large changes that

are being attempted at the highest levels of government or you may be leading an enterprise-wide change initiative. The perspective enabled by the ADKAR model allows you to view change in a new way. You can begin to see the barrier points and understand the levers that can move your changes forward. ADKAR allows you to understand why some changes succeed while others fail. Most importantly, ADKAR can help your changes be a success. Based on research with more than 900 companies from 59 countries, ADKAR is a simple and holistic way to manage change. Organizations are increasingly investing in consulting capabilities to understand what changes they need to make to keep up the pace with the competition and future-proof their business. Consultancy, Organizational Development and Change is a guide for students and internal and external consultants needing to develop the necessary skills to consult in organizational settings where there is a great deal of complexity. It tackles the issues posing the greatest threat to the success of the change programme, including how to adapt to rapidly shifting needs, deal with the emotional and ethical issues that arise and ensure that the managers take full ownership for the change so that 'business as usual' is established. Complete with case studies from the 'Big Four' consultancy groups as well as boutique firms, Consultancy,

Organizational Development and Change shows how to identify and execute interventions in a variety of organizational settings to deliver value. It provides guidance on how to develop a value proposition; define, write and present the business case for the proposed interventions; establish credibility and report on the results.

Managing Change: A Critical Perspective explores how and why change occurs in organizations and how the change process can be managed effectively. Complete with an appendix featuring twenty popular change management techniques, it is an ideal core textbook for change modules on HR and business degree programmes at both undergraduate and postgraduate level. It offers a critical perspective, challenging the main assumptions and ensuring that the complexity of the subject is understood and appreciated. This fully updated 2nd edition of Managing Change: A Critical Perspective includes new chapters on perspectives, power and politics, ethics, agents and agency, HRM and evaluation. Its revised structure reflects strategic, group and individual change, and a revised final chapter evaluates the practice and theory of change management. Online supporting resources include annotated weblinks for students, an instructor's manual complete with commentary on questions and cases in the book and lecture slides and additional case studies for tutors.

A stateoftheart reference, drawing on key contemporary research to provide an indepth, international, and competenciesbased approach to the psychology of leadership, change and OD Puts cuttingedge evidence at the fingertips of organizational psychology practitioners who need it most, but who do not always have the time or resources to keep up with scholarly research Thematic chapters cover leadership and employee wellbeing, organizational creativity and innovation, positive psychology and Appreciative Inquiry, and leadershipculture fit Contributors include David Cooperrider, Manfred Kets de Vries, Emma DonaldsonFeilder, Staale Einarsen, David Day, Beverley AlimoMetcalfe, Michael Chaskalson and Bernard Burnes.

Managing Change in Organisationsprovides a practical and thorough overview of how effective change can be achieved in organizations. The text is ideal for advanced undergraduates, MBA and postgraduate students on courses in managing change and organisational change. Colin Carnall takes a strategic approach, outlining guidance and techniques for planning and implementing, evaluating and learning from major organizational change. Reviewing traditional and more recent critical theories, he also presents models and frameworks for change that are apt for the complex and fast-moving challenges of contemporary

organizations.

This research evaluates what the National Youths Service Corps members community perceives as their support needs in Nigeria in tackling poverty. It also analyses the process of leveraging policymaking, using social marketing techniques. It seeks a deeper understanding of the poverty elimination processes in Nigerian and beyond. A mixed-methods research design was adopted engaging a quantitative approach in which 351 NYSC members were surveyed using self-completion questionnaires. In addition, qualitative studies in which policy-makers as well as young people within the NYSC members community were interviewed. The main findings of the research reveal that young people: NYSC members support-needs in Nigeria are inadequate. A great deal more needed to be done. A Marshall-plan scale of support is required. The most significant causes of poverty amongst the NYSC members are absence of jobs, corruption of government officials, low wages, tribalism, oil pollution, natural disasters, IMF/World Bank conditionalities and wars. The main experiences of poverty include a high youth unemployment rate, No money to-go-to-school, No money to start small businesses, less food to eat, no money to treat sickness, no money to buy-clothes, no money to afford decent homes, prostitution, absence of a public transportation system as well as

into-drugs and into-kidnapping.

The definitive, bestselling text in the field of change management, Making Sense of Change Management provides a thorough overview of the subject for both students and professionals. Along with explaining the theory of change management, it comprehensively covers the models, tools, and techniques of successful change management so organizations can adapt to tough market conditions and succeed by changing their strategies, structures, boundaries, mindsets, leadership behaviours and of course their expectations of the people who work within them. This completely revised and updated 4th edition of Making Sense of Change Management includes more international examples and case studies, emerging new thinking and practice in the area of cultural change and a new chapter on the interrelationship with project management (PM) and change management. It also covers complexity models, agile approaches, and stakeholder management along with cultural sensitivity and what to do when cultures collide. Making Sense of Change Management remains essential reading for anyone who is currently part of, or leading, a change initiative. Online supporting resources include lecture slides, making this an ideal textbook for MBA or graduate students focusing on leading or managing change.

This bestselling text brings a fresh and unique

approach to managing organizational change, taking the view that change, creativity and innovation are interconnected. It offers a strong theoretical understanding of change, creativity and innovation along with practical guidance and ideas for organizational change and development. The fourth edition comes with: lots of brand-new case studies and examples from around the world extra content on innovation and technology extended discussion and an additional chapter on the people aspects of change that includes culture, sensemaking and temporality Written in an engaging and accessible style, this books is essential for those studying organizational change management or creativity and innovation.

John Hayes' bestselling textbook combines a scholarly discussion of change management with a host of practical tools and techniques. It provides future managers with all the skills they need to diagnose the need for change and to ensure its successful implementation. The book's unique underpinning framework views change as a purposeful and constructed sequence of events, rather than something chaotic and unmanageable. Its hands-on approach includes a number of 'Change Tools' that students can apply to various scenarios, an array of case studies and examples based on real-life organisations worldwide and video interviews with experienced change practitioners, who share

their insights on key topics. The book will be essential reading for final-year business undergraduates, as well as MBA and postgraduate students who are taking modules in change management or organisational change. It is also ideal for change practitioners and consultants. New to this Edition: - Two new chapters on ethical change management practice - A new chapter on value innovation - A new section showing how the book supports employability skills - Brand new international case studies and examples, including the Volkswagen emissions scandal, the collapse of BHS, and company culture at Uber - A free-to-access website featuring audio-visual Tutorials with narration by the author, lecturer slides, detailed briefings on the book's case studies, and much more Change management is omnipresent in organisations as companies have to transform constantly. This applies not only to large corporations operating in an international context, but also to small and medium-sized enterprises (SMEs). Yet executing a change project is accompanied by great challenges and most change initiatives are not entirely successful. Despite the fact that SMEs are the backbone of the German economy little empirical work has been done concerning change management in these companies. Tim Fritzenschaft explores the issue how SMEs can deal with resistance to change and

which critical success factors of change management are most important in a transformation project.