



# Understanding Organizational Change

*Jean Helms-Mills, Kelly Dye, Albert J Mills*

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## **Understanding Organizational Change** Jean Helms-Mills, Kelly Dye, Albert J Mills

This exciting new text fills the gap in the management literature on organizational change. It presents a balanced view, which raises questions about the imperative of change, who's interests are being served, how change programmes impact on employees and why organizations continually engage in such programmes. It gives readers a comprehensive history of:

- change management literature
- types of change techniques over time (i.e. TQM, BPR, Balanced Scorecard, Six Sigma, etc.)
- the role of management gurus in the rise and fall of management fashions
- the impact of organizational change on organizational members.

The authors provide case vignettes of companies from both sides of the Atlantic, which have undergone some of the better-known change techniques, and explore the reasons for their successes and failures. This is an innovative and important new text for students of organizational behaviour, organizational change, strategy and HRM.

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