

Contents

Introduction

xii

Acknowledgements

xix

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	34
Suggested further reading	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	74
Case Study 2: Jobs International (India) Ltd	75

3 In search of new paradigms

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	140
Case Study 3: The transformation of XYZ Construction: Phase 1 – culture change	141

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
The cultural perspective	176
The power-politics perspective	200
Managing and changing organisations: bringing back choice	212
Conclusions	215
Test your learning	217
Suggested further reading	218
Case Study 5: Ikea – against the grain	219

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

11 A framework for change	402
Approaches and choices	402
Learning objectives	402
Introduction	403
Varieties of change	405
A framework for change	409
A framework for employee involvement	412
A framework for choice	414
Conclusions	415
Test your learning	417
Suggested further reading	418
Case Study 11: Oticon – the disorganised organisation	419
 Part 4 Managing choice	
12 Organisational change and managerial choice	
Part 1: The choice process and the trajectory process	425
Learning objectives	425
Introduction	426
The Choice Management–Change Management model	429
Conclusions	445
Test your learning	446
Suggested further reading	446
Case Study 12: Samsung: dynamic leadership and a long-term vision?	447
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

Management, leadership and change	526
Conclusions	528
Test your learning	532
Suggested further reading	533
Case Study 14: Nokia: from 'burning platform' to a slimmer management model	533
Bibliography	537
Glossary	609
Index	622