

Impact of Awareness for the Capability of the End Level Users in Change Management: Bangladesh Aspects

¹Muhammad Shakil Pervez, ²S.M. Tofayel Ahmad, ³Tania Sultana ⁴S.M. Arifuzzaman and ⁵Rownak Chowdhury

¹Department of Operations Management, American International University Bangladesh

²IT Operation and Communication Department, Bangladesh Bank, Bangladesh

³Bangladesh University of Engineering and Technology (BUET), Bangladesh

⁴Department of Finance, American International University Bangladesh

⁵Department of Business Administration, University of Development Alternative

Abstract

Change management is a formal process for directing and controlling alterations to the information processing environment. This includes alterations to desktop computers, the network, servers and software. The objectives of change management are to reduce the risks posed by changes to the information processing environment and improve the stability and reliability of the processing environment as changes are made. It is not the objective of change management to prevent or hinder necessary changes from being implemented. Challenges to Automation in Bangladesh are such as Lack of trained and efficient personnel, Technological backwardness. Change management in organizations is about to be faced by a new critical challenge. To identify the effects of Conscious on Unconscious Awareness and to identify the effects of Wake-Up Calls for Transformation on Management and to identify the effects of the role that ones mentality has on transformations and how one can alter their mentality towards a more positive note and to identify the effects of emotional dynamic adjustment on change management were the objective of the research. This research tries to identify and detect the potential challenges enhancing the capability of the end level. The result from the analysis is that management decides the automation success with help of transformational leaders or with the persons who are aligned management strategy.

1. Introduction

Change management models and research are still relevant for the twenty-first century [1]. It can be argued that the successful management of change is crucial to any organization in order to survive and succeed in the present highly competitive and continuously evolving business environment [2-3]. However, theories and approaches to change management currently available to academics and practitioners are often contradictory, mostly lacking empirical evidence and supported by unchallenged hypotheses concerning the nature of contemporary organizational change management [4]. The purpose of this article is, therefore, to provide a critical review of some of the main theories and approaches to organizational change management as an important first step towards constructing a new framework for managing change. An integrative model of leadership for change is the solution, reflecting its cognitive, spiritual, emotional and behavioral dimensions and requirements. This research examines the issue of communicating strategically during significant organizational change [11]. Differentiated communication tactics during different phases of organizational change can have an important impact on the level of acceptance of that change by organizational participants.[13] This research enumerates and discusses empirically supported principles of effective communication and then applies them to several stages of organizational change.

2. Literature Review

Challenges to Automation in Bangladesh are such as Lack of trained and efficient personnel, Technological backwardness [14]. Change management in organizations is about to be faced by a new critical challenge. Over and above the fact that on average 18% of staff are actually actively working against the interests of the company, and another 61% don't really care, the current escalation in financial and social pressures are making change programs twice as dangerous to proceed with [12]. It is very difficult to identify the transformation process in the business world successfully. Change and transformations within the business world can be properly trained by using the best informational sources possible. There may be different approaches towards change in which one contrasts the other. All approaches have ultimately large impacts and leaders and their own success. The first approach that we will discuss is labeled as the "conscious approach [5]. When leaders take the conscious approach, they have greater

awareness about what transformations are required and the strategic options available to them to finally address the task at hand successfully. The second approach towards change is labeled as a “reactive approach.” When leaders take a reactive approach, they react automatically and unconsciously to internal and external dynamics. [6]In order to acquire the skills and knowledge from both internal and external aspects of transformation, leaders must first hear and recognize four levels of wake-up calls.

Organizational transformation is a radical movement that reflects widespread revitalization throughout the entire organization. Instead of an incremental strategy, organizational leaders adopt a radical, fundamental change strategy whereby continuously learning and rapid reinvention are an integral part of how they do business.[6] They transform their respective organizations by developing (and deploying) new visions, missions, values, goals, strategies and structures that reflect a continuously-changing organization and the capability for ongoing, radical self transformation and reinvention. [7]In other words, transformed organizations change to such an extent that change becomes an ongoing process and theorem. Of utmost importance, the transformed organization proactively. drives innovation to the extent that it becomes a major force for change within the macro-environment as well. [8] With this definition of organizational transformation, the transformed organization is added to macro-environmental forces along with technological advances, economic and political changes.

3. Variables

Conscious awareness: Some people with leadership quality are the people who meet the property called ‘Conscious awareness’. Sometimes we find that the growing of their leadership is inherently. It means the enthusiasm to make change.

Mentality towards a more positive note: A person has eagerness that is needed to realizing and acting towards change. The role that one’s mentality has on transformations. One can alter their mentality towards a more positive note. The person has the strength i.e. technical and basic know-how to complete the assigned job. It is not important that one person has become success but it is very much important that he or she is towards organizational strategy and he or she is capable of having styles of leadership that are better directly towards change.

Wake up calls from management: Management apply different rules to make the employee effective and after that to make them efficient. The first rule is whether the person is aligned the management perspective.

Dynamic adjustment: There are some Principles of Conscious Transformation. Firstly, the end level user has to be adjusted the management perspective. To be adjusted, the end level user has to know what is best for the whole system. The end level user has to integrate individual initiatives and activities with the business unit initiatives and attend to all the internal and external realities, current decisions and influences on past decisions and think ahead and think behind. Always the end level user has to seek the value of mistakes and failures and think abundantly; seek it out and find it and also plan ahead and change strategy as new information emerges. Modeling the new culture whole changing the old and incorporating strategies and actions that support human needs throughout the transformation promoting “clear mindedness” in himself or herself and others. Moreover, there should be the thinking Orientations and they are – Process Thinking and different ways of going about mentally approaching a situation.

Positive transformation: After Process Thinking there are some Phases to Change Process. The phases can be different with the structure of the organization. Preparing to lead the Change is the first step towards positive transformation. Then, creating Organizational Vision, Commitment, and Capacity, assessing the situation to determine design requirements, designing the desired state, analyzing the Impact and finally, planning and organizing for implementation. After implementing the change and integrating, we get the new state. In this way, end level users are making management perspective true and applicable.

4. Objectives

Managing change *is* tough, but part of the problem is that there is little agreement on what factors most influence transformation initiatives. The number of critical success factors of these programs is very large. That’s because each manager looks at an initiative from his or her viewpoint and, based on personal experience, focuses on different success factors. To identify the effects of Wake-Up Calls for Transformation from Management is our main objective.

5. Scope of the Research

Decision was initially made precisely what should be researched, how and from whom data will be collected to provide the scope of the study. The data was collected from Officials aged between 25 and 37. The targeted respondents were 100 to minimize the possible errors. The scope of this research was limited to Agrani Bank Limited Officials recruited in 2006. And the 100 persons are taken in this way that they are IT Professionals recruited as

Officer(directly), so that they have all the qualities to meet the criterion ‘Conscious Awareness’ and we took the cluster who are aligned to management strategy. So they meet the property called ‘mentality towards a more positive note’. And the questionnaire was implemented in this way that we asked them about the implication with their involvement and without their involvement. They were asked about their obstacles, threats, challenges etc. as well as they were asked their position in the procedure of success to automate the bank. Their suggestions were categorized in the Likert scale. We used here the Likert Scale which ranges from 1 to 5. A measure of attitudes designed to allow respondents to indicate how strongly they agree or disagree with carefully constructed statements.

6. Conceptual Framework:

The following diagram was prepared as a skeleton of the conceptual framework. There were two independent variables which were conscious awareness of the end level users, mentality towards a more positive note of the end level users and two dependent variables which were dynamic adjustment and positive transformation. It examined how wake up calls from management for transformation effect to excel any change to end users. Thus wake up calls from management for transformation was the third independent variable. The conceptual framework of the study was composed of the following variables:

1. Independent Variables – wake up calls from management for transformation, conscious awareness of the end level users, and mentality towards a more positive note of the end level users.
2. Dependent Variables - dynamic adjustment and positive transformation.

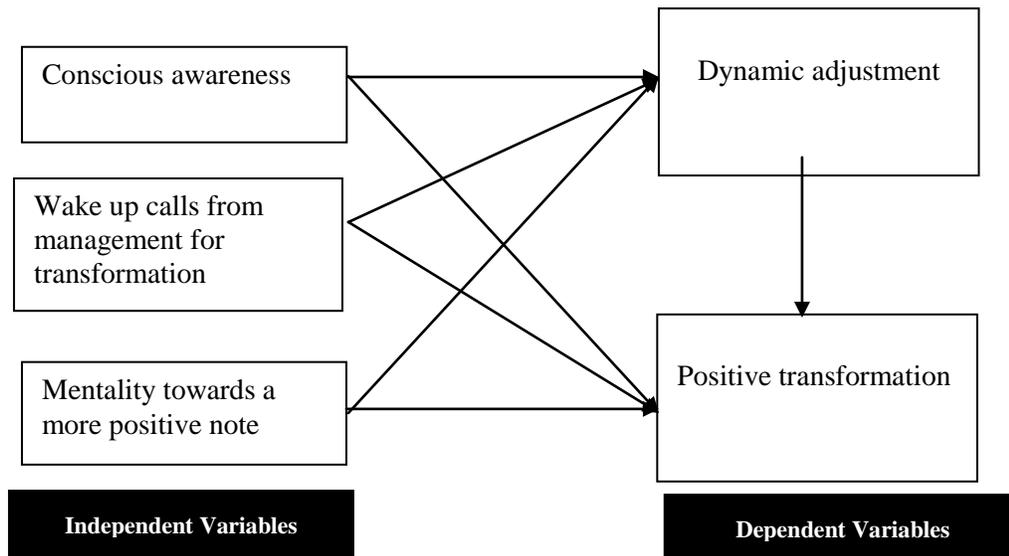


Figure 1: Conceptual Framework

The above diagram depicted the conceptual framework for the study. According to the conceptual framework, effects the change management.

7. Results from Tested hypotheses

Hypothesis	Sig.	Result
H1o: Conscious awareness of the end level users will not lead to their Dynamic adjustment H1a: Conscious awareness of the end level users will lead to their Dynamic adjustment	.295	Fail to Reject Ho / Accept Ho
H2o: Mentality towards a more positive note of the end level users will not lead to their Dynamic adjustment H2a: Mentality towards a more positive note of the end level users will lead to their Dynamic adjustment	.018	Reject Ho / Accept Ha
H3o: Conscious awareness of the end level users will not lead to their positive transformation. H3a: Conscious awareness of the end level users will lead to their positive transformation.	.004	Reject Ho / Accept Ha
H4o: Mentality towards a more positive note of the end level users will not lead to their positive transformation.	.251	Fail to reject Ho /

H4a: Mentality towards a more positive note of the end level users will lead to their positive transformation.		Accept Ho
H5o: Wake up calls from management for transformation will have no effect to their Dynamic adjustment H5a: Wake up calls from management for transformation will have effect to their Dynamic adjustment	.010	Reject Ho / Accept Ha
H6o: Wake up calls from management for transformation will have no effect to their positive transformation. H6a: Wake up calls from management for transformation will have effect to their positive transformation.	.008	Reject Ho / Accept Ha
H7o: Dynamic adjustment of the end level users will not lead to their positive transformation. H7a: Dynamic adjustment of the end level users will lead to their positive transformation.	.001	Reject Ho / Accept Ha

5. Descriptive Analysis

Conscious awareness of the end level users

Table 1: comparison of means

	N	Minimum	Maximum	Mean	Std. Deviation
Conscious awareness of the end level users has more impact on their dynamic adjustment than mentality towards a more positive note of the end level users	100	1.00	5.00	2.8400	1.48881
Conscious awareness of the end level users has more impact on their positive transformation than mentality towards a more positive note of the end level users.	100	1.00	5.00	3.2400	1.42928

From the above table, it can be found that Conscious awareness of the end level users increase positive transformation than mentality towards a more positive note of the end level users by mean value is equal 3.2400; which close to “5 = strongly agree”.

Table 2: Comparison of means (Mentality towards a more positive note of the end level users)

	N	Minimum	Maximum	Mean	Std. Deviation
End level users of Mentality towards a more positive note has more impact on their dynamic adjustment than the end level users of conscious awareness.	100	1.00	5.00	3.120	1.39465
End level users of Mentality towards a more positive note has more impact on their positive transformation than the end level users of conscious awareness.	100	1.00	5.00	2.600	1.37069

From the above table, it is observed that Mentality towards a more positive note of the end level users has more impact on their dynamic adjustment than conscious awareness of the end level users by mean value is equal 3.1200; which close to “5 = strongly agree”.

Table 3: Comparison of means (Wake up calls from management for transformation and conscious awareness of the end level users)

	N	Minimum	Maximum	Mean	Std. Deviation
Wake up calls from management for transformation and mentality towards a more positive note of the end level users have synergic effects.	100	1.00	5.00	3.2600	1.36048
Absence of wake up calls from management for transformation and conscious awareness of the end level users have synergic effects.	100	1.00	5.00	2.8000	1.34840

From the above table, it can be concluded that Wake up calls from management for transformation and conscious awareness of the end level users have synergic effects by mean value is equal 3.2600; which close to “5 = strongly agree”.

Table 4: Comparison of means (Wake up calls from management for transformation and mentality towards a more positive note of the end level users)

	N	Minimum	Maximum	Mean	Std. Deviation
Wake up calls from management for transformation and mentality towards a more positive note of the end level users have synergic effects.	100	1.00	5.00	2.5800	1.32711
Absences of wake up calls from management for transformation and mentality towards a more positive note of the end level users have synergic effects.	100	1.00	5.00	3.3500	1.36608

From the above table, it can be concluded that absence of wake up calls from management for transformation and mentality towards a more positive note of the end level users have synergic effects by mean value is equal 3.3500; which close to “5 = strongly agree”.

Table 5: Comparison of means (Which one is required first Positive transformation or their dynamic adjustment)

	N	Minimum	Maximum	Mean	Std. Deviation
Positive transformation of the end level users	100	2.25	3.75	2.9975	.20870
Their dynamic adjustment	100	2.25	3.50	3.0200	.20000

From the above table, it is found that Positive transformation of the end level users mean value is equal 2.9975 and their dynamic adjustment mean value is equal 3.0200, respectively.

6. Multiple Regression Analysis

We took Hypothesis 1, 2 and 5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743(a)	.685	.598	.20863

a Predictors: (Constant), Mentality towards a more positive note of the end level users, Wake up calls from management for transformation, Conscious awareness of the end level users

ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.273	3	5.424	7.276	.000(a)
	Residual	71.567	96	.745		
	Total	87.840	99			

a. Predictors: (Constant), Mentality towards a more positive note of the end level users, Wake up calls from management for transformation, Conscious awareness of the end level users

b. Dependent Variable: Dynamic adjustment of the end level users

Table 6: Multiple Regression Analysis (Coefficients(a))

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.047	1.652		1.845	.068
	Conscious awareness of the end level users	.223	.212	.309	1.052	.295
	Wake up calls from management for transformation	.529	.520	.502	1.021	.010
	Mentality towards a more positive note of the end level users	.532	.221	.605	2.403	.018

a. Dependent Variable: Dynamic adjustment of the end level users

Equation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

Where
 Y = Dynamic adjustment of the end level users (Dependent Variable)
 X_1 = Conscious awareness of the end level users (Independent Variable)
 X_2 = Wake up calls from management for transformation (Independent Variable)
 X_3 = Mentality towards a more positive note of the end level users (Independent Variable)
 $Y = 3.047 + 0.223X_1 + 0.529X_2 + 0.532X_3$

From the above table, it can be observed that Dynamic adjustment of the end level users has high positive relationship with Conscious awareness of the end level users, Wake up calls from management for transformation, and Mentality towards a more positive note of the end level users by R is equal 0.743 which close to “1= strong relationship”. And Dynamic adjustment of the end level users was explained by all Independent variables equal 68.5% ($R^2 = 0.685$). From the F-test, the Alternative hypothesis can be accepted, which means at least one of independent variables (Mentality towards a more positive note of the end level users, Wake up calls from management for transformation, Conscious awareness of the end level users) has influence on Dynamic adjustment of the end level users ($F = 7.276$, Sig. = 0.000) at 0.05 confidential intervals. From the coefficients table, it can be concluded that only Mentality towards a more positive note of the end level users and Wake up calls from management for transformation have positive influence to Dynamic adjustment of the end level users by p-values equal 0.018, and 0.010 respectively; which are less than 0.05 confidential level. From the beta value, it can be observed that, Mentality towards a more positive note of the end level users is the most influencer for Dynamic adjustment of the end level users by beta value is equal 0.605; followed by Wake up calls from management for transformation with beta value is equal 0.502. It means that more Mentality towards a more positive note of the end level users can gain more synergy. For another variable that has no relationship with Dynamic adjustment and Conscious awareness of the end level users by p-value 0.295; which is higher than 0.05 confidential levels.

8. Multiple Regression Analysis-2

We Took Hypothesis 3, 4 and 6

Table 7: Multiple Regression Analysis - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724(a)	.614	.603	.20296

a. Predictors: (Constant), Mentality towards a more positive note of the end level users, Wake up calls from management for transformation, Conscious awareness of the end level users

Table 7: Multiple Regression Analysis - ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.549	3	1.183	28.854	.001(a)
	Residual	3.955	96	.041		
	Total	3.960	99			

a. Predictors: (Constant), Mentality towards a more positive note of the end level users, Wake up calls from management for transformation, Conscious awareness of the end level users

b. Dependent Variable: Positive transformation of the end level users

Table 7: Multiple Regression Analysis - Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.926	.388		7.533	.000
	Conscious awareness of the end level users	.402	.397	.362	.498	.004
	Wake up calls from management for transformation	.430	.399	.309	.300	.008
	Mentality towards a more positive note of the end level users	.621	.520	.488	.119	.251

a. Dependent Variable: Positive transformation of the end level users

Equation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

Where Y = Positive transformation of the end level users (Dependent Variable)
 X_1 = Conscious awareness of the end level users (Independent Variable)
 X_2 = Wake up calls from management for transformation (Independent Variable)
 X_3 = Mentality towards a more positive note of the end level users (Independent Variable)
 $Y = 2.926 + 0.402X_1 + 0.430X_2 + 0.621X_3$

From the above table, it can be observed that Positive transformation of the end level users have high positive relationship with Conscious awareness of the end level users, Wake up calls from management for transformation, and Mentality towards a more positive note of the end level users by R is equal 0.724 which close to “1= strong relationship”. Moreover, Positive transformation of the end level users was explained by all Independent variables equal 61.4% ($R^2 = 0.614$). From the F-test, the Alternative hypothesis can be accepted, which means that at least one of independent variables (Conscious awareness of the end level users, Wake up calls from management for transformation, and Mentality towards a more positive note of the end level users) has influence on Positive transformation of the end level users ($F = 28.854$, $Sig. = 0.001$) at 0.05 confidential intervals.

From the coefficients table it can be concluded that, only Conscious awareness of the end level users and Wake up calls from management for transformation have positive influence toward Positive transformation of the end level users by p-values equal 0.004, and 0.008 respectively; which are less than 0.05 confidential level. From the beta value it can be observed that, Conscious awareness of the end level users is the most influencer toward Positive transformation of the end level users by beta value is equal 0.462; followed by Wake up calls from management for transformation at beta value is equal 0.309. It means that, more Conscious awareness of the end level users generates more synergy with Positive transformation. For another variable that there has no relationship with Positive transformation of the end level users and Mentality towards a more positive note of the end level users by p-value equals 0.251; which higher than 0.05 confidential levels.

9. Multiple Regression Analysis-3

H7o: Dynamic adjustment of the end level users will not lead to their Positive transformation

H7a: Dynamic adjustment of the end level users will lead to their Positive transformation

Table 8: Multiple Regression Analysis - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643(a)	.620	.610	.32010

a. Predictors: (Constant), Dynamic adjustment of the end level users

Table 8: Multiple Regression Analysis - ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.533	1	3.533	88.325	.001(a)
	Residual	3.960	98	.040		
	Total	7.493	99			

a. Predictors: (Constant), Dynamic adjustment of the end level users

b. Dependent Variable: Positive transformation

Table 8: Multiple Regression Analysis - Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.016	.087		34.560	.000
	Positive transformation	.579	.320	.643	1.042	.001

a. Dependent Variable: Positive transformation

From the above table, it can be concluded that dynamic adjustment will lead to Positive transformation by p-value is equal 0.001; which less than 0.05 confidential intervals. Therefore, we accept Alternative hypothesis and reject Null hypothesis. Moreover, from the coefficient table it is found that there is a high positive relationship

between Dynamic adjustment of the end level users and Positive transformation by beta value is equal 0.643; which close to “1 = perfect relationship”.

10. Independent Sample t-test

In the hypotheses H5 and H6, it was found that Wake up calls from management for transformation has an effect to Dynamic adjustment of the end level users and Positive transformation. In order to describe the Wake up calls from management for transformation issue completely, the researcher extended the analysis to find whether the presence and absence of Wake up calls from management for transformation differ in terms of preferring the Conscious awareness of the end level users and Mentality towards a more positive note of the end level users.

Table 9a. Group Statistics

	Is the environment is with wake up calls?	N	Mean	Std. Deviation	Std. Error Mean
Conscious awareness of the end level users	Absent	50	2.4500	1.17911	.16675
	Present	50	3.6300	1.16413	.16463

Table 9b. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Conscious awareness of the end level users	Equal variances assumed	.136	.714	-5.036	98	.000	-1.1800	.23433	-1.64502	-.71498
	Equal variances not assumed			-5.036	97.984	.000	-1.1800	.23433	-1.64502	-.71498

Ho: There is no difference between the presence and absence of Wake up calls from management for transformation in the automation with Conscious awareness of the end level users

Ha: There is difference between the presence and absence of Wake up calls from management for transformation in the automation with Conscious awareness of the end level users

From the above table, it was found that p-value is equal 0.000; which is less than 0.05 confidential levels. Therefore, null hypothesis is rejected and alternative hypothesis is accepted. That reflects that there is difference between the presence and absence of Wake up calls from management for transformation in the automation with the Conscious awareness of the end level users. And finally it was found that, end level users with Conscious awareness prefers Wake up calls from management for transformation by mean difference equals -1.1800.

Table 9c. Group Statistics

	Is the environment is with wake up calls?	N	Mean	Std. Deviation	Std. Error Mean
Mentality towards a more positive note of the end level user	Absent	50	3.4600	1.07305	.15175
	Present	50	2.2600	1.12595	.15923

Table 9d. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Mentality towards a more positive note of the end level users	Equal variances assumed	.057	.812	5.455	98	.000	1.2000	.21996	.76349	1.63651
	Equal variances not assumed			5.455	97.774	.000	1.2000	.21996	.76348	1.63652

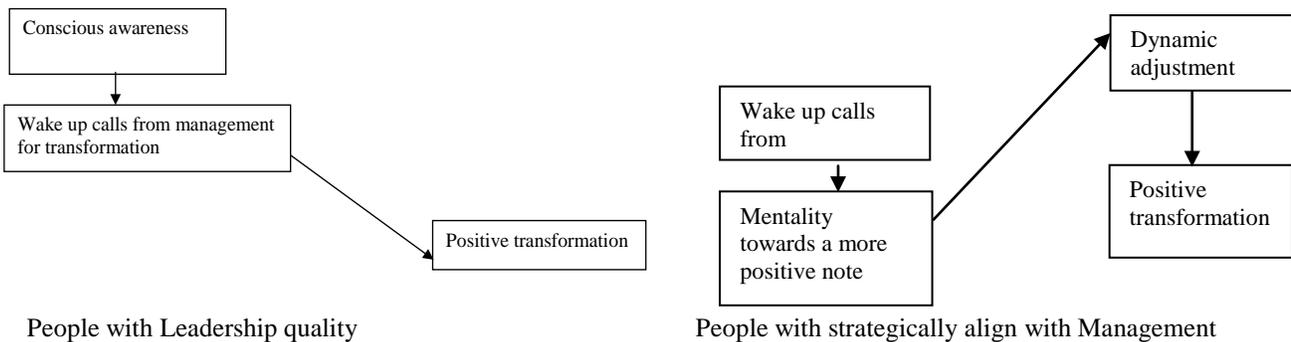
Ho: There is no difference between the presence and absence of Wake up calls from management for transformation in the automation with Mentality towards a more positive note of the end level users

Ha: There is difference between the presence and absence of Wake up calls from management for transformation in the automation with Mentality towards a more positive note of the end level users

From the above table, it was found that p-value is equal 0.000; which less than 0.05 confidential levels. Therefore, null hypothesis was rejected and alternative hypothesis was accepted, which means there is difference between the presence and absence of Wake up calls from management for transformation in the automation with Mentality towards a more positive note of the end level users. Moreover, it was also found that end level users Mentality towards a more positive note prefers absence of Wake up calls from management for transformation by mean difference is equal 1.2000.

11. Findings

Whenever the management strategy is aligned to automation the success of change management has no other options. If there would be a situation in the way that a person with leadership quality meets dynamic adjustment with management, it would be an ideal situation. On the other hand a positive mentality end level user can meet the management perspective or can be adjusted dynamically. And thus change management can be attained by the end level users with positive transformation. But Persons with Leadership qualities do not come under dynamic adjustment and hence with them Positive transformation can be done directly.



12. Conclusion and Future Plan

In this scenario, we find that there might be another way to motivate the Persons with leadership qualities. It can be said that they can work directly in the new environment and they do not need to be dynamically adjusted. Leading transformation calls for a deeper understanding of change and a new set of leadership skills and strategies. Leaders

must broaden their understanding and insight about what transformational change requires. Our future plan is to define organizational human resources strategy to success change management.

Acknowledgement

We express our deep appreciation for all of the people who helped us write and produce the article. Completing article was very much a group effort. We received tremendous support from our families and friends, while we took on the challenge of completing it. And we express our deep gratitude to the 100 Agrani Bank Limited Officials recruited in 2006 for their kind opinions.

References

1. Pryor, M. G.; Taneja, S.; "Challenges facing change management theories and research" Delhi Business Review X Vol. 9, No. 1, 2008
5. Johnston, J., "Change Management – New Risks and Challenges", <http://ezinearticles.com/> -2012
2. Lopez, D., "Effective Change Management Strategy for a new COO in the S&F Online Organization", Human Relations and Organizational Behavior, Org 502, Werner Steffen, 2005.
4. Saka, A., "Internal change agents' view of the management of change problem", Journal of Organizational Change Management Volume: 16 Issue: 5, 2003
6. Anderson, D.; and Anderson, L.A.; "Beyond Change Management: Advanced Strategies for Today's Transformational Leaders", The Practicing organization development series, 2001
7. Diefenbach, T., "The managerialistic ideology of organizational change management", Journal of Organizational Change Management Volume: 20, 2007
8. Carr, A. N.; Hancock, P., "Space and time in organizational change management". Journal of Organizational Change Management Volume: 19, 2006
9. Almaraz, J. "Quality Management and the Process of Change", Journal of Organizational Change Management Volume 7, 1994
10. Taylor, H.; Cooper, C.L., 1988, "Organisational Change — Threat or Challenge?: The Role of Individual Differences in the Management of Stress", Journal of Organizational Change Management Volume: 1
11. Ragsdell, G., "Engineering a paradigm shift?: An holistic approach to organizational change management", Journal of Organizational Change Management Volume: 10, 1997
12. Carr, A.; Gabriel, Y., "The psychodynamics of organizational change management: An overview", Journal of Organizational Change Management Volume: 14, 2001
13. Hossain, S.S., 2009, "Challenges of Automation and Electronic Exchange of Trade Information in Bangladesh", Asia-Pacific Trade Facilitation Forum 2009: Setting the Regional Agenda
14. Kanellakis, N.; "Change Management and Customer Relationship Management (CRM) Implementations: Planning for Success", Academic thesis: University of Oregon, 2005
15. Aucamp, M., "Change Management implications of a retrenchment strategy in a selected section of a Telecommunication organization", Academic thesis :Port Elizabeth Technikon, 2001
16. Copyright © 2002 Hewlett-Packard Company, 2002, "Above and beyond Change Management", Above and Beyond ITIL Change Management Version 1.3