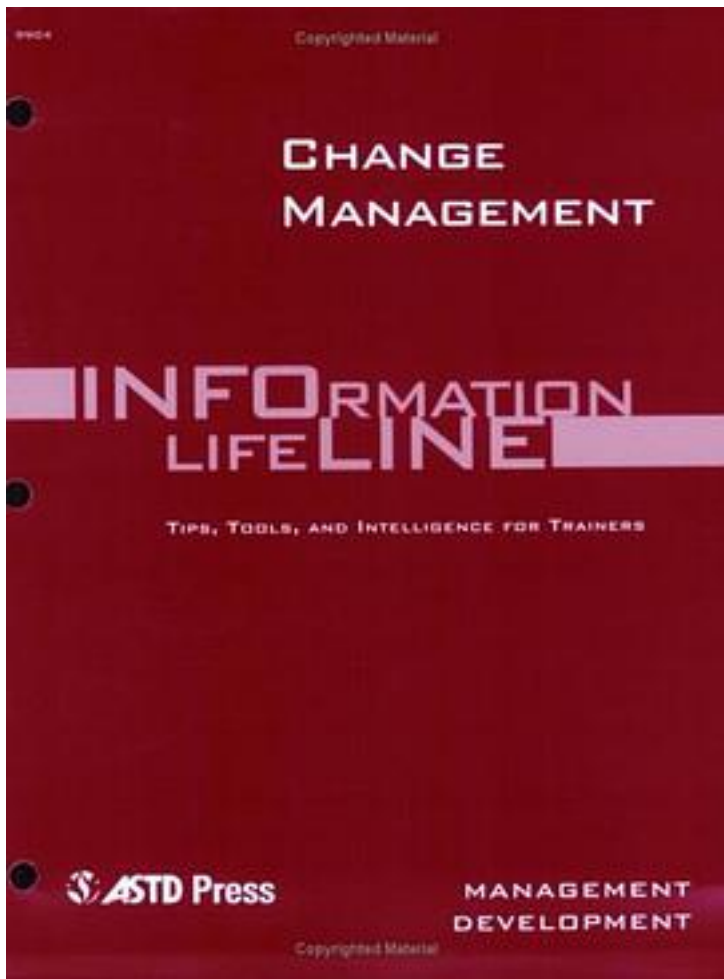


# Change Management



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著者:Nilakant, V./ Ramnarayan, S.

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This book presents a new and fundamentally different way of understanding organizational change. The authors present a new model of change management

which identifies four core tasks that are crucial to the success of any change initiative in organizations. These are: appreciating change, mobilising support for change, executing change and building change capability. They contend that failures of change initiatives result from failure to manage one or more of these tasks effectively. The book explains how organizational change is about changing the way in which people think and act, altering mental models and mindsets. The authors argue that organizational change is inherently complex and warn managers against adopting simplistic recipes. Derived from the authors' extensive research and work with organizations over several decades, this book suggests that effective management of change is about balance: balancing between short-term and long-term; profits and people; overview and detail; continuity and transformation; and between what is feasible and what is desirable.

作者介绍:

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