



Author:

W. Warner Burke

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Reviewed By:

**Ms. Ritu Gupta,
Research Scholar,
IBS-Hyderabad**

ORGANIZATION CHANGE THEORY AND PRACTICE

Change is the law of nature. We can observe change in every walk of our life be it is business, profession or personal life. Way of doing business is changing drastically due to globalization, privatization, and liberal government policies etc.. To survive in this highly dynamic and competitive environment it is of great importance for all to know what is change, how to manage it. Warner Burke very beautifully explained the process of organizational change and how to manage it in his book titled, "Organization Theory and Practice".

The change that occurs in the organization is, for the most part, unplanned and gradual. Planned organization change, especially on a large scale, affecting the entire system, is unusual: not exactly an everyday occurrence. Revolutionary change-a major overhaul of the organization resulting in a modified or entirely new mission, a change in strategy, leadership, and culture-is rare indeed. Most organization change is evolutionary. These two distinctions; planned versus unplanned and revolutionary versus evolutionary, represent core themes of this book. To be unequivocal here at the outset, the emphasis is more on planned and revolutionary change. The reason for this emphasis is based on the clear and present need for a greater depth of understanding regarding organization change. This need is based on current and future trends that emanate from the external environment in which organization function.

The book is divided in twelve comprehensive chapters. Chapter ONE deals with the process of rethinking organizational change which explains the concept of change and how it is implemented in organizations, its levels, types, extant theories and various models of change. This gives an insight to the executives, managers and administrators those wants to turn the

organization in another direction, to fundamentally modify the way "we do things" to overhaul the structure-the design of the organization for decision making and accountability, and to provide the organization members a whole new vision for the future.

We often forget our origins, we let go of history, not giving it enough importance, but here the author has not forgotten the roots, he gives us strong foundation in form of various theories from Taylors Scientific management, Sensitivity training, Coercion and confrontation to many others in the SECOND chapter of the book. He continues to build the foundation for the book until the next chapter which gives us deeper understanding of Organization Change how external environment has an effect on it; chapter THREE also tells us how life sciences reflect in organizations. How an organism is compared with an organization through its logic of survival through interdependency.

In the next chapters (Four, Five and six) author comprehensively explains; evolutionary, revolutionary change, individual, group and organizational change, and various recent approaches, cases and theories to change for the deeper understanding of the managers and administrators those who are on the way to planned organizational change.

The organizational theory literature is about continuity and stabilization. Such literature exists, and much of it is cited in this book. In addition to using theoretical references, author has also relied on models of organization that come from organization change literature. Models are important because they help to link theory with practice. In next four chapters (Seven, Eight, Nine and Ten) author has diligently explained the conceptual models, integrated models for understanding organizational change and Burke-litwin causal

model of performance and change, and finally the application of Burke-Litwin model. For clear understanding the utility of the model, two case studies BBC and Dime Bancorp have been explained. The models relevance has also been shown in transformational and transactional dimensions. Transformational factors show the effect of external environment, organizational culture, mission and strategy, along with individual and organizational performance along with leader in bringing about organization change; here the change is discontinuous and revolutionary. In transactional factors we see leadership does not have an important role, also this kind of change is more evolutionary, continuous and not sweeping.

Chapter ELEVEN provides a practical guide for leading organization change by outlining the various phases of organization change (e.g., prelaunch, launch, post-launch, sustaining the change) and the actions that leaders must take in order to ensure success within each phase. This chapter has been well structured where the journey of Organizational Change from a leader's perspective has been described; it is for the leaders, guiding them through the change process in their organization

The concluding chapter TWELVE of the book is not a synthesis of all the above given chapters In this chapter a new concept is introduced from Malcolm Gladwell's book *The Tipping Point*, which deals with how viruses spread to become an epidemic or how a fashion trend starts and becomes a fad. He identifies three characteristics

- Contagiousness
- small causes can have big effects and
- change occurs at one dramatic moment

This book is a useful resource for MBA students of organizational change, organization psychology, industrial psychology, and organizational behavior for gaining the basic understanding of the topic, its implications and applicability of change in the organizations.

It will also benefit professionals and consultants in need of a reference for analyzing organizations. Further, it establishes the experiences and insights of some of the founding scholars in this field so that new entrants in the profession can broaden their understanding of the topic.