



**ABSTRACT**

- Master's thesis
- Licentiate's thesis
- Doctor's thesis

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Title	A framework for managing operative change. Change and its management in a supply chain development project: a case study.		
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**Abstract**

Change and its management are central phenomena in the activities of companies, especially large corporations, of today. A multitude of literature has been published on change management, but most commonly the management of change is approached from a behavioural or organisational psychology perspective or from an operations research perspective. Surprisingly little multidisciplinary change management research exists, which can partly explain the rather high failure percentage for change projects (as many as 70% of change projects fail).

The purpose of this study is to examine the problem issues of organisational change management. The study consists of a literature review, in which the concepts of systems theory, process management, change management, supply chain management and service parts logistics are presented, and of a case study, in which the problem issues are examined with the help of a real life example. The study attempts to answer the question "what are the critical elements that have to be considered when planning a change project and which are the ways to prepare oneself in order to overcome the common obstacles". The study is predominantly descriptive, even though explanations are also sought. The study presents a framework for managing operative change as a practical tool, which presents briefly the most typical change management problem issues.

The change project at the case company dealt with the development of international service parts logistics, and a central part of the project consisted of designing and implementing a new information system. The project was, however, terminated before the actual implementation. This study describes the project and attempts to analyse the actual and potential problem issues with the help of the theoretical framework.

The author of this study participated in the change project as a member of the design team, and the data collection was primarily based on participant observation. Other, supplementary sources of information such as internal memos, annual reports and e-mail conversations were also used.

Common change management problem issues emerging from the literature are leadership; communication; participation; motivation; training; cultural issues; control and management; and network structure.

Key words	Change Management, Supply Chain Management, Service Parts Logistics, Case Study, Qualitative Analysis
Further information	