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<input type="checkbox"/>	Doctor's thesis

Subject	Management and Organization	Date	15.11.2007
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		Number of pages	106
Title	Change Management When Moving from Traditional Intranet to Information Workplace: Case Company X		
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Abstract

In order to study a change process in its organizational context, this study was conducted as a part of Information Workplace (IW) project at Company X (pseudonym). In short, IW is a virtual environment that offers all the content and tools needed to support work at the case company, and will improve and expand the traditional intranet that does not support knowledge workers' work flow efficiently enough. The purpose of this study was to assess what are the key areas to be emphasized in change management for the Information Workplace service providers when moving from traditional intranet to Information Workplace. This was further divided into two sub objectives, which were

- ü to learn how previous, similar change processes have been managed in Company X, and
- ü to assess the level of readiness for change within the stakeholders.

Theoretical framework of this study depicts various approaches to understanding change, evolving from linear to emergent change approaches and change in intranet and IT related change processes. Theory addressing individuals' importance in organizational change process is introduced, as well. The Theory of Planned Behavior (TPB) and the Technology Acceptance Model (TAM) are presented in order to be utilized in assessing the readiness for Information Workplace change. In addition, various matters that ought to be taken into account in the change management process are presented, Huuskonen's (2003) Balanced Scorecard for change providing the basis for the discussion.

This study is a qualitative research using semi-structured interviews. The data was collected in two, independent rounds of interviews (Part A: sub objective one, Part B: sub objective two) in spring 2007. Based on the results from both rounds of interviews, managerial implications as well as theoretical contribution are given. It is concluded that the most important areas in the change management for the Information Workplace service providers are assuring the consistency, relevance and the use of examples in the change communication. Additionally, it is concluded to be important to involve stakeholders to the designing of the change, as well as to ensure the existence of high level sponsor and several change agents throughout the organization. Finally, the importance of keeping the change process open is discussed.

It is further argued that future research would benefit from mapping the dilemma of how to combine emergent change approach to the project driven world of organizations and how to define the optimal level of tailoring in a unique contexts of organizational change. Finally, it is concluded that the TPB and TAM worked relatively well in assessing the readiness for change qualitatively. In addition, few recommendations for future research attempting to utilize these models are given.

Key words	Change management, readiness for change, Theory of Planned Behavior, Technology Acceptance Model, Information Workplace, intranet, case study
Further information	

