PERPUSTAKAAN UNIVERSITI MALAYA



THE ROLE OF MANAGERS IN THE MANAGEMENT OF CHANGE: A STUDY OF BANK PERTANIAN MALAYSIA AND PHILEO ALLIED BANK BERHAD

BY

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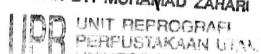
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QUALITY HAS CHANGED THE WAY WE MANAGE OUR BUSINESS. WE WOULD NOT EXIST TODAY HAD WE NOT CHANGED.

DAVID T. KEANS CEO, XEROX CORPORATION

THERE IS NOTHING PERMANENT EXCEPT CHANGE.

HERACLITIES (535-475 BC)

TODAY, LOVING CHANGE, TUMULT, EVEN CHAOS, IS A PREREQUISITE FOR SURVIVAL, LET ALONE SUCCESS.

TOM PETERS

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ABSTRACT

Change is an unavoidable feature in life. It is a prerequisite for organisations survival let alone its success. A proper management of change can be a source of vitality for the continued survival of an organisation. The most important element in the management of change is the change leader. They are people who can either build or break the rhythm of change in an organisation. So corporate leaders should carefully entrust change programs in the hands of change leaders.

This research studies the role of managers in the management of change. This study also examines the type of workforce in an organisation and how they respond to constant changes. A total of 210 questionnaires were distributed to Bank Pertanian Malaysia and Phileo Allied Bank with a response rate of 39 percent and 75 percent respectively.

The study concludes that the manager's role in communicating, training and supporting the new changes is crucial in the management of change. The study also highlighted that the tempo of change management depends on the type of change managers. Another important finding was that proper resistance management by the managers also contributes to the success of the change management. In other words people empowerment and treating change as a duality management are the keys to successful change in an organisation. Finally the commitment and perseverance shown by the top management will enhance the acceptance of the new change by the workforce. On the other hand targeting on short term results will unnecessarily pressure the employees thus increasing their resistance on the new changes.

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LIST OF ABBREVIATIONS

ABB Asea Brown Boveri

ATM Automated Teller Machine

BPM Bank Pertanian Malaysia

BPR Business Process Reengineering

CEO Chief Executive Officer

ECR Export Credit Refinancing

EXIM Bank Export and Import Bank of Malaysia

GDP Gross Domestic Product

JIT Just In Time

KLSE Kuala Lumpur Stock Exchange

MBO Management by Objective

MNC Multi National Corporation

NEP New Economic Policy

NFPE Non Financial Public Enterprises

NGO Non Governmental Organisation

OD Organisation Development

O&M Organisation and Method

PAB Phileo Allied Bank

PMO Performance Management Objective

R&D Research and Development

TQM Total Quality Management