
Contents

Part I New Challenges for Change Management

1 Management of Permanent Change—New Challenges and Opportunities for Change Management	3
Horst Albach, Heribert Meffert, Andreas Pinkwart and Ralf Reichwald	
2 Change Through Digitization—Value Creation in the Age of Industry 4.0	23
Henning Kagermann	

Part II The Role of Cooperation, Co-Determination and Networks in Organizing Change

3 The Role of Conditional Cooperation in Organizing Change	49
Nadine Finkbeiner and Michèle Morner	
4 Diversity Management and Corporate Change: Implications for Co-Determination	65
Susanne Braun	
5 Networks, Persistence and Change—A Path Dependence Perspective	89
Jörg Sydow	

Part III Re-thinking Change in the Context of Open Innovation

6 Changing Change Management: The New Innovation Imperative	105
Nagwan Abu El-Ella, John Bessant and Andreas Pinkwart	
7 Comparative Exploration of Key Challenges in Customer Co-Design using Theories of Social Presence	121
Stefan Thallmaier and Hagen Habicht	

Part IV Influences of Markets and Regulation on Change

8 Changing Business Models in Banking and Systemic Risk	145
Thomas P. Gehrig	

9 The Impact of Regulation on Change	161
Liv Jaeckel	

Part V From Theory to Practice: New Approaches in Consultancy for Organizational Change

10 Insights from Change Management Consulting: Linking the Hard and Soft Side of Change with Heuristics	177
Frank Lattuch and Anna Seifert	

11 Organizational Transformation for Sustainable Development: A Case Study	195
Radha R. Sharma and Shoma Mukherji	

12 Strategy Changes, Flexibility and Brand Management	217
Christoph Burmann, Rico Piehler and Antje Löwa	

Management of Permanent Change

Albach, H.; Meffert, H.; Pinkwart, A.; Reichwald, R. (Eds.)

2015, X, 240 p. 37 illus., Hardcover

ISBN: 978-3-658-05013-9