

Title	The Implementation of Strategy and the Resistance to Change
Sub Title	
Author	セルマン, マーティン 青井 倫一
Publisher	慶應義塾大学大学院経営管理研究科
Publication year	1994
Jtitle	
JaLC DOI	
Abstract	
Notes	修士学位論文. 1994年度経営学 第1101号 複写許諾が必要
Genre	Thesis or Dissertation
URL	<a href="https://koara.lib.keio.ac.jp/xoonips/modules/xoonips/detail.php?koara_id=KO40003001-00001994-1101">https://koara.lib.keio.ac.jp/xoonips/modules/xoonips/detail.php?koara_id=KO40003001-00001994-1101</a>

慶應義塾大学学術情報リポジトリ(KOARA)に掲載されているコンテンツの著作権は、それぞれの著作者、学会または出版社/発行者に帰属し、その権利は著作権法によって保護されています。引用にあたっては、著作権法を遵守してご利用ください。

The copyrights of content available on the Keio Associated Repository of Academic resources (KOARA) belong to the respective authors, academic societies, or publishers/issuers, and these rights are protected by the Japanese Copyright Act. When quoting the content, please follow the Japanese copyright act.

No. 1101

学生氏名

Martyn Selman

主査 青井 倫一

副査 高木 晴夫

河野 宏和

所属

青井 倫一 研究室

## The Implementation of Strategy and the Resistance to Change

A study of the strategy implementation process, the resistance to change and defensive routines within organisations.

Three major methods of strategy process is identified, according to the implementation process-rationalist; incrementalist and political. Eight factors that are changed within an organization during the implementation process are also identified.

Resistance to change during implementation is then studied. Three major causes are identified and eight levers for overcoming resistance are distinguished. Defensive routines within organisations resulting from the strategy process are also examined in relation to resistance to change.

The paper than uses this information as a basis for recommendation in regard to implementing strategy (1) effectively; (2) in a manner that overcomes much of the resistance to change; (3) in a manner that overcomes much of the resistance to change; and (3)in a manner that overcomes many of the defensive routines. The paper relates these recommendations to each of the major strategy processes.