

**IMPORTANCE OF CHANGE MANAGEMENT FOR
A SUCCESSFUL BPR IMPLEMENTATION
A CASE STUDY CONDUCTED ON A COMPANY
TRANSITIONING FROM A PROJECT BASED TO
PRODUCT BASED SOLUTIONS**

**MASTER OF BUSINESS ADMINISTRATION
IN
MANAGEMENT OF TECHNOLOGY**

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Sri Lanka
December 2017

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The Dissertation was submitted to the Department of Management technology of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration

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December 2017

Declaration

I declare this dissertation as my own work and it does not incorporate without acknowledgement, any material previously submitted for a degree or diploma in any university, and to the best of my knowledge it does not contain any material previously published or written by another person except where the due references are made in the text.

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The above candidate has carried out the research for the dissertation under my supervision.

Signature of Research Supervisor

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Abstract

In today's rapidly changing business world it is necessary for companies to change and adapt with market conditions to maintain competitive advantage. When doing so it requires radical changes on management practices and working processes. In order to achieve this; companies have to go through organizational change. The theoretical model to follow is Business process re-engineering.

A business is formed from different elements such as Employees, procedures and tools which function around a work process. BPR disrupts the balance between business elements to enable change that results in improvements on quality, performance and cost. However when going for this transformation, there will be resistance from the employees towards change. This can impact in a negative way for the BPR implementation which can lead to failure.

This research elaborates a qualitative analysis of a company which underwent a transformation stage and the change management steps taken to control the resistance towards change. The objective was to understand the relationship between change management and process transformation by analysing the identified data and available theories and present insights to the subject matter. After concluding the study it was identified that with change, resistance will occur and to minimise the impact of resistance, change management is vital. If the resistance to change is controlled and managed the outcome of the process transformation will be positive.

Key Words: Business process re-engineering, Change Management, Resistance to change

Acknowledgement

Completion of this dissertation is a great achievement where the sincere appreciation should be extended to all those who helped me in many ways towards making this a success. Their extensive support, guidance and feedback given to me were highly valuable.

I am deeply indebted to Prof. Chandana Perera, my research supervisor, for his patience, support throughout the duration of the project.

My heartfelt gratitude should also be given to my parents who supported me throughout the years.

My thanks should also go to all the active participants who took time in completing the questionnaire, sitting for interviews spending their valuable time for me study, and my fellow colleagues and friends for their motivation and support Thank you very much,

Last but not least, I would like to thank all the lecturers and staff members of the Department of Management of Technology, at University of Moratuwa, who gave immense support in many ways in guiding me towards the right direction.

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