



ORGANISATIONAL CHANGE AS A PROJECT MANAGEMENT PROCESS, USING THE PMI APPROACH

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Abstract

It can be argued (Todnem,2005) that the successful management of change is crucial to any Organisation/ project to survive, be developed and succeed in the current competitive and continuously evolving business environment. However, theories and approaches to change management currently available are often contradictory, mostly lacking empirical evidence and supported by unchallenged hypotheses concerning the nature of organisational change management.

The purpose of this article is, therefore, to provide a review of some of the main theories and approaches to organisational change management as an important first step towards constructing a new framework for managing change. Having as fundamental basis the Change theories and the principle of project management compose a change process based on project management principle and steps.

The purpose of this article is, therefore, to provide a review of theories and approaches currently available in a bid to encourage further research into the nature of organisational change with the aim of constructing a new and realistic framework for the management of it. This article will concentrate on the main characteristics of change the relative theories, the commons between the project management process and change and proposed a project management way facing any organisational change. The article concludes with recommendations for further research.

Keywords

Organisation, Change, Management, Project Management

1. INTRODUCTION - CHANGE MANAGEMENT

Change management has been defined as ‘the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers’ (Moran and Brightman, 2001). According to Burnes (2004) change is an ever-present feature of organisational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organisation of its ability to identify where it needs to be in the future, and how to manage the changes required getting there. Consequently, organisational change cannot be separated from organisational strategy, or vice versa (Rieley and Clarkson, 2001). Due to the importance of organisational change, its management is becoming a highly required managerial skill (Senior, 2002).

Graetz (2000) goes as far as suggesting ‘Against a backdrop of increasing globalisation, regulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task for management today is the leadership of organisational change.’ Since the need for change often is unpredictable, it tends to be reactive, discontinuous, ad hoc, and often triggered by a situation of organisational crisis (Nelson, 2003) Although the successful management of change is accepted as a necessity in order to survive and succeed in today’s highly competitive and continuously evolving environment. A failure rate of around 70 per cent of all change programmes initiated are reported (Bhuta,2003) It may be suggested that this poor success rate indicates a fundamental lack of a valid framework of how to implement and manage organisational change as what is currently available to academics and practitioners is a wide range of contradictory and confusing theories and approaches (Burnes, 2004).

Guimaraes and Armstrong (1998) argue that mostly personal and superficial analyses have been published in the area of change management, and according to Doyle (2002). there is even evidence to suggest that with only a few exceptions existing practice and theory are mostly supported by unchallenged assumptions about the nature

of contemporary organisational change management. Edmonstone (1995) supports this observation when stating ‘many of the change processes over the last 25 years have been subject to fundamental flaws, preventing the successful management of change’. Even though it is difficult to identify any consensus regarding a framework for organisational change management, there seems to be an agreement on two important issues.

1.1 Methodology

By its nature, this paper is an integrative literature review. This is a form of research that reviews, critiques, and synthesizes representative literature on a topic in an integrated way such that new frameworks and perspectives on the topic are generated (Torraco, 2005). Integrative literature reviews can be structured using a set of competing models and information. No data were generated or analysed during the study. At the first part of this paper the concept of organisational change and their principles is presented while follows the connection this and project management processes and specific PMI methodology. Common characteristics are highlighted, and a new change methodology is introduced following the steps of PMI organisation. The paper is complete with conclusion and recommendations.

2. CHANGE MODELS

At the following paragraphs the most known theories are demonstrating.

2.1 Lewin's three-phase change model

One of the earliest known models applied to managing change is a three-phase model by Kurt Lewin (1951) which focuses on the psychological aspects of behaviour modification:

1. Unfreezing - lowering resistance to change by recognising and accepting the need for change.
2. Movement - developing new attitudes to encourage behaviours necessary for change to occur.
3. Refreezing - stabilising, supporting, and reinforcing the new change conditions.

At the first step “unfreeze” the existing current process and analyse how it can be improved so that everyone affected understands the need for change. Then make your changes and guide employees throughout the transition. Once changes have been deployed and tweaked according to employee feedback, you must solidify or “refreeze” the new status quo. So, few phases don’t guarantee a fast transition.

The Lewin’s Model often involves spreading out the “change” phase over a long period of time to overcome resistance and provide adequate training. The model needs strong support from senior management and also requires making organization- or team-wide changes.

This model presents a systematic approach to change management, describing a sequence of well-defined and interrelated processes. The premise for this model is that by identifying and understanding the key stages involved in the change process, the likelihood of effective change management is increased - by managers making better informed decisions about which interventions to use in managing change.

Lewin (1947) was also responsible for developing the Force-field analysis, a diagnostic technique which considered the forces or 'drivers' for and against change. At any time, there will be a number of forces in play that resist change and support the status quo, and forces that encourage change. These can be internal or external forces, or, as is usually the case, a combination of both.

When the sum of the forces 'for' and 'against' change are equal, they cancel each other out, resulting in equilibrium, that is, a steady state. However, when the forces driving change are greater than the forces of resistance then change will occur, and the organisation will inevitably change and move to a new state.

2.2 Kotter's Model

John Kotter (1996) described an eight-stage change process for managing change in large organisations following his research into US organisations who had failed to manage change effectively:

1. Establish a sense of urgency - the need to change.
2. Create a guiding coalition - with authority and credibility.
3. Develop a vision and strategy - a clear aim and way forward.
4. Communicate the change vision - promote understanding and commitment.
5. Empower broad-based action - enable people to act and overcome barriers.
6. Generate short-term wins - to motivate and ensure further support.
7. Consolidate gains and produce more change - maintain change momentum.
8. Anchor new approaches in the culture - new values, attitudes, and behaviours.

This model appears to be a linear and sequential set of processes and has been criticised for these reasons. However, in the final two steps, Kotter attempts to address the problem of the 'refreezing' stage in Lewin's model by encouraging organisations and their employees to develop attitudes and values which help to promote the behaviours required to encourage and support further change.

Developing an organisational culture that is proactive to change helps to create a feedback mechanism which transforms a linear change model into a continuous process.

Many change management programmes applied in organisations are based on systematic change management models comprising sequential processes similar to the examples outlined above. However, a common modification to these models in practice is to introduce an additional process at the end, which provides a feedback step from the final to the initiating stage. With this modification, these models describe a cyclical and continuous change management system.

A significant feature of Kotter's model is the role of leadership, particularly in developing and communicating the vision for change, which is critical to effective transformational leadership, and management of change in large-scale organisations (Bass 1985). This type of approach to change tends to be effective for change that is predominantly 'hard by nature. Objectives, milestones, and performance can be quantified and applied within the boundaries of a specific change programme, thereby offering a means to assess progress of the managed change programme.

This is another approach for intervening to improve organisational performance through managing change called organisational development (OD) that offers appropriate solutions to the 'softer' aspects of change. The hard and soft change is part of a continuum, and that the majority of change scenarios involve both.

2.3 McKinsey 7-S Model

The 7 S's of the McKinsey 7-S Model make it one of the more complex models, but that complexity may be necessary when implementing complicated organization-wide changes. The model's seven elements are not designed to be addressed in a specific order but rather assessed by how they affect each other so that weaknesses can be identified:

- Strategy
- Structure
- Systems
- Shared Values
- Style
- Staff
- Skills

The first three (strategy, structure, and systems) are considered the "hard" elements, meaning they are simpler to identify and easily influenced by management. The hard elements are such things as the company plans to be more competitive (strategy), organizational charts (structure), and routines/processes for how work is to be done (systems). The remaining four "soft" elements, conversely, are more difficult to describe and are influenced by the company culture. Your staff, their skillsets, the company's overall leadership style, as well as the values or culture of the company are more fluid and subject to continuous change. The key is to keep all seven elements in harmony by analysing how they interact with and affect each other.

The McKinsey 7-S model is perfect for when you know there is something wrong within the organization, but you're not sure how to address the issue. Once you have identified what changes need to be made, the seven elements serve as a guide to keep your company in balance. This model can help you identify misalignments, such as your company touting a focus on family but not offering paternity leave. It can then help you navigate the implementation of the necessary change, such as ensuring that your staff has the skills to cover responsibilities for anyone who takes advantage of a paternity leave option.

2.4 The ADKAR Change Management Model

The ADKAR Model is a bottom-up method created by Jeffrey Hiatt. It puts the focus on the people behind the change. This is not a sequential method; each letter in the acronym represents a goal to be reached as a company:

- Awareness (of the need to change)
- Desire (to participate in and support the change)
- Knowledge (on how to change)
- Ability (to implement required skills and behaviors)
- Reinforcement (to sustain the change)

By putting the focus on employees, the ADKAR method limits resistance and thus speeds up implementation. Much like the Nudge theory, the ADKAR model values employee input and support. Instead of going to your employees with a mandate for change, you start a conversation to make employees aware of the need for change so that you can convince them that they will benefit from it. This will foster their desire to participate in the implementation. The method's knowledge and ability goals are closely linked, but knowledge focuses more on understanding how the change can be made, while ability is about giving employees the confidence, they need to complete the transformation. This people-centric method ensures a higher success rate for sustained change compared to methods that do not actively involve the people affected by the change. This framework is best suited for small, incremental changes so that daily routines are not significantly disrupted all at once.

2.5 Deming Cycle (PDCA)

The Deming Cycle, originally developed by Dr. Williams Edwards Deming, is also known as the Plan-Do-Check-Act (PDCA) cycle. This framework focuses on process improvement and is divided into four phases:

- Plan
- Do
- Check
- Act

The four phases help you identify the issues that need addressing, tackle those problems through change, and keep the pulse on the implemented changes to see if further action or adjustment is needed. PDCA is called a cycle instead of a model because it is designed to work on a loop.

Identified issues and potential improvements during the planning stage, then implement them on a small scale, such as within one team or a small department.

You then check and monitor progress to see if this change could benefit from adjustments, and then act accordingly. Acting could mean implementing the change in other areas of the company, or it could mean going back to the planning stage.

This change management framework works best on a small scale, testing changes on a single team or department and tracking change management metrics and results before implementing changes.

2.6 Change management interventions (CMIs)

Change management interventions (CMIs) are intentional activities that managers employ to facilitate planned organizational change by influencing employee receptivity to and adoption of that change. Mayon-White in the 1980s developed the following (CMIs). Its purpose is to provide a cyclic structure for analysing business systems, but, unlike soft systems methodology, it is relatively quantitative (rather than qualitative).

Phases of strategy	Steps	Appropriate Actions	Tools and technics available
Diagnosis	1. Entry	Recognising that change is a change process	Concepts of 'mess' and difficulties
	2. Description	Recognising that change is a change process	Concepts of 'mess' and difficulties
	3. Identify objectives and constraints	Set up objectives for the system	Set up an objective tree. Prioritise things
	4. Formulate measures for objectives	Decide ways of measuring	Use quantities where is possible
Design	4. Generate a range of options	Develop ideas for change as a full option	Brainstorming. Idea writing. Interviews
	5. Model options selectively	Describe most promising options in detail	Diagrams Single models. Cost benefit analysis
Implementation	6. Evaluate options against measures	Test the performance of the discussed options	Set up a simple matrix to compare the options
	7. Design implementation strategies	Select preferable options and plan changes	Look reliable options. Plan time and allocate tasks
	8. Carry through the planned stages	Bring together people and resources. Manage process	Look reliable options. Plan time and allocate tasks

Table 1: The key features of the Mayon-White method

Source: Leading, managing and developing people (CIPD)

The strategy has three stages as shown in Table 3: Diagnosis, Design, and Implementation, each subdivided into several steps (Mayon-White 1993 p.136). The strategy has three stages as shown in Table 1: Diagnosis, Design, and Implementation, each subdivided into several steps (Mayon-White 1993 p.136).

Diagnosis is a zero stage of entry, at which point it is acknowledged that change is required, and that the process may be complex. The first stage of the actual process is description, understanding the basic systems under consideration and getting points of view from participators. At the basic level, this might involve drawing a spray diagram to understand the discover more. Information collected through observation, interviews and discussions can then be incorporated into an overall picture. The rich picture is a diagrammatical representation of a range of issues. It may be considering the various internal and external influences on the business and incorporates the views of the partners. Information emerges during this stage can be considered the rich picture that added to and refined, and certain aspects of it may raise issues that have not been considered. For example, the second partner refers to a ‘pool’ of experienced part-time staff in the area who might be available if a restaurant was developed. The reasons they might work for one employer rather than another may need to be explored. As information emerges, detailed overall pictures for different issues and areas of the business can be defined (Mayon-White & Mabey, 1993).

2.7 Compare Change Management and Project Management Process

Elements of project change management and project management process must be combined together to achieve successful change result (Creasey , 2023).Doing so creates a unified value proposition, which sets the foundation for tactical integration and delivers value across all aspects of the project, including both the people side and technical side(Table 2).

	Change management	Project management
Definition	Constructed process and tools for leading the people side of change to achieve the desired outcome (Prosci,2023)	Use of specific knowledge, skills, tools, and techniques to deliver something of value to people (PMI)
Purpose	Ensure that impacted employees embrace, adopt, and use the solution associated with the change	Ensure that impacted employees embrace, adopt, and use the solution associated with the change
Focus	Employees and stakeholders impacted by a project solution or initiative (those who must adopt and use the change)	Tasks and activities required to create and implement the technical solution associated with a change
Scaling Factors	Characteristics of the change, attributes of impacted organizations, and degree of "people change" required	Complexity and degree of technical change associated with the project or initiative
Process	<p><u>Change Management</u></p> <ul style="list-style-type: none"> • Phase 1 – Prepare Approach • Phase 2 – Manage Change • Phase 3 – Sustain Outcomes (Prosci -3 Phase Process)	<p><u>Development Domains</u></p> <ul style="list-style-type: none"> • Stakeholder Performance • Team Performance • Development Approach and Life Cycle Performance • Planning Performance • Project Work Performance • Delivery Performance • Measurement Performance • Uncertainty Performance (PMBOK Guide®, 7th)

Table 2: Comparison of change and project management process

Source: Creasey, 2023

Speaking of change management (Prosci, org) we’re referring to the application of a structured process and tools for managing the people side of change to achieve a desired outcome. The paragraphs below contrast management and project management, comparing common aspects of each discipline, including focus, definition, intent, process, tools, scaling factors, measurement of success, and practitioners.

Although this list highlights the differences between the disciplines, it's more important to remember that change management and project management are complementary disciplines that share a common objective: to deliver successful change.

3. PROJECT MANAGEMENT - DEFINITION AND HISTORY

A project is an activity or undertaking that has definite start and end date (Atkinson, 1999). It is unique in nature and brings change. Project execution is associated with some degree of uncertainty which introduces some risks (Alkin, & King, 2016). Project Management is concerned with delivering undertakings 'on time, within budget, to scope or specifications (Geraldi & Morris, 2011) by application of tools and techniques such as critical path method). Seymour & Hussein (2014b) argues that at its core, project management is concerned with creating a conducive atmosphere for people to work as a team and achieve a common objective and deliver projects successful projects on time and within budget. Project management is about managing projects from conception to completion. A project can be viewed as a dynamic system changing from one stage to another in a lifecycle (Drop, 2009). On what role projects should play Abbasi & Jaafari (2018) remarked that projects and programs should business benefits to organizations. The field of project management continues to evolve (Seymour & Hussein, 2014). The projects can be single or multiple. According to Soderlund & Lenfle (2013) projects played a significant role in the second industrial revolution and there is interest in understanding the role that projects played for evolution and transformation of society because among other reasons, there is a lot to learn from past landmark projects like the Pyramids of Egypt and The Great Chinese Wall. The history of projects and project management is a global phenomenon with variations across the Universe.

A better understanding of project management history has the capacity to create an improved understanding of challenges encountered in the process of shaping, creating, and managing projects. Understanding project history will also help in creating a common ground between and amongst academics and practitioners in the context of knowledge and learning.

Several known old structures including the pyramids of Egypt, the Pantheon or the aqueducts of ancient Rome were projects in every respect and had individuals responsible for the management and actual construction. Therefore, whereas the history of project management is relatively new, project management itself is not new in the wider scope of management practice.

It's only after the project management discipline had been codified that reasonable effort was made to identify historical developments and events that contributed to its development, such as the creation of the Gantt chart and the Agile Manifesto. Today project management continues to grow and influence the way people do almost all that has a start and a finish or an end (Geraldi, & Morris, 2011). It should be noted that before project management was defined as profession, projects did exist, although they didn't share many of the foundations of today's project management. (Westland, 2018).

The term 'project management' was introduced (paper) in the 1950s, initially focussing on activity scheduling, budgeting and control remaining so even with the advent of computers in management. In 1980s, it remained the same but with introduction of project information systems that ran on mainframe computers. In 1990's project management was redefined by wide range of fields such as operations management, systems thinking, new product development, risk management, the quality movement, organizational dynamics, industrial psychology, and various other aspects of commercial management to become an independent discipline and profession. Project management has grown from the stage of non-functional component of the management science, to the stage of strategic component of organizational development. Project monitoring and evaluation has grown in significance and today it is part and parcel of the project cycle from conception to termination and beyond (Kabeyi, 2019) The formation of Project Management Institute (PMI) in 1969 marked the first major step in transforming project management into a profession. With increased globalization, the project manager should be able to work across networks, cultures, languages, geographical features, and increased competition as well as collaboration. Project management has changed from an art to a science over time because of increasing standardization, continuous refinement of concepts and development and use of computer software.

The evolution of monitoring and evaluation has been influenced by developments in transport and communication, advances and application of management science, the invention and increased use of the personal computer and related software and continuous influence and application of modern technologies in all functions of project management. The growing complexity, technology advancement and changing legal environment and stakeholder concerns and challenges in managing projects has given rise to new fields directly related to project management like safety and sustainability. Concerns over sustainability of projects and programs are the main drivers for monitoring and evaluation today and hence the need to inbuilt sustainability in all aspects of project management.

3.1 Project Management Methodologies

This paragraph aims to investigate an available project management methodology from the standpoint of their applicability. The usage of an adequate project management methodology brings numerous advantages and benefits to the project manager and project team, and it shows them the right route towards project completion.

Numerous complex problems that business and other organisations face daily require the implementation of modern management methods and disciplines for a more efficient functioning of these organizations. Implementation of project management is necessary in an efficient execution of various projects and enterprises. An expansion in project management implementation is closely linked to the expansion of knowledge in project management and training of competent project managers. On the other hand, this knowledge expansion is in turn connected with available procedures and methodologies proposed and implemented in the project management practice. The project management theory and practice have provided us with many practically applicable methodologies for an efficient management of a project. The project management methodology represents a set of methods, techniques, procedures, best practices, etc., used on a project. It is commonly based on a specific project management approach, one that defines a set of principles and guidelines which define the way a project is managed (Spundak, 2014).

The best-known project management methodologies are PMI, IPMA, APM, YUPMA, PRINCE 2 and Agile methodologies.

These are mainly process methodologies and they include certain subprocesses or phases in project management. A major problem with these methodologies is that they are usually proposed regardless of the type of project. It is evident, however, that differences between the structures of certain groups of projects are rather big; hence, the methods of management of these projects have to differ as well (Besner & Hobbs, 2012). Depending on the particularity and type of project, management philosophy and culture of the organization that runs the project, a certain methodology should be chosen (Drob & Zichil, 2013). This implies the need that specific methodologies should be defined for some groups of similar projects.

Apart from the above mentioned, there is many other methodologies developed by different organisations and institutions and implemented in the execution thereof. Here we will mention only some of them: the Japan Project Management Association methodology, the University of Sydney methodology, the University of Tasmania methodology, the University of South Carolina methodology, etc. (McHugh & Hogan, 2011).

3.2 PMI methodology

The PMI methodology was developed by a big and powerful association of project managers - the Project Management Institute (PMI) from the USA and presented in the Project Management Body of Knowledge - PMBoK handbook (PMI, 2013).

This is a process methodology that proposes managing a project along ten knowledge areas (PMI, 2013):

- project integration management that includes processes and activities to identify, combine, unify, and coordinate the various processes and project management activities within the project management process groups.
- project scope management - includes processes required to ensure that the project includes all the work necessary to complete the project successfully.
- time management - includes processes relating to defining the time aspects of the projects and processes required to manage the timely completion of the project.
- cost management - processes relating to project cost planning, budgeting, funding, controlling in order to complete the project within the approved budget.
- quality management - includes processes that enable the project to be completed in accordance with the quality required and to satisfy the needs for which it was undertaken.
- human resource management - processes that organize, manage, and lead the project team.
- communication management -deals with collecting and using all information associated with the project execution.
- negotiation in procurement management - includes processes related to procurement and purchasing of materials and products necessary for the project execution.
- risk management - includes the processes of conducting risk management planning, identification, analysis, response planning and controlling risk on a project.
- project stakeholder management - processes required to identify and analyse stakeholders, their expectations, as well as to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

The PMI methodology also proposes five groups of project management processes that, together with the ten areas of knowledge, form the basic framework of this methodology. These groups of project management are the following (PMI, 2013):

Initiation

The project initiation phase (Heldman,2021) is the first stage of turning an abstract idea into a meaningful goal. In this stage, a business case is developed and define the project is defined on a broad level.

Needs for the project is determined and create a project charter is created.

The project charter is an important document consisting of details like the project constraints, goals, appointment of the project manager, budget, and expected timeline.

Once you have the project goals and project scope, identify key project stakeholders (the people who are to be involved in the project) Create a stakeholder register with the roles, designation, communication requirements, and influence. While a clear goal of the project is established in this phase, a project charter does not contain any technical details that happen in the planning stage.

Project planning

The project planning stage requires complete diligence as it lays out the project's roadmap.

Unless it's using a modern project management methodology like agile project management, this phase of project management is expected to take almost half of the entire project's timespan.

In this phase, the primary tasks are identifying technical requirements, developing a detailed project schedule, creating a communication plan, and setting up goals/deliverables.

There are several methods of setting up the project's goals but S.M.A.R.T. (Specific-Measurable-Attainable-realistic-Time bounded) and C.L.E.A.R. (Collaborative-Limited-Emotional-Appreciable- Refinable) are the most popular.

During the planning stage, the scope of the project is fully defined. There is a possibility of changing the scope of the project demands it, but the project manager must approve the change. Project managers also develop a work breakdown structure (WBS), which clearly visualizes the entire project in different sections for the team management. A detailed project timeline with each deliverable is another important element of the planning stage. Using that timeline, project managers can develop a project communication plan and a schedule of communication with the relevant stakeholders. Risk mitigation is another important aspect of project management that is a part of the planning stage. The project manager is responsible for extrapolating past data to identify potential project management risks and develop a strategy to minimize them. An important element that professionals often overlook is an effective change management plan. As a project manager, you must be ready to incorporate a few changes in the project to avoid bottlenecks and project delays. In the absence of a working change management plan, scope creep happens and causes huge problems for the project team in the later stages of the project. So, it's best to reduce the possibility of unforeseen changes as much as possible.

Project execution

The project execution stage is where your team does the actual work. The job of a project manager is to establish efficient workflows and carefully monitor the progress of your team. Another responsibility during this phase is to consistently maintain effective collaboration between project stakeholders. This ensures that everyone stays on the same page and the project runs smoothly without any issues.

Project monitoring and controlling

The project monitoring and controlling phase run(Heldman,2021) simultaneously with project execution, thereby ensuring that objectives and project deliverables are met. The project manager at this stage must ensure that no one deviates from the original plan by establishing Critical Success Factors (CSF) and Key Performance Indicators (KPI).

During the monitoring phase of project management, the manager is also responsible for quantitatively tracking the effort and cost during the process. This tracking not only ensures that the project remains within the budget but also is important for future projects.

Project closing

The project closure stage indicates the end of the project after the final delivery. Terminating contracts and completing the necessary paperwork is also the responsibility of the project manager.

Most teams hold a reflection meeting after the completion of the project in order to contemplate their successes and failures during the project. This is an effective method to ensure continuous improvement within the company to enhance the overall productivity of the team in the future. The final task of this phase is to review the entire project complete a detailed report that covers every aspect. All of the necessary data is stored in a secure place that can be accessed by project managers of that organization.

4. CONCLUSION

Summing up we introduce a simple table that compare the most known change theories and the project management processes, according the 5 stages PMI methodology (Table 3)

Proposed by the PMI methodology for each of the subprocesses, and in accordance with a unique scheme, are the input values, methods, and techniques to be used, as well as output values. Hence, the PMI methodology provides the basic framework to enable the individual subprocesses to be worked out. The PMI methodology is a unique methodology, suitable to be implemented in any kinds of projects.

PMI	Lewin	Kotter	Mayon white
Initiation	Unfreeze	1&2&3	Diagnosis
Planning	Movement	4&5&6&7	Design
Execution			
Monitoring & Control	Refreezing	7&8	Implementati on
Closing			

Table 3: Comparison of most known change theories and the project management processes (PMI)

EPILOGUE

Project management is the discipline of managing change situations with defined end targets. As such it has wide applicability to a number of management situations. To date, a balanced view of project management is only slowly emerging. A balanced view must cover objective setting, strategy and plans formulation, and implementation, as well as organization and control. This article has outlined some of the fundamental principles of each of these steps, giving examples of how they apply in a number of changes situations.

It is obvious that this idea has to be implemented and assessed within real projects and lessons learned will be a guide for this approach. Overall, the critical factor for any change organisational change that should never ignore is the support of the high-level management of organisation, following by the 'right' design and the collection of the facts that lead to this change

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