Selecting an Appropriate Change Management Model for Iranian Academic Libraries Using MADM Methods

Maryam Nakhoda, Sirous Alidousti, and Gholam Reza Fadaie

Dr. Maryam Nakhoda, Library & Information Science Department, Faculty of Psychology and Education, University of Tehran, Tehran, Iran
Email: maryamnakhoda@gmail.com

Dr. Sirous Alidousti, Associate Professor, Iranian Research Institute for Information Science and Technology (IranDoc), Tehran, Iran
Email: alidousti.s@gmail.com

Dr. Gholam Reza Fadaie, Professor, Library & Information Science Department, Faculty of Psychology and Education, University of Tehran, Tehran, Iran
Email: ghfadaie@ut.ac.ir

Abstract

Today's life is not insulated from different kinds of "change." Change is also experienced in organizations as a somehow daily process. Academic libraries are organizations which need to be active in confrontation with "change" because of their essential role in education and research. These libraries could be more successful in meeting users' information needs, if they manage change in a planned manner. In this regard, Iranian academic libraries are not exceptional. They are faced with pressures from their internal and external environments, which make it essential for them to respond and implement necessary changes. In order to assist these libraries in overcoming challenges stemming from change and improvingthe change management capacity in libraries, this article aims to select an appropriate change management model for Iranian academic libraries. After reviewing the literature, finding and selecting basic change models including Kotter's Change Model, Penfold's Information Services Framework for Managing Change, and Curzon's Cycle of Change, a research questionnaire was designed and answered by a group of experts using the consensus method. The results were analyzed by Multiple Attribute Decision Making (MADM) techniques including Technique for Order- Preference by Similarity to Ideal Solution (TOPSIS) and Simple Additive Weighting Method (SAWM).Penfold's Information Services Framework for Managing Change received the highest scores from the application of both techniques. It is concluded that Penfold's Information Services Framework for Managing Change could be applied as an appropriate change model in the context of Iranian academic libraries.

Introduction

Today "change" has become a familiar word in every organization. The ways of handling change in different kinds of organizations affect the rate of success in organizational performance in this regard. Change management and models demonstrating it discuss how an organization should work through its change process. Management of change is undoubtedly required in university libraries to optimize the implementation of a typical change. Each of the models facilitating successful organizational change is determined by the specific organizational context. Thus, in case of Iranian university libraries, it is necessary to offer a change model appropriate to their circumstances.

This article provides a substantial literature review of existing change management models to determine those best to apply in the context of libraries. Then a consensus by experts is applied to select the preferred change model. The analysis of experts' views is performed using two techniques of Multiple Attribute Decision Making (MADM), the Technique for Order-Preference by Similarity to Ideal Solution (TOPSIS) and the Simple Additive Weighting Method (SAWM).

Statement of the problem

Management of change is one of the important capabilities which organizations must acquire. Lack of