

International Journal of Sciences: Basic and Applied Research (IJSBAR)



ISSN 2307-4531
(Print & Online)

<http://gssrr.org/index.php?journal=JournalOfBasicAndApplied>



Strategic Management: Managing Change by Employee Involvement

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Abstract

Strategic management attempts to link strategic planning with decision making and these decisions implementation. The role of involvement -who should be involved and how that involvement should be managed is essential for effectual decision making. This paper scrutinizes the significance of involvement in decision making generally and demonstrate how involvement management principles apply to the strategic management process explicitly. Strategic management composed of three important steps: creation of a documented plan, making strategic planning an effectual part of the management systems, and appropriately manage involvement in the planning process. It requires that an organization's managers must be involved in a process of objectives identification, strategies development and implementation plans to accomplish those objectives, and sporadically evaluate the decisions implementation of decisions. Decision making, implementation, feedback, and evaluation; is a continuous process. Basically, effective decision making and implementation means congregating the right mix of people, convincing them that what they are doing is significant to the senior executive, and effectively managing their involvement in the decision making process. This paper provides some proven techniques that add value to many organizations.

Keywords: Strategy &Strategic Planning; Strategic Management; change & change management; Employee Involvement; Communication

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1. Introduction

Employee Involvement has become a very significant topic today as there is an allotment affray in the market in every locality of study. Every person has got access to technology, finance and new procedures of employed; it is only the manpower which makes all the distinction. If an organization wants the lead, it will have to involve its people in discussions & decision making. Many businesses now a day are focusing vigilance in the direction of employee involvement so as to make their employees seem significant and conceive environment in which they could seem free to make assistance in the decisions and activities which sway their job [1].

An effective planning and management method permits an organization to swiftly evolve and apply upon decided upon sequence of actions to rendezvous its altering desires and the demands of the world round it. Responding to change is especially difficult because most organizations, large and small, associate change with doubt and additional risk, and therefore oppose it.

When people in an organization state they cannot do anything to reply to a changing situation, what they often signify is that they do not know what to do or how to involve the people required to adapt to the position.

Through the careful application of certain employee involvement management techniques-a method called strategic management-an organization can overcome people's resistance to change and give them opportunities to take positive action. Perfectly, top managers accomplish control by establishing a strategic main heading and instructing or leveraging smaller level managers to make operational conclusions that are consistent with that direction. This process can be awkward, however, because it is difficult to set up or alter the strategic main heading of an association, particularly if strategic planning is not part of the normal responsibilities, concerns, and actions of the organization's senior managers. Moreover, it is tough to double-check that the day-to-day activities of managers are consistent with the objectives and desires of the top executives

Strategic management attempts to link strategic planning with decision making and these decisions implementation. The role of participation-who should be involved and how that involvement should be managed is absolutely vital for effectual conclusion making. This is predominantly factual throughout time span when change is fast, because it is only through effective involvement that conclusions can be rapidly and effectively broadcast and implemented. With these components in brain, we characterize strategic management as a highly involving and relentless method by which an association develops a widespread approach to convoluted matters amidst all the relevant components of the association, and double-checks that specific actions result from the taken decisions. The key issue about strategic management is that it must be imbedded in and applied through the living management system. It emphasizes the implementation of major decisions through employee involvement management [2].

1.1. Aim

The aim of this research paper is to “scrutinizes the significance of involvement in decision making generally and demonstrate how involvement management principles apply to the strategic management process explicitly.”

1.2. Important Terminologies

There are few terminologies which are required to be understood before analyzing the subject:

1.2.1. Strategy & Strategic Planning

Strategy

- “Strategy is distinct from vision, mission, goals, main concerns, and plans. It is the outcome of alternatives executives make, on where to play and how to win, to maximize long-term value [3]”.

Strategic Planning

Strategic planning is routinely considered of as the development of a prescribed scheme. Most writers on and practitioners of strategic planning dedicate themselves to the development and exposition of particular schemes or strategic approaches for specific industries or markets [2].

- “Strategic planning is a step by step process with definite objectives and end goods that can be applied and evaluated. Very easily, it is a method by which we look into the future, paint an image of that future based on current tendencies, and leverage the forces that will affect us [4]”.
- “Strategic planning is an organizational management undertaking that is used to set main concerns, aim power and assets, reinforce operations, ensure that employees and other stakeholders are employed toward common goals, set up affirmation round proposed outcomes/results, and assess and adjust the organization's direction in answer to a altering environment [5]”.
- “A systematic process of envisioning a desired future, and translating this vision into amply characterized goals or objectives and a sequence of steps to achieve them [6]”.
- “A methodical, formally documented method for deciding the key conclusions that an association, examined as a corporate entire should get right in order to thrive over the next couple of years. The process outcomes in the output of a business strategic plan [7]”.
- “The method of identifying an organization's long-term goals and objectives and then working out the best approach for achieving those goals and objectives [8]”.

Five Components of Strategic Planning

- Engaging commitment
- Setting long term strategic objectives for improved performance of the organization
- Generating strategic options
- Evaluating and deciding on strategies
- Monitoring implementation of the strategies against the long term objectives.

We call these components of strategic planning the engager, aimer, option generator, strategizer, and monitor [7].

1.2.2. Change Management

- “The systematic approach and application of knowledge, tools and resources to deal with change. Change management means defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment [8]”.
- “Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change [9]”.

1.2.3. Employee Involvement

- “Employee involvement is conceiving an environment in which persons have an influence on decisions and activities that sway their jobs. It is not the goal neither is it a tool, as practiced in numerous organizations. Rather, it is a management and authority beliefs about how persons are most enabled to assist to continuous enhancement and the ongoing achievement of their work organization [10]”.
- “Employee involvement is a ‘softer’ pattern of participation and is asserted to be more flexible and supposes a commonality of concerns between management and employees [11]”.

1.2.4. Communication

- “The act or process of using words, sounds, signs, or behaviors to express or exchange information or to express your ideas, thoughts, feelings, etc., to someone else”

2. Literature Review

2.1. Managing Change

“Change management is a method for reducing and managing resistance to change, when implementing a process technological or organizational change [12]”.

Due to globalization and rapid advancement in technology, the organizations have to bring changes with the pace in order to compete in the market, but along with the technological change most of the organizations do not focus on people-side. To create awareness is the first step for need of change and desire among employees. Guy & Beaman (2005) believe that to creating sustainable initiative is the major element of effective change management [1].

- The capability to identify resistance, redundancies, and inefficiencies as well as knowledge of the best approaches to alleviate these issues.
- The ability to set clear steps for the change process and facilitate the process to make certain every step is taken.
- The ability to build and maintain relationships among employees impacted by the change initiative to ensure their engagement in the process.

They also highlighted the primary functions of successful change implementation is effective communication and the ability to clarify, followed by the ability to build trust and achieve collaboration [13]. Porras and Hoffer also highlighted communication, collaboration, respect (which typically goes hand-in-hand with trust) and information flow, which relates to ability to clarify. In addition, Porras and Hoffer list factors including responsibility, leadership and shared vision, effective problem solving, support and developing others, participation, and strategic management (Price & Chahal, 2005)[14]. Saks (2006) describes employee involvement as, “a series of actions and steps that require the input and involvement of organizational members and consistent, continuous, and clear communications [15]”. Communication seems to be paramount to both concepts and employee involvement requires information flow, trust, and arguably effective problem solving.

2.2. Employee Involvement

In the field of psychology W.A. Kahn was one of the first scholar to discuss the concept of employee involvement

Now a day’s employee involvement and participation in corporate decision making process has been increasing. Many organizations like Addidas and Tata Consultancies are focusing on employee’s participation and involvement to create a feeling of importance among the employees and to create organizational environment in which they feel proud for contributing in planning and making decisions for achieving strategic goals (Shivangee Singh et. all 2011)[1].

To achieve complete advantages, the proactive companies always seeking new ways and looking ‘outside of the box’ for answers. The Gallup Organization conducted studies on employee engagement in 1980s and published results in “First, Break All the Rules” (Ferguson) a very popular book. Gallup’s research indicates that engaged employees are more productive, profitable, customer-focused, safer, and loyal to the organization (Gallup) [16].

Ford. John Storey (1992) and Ken Starkey and Alan McKinlay (1 993) stated that “employee involvement is our way of life we are a team. We must treat each other with trust and respect [4]”.

2.3. Employee Involvement for Managing Change

Involvement of employees increases motivation, ownership and commitment to the organization and ultimately it helps to retain your best employees and to create an environment for managing change. By promoting employee initiative and even employee involvement in decision-making, managers can help restore employee trust and commitment and help increase employee motivation [17].

“The Japanese turnaround in quality can clearly be attributed to such variables as worker training, employee involvement, and firm wide delegation of authority and responsibility for quality. A change in attitude and vision on the part of Japanese top management brought quality to the forefront as a strategic mission, one that allowed them to liberate the creative talent and resources necessary for long-term improvement and the eventual mastery of the quality concept” (Encyclopedia of Management, 5th ed)[2].

Employee involvement is an ongoing process to increase employee’s efforts into rewarding decisions which increased organizational performance and employee’s well being. Enlightened companies BHEL, Tata Motors, General Mills, SAIL, GTE and Ford etc have increased and intensified the worth of employee’s involvement through enriched form of works (Shivangee Singh et. Al 2011) [1]. The four elements Power, information, knowledge, skills and rewards contribute directly to employee involvement success. The objectives of employee involvement in any organization are:

- To increase involvement in organizational decision.
- To increase productivity
- To improve communication and coordination among employees
- To increase motivation
- To increase employee’s satisfaction and commitment
- To retain talented and knowledgeable workers.
- To improve quality of work life [18]

3. Strategic Management

3.1. Definition

- “Strategic management can be used to determine mission, vision, values, goals, objectives, roles and responsibilities, timelines, etc [19].”

3.1.1. Key attributes

- Creation of a documented strategic plan
- Strategic planning as an active part of the management system
- Effectively systematize involvement in the planning process
- **Creation of a documented strategic plan**

A sound plan is an essential centerpiece and quotation article that communicates conclusions and the rationale. The mere existence of a planning article does not, although, assure the achievement of the designing process.

- **Strategic planning as an active part of the management system**

To be thriving, a strategic plan should finally be applied through existing management schemes. Plans that are evolved by off-line planning staffs or outside advisors generally go wrong because they lack the commitment of the persons who must implement them.

- **Effectively systematize involvement in the planning process**

The involvement of key performers in the organization provides the essential link between the strategic plan as a document and its accomplishment through the existing management system, it is essential that this involvement be effectively managed at each step of the planning process.

3.1.2. Requirements of Strategic Management System

- The powerful authority and involvement of the senior executive is essential.

- The primary blame for devolving strategy must pertain to those responsible for executing it, particularly line managers. Their involvement and the nature of that involvement are critical to decision value and ownership.
- The primary function of employees (non-line) components is to facilitate the planning method and to double-check that everyone's involvement is organized effectively; it is not to take control of the method or ownership of the product.

3.1.3. Basic principles

- Chief Executive Officer (CEO) is ultimately responsible for the strategic direction. The organization takes, his or her powerful authority and involvement in the strategic management process is decisive to its achievement.
- CEO is committed to the strategic management process, then gaining the support and commitment of the organization's senior managers is possible. Their commitment is essential in order to implement any decisions that are made, and their knowledge is an invaluable input to the planning process.
- The major role of planning staffs is to assist the strategic management process. Such staffs may perform independent analyses to facilitate and progress the quality of the deliberations taking place, but they should be extremely vigilant about becoming advocates for a particular position. When this happens, planning staffs begin to grab the tasks and authority of line managers, who then lose their self-confidence and dedication to the management process [2].

3.1.4. Process

Strategic management process has involved certain steps which are as follows:

- **Strategic Planning**
- **Implementation**
- **Evaluation**
- **Corrective Actions**

- **Strategic Planning**

It requires developing a vision and mission, identifying priorities and developing an action plan.

- **Implementation**

Describe short-term goals, functional strategies and success measures, and identify and implement a proper structure that will best support those strategies.

- **Evaluation**

Use performance measures to monitor the success in accomplishing short-term goals and its progress toward long-range goals.

- **Corrective Actions**

Take corrective actions and adjust the strategy, if needed [20].

4. Employee Involvement

The direct participation of employees to help an organization to fulfill its mission and objectives, by applying their own ideas, know-how, and efforts in the direction of explaining troubles and making decisions.

4.1. Who should be involved and How?

4.1.1. Who?

- Chief Executive Officer (CEO)
- Top-level Executives
- Subordinates
- Senior Colleagues
- Governing Board Members
- Executive staff
- Operators
- Facilitator
- Advisors and assistants
- Consultants
- Interest Groups
- Beneficiaries [7]

4.1.2. How?

- Employees need to be given the authority to participate in substantive decisions
- Employees need to have training or experience with appropriate decision-making skills
- Incentives to participate (either implicit or explicit) must be present [22]

4.2. Impact on change Management

Employee's involvement has a great impact upon change management which is as follows:

4.2.1. Change Management Facilitation

It facilitates change Management as changes are always opposed by the employees, but when the employees themselves take part in decisions regarding what changes have to bring in the organization.

4.2.2. Less Resistance to Change

Employees themselves take part in decisions regarding what changes have to bring in the organization. The problem of resistance is lessened.

4.2.3. Better Suggestions to Management

Involvement of employees can give better suggestion to the management regarding new changes that has to be made.

4.2.4. Change Become Positive Process

Change, which is always taken as a threat by some of the employees becomes a positive process by employee's involvement.

4.2.5. Better Achievement of Change Objective

The objectives of change in the organization will better be achieved if the participation of people is involved with it. [7]

4.2.6. Better Performance

The greater an employee's engagement, the more likely he or she is to 'go the extra mile' and deliver excellent on-the-job performance." Therefore, if employees are engaged during a change management initiative they are likely to have increased "buy-in" and better performance thus, supporting business success [21].

4.3. Communication & Employee involvement

All organizations need communication systems to function, whether these are overtly recognized or subconsciously taken for granted. It was increasingly recognized by many employers and managers that the creation of effective communication is an extremely important aspect of the efficient running of organizations. Communication is a complex series of processes operating at all levels within organizations. Employee involvement communication systems are processes that enable the workforce to have a greater say in decision-making to varying degrees, with the concomitant loss of managerial prerogatives - an issue that can create conflict, as well as attempting to allay it [22].

4.4. Advantages of Employee involvement in Decision Making

4.4.1. Productivity

When employees are involved in making decisions, they gain an expert and individual stake in the organization and its overall achievement. This commitment directs to bigger productivity as workers are dynamically participating in diverse facets of the business and wish to see their efforts do well overall. This is not only beneficial to business growth, but is also on-the-job teaching for employees. The boost in blame expands employee ability sets, preparing them for added responsibility in the future.

4.4.2. Improved Morale

Actively involving employees in the decision-making method increases general company morale. Many businesses have a distinct parting of power between administration and employees; however, hardworking employee involvement lowers that gap, opening the lines of connection between supervisors and workers. As a functioning participant in the decision-making method, workers understand their concepts are an significant assistance to the company, and give them the power to leverage the conclusion of their work, leading to advanced job satisfaction and a affirmative attitude, not only in the direction of their place but furthermore to the business itself.

4.4.3. Internal Resources

Utilizing employees in the decision-making method, rather than outsourcing, saves cash, time, and offers the business long-term dependable aid from those who understand the company well. Chartering an outside consulting firm is expensive and can take up valuable assets in charges and the time expended updating outside advisors in various facets of the company. Although, workers are currently cognizant of these processes, offer insightful information of the business desires, and realize the principles of the company overall.

4.4.4. Team Work

Participation in the decision-making process devotes each employee the opportunity to voice their opinions, and to share their information with other ones. While this advances the relationship between manager and employee, it furthermore boosts a strong sense of teamwork among workers. The sign of viewpoints undoes dialogue between co-workers, with each employee bringing their individual power to a task. It is also a good way to accumulate data about the employees as to how they work in a group natural environment, and where training may be essential, all of which directs to a boost in effectiveness, and finally a boost in good teamwork and performance.

4.4.5. Innovation

Employee empowerment helps to cultivate innovation. Employees that have a stake in the company growth and sustainability will offer more ideas and problem-solving solutions when obstacles arise. Moreover, as the employee meets particular challenges or finds improvements in policies, procedures or products, it will foster growth and more critical and imaginative thinking. Employees may see a particular issue differently than a manager and be able to think of a creative solution, which may not be considered in a closed circle of managerial staff [23].

5. Strategic Management Implementation Techniques

5.1. Supportive & Committed Top-Level Management

The most significant element for successful strategic management is that the effort be instigated and supported by the senior executive in the organization. Leadership is necessary because people at any level in any organization react to what they believe their bosses think is significant. Without the senior executive's active interest and involvement, individuals in the organization will perceive—often correctly—that the effort will come to zero. If the senior executive is not truly interested in the active involvement of other managers, there is little probability that the results of their efforts will be acknowledged and implemented.

The top level involvement begins with the senior executive's issuance of a charter for a navigating group. The charter can describe problems and issues related to the organization's strategic direction in the years ahead. The participants must be able to take ownership of their efforts. The charter also must make clear to all participants that the navigating group will require a significant and regular commitment of their time, for both meetings and work between meetings, and that the senior executive will share in this commitment. Where strong leadership is applied, the commitment of subordinates and other participants results in substantial and rewarding progress.

5.2. Focusing Management on Success Factors

When an ideal team for the organization has been put together then the CEO is in a position to provide them the goals for bringing back the strategic plans and change to the desired success. He needs to identify the success factors. These factors define what is important and has to be accomplished.

5.3. Winning the Commitment of the People

The work force is the base of any organization and the new success factors create a sizzle among them. The new CEO and his management must take the work force in confidence. Explain how these changes would benefit them and how his involvement can benefit organization and benefit the work force. Winning their confidence, commitment and collective efforts guarantee successful implementation of strategic plans and changes.

5.4. Formation of Navigating Group

Through a succession of regular meetings the navigating group develops a set of objectives and a strategy to address the issues presented in the charter. The group then develops a comprehensive action or implementation plan for the organization that will lead to the accomplishment of those objectives. Finally, the navigating group periodically reviews its decisions to see how well they are being implemented and to determine whether the passage of time and events requires any changes in their decisions. The members must see these decisions and activities as an essential part of their day-to-day management responsibilities, not as a program distinct from, or irrelevant to, those activities.

In selecting the members of the navigating group, the senior manager must satisfy three criteria:

- The membership must include members of the acceptance set, which typically means the senior line managers in an organization, along with other key staff managers as appropriate.
- The steering group must include the information set, who may be members of the organization or outside experts.
- The steering group must be limited to approximately 17 or fewer members.

5.5. The Coordinator's Role

In order for all members of a navigating group to take ownership of their work, they must feel that the particular interests of the person or organization that brought them together do not excessively influence or bias the results of the group's efforts. Consequently, a navigating group and its subgroups often benefit from the use of a coordinator. The coordinator is the keeper of the process; someone who must be capable of maintaining a neutral forum within which the issues outlined in the charter may be addressed and resolved. The coordinator works on meeting agendas with the senior executive (chairman) and stimulates and moderates discussions. The coordinator must also ensure that the issues raised and decisions made by the navigating group are properly recorded so that they can be communicated to the rest of the organization and reviewed as necessary.

5.6. Documentation, Communication & Tracking of Decisions Formation

One of the major problems that decision makers face is the documentation of their decisions. Preferably this is done in such a way that the following objectives are achieved:

- After each meeting all the participants can agree on what was decided.
- People outside the group have enough information on the deliberations of the navigating group to provide it with useful feedback.
- Other people have enough information on the decisions to be able to carry them out.
- Decisions can be reviewed at a later date to see whether they have been properly implemented.

One of the most critical elements of employee involvement in decision making is that the employees view the process as fair, thus making them far more likely to accept and support the implementation of a decision, even when they disagree with the outcome. A fair decision making process is one in which all of the major actors are satisfied that their point of view received a full and careful hearing by their colleagues and by the senior executive. The coordinator helps to edit and synthesize the work of the navigating group and the subgroups until the final plan is finished. As discussions are held, the ideas generated and decisions made are typed into a computer and projected onto a large screen at the front of the meeting room. This technique offers several advantages over traditional documenting and communication techniques, such as the taking of minutes or the use of transparencies or flip charts. First, it provides the coordinator with a powerful method for maintaining the group's focus during the discussions. It also provides participants with the opportunity to clarify for one another the precise meanings they attach to particular words or phrases, and to debate and agree on changes on the spot rather than at the next meeting, after the minutes have been distributed. Another advantage of the computer projection technique is that the results or minutes of each meeting can be printed and distributed immediately before the participants leave. Disagreements over what decisions were reached at the meeting are minimized, people can immediately begin their assignments for the next meeting, group members can discuss the results of the meeting with nonmembers, and the information about the meeting given by group members to non-group members is likely to be consistent[3].

6. Suggestions

6.1. Know your Business Goals

During the strategic management process, it is important to set goals and celebrate them. When all the cards are showing, and everyone knows what needs to be accomplished, it is much easier to achieve your goals. Ultimately, a team member's success is 100% aligned with the company's success, and that approach is often the most triumphant. It is also appropriate to celebrate successes at many levels, such as the project team or program level, as well as the enterprise level. But, regardless of the milestone achieved, it is imperative to communicate that the ultimate achievement comes only when the integration itself is complete.

6.2. Analysis is Key, but Avoid Paralysis

The strategic management and change process can be overwhelming. With so many moving parts and different faces, it is essential to stop and take an audit of everything you have. You have to understand what you are dealing with – the scope, the complexity, the interfaces and needs of each business and its technology requirements.

6.3. Understand the Importance of Employee Involvement

When a decision needs to take for a change, three of the most important elements to consider are people, their perspectives and their drive for success. This can either become a leverage point or a stumbling block for team members. When management and employees join forces, a lot of talent is inevitably arise.

6.4. Communicate the Big Picture

While it is important to understand your business goals during a change, it also is imperative to communicate what the big picture is. Through great teamwork and collaboration, you can achieve your goals and even surpass them. It is paramount to let team members know this is a great opportunity to participate in something historic. It will be a proud moment for them to look back on the process and know they have reached the summit.

6.5. Minimize Decision-Making Complexity

The most valuable lesson is the importance of communicating to ensure that everyone “gets it.” A lot of times information is shared in small bits. If everyone gets “it,” fewer decisions need to be made. Being able to work together, communicate and collaborate across the enterprise is a significant advantage [24].

6.6. Encourage Asking Questions and Answer

Encourage people to ask questions, request clarification, and provide input. If you have been part of a scenario in which a leader presented changes, on overhead transparencies, to a large group, and then fled, you know what bad news this is for change integration. Provide answers to questions only if you know the answer. Leaders destroy their credibility when they provide incorrect information or appear to stumble or back-peddle, when providing an answer. It is much better to say you don’t know, and that you will try to find out.

6.7. Clear Communication of Vision, Mission, Objectives

Clearly communicate the vision, the mission, and the objectives of the change management effort. Help people to understand how these changes will affect them personally. (If you don’t help with this process, people will make up their own stories, usually more negative than the truth.)

6.8. Involve as Many People as Possible

Create a plan for involving as many people as possible, as early as possible, in the change process. Involve all stakeholders, process owners, and employees who will feel the impact of the changes, as much as possible, in the learning, planning, decisions, and implementation of the change. Often, in change management, a small group of employees learns important information about change and change management. If they fail to share the information with the rest of the employees, the remaining employees will have trouble catching up with the learning curve.

6.9. Build Measurement System

Build measurement systems into the change process that tell people when they are succeeding or failing. Provide consequences in either case. Employees who are positively working with the change need rewards and recognition. After allowing some time for employees to pass through the predictable stages of change, negative consequences for failure to adopt the changes, are needed [10].

7. Conclusion

In the era of competitive industrial environment, change is the key for both big and small business corporations. For one corporation if it is an opportunity to target a new market through advancement then for some other it can be a tactful step to pose a threat to its competitor. When a senior executive asks how to implement strategic management, it should be possible to provide a more complete answer than is commonly available. Effective decision making and implementation means assembling the right mix of people, convincing them the senior executive values what they

are doing, and managing effectively their involvement in the decision making process and also gives the techniques that should be of value to a wide variety of organizations. The research has proved that change is highly influenced and by employee involvement in decision making. The strategic change management led by CEO and employees involved in decision making can help to adjust that change. Leaders involved in mergers can no longer confine their tasks and responsibilities to the four basic managerial roles: planning, leading, controlling and organizing. Instead, the four variants of cultural leadership should be added: leadership that creates, changes, embodies and integrates decision making elements which will allow the leaders to conduct an effective change management. The key questions in strategic management are who should be involved and how that involvement should be managed. The nature and organization of the navigating group and the role for the coordinator may seem at first to be the kinds of details. They emphasize the importance that effective meetings play in facilitating communication, decision making, and decision implementation.

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