

# *Change Management in Telecommunication Departments: A Case Study in East Azerbaijan Telecommunication Company*

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 <https://doi.org/10.32612/2019.1.11>

## ARTICLE INFO

### Article history:

Received: 10 March 2019

Accepted: 14 April 2019

Online: 22 May 2019

### Keywords:

*Change management  
telecommunication  
theoretical framework  
case study*

## ABSTRACT

Political instabilities, technology advancements, changing customer tastes, globalization, and cultural changes are among the factors constantly forcing telecommunication organizations to change. Thus, change is certain in telecommunication organizations nowadays. Managers in this departments realize the significance of change management in the change process. This is shown and published in numerous studies. However, there seems to be lack of managerial structures that help telecommunication companies implement effective change management practices. This paper presents a managerial framework for the implementation of change management in telecommunication departments. The framework is constructed using empirical findings from one case study of East Azerbaijan telecommunication companies. It consists of four main dimensions, namely change planning, change management, change reinforcement, and change feedback collection. The value of this framework is that it represents an initial attempt to explore factors of successful change management in telecommunication departments. The paper concludes with research and practice applications of the managerial framework.

## 1- Introduction

Telecommunication companies Nowadays witness dramatic changes at all levels. There are many drivers for change in the telecommunication departments; caused by technological advancement, fierce competition that has risen drastically in the last years, and the need to develop new services in the telecommunication departments (Hodges, 1995). Telecommunication organizations need razor-sharp reflexes to cope with the fast changing technologies and management skills. Therefore, change management is a vital tool to be adopted by the telecommunication departments to maintain

development and growth (Kanter 1991; Tsekoa 2002). As organizational changes have become more frequent and a necessity for survival, the resistance of employees in this departments has become an important human resources management function and a priority for top management to increase chances of success of various change projects.

In other words, without appropriate body in the organization to communicate with employees, organizational inappropriate practices may even increase resistance of employees. In addition, creating awareness and reasons for change must be clear

