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CHANGE MANAGEMENT:

Structural Change – A Case Study in the Maldives

A thesis presented in partial fulfilment of the requirements for the degree of

Masters
of
Educational Administration

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New Zealand.

Mizna Qasim

2007

بسم الله الرحمن الرحيم

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For my loving mum

The secret behind the success of this long journey in education is your love, support and encouragement

Abstract

Changes to schools structure is a common practice in the Maldives. Structural change impacts on people at every level of the organisation. It is essential to identify how change is managed at different levels in schools in order to implement change successfully.

This study is based in a secondary school in the Republic of Maldives. This research examines the processes, school systems and practices, that facilitate change in structure. It seeks to understand how processes facilitate structural change at the various levels of school organisation, namely senior management (principal, assistant principals, supervisors), middle management (heads of departments) and teachers. In this inquiry, the structure selected to examine processes of change is the 'Organisation Chart'; in particular, changes to the roles and responsibilities of individuals.

To understand aspects involved in managing change, a review of literature focused on change and change management, leadership, structures of organisations, change agents and culture. This provided the researcher insight into the processes, aspects and issues in managing change.

A qualitative case study was undertaken for this research. A qualitative approach allowed the researcher to understand multiple realities, interpretations and perspectives of individuals associated with structural change. Data collection incorporated individual interviews, focus group discussions, document analysis and observations. Data was analysed using the, 'constant comparative method' (Merriam, 1998).

Evidence from this study suggests that equal attention needs to be given to the systems, change agents and culture of the school to facilitate and manage change.

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