6. Conclusion

This paper reveals how an organizational change as impact of an information system implementation can be successfully implemented in a university. Primary contribution of this paper is, although each success factors as proposed by Kotter (1996) were discovered within the case, some factors are considered to be more important than the others. Without any intention to ignore the significance of other success factors, the following four factors are considered as the utmost success factors in the case: establishing a sense of urgency, creating guiding coalition, generating short term wins, and institutionalizing new approaches in the culture. It is likely that other cases of organizational change might have different stressing on the eight success factors. Therefore, it will be fruitful for further study to identify level of necessity of success factors in managing an organizational change.

7. References

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