

Integrating Change Management with Knowledge Management – A Framework for Industry 5.0

Access to new resource related to change management, knowledge management and project management added to PMWL



Resource provided by [Ishitha Doniparthi](#)

26 April 2026 – Mumbai, India – Access to a new resource has been added to the PM World Library (PMWL) related to change management and knowledge management integration in the context of Industry 5.0. The new resource is titled **“Integrating Change Management with a Knowledge Management Framework: A Methodological Proposal,”** an open-access article by Bernal Picado Argüello and Vicente González-Prida, published in the journal *Information* in 2024.

The article proposes an integrated framework that combines change management methodologies with knowledge management systems to enhance organisational adaptability and performance in Industry 5.0 environments. It emphasizes the importance of managing intangible assets particularly human knowledge as a critical factor in achieving successful digital transformation and organisational sustainability.

The study highlights the use of the ADKAR model as a structured approach to managing change at the individual level, ensuring effective adoption of new technologies and processes. As illustrated in the methodological framework on page 7, the integration aligns change management stages Awareness, Desire, Knowledge, Ability, and Reinforcement with knowledge management processes such as identification, prioritization, and transfer of critical knowledge.

The paper also discusses the role of the human capital lifecycle in managing knowledge and change, demonstrating how structured processes can improve knowledge retention, reduce resistance to change, and enhance employee engagement. The step-by-step ADKAR-based methodology outlined on pages 9–10 provides practical guidance for implementing this integrated approach within organisations.

A case study in a food production company validates the effectiveness of the proposed framework, showing improvements in process efficiency, increased employee acceptance of new technologies, and reduced resistance to change. The study concludes that integrating change management with knowledge management is essential for organisations transitioning toward Industry 5.0, where human-centric and technology-driven approaches must coexist.

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This new resource provided through the PMWL university research internship program; to learn more, [click here](#)

For PMWL Post

Picado Argüello, B., & González-Prida, V. (2024). *Integrating Change Management with a Knowledge Management Framework: A Methodological Proposal*. Information, 15(7), 406.

This article proposes an integrated framework combining change management and knowledge management to support organisational transformation in Industry 5.0. It utilizes the ADKAR model to align individual change processes with knowledge lifecycle management, improving knowledge retention, employee engagement, and adoption of digital technologies. The study also includes a case-based validation demonstrating enhanced process efficiency and reduced resistance to change. Available online at: <https://www.mdpi.com/2078-2489/15/7/406>

([Ishitha Doniparthi](#))

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