

PUBLG041: Managing Organisational Change

[View Online](#)

1

Pfeffer J, Sutton RI. Change or Die?: An Evidence-Based Approach to Change Management [Download: PDF] [Digital]. 2006.
<http://www.amazon.com/Change-Die-Evidence-Based-Approach-Management/dp/B00122HDR8>

2

Fernandez, Sergio. Managing Successful Organizational Change in the Public Sector. Public Administration Review; **66**:168--176. <http://search.proquest.com/docview/197173248/13F99B9548250DFB5C1/4?accountid=14511>

3

March, James G. Footnotes to Organizational Change. Administrative Science Quarterly; **26**:563--77. <http://search.proquest.com/docview/203974641/13F99BB81B62D65B4DC/4?accountid=14511>

4

Pollitt C. Structural change and public service performance: international lessons? Public Money & Management 2009; **29**:285-91. doi:10.1080/09540960903205907

5

Weick KE, Quinn RE. Organizational Change and Development. Annual Review of Psychology 1999; **50**:361-86. <http://www.annualreviews.org/doi/abs/10.1146/annurev.psych.50.1.361>

6

A. M. Pettigrew, R. W. Woodman, K. S. Cameron. STUDYING ORGANIZATIONAL CHANGE AND DEVELOPMENT: CHALLENGES FOR FUTURE RESEARCH. Academy of Management Journal 2001;**44**
:697-713.https://www.jstor.org/stable/3069411?seq=1#metadata_info_tab_contents

7

Palmer, Ian, Dunford, Richard, Akin, Gib. Managing Organizational Change: A Multiple Perspectives Approach Chapter 3. In: Managing organizational change: a multiple perspectives approach. Boston: : McGraw-Hill Irwin 2009.

8

Van de Ven, Andrew H. Explaining development and change in organizations. Academy of Management The Academy of Management Review;**20**
:510-40.<http://search.proquest.com/docview/210967560/13F99D8B2FFB04E73E/11?accountid=14511>

9

Nancy Staudenmayer, Marcie Tyre and Leslie Perlow. Time to Change: Temporal Shifts as Enablers of Organizational Change. Organization Science 2002;**13**
:583-97.<http://www.jstor.org/stable/3086079>

10

Marvin Washington and Marc J. Ventresca. How Organizations Change: The Role of Institutional Support Mechanisms in the Incorporation of Higher Education Visibility Strategies, 1874-1995. Organization Science 2004;**15**
:82-97.<http://www.jstor.org/stable/30034712>

11

Jones, Candace, Thornton, Patricia H. Transformation in cultural industries. Amsterdam: : Elsevier 2005. doi:10.1016/S0733-558X(05)23009-4

12

Paul Colomy. Neofunctionalism and Neoinstitutionalism: Human Agency and Interest in Institutional Change. *Sociological Forum* 1998;**13**:265–300.<http://www.jstor.org/stable/684885>

13

Michael T. Hannan and John Freeman. Structural Inertia and Organizational Change. *American Sociological Review* 1984;**49**:149–64.<http://www.jstor.org/stable/2095567>

14

Kelman S. Downsizing, competition, and organizational change in government: Is necessity the mother of invention? *Journal of Policy Analysis and Management* 2006;**25**:875–95. doi:10.1002/pam.20212

15

Lengnick-Hall, Cynthia A. Adaptive Fit Versus Robust Transformation: How Organizations Respond to Environmental Change. *Adaptive Fit Versus Robust Transformation: How Organizations Respond to Environmental Change* 2005;**31**.
<https://search-ebscohost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=ip,shib&db=bsu&AN=20050657&site=ehost-live&scope=site&custid=s8454451>

16

Maguire ER. Structural Change in Large Municipal Police Organizations During the Community Policing Era. *Justice Quarterly* 1997;**14**:547–76.<http://www.heinonline.org/HOL/Page?handle=hein.journals/jquart14&id=557&collection=journals&index=journals/jquart>

17

Amburgey, Terry L. Resetting The Clock: The Dynamics of Organizational Change and Failure. *Administrative Science Quarterly* 1993;**38**.
<https://search-ebscohost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=ip,shib&db=bsu&AN=9306035259&site=ehost-live&scope=site&custid=s8454451>

18

Matthew S. Kraatz and Edward J. Zajac. Exploring the Limits of the New Institutionalism: The Causes and Consequences of Illegitimate Organizational Change. *American Sociological Review* 1996;**61**:812–36.<http://www.jstor.org/stable/2096455>

19

Sull, Donald N. Why Good Companies Go Bad. *Harvard Business Review* 1999;**77**
.https://search-ebSCOhost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=ip,shib&db=bsu&AN=1980078&site=ehost-live&scope=site&custid=s8454451

20

Burke, W. Warner. A Casual Model of Organizational Performance and Change. *Journal of Management* 1992;**18**
:523–45.<https://search-ebSCOhost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=ip,shib&db=bsu&AN=5979552&site=ehost-live&scope=site∓custid=s8454451>

21

Kelman, Steven. *Unleashing change: a study of organizational renewal in government*. Washington, D.C.: : Brookings Institution Press 2005.
<http://www.vlebooks.com/vleweb/product/openreader?id=UCL&isbn=9780815797760>

22

Martha S. Feldman. Organizational Routines as a Source of Continuous Change. *Organization Science* 2000;**11**:611–29.<http://www.jstor.org/stable/2640373>

23

Greve HR. Performance, aspirations and risky organizational change. *Academy of Management Best Papers Proceedings* 1996;**8**:224–8. doi:10.5465/AMBPP.1996.4980460

24

Gareis R. Changes of organizations by projects. International Journal of Project Management 2010;**28**:314–27. doi:10.1016/j.ijproman.2010.01.002

25

Olson, Edwin E., Eoyang, Glenda H. Facilitating organization change: lessons from complexity science. San Francisco, Calif: : Jossey-Bass/Pfeiffer 2001.

26

Goodman PS, Rousseau DM. Organizational change that produces results: The linkage approach. Academy of Management Executive 2004;**18**:7–19.
doi:10.5465/AME.2004.14776160

27

Beer, Michael. Why Change Programs Don't Produce Change. Harvard Business Review;**68**
.https://eclass.aueb.gr/modules/document/file.php/MISC268/Case%20Studies/Case%20Study%202_Why%20change%20programs%20do%20not%20produce%20change.pdf

28

Daly, Joseph P. The role of fairness in implementing large-scale change: employee evaluations of process and outcome in seven facility relocations. Journal of Organizational Behavior 1994;**15**
.https://search-ebscohost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=ip,shib&db=bsu&AN=12496815&site=ehost-live&scope=site&custid=s8454451

29

Todnem By R. Organisational change management: A critical review. Journal of Change Management 2005;**5**:369–80. doi:10.1080/14697010500359250

30

Smets M, Morris T, Greenwood R. From practice to field: a multilevel model of practice-driven institutional change. Academy of Management Journal 2012;**55**:877–904.
doi:10.5465/amj.2010.0013

31

Boyatzis, Richard. Intentional change. *Journal of Organizational Excellence* 2006;**25**
.https://search-ebscohost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=i
p,shib&db=bth&AN=20916956&site=ehost-live&scope=site&custid=s8454451

32

Collins, James C. Building Your Company's Vision. *Harvard Business Review* 1996;**74**
.https://www.cin.ufpe.br/~if275/material/artigos/BuildingYourCompanysVision.pdf

33

Garvin, David A. Change Through Persuasion. *Harvard Business Review* 2005;**83**
.https://hbr.org/2005/02/change-through-persuasion

34

Bess KD, Prilleltensky I, Perkins DD, et al. Participatory Organizational Change in
Community-Based Health and Human Services: From Tokenism to Political Engagement.
American Journal of Community Psychology 2009;**43**:134–48.
doi:10.1007/s10464-008-9222-8

35

Tsoukas, Haridimos. On organizational becoming: Rethinking organizational change.
Organization Science; **13**
:567--582.http://search.proquest.com/docview/213826062/13F9AA530C57381A7E3/8?acco
untid=14511

36

Fugate M. The Impact of Leadership, Management, and HRM on Employee Reactions to
Organizational Change. In: *Research in Personnel and Human Resources Management* |.
2012.
177–208.https://www.emerald.com/insight/content/doi/10.1108/S0742-7301(2012)000003
1007/full/pdf?title=the-impact-of-leadership-management-and-hrm-on-employee-reactions
-to-organizational-change

37

Ford JD, Ford LW, D'Amelio A. Resistance to Change: The Rest of the Story. *Academy of Management Review* 2008;**33**:362–77. doi:10.5465/AMR.2008.31193235

38

Garvin, David A. Change Through Persuasion. The publisher offers limited access to this article The full text cannot be printed or saved Change Through Persuasion 2005;**83**.
<https://hbr.org/2005/02/change-through-persuasion>

39

Reichers AE, Wanous JP, Austin JT. Understanding and managing cynicism about organizational change. *Academy of Management Executive* 1997;**11**:48–59.
doi:10.5465/AME.1997.9707100659

40

Oreg S. Personality, context, and resistance to organizational change. *European Journal of Work and Organizational Psychology* 2006;**15**:73–101. doi:10.1080/13594320500451247

41

Dent EB, Goldberg SG. Challenging 'Resistance to Change'. *The Journal of Applied Behavioral Science* 1999;**35**:25–41. doi:10.1177/0021886399351003

42

Sandy Kristin Piderit. Rethinking Resistance and Recognizing Ambivalence: A Multidimensional View of Attitudes toward an Organizational Change. *The Academy of Management Review* 2000;**25**:783–94.<http://www.jstor.org/stable/259206>

43

Goleman, Daniel. Social Intelligence and the Biology of Leadership. *Social Intelligence and the Biology of Leadership* 2008;**86**

[.https://hbr.org/2008/09/social-intelligence-and-the-biology-of-leadership](https://hbr.org/2008/09/social-intelligence-and-the-biology-of-leadership)

44

Kotter, John P. Leading Change: Why Transformation Efforts Fail. (cover story). Harvard Business Review; **73**
[.https://www.wdwb.org.nz/assets/Uploads/Documents/d0b6f78cf6/rttc_leading-change-by-j-kotter-harvard-business-review.pdf](https://www.wdwb.org.nz/assets/Uploads/Documents/d0b6f78cf6/rttc_leading-change-by-j-kotter-harvard-business-review.pdf)

45

Cohen, Dan S. The heart of change field guide: tools and tactics for leading change in your organization. Boston, Mass: : Harvard Business School Press 2005.

46

Leadership for Change: Case Studies in American Local Government | IBM Center for the Business of Government.
<http://www.businessofgovernment.org/report/leadership-change-case-studies-american-local-government>

47

Tushman M, O'Reilly CA. Winning through innovation: a practical guide to leading organizational change and renewal. Boston, Massachusetts: : Harvard Business School Press 2002.

48

A.D. Brown, S Ainsworth, D Grant. The Rhetoric of Institutional Change. Organization Studies 1AD; **33**.<https://journals.sagepub.com/doi/10.1177/0170840611435598>

49

Weick KE, Sutcliffe KM, Obstfeld D. Organizing and the Process of Sensemaking. Organization Science 2005; **16**:409–21. doi:10.1287/orsc.1050.0133

50

Gioia DA, Chittipeddi K. Sensemaking and sensegiving in strategic change initiation. *Strategic Management Journal* 1991;**12**:433–48. doi:10.1002/smj.4250120604

51

Karl E. Weick. The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster. *Administrative Science Quarterly* 1993;**38**:628–52. <http://www.jstor.org/stable/2393339>

52

Peer C. Fiss and Edward J. Zajac. The Symbolic Management of Strategic Change: Sensegiving via Framing and Decoupling. *The Academy of Management Journal* 2006;**49**:1173–93. <http://www.jstor.org/stable/20159826>

53

Amit Nigam, Ocasio W. Event Attention, Environmental Sensemaking, and Change in Institutional Logics: An Inductive Analysis of the Effects of Public Attention to Clinton's Health Care Reform Initiative. *Organization Science* 2010;**21**:823–41. <http://www.jstor.org/stable/40792477>

54

Weick KE. Organized sensemaking: A commentary on processes of interpretive work. *Human Relations* 2012;**65**:141–53. doi:10.1177/0018726711424235

55

Buchanan D, Fitzgerald L, Ketley D, et al. No going back: A review of the literature on sustaining organizational change. *International Journal of Management Reviews* 2005;**7**:189–205. doi:10.1111/j.1468-2370.2005.00111.x

56

J. Amis, T. Slack, C. R. Hinings. THE PACE, SEQUENCE, AND LINEARITY OF RADICAL CHANGE. *Academy of Management Journal* 2004;**47**:15–39. https://pdfs.semanticscholar.org/e32b/d231c4704c56f43e0a1e2b22f7768507506e.pdf?_ga=2.163071996.1501688769.1575986832-1855258265.1571302371

57

Tan TK, Heracleous L. Teaching Old Dogs New Tricks: Implementing Organizational Learning in an Asian National Police Force. *The Journal of Applied Behavioral Science* 2001; **37**:361–80. doi:10.1177/0021886301373007

58

Bryson, John M. Strategic planning for public and nonprofit organizations: a guide to strengthening and sustaining organizational achievement. 4th ed. San Francisco: : Jossey-Bass 2011.

59

S. Mantere, H. A. Schildt, J. A. A. Sillince. Reversal of Strategic Change. *Academy of Management Journal* 2012;**55**
:172–96.<http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=3&sid=bb24257d-c0c7-49f8-8a60-25825065f752%40sdc-v-sessmgr02>

60

Burke, W. Warner. Organizational change: Theory and Practice. Thousand Oaks, Calif: : Sage 2002.