

# PUBLG041: Managing Organisational Change

[View Online](#)

A. M. Pettigrew, R. W. Woodman, and K. S. Cameron (2001) 'STUDYING ORGANIZATIONAL CHANGE AND DEVELOPMENT: CHALLENGES FOR FUTURE RESEARCH.', Academy of Management Journal, 44(4), pp. 697-713. Available at:  
[https://www.jstor.org/stable/3069411?seq=1#metadata\\_info\\_tab\\_contents](https://www.jstor.org/stable/3069411?seq=1#metadata_info_tab_contents).

A.D. Brown, S Ainsworth, and D Grant (1AD) 'The Rhetoric of Institutional Change', Organization Studies, 33(3). Available at:  
<https://journals.sagepub.com/doi/10.1177/0170840611435598>.

Amburgey, Terry L. (1993) 'Resetting The Clock: The Dynamics of Organizational Change and Failure.', Administrative Science Quarterly, 38(1). Available at:  
[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](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).

Amit Nigam and Ocasio, W. (2010) '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, 21(4), pp. 823-841. Available at: <http://www.jstor.org/stable/40792477>.

Beer, Michael (no date) 'Why Change Programs Don't Produce Change.', Harvard Business Review, 68(6). Available at:  
[https://eclass.aueb.gr/modules/document/file.php/MISC268/Case%20Studies/Case%20Study%202\\_Why%20change%20programs%20do%20not%20produce%20change.pdf](https://eclass.aueb.gr/modules/document/file.php/MISC268/Case%20Studies/Case%20Study%202_Why%20change%20programs%20do%20not%20produce%20change.pdf).

Bess, K.D. et al. (2009) 'Participatory Organizational Change in Community-Based Health and Human Services: From Tokenism to Political Engagement', American Journal of Community Psychology, 43(1-2), pp. 134-148. Available at:  
<https://doi.org/10.1007/s10464-008-9222-8>.

Boyatzis, Richard (2006) 'Intentional change.', Journal of Organizational Excellence, 25(3). Available at:  
[https://search-ebscohost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=ip\\_shib&db=bth&AN=20916956&site=ehost-live&scope=site&custid=s8454451](https://search-ebscohost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=ip_shib&db=bth&AN=20916956&site=ehost-live&scope=site&custid=s8454451).

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

Buchanan, D. et al. (2005) 'No going back: A review of the literature on sustaining

organizational change', International Journal of Management Reviews, 7(3), pp. 189–205. Available at: <https://doi.org/10.1111/j.1468-2370.2005.00111.x>.

Burke, W. Warner (1992) 'A Casual Model of Organizational Performance and Change.', Journal of Management, 18(3), pp. 523–545. Available at: <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>.

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

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

Collins, James C. (1996) 'Building Your Company's Vision.', Harvard Business Review, 74(5). Available at: <https://www.cin.ufpe.br/~if275/material/artigos/BuildingYourCompanysVision.pdf>.

Daly, Joseph P. (1994) 'The role of fairness in implementing large-scale change: employee evaluations of process and outcome in seven facility relocations.', Journal of Organizational Behavior, 15(7). Available at: <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>.

Dent, E.B. and Goldberg, S.G. (1999) 'Challenging "Resistance to Change"', The Journal of Applied Behavioral Science, 35(1), pp. 25–41. Available at: <https://doi.org/10.1177/0021886399351003>.

Fernandez, Sergio (no date) 'Managing Successful Organizational Change in the Public Sector', Public Administration Review, 66(2), pp. 168–176. Available at: <http://search.proquest.com/docview/197173248/13F99B9548250DFB5C1/4?accountid=14511>.

Ford, J.D., Ford, L.W. and D'Amelio, A. (2008) 'Resistance to Change: The Rest of the Story', Academy of Management Review, 33(2), pp. 362–377. Available at: <https://doi.org/10.5465/AMR.2008.31193235>.

Fugate, M. (2012) 'The Impact of Leadership, Management, and HRM on Employee Reactions to Organizational Change', in Research in Personnel and Human Resources Management |, pp. 177–208. Available at: [https://www.emerald.com/insight/content/doi/10.1108/S0742-7301\(2012\)0000031007/full-pdf?title=the-impact-of-leadership-management-and-hrm-on-employee-reactions-to-organizational-change](https://www.emerald.com/insight/content/doi/10.1108/S0742-7301(2012)0000031007/full-pdf?title=the-impact-of-leadership-management-and-hrm-on-employee-reactions-to-organizational-change).

Gareis, R. (2010) 'Changes of organizations by projects', International Journal of Project Management, 28(4), pp. 314–327. Available at: <https://doi.org/10.1016/j.ijproman.2010.01.002>.

Garvin, David A. (2005a) 'Change Through Persuasion.', Harvard Business Review, 83(2). Available at: <https://hbr.org/2005/02/change-through-persuasion>.

Garvin, David A. (2005b) 'Change Through Persuasion.', The publisher offers limited access to this article. The full text cannot be printed or saved. *Change Through Persuasion.*, 83(2). Available at: <https://hbr.org/2005/02/change-through-persuasion>.

Gioia, D.A. and Chittipeddi, K. (1991) 'Sensemaking and sensegiving in strategic change initiation', *Strategic Management Journal*, 12(6), pp. 433-448. Available at: <https://doi.org/10.1002/smj.4250120604>.

Goleman, Daniel (2008) 'Social Intelligence and the Biology of Leadership.', *Social Intelligence and the Biology of Leadership.*, 86(9). Available at: <https://hbr.org/2008/09/social-intelligence-and-the-biology-of-leadership>.

Goodman, P.S. and Rousseau, D.M. (2004) 'Organizational change that produces results: The linkage approach.', *Academy of Management Executive*, 18(3), pp. 7-19. Available at: <https://doi.org/10.5465/AME.2004.14776160>.

Greve, H.R. (1996) 'Performance, aspirations and risky organizational change.', *Academy of Management Best Papers Proceedings*, 8(1), pp. 224-228. Available at: <https://doi.org/10.5465/AMBPP.1996.4980460>.

J. Amis, T. Slack, and C. R. Hinings (2004) 'THE PACE, SEQUENCE, AND LINEARITY OF RADICAL CHANGE.', *Academy of Management Journal*, 47(1), pp. 15-39. Available at: [https://pdfs.semanticscholar.org/e32b/d231c4704c56f43e0a1e2b22f7768507506e.pdf?\\_ga=2.163071996.1501688769.1575986832-1855258265.1571302371](https://pdfs.semanticscholar.org/e32b/d231c4704c56f43e0a1e2b22f7768507506e.pdf?_ga=2.163071996.1501688769.1575986832-1855258265.1571302371).

Jones, Candace and Thornton, Patricia H. (2005) Transformation in cultural industries. Amsterdam: Elsevier. Available at: [https://doi.org/10.1016/S0733-558X\(05\)23009-4](https://doi.org/10.1016/S0733-558X(05)23009-4).

Karl E. Weick (1993) 'The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster', *Administrative Science Quarterly*, 38(4), pp. 628-652. Available at: <http://www.jstor.org/stable/2393339>.

Kelman, S. (2006) 'Downsizing, competition, and organizational change in government: Is necessity the mother of invention?', *Journal of Policy Analysis and Management*, 25(4), pp. 875-895. Available at: <https://doi.org/10.1002/pam.20212>.

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

Kotter, John P. (no date) 'Leading Change: Why Transformation Efforts Fail. (cover story)', *Harvard Business Review*, 73(2). Available at: [https://www.wdhb.org.nz/assets/Uploads/Documents/d0b6f78cf6/rttc\\_leading-change-by-j-k-otter-harvard-business-review.pdf](https://www.wdhb.org.nz/assets/Uploads/Documents/d0b6f78cf6/rttc_leading-change-by-j-k-otter-harvard-business-review.pdf).

Leadership for Change: Case Studies in American Local Government | IBM Center for the Business of Government (no date). IBM Center for the Business of Government. Available at: <http://www.businessofgovernment.org/report/leadership-change-case-studies-american-local-government>.

Lengnick-Hall, Cynthia A. (2005) 'Adaptive Fit Versus Robust Transformation: How Organizations Respond to Environmental Change.', *Adaptive Fit Versus Robust Transformation: How Organizations Respond to Environmental Change.*, 31(5). Available at:  
[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](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).

Maguire, E.R. (1997) 'Structural Change in Large Municipal Police Organizations During the Community Policing Era', *Justice Quarterly*, 14(3), pp. 547-576. Available at:  
<http://www.heinonline.org/HOL/Page?handle=hein.journals/jquart14&id=557&collection=journals&index=journals/jquart>.

March, James G (no date) 'Footnotes to Organizational Change', *Administrative Science Quarterly*, 26(4), pp. 563-577. Available at:  
<http://search.proquest.com/docview/203974641/13F99BB81B62D65B4DC/4?accountid=14511>.

Martha S. Feldman (2000) 'Organizational Routines as a Source of Continuous Change', *Organization Science*, 11(6), pp. 611-629. Available at:  
<http://www.jstor.org/stable/2640373>.

Marvin Washington and Marc J. Ventresca (2004) 'How Organizations Change: The Role of Institutional Support Mechanisms in the Incorporation of Higher Education Visibility Strategies, 1874-1995', *Organization Science*, 15(1), pp. 82-97. Available at:  
<http://www.jstor.org/stable/30034712>.

Matthew S. Kraatz and Edward J. Zajac (1996) 'Exploring the Limits of the New Institutionalism: The Causes and Consequences of Illegitimate Organizational Change', *American Sociological Review*, 61(5), pp. 812-836. Available at:  
<http://www.jstor.org/stable/2096455>.

Michael T. Hannan and John Freeman (1984) 'Structural Inertia and Organizational Change', *American Sociological Review*, 49(2), pp. 149-164. Available at:  
<http://www.jstor.org/stable/2095567>.

Nancy Staudenmayer, Marcie Tyre and Leslie Perlow (2002) 'Time to Change: Temporal Shifts as Enablers of Organizational Change', *Organization Science*, 13(5), pp. 583-597. Available at: <http://www.jstor.org/stable/3086079>.

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

Oreg, S. (2006) 'Personality, context, and resistance to organizational change', *European Journal of Work and Organizational Psychology*, 15(1), pp. 73-101. Available at:  
<https://doi.org/10.1080/13594320500451247>.

Palmer, Ian, Dunford, Richard, and Akin, Gib (2009) 'Managing Organizational Change: A Multiple Perspectives Approach Chapter 3', in *Managing organizational change: a multiple perspectives approach*. 2nd ed. Boston: McGraw-Hill Irwin.

Paul Colomby (1998) 'Neofunctionalism and Neoinstitutionalism: Human Agency and

'Interest in Institutional Change', *Sociological Forum*, 13(2), pp. 265–300. Available at: <http://www.jstor.org/stable/684885>.

Peer C. Fiss and Edward J. Zajac (2006) 'The Symbolic Management of Strategic Change: Sensegiving via Framing and Decoupling', *The Academy of Management Journal*, 49(6), pp. 1173–1193. Available at: <http://www.jstor.org/stable/20159826>.

Pfeffer, J. and Sutton, R.I. (2006) *Change or Die?: An Evidence-Based Approach to Change Management* [Download: PDF] [Digital]. Available at: <http://www.amazon.com/Change-Die-Evidence-Based-Approach-Management/dp/B00122HDR8>.

Pollitt, C. (2009) 'Structural change and public service performance: international lessons?', *Public Money & Management*, 29(5), pp. 285–291. Available at: <https://doi.org/10.1080/09540960903205907>.

Reichers, A.E., Wanous, J.P. and Austin, J.T. (1997) 'Understanding and managing cynicism about organizational change.', *Academy of Management Executive*, 11(1), pp. 48–59. Available at: <https://doi.org/10.5465/AME.1997.9707100659>.

S. Mantere, H. A. Schildt, and J. A. A. Sillince (2012) 'Reversal of Strategic Change', *Academy of Management Journal*, 55(1), pp. 172–196. Available at: <http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=3&sid=bb24257d-c0c7-49f8-8a60-25825065f752%40sdc-v-sessmgr02>.

Sandy Kristin Piderit (2000) 'Rethinking Resistance and Recognizing Ambivalence: A Multidimensional View of Attitudes toward an Organizational Change', *The Academy of Management Review*, 25(4), pp. 783–794. Available at: <http://www.jstor.org/stable/259206>.

Smets, M., Morris, T. and Greenwood, R. (2012) 'From practice to field: a multilevel model of practice-driven institutional change.', *Academy of Management Journal*, 55(4), pp. 877–904. Available at: <https://doi.org/10.5465/amj.2010.0013>.

Sull, Donald N. (1999) 'Why Good Companies Go Bad.', *Harvard Business Review*, 77(4). Available at: <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>.

Tan, T.K. and Heracleous, L. (2001) 'Teaching Old Dogs New Tricks: Implementing Organizational Learning in an Asian National Police Force', *The Journal of Applied Behavioral Science*, 37(3), pp. 361–380. Available at: <https://doi.org/10.1177/0021886301373007>.

Todnem By, R. (2005) 'Organisational change management: A critical review', *Journal of Change Management*, 5(4), pp. 369–380. Available at: <https://doi.org/10.1080/14697010500359250>.

Tsoukas, Haridimos (no date) 'On organizational becoming: Rethinking organizational change', *Organization Science*, 13(5), pp. 567–582. Available at: <http://search.proquest.com/docview/213826062/13F9AA530C57381A7E3/8?accountid=145>

11.

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

Van de Ven, Andrew H (no date) 'Explaining development and change in organizations', Academy of Management. *The Academy of Management Review*, 20(3), pp. 510–540. Available at:  
<http://search.proquest.com/docview/210967560/13F99D8B2FFB04E73E/11?accountid=14511>.

Weick, K.E. (2012) 'Organized sensemaking: A commentary on processes of interpretive work', *Human Relations*, 65(1), pp. 141–153. Available at:  
<https://doi.org/10.1177/0018726711424235>.

Weick, K.E. and Quinn, R.E. (1999) 'Organizational Change and Development', *Annual Review of Psychology*, 50, pp. 361–386. Available at:  
<http://www.annualreviews.org/doi/abs/10.1146/annurev.psych.50.1.361>.

Weick, K.E., Sutcliffe, K.M. and Obstfeld, D. (2005) 'Organizing and the Process of Sensemaking', *Organization Science*, 16(4), pp. 409–421. Available at:  
<https://doi.org/10.1287/orsc.1050.0133>.