

PUBLG041: Managing Organizational 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):697-713.

https://www.jstor.org/stable/3069411?seq=1#metadata_info_tab_contents.

A.D. Brown, S Ainsworth, and D Grant. 1 AD. 'The Rhetoric of Institutional Change'. *Organization Studies* 33(3). <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).

<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 W. Ocasio. 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):823-41.

<http://www.jstor.org/stable/40792477>.

Beer, Michael. n.d. 'Why Change Programs Don't Produce Change.' *Harvard Business Review* 68(6).

https://eclass.aueb.gr/modules/document/file.php/MISC268/Case%20Studies/Case%20Study%20_Why%20change%20programs%20do%20not%20produce%20change.pdf.

Bess, Kimberly D., Isaac Prilleltensky, Douglas D. Perkins, and Leslie V. Collins. 2009. 'Participatory Organizational Change in Community-Based Health and Human Services: From Tokenism to Political Engagement'. *American Journal of Community Psychology* 43(1-2):134-48. doi:10.1007/s10464-008-9222-8.

Boyatzis, Richard. 2006. 'Intentional Change.' *Journal of Organizational Excellence* 25(3).

<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, David, Louise Fitzgerald, Diane Ketley, Rose Gollop, Jane Louise Jones, Sharon Saint Lamont, Annette Neath, and Elaine Whitby. 2005. 'No Going Back: A Review of the

Literature on Sustaining Organizational Change'. *International Journal of Management Reviews* 7(3):189–205. doi: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):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>.

Burke, W. Warner. 2002. *Organizational Change: Theory and Practice*. Vol. Foundations for organizational science. 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). <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).

<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 S. G. Goldberg. 1999. 'Challenging "Resistance to Change"'. *The Journal of Applied Behavioral Science* 35(1):25–41. doi:10.1177/0021886399351003.

Fernandez, Sergio. n.d. 'Managing Successful Organizational Change in the Public Sector'. *Public Administration Review* 66(2):168–176.

<http://search.proquest.com/docview/197173248/13F99B9548250DFB5C1/4?accountid=14511>.

Ford, J. D., L. W. Ford, and A. D'Amelio. 2008. 'Resistance to Change: The Rest of the Story'. *Academy of Management Review* 33(2):362–77. doi:10.5465/AMR.2008.31193235.

Fugate, M. 2012. 'The Impact of Leadership, Management, and HRM on Employee Reactions to Organizational Change'. Pp. 177–208 in *Research in Personnel and Human Resources Management* |. Vol. 31.

Gareis, Roland. 2010. 'Changes of Organizations by Projects'. *International Journal of Project Management* 28(4):314–27. doi:10.1016/j.ijproman.2010.01.002.

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

Gioia, Dennis A., and Kumar Chittipeddi. 1991. 'Sensemaking and Sensegiving in Strategic

Change Initiation'. *Strategic Management Journal* 12(6):433–48.
doi:10.1002/smj.4250120604.

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

Goodman, Paul S., and Denise M. Rousseau. 2004. 'Organizational Change That Produces Results: The Linkage Approach.' *Academy of Management Executive* 18(3):7–19.
doi:10.5465/AME.2004.14776160.

Greve, Henrich R. 1996. 'Performance, Aspirations and Risky Organizational Change.' *Academy of Management Best Papers Proceedings* 8(1):224–28.
doi: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):15–39.
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*. Vol. *Research in the sociology of organizations*. Amsterdam: Elsevier.

Karl E. Weick. 1993. 'The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster'. *Administrative Science Quarterly* 38(4):628–52.
<http://www.jstor.org/stable/2393339>.

Kelman, Steven. 2005. *Unleashing Change: A Study of Organizational Renewal in Government*. Washington, D.C.: Brookings Institution Press.

Kelman, Steven. 2006. 'Downsizing, Competition, and Organizational Change in Government: Is Necessity the Mother of Invention?' *Journal of Policy Analysis and Management* 25(4):875–95. doi:10.1002/pam.20212.

Kotter, John P. n.d. 'Leading Change: Why Transformation Efforts Fail. (Cover Story)'. *Harvard Business Review* 73(2).
https://www.wdwb.org.nz/assets/Uploads/Documents/d0b6f78cf6/rttc_leading-change-by-j-kotter-harvard-business-review.pdf.

Leadership for Change: Case Studies in American Local Government | IBM Center for the Business of Government. n.d. IBM Center for the Business of Government.
<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).
<https://search-ebshost-com.libproxy.ucl.ac.uk/login.aspx?direct=true&AuthType=ip,shib&db=bsu&AN=20050657&site=ehost-live&scope=site&custid=s8454451>.

Maguire, Edward R. 1997. 'Structural Change in Large Municipal Police Organizations

- During the Community Policing Era'. *Justice Quarterly* 14(3):547-76.
<http://www.heinonline.org/HOL/Page?handle=hein.journals/jquart14&id=557&collection=journals&index=journals/jquart>.
- March, James G. n.d. 'Footnotes to Organizational Change'. *Administrative Science Quarterly* 26(4):563-77.
<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):611-29. <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):82-97.
<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):812-36. <http://www.jstor.org/stable/2096455>.
- Michael T. Hannan and John Freeman. 1984. 'Structural Inertia and Organizational Change'. *American Sociological Review* 49(2):149-64. <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):583-97.
<http://www.jstor.org/stable/3086079>.
- Olson, Edwin E. and Eoyang, Glenda H. 2001. *Facilitating Organization Change: Lessons from Complexity Science*. Vol. Practicing organization development series. San Francisco, Calif: Jossey-Bass/Pfeiffer.
- Oreg, Shaul. 2006. 'Personality, Context, and Resistance to Organizational Change'. *European Journal of Work and Organizational Psychology* 15(1):73-101.
doi: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*. Boston: McGraw-Hill Irwin.
- Paul Colomy. 1998. 'Neofunctionalism and Neoinstitutionalism: Human Agency and Interest in Institutional Change'. *Sociological Forum* 13(2):265-300.
<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):1173-93. <http://www.jstor.org/stable/20159826>.
- Pfeffer, J., and R. I. Sutton. 2006. *Change or Die?: An Evidence-Based Approach to Change Management* [Download: PDF] [Digital].

Pollitt, Christopher. 2009. 'Structural Change and Public Service Performance: International Lessons?' *Public Money & Management* 29(5):285–91. doi:10.1080/09540960903205907.

Reichers, A. E., J. P. Wanous, and J. T. Austin. 1997. 'Understanding and Managing Cynicism about Organizational Change.' *Academy of Management Executive* 11(1):48–59. doi: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):172–96. <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):783–94. <http://www.jstor.org/stable/259206>.

Smets, Michael, Tim Morris, and Royston Greenwood. 2012. 'From Practice to Field: A Multilevel Model of Practice-Driven Institutional Change.' *Academy of Management Journal* 55(4):877–904. doi:10.5465/amj.2010.0013.

Sull, Donald N. 1999. 'Why Good Companies Go Bad.' *Harvard Business Review* 77(4). <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 L. Heracleous. 2001. 'Teaching Old Dogs New Tricks: Implementing Organizational Learning in an Asian National Police Force'. *The Journal of Applied Behavioral Science* 37(3):361–80. doi:10.1177/0021886301373007.

Todnem By, Rune. 2005. 'Organisational Change Management: A Critical Review'. *Journal of Change Management* 5(4):369–80. doi:10.1080/14697010500359250.

Tsoukas, Haridimos. n.d. 'On Organizational Becoming: Rethinking Organizational Change'. *Organization Science* 13(5):567--582. <http://search.proquest.com/docview/213826062/13F9AA530C57381A7E3/8?accountid=14511>.

Tushman, Michael, and Charles A. O'Reilly. 2002. *Winning through Innovation: A Practical Guide to Leading Organizational Change and Renewal*. Boston, Massachusetts: Harvard Business School Press.

Van de Ven, Andrew H. n.d. 'Explaining Development and Change in Organizations'. *Academy of Management Review* 20(3):510–40. <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):141–53. doi:10.1177/0018726711424235.

Weick, K. E., and R. E. Quinn. 1999. 'Organizational Change and Development'. *Annual Review of Psychology* 50:361–86. <http://www.annualreviews.org/doi/abs/10.1146/annurev.psych.50.1.361>.

Weick, Karl E., Kathleen M. Sutcliffe, and David Obstfeld. 2005. 'Organizing and the Process of Sensemaking'. *Organization Science* 16(4):409-21. doi:10.1287/orsc.1050.0133.