

PUBLG041: Managing Organizational Change

View Online



A. M. Pettigrew, R. W. Woodman, & 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, & D Grant. (1 C.E.). 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, & 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), 823–841.

<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, K. D., Prilleltensky, I., Perkins, D. D., & Collins, L. V. (2009). Participatory Organizational Change in Community-Based Health and Human Services: From Tokenism to Political Engagement. *American Journal of Community Psychology*, 43(1–2), 134–148.

<https://doi.org/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). Jossey-Bass.

Buchanan, D., Fitzgerald, L., Ketley, D., Gollop, R., Jones, J. L., Lamont, S. S., Neath, A., & Whitby, E. (2005). No going back: A review of the literature on sustaining organizational change. *International Journal of Management Reviews*, 7(3), 189–205.

<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), 523-545.

<https://search-ebshost-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*. Sage.

Cohen, Dan S. (2005). *The heart of change field guide: tools and tactics for leading change in your organization*. 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-ebshost-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., & Goldberg, S. G. (1999). Challenging 'Resistance to Change'. *The Journal of Applied Behavioral Science*, 35(1), 25-41. <https://doi.org/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., Ford, L. W., & D'Amelio, A. (2008). Resistance to Change: The Rest of the Story. *Academy of Management Review*, 33(2), 362-377.

<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* | (Vol. 31, pp. 177-208).

[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), 314-327. <https://doi.org/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, D. A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. *Strategic Management Journal*, 12(6), 433–448.
<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).
<https://hbr.org/2008/09/social-intelligence-and-the-biology-of-leadership>

Goodman, P. S., & Rousseau, D. M. (2004). Organizational change that produces results: The linkage approach. *Academy of Management Executive*, 18(3), 7–19.
<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), 224–228.
<https://doi.org/10.5465/AMBPP.1996.4980460>

J. Amis, T. Slack, & 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 & Thornton, Patricia H. (2005). Transformation in cultural industries: Vol. Research in the sociology of organizations. Elsevier.
[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), 628–652.
<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), 875–895. <https://doi.org/10.1002/pam.20212>

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

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, E. R. (1997). Structural Change in Large Municipal Police Organizations During the Community Policing Era. *Justice Quarterly*, 14(3), 547-576.
<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), 563-577.
<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), 611-629. <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), 812-836. <http://www.jstor.org/stable/2096455>

Michael T. Hannan and John Freeman. (1984). Structural Inertia and Organizational Change. *American Sociological Review*, 49(2), 149-164.
<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), 583-597.
<http://www.jstor.org/stable/3086079>

Olson, Edwin E. & Eoyang, Glenda H. (2001). Facilitating organization change: lessons from complexity science: Vol. Practicing organization development series. Jossey-Bass/Pfeiffer.
Oreg, S. (2006). Personality, context, and resistance to organizational change. *European Journal of Work and Organizational Psychology*, 15(1), 73-101.
<https://doi.org/10.1080/13594320500451247>

Palmer, Ian, Dunford, Richard, & Akin, Gib. (2009). Managing Organizational Change: A Multiple Perspectives Approach Chapter 3. In *Managing organizational change: a multiple perspectives approach* (2nd ed). 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), 1173-1193. <http://www.jstor.org/stable/20159826>

Pfeffer, J., & Sutton, R. I. (2006). *Change or Die?: An Evidence-Based Approach to Change*

Management [Download: PDF] [Digital].

<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), 285–291.

<https://doi.org/10.1080/09540960903205907>

Reichers, A. E., Wanous, J. P., & Austin, J. T. (1997). Understanding and managing cynicism about organizational change. *Academy of Management Executive*, 11(1), 48–59.

<https://doi.org/10.5465/AME.1997.9707100659>

S. Mantere, H. A. Schildt, & J. A. A. Sillince. (2012). Reversal of Strategic Change. *Academy of Management Journal*, 55(1), 172–196.

<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), 783–794. <http://www.jstor.org/stable/259206>

Smets, M., Morris, T., & Greenwood, R. (2012). From practice to field: a multilevel model of practice-driven institutional change. *Academy of Management Journal*, 55(4), 877–904.

<https://doi.org/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., & 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), 361–380. <https://doi.org/10.1177/0021886301373007>

Todnem By, R. (2005). Organisational change management: A critical review. *Journal of Change Management*, 5(4), 369–380. <https://doi.org/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, M., & O'Reilly, C. A. (2002). *Winning through innovation: a practical guide to leading organizational change and renewal*. Harvard Business School Press.

Van de Ven, Andrew H. (n.d.). Explaining development and change in organizations. *Academy of Management Review*, 20(3), 510–540.

<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), 141–153. <https://doi.org/10.1177/0018726711424235>

Weick, K. E., & Quinn, R. E. (1999). Organizational Change and Development. *Annual Review of Psychology*, 50, 361–386.

<http://www.annualreviews.org/doi/abs/10.1146/annurev.psych.50.1.361>

Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the Process of Sensemaking. *Organization Science*, 16(4), 409–421.

<https://doi.org/10.1287/orsc.1050.0133>