

IB98R0: Leading and Managing Change

View Online



1.

Myers, P., Hulks, S., Wiggins, L.: *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press, Oxford (2012).

2.

Myers, P., Hulks, S., Wiggins, L.: *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press, Oxford (2012).

3.

Beer, M., Nohria, N.: *Cracking the Code of Change*. *Harvard Business Review*. 78, 133–141 (2000).

4.

Tsoukas, H., Chia, R.: *On Organizational Becoming: Rethinking Organizational Change*. *Organization Science*. 13, 567–582 (2002).

5.

Balogun, J.: *From Intended Strategies to Unintended Outcomes: The Impact of Change Recipient Sensemaking*. *Organization Studies*. 26, 1573–1601 (2005).
<https://doi.org/10.1177/0170840605054624>.

6.

Beer, M., Eisenstat, R.A., Spector, B.: *Why Change Programs Don't Produce Change*.

Harvard Business Review. 68, 158–166 (1990).

7.

Benford, R.D., Snow, D.A.: Framing Processes and Social Movements: An Overview and Assessment. *Annual Review of Sociology*. 26, 611–639 (2000).

8.

Kaplan, S.: Framing Contests: Strategy Making under Uncertainty. *Organization Science*. 19, 729–752 (2008).

9.

Maitlis, S., Sonenshein, S.: Sensemaking in Crisis and Change: Inspiration and Insights From Weick (1988). *Journal of Management Studies*. 47, 551–580 (2010).
<https://doi.org/10.1111/j.1467-6486.2010.00908.x>.

10.

Myers, P., Hulks, S., Wiggins, L.: *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press, Oxford (2012).

11.

Grint, K.: Problems, problems, problems: The social construction of 'leadership'. *Human Relations*. 58, 1467–1494 (2005). <https://doi.org/10.1177/0018726705061314>.

12.

Rittel, H.W.J., Webber, M.M.: Dilemmas in a General Theory of Planning. *Policy Sciences*. 4, 155–169 (1973).

13.

Grint, K.: Wicked Problems and Clumsy Solutions,
<http://leadershipforchange.org.uk/wp-content/uploads/Keith-Grint-Wicked-Problems-handout.pdf>.

14.

Brookes, S., Grint, K.: The new public leadership challenge. Palgrave Macmillan, Basingstoke (2010).

15.

Brookes, S., Grint, K.: The new public leadership challenge. Palgrave Macmillan, New York (2010).

16.

Grint, K.: Leadership: an enemy of the people? The International Journal of Leadership in Public Services. 6, 22–25 (2010).

17.

Grint, K.: The cuckoo clock syndrome: addicted to command, allergic to leadership. European Management Journal. 28, 306–313 (2010).
<https://doi.org/10.1016/j.emj.2010.05.002>.

18.

Verweij, M., Thompson, M. eds: Clumsy solutions for a complex world: Governance, politics and plural perceptions. Palgrave Macmillan, Basingstoke (2006).

19.

Verweij, M., Thompson, M.: Clumsy solutions for a complex world: governance, politics and plural perceptions. Palgrave Macmillan, Basingstoke (2011).

20.

Myers, P., Hulks, S., Wiggins, L.: Organizational Change: Perspectives on Theory and Practice. Oxford University Press, Oxford (2012).

21.

Grint, K.: Negotiating Groundhog Ground Rules. In: Fuzzy management: contemporary ideas and practices at work. pp. 177–205. Oxford University Press, Oxford (1997).

22.

Fisher, R., Ury, W., Patton, B.: Getting to yes: negotiating an agreement without giving in. Random House Business, London (2012).

23.

Harvard Business Review on negotiation and conflict resolution. Harvard Business School Press, Boston, Mass (2000).

24.

Raiffa, H.: The art and science of negotiation. Harvard University Press, Cambridge, Mass (1982).

25.

Thompson, L.L.: The mind and heart of the negotiator. Pearson, Boston (2015).

26.

Myers, P., Hulks, S., Wiggins, L.: Organizational Change: Perspectives on Theory and Practice. Oxford University Press, Oxford (2012).

27.

Barsade, S., O'Neill, O.: Manage Your Emotional Culture. Harvard Business Review. 94, 58–66 (2016).

28.

David, S.: 3 Ways to Better Understand Your Emotions. Harvard Business Review Digital Articles. (2016).

29.

Kiefer, T.: Understanding the Emotional Experience of Organizational Change: Evidence from a Merger. *Advances in Developing Human Resources*. 4, 39–61 (2002).
<https://doi.org/10.1177/1523422302004001004>.

30.

Menzies, I.E.P.: A Case-Study in the Functioning of Social Systems as a Defence against Anxiety. *Human Relations*. 13, 95–121 (1960).
<https://doi.org/10.1177/001872676001300201>.

31.

Bartunek, J.M., Rousseau, D.M., Rudolph, J.W., DePalma, J.A.: On the Receiving End: Sensemaking, Emotion, and Assessments of an Organizational Change Initiated by Others. *The Journal of Applied Behavioral Science*. 42, 182–206 (2006).
<https://doi.org/10.1177/0021886305285455>.

32.

Baum, H.S.: Why School Systems Resist Reform: A Psychoanalytic Perspective. *Human Relations*. 55, 173–198 (2002). <https://doi.org/10.1177/0018726702055002182>.

33.

Huy, Q.N.: Emotional Balancing of Organizational Continuity and Radical Change: The Contribution of Middle Managers. *Administrative Science Quarterly*. 47, (2002).
<https://doi.org/10.2307/3094890>.

34.

Huy, Q.N.: Emotional Capability, Emotional Intelligence, and Radical Change. *The Academy of Management Review*. 24, 325–345 (1999).

35.

Kiefer, T.: Feeling bad: antecedents and consequences of negative emotions in ongoing

change. *Journal of Organizational Behavior*. 26, 875–897 (2005).
<https://doi.org/10.1002/job.339>.

36.

McGivern, G., Ferlie, E.: Playing tick-box games: Interrelating defences in professional appraisal. *Human Relations*. 60, 1361–1385 (2007).
<https://doi.org/10.1177/0018726707082851>.

37.

McGivern, G.: Dealing with disease and dying. *Journal of Health Services Research & Policy*. 18, 55–56 (2013). <https://doi.org/10.1258/jhsrp.2012.012092>.

38.

Myers, P., Hulks, S., Wiggins, L.: *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press, Oxford (2012).

39.

Mabey, C., Mayon-White, W.M., Open University: *Managing change*. Presented at the (1993).

40.

Burnes, B.: Kurt Lewin and the Planned Approach to Change: A Re-appraisal. *Journal of Management Studies*. 41, 977–1002 (2004).
<https://doi.org/10.1111/j.1467-6486.2004.00463.x>.

41.

Weick, K.E., Quinn, R.E.: Organizational change and development. *Annual Review of Psychology*. 50, 361–386 (1999). <https://doi.org/10.1146/annurev.psych.50.1.361>.

42.

Mabey, C., Mayon-White, W.M., Open University: *Managing change*. Presented at the

(1993).

43.

Schein, E.H.: Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning. *Systems Practice*. 9, 27-47 (1996).
<https://doi.org/10.1007/BF02173417>.

44.

Sturdy, A., Grey, C.: Beneath and Beyond Organizational Change Management: Exploring Alternatives. *Organization*. 10, 651-662 (2003).
<https://doi.org/10.1177/13505084030104006>.

45.

Sternberg, R.J.: The Nature of Creativity. *Creativity Research Journal*. 18, 87-98 (2006).
https://doi.org/10.1207/s15326934crj1801_10.

46.

Hughes, K., Barsoux, J.-L., Manzoni, J.-F.: Nissan's U-turn: 1999-2001 Condensed Version of Redesigning Nissan (A & B), (2003).

47.

Schein, E.H.: Culture: The Missing Concept in Organization Studies. *Administrative Science Quarterly*. 41, 229-240 (1996).

48.

Myers, P., Hulks, S., Wiggins, L.: *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press, Oxford (2012).

49.

Hatch, M.J.: The Dynamics of Organizational Culture. *The Academy of Management Review*. 18, 657-693 (1993).

50.

Gagliardi, P.: The Creation and Change of Organizational Cultures: A Conceptual Framework. *Organization Studies* (Walter de Gruyter GmbH & Co. KG). 7, 117–134 (1986).

51.

Ghosn, C.: Saving the Business Without Losing the Company. *Harvard Business Review*. 80, 37–45 (2002).

52.

Santos, J., Williamson, P.: The New Mission for Multinationals. *MIT Sloan Management Review*. 56, 45–54 (2015).

53.

Myers, P., Hulks, S., Wiggins, L.: *Organizational Change: Perspectives on Theory and Practice*. Oxford University Press, Oxford (2012).

54.

Crossan, M.M., Lane, H.W., White, R.E.: An Organizational Learning Framework: From Intuition to Institution. *The Academy of Management Review*. 24, 522–537 (1999).

55.

Garvin, D., Edmondson, A., Gino, F.: Is Yours a Learning Organization? *Harvard Business Review*. 86, 109–116 (2008).

56.

Brown, J.S., Duguid, P.: Organizational Learning and Communities-of-Practice: Toward a Unified View of Working, Learning, and Innovation. *Organization Science*. 2, 40–57 (1991).

57.

Collison, C., Parcell, G.: Learning to fly: practical knowledge management from some of the world's leading learning organizations. Capstone, Chichester, West Sussex (2004).

58.

Newell, S.: Managing knowledge work and innovation. Palgrave Macmillan, Basingstoke (2009).

59.

Nonaka, I.: A Dynamic Theory of Organizational Knowledge Creation. *Organization Science*. 5, 14–37 (1994).

60.

Schein, E.H.: Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning. *Systems Practice*. 9, 27–47 (1996).
<https://doi.org/10.1007/BF02173417>.

61.

Dickens, L., Watkins, K.: Action research: Rethinking Lewin. *Management Learning*. 30, 127–140 (1999).

62.

Edmondson, A., Bohmer, R., Pisano, G.: Speeding up Team Learning. *Harvard Business Review*. 79, 125–132 (2001).

63.

Marsick, V., O'Neil, J.: The many faces of action learning. *Management Learning*. 30, 159–176.

64.

Wenger, E.C., Snyder, W.M.: Communities of Practice: The Organizational Frontier. Harvard Business Review. 78, 139–145 (2000).

65.

Wenger, E., McDermott, R.A., Snyder, W.: Cultivating communities of practice: a guide to managing knowledge. Harvard Business School Press, Boston, Mass (2002).

66.

Wenger, E., McDermott, R.A., Snyder, W.: Cultivating communities of practice: a guide to managing knowledge. Harvard Business School Press, Boston, Mass (2002).

67.

Lewis, D.B., Vandekerckhove, W.: Developments in whistleblowing research 2015. International Whistleblowing Research Network (2015).

68.

Grant, C.: Whistle Blowers: Saints of Secular Culture. Journal of Business Ethics. 39, 391–399 (2002).

69.

Perry, N.: Indecent Exposures: Theorizing Whistleblowing. Organization Studies. 19, 235–257 (1998).

70.

Butler, J.: The psychic life of power: theories in subjection. Stanford University Press, Stanford, Calif (1997).

71.

Rothschild, J., Miethe, T.D.: Whistle-Blower Disclosures and Management Retaliation: The Battle to Control Information about Organization Corruption. Work and Occupations. 26, 107–128 (1999). <https://doi.org/10.1177/0730888499026001006>.