SCANCOR NORWAY PhD COURSE 2022

"STUDYING ORGANIZATIONAL CHANGE"

Prof. Dag Ingvar Jacobsen, Department of Political Science and Management, University of Agder

Dates: June 20 – June 22, 2022

Schedule:

June 20 & June 21, kl.9 – kl.17 (each day 7.5 hrs of teaching)

June 22, kl.9 – kl.15 (5.5 hrs of teaching)

Place:

Oslo (University of Oslo, Blindern campus, Harriet Holters Hus, Seminar room 201)

Number of Credits awarded: 10 ECTS

Reading list

Jacobsen, Dag Ingvar (2018): *Organizational change and change management.* Bergen, Fagbokforlaget (215 p)

This will be the basic book, structuring the course.

The articles listed below are sorted according to which of the six main topics (1-6) outlined earlier in this text they are most relevant. It is a mix of theoretical and empirical papers, the latter ones chosen to illustrate and exemplify empirical studies using diverse theoretical foundations, empirical designs, and data. The total amount of pages is approximately 1000.

Articles:

1. *Conceptualizing change*

(AMJ, 2022) (10 pages)

(Armenakis & Bedeian, 1999) (22 pages)

(Bartunek & Moch, 1987) (18 pages)

(Felin et al., 2015) (57 pages)

(Gersick, 1991) (27 pages)

(Christensen & Grossi) (16 pages)

(Hannan & Freeman, 1984) (16 pages)

Jacobsen (2018) chapter 1

(Langley et al., 2013) (14 pages)

(March, 1991) (16 pages)

(Pettigrew et al., 2001) (16 pages)

(Thompson, 2011) (20 pages)

(de Ven & Poole, 2005) (27 pages)

2. *Content of change*

(Amis et al., 2004)(24 pages)

(Bate, 2000) (27 pages)

(Hatch, 2004)(21 pages)

Jacobsen (2018) chapter 3

(Lægreid et al., 2013) (40 pages)

(Jacobsen & Trondal, forthcoming) (15 pages)

(Pfeffer, 1982) (40 pages)

(Greenwood & Hinings, 1996) (32 pages)

3. *Context of change*

Jacobsen (2018) chapter 4

(Johns, 2006) (22 pages)

(Johns, 2017) (18 pages)

(Kuipers et al., 2014) (19 pages)

(Meyer & Stensaker, 2006) (14 pages)

4. *Change process*

(Kunisch et al., 2021) (5 pages)

(Masuch, 1985) (19 pages)

(Morgeson et al., 2015) (22 pages)

(Sydow et al., 2009) (20 pages)

(Sydow et al., 2020) (17 pages)

(van der Heijden & Kuhlmann, 2017) (29 pages)

5. *Outcomes*

(Oreg et al., 2018) (21 pages)

(Hanelt et al., 2021) (38 pages)

6. Agency

(Appelbaum et al., 2012) (18 pages)

(Battilana et al., 2009) (42 pages)

Jacobsen (2018) – chapters 6-8

(Vandeven & Poole, 1995) (31 pages)

Literature

Amis, J., Slack, T., & Hinings, C. R. (2004). The pace, sequence, and linearity of radical change. *Academy of Management Journal*, *47*(1), 15-39. https://doi.org/10.2307/20159558

AMJ, E. (2022). APPLYING COLEMAN'S BOAT IN MANAGEMENT RESEARCH: OPPORTUNITIES AND CHALLENGES IN BRIDGING MACRO AND MICRO THEORY. *Academy of Management Journal*, *65*(1), 1-10.

Appelbaum, S. H., Habashy, S., Malo, J. L., & Shafiq, H. (2012). Back to the future: revisiting Kotter's 1996 change model. *Journal of Management Development*, *31*(8), 764-782. https://doi.org/10.1108/02621711211253231

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Bartunek, J. M., & Moch, M. K. (1987). 1ST-ORDER, 2ND-ORDER, AND 3RD-ORDER CHANGE AND ORGANIZATION-DEVELOPMENT INTERVENTIONS - A COGNITIVE APPROACH. *Journal of Applied Behavioral Science*, *23*(4), 483-500. https://doi.org/10.1177/002188638702300404

Bate, P. (2000). Changing the culture of a hospital: From hierarchy to networked community. *Public Administration*, *78*(3), 485-512. https://doi.org/10.1111/1467-9299.00215

Battilana, J., Leca, B., & Boxenbaum, E. (2009). How Actors Change Institutions: Towards a Theory of Institutional Entrepreneurship. *Academy of Management Annals*, *3*, 65-107. https://doi.org/10.1080/19416520903053598

Christensen, L. T., & Grossi, G. The gradual corporatization of transport infrastructure: The Danish case. *Public Administration*. https://doi.org/10.1111/padm.12823

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Greenwood, R., & Hinings, C. R. (1996). UNDERSTANDING RADICAL ORGANIZATIONAL CHANGE: BRINGING TOGETHER THE OLD AND THE NEW INSTITUTIONALISM [Article]. *Academy of Management Review*, *21*(4), 1022-1054. https://doi.org/10.5465/AMR.1996.9704071862

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