

BIBLIOGRAPHY

- Albert, S. (1984). A delete design model for successful transitions. In J. R. Kimberly & R. E. Quinn (eds), *Managing Organizational Transitions* (pp. 169-194). Homewood: Richard D. Irwin, Inc.
- Allport, G. W. (1981). The general and the unique in psychological science. In P. Reason & J. Rowan (eds), *Human Inquiry* (pp. 63-76). Chichester: John Wiley & Sons.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *The Academy of Management Journal*, 39(5), 1154-1184.
- Antal, A. B. (1993, October). *International organization change: The results of a survey carried out by IOC-Ashridge* (pp. 1-14). French-Geneva campus: International Institute for Organizational Change.
- Argyris, C. (1998, May-June). Empowerment: The emperor's new clothes. *Harvard Business Review*, pp. 98-105.
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating readiness for organizational change. *Human Relations*, 46(6), 681-703.
- Ashford, S. J. (1988). Individual strategies for coping with stress during organizational transitions. *Journal of Applied Behavioral Science*, 24(1), 19-36.
- Ashforth, B. E., & Humphrey, R. H. (1995). Emotion in the workplace: A reappraisal. *Human Relations*, 48(2), 97-125.
- Atkinson, P., Delamont, S., & Hammersley, M. (1988). Qualitative research traditions: A British response to Jacob. *Review of Educational Research*, 58(2), 231-250.
- Barczak, G., Smith, C., & Wilemon, D. (1987). Managing large-scale organizational change. *Organizational Dynamics*, 16(2), 23-35.
- Barrett, A. L. (Jr.), & Cammann, C. (1984). Transitioning to change: Lessons from NSC. In J. R. Kimberly & R. E. Quinn (eds), *Managing Organizational transitions* (pp. 218-239). Homewood: Richard D. Irwin, Inc.
- Bartunek, J. M., & Moch, M. K. (1987). First-order, second-order, and third-order change and organization development interventions: A cognitive approach. *The Journal of Applied Behavioral Science*, 23(4), 483-500.
- Beckhard, R., & Harris, R. (1987). *Organizational Transitions: Managing complex change (2nd edition)*. Reading: Addison-Wesley.
- Beer, M., Eisenstat, R. A., & Spector, B. (1990, November-December). Why change programmes don't produce change. *Harvard Business Journal*, pp. 158-165.
- Begley, T. M., & Czajka, J. M. (1993). Panel analysis of the moderating effects of commitment on job satisfaction, intent to quit, and health following organizational change. *Journal of Applied Psychology*, 78(4), 552-556.
- Blumenthal, B., & Haspeslagh, P. (1994, Spring). Toward a definition of corporate transformation. *Sloan Management Review*, pp. 101-106.

- Brockner, J. (1988). The effects of work layoffs on survivors: Research, theory and practice. In B. M. Staw & L. L. Cummings (eds), *Research in Organizational Behavior*, 10 (pp. 213-255).
- Bunker, B. B., & Alban, B. T. (1992). Conclusion: What makes large group interventions effective? *Journal of Applied Behavioral Science*, 28(4), 579-592.
- Burke, W. W. (1987). *Organization development: A normative view*. Reading: Addison-Wesley.
- Cappelli, P., & Sherer, P. D. (1991). The missing role of context in OB: The need for a meso-level approach. In L. L. Cummings & B. M. Staw (eds), *Research in Organizational Behavior*, 13 (pp. 55-110). Greenwich: JAI Press INC.
- Clarke, A., & Garside, J. (1997). The development of a best practice model for change management. *European Management Model*, 15(5), 537-545.
- Cooper, R., & Markus, M. L. (1995, Summer). Human Reengineering. *Sloan Management Review*, pp. 39-50.
- Cotton, J. L., Vollrath, D. A., Lengnick-Hall, M. L., & Froggatt, K. L. (1990). Fact: The form of participation does matter — a rebuttal to Leana, Locke, and Schweiger. *Academy of Management Review*, 15(1), 147-153.
- Coyle-Shapiro, J. A.-M. (1999, December). Employee participation and assessment of an organizational change intervention: A three-wave study of total quality management. *Journal of Applied Behavioral Science*, 35(4), 439-457.
- Creswell, J. W. (1994). *Research Design: Qualitative and Quantitative Approaches*. Thousand Oaks: SAGE.
- Creswell, J. W. (1998). *Qualitative enquiry and research design: Choosing among five traditions*. Thousand Oaks: SAGE.
- Cunningham, J. B. (1997). Feelings and interpretations during an organization's death. *Journal of Organizational Change Management*, 10(6), 471-490.
- Denzin, N. K., & Lincoln, Y. S. (1994a). The art of interpretation, evaluation, and presentation. In N. K. Denzin & Y. S. Lincoln (eds), *Handbook of Qualitative Research* (pp. 479-483). Thousand Oaks: SAGE.
- Denzin, N. K., & Lincoln, Y. S. (1994b). Entering the field of qualitative research. In N. K. Denzin & Y. S. Lincoln (eds), *Handbook of Qualitative Research* (pp. 1-17). Thousand Oaks: SAGE.
- Denzin, N. K. (1994). The art and politics of interpretation. In N. K. Denzin & Y. S. Lincoln (eds), *Handbook of Qualitative Research* (pp. 500-515). Thousand Oaks: SAGE.
- Dey, I. (1993). *Qualitative data analysis*. London: Routledge.
- Dill, D. D. (1982). The management of academic culture: Notes on the management of meaning and social integration. *Higher Education*, 11, 303-320.
- Drucker, P. F. (1988, January-February). The coming of the new organization. *Harvard Business Review*, pp. 45-53.
- Eagly, A., & Chaiken, S. (1993). *The psychology of attitudes*. New York: Harcourt Brace Jovanovich.
- Eby, L. T., Adams, D. M., Russel, J. E. A., & Gaby, S. H. (2000). Perceptions of organizational readiness for change: Factors related to employees' reactions to the implementation of team-based selling. *Human Relations*, 53(3), 419-442.

- The Faculty. (1995, July). Entering tomorrow's world: Plans, policies and practices of *The Faculty of Education*, University of South Africa: Meeting the challenges of the new era.
- Farias, G. (2000, September). Organizational development and change management: Setting the record straight. *Journal of Applied Behavioral Science*, 36(3), 376-380.
- Fontana, A., & Frey, J. H. (1994). Interviewing: The art of science. In N. K. Denzin & Y. S. Lincoln (eds), *Handbook of Qualitative Research* (pp. 361-376). Thousand Oaks: SAGE.
- Foot, D. (2001, January). The futility of resistance (to change). *Computerworld*, 35(3), 36.
- Forsell, A., & Jansson, D. (1996). The logic of organizational transformation: On the conversion of non-business organizations. In B. Czarniawska & G. Sevón (eds), *Translating Organizational Change* (pp. 93-116). Berlin: Walter de Gruyter.
- Gage, N. L. (1989, October). The paradigm wars and their aftermath: A "historical" sketch of research on teaching since 1989. *Educational Researcher*, 18(7), 4-10.
- Gagne, M., Koestner, R., & Zuckerman, M. (2000). Facilitating acceptance of organizational change: The importance of self-determination. *Journal of Applied Social Psychology*, 30(9), 1843-1852.
- George, J. M., & Brief, A. P. (1992). Feeling good — doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112(2), 310-329.
- George, J. M., & Brief, A. P. (1996). Motivational agendas in the workplace: The effects of feelings on focus of attention and work motivation. In B. M. Staw & L. L. Cummings (eds), *Research in Organizational Behavior*, 18 (pp. 75-110). Greenwich: JAI Press Inc.
- Gioia, D. A., & Pitre, E. (1990). Multiparadigm perspectives on theory building. *Academy of Management Review*, 15(4), 584-602.
- Glaser, B., & Strauss, A. (1967). *The discovery of grounded theory*. Chicago: Aldine.
- Goldratt, E. M. (1994). *It's not luck*. Great Barrington: The North River Press.
- Goodman, P. S., Ravlin, E., & Schminke, M. (1987). Understanding groups in organizations. In L. L. Cummings & B. M. Staw (eds), *Research in Organizational Behavior*, 9 (pp. 121-174). Connecticut: JAI Press Inc.
- Goodstein, L. D., & Burke, W. W. (1991). Creating successful organization change. *Organizational dynamics*, 19(4), 5-17.
- Graham, J. W., & Verma, A. (1991). Predictors and moderators of employee responses to employee participation programmes. *Human Relations*, 44(6), 551-568.
- Greenberger, D. B., & Strasser, S. (1991). The role of situational and dispositional factors in the enhancement of personal control in organizations. In L. L. Cummings & B. M. Staw (eds), *Research in Organizational Behavior*, 13 (pp. 111-145). Greenwich: JAI Press INC.
- Greenwood, R., & Hinings, C. R. (1996). Understanding radical organizational change: Bringing together the old and the new institutionalism. *Academy of Management Review*, 21(4), 1022-1054.
- Greiner, L. E., & Schein, V. E. (1988). *Power and Organizational Development: Mobilizing power to implement change*. Addison-Wesley Organization Development Series. Reading: Addison-Wesley Publishing Company.

- Griffin, M. A., & Mathieu, J. E. (1997). Modeling organizational processes across hierarchical levels: Climate, leadership, and group process in work groups. *Journal of Organizational Behavior, 18*, 731-744.
- Guastello, S. J. (1995). Facilitative style, individual innovation, and emergent leadership and problem solving groups. *The Journal of Creative Behavior, 29*(4), 225-239.
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin & Y. S. Lincoln (eds), *Handbook of Qualitative Research* (pp. 105-117). Thousand Oaks: SAGE.
- Hamilton-Attwell, J. (1997, February). The impact of transformation on employees. *Management Today*, pp. 18-22.
- Harper, S. C. (1998, May-June). Leading organizational change in the 21st century. *Industrial Management*, pp. 25-31.
- Hennestad, B. W. (1998). Empowering by de-powering: Towards an HR strategy for realizing the power of empowerment. *International Journal of Human Resource Management, 9*(5), 934-953.
- Hennestad, B. W. (2000, September). Implementing participative management. *Journal of Applied Behavioral Science, 36*(3), 314-336.
- Henwood, K., & Pidgeon, N. (1992). Qualitative research and psychological theorizing. *British Journal of Psychology, 83*, 97-111.
- Henwood, K., & Pidgeon, N. (1994). Beyond the qualitative paradigm: A framework for introducing diversity within qualitative psychology. *Journal of Community and Applied Social Psychology, 4*(225-238).
- Herguner, G. (2000, January). Going against the national cultural grain: A longitudinal case study of organizational culture change in Turkish higher education. *Total Quality Management, 11*(1), 45-57.
- Isabella, L. A. (1990). Evolving interpretations as a change unfolds: How managers construe key organizational events. *Academy of Management Journal, 33*(1), 7-41.
- Isen, A. M., & Baron, R. A. (1991). Positive affect as a factor in organizational behavior. In L. L. Cummings & B.M. Staw (eds), *Research in Organizational Behavior, 13* (pp. 1-53).
- Jacobs, E. (1988, January-February). Clarifying qualitative research: A focus on traditions. *Educational Researcher*, pp. 19-24.
- Jaeger, M. E., & Rosnow, R. L. (1988). Contextualism and its implications for psychological inquiry. *British Journal of Psychology, 79*, 63-75.
- Judge, T. A., & Locke, E. A. (1993). Effect of dysfunctional thought processes on subjective well-being and job satisfaction. *Journal of Applied Psychology, 78*(3), 475-490.
- Jurow, S. (1999, September/October). Change: The importance of the process. *Educom Review, 34*(5), 60.
- Kabanoff, B., Waldersee, R., & Cohen, M. (1995, August). Espoused values and organizational change themes. *Academy of Management Journal, 38*, 1075-1104.
- Kanter, R. M. (1984). Managing transitions in organizational culture: The case of participative management at Honeywell. In J. R. Kimberly & R. E. Quinn (eds), *Managing Organizational Transitions* (pp. 195-217). Homewood: Richard D. Irwin, Inc.

- Katz, D., & Kahn, R. L. (1978). *The social psychology of organization*. New York: John Wiley & Sons.
- Kendall, G. I. (1998). *Securing the future: Strategies for exponential growth using the theory of constraints*. Boca Taton: St. Lucie Press.
- Kotter, J. P., & Schlesinger, L. A. (1991). Choosing strategies for change. *Harvard Business Review*, pp. 67-75.
- Kotter, J. P. (1995, March-April). Leading change: Why transformation efforts fail. *Harvard Business Review*, pp. 59-67.
- Kvale, S. (1996). *Interviews: An introduction to qualitative research interviewing*. Thousand Oaks: SAGE Publications.
- Lau, C., & Woodman, R. W. (1995). Understanding organizational change: A schematic perspective. *Academy of Management Journal*, 38(2), 537-554.
- Lawrence, P. R. (1991). How to deal with resistance to change. *Harvard Business Review*, pp. 77-85.
- Leana, C. R., Locke, E. A., & Schweiger, D. M. (1990). Fact and fiction in analyzing research on participative decision making: A critique of Cotton, Vollrath, Froggatt, Lengnick-Hall, and Jennings. *Academy of Management Review*, 15(1), 137-146.
- Lee, C., Ashford, S. J., & Bobko, P. (1990). Interactive effects of "Type A" behavior and perceived control in worker performance, job satisfaction, and somatic complaints. *Academy of Management Journal*, 33(4), 870-881.
- Levine, L. (2001, Winter). Integrating knowledge and processes in a learning organization. *Information Systems Management*, 18(1), 21-34.
- Levy, A. (1986, Summer). Second-order planned change: Definition and conceptualization. *Organizational Dynamics*, pp. 5-21.
- Manz, C. C., & Keating, D. E. (1990, Autumn). Preparing for an organizational change to employee self-management: The managerial transition. *Organizational Dynamics*, 19(2), 15-27.
- Marshall, J. (1981). Making sense as a personal process. In P. Reason & J. J. Rowan (eds), *Human Inquiry* (pp. 395-399). Chichester: John Wiley & Sons.
- Maxwell, J. (1996). *Qualitative research design: An interactive approach*. Thousand Oaks: SAGE.
- Miles, M., & Huberman, A. (1984). *Qualitative data analysis*. Beverley Hills, CA: SAGE.
- Miller, F. A. (1998). Strategic culture change: The door to achieving high performance and inclusion. *Public Personnel Management*, 27(2), 151-160.
- Mohrman, (Jr). A. M., Mohrman, A. A., Ledford, (Jr). G. E., Cummings, T. G., Lawler, (Jr). E. E., & Associates. (1989). *Large-scale organizational change*. San Francisco: Jossey-Bass Publishers.
- Mohrman, S. A., & Cummings, T. G. (1989). *Self-designing organizations: Learning how to create high performance*. Addison-Wesley Organization Development Series. Reading: Addison-Wesley Publishing Company.
- Mossholder, K. W. (2000, September). Emotion during organizational transformation. *Group and Organization Management*, 25(3), 220-244.

- Mouton, J., & Marais, H. C. (1985). *Metodologie van die geesteswetenskappe*. Pretoria: Raad vir Geesteswetenskaplike Navorsing.
- Mpofu, D. J. S., & Das, M. (1998). Perceptions of group dynamics in problem-based learning sessions: A time to reflect on group issues. *Medical Teacher*, 20(5), 421-428.
- Nadler, D. A., Shaw, R. B., Walton, A. E., & Associates. (1995). *Discontinuous change: Leading organizational transformation*. San Francisco: Jossey-Bass Publishers.
- Nadler, D., & Tushman, M. L. (1989). Organizational frame bending: Principles for managing reorientation. *The Academy of Management Executive*, 11(3), 194-204.
- Nelson, A. C. (1995). Uncertainty amidst change: The impact of privatization on employee job satisfaction and well-being. *Journal of Occupational and Organizational Psychology*, 68(1), 57-72.
- Nevis, E. C., Dibella, A. J., & Gould, J. (1995, Winter). Understanding organizations as learning systems. *Sloan Management Review*, pp. 73-85.
- Newton, T. J., & Keenan, A. (1990). The moderating effect of the Type A behavior pattern and locus of control upon the relationship between change in job demands and change in psychological strain. *Human Relations*, 43(12), 1229-1255.
- Nicholson, N. (1998, July-August). How hardwired is human behavior. *Harvard Business Review*, pp. 134-147.
- O'Neill, H. M., & Lenn, D. J. (1995). Voices of survivors: Words that downsizing CEOs should hear. *Academy of Management Executive*, 9(4), 23-34.
- O'Reilly, C. A., & Chatman, J. A. (1996). Culture as social control: Corporations, cults and commitment. In B. M. Staw & L. L. Cummings (eds), *Research in Organisational Behavior*, 18 (pp. 157-200). Greenwich: JAI Press Inc.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behaviour. In B. M. Staw & L. L. Cummings (eds), *Research in Organizational Behavior*, 12 (pp. 43-72). Greenwich: JAI Press Inc.
- Pascale, R. (1990). *Managing on the edge*. England: Clays Ltd.
- Rafaeli, A., & Sutton, R. I. (1989). The expression of emotion in organizational life. In B. M. Staw & L. L. Cummings (eds), *Research in Organizational Behavior*, 11 (pp. 1-42). Greenwich, Connecticut: JAI Press Inc.
- Rousseau, D. M., & Tijoriwala, S. A. (1999). What's a good reason to change? Motivated reasoning and social accounts in promoting organizational change. *Journal of Applied Psychology*, 84(4), 514-528.
- Rousseau, D. M. (1998). Why workers still identify with organizations. *Journal of Organizational Behavior*, 19, 217-233.
- Ryan, R. M. (1995). Psychological needs and the facilitation of integrative processes. *Journal of Personality*, 63(3), 397-427.
- Schaafsma, H. (1997). A networking model of change for middle managers. *Leadership and Organization Development Journal*, 18(13), 41-49.
- Schein, E. H. (1993, Winter). How can organizations learn faster? The challenge of entering the green room. *Sloan Management Review*, pp 85-92.

- Schein, E. H. (1999). *The corporate culture survival guide*. San Francisco: Jossey-Bass Publishers.
- Schneider, B., Brief, A. P., & Guzzo, R. A. (1996, Spring). Creating a climate and culture for sustainable organizational change. *Organizational Dynamics*, pp. 7-19.
- Schweiger, D. M., & Densi, A. S. (1991). Communication with employees following a merger: A longitudinal field experiment. *Academy of Management Journal*, 34(1), 110-135.
- Spreitzer, G. M. (1996). Social structural characteristics of psychological empowerment. *Academy of Management Journal*, 39(2), 483-504.
- Stern, P. N. (1994). Eroding grounded theory. In J. M. Morse (Ed.), *Critical issues in qualitative research methods* (pp. 212-223). Thousand Oaks: SAGE.
- Strauss, A., & Corbin, J. (1990). *Basics of Qualitative Research: Grounded theory procedures and techniques*. Newbury Park: SAGE.
- Strauss, A., & Corbin, J. (1994). Grounded theory methodology. In N. K. Denzin & Y. S. Lincoln (eds), *Handbook of Qualitative Research* (pp. 273-352). Newbury Park: SAGE.
- Strebler, P. (1996, May-June). Why do employees resist change? *Harvard Business Review*, pp. 86-92.
- Tampoe, M. (1990, September). Driving organisational change through the effective use of multi-disciplinary project teams. *EMJ*, 8(3), 346-354.
- Tetenbaum, T. J. (1998). Shifting paradigms: From Newton to chaos. *Organizational dynamics*, 26(4), 21-32.
- Van Maanen, J., & Kunda, G. (1989). "Real feelings": Emotional expression and organizational culture. In L. L. Cummings & B. M. Staw (eds), *Research in Organizational Behavior*, 11 (pp. 43-104). Greenwich, Connecticut: JAI Press Inc.
- Veldsman, T. H. (1994, August). In search of the holy grail of world class competitiveness. *Human Resource Management*, 10, 15-21.
- Veldsman, T. H. (1995, March 14-15). Why have so few business organisations transformed effectively? Crooked frames, poor maps, weak interpretations, wrong doings and missing pieces (pp. 1-41). Forum entitled: "The role of transformational leadership in developing South African organisation". SWF Centre, Stellenbosch.
- Verma, A. (1987, July). Employee involvement: The implications of noninvolvement by unions. *Industrial and Labor Relations Review*, 40(4), 556-568.
- Vorster, J. N. (1998). The rhetoric of religion with "the Ruins of the University". *Religion & Theology: A Journal of Contemporary Religious Discourse*, 5(1), 3-34.
- Warren, D. L. (1984). Managing in crisis: Nine principles for successful transition. In J. R. Kimberly & R. R. Quinn (eds), *Managing Organizational Transitions* (pp. 85-106). Homewood: Richard D. Irwin, Inc.
- Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. *Annual Review of Psychology*, 50, 361-386.
- Weick, K. E. (1984). Small wins: Redefining the scale of social problems. *American Psychologist*, 39(1), 40-49.

- Weiss, H., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. In B. M. Staw & L. L. Cummings (eds), *Research in Organizational Behavior*, 18 (pp. 1-74). Greenwich: JAI Press Inc.
- Weldon, E. (2000, September). The development of product and process improvements in work groups. *Group and Organization Management*, 25(3), 244-269.
- Welford, R., & Gouldson, A. (1993). *Environmental Management and Business Strategy*. London: Pitman Publishing.
- Wheatley, M. J. (1992). *Leadership and the new science: Learning about organization from and orderly universe*. San Francisco: Berrett-Koehler Publishers, Inc.
- Wolcott, H. F. (1994). *Transforming qualitative data: Description, analysis and interpretation*. Thousand Oaks: SAGE.
- Worren, N. A. M., Ruddle, K., & Moore, K. (1999, September). From organizational development to change management: The emergence of a new profession. *Journal of Applied Behavioral Science*, 35(3), 273-287.