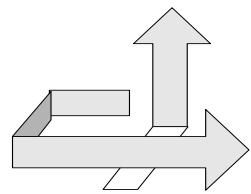# MANAGEMENT-DEPARTMENT
Prof. Dr. Dr. h.c. Georg Schreyögg

Univ.-Prof. Dr. Dr. h.c. Georg Schreyögg
Blagoy Blagoev, M.Sc.

Bachelor-Forschungsseminar SoSe 2016:
Organisationaler Wandel

Pflichtlektüre:
Schreyögg, G./Geiger, D. (2016): *Organisation: Grundlagen moderner Organisationsgestaltung*.
6. Aufl. Wiesbaden: Gabler. (Kapitel 6 und 7)

Empfohlene Nachschlagelektüre:
Demers, C. (2007). *Organizational Change Theories: A Synthesis*. Los Angeles et al.: Sage.

A. Allgemeines

1. Organisationaler Wandel als Managementproblem: Warum müssen sich Organisationen verändern (können)?

Van de Ven, A. H., & Sun, K. (2011). Breakdowns in implementing models of organization change. *Academy of Management Perspectives*, *25*(3), 58–74.

Greenwood, R., & Hinings, C. R. (2006). Radical organizational change. In S. Clegg, C. Hardy, T. B. Lawrence, & W. R. Nords (Eds.), *The Sage Handbook of Organization Studies* (pp. 814–842). London et al.: Sage.

Child, J., & Kieser, A. (1981). The development of organizations over time. In W. Starbuck & P. Nystrom (Eds.), *Handbook of Organizational Design: Vol. 1 Adapting Organizations to Their Environments* (pp. 28–64). Oxford: Oxford University Press.

Starbuck, W. (1965). Organizational growth and development. In J. G. March (Ed.), *Handbook of Organizations* (pp. 451-533). Chicago: Rand McNally.

2. Individuelle, gruppenbezogene und systemische Wandelbarrieren in Organisationen

Coch, L., & French, J. R. P. (1948). Overcoming resistance to change. *Human Relations*, *1*(4), 512–532.

Sydow, J., Schreyögg, G., & Koch, J. (2009). Organizational path dependence: Opening the black box. *Academy of Management Review*, *34*(4), 689–709.

Dutton, E. (1981). Threat-rigidity effects in organizational behavior: A multilevel analysis. *Administrative Science Quarterly*, *26*(4), 501–524.

Lewin, K. (1947). Frontiers in group dynamics: Concept, method and reality in social science; social equilibria and social change. *Human Relations*, *1*(1), 5–41.

3.   Organisationaler Wandel: Episode oder kontinuierlicher Prozess?

Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. *Annual Review of Psychology*, *50*(1), 361–386.

Schreyögg, G., & Noss, C. (2000). Von der Episode zum fortwährenden Prozess – Wege jenseits der Gleichgewichtslogik im organisatorischen Wandel. *Managementforschung*, 10, 33–62.

Tsoukas, H., & Chia, R. (2002). On organizational becoming: Rethinking organizational change. *Organization Science*, 13(5), 567–582.

B. Verschiedene Perspektiven auf Wandel

4.   Organisationaler Wandel als Lernprozess

Argote, L. (2012). *Organizational Learning: Creating, Retaining and Transferring Knowlegde* (2nd ed.). New York et al.: Springer.

March, J. G. (1981). Footnotes to organizational change. *Administrative Science Quarterly*, *26*(4), 563–577.

March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization Science*, *2*(1), 71–87.

Benner, M. J., & Tushman, M. L. (2015). Reflections on the 2013 Decade Award--"Exploitation, exploration, and process management: The productivity dilemma revisited" ten years later. *Academy of Management Review*, *40*(4), 497–514.

5.   Wandel als evolutorischer oder geplanter Prozess?

Aldrich, H. E., & Ruef, M. (2006). *Organizations Evolving*. London et al.: Sage.

Bennis, W. G. (1965). Theory and method in applying behavioral science to planned organizational change. *Journal of Applied Behavioral Science*, *1*(4), 337-360.

Van de Ven, A. H., & Poole, M. S. (1995). Explaining development and change in organizations. *Academy of Management Review*, 20(3), 510–540.

6.   Organisationaler Wandel und organisationale Identität

Gioia, D. A., Patvardhan, S. D., Hamilton, A. L., & Corley, K. G. (2013). Organizational identity formation and change. *Academy of Management Annals*, *7*(1), 123–193.

Tripsas, M. (2009). Technology, identity, and inertia through the lens of "The Digital Photography Company." *Organization Science*, *20*(2), 441–460.

Dutton, J. E., & Dukerich, J. M. (1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *Academy of Management Journal*, *34*(3): 517-554.

7. Organisationale Kompetenzen und Wandel

Leonard-Barton, D. (1992). Core capabilities und core rigidity: A paradox in managing new product development, in: *Strategic Management Journal*, *13*(S1), 111–126.

Danneels, E. (2011). Trying to become a different type of company: Dynamic capabilities at Smith Corona, in: *Strategic Management Journal*, *32*(1), 1–31.

Tripsas, M., & Gavetti, G. (2000). Capabilities, cognition, and inertia: Evidence from digital imaging, in: *Strategic Management Journal*, *21*(10/11), 1147-1161.

Schreyögg, G., & Eberl, M. (2015). *Organisationale Kompetenzen*. Stuttgart

8. Minimale Strukturen und sich permanent wandelnde Organisationen: Ein Vorbild für die Zukunft?

Brown, S. L., & Eisenhardt, K. M. (1997). The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations. *Administrative Science Quarterly*, *42*(1), 1–34.

Davis, J. P., Eisenhardt, K. M., & Bingham, C. B. (2009). Optimal structure, market dynamism, and the strategy of simple rules. *Administrative Science Quarterly*, 54(3), 413–452.

Schreyögg, G., & Sydow, J. (2010). Organizing for fluidity? Dilemmas of new organizational forms. *Organization Science*, 21(6), 1251–1262.

Farjoun, M. (2010). Beyond dualism: Stability and change as a duality. *Academy of Management Review*, 35(2), 202–225.