

## Anbefalt litteratur for PSYK321

### Bøker:

**Organization Development** (2006). Joan V. Gallos, redaktør  
Samlet sider anbefalt pensum i boken: 633 sider. (Boken fås kjøpt på Studia)

#### **PART One The OD field: Setting the Context, Understanding the Legacy**

Kap. 1	What is Organization development? R. Beckhard (3-12) (10 s.)
“ 2	Where did OD come from? W. Warner Burke s. (13-38) (27 s.)
“ 3	Revolutions in OD: The new and the new, new things. P.H. Mirvis (39-88) (48 s.)
“ 4	Theories and Practices of Organization Development. J.R. Austin & J.M. Bartunek (89-128) (27 s.)

#### **PART Two The OD Core: Understanding and Managing Planned Change**

Kap. 5	Kurt Lewin and the planned approach to change: A reappraisal B. Burnes (133-157) (25 s.)
“ 6	Effective intervention activity. C. Argyris (158-184) (27 s.)
“ 7	Action Research: Rethinking Lewin L. Dickens and K. Watkins (185--201) (17 s.)
“ 8	Action Learning and Action Science. Are they different? J.E. Raelin (202-222) ( 21s.)
“ 9	Toward a theory of positive organizational change. D.L. Cooperrider and L.E.Sekerka, (223-238) (16s.)
“ 10	Leading change: Why transformation efforts fail. J.P. Kotter (239-251) (13s.)
“ 11	The congruence model of change. D.A. Nadler (252-262) (11s.)

#### **PART Three The OD Process: Diagnosis, Intervention, and Levels of Engagement**

Kap. 12	Teaching smart people how to learn. C. Argyris (267-287) (21 s.)
“ 15	Understanding the power of position: A Diagnostic Model. M.J. Sales (322-343) ( 22s.)
“ 16	Reframing complexity: A four-dimensional approach to organizational diagnosis; development, and change. J. V. Gallos. (344-362) (21s.)

#### **PART Four: OU Consulting: Leading Change from the Outside**

Kap. 17	Masterful consulting. K. Merron (365-384) (20 s.)
“ 18	Flawless consulting. P. Block (385-396) (12 s.)
“ 19	The organization development contract. M. Weisbord (397--408) (10 s.)
“ 20	The facilitator and other facilitative roles. R. Schwarz (409-433) ( 23 s.)

### **PART Five: OD Leadership: Fostering Change from the Inside**

Kap. 22	Reframing change: Training, realigning, negotiating, grieving, and moving on. L.G. Bolman & T.E. Deal (447-469) (23 s.)
“ 23	What constitutes an effective internal consultant? A. Weiss (470-484) (15 s.)
“ 24	Reversing the lens: Dealing with different styles when you are the boss. G. Boccialetti (485--500) (16 s.)
“ 25	Relations with superiors: The Challenge of “managing” a boss. J. Kotter (501-517) (17 s.)
“ 26	Enlist others. J. Kouzes & B. Posner (518-540) (23s.)

### **PART Six: OD Focus: Organizational Intervention Targets**

Kap. 29	Designing work: Structure and process for learning and self-control. M. Weisbord (583-601) (19 s.)
“ 30	Making it happen: Turning workplace vision into reality. F. Becker & F. Steele (602-613) (12 s.)
“ 31	So how can you assess your corporate culture? E.G. Schein (614-633) (20 s.)
“ 32	What makes people effective? E.E. Lawler (634-655) ( 22 s.)
“ 34	Developing the individual leader. J. Conger & B. Benjamin (681-704) (24 s.)

### **PART Seven: OD Purpose and Possibilities: Seeing the Forest for the Trees**

Kap. 37	Diversity as strategy D.A. Thomas (748-764) (17 s.)
“ 38	The Leader’s new work: Buildig Learning P.M. Senge (765-793) (29 s.)

### **PART Eight: OD and the Future: Embracing Change and New Directions**

Kap. 41	Emerging Directions: Is there a new OD? R.J. Marshak (833-841) (9 s.)
“ 42	The future of OD? D.L. Bradford & W.W. Burke (842-857) (16 s.)
“ 47	The healthy organization. R. Beckhard (950-952) (3 s.)

### **Veileder eller villeder – Ledelseskonsulenten I et kundeperspektiv (2006).**

Ingeborg Baustad (Denne boka vil dere få utlevert gratis fra Ingeborg når hun kommer for å undervise). Samlet sider anbefalt pensum i boken: 74 sider

Kap. 2	Ulike konsulentroller og arbeidsmåter (21-40) (20 s.)
« 3	Sammenhengen mellom konsulentroller og kommunikasjon (41-44) (4 s.)
« 4	Hva preger norske ledelseskonsulenter? (45-62) (18 s.)
« 5	Forandringsagenten: Mitt faglige ståsted (63-76) (14. s.)
« 8	Hva kjennetegner en god ledelseskonsulent? (97-114) (18 s.)

## Artikler og bokkapitler (Finnes på Mi Side for MAPSYK321 i katalogen MAPSYK321)

Samlet sider anbefalt pensum i denne samlingen er 497 sider.

1	Armenakis, A. A., Harris, S.G., Mossholder, K.W. (1993) <b>Creating Readiness for Organizational Change</b> . Human Relations, Vol. 46, No. 6. (681-703) (23 s.)
2	Block, P. (2010) <b>Ethics and the Shadow Side of Consulting. Flawless consulting. A guide to getting your expertise used</b> . USA: Jossey-Bass. (307-326) (20 s.)
3	Elias, S.M. (2009) <b>Employee Commitment in Times of Change: Assessing the Importance of Attitudes Toward Organizational Change</b> . Journal of Management, 35 (37-55) (19 s.)
4	Oreg, S. (2006) <b>Personality, context, and resistance to organizational change</b> . European Journal of Work and Organizational Psychology, Vol. 15, No. 1. (73-101) (29 s.)
5	Weick, K. E., Quinn, R.E. (1999) <b>Organizational change and development</b> . Annu. Rev. Psychol, Vol. 50. (361-386) (26 s.)
6	van den Heuvel, M., Demerouti, E., Bakker, A.B., Schaufeli, W.B. (2013) <b>Adapting to change: The value of change information and meaning-making</b> Journal of Vocational Behavior Vol. 83(1). (11–21) (11 s.)
7	Griffin, M.A., Parker, S.K., Mason, C.M. (2010). <b>Leader Vision and the Development of Adaptive and Proactive Performance: A Longitudinal Study</b> . Journal of Applied Psychology Association, Vol. 95, No. 1. (174–182) (9 s.)
8	Saksvik, P.Ø., Danielsen Tvedt, S., Nytrø, K., Robstad Andersen, G., Kvernberg Andersen, T., Pettersen Buvik, M., Torvatn, H. (2007). <b>Developing criteria for healthy organizational change, Work &amp; Stress: An International Journal of Work, Health &amp; Organisations</b> . Work & Stress, Vol. 21, No. 3. (243 – 263) (21 s.)
9	Yukl, G., Gordon, A., Taber, T. (2002). <b>A Hierarchical Taxonomy of Leadership Behavior: Integrating a Half Century of Behavior Research</b> <i>Journal of Leadership &amp; Organizational Studies</i> Vol. 9, No. 1. (15-32) (18 s.)
10	Waclawski, J. (2002) <b>Large-scale Organisational Change and Performance: an empirical examination</b> . Human Resources Development Quarterly, 13(2). (289-305) (17 s.)
11	Van dam, K., Oreg, S., Schyns, B., 2008. <b>Daily Work Contexts and Resistance to Organisational Change: The Role of Leader–Member</b>

	<b>Exchange, Development Climate, and Change Process Characteristics.</b> Applied Psychology: An International Review, 57 (2). (313–334) (22 s.)
12	Engelstad, P.H. (1995). <b>Fra dialogkonferanser til utviklingsorganisasjon. Virkemidler i aksjonsforskning og bedriftsutvikling.</b> I O. Eikeland & H.D. Finsrud (red.) Forskning og handling. Skelys på aksjonsforskning (161-210) (52 s.)
13	Qvale, T.U. <b>Fra feltforsøk med selvstyrte grupper i industrien til dagens utviklings organisasjoner og utviklingskoalisjoner.</b> Pålshaugen, Ø., Qvale, T.U. (2000) (red.) Forskning og bedriftsutvikling – nye samarbeidsforsøk. Arbeidsforskningsinstituttet, Oslo. (1-28) (28 s.)
14	Thorsrud, E., Emery, F.E., (1969) <b>Mot en ny bedriftsorganisasjon. Eksperimenter i industrielt demokrati.</b> Oslo, Johan Grundt Tanum Forlag. (9–30) (22 s.)
15	Gustavsen, B. & Sørensen, B.A. (1995). <b>Aksjonsforskning.</b> I O. Eikeland & H.D. Finsrud (red.) Forskning og handling. Søkelys på aksjonsforskning (55-80) (26 s.) (Tidl. publisert i H. Holter & R. Kalleberg (1982), Kvalitative metoder i samfunnsforskning, Universitetsforlaget.)
16	Gustavsen, B. & Engelstad, P.H. (1986). <b>The design of Conferences and the Evolving Role of Democratic Dialogue in Changing Working Life.</b> Human Relations, 101-106. (16 s.)
17	Skogstad, A., Hetland, H., (2002) <b>Lederevalueringer: Hvor gode og effektive er de?</b> Fagbokforlaget, Skogstad, A., Einarsen, S., (red) Ledelse på godt og vondt. Kap.16. (331-352) (22 s.)
18	Glasø, L., Thompson, G., (red) (2013) <b>Tranformasjonsledelse. Transformasjonsledelse og andre former for ledelse, og Effekter av transformasjonsledelse.</b> Gyldendal Norsk forlag, Kap.4.4 og 4.5. (116-131)(16 s.)
19	Popper, M., (2005) <b>Main principles and practices in leader development.</b> Leadership & Organization Development Journal, Vol. 26 No. 1. (62-75) (14 s.)
20	Collins, D.B., Holton III, E.F., (2004) <b>The Effectiveness of Managerial Leadership Development Programs: A Meta-Analysis of Studies from 1982 to 2001.</b> Human Resource Development Quarterly, Vol. 15, No. 2. (217-248) (32 s.)
21	Day, D.V., (2001) <b>Leadership Development: A Review in Context</b> Leadership Quarterly, 11(4). (581–613. (33 s.)
22	Jamieson, D., Gellermann, W. (2006) <b>Values, Ethics, and OD Practice.</b> The NTL handbook of organization development and change: Principles, Practices, and Perspectives. Brenda B. Jones, Michael Brazzel (red.) Kap.3. (46-65) (20 s.)
23	Myungweon, C., (2011) <b>Employee's Attitudes toward Organizational change: a Literature Review.</b> Human Resource Management, Vol. 50, No. 4. (479 –

	500) (20 s)
24	Skarlicki, D.P.,Folger,R., (1997) <b>Retaliation in the Workplace: The Roles of Distributive,Procedural, and Interactional Justice.</b> Journal of Applied Psychology, Vol. 82, No. 3. (434-443) (10 s.)
25	Mount, M., Scullen, S.E.,(2001) <b>Multisource Feedback Ratings: What Do They Really Measure?</b> How people evaluate others in organizations. London, M., (ed.) (155-176) (22.s)
26	Rønning, R.,(2002) <b>AFF Solstrandprogram: Utfordrende lederutvikling gjennom 50 år.</b> Fagbokforlaget, Skogstad, A., Einarsen, S., (red.) Ledelse på godt og vondt. Kap.17. (353-374) (20 s.)
27	Rønning, R.,(2013) <b>Utvikling av ledelse eller utvikling av ledere? Konsekvenser av AFFs Lederundersøkelse.</b> Fagbokforlaget, Rønning, R., Brochs-Haukedal, W.,Glasø, L., Berge Matthiesen, S., Kap.18. (431-449) (19 s.)