

Week 4 Readings

Required Readings:

Burnes, B. (2004). Kurt Lewin and the planned approach to change – a re-appraisal. *Journal of Management Studies*, 41(6), 977-1002.

ABSTRACT: Psychological theorist Kurt Lewin's action research, group dynamics, field theory, and three-step model are examined in light of present-day criticism. The assessment shows that Lewin's work continues to be relevant to current management studies.

Falletta, S. (2014). Organizational diagnostic models: An integrative review & synthesis. *Organizational Intelligence Institute*. Retrieved from <http://www.oi-institute.com/resources.cfm?redirect=0AA84077-0F78-E4AA-D6991DA4F02BD2EC>.

ABSTRACT: The purpose of this integrative review is to examine several organizational diagnostic models that have been conceptualized in the literature, including the Organizational Intelligence Model. To understand these models, a brief explanation of organizational surveys and diagnosis is provided as well as an overview of open systems theory. Predictive modeling procedures such as path analysis and structural equations modeling are reviewed as techniques for assessing the validity of organizational models.

Schein, E.H. (2010). The role of organization development in the human resource function. *OD Practitioner*, 42(4), 6-11.

ABSTRACT: The article discusses the connection between the area of organization development (OD) and human resource (HR). It notes the five essential trends which influence both HR and OD including complexity of subcultures and cultural diversity, as well as evolution of information technology. An overview of the history of OD and HR along with the basic **roles** of HR managers is presented. It also focuses on the preliminary conclusion and issues on the change in social values between company and employee.

Recommended Readings:

Burke, W.W. (2011). Who is the client? *OD Practitioner*, 43(3), 44-49.

ABSTRACT: The article offers the author's insights on the **client** in organization development (OD) practice. The author notes that the **client** is defined as the relationships and interfaces between people and units rather than individuals and units in an organization. The author cites that the importance of relationships and interfaces consider managing subordinate relationships. The author states various dilemmas of managing unit interfaces including turnover, fixed decision, and too much team spirit.

Shull, A.C., Church, A.H., & Burke, W.W. (2014). Something old, something new. *OD Practitioner*, 46(4), 23-30.

ABSTRACT: The article discusses the findings in the research conducted on the practice and values of organization development (OD). Topics include the out dated role of OD consultant, the key attitudes which must be possessed by OD practitioners, and the importance of enhancing the data and technology skills of practitioners to ensure relevance in the future.