

Classics supplemental articles list

[Business](#), [Management](#)



The articles listed below have all been acknowledged as contributing in significant ways to our understanding about change. We refer to them as “classics.” Many have been cited extensively in the literature and either share the foundations of the theories and practices discussed in our course or amplify them.

They are presented here in the hopes that students will have an interest in digging deeper in their research for the final project and/or that they will refer back to them in their ongoing development as leaders. All have been searched in our EBSCO database and we include ISSN Numbers here for your ease of retrieval. We hope they contribute to your learning about Change Management and Leadership.

1. Beer, M. & Nohria, N. (May/June 2000). Cracking the Code of Change. Harvard Business Review, 78(3), 133-141 ISSN 00178012
2. Christensen, C. Overdorf, M. (March/April 2000). Meeting the Challenge of Disruptive Change. Harvard Business Review, 78 (2), 66-76. ISSN 00178012
3. Beer, M. Eisenstat, R. & Spector, B. (November/December 1990). Why Change Programs Don't Produce Change. Harvard Business Review, 68 (6), 158-166. ISSN 00178012
4. Mintzberg, H. (July/August 1987). Crafting Strategy. Harvard Business Review, 65 (4), 66-75. ISSN 00178012
5. Collins, J. C. & Porras, J. I. (1996, September/October). Building your company's vision. Harvard Business Review, 74(5), 65-78. ISSN 00178012

6. Nadler, D. & Tushman, M. (August, 1987). Organizational Frame Bending: Principles for Managing Reorientation. *Academy of Management Executive*, 3 (3), 194-204. ISSN 08963789
7. Peiperl, M. & Baruch, Y. (Spring, 1997) Back to Square Zero: The Post-Corporate Career Organizational Dynamics, 25 (4), 6-22. ISSN 00902616
8. Orlikowski, W. & Huffman, D. (Winter 1997) An Improvisational Model for Change Management: the Case of Groupware Technologies. *Sloan Management Review*, 38 (2), 11-21. ISSN 0019848X