

Organization development- see description for topics

[Business](#), [Human Resources](#)



Annotated bibliography Strategic Planning Dana O'D and Noah, F. (2009).
The Strategic Plan is Dead. Long Live Strategy. Stanford Social Innovation
Review.

This article indicates that due to the high technology tools as well as
globalization in the nineties, the world has changed and looked different. It
has now been easier to acquire good data while communication has become
rapid.

Stephen, G. (2004). ABCs of strategic management. An executive briefing
and plan-to-plan day on strategic management in the 21st century.

This article indicates that firms in the 21st century have embarked on using
various tools during strategic planning. These includes PEST analysis, SWOT
analysis, Scenario planning, Growth-Share matrix, and Balanced Score cards

Kono, T. (1994). Changing a Companys Strategy and Culture. Long Range
Planning, 27, 5 (October 1994)

This article indicates how firms output as well as cultures have changed as
the result of adoption of a sustainable strategic planning process.

Philip, K. (1986). Mega marketing. Harvard Business Review. (March—April
1986)

During their marketing process, Phillip Kotler in this article indicates that
firms adopt various communication strategies in order to address the issues
within the competitive environment. Companies must consider their interest,
value, to the customer, and geographic scope before formulating their
strategies.

Levitt, T. (1960). Marketing myopia. Harvard Business Review, (July—August
1960)

Levitt, a scholar who is known as the founder of the modern marketing, indicates that firms should not define themselves by their outputs but by they should orient themselves with customers' needs.

Lorenzen, M. (2006). Strategic Planning for Academic Library Instructional Programming (Summer 2006)

In his article, Lorenzen argues that with the increased demand for information technology especially during research, academic institutions should adopt strategic planning in their departments including libraries.

Fahey, L and Narayman, V. (1986). Macroenvironmental Analysis for Strategic Management. West Publishing.

This article indicates that for any organization to put in place effective strategies, it must undertake an analysis of the environment under which it operates. This can be done by the use of various frameworks such as SWOT, PESTEL, and Porters five among others.

Priyanka S. (2010). How to involve employees in strategic planning?

In this article, Priyanka Sangani indicates that companies in the modern times should ensure that employees take charge in strategic planning. This is not only a way of creating strong bond within an organization, but it also makes the workers to feel motivated.

Arshdeep, S. (2003). CFOs spend 60% of time on strategic planning. The Economic Times

In this article, Arshdeep Sehgal covers the various strategies that Chief Financial Officers globally have adopted as the result of recent economic downturn worldwide. Notably, most of the CFOs spend most of their time in strategic planning as compared to the past years.

John S. (2009). Myths and realities of Strategic planning for Cos sustained growth. The Economic Times

This article defines strategic planning by the use of two myths. First myth according to the author is that strategic planning covers issues like SWOT analysis, value chain analysis, and competitive positioning among others. The second myth indicates that it entails making bold and risky bets by the use of available resources and opportunities.

Managing Organizational Change

Heraclitus, L. (2009). Implementing Change Powerfully and Successfully.

This article covers the eight-step change model that John Kotter, a renowned change expert established including creating urgency, forming a powerful coalition, creating a vision for change, communicating the vision, eliminating the obstacles, creation of short term wins, building on the change and adopting the change in the corporate culture.

James, F. (2009). Due Diligence: Moving Up the Knowledge Value Chain

This article indicates that firms transform themselves through the use of acquisitions, divestitures, and mergers.

Kotter, J. (2011). Change Management vs. Change Leadership -- Whats the Difference? Forbes online

In this article, Kotter indicates that for an organization to experience a positive change and attain its goals, it is vital for the managers to adopt leadership styles that are effective and all inclusive

Phillips, R. (1983). Enhancing the effectiveness of organizational change management. Human Resource Management 22 (1-2)

This article covers the various approaches that organizations use to

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transform individuals and team with an aim of attaining the objectives.

Additionally, it indicates the way to handle challenges that may emanate due to a change in a firm.

Bradford, L and Burke, W. (2011). Reinventing Organization Development. New Approaches to Change in Organizations.

This article indicates the way organizations should adjust themselves in their efforts to bring new approaches of dealing with changes during their day to day activities.

Marquis, C and Tilcsik, A. (2013). Imprinting Toward a Multilevel Theory. Academy of Management Annals: 193-243.

This article covers the various issues that are related to multilevel theory such as network analysis and organizational ecology. The article also identifies technological, economical, individual influences and institutional factors that affect imprints at various levels of organizations.

Carter, M. (2011). Organizational Change and Development Managing Change and Change Management

This article by Carter McNamara covers issues such as foundations of managing change, approaches for managing change, human process interventions, and types of organizational change among others.

Rosabeth, K. (2009). The Enduring Skills of Change Leaders

This article indicates that in the recent, organizations have used quite a number of resources towards streamlining their performance. For example, millions of dollars have been diverted to creating strong leadership in order to attain an organization change.

William, B and Susan, M. (2006). Leading Transition. A New Model for

Change.

In this article, the authors indicate how the past practices cannot be continuously used by companies in order to achieve a success. William Bridges and Susan Mitchell show how innovation means change.

Matt M. (2012). A Parable on Organization Change: Reducing Cycle Time with Large-Scale Technology. Center for coaching and mentoring

This article covers the concept of Large-Scale Technology that is indicated by the authors as the tool that changed the past organizational systems.