



Organizational Change (4th Edition)

By Barbara Senior, Stephen Swailes

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This very successful text provides a discussion of change in relation to the complexities of organizational life – with an emphasis on applying the theory into practice. Now thoroughly updated in its 4th edition, *Organisational Change* reflects a rapidly changing world and considers ‘how change has changed’.

The book is structured in three parts. The first part considers the causes and nature of change. Part two ‘opens up’ the organization to expand on issues of structuring for change, the cultural and political contexts for change and how to lead change. Part three moves firmly into addressing the more practical considerations of designing, planning and implementing change.

The book is ideal for both MBA students and those studying specialist courses in Organizational Development and Change. Its structure and content also make it accessible to final level undergraduate students.

The following online resources support the text:

- For lecturers: PowerPoint slides, suggested answers to in-text questions, suggested seminar activities and extra case material
- For students: annotated weblinks are provided to help in further research

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Editorial Review

From the Back Cover

This very successful textbook explores change and how it relates to the complexities of organizational life – and puts an emphasis on applying the theory into practice. Now thoroughly updated in its 4th edition, *Organizational Change* reflects a rapidly changing world and considers ‘how change has changed’.

The book is structured in three parts. The first part considers the causes and nature of change. Part two ‘opens up’ the organization to expand on issues of structuring for change, the cultural and political contexts for change and how to lead change. Part three moves firmly into addressing the more practical considerations of designing, planning and implementing change.

Ideal for both MBA students and those studying specialist courses in Organizational Development and Change, the clear structure and content of this text also make it accessible to final level undergraduate students.

Key features

- Offers comprehensive coverage of the significant ideas and issues associated with change at all levels of organizational activity, from the strategic to the operational, and at the individual, group, organizational and societal levels.
- Takes a conceptual and analytical approach to the way that theory and research relate to organizations, and how change is explored.
- Includes practical elements and worked examples of different approaches to ‘doing’ change.
- Asks readers to undertake challenging activities to encourage the application of ideas and learning from the text to personal experience.
- Provides end of chapter additional reading and suggested websites for readers wishing to pursue ideas and issues further.

New to this edition

- Significantly updated chapter on Cultures for Change, incorporating brand-new content on areas including cultural types and national culture.
- New material on complexity theory, strategic change, actor-networks, institutional theory and leadership.
- An exploration of how ‘change has changed’ in recent years, plus content on organizations of the future and challenges for future research.

Barbara Senior is a Chartered Occupational Psychologist who has published a number of books, articles and conference papers based on her research and activities. She is Principal of the Highfield Consultancy, which researches and offers consultancy services in the areas of organizational psychology and change.

Stephen Swailes is Senior Lecturer in Organisational Behaviour and HRM at Hull University Business School.

About the Author

Barbara Senior is a Chartered Occupational Psychologist who has published a number of books, articles and conference papers based on her research and activities. She is Principal of the Highfield Consultancy, which researches and offers consultancy services in the areas of organizational psychology and change. She is also an Associate Lecturer with the Open University where she lectures on the MA in Education programme and supervises doctoral students. **Stephen Swailes** is Senior Lecturer in Organisational Behaviour and HRM at Hull University Business School.

Users Review

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