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# Module 3 - Background

## Models of Organizational Change and Transformation: Burke-Litwin Model

### Required Reading

Bright Hub. (2012). *Change Management*. Retrieved November 20th, 2014, from Explaining the Burke-Litwin Change Model: <http://www.brighthouse.com/change-management/86867-explaining-the-burke-litwin-change-model/>

Burke, W. W. & Litwin, G. H. (1992). A causal model of organizational performance and change. *Journal of Management*, 18(3), 523-545.

Falletta, S. V. (2005). *Organizational Diagnostic Models: A Review & Synthesis*. Leadersphere, Inc., 11-14. Retrieved from <http://www.iei.liu.se/fek/frist/723g16/files/1.120328/Orgmodels.pdf>

Isett, K. R., Glied, S. A., Sparer, M. S., & Brown, L. D. (2013). When Change Becomes Transformation. *Public Management Review*, 15(1), 1-17.

Nickols, F. (2010). Change Management 101: A primer. Retrieved from <http://www.nickols.us/change.pdf>

Office of Women's Business Ownership (n.d.). Change management - It starts at the top. Retrieved from [http://www.sba.gov/smallbusinessplanner/manage/lead/SERV\\_CHANGE.html](http://www.sba.gov/smallbusinessplanner/manage/lead/SERV_CHANGE.html)

Poole, M. S., & Van de Ven, A. H. (2004). *Handbook of Organizational Change and Innovation*. Oxford, UK: Oxford University Press. . Retrieved from Trident online library eBook Academic Collection (EBSCO)

### Optional Reading

Change Management - The Systems and Tools for Managing Change. From the Nonprofit Good Practice Guide website. Retrieved from <http://www.change-management.com/tutorial-change-leadership-mod3a.htm>

Kanter, R. M. (1999, Summer). The enduring skills of change leaders. *Leader to Leader*, 13, 15-22.

McNamara, C. (2007). *Organizational Change and Development*. Free Management Library. Retrieved from <http://managementhelp.org/organizationalchange/>

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