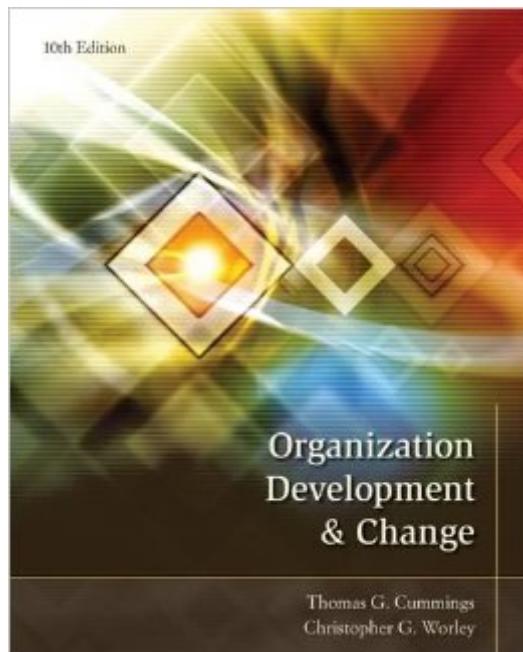


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# Organization Development And Change



## **Synopsis**

Market-leading ORGANIZATION DEVELOPMENT AND CHANGE, 10th Edition blends rigor and relevance in a comprehensive and clear presentation. The authors work from a strong theoretical foundation to describe, in practical terms, how behavioral science knowledge can be used to develop organizational strategies, structures, and processes.

## **Book Information**

Hardcover: 832 pages

Publisher: Cengage Learning; 10 edition (January 1, 2014)

Language: English

ISBN-10: 1133190456

ISBN-13: 978-1133190455

Product Dimensions: 8.3 x 1.5 x 10.2 inches

Shipping Weight: 3.8 pounds (View shipping rates and policies)

Average Customer Review: 3.7 out of 5 starsÂ  Â See all reviewsÂ  (34 customer reviews)

Best Sellers Rank: #106,517 in Books (See Top 100 in Books) #174 inÂ  Books > Business & Money > Processes & Infrastructure > Organizational Learning #349 inÂ  Books > Textbooks > Business & Finance > Management #1507 inÂ  Books > Business & Money > Management & Leadership > Management

## **Customer Reviews**

One would think that a book about change would be innovative in terms of style. This book is as exciting as the operating instructions that come with your vcr. However, the content is first class. This book will remain on my desk as a reference. Almost every chapter has vital information for any type of change agent. It tells you the key steps in managing change, overcoming resistance to change and designing change interventions. It walks you through the change process step by step beginning with entering an organization then to diagnosing a problem. Once you diagnose a problem the book clearly describes a myriad of interventions for organizational, group and individual problems. Then the book takes you through the steps of implementing and evaluating interventions.

This textbook is dated, as all multi-editions (intentionally?) are. Most of the case studies are from the 1990s; there is little sense of history here. The case studies tend to be short and general in nature, as well. The material on OD presented in the book is good and informative, even if the prose style is rather dry. What the authors spend 676 pages(including glossary)to say could have been said as

well in perhaps half the space. Compared to other OD texts that the writer has read, this one comes off quite well, the forgoing notwithstanding. In terms of constructive criticism, this writer would like to see greater depth in the coverage of each topic, and a greater sense both of history and of the future. The book reads as if the authors expect the trends of the present to continue without change into the foreseeable future. Specifically, globalization is seen as a long-term factor, when it may well give way to regional trade blocks, as the world becomes multipolar, and as ethnic and religious issues join national self-interest in setting the agendas of nations not on the winning side of globalism. (However, one cannot expect OD textbook authors to be geostrategic thinkers, either.) Connectivity with other disciplines would also help the text; for example, a digression examining "King Lear" or "Julius Caesar" from an OD perspective might inform and entertain the reader. While this book could be improved, it is worth reading on its own merits, and compares well to other texts in the field of OD. -Lloyd A. Conway

I rented this textbook for an undergrad level course and I'm glad I didn't buy it. It's a graduate level book. While it covers everything you can imagine about organizational development, it's like a stale biscuit - dry, dense, and somewhat undigestible. If you know little or nothing about the topic like I do, it can be difficult to follow. The writing style is very "scientific" and I find, not very approachable. I wish the professor had chosen a different text or textbooks.

You might have this as a required school text and while there is some useful information, the book is horrendously long-winded and redundant. The authors also are a bit too opinionated at times, but the case studies in this edition are at least interesting to read.

I have used this book for several years now, in its various versions. It is still one of the best books for an introduction to organization development. The book takes you through a common-sense approach to a system-based process of developing organizations through intentional processes rather than haphazard reactions. The cases need to be updated, but overall, it is a solid supporting text for a class. As with all text books it is NOT the class, but supports a knowledgeable teacher in their craft.

I was so looking forward to my class in organization development -- I needed this class to take myself to the next level of management. Unfortunately, this text book ruined the course. I couldn't be more disappointed. I'm earning a MS in HR Development and the keystone course is a complete

waste because of this text book. Imagine stuffing 10 saltine crackers in your mouth and having no water....that's how dry this book is. A topic that should be interesting, insightful, abundant with steps for diagnosis and cure is written with an eye for clinical sterility. If I wanted to go into research for OD and change then this would be the book. I agree with other reviews on this book -- very long-winded, dry, and unfriendly if you are trying to learn about OD and change. Honestly, I don't understand how the publishers let it go to print.

As an OD practitioner and faculty who teaches Org Change, I find Cummings and Worley's book superb. The case studies are short enough to use in class. Students find the writing style clear and understandable. And the book grounds its practical advice in theories and models that students can use for years after completing the class. The instructor's guide provides excellent insights into cases, but gives poorly written assessment items for use on tests. All textbooks have tradeoffs. On the academic side, this book lacks references to empirical research that students could follow up on. On the practical side, it lacks comparisons between interventions that practitioners choose from. It doesn't provide a personal wisdom that some readers would want. But it does provide engaging content that's clear enough for students recently out of college and deep enough for mid-career professionals who are reading the book for a class.

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