## Contents

Appendix of Sources ........................................... xiii

Editors' Introduction: Action Research in Business and Management
David Coghlan and Abraham B. (Rami) Shani .................. xxiii

### Volume I: Foundations of Action Research in Business and Management

Introduction: Foundations of Action Research in Business and Management
David Coghlan and Abraham B. (Rami) Shani .................. xxix

#### Foundations and Early Development of Action Research

1. The Solution of a Chronic Conflict in Industry
   Kurt Lewin ............................................. 3

2. Changing a Stereotype in Industry
   Alfred J. Marrow and John R.P. French, Jr ............. 17

3. Kurt Lewin, Action Research and Planned Change
   Ronald Lippitt ........................................ 23

4. An Action Research Program for Organization Improvement
   (in Esso Standard Oil Company)
   Herbert A. Shepard and Raymond A. Katzell ............ 29

5. Action Research in the Workplace: The Socio-Technical Perspective
   William Pasmore ....................................... 45

#### Philosophies in Action Research

6. An Assessment of the Scientific Merits of Action Research
   Gerald I. Susman and Roger D. Evered .................. 65

7. Action Research: Explaining the Diversity
   Catherine Cassell and Phil Johnson ..................... 89

8. Action Research: Exploring Perspectives on a Philosophy of Practical Knowing
   David Coghlan ......................................... 119

9. Ideology and Political Economy in Inquiry: Action Research and Participatory Research
   L. David Brown and Rajesh Tandon ...................... 153

10. Action Research: Its Nature and Validity
    Peter Checkland and Sue Holwell ...................... 175
Methodological Issues

11. Organization Inquiry: Towards a New Model of the Action Research Process
   Abraham B. (Rami) Shani and William A. Pasmore
   191

12. Clinical Inquiry/Research
   Edgar H. Schein
   201

13. Double-Loop Learning, Teaching, and Research
   Chris Argyris
   219

14. Toward a More Rigorous, Reflective, and Relevant Science of Collaborative Management Research
   William A. Pasmore, Richard W. Woodman and Aneika L. Simmons
   239

Practice Applications

15. Action Research for Management Research
   Colin Eden and Chris Huxham
   261

16. Action Research and the Problem of the Single Case
   Bjørn Gustavsen
   279

17. Visionary Action Research: A Consultation Process Perspective
   Abraham B. (Rami) Shani and Gervase R. Bushe
   285