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Advancing Relational Leadership Research
A Dialogue among Perspectives
Mary Uhl-Bien, *University of Nebraska*
Sonia M. Ospina, *New York University*

A volume in the series *Leadership Horizons*

Leaders and followers live in a relational world—a world in which leadership occurs in complex webs of relationships and dynamically changing contexts. Despite this, our theories of leadership are grounded in assumptions of individuality and linear causality. If we are to advance understandings of leadership that have more relevance to the world of practice, we need to embed issues of relationality into leadership studies.

This volume addresses this issue by bringing together, for the first time, a set of prominent scholars from different paradigmatic and disciplinary perspectives to engage in dialogue regarding how to meet the challenges of relationality in leadership research and practice. Included are cutting edge thinking, heated debate, and passionate perspectives on the issues at hand. The chapters reveal the varied and nuanced treatments of relationality that come from authors’ alternative paradigmatic (entity, constructionist, critical) views. Dialogue scholars—reacting to the chapters—engage in spirited debate regarding the commensurability (or incommensurability) of the paradigmatic approaches. The editors bring the dialogue together with introductory and concluding chapters that offer a framework for comparing and situating the competing assumptions and perspectives spanning the relational leadership landscape. Using paradigm interplay they unpack assumptions, and lay out a roadmap for relational leadership research. A key takeaway is that advancing relational leadership research requires multiple paradigmatic perspectives, and scholars who are conversant in the assumptions brought by these perspectives.

The book is aimed at those who feel that much of current leadership thinking is missing the boat in today’s complex, relational world. It provides an essential resource for all leadership scholars and practitioners curious about the nature of research on leadership, both those with much research exposure and those new to the field.


ANTi-History
Theorizing the Past, History, and Historiography in Management and Organization Studies
Gabrielle A. T. Durepos, *St. Francis Xavier University*
Albert J. Mills, *Saint Mary’s University*


This book sets out to answer the call for the historic turn in organization studies through the development of an alternative methodology for history, one that we call ANTi-History. In responding to that call, this book contributes generally to the broad critique of the ahistorical nature of
management and organization theory, but more specifically it sets out to address the need for more historicized research and in particular, alternative ways of writing and conceptualizing history. The application and theoretical development of ANTi-History is explored through the performance of a series of histories of Pan American Airways.

CONTENTS: Preface 1 Introducing the Theory and Performativity of ANTi-History 2 Revisiting the Sociology of Knowledge: Toward Knowledge as Sociohistorical 3 (Re)assembling Historiographies 4 Actor-Network Theory 5 ANTi-History 6 Writing Transparently the Sociopolitics of History 7 Problematizing “Beginnings” and “Endings” in History 8 Knowledge of the Sociopast in its Multiplicity 9 Concluding Thoughts About the Authors

B2B Customer Insight
The Proven Path To Growth
John Barrett, Priority Metrics Group, Inc.


For the first time in book form, “B2B Customer Insight: The Proven Path to Growth,” will reveal how customer insight surveys tailored to B2B relationships generate significant strategic data; data that, when properly applied, enables company management to expand their share of existing markets as well as successfully penetrate new ones. When these surveys are regularly conducted and implemented, they lead to increased long-term profits and sustainable growth. This book will appeal to virtually anyone wanting to learn about the hidden dynamics of B2B transactions, and how to make those dynamics work in a supplier’s favor in their customer relationships and overall business development.

In my 20 years of consulting with large manufacturing companies in a variety of industries, I’ve been able to develop a tested and proven customer insight methodology that I will share for the first time in this book. Utilizing real-life case studies with clients who have agreed to participate in this project, I will also discuss how this research process should never stop with the numbers. Instead, it should provide practical and impactful solutions to specific business dilemmas. The advantage of offering actual case studies of companies who successfully made significant changes (of course based on our PMG customer insight surveys) will also differentiate us from other B2B business books that lack hard, fact-based guidance as well as multiple examples of genuine and significant application.


Becoming a Values-Based Leader
Homer H. Johnson, Loyola University Chicago


What is Values-Based Leadership? How does one become a Values-Based Leader? Why Value-Based Leadership? Certainly these are critical questions. It is now widely recognized that effective leaders, from Martin Luther King through political leaders and corporate executives, have a foundation of values that guide their decision-making, and indeed, their life.

However, up to this point there has not been a clear definition of Values-Based Leadership, nor has there been a method for developing Values-Based Leaders. This book addresses these issues by defining Values-Based Leadership; by explaining why this form of leadership leads to effective groups, families and organizations; and by providing a process for helping one discover both their life values and their leadership values.

Presented in an interesting, and easy-to-read “story format,” the book traces the life of the CEO of a major medical supply company who has “burned out” as a leader, and who blames others for his problems. After being told very bluntly by a former mentor that he is the problem, not others, the CEO seeks out the help of an executive coach. Working with the coach he goes through a process by which he rediscovers his purpose in life, as well as his life and leadership values. And through the process he renews his enthusiasm and effectiveness as a leader. The format of the book allows the reader to go through the same step-by-step discovery process as does the central figure in the book, and to move toward becoming an effective and successful Values-Based Leader.
Leaders and executives will find the information and discovery process outlined in the book very helpful in clarifying one’s purpose and values, and in giving them a foundation on which to lead. The book also may be used as a supplemental text in courses on leadership.


Behavioral Perspectives on Strategic Alliances

T. K. Das, City University of New York

A volume in the series Research in Strategic Alliances

Behavioral Perspectives on Strategic Alliances is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series will cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Behavioral Perspectives on Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 14 chapters in this volume cover a number of significant topics that examine the increasingly prominent role of behavioral factors in alliance evolution and management. This behavioral perspective is only recently emerging in the literature but its roots lie in the inherent dynamics of trust and cooperation, and the emerging research perspectives that deal with topics such as the enactment of alliances, sensemaking in interorganizational relationships, building an alliance culture, managing internal tensions, cognitive dissimilarities, behavioral responses to adverse situations, interpartner legitimacy, and interpretive schemes. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy behavioral perspectives in the field of alliance research.

Biometric and Auditing Issues Addressed in a Throughput Model
Waymond Rodgers, University of California, Riverside


This book proposes a Throughput Model that draws from computer science, economic and psychology literatures to model perceptual and judgmental processes whereby biometrics might be used to reduce risks to a company’s internal control. The book also discusses challenges in employing biometric technology and pinpoints avenues for future research. Biometrics is the examination of measurable biological characteristics. In organizational security, biometrics refers to tools that rely on measurable physical and behavioral characteristics that can be automatically checked.

The Throughput Modeling process enables organizations to employ trust systems in assisting transactions that are motivated by ethical considerations. Auditing systems are by far based on trust. Concepts of ethics and trust are aided by the employment of biometrics technology, which enhances the transactions between individuals and organizations in an internal control environment. Issues pertaining to sustainability are also examined with the assistance of the Throughput Model.

Finally, this book examines the potential use of an internal control biometrics system to lessen threats to identification and verification procedures. This book proposes an “Throughput Model framework” that considers both exposure and information risks as fundamental factors in classifying applications and organizational processes that might be candidates for the type of internal control biometrics system that biometrics can offer.


The Changing Paradigm of Consulting
Adjusting to the Fast-Paced World
Anthony F. Buono, Bentley University
Ralph Grossmann, University of Klagenfurt, Austria
Hubert Lobnig, Lemon Consulting, Austria
Kurt Mayer, Alpen Adria Universität Klagenfurt

A volume in the series Research in Management Consulting

The 13th volume in the RMC series, The Changing Paradigm of Consulting, is based on the best papers presented at the Academy of Management’s Management Consulting Division’s fourth international conference (2009) on the underlying dynamics within the fast-paced world of business and management consulting. Held in Vienna, Austria, the conference brought together academicians, consultants and organizational practitioners to examine the changes taking place within the consulting field. The book’s 19 chapters are divided into five sections that explore the emergence and implications of this new paradigm, delineating and illustrating the paradigm shift taking place within consulting, exploring the ramifications for global consulting, examining the challenges inherent in attempts to capture collaboration and cooperation in inter-organizational networks, analyzing the push toward the professionalization – and professionalism – of consultancy, and assessing new approaches to management consulting, focusing on innovative instruments, tools and intervention frameworks. The book captures the myriad complexities and uncertainties faced by consultants and their clients and the concomitant search for appropriate mindsets, attitudes and orientations as well as methods, tools and techniques. As each of the chapters indicates, while there are significant challenges facing the consulting industry, there are also a number of promising frameworks and approaches that can help us successfully meet these challenges.


Coping and Prevention
James A. Meurs, University of Mississippi
Ana Maria Rossi, International Stress Management Association
Pamela L. Perrewé, Florida State University

A volume in the series Stress and Quality of Working Life

Continuous activity and high job demands surround corporate environments. These demands are considered to be key triggers for workers’ stress-related symptoms and poor health. It has been estimated by the American Institute of Stress (AIS) that US$ 300 billion/year are spent on conditions related to excessive stress levels. Of course, occupational stressors are an unavoidable part of working life. Experienced stress has helped us to survive for thousands of years and keeps us vigilant under critical situations. Of course, too much experienced stress can lead to serious psychological and physical health problems. This book is devoted to examining important issues related to coping with and preventing elevated occupational stress. This book also examines individual differences and organizational cultures that might exacerbate or mitigate experienced stress.

If we consider all choices available, it is better to prevent than to treat. Prevention can be primary, when we prevent the stress-generating situation from occurring; secondary, when we provide alternatives to minimize the damage caused by the problem and tertiary, which involves containing losses that have occurred to prevent them from becoming more serious. This book on stress prevention and coping with stress is intended to assist occupational health professionals and academics to improve their abilities to help employees managing stress, but it also can be helpful for individual workers as they learn to better handle stressors at work. The research findings and views presented by these well-respected leaders in stress research provide tools for those currently experiencing workplace stress and supplies information concerning how stress can be prevented before it occurs.

Creating Opportunities for Change and Organization Development in Southern Africa
Dalitso Samson Sulamoyo, Illinois Association of Community Action Agencies

A volume in the series Contemporary Trends in Organization Development and Change

This book takes the position that successful OD applications in cross-cultural settings are predicated on the ability of OD experts to localize them for purposes of suiting local conditions and context. Cultural frameworks have been utilized by global OD experts to understand the general cultural settings of environments in which they are working and applying OD techniques. However, the complexities of culture within organizations, communities and countries may not always be understood within these cultural frameworks and models. Assumptions of culture based or reliant on models alone can impede the successful applications of OD. The author discusses the role of cultural translations of OD techniques within a southern African context. It examines the approach of western consultants in a southern African environment as well as the approach of local southern African consultants as they interact with western developed OD applications in their own local environments.

The book uses three methods for conveying the opportunities and experience of OD in southern Africa: research, practitioner point of view, and storytelling. The author recognizes the works of renowned African scholars in the field of management as well OD practitioners carrying out innovative and pioneering work in southern Africa. Their work may not have had much exposure in the West; however, their contributions to the field of management should be recognized. OD is discussed in this book as an opportunity for change and development for southern African countries that are in democratic transitions, post conflict environments and on a path of development. The future of OD is explored within the context of economical, global and political emerging issues. The time is right for change and development in southern Africa with OD as the driving force.


Dial M for Mentor
Reflections On Mentoring in Film, Television and Literature
Jonathan Gravells, Fargo Associates
Susan Wallace, Nottingham Trent University


This book takes stories of learning relationships from popular films, television programmes and literature, and uses them as a catalyst for beginners and experts alike to reflect critically on their own mentoring and coaching practice. How realistic are our expectations of personal change, and to what extent is the flourishing self-help market responsible for this? What, if any, are the moral responsibilities of executive mentors and coaches, when it comes to global corporate wrongdoing? What should constitute ‘truth’ and ‘knowledge’ in a world in which ambiguity and doubt can appear more effective weapons of survival? What can Pinocchio, The Matrix, Star Wars or The Sopranos tell us about any of this?

Storytelling and metaphor have become of increasing interest in research into leadership and learning. Here is a book which takes the idea of storytelling as a powerful aid to learning and change, and uses it to help practitioners and educators challenge their ideas on mentoring in an entertaining way, by asking themselves some of the difficult questions that these popular stories raise.

A volume in the series *Contemporary Trends in Organization Development and Change*

Organization Development (OD) is a young social science. Little has been written on the intentional development of OD professionals. As a young field of inquiry it is important to understand how the future leaders of the field of OD are being developed. The focus of this work explores the education of scholar practitioners in OD. The research upon which this document is based examined the impact that professional research doctoral programs (affiliated with the field of OD) had on the learning and professional development of select doctoral graduates. Alumni reported important elements of their educational experience that contributed to their professional and personal growth. The nature of these educational elements suggest processes or methods of teaching that may be transferable to training OD professionals in a broader context outside of higher education. Even more directly this research provides well informed feedback to administrators and faculty of professional research doctorate programs from the alumni about their educational experience. This feedback could be used to advance both program and course development in universities that offer these types of degrees. The intended audience of this work includes practitioners of OD, professors of OD and management, faculty and administrators of doctoral education, talent management and leadership development professionals, and adult educators.


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A volume in the series *Research in Management Education and Development*

Over the last decade, we have been witnessing a dramatic contrast between the CEO as a superhero and CEO as an antihero. The new challenge in business education is to develop responsible global leaders. Relatively little is known, however, about how management educators can prepare future leaders to cope effectively with the challenge of leading with integrity in a multicultural space. This volume is authored by a spectrum of international experts with a diversity of backgrounds and perspectives. It suggests directions that business educators might take to reorient higher education to transcend merely equipping people and organizations to greedily proceed, with dire effects on the preponderance of people, nations, our planet and the future. The book is a collection of ideas and concrete solutions with regards to how morality should be taught in a global economy. In the first part, the editors present reasons why management education for integrity makes up an important challenge in an intercultural environment. This book is an overview of a spectrum of approaches to developing moral character in business students in this epoch of dynamic technologies and globalization. Experts share approaches to sensitizing learners to integrity and its opposite in a wide variety of international cases and examples. The impact of colliding cultural differences on management education will be also parsed. With in-depth discussions of the influence of such factors as gender, ethnicity and academic performance the book looks comparatively at the implications for instructors in various cultural contexts. A wide variety of teaching approaches are explained with lengthy examples including ones leveraging humanities and storytelling.

Emerging Perspectives on Organizational Justice and Ethics

Stephen W. Gilliland, University of Arizona
Dirk D. Steiner, Universite de Nice-Sophia Antipolis
Daniel P. Skarlicki, The University of British Columbia

A volume in the series Research in Social Issues in Management

This volume in Research in Social Issues in Management expands our understanding of organizational justice and applies justice theories to develop models of ethical behavior in organizations. At a time of global economic recession and frequent business and accounting scandals, many people are questioning the ethics of business leaders. Whether these challenges are actual or perceived, models grounded in organizational justice theories provide powerful insights and suggest new ways of looking at leadership ethics. By examining what it means to be just and examining relationships between justice and ethicality, the chapters in this volume have provided conceptual models for understanding ethical challenges facing organizations.

The chapters are organized around two related themes. The first theme is expanding models of organizational justice. After 30 years of research, a natural question is whether we have reached the useful limits in developing theories of organizational justice. The clear answer you will see after reading these chapters is no, as each chapter pushes our thinking in new directions. The second theme is applying organizational justice theories to develop models of ethical and unethical behavior in organizations. The models address topics of greed, dehumanization, and moral contracts.


About the Contributors.

Engaging the Avatar
New Frontiers in Immersive Education

Charles Wankel, Ph.D., St. John's University, New York
Randy Hinrichs, 2b3d

A volume in the series Research in Management Education and Development

This volume has a bold agenda, in which academics create immersive worlds where the avatar is the center of the universe. As the virtual world grows, avatars move away from quasi-human interactions within virtual domiciles, gardens, and businesses to being blood cells in the blood stream, or to being firing neurons in the human brain, or creatures competing on the ocean floor or the surface of Mars or just about anything that can be imagined using the magic of photographic and artistic images, programming, narrative and avatars. What are the frameworks and strategies for building these environments? What are the things the avatar adapts and learns from in its environment? This book will examine such frameworks, strategies, examples and feedback systems to explore what it takes to create a global education environment for learning.

This starts with engaging your avatar and is completed in a transformation in how you interact with the internet. Whether using the visual internet...
to learn or to interact with a customer about a product or service, this immersive interface can be a world that knows you and forms around your unique needs and interests.


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**Ethics and Crisis Management**

Lina Svedin, University of Utah

A volume in the series *Ethics in Practice*


The daily process of public service provision and administration is filled with value judgments and value trade-offs, and the safeguarding of just and fair processes is key to the public’s trust in governing institutions. In crises, public decision-makers face complex ethical judgments under great uncertainty, timepressure, and heightened public scrutiny. A lack of attention to the ethical dimensions of crises has lead decision-makers to long-shadow crises that never reach closure. Furthermore, crises triggered by unethical conduct by public officials steadily feed people’s cynicism about politicians and bureaucracy. The fact that decision-makers often are judged on how they dealt with ethical issues in crises further underlines the importance of this topic.

Little scholarly attention had been paid to how ethics play into and are dealt with in situations when they matters most – in crises. In order to improve government performance we need to analyze the ethical dilemmas and normative challenges that face practitioners in crises. This book meets this challenge by presenting a public policy framework for analyzing the ethical dilemmas in crises and introduces ten empirical chapters written by prominent public administration and crisis management scholars. The cases reviewed include Abu Ghraib, the 9/11 Commission, the 2008 Financial Crisis and the Memorial Hospital Tragedy during Hurricane Katrina. Building off the empirical focus on inherent ethical challenges in crises and actor ethics in evaluation and judgment, the concluding chapter outlines important lessons about criteria for crisis decision-making and strategies, the poisoned apple of bureaucratic discretion, and the nature of post-crisis evaluations.

The book is geared toward students, scholars, and practitioners concerned with public management, public sector ethics, public policy, crisis management, and the implication of these factors on business and corporate crisis management.

An Evolving Paradigm
Integrative Perspectives on Organizational Development, Change, Strategic Management, and Ethics

Anthony F. Buono, Bentley University

A volume in the series Research in Management Consulting

An Evolving Paradigm: An Evolving Paradigm: Integrative Perspectives on Organizational Design, Change, Strategic Management, and Ethics—was prepared specifically for Benedictine University’s doctoral program in organization development (OD). In addressing the myriad strategic considerations that underlie intervening in organizations, questions of posturing, image management, and ethics raise significant challenges for how we think about our role as change agents and the unique set of responsibilities that we assume in that role. An earlier volume in the Research in Management Consulting series, -- Emerging Trends in Management Consulting -- focused on the Janus-faced nature of management consulting. Janus, the Roman god of doorways and gateways, looking backwards and forwards with contrasting perspectives—beginnings and endings, comedy and tragedy, good and evil — is a useful analogy to capture the multidimensional nature—positive and negative—of the consulting realm. For all the challenges and shortcomings the field of OD and change might encompass, there are also those magical moments when our interventions succeed, when our efforts truly enhance organizational performance, and when organizational members grow, develop, and become more satisfied with their roles and activities. The reality is that the latter demands our conscious attention, commitment, and, to some degree, sacrifice. When we are less thoughtful than we should be, when we are distracted by other commitments and obligations, or when we find ourselves in situations where we are less than prepared is when Janus’ other face materializes. The volume explores the possibilities and challenges inherent in OD intervention and change initiatives.


Experiences in Teaching Business Ethics

Ronald R. Sims, College of William and Mary
William I. Sauser, Jr., Auburn University

A volume in the series Contemporary Human Resource Management Issues Challenges and Opportunities

The primary purpose of this book is to stimulate dialogue and discussion about the most effective ways of teaching ethics. Contributors to the book focus on approaches and methodologies and lessons learned that are having an impact in leading students to confront with accountability and understanding the bases of their ethical thinking, the responsibilities they have to an enlarged base of stakeholders (whose needs and interests often are conflicting), and their stewardship to use their talents responsibility not only in fulfilling an enterprise's economic goals but also to recognize the impact of their actions on both individuals and larger society.
The primary audiences for the book are those individuals responsible for teaching management, especially those with responsibilities for teaching business ethics. But the book is also designed for practicing managers, for these managers have among their most important responsibilities the development of people in their organizations who have the integrity, values, and competences to be effective managers of economic resources while at the same time to recognize the roles of their enterprise in shaping society.


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**Facilitating Collaboration in Public Management**

Ralph Grossmann, University of Klagenfurt, Austria
Hubert Lobnig, Lemon Consulting, Austria
Klaus Scala, University of Graz, Austria
Michael Stadlober, MelangeC Sustainable Consulting, Austria

A volume in the series *Research in Management Consulting*

Education, Research, Health, Social Security and other “public goods” are organized by a mix of organizations, partly publicly-funded, partly private enterprises, partly public-private partnerships, and for-profit enterprises. The focus is on the role that management consultants can play in facilitating such collaborative ventures. Especially within the European context, this particular organizational form is becoming an increasingly common and powerful type of organizational system, and, as such, interventions that can ease and expedite their performance demand our attention and scholarship.

As the authors skillfully document and illustrate, collaborative relationships and networks function according to their own underlying logic, which is typically grounded in a spirit of collaboration and negotiation. As they argue, the resulting dynamic reflects a different perspective on building interpersonal, intergroup, and interorganizational relationships, one that is removed from historic attempts at coordination through tight hierarchical control, which, as they underscore, is often “inflexible, bureaucratic, and incapable” of achieving the level of commitment and dedication necessary for success.

Collaborative ventures involve goals that must be jointly pursued, the partnerships must strive for levels commitment, involvement and motivation from their members that go well beyond those that hierarchical top-down structures typically provide. As the authors convincingly demonstrate, such high levels of collaboration do not emerge on their own. Mergers, acquisitions, joint ventures, partnerships, and strategic alliances are often launched with great fanfare, only to falter well short of pre-venture expectations. To truly work in practice, collaborative relationships and networks must be deliberately formed, developed, organized, and guided. Yet, as this volume amply illustrates, the underlying process is infused with a number of tensions – from the challenge of balancing collaboration and competition, to the appropriate mix of loose-tight controls and linkages, to ensuring commitment from members to the partnership while they maintain allegiance to their primary organization.

This volume appeals to an international market. It is part of an effort to continue to learn across cultural perspectives, focusing on current thinking in the European context. The reader will become intrigued by the Austrian approach to organizational intervention, especially in the context of interorganizational settings.

**CONTENTS: Preface, Anthony F. Buono. Introduction: Why Organizations Collaborate, Ralph Grossmann, Hubert Lobnig, Klaus Scala, and Michael Stadlober. From Competition to Cooperation and Competition: Prerequisites for Successful Collaborative Ventures, Ralph Grossmann,
Financing National Defense
Policy and Process

Lawrence R. Jones, Naval Postgraduate School
Philip J. Candreva, Naval Postgraduate School
Marc R. DeVore, European University Institute and University of St. Gallen

A volume in the series Research in Public Management

A myth from the colonial period was that Americans could defend themselves by keeping a rifle in the closet and when needed, grab it, and march off to battle in times of crisis. Unfortunately, providing national defense is more complicated than that: indeed it was more complicated even during the Revolutionary war. General George Washington’s struggles to form a standing army supported by workable logistics and supply processes and to get funding for both from the Revolutionary Congress are well documented. Financing national defense requires planning and resourcing in advance. Reacting at the instant of crisis is too late. Building an educated, highly trained and capable Armed Forces and the acquisition of defense weapons and weapons systems has long lead times and involves making decisions the consequences of which are likely to last for decades. These decisions include how to recruit and retain military and civilian personnel as well as designing, buying and fielding a vast array of ground weapons, ships, aircraft and other weaponry. A decision to buy a major defense weapons system for example sets in motion a chain of other decisions that will affect the U.S., its allies and enemies around the world. Implementation of such decisions is financed through the U.S. federal government and Department of Defense budget processes in a planned yet highly and pluralistic and disaggregated system for determining how to advocate, acquire and allocate scarce resources in a manner that culminates in congressional and presidential approval. In this book we examine the concepts and practices of defense financing, provide a detailed description and analysis of resource policy decision making, financial management and budget execution processes, and analyze the most significant features of the national defense and U.S. federal government resource decision and management system. The book assesses the numerous factors, including those that characterize the complex budget review and appropriation decision making dynamics of Congress, that make U.S. defense finance and budgeting different from any other system in the world. In addition, in a concluding chapter the book compares U.S. defense policy and budgeting to other nations in different regions of the globe, drawing conclusions about the effects of U.S. defense policy and defense financing abroad in regions including Europe, Russia, the Middle-East and Asia.

within public organizations, focusing on works produced during the last twenty-five years in the US and UK. The genres discussed include British government narratives inspired by and reacting to Yes Minister, British appeasement narratives, American political narratives, the Cuban Missile Crisis narrative, jury decision-making narratives, and heroic teacher narratives. In each genre lessons are presented regarding both effective management and essential narrative skills.

Governing Fables is intended for public management and political science scholars and practitioners interested in leadership and management, as well as readers drawn to the political subject matter and to the genre of political films, novels, and television series.


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**Human Resource Management in Mexico**

Perspectives for Scholars and Practitioners

Pramila Rao, Marymount University

A volume in the series *International Human Resource Management*


The main objective of this book is to provide students, scholars, and practitioners a detailed background on the human resource management (HRM) practices in Mexico. This book provides ten distinguishing chapters focusing on the core functions of HRM in Mexico. The writing and researching for this book took almost a year (June 2010 to May 2011). Scholarly databases of ABI Global Inform, Business Source Complete, Google Scholar among several others were diligently searched for relevant articles for each chapter. A comprehensive bibliography is provided at the end of the book.

Each chapter has its learning goals, discussion questions, and team activities to engage students in active learning. Each chapter also provides an implication section for multinational practitioners. The chapter on “best practices” includes qualitative interviews with the HRM leaders of the “best companies.” This book has 15 tables and two appendices that provide important information on the main concepts from the various chapters. There is paucity in the literature in obtaining consolidated information on Mexican HRM practices. This book addresses this dearth in the international literature by providing individual chapters on the different HRM practices adopted in Mexico. The information in this book provided will be beneficial for both scholars and practitioners.


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**Impact of Globalization on Organizational Culture, Behaviour and Gender Role**

Mirjana Radovic-Markovic


The "new" in new economy means a more stable and longer growth, with more jobs, lower inflation and interest rates, explosion of free markets worldwide, the unparalleled access to knowledge through the Internet and new type of organization which affects organizational change.

Organizational change is the adoption of an organizational environment for the sake of survival. Namely, the old principles no longer work in the age of Globalization. Businesses have reached the old model's limits with respect to complexity and speed. At the same time, the challenge which new economy brings to small businesses managers is the use of new business approach and the strong will for organizational changes and adaptation to global market demands. There are several types of organizational changes that can occur- strategic changes, organizational cultural changes; involve organizational structural change, a redesign of work tasks and technological changes. In line with these changes, there is strong expectation of employee to permanent improve their knowledge and become an integral part of successful business formula in order to respond to
the challenges brought by the global economy. It means a request for learning organization which is characterized as an organization creating, gaining and transferring the knowledge, and thus constantly modifying the organizational behavior.

Reader will refine their theoretical understanding of globalization by studying its concrete manifestations in three domains: organizational culture, behavior, and gender.


Inner Peace - Global Impact
Tibetan Buddhism, Leadership, and Work
Kathryn Goldman Schuyler, Coherent Change

A volume in the series Advances in Workplace Spirituality: Theory, Research and Application

INNER PEACE—GLOBAL IMPACT describes underlying principles of Tibetan wisdom traditions relevant for successful leadership in the 21st century as well as Tibetan teachers whose entrepreneurial actions were critical to the development of Tibetan Buddhism in the West. With first-person narratives, personal stories, scholarly research, and commentaries by noted social scientists, this book is written for everyone who wants ideas to revitalize leadership.

It is rich with vivid pictures of deep personal experience. Long-time Western Tibetan Buddhist practitioners describe how their practice has influenced them in fields as diverse as scientific research, social work, art, dance, and university teaching. The Dalai Lama is seen through the eyes of his long-time friend, eminent author Huston Smith, as well as through the experiences of Thupten Jinpa, his 25-year English translator. Sogyal Rinpoche shares his vision for transforming traditional ways of studying, while Lama Tharchin Rinpoche, a 10th generation Tibetan yogi, reflects on the challenges of teaching in a Western culture where perspectives differ so vastly from those of Tibet.

With insights from Tibetan lamas and Western thought leaders including Peter Senge, Bill George, and Margaret Wheatley, this book creates new visions for leadership and the workplace.

Leadership and Personal Development
A Toolbox for the 21st Century Professional
Wolfgang Amann
Katja Kruckeburg, International Leadership Consultant
Mike Green, Henley Business School


"The significant problems we face cannot be solved at the same level of thinking we were at when we created them." — Albert Einstein

Modern business leaders are just too aware of how much the world has changed in the last decades and continues to do so. It is little wonder then that even the best of us can feel overwhelmed by the many demands we now face in our working and private lives. Summarizing the knowledge and experiences of three experts in the field, and offering practical insights from specialists around the world, this book offers a new approach to leadership and personal development by focussing on the links between these two areas.

The good old times of planning one’s development in a linear, step-by-step fashion over a lifetime are over. While recognising that there are different learning styles and personality types, the authors present a more proactive, flexible and emergent approach to your development. Topics such as sustainability, complexity and creativity are considered key issues that should play a role in not only developing a positive, future society, but also in refining the current and future you. This modern approach will give you a cutting-edge advantage in our fast changing world.

Since the three authors whole heartedly agree with Einstein’s maxim, this book should be considered an attempt to equip you with new levels of thinking and new skill sets to make you more successful at leading and developing yourself and others in a variety of contexts. With structured activities and proven techniques from people who have successfully applied the lessons found in this book, Leadership and Personal Development, A toolbox for the 21st century professional, you will be armed with an effective approach to development.


Management Dynamics in Strategic Alliances
T. K. Das, City University of New York

A volume in the series Research in Strategic Alliances

Management Dynamics in Strategic Alliances is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series will cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Management Dynamics in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 12 chapters in this volume cover a number of significant topics relating to the management of strategic alliances. The chapters discuss both the broader issues, such as governance structure choice, dynamics of alliance conditions, co-evolutionary dynamics, learning dynamics, and the management of
internal tensions, and the more focused problems of controls in interfirm settings, dilemmas of cooperation, value creation in alliance portfolios, and alliance management experiences in the construction and automobile industries. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the management dynamics in strategic alliances.


### The No People

**Tribal Tales of Organizational Cliff Dwellers**

Bruce J. Avolio, University of Washington


This book focuses on capturing one of the most important elements in successful leadership - giving followers a voice and motivating them to use that voice to help the leader be successful. The book is based on taking real stories of effective versus ineffective leaders from around the world, and sharing the lessons learned that facilitate or detract from followers helping leaders to be at their very best. Every leader comes to a cliff, so the author asks the fundamental question, which ones have followers that grab them to pull them back from the abyss, and which ones have followers that give them a nudge towards the abyss?

This book threads many of the core concepts associated with the science and practice of leadership, such as authenticity, ownership and innovation, into the stories that help explain how leaders can create the conditions for followers to take ownership in ways that facilitate effective innovation and performance. The stories were purposely chosen for inclusion that would be the ones that readers would most likely identify with and apply to their own development. Moreover, the stories are framed by concepts and constructs in the field of leadership that have been well studied.

This is the type of book, that one would expect managers to buy 20 copies for all of their followers to read and then perhaps discuss why the leader wants more “No People” in his or her unit. The book was written to be highly accessible to a very wide range of audiences from teachers to trainers to top management teams. Ideally, keeping the length short, easy to read, and reasonably priced for high volume sales, will offer this book its best chance of success in the global market.

**CONTENTS:** Preface 1 Anonymous 2 Nothing Interesting 3 Ownership 4 Disasters 5 Innovation 6 Leading Up 7 Teams 8 Climate 9 Development 10 Not NP 11 Speed 12 Humor 13 Safe 14 Sustainability 15 Authenticity 16 Inspiring 17 Closing

### Perspectives on Justice and Trust in Organizations

Linda L. Neider, University of Miami

Chester A. Schriesheim, University of Miami

A volume in the series *Research in Management*


We are living in an age of pervasive distrust, one so severe that journalists discuss the “trust deficit” almost as regularly as they do trade or economic shortfalls. Perceptions of injustice and lack of fairness have increased so much during the years after the economic crash of 2008 that
few organizations, both public and private, have been left unaffected. In fact, numerous opinion polls illustrate deep distrust on the part of participants towards political leaders, government organizations, and certainly, business leaders across many industries. Democrats, Republicans, conservatives, liberals, the wealthy, the poor, executives, police officers, managers – the list goes on and on. Some months back, an NBC/WSJ survey showed an eye-popping 82% disapproval rating for the U.S. Congress, the lowest in the history of the poll! With this climate as a backdrop, Volume 9 of the Research in Management series brings together seven chapters written by leading scholars in the field of justice and trust who present new research, models and conceptualizations to provide insights for key issues in this field both from a scholarly perspective as well as pragmatic suggestions for practice.


Por un Trabajo más Humano
Henri Savall, University Jean Moulin Lyon 3 and ISEOR


Savall’s insights into the complexity of organizational life were groundbreaking, articulating the need to examine both economic and social factors as part of the same analysis, assessing technical and behavioral patterns through the lens of an integrated framework. As he has argued, there is a double-loop interaction between “the quality of functioning and economic performance,” and underestimating this socio-economic “tension” leads inevitably to reduced performance and losses, which he refers to as “hidden costs.” This approach, referred to as the socio-economic approach to management (SEAM), has significant potential for our thinking about organizational diagnosis and intervention. As Savall emphasizes, the North American tendency to cast people as human "resources" misses the essential point that human beings cannot be considered as simply another resource at the organization’s disposal. People are free to give or withhold their energy as they desire, depending on the quality of formal and informal contracts and interactions they have with their organizations. As such, the SEAM approach focuses on human "potential," underscoring the need for managers and their organizations to create the conditions under which people will want to maximize their talents on behalf of the organization. Work and People focuses on the ramifications of this reality, as dysfunctions - the difference between planned and emergent activities and functions - can quickly lead to a series of costs that are “hidden” from an organization's formal information systems (e.g., income statements, balance sheets, budgets). As his insightful work underscores, as organizations begin to accumulate dysfunction upon dysfunction, they inadvertently undermine their performance and create excessive operating costs, with lower productivity and less efficiency than they could achieve. As readers will discover, the frameworks, tools and ways of thinking about organizations, people and management in this volume - in essence the background to the socio-economic approach to organizational diagnosis and intervention - continue to hold great promise for our attempts to create truly integrative approaches to management and organizational improvement efforts.

Preparing Better Consultants
Susan Adams, Bentley University
Alberto Zanzi, Suffolk University

A volume in the series Research in Management Consulting

This volume focuses on a relatively neglected area of management consulting, the education of consultants. In today’s business world, we find training programs provided by consultancies, certification programs provided by professional organizations, on-the-job training of consultants with formal or informal supervision, self-taught professionals, and some academic programs and courses. Is that enough? No, better consultants
are needed to handle the complexity and changing nature of business. Academe is in the best position to provide the critical thinking preparation necessary. Yet, academic institutions have been slow in embracing this challenge. The role of academia needs to grow in magnitude and in certain directions that educate consultants beyond industry training practices. Chapter authors provide examples of innovative programs, topical approaches for courses, and thoughtful reflections on the role academia can play in preparing better consultants. There are lessons for business schools, consultancies, and aspiring and practicing consultants.

Psychology of Religion and Workplace Spirituality
Peter C. Hill, Biola University
Bryan J. Dik, Colorado State University

A volume in the series Advances in Workplace Spirituality: Theory, Research and Application

This book, the first of a groundbreaking series, provides a solid theoretical and empirical grounding from the psychology of religion and spirituality to the emerging field of workplace spirituality. Leading researchers in the psychology of religion have contributed up-to-date reviews within their areas of expertise to help guide the emergence of this exciting new discipline.

Each chapter is written with the workplace researcher in mind. Not only is the relevant literature from the psychology of religion reviewed, but it is also made relevant to the workplace setting. The religious and spiritual aspects of such topics as meaning making, emotional resilience, sense of calling, coping with stress, occupational health and well-being, and leadership, among others are discussed within the context of work life. Surely researchers interested in workplace spirituality will keep this book, as well as others in the series, within arm’s reach for years to come.


The Qualimetrics Approach
Observing the Complex Object
Henri Savall, University Jean Moulin Lyon 3 and ISEOR
Veronique Zardet, University Jean Moulin Lyon 3 and ISEOR

A volume in the series Research in Management Consulting

The impetus for this work emerged from Savall’s belief that there is a doubleloop interaction between social and economic factors in organizations, between behaviors and structures, and between the quality of life in organizations and their economic performance. When managers underestimate this dynamic interaction, the resulting tension ultimately manifests in lowered performance and increased costs, what he refers to as the “hidden costs” of organizational life. Only by delving into the depths of these organizational dynamics can we hope to fully understand – and create the basis for improving – organizational performance.

The Qualimetrics Approach presents a different and challenging way of thinking about analyzing organizations, one that draws together quantitative information, financial analysis and qualitative insights into organizational dynamics. As Savall and Zardet argue, to gain a true understanding of what is happening in organizations, intervener-researchers must focus on all three perspectives, as ignoring any one of them will lead to incomplete understandings. Their approach underscores the importance of using qualitative data to validate quantitative depictions (“the numbers”) of organizational performance in understanding the construction of financial statements. The strength of Savall and Zardet’s approach is that it pushes us to go deeper, to fully understand the narratives underlying the numbers and the social construction of our financial assessments.

PROGRESS TOWARD IN-DEPTH AND UP-CLOSE OBSERVATION IN MANAGEMENT RESEARCH. In-Depth and Up-Close Scientific Observation of The Research Object. Processing Qualitative Information. Research in the Field: The Example of Intervention-Research. General Conclusion. References. About the Authors.

The State of Citizen Participation in America

Kaifeng Yang, Florida State University
Hindy Lauer Schachter, New Jersey Institute of Technology

A volume in the series Research on International Civic Engagement

This book provides a state-of-the-art assessment of citizen participation practice and research in the United States. With contributions from a stellar group of scholars, it provides readers an overview of a field at the heart of democratic governance. Individual chapters trace shifts in participation philosophy and policy, examine trends at different government levels, analyze technology/participation interactions, identify the participation experiences of minority populations, and explore the impact of voluntary organizations on this topic. A five-chapter section illustrates innovative cases. Another section explores the role of various methodologies in advancing participation research.

The scope, depth, and timeliness of the coverage fills two voids in the public administration literature. First, the book provides a unique collection of articles for graduate courses in citizen participation and democratic governance. The volume also offers an excellent compendium for researchers who are at the frontline of participation research and practice.


Strategic Alliances for Value Creation

T. K. Das, City University of New York

A volume in the series Research in Strategic Alliances

Strategic Alliances for Value Creation is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series will cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series will seek to
Strategic Alliances for Value Creation contains contributions by leading scholars in the field of strategic alliance research. The 14 chapters in this volume cover a number of significant topics that encompass value creation through strategic alliances in recent times. The chapters cover both the broader topics, such as multi-partner alliances, technology parks, intellectual property rights, knowledge management and culture, portfolio theory, learning in alliances, and open innovation, and the more focused problems of transparency in interfirm accounting, local partner management control, knowledge in intra-district networks, and alliance partners for entrepreneurial firms. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy areas of research on employing strategic alliances for value creation.


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**Strategic Alliances in a Globalizing World**

**T. K. Das, City University of New York**

*A volume in the series Research in Strategic Alliances*


Strategic Alliances in a Globalizing World contains contributions by leading scholars in the field of strategic alliance research. The 11 chapters in this volume cover a number of significant topics that speak to the growing role of strategic alliances in a globalizing business world. The chapter topics cover both the broader issues, such as the creation of competitive advantage and expanding into institutionally different countries, and the more focused problems of alliance formation, contractual governance, governance structure choice, the development of alliance capability, the containment of opportunism, relationship management, sensemaking, and the intersection of culture and legitimacy. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy areas of alliance research in the globalization context.

Surveying Borders, Boundaries, and Contested Spaces in Curriculum and Pedagogy

Cole Reilly, Towson University
Victoria Russell, Towson University
Laurel K. Chehayl, Monmouth University
Morna M. McDermott, Towson University

A volume in the series Curriculum and Pedagogy

The Curriculum and Pedagogy book series is an enactment of the mission and values espoused by the Curriculum and Pedagogy Group, an international educational organization serving those who share a common faith in democracy and a commitment to public moral leadership in schools and society. Accordingly, the mission of this series is to advance scholarship that engages critical dispositions towards curriculum and instruction, educational empowerment, individual and collectivized agency, and social justice. The purpose of the series is to create and nurture democratic spaces in education, an aspect of educational thought that is frequently lacking in the extant literature, often jettisoned via efforts to de-politicize the study of education. Rather than ignore these conversations, this series offers the capacity for educational renewal and social change through scholarly research, arts-based projects, social action, academic enrichment, and community engagement. Authors will evidence their commitment to the principles of democracy, transparency, agency, multicultural inclusion, ethnic diversity, gender and sexuality equity, economic justice, and international cooperation. Furthermore, these authors will contribute to the development of deeper critical insights into the historical, political, aesthetic, cultural, and institutional subtexts and contexts of curriculum that impact educational practices. Believing that curriculum studies and the ethical conduct that is congruent with such studies must become part of the fabric of public life and classroom practices, this book series brings together prose, poetry, and visual artistry from teachers, professors, graduate students, early childhood leaders, school administrators, curriculum workers and planners, museum and agency directors, curators, artists, and various under-represented groups in projects that interrogate curriculum and pedagogical theories.


Trust and Governance Institutions
Asian Experiences

Clay Wescott
Lawrence R. Jones, Naval Postgraduate School
Milan Tung-Wen Sun

A volume in the series Research in Public Management
2012

This book explores trust in government from a variety of perspectives in the Asian region. The book is divided into three parts, and there are seven Asian countries that have been covered by ten chapters. The first part contains three chapters which focus on two East Asian governments – Hong Kong and Taiwan. The second part includes case studies from two Southeast Asian countries – Thailand and Philippines. The third part consists of four chapters dealing with two South Asian countries – India and Bangladesh. The last chapter analyzes governance failure (i.e., the
Understanding Organizational Fitness

The Case of China

Maurice Yolles, Liverpool John Moores University
Paul Iles, Salford Business School, Salford University
Kaijun Guo, The Research Department, China Construction Bank, Beijing


The focus if this book has two dimensions: theoretical and empirical. The theoretical dimension is concerned with the fitness of an organization to satisfactorily address processes of transformational change. Such fitness, it will be argued, can be expressed in terms of the coherence (degree of integration) and pathology (condition of ill health) of the organization being explored. In attempting to assess organizational fitness, a model that comes out of the field of Knowledge Cybernetics will be used and developed further as a strategic organizational map, and applied empirically. The empirical dimension centers on the specific situation of the banking industry in China as it is passing through transformational change. There is a great need for organizations there to guide their own changes in a way that enables them to improve themselves in a changing environment. A methodology that can assist organizations in the change process is Organization Development, an approach often used within a human resource development context, but it has some problems with dealing with such dramatic change. In this theory a new approach will be explored and developed to assess the fitness of an organization to pass through transformational change processes. The direction taken has enabled the theoretical approach adopted to be defined, and the design of the empirical work to emerge from reflections on the initial work undertaken. In particular our interests in this book are to (1) explain theory that is able to assess the fitness of organizations to pass through transformational change and (2) demonstrate how the theory can be applied as a measuring instrument to a detailed case study, exploring the Chinese State banking system.

CONTENTS: Preface. Introduction. Abbreviations. PART I: UNDERSTANDING CHANGE IN CHINA. 1 The Broader Chinese Context. 2 Chinas Banking Industry. PART II: A THEORETICAL EXPLORATION OF CHANGE. 3 Organizational Change. 4 Viable Systems. 5 Understanding Pathologies. 6 Organizational Patterning. PART III: EMPIRICAL EVALUATIONS. 7 Creating Measures. 8 Developing Organizational Patterning. 9 Reform in the Chinese Banking System. References

Whole Work

Developing Tomorrow’s Truly Global Leaders

Patricia Shafer


In the landmark book Future Shock (1970), renowned futurist Alvin Toffler made the case that organizations and their employees would benefit greatly from proactive practices to reach out and humanize distant tomorrows. Now, with globalization the defining business trend of our time, WHOLE WORK: Developing Tomorrow’s Truly Global Leaders defines how the path to enlightened organizational development must evolve for the 21st century. This book proposes that, around the world, there is a latent but potent collective image emerging of the ideal organization of the future, what works in change management; and effective leadership. Drawing on interviews with managers in 40-plus countries, WHOLE WORK...
describes a new integrated and holistic model of organizations; defines the global mindset, traits and behaviors required of managers who lead these organizations; acknowledges specific organizational barriers; and outlines approaches that profoundly shift organizational outlook.

From core theoretical perspectives on leadership to the realities of modern change management, WHOLE WORK provides a framework for the development of more successful global organizations and managers. This book will interest and serve executives, as well as provide practical assessments and implementation tools to Human Resource and Organizational Development practitioners and scholars charged with supporting and guiding their clients and students.


Women Leaders
Advancing Careers

Genevieve H. Brown, Sam Houston State University
Beverly Irby, Sam Houston State University
Shirley A. Jackson, Sam Houston State University

A volume in the series Research on Women and Education

Women Leaders: Advancing Careers recognizes that while the majority of students enrolled in educational leadership preparation programs continue to be women; women’s advancement to top school executive roles is still not comparable to that of men. Despite significant gains in the past decade, the biased treatment of women continues to be a barrier to their advancement to key administrative positions.

The authors in Women Leaders: Advancing Careers have contributed significantly to the growing body of literature aimed at assisting the career advancement of women. Their research indicates that the concepts presented herein are critical to women’s leadership preparations, advancement, and success. Women Leaders: Advancing Careers melds history, theory, research, and practice to provide guidance to aspiring women administrators in developing a career path and in attaining and successfully performing in executive roles.

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