

INFORMATION AGE PUBLISHING

MANAGEMENT 2013

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RECENT TITLES



Managing Public-Private Strategic Alliances

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

A volume in the series *Research in Strategic Alliances*

2014. Paperback 9781623964870 \$45.99. Hardcover 9781623964887 \$85.99. eBook 9781623964894 \$50

Managing Public-Private Strategic Alliances is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series also includes 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 seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Managing Public-Private Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The chapters in this volume cover a number of significant topics that speak to the critical issues in managing strategic alliances involving public-private enterprises in various industries and countries. The topics cover both the broader issues, such as contracting and bundling public sector infrastructure and services, formation of innovation alliances and alliance portfolios, and competing institutional logics in public-private alliances, and the more focused problems of trust-building, sustainability-oriented co-innovation, and organizational justice in multipartner alliances. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on managing public-private strategic alliances.



Authentic Leadership

An Engaged Discussion of LGBTQ Work as Culturally Relevant

Lemuel W. Watson, *University of South Carolina*

Joshua Moon Johnson, *University of California at Santa Barbara*

2013. Paperback 9781623962593 \$45.99. Hardcover 9781623962609 \$85.99. eBook 9781623962616 \$50

This book provides new insights about the roles in which LGBTQ individuals contribute in society and various organizations. The literature is divided into two sections. Section one includes three chapters from higher education administrators, faculty and community activists. The chapters share personal narratives describing the life experiences of those who are often marginalized within academia. Each chapter provides personal and professional aspects of the authors' lives. Section two includes four chapters which, shares voices of people whom are normally excluded from research. Each author's identity is shared as an aspect of their research.

The authors present a broad range of issues, challenges and concerns, supported by prior literature, organized around several broad topical areas and intended to fill the gaps in our knowledge about how LGBTQ leadership is engaged across multiple types of institutions and how the experiences affect the quality of life for LGBTQ individuals throughout the academic community. Their complex identities affect their research interests, findings, and interpretations.

"Including the topics of leadership, LGBT issues, spirituality and race in one book is a miracle into itself." - Lemuel W. Watson

"The first thing I remember missing when I arrived on campus was the presence of other gender queer or transgender people." - Shae Miller

"My authority has been challenged in the classroom; as a queer/gender queer person I chose not to heed warnings that I should not come out to my classes" - Shae Miller

"Being non-heterosexual in student affairs can leave administrators feeling marginalized and lonely despite the inclusive mission statements, diversity philosophies, ally trainings, and mottos they espouse." - Joshua Moon Johnson

“Many educators who serve within social justice roles put their own well-being aside in order to best serve students. Educators can only withstand a certain level of institutional, cultural, and individual oppression before they face burn-out and lose hope.” - Joshua Moon Johnson

“I live at the cross-roads of my identities. As a South Asian/Desi, Queer man from a working class, orthodox Hindu-Brahmin family and being the first in my family to complete undergraduate and graduate degrees, I often find myself in spaces where I do not quite fit in.” - Raja Bhattar



Contemporary Perspectives in Data Mining, Volume 1

Kenneth D. Lawrence, *New Jersey Institute of Technology*
Ronald Klimberg, *Saint Joseph's University*

A volume in the series *Contemporary Perspectives in Data Mining*
2013. Paperback 9781623960551 \$45.99. Hardcover 9781623960568 \$85.99. eBook 9781623960575 \$50

The series, *Contemporary Perspectives on Data Mining*, is composed of blind refereed scholarly research methods and applications of data mining. This series will be targeted both at the academic community, as well as the business practitioner.

Data mining seeks to discover knowledge from vast amounts of data with the use of statistical and mathematical techniques. The knowledge is extracted from this data by examining the patterns of the data, whether they be associations of groups or things, predictions, sequential relationships between time order events or natural groups.

Data mining applications are seen in finance (banking, brokerage, insurance), marketing (customer relationships, retailing, logistics, travel), as well as in manufacturing, health care, fraud detection, home-land security, and law enforcement.



Critical Issues in Organizational Development Case Studies for Analysis and Discussion

Homer H. Johnson, *Loyola University Chicago*
Peter F. Sorensen, *Benedictine University*
Therese F. Yaeger, *Benedictine University*

A volume in the series *Contemporary Trends in Organization Development and Change*
2013. Paperback 9781623963255 \$45.99. Hardcover 9781623963262 \$85.99. eBook 9781623963279 \$50

This case study book provides 30 cases and responses from 90 OD consultants with expert insights specific to each particular case topic. This book is the culmination of ten years of collaboration between the Homer Johnson, Peter Sorensen and Therese Yaeger, and the OD Network that originally printed these cases in the *OD Practitioner*. Now with the 30 case studies compiled in one OD resource book, both practitioners and academics can experience an OD challenge and value the differing responses from OD experts.



The Dark Side of Technological Innovation

Bing Ran, *Pennsylvania State University at Harrisburg*

A volume in the series *Contemporary Perspectives on Technological Innovation, Management and Policy*
2013. Paperback 9781623960612 \$45.99. Hardcover 9781623960629 \$85.99. eBook 9781623960636 \$50

Managing technological innovations and related policy and strategy issues have been a central focus of the new millennium. This book series

presents an interdisciplinary scholarship and dialogue on the management of innovation and technological change in a global context from a variety of perspectives, including strategic, managerial, behavioral, and policy issues. Papers selected in this volume have four prominent themes: the wide spread interests and the global application of the technological innovation; the practicality of the research on technological innovation implementation to foster success and financial growth; the socio-technical challenges behind innovation and creativity that might outweigh the benefits; and the new principles/practices/perspectives on our understanding of the technological innovation. Contributed by prominent scholars and practitioners from around the world in innovation, management and policy area, this book will become a very useful read for anyone who is interested in learning the most contemporary perspectives on the subject.



The Dynamics and Challenges of Tetranormalization

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*
2013. Paperback 9781623962807 \$45.99. Hardcover 9781623962814 \$85.99. eBook 9781623962821 \$50

This volume continues the collaboration between the RMC book series and the French management research think tank ISEOR (Socio-Economic Institute for Firms and Organizations). Those familiar with Henri Savall's and his colleague Véronique Zardet's earlier work on the socio-economic theory of organizations will recognize their assessments of organizational dysfunctions and hidden costs – but in a different context. In their current work, the emphasis is on the tensions created by the wider environment – the idea of tetranormalization – and how those tensions shape and influence organizational life. Drawing on a wide range of examples from the news media and popular press, Savall and Zardet paint a disturbing picture of the underlying dynamics and challenges posed by a literal avalanche of standards and norms – which are often ambiguous and conflicting – that literally encompasses all that we do.

Their analytic framework is composed of four “poles” – two social dimensions and two economic dimensions – that capture social norms and quality, safety and environment standards (the social dimension), and trade-related norms and accounting and financial standards (the economic dimension). Throughout the volume, Savall and Zardet's analysis captures the myriad ways in which these dimensions interact, shaping the “rules of the game” that dictate how organizations compete and collaborate. Differentiating the “rules of the game” from “playing with” those rules, they delve into the subtleties and nuances that underlie these “poles,” providing further insight into how these forces are manipulated through lobbying and the seemingly 24/7 cycle of exposing, publicizing and rule-making surrounding social and economic as well as scientific and technological controversies.

As Savall and Zardet argue, we are in the midst of a profound upheaval that will play havoc with our economic and social lives for some time to come. If we are going to exert influence on that reality, the challenges that we face moving forward must be conceptualized, constructed and implemented today, for, as they argue, “the road to durable prosperity will be a long haul.” Yet, moving beyond these challenges per se, they underscore that we are also presented with an exceptional opportunity – the very real opportunity to create a sustainable commitment to responsible and responsive organizational performance, one that can be fuelled and financed by our ability to translate the hidden costs that exist in all our organizations into productive, value-added activities and true wealth creation. Their analysis presents an intriguing challenge to traditional notions of corporate social responsibility, delving into the idea of “durably acceptable” responsibility, ways to facilitate greater stakeholder engagement, and how we can capture ongoing and sustainable improvement in organizational performance.



Ethics Education of Business Leaders Emotional Intelligence, Virtues, and Contemplative Learning

Tom E. Culham, *University of British Columbia, Vancouver, Canada*

A volume in the series *Transforming Education for the Future*
2013. Paperback 978-1-62396-346-0 \$45.99. Hardcover 978-1-62396-347-7 \$85.99. eBook 978-1-62396-348-4 \$50

Events on Wall Street and Main Street reveal that some business leaders make dramatically unethical self-serving decisions that ignore the public interest. How can business schools educate future business leaders to make ethical decisions? Unfortunately, most business schools fail in teaching ethical decision-making. They erroneously assume that such decision-making is primarily conscious and reason-based, reflecting the western cultural orientation toward science and logic.

In this book, Thomas Culham cites neurological findings showing that unconscious processes and emotions play a much more significant role than reason in making ethical decisions. Culham urges business schools to teach a modified form of emotional intelligence, linked with research-supported contemplative practices from the great meditative traditions. This book details the author's ethics curriculum and explains its successful application at the Sauder School of Business at the University of British Columbia. This fascinating, interdisciplinary, and highly practical curriculum integrates philosophy (virtue ethics), Daoist thinking, psychology, and neuroscience. This curriculum intends to transform the way business schools teach decision making. Such an effort might just transform the way we do business.



Ethics Training in Action An Examination of Issues, Techniques, and Development

Leslie E. Sekerka, *Menlo College*

A volume in the series *Ethics in Practice*

2013. Paperback 9781623964634 \$45.99. Hardcover 9781623964641 \$85.99. eBook 9781623964658 \$50

Making sure that performance in business enterprise is achieved ethically is no small task. Leaders, managers, and employees at every level of the organization need to utilize systems and processes that support ethical strength, establishing a workplace where responsibility, accountability, and doing the right thing are genuinely valued and practiced. Management can help support ethical performance in workers' daily task actions by underscoring the importance of rules and regulations, while also moving to ensure that employees understand and care about doing what's right. Given that most firms only emphasize compliance in ethics training, there is vast room for additional development. Training people to be less bad is not good enough. With the infusion of mandatory requirements for ethics training programs in some firms and self-imposed initiatives in others, we see a range of deliverables. To advance ethics in practice, a closer look at ethics training in the workplace is warranted.

This volume attempts to better understand ethics in organizational settings by taking a focused look at the science of ethics training and best practices, areas for concern, specific techniques, application outcomes, how to cultivate an ethical work environment, and considering where opportunities for additional inquiry reside. Managers and practitioners reading this book will garner specific trends and useful techniques that can inform, guide, and improve their efforts to build ethical awareness and effective ethical decisionmaking within their organizations. Academic scholars will find this book useful, providing insight as to where additional research and empirical work is needed.



Exploring the Professional Identity of Management Consultants

Anthony F. Buono, *Bentley University*

Léon de Caluwé, *Vrije Universiteit*

Annemieke Stoppelenburg, *Tilburg University and SIOO*

2013. Paperback 978-1-62396-171-8 \$45.99. Hardcover 978-1-62396-172-5 \$85.99. eBook 978-1-62396-173-2 \$50

The volume is based on the presentations and discussions from the Fifth European Conference on Management Consulting sponsored by the Management Consulting Division of the Academy of Management, which took place June, 2011 at Vrije Universiteit in Amsterdam, the Netherlands. The conference theme – Exploring the Professional Identity of Management Consultants – attempted to capture the highly ambiguous social status of this young and emerging profession. Management consulting does not have professional standards or accreditation criteria like those found in medicine or law, there are low barriers to entry, and a broad range of tasks are undertaken in the name of consulting. As a result, a crucial aspect of what constitutes such a loosely defined profession is the identity of its members. The professional identity of management consultants is continuously developing through the interplay of how consultants are seen and valued by clients as well as in the larger society, and how consultancy firms and consultants identify and position themselves.

This theme includes a variety of topics, ranging from the interaction between consultants and their clients, consultant rhetoric and self-presentation, and the plethora of books, media and public discourse on consulting, to human resource policies and practices, knowledge development activities of consultancy firms, career and life stories of consultants and consultancies, and consulting associations, accreditation bodies, and education programs. All of these factors contribute, either directly or indirectly, to identity construction in the field of management consulting.

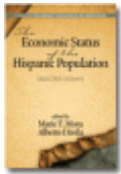


Global Perspectives on Technological Innovation ~ VOL. 1

Bing Ran, *Pennsylvania State University at Harrisburg*

A volume in the series *Contemporary Perspectives on Technological Innovation, Management and Policy* 2013. Paperback 9781623960582 \$45.99. Hardcover 9781623960599 \$85.99. eBook 9781623960605 \$50

Managing technological innovations and related policy and strategy issues have been a central focus of the new millennium. This book series presents an interdisciplinary scholarship and dialogue on the management of innovation and technological change in a global context from a variety of perspectives, including strategic, managerial, behavioral, and policy issues. Papers selected in this volume have four prominent themes: the wide spread interests and the global application of the technological innovation; the practicality of the research on technological innovation implementation to foster success and financial growth; the socio-technical challenges behind innovation and creativity that might outweigh the benefits; and the new principles/practices/perspectives on our understanding of the technological innovation. Contributed by prominent scholars and practitioners from around the world in innovation, management and policy area, this book will become a very useful read for anyone who is interested in learning the most contemporary perspectives on the subject.



Hispanics in the US Labor Market Selected Research

Richard R. Verdugo, *UAB - Centre for Demographic Studies, Barcelona, Spain*

A volume in the series *The Hispanic Population in the United States* 2013. Paperback 9781623963613 \$45.99. Hardcover 9781623963620 \$85.99. eBook 9781623963637 \$50

The Hispanic population has emerged as the largest ethnic/racial minority in the United States, and has also become a major political constituency. Consequently, it is important to gauge the extent to which they have been integrated into various societal institutions. One important institution is the US labor market.

The research contained in the present volume assesses a number of issues about how well Hispanics are integrated into the US labor market, a major factor in the group's economic status. The research makes important contributions to the existing body of research on the Hispanic population, and may be used by scholars and policy makers in better understanding the status of this important ethnic/racial group.



Interpartner Dynamics in Strategic Alliances

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

A volume in the series *Research in Strategic Alliances* 2013. Paperback 978-1-62396-135-0 \$45.99. Hardcover 978-1-62396-136-7 \$85.99. eBook 978-1-62396-137-4 \$50

Interpartner 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.

Interpartner Dynamics in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 13 chapters

in this volume cover a number of significant topics that speak to the critical issues in the interactions between partner firms in strategic alliances. The chapter topics cover both the broader issues, such as relational mechanisms in alliances, role of interpersonal networks, parental control of joint ventures, conflict management, interpartner diversity, and multilevel embeddedness in multilateral alliances, and the more focused problems of alliance competence, roles of third parties, accounting for partner trust, relationship quality in construction alliances, and how natural resources may impact alliance formation. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on interpartner dynamics in strategic alliances.



Leadership Learning for the Future

Klaus Scala, *University of Graz, Austria*
Ralph Grossmann, *University of Klagenfurt, Austria*
Kurt Mayer, *REFLECT - Sustainable Organization Development*
Marlies Lenglachner, *Corporate Development Lenglachner & Partner, Vienna*

2013. Paperback 9781623964603 \$45.99. Hardcover 9781623964610 \$85.99. eBook 9781623964627 \$50

Management makes the world go round. This is a strong belief of the authors of this volume. The current tumultuous economic and financial crisis and the intensifying threats caused by climate change are symptoms of a global system that is out of balance. It is increasingly assumed that managers share the responsibility for these developments. After all, management as a major force in the shaping of global economic conditions and social relations make the world go round. At present an alliance of business schools, publishers and certification agencies is rapidly organizing the learning of executives and leaders into a global industry developed by professional managers.

But under these circumstances do MBA courses and executive education programs in business schools offer the appropriate learning for current challenges? And can managers learn the lessons of the crisis in these learning environments? Or does the transformation of learning into a global business rather tend to discourage critical thinking and reflective patterns of learning?

“Management makes the world go round”. This was also the title of an international conference on management learning , where the authors of this volume presented their ideas, shared their experiences, increased their knowledge and contributed to a fascinating debate in a context with a great professional and cultural diversity. This inspired the group to hold on to this debate and develop the ideas further on. So this book was created and brought into the IAP division of Management Education.



Management for Deans What to Know for Your Administrative Promotion

Terri Friel

2013. Paperback 9781623963439 \$45.99. Hardcover 9781623963446 \$85.99. eBook 9781623963453 \$50

Are you considering a dean’s position? Are you a new dean? Are you a sitting dean that would like some ideas on managing your organization? This book offers advice and important information for anyone working at the dean’s level in academic administration. Written in a conversational tone and organized by major topics such as Managing Faculty, Students, Strategic Planning, etc, this book will inform anyone about the many tasks required of a dean as well as provide advice on how to do them well.

This book was written by Dr. Terri Friel, an administrator for 7 years. She worked as an engineer and managed production at Procter and Gamble and Pepsico and applies this management experience and knowledge as well as her Doctorate studies in Engineering Management to develop a good overview of the job of Dean. While there are general books written about the topic of academic administration, this is one of the only books that specifically addresses the issues of being a dean. If you just think you want to be a dean or are working as a dean currently, this book will be a helpful guide and reference for you.



Management of Team Leadership in Extreme Context Defending Our Homeland, Protecting Our First Responders

George B. Graen, *University of Illinois, Champaign-Urbana (retired)*
Joan A. Graen, *Graen and Associates*

A volume in the series *LMX Leadership: The Series*

2013. Paperback 9781623960995 \$45.99. Hardcover 9781623961008 \$85.99. eBook 9781623961015 \$50

The proper balance of managerial “administrative-control” and managerial “team-leadership” depends upon the work context. After organizational procedures are designed by work-process engineers, managers and their direct reports in the business units, are charged to “save our ship” (SOS) by their employers. Their ships, their business units, often were built for calm seas. Unfortunately, turbulent seas may happen unexpectedly and stress their ships and crews. Under extreme conditions, the sea may put their ships squarely in “harm’s way”. If they are not well prepared, their chances of survival are few and none. This book is about managing and being managed under conditions of “extreme contexts” where only the “special teams” survive and prosper.



Managing Human Resources for the Millennial Generation

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

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

2013. Paperback 978-1-62396-052-0 \$45.99. Hardcover 978-1-62396-053-7 \$85.99. eBook 978-1-62396-054-4 \$50

The purpose of this book is to explore the talents, work styles, attitudes, and issues that members of the Millennial generation are bringing with them as they enter the workforce. The Millennial generation is a roughly 20-year cohort of young people whose ‘leading edge’ members were born in 1982 and graduated high school in 2000. These are the young adults who began entering college, the military, and the workplace during the present decade, and who will continue to do so for perhaps another decade more. The Millennial generation has been exposed during their formative years to a unique variety of historical, cultural, economic, and technological changes that have shaped their particular attitudes and values, preferred social interaction styles, beliefs about what is proper in the workplace, and personal concerns and desires. Millennials are bringing their unique perspectives into their places of employment, where at times they clash with those of the older generations who are already established there.



Managing Knowledge in Strategic Alliances

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

A volume in the series *Research in Strategic Alliances*

2013. Paperback 9781623961657 \$45.99. Hardcover 9781623961664 \$85.99. eBook 9781623961671 \$50

Managing Knowledge 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.

Managing Knowledge in Strategic Alliances 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 critical issues in managing knowledge in strategic alliances. The chapter

topics cover both the broader issues, such as managing uncertainty in alliances, collaborative know-how, novelty in interpartner knowledge, cooperation in knowledge integration, and dynamic knowledge capabilities, and the more focused problems of innovation and partner selection, partner responsiveness and knowledge in supply chain networks, the effect of knowledge flows on the decision to cooperate, and interpartner learning dynamics in an alliance constellation. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on knowledge management in strategic alliances.



The Pursuit of Sustainable Leadership

Becoming a Successful Strategic Leader through Principles, Perspectives and Professional Development

David L. Rainey, *Rensselaer Polytechnic Institute*

2013. Paperback 9781623961268 \$45.99. Hardcover 9781623961275 \$85.99. eBook 9781623961282 \$50

The Pursuit of Sustainable Leadership: Sustainable Leadership (SL) encompasses the broad roles and responsibilities of leaders that cut across the whole organization and the entire extended enterprise from horizon to horizon. The underpinnings of SL require strategic leaders and professionals to play leading roles in dealing with critical issues affecting business and people. This including resolving the related problems and challenges and participating in the development and deployment of sustainable solutions based on the full spectrum of needs and expectations of society, market spaces, and business environment. SL necessitates openness, inclusiveness, innovativeness, and fair mindedness. It requires strategic leaders to create an extraordinary vision and to fulfill their missions to develop, support, and promote the extended enterprises and the market spaces served by their businesses.

Sustainable strategic leaders ensure that their organizations and enterprises are fully capable and responsive to external dimensions and market spaces and have the potential to be successful. They serve and support markets, customers, and stakeholders and provide them with solutions and successful outcomes. In addition, strategic leaders fulfill their broad responsibilities to society through positive actions to improve the social and economic fabric of the human world and to mitigate the negative impacts across all of the social, economic, and environmental aspects.

The Pursuit of Sustainable Leadership (PSL) involves the ongoing learning and development of business leaders and students to become true strategic leaders who have the proper principles, philosophies, values, capabilities and perspectives for achieving sustainable success. True leaders are dedicated to their endeavors and never stop making transitions and transformations to higher levels of sophistication. The PSL is based on a learning the foundations of leadership, having the right principles, developing personal philosophies, using broad perspectives, adapting openness and honesty, engaging in continuous learning, embracing lifelong personal and professional development, and being a sustainable leader. The key to success involves acquiring new knowledge, seeking profound experiences, expanding one's understanding of realities and possibilities, and developing positive mindset through demanding roles and responsibilities, interactive engagements and profound learning.



Received Wisdom, Kernels of Truth, and Boundary Conditions in Organizational Studies

Daniel J. Svyantek, *Auburn University*
Kevin Mahoney

A volume in the series *Research in Organizational Science*

2013. Paperback 9781623961893 \$45.99. Hardcover 9781623961909 \$85.99. eBook 9781623961916 \$50

This volume of the Research in Organizational Sciences is entitled "Received Wisdom, Kernels of Truth, and Boundary Conditions in Organizational Studies". Received wisdom is knowledge imparted to people by others and is based on authority and tenacity as sources of human knowledge. Authority refers to the acceptance of knowledge as truth because of the position and credibility of the knowledge source. Tenacity refers to the continued presentation of a particular bit of information by a source until this bit of information is accepted as true by receivers. The problem for organizational studies, however, is that this received wisdom often becomes unquestioned assumptions which guide interpretation of the world and decisions made about the world. Received wisdom, therefore, may lead to organizational practices which provide little or no benefit to the organization and, potentially, negative organizational effects, because this received wisdom is no longer valid. The 14 papers in this volume all, in some way, strive to question received wisdom and present alternatives which expand our understanding of organizational behavior in some way. The chapters in this volume each strive to present new ways of understanding organizational constructs, and in so doing reveal how received wisdom has often led to confirmation bias in organizational science. The knowledge that some perceived truths are actually the products of received wisdom and do not stand up to close scrutiny shakes up things within research areas previously thought settled allowing new perspectives on organizational science to emerge.



Share, Don't Take the Lead

Craig L. Pearce, *Deloitte Leadership Institute, Ozyegin University*
Charles C. Manz, *University of Massachusetts-Amherst*
Henry P. Sims, *University of Maryland-College Park*

2013. Paperback 9781623964757 \$24.99. Hardcover 9781623964764 \$49.99. eBook 9781623964771 \$50

Share, Don't Take the Lead is a book that offers an alternative perspective on leadership. The philosophy of shared leadership is straightforward: Leadership does not derive solely from position, authority, or hierarchy. Instead, leadership is something that can be executed by anyone who has the best knowledge or skill to undertake the leadership necessary in any given situation. Shared leadership is especially relevant, for example, in empowered teams where shared leadership can be initiated from any team member at any time, depending on the needs of the moment and the capabilities of the individuals. But the notion of shared leadership is also appropriate in a larger context. For example, an individual lower in the hierarchy can provide leadership if that person is best qualified to exercise it. Shared leadership also shows how hierarchical leaders with formal authority can use empowerment to develop leadership in others. This book tells the tales of how multiple trail blazing organizations used shared leadership to build high performance.

The notion of shared leadership seems to contradict many of the bedrock ideas of efficient management and effective organizations. A typical first reaction is, "It'll never work here!" Yet, the organizations that "get it" and implement this new powerful approach tend to be more innovative and to out-perform their "nay-sayer" competitors. In fact, shared leadership is one of the most important ideas to hit business in recent years—our recent feature article about shared leadership in the Wall Street Journal is testimony to that. Shared leadership can provide a way for companies to increase productivity, quality, and flexibility while meeting the competitiveness challenge. Share the Lead provides new insights and information about how to push the organizational envelope to new frontiers.



Social Entrepreneurship as a Catalyst for Social Change

Charles Wankel, Ph.D., *St. John's University, New York*
Larry E. Pate, *Decision Systems International and California State University, Long Beach*

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

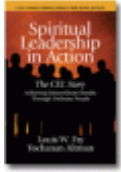
2013. Paperback 978-1-62396-445-0 \$45.99. Hardcover 978-1-62396-446-7 \$85.99. eBook 978-1-62396-447-4 \$50

Social Entrepreneurship as a Catalyst for Social Change contains twenty chapters on the impact of social entrepreneurial ventures within a variety of cultural and national contexts. From Brazil to Croatia, from Thailand to Greenland, this book is rare in that it provides a rich landscape in which to imagine additional efforts to bring about positive social change. The case studies cover a broad range of topics with one common theme—how can we learn from what others are doing in the emerging field of social entrepreneurship? The various cases will inspire budding entrepreneurs to new heights of awareness to support the alleviation of poverty in many contexts.

Part Two, Lessons from the Field: How Social Entrepreneurial Companies are Succeeding, discusses the similarities and differences that social entrepreneurial ventures and other businesses must face to be successful. Other topics covered include Entrepreneur Bootcamp for Veterans, microfinance, social entrepreneurship education, and development of a culture of social entrepreneurship.

Part Three, Going from Local to Global, explores the challenges of a social enterprise as it transitions from a national venture to an international one. The relationship between social entrepreneurship and local business development in places such as Sicily is discussed through case studies. A stage theory of social venture internationalization is put forth. Research connecting social media and social entrepreneurship is used to illustrate the importance of social networks in creating positive social change.

Part four, Challenges in Social Entrepreneurship, explores the challenges that social entrepreneurial ventures face. Ethics of intellectual property rights in social enterprises is a focal topic in this section. Social franchising as an approach to social entrepreneurship is illustrated.



Spiritual Leadership in Action The CEL Story Achieving Extraordinary Results Through Ordinary People

Louis W. Fry, PhD, *Texas A&M University Central Texas*
Yochana Altman, *Bordeaux Management School*

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

2013. Paperback 978-1-62396-409-2 \$29.99. Hardcover 978-1-62396-410-8 \$49.99. eBook 978-1-62396-411-5 \$50

Spiritual Leadership in Action: The CEL Story is designed for thoughtful leaders working in the complexity and messiness of their daily organizational lives. It is a book first and foremost about people, about the ways they find purpose, creativity and meaning in their professional work; how they thrive in community and fulfill their deep desire to be of service to others against seemingly impossible odds and limitations. A study of how full human potential and creativity is released, how the spirit within, and without, can be experienced and manifested. It is also story of ordinary people achieving extraordinary results, individually and collectively; of people becoming more than they thought was possible; and having fun along the way.

This is a practical book with reflections, legacy and “lessons learnt” to support and guide busy leaders who are looking for wisdom and to learn from the experiences and mistakes of others. *Spiritual Leadership in Action: The CEL Story* is the result of serious and rigorous academic research. It is a case study containing features, dilemmas and opportunities facing all leaders today. A leadership narrative of a professional community who learned to live and work together with respect and harmony. It is also the story of a CEO leader and the integration of her spiritual yearning and fulfillment manifested through her professional vocation and calling.

In particular it explores how:

- To create effective collaborative partnerships
- To deliver outstanding value for money on limited resources in complex contexts
- To develop excellent commercial practices within a public sector organization
- To nurture the spirit, high energy and performance of everyone involved to ensure outstanding success on the triple bottom line

This book challenges the reader to be bold, creative, reflective, trusting, even more allowing of their own spirit and leadership path, and to rise to even greater achievements; but most of all to fulfill their own deepest yearnings and potential and to become the very best of what they are meant to be, both as a leader and as a human being.

An important feature in this book is that spirituality and religion are distinct, and that organizational spiritual leadership can be inclusive or exclusive of religious theory and practice. The Centre for Excellence in Leadership (CEL) serves as a role model for maximizing the triple bottom line through both personal and organizational spiritual leadership. CEL is a stellar example of an organization that embraced organizational spiritual leadership, the values of altruistic love, employee well-being, and sustainability while maintaining high levels of financial performance. *Spiritual Leadership in Action: The CEL Story* chronicles how, as CEO, Lynne Sedgmore led CEL through its spiritual journey, including several “Dark Nights of the Soul,” to a place of pre-eminence in the United Kingdom’s Learning and Skills sector.



The Strategic Leader Bringing the Habits to Life

John Pisapia, *Florida Atlantic University*
Linda Ellington, *Palm Beach Atlantic University*

2013. Paperback 9781623963408 \$45.99. Hardcover 9781623963415 \$85.99. eBook 9781623963422 \$50

This workbook is designed for all levels of leaders who aspire to create a high performance life, team, or organization. It is applicable to those who ask: Do I need to think differently? What is the environment telling me? Where are we going and where do we need to go? How do I position myself or my organization, team, and individuals to take advantage of opportunities presented by the environment? How do I find and turn talent into performance? How do I ignite the soul of followers to achieve greatness beyond what anyone imagined possible? How do I know if we are succeeding?

Pisapia asked those very same questions in 2009. This workbook provides the experiences which enable you to cultivate yourself and be able to use your answers to cultivate your organizations.



Taking the Measure of Work

A guide to Validated Measures for Organizational Research and Diagnosis

Dail L. Fields, *University of Georgia*

2013. Paperback 9781623962197 \$29.99. eBook 9781623962203 \$50

This book is a handbook for people who want to assure the use of reliable and valid questionnaires for collecting information about organizations. It significantly reduces the time and effort required for obtaining validated multi-question measures of aspects of organizational 'health' such as employee job satisfaction, organizational commitment, organizational justice, and workplace behaviors. It helps users in measuring some factors underlying employee perceptions of work such as job characteristics, role ambiguity or conflict, job stress, and the extent to which employees believe their values and those of the organization are congruent. All the measures in the book have been used and tested in research studies published in the 1990's. In addition, all the measures describe the extent and types of reliability and validity tests that have been completed, a feature that organizational researchers should find particularly useful. All in all, this book is a handy tool to increase the efficiency of researchers, consultants, managers, or organizational development specialists in obtaining reliable and valid information about how employees view their jobs and organizations.



Trust and Governance Institutions

Asian Experiences

Clay Wescott
Lawrence R. Jones, *Naval Postgraduate School*
Yilin Sun, *South Seattle Community College*

A volume in the series *Research in Public Management*

2013. Paperback 9781617359477 \$45.99. Hardcover 9781617359484 \$85.99. eBook 9781617359491 \$50

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 absence of trust) as uncertainty from a theoretical perspective.



Visionary Strategic Leadership

Sustaining Success through Strategic Direction, Corporate Management and High-level Programs

David L. Rainey, *Rensselaer Polytechnic Institute*

2013. Paperback 978-1-62396-313-2 \$45.99. Hardcover 978-1-62396-314-9 \$85.99. eBook 978-1-62396-315-6 \$50

The book represents a dramatic step forward in discussing the principles, processes, and practices of visionary strategic leadership. While most of the existing literature covers the subject from organizational and management perspectives, the book focuses on a holistic view of the corporation and all of the supporting entities and customers and stakeholders. The book addresses new theories, methods and practices that are in line with 21st century dynamics.

The book is on the cutting edge of thought and practice. It discusses constructs based on the integration of the social, economic, ethical, technological and environmental considerations. Examples are taken from numerous industries in the U.S., Europe, Pacific Rim and South America. The book portrays the global phenomenon. The discussions are based on real world needs and expectations. There is a huge audience of executives, professionals and practitioners who need to understand the opportunities and challenges of today and in the future. There are scholars, professors and business leaders who will view these perspectives as real world approaches being practiced by global corporations today.



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*

2012. Paperback 978-1-61735-921-7 \$45.99. Hardcover 978-1-61735-922-4 \$85.99. eBook 978-1-61735-923-1 \$50

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.



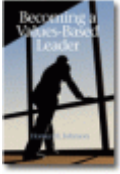
B2B Customer Insight The Proven Path To Growth

John Barrett, *Priority Metrics Group, Inc.*

2012. Paperback 978-1-61735-986-6 \$24.99. Hardcover 978-1-61735-987-3 \$45.99. eBook 978-1-61735-988-0 \$50

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*

2012. Paperback 978-1-61735-789-3 \$45.99. Hardcover 978-1-61735-790-9 \$85.99. eBook 978-1-61735-791-6 \$50

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.



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*

2012. Paperback 9781623960315 \$45.99. Hardcover 9781623960322 \$85.99. eBook 9781623960339 \$50

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.



Educating the Scholar Practitioner in Organization Development

Deborah A. Colwill

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

2012. Paperback 978-1-61735-665-0 \$45.99. Hardcover 978-1-61735-666-7 \$85.99. eBook 978-1-61735-667-4 \$50

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.



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*

2012. Paperback 978-1-61735-763-3 \$45.99. eBook 978-1-61735-764-0 \$50

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.



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*

2012. Paperback 978-1-61735-886-9 \$45.99. Hardcover 978-1-61735-887-6 \$85.99. eBook 978-1-61735-888-3 \$50

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. The quality of the services relies greatly on the coordination and collaboration of these specialized organizations. How can cooperative relationships be built that guarantee trustful communication, binding decisions, and productive team-work? How can collaboration and competition be balanced? What are the differences between loose-coupled networks and tightly built collaborations and which type is the best solution for which tasks? How can mergers be managed as result of such collaboration? How must organizations prepare themselves and their internal structures to engage in trans-organizational collaboration?

This volume investigates the potential and challenges inherent in collaborative ventures. It is based on the authors’ rich experiences derived from consulting engagements and research projects in publicly-funded service organizations, non-profit organizations, 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, cooperative 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 fall 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.



Impact of Globalization on Organizational Culture, Behaviour and Gender Role

Mirjana Radovic-Markovic

2012. Paperback 978-1-61735-695-7 \$45.99. Hardcover 978-1-61735-696-4 \$85.99. eBook 978-1-61735-697-1 \$50

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*

2012. Paperback 978-1-61735-918-7 \$45.99. Hardcover 978-1-61735-919-4 \$85.99. eBook 978-1-61735-920-0 \$50

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.



Management Dynamics in Strategic Alliances

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

A volume in the series *Research in Strategic Alliances*

2012. Paperback 978-1-61735-754-1 \$45.99. Hardcover 978-1-61735-755-8 \$85.99. eBook 978-1-61735-756-5 \$50

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.



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*

2012. Paperback 978-1-61735-819-7 \$45.99. Hardcover 978-1-61735-820-3 \$85.99. eBook 978-1-61735-821-0 \$50

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.



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*

2012. Paperback 978-1-61735-834-0 \$45.99. Hardcover 978-1-61735-835-7 \$85.99. eBook 978-1-61735-836-4 \$50

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.

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