

INFORMATION AGE PUBLISHING

MANAGEMENT 2017

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RECENT TITLES

CONTEMPORARY HUMAN RESOURCE MANAGEMENT ISSUES CHALLENGES AND OPPORTUNITIES



Transforming Government Organizations Fresh Ideas and Examples from the Field

Ronald R. Sims, College of William and Mary; William I. Sauser, Jr., Auburn University; Sheri K. Bias, Saint Leo University

A volume in the series *Contemporary Human Resource Management Issues Challenges and Opportunities*
2016. Paperback 9781681234557 \$45.99. Hardcover 9781681234564 \$85.99. eBook 9781681234571 \$65.

In 2010 IAP released *Change (Transformation) in Government Organizations*, edited by Ronald R. Sims. This well-received volume described how organizational change methods can be used effectively to make government organizations more effective and efficient and better equipped to serve a demanding citizenry. The 2010 book brought together contributions by managers, practitioners, academics, and consultants in the study of international, federal, state, and local government efforts to respond to increased calls for change (transformation) in public sector organizations.

Since the release of the 2010 volume, calls for government transformation have continued and intensified, and a number of fresh ideas and examples have been generated from the field. The time is now ripe for a follow-up volume laying out innovative, successful ideas for transforming government. *Transforming Government Organizations: Fresh Ideas and Examples from the Field* is that follow-up volume. A collection of fresh contributions such as those included in this book will add to the growing knowledge base of what does—and what does not—work when transformation efforts are attempted in government organizations.

The contributors to this new volume are experts with extensive experience as change agents in government and other organizations. They provide analyses and discussions of specific cases and issues as well as practical tools, ideas, and lessons learned intended to guide those responsible for similar efforts in the years to come. The audience for the book are government managers, scholars, and others interested in undertaking or learning about such efforts.



A Contemporary Look at Business Ethics

Ronald R. Sims, College of William and Mary

A volume in the series *Contemporary Human Resource Management Issues Challenges and Opportunities*
2017. Paperback 9781681239545 \$45.99. Hardcover 9781681239552 \$85.99. eBook 9781681239569 \$65.

A Contemporary Look at Business Ethics provides a ‘present day’ look at business ethics to include the challenges, opportunities and increased need for ethical leadership in today’s and tomorrow’s organizations. The book discusses current and future business ethics challenges, issues and opportunities which provides the context leaders and their organizations must navigate.

The book includes an in-depth look at lessons learned about the causes of unethical behavior by examining a number of real-world examples of ethical scandals from around the world that have taken place over the past few decades. The analysis of the various ethical scandals focuses on concepts like ethical versus unethical leadership, received wisdom, the bottom-line mentality, groupthink and moral muteness, all of which contribute to the kind of organizational culture and ethical behavior one finds in an organization. The book discusses ethical decision making in general and the increased role of religion and spirituality, in confronting unethical behavior in contemporary organizations.

The book also takes an in-depth look at the impact ethical scandals have on employees and more specifically the psychological contract and person-organization ethical fit with the goal of identifying, along with other things, what leaders can do to restore relationships with employees and rebuild the organization’s reputation in the eyes of various stakeholders.



When a New Leader Takes Over Toward Ethical Turnarounds

Ronald R. Sims, College of William and Mary

A volume in the series *Contemporary Human Resource Management Issues Challenges and Opportunities* 2017. Paperback 9781681239439 \$45.99. Hardcover 9781681239446 \$85.99. eBook 9781681239453 \$65.

When a New Leader takes Over: Toward Ethical Turnarounds takes a detailed look at the experiences of new leaders who are charged with turning an organization around following an ethical scandal. The challenges confronting new leaders who are tasked with restoring trust, rebuilding reputation, and turning around an organization following an ethical scandal are discussed along with specific actions taken by these leaders during the turnaround process. A main focus of the book is to offer insight into the difficult situations confronting new leaders at the beginning, during and after their turnaround experiences which means turning an unethical organizational culture into an ethical one. A number of examples of turnaround efforts that have taken place over the past two decades are included to provide the most comprehensive documentation of the ethical turnaround process.

The book includes an in-depth look at what led to the unethical behavior by examining a number of real-world examples of ethical scandals from around the world. The book will provide an analysis of the various ethical scandals by focusing on concepts like unethical leadership, received wisdom, groupthink and moral silence, all of which contribute to the kind of organizational culture and unethical behavior one finds in organizations that experience ethical scandals. The book also discusses proactive leadership and its importance in implementing ethical turnarounds based on values-based leadership, employee involvement and ethics education. A main premise of this book is that new leaders can successfully create an organization environment to rebuild and institutionalize ethical behavior as part of the turnaround process and sustain ethical behavior beyond the turnaround.

The book will be of interest to employees at all levels of an organization, business professionals and other practitioners and others who have an interest in organization change, transformation and ethical turnarounds.

CONTEMPORARY PERSPECTIVES IN CORPORATE SOCIAL PERFORMANCE AND POLICY



Corporate Social Performance Reflecting on the Past and Investing in the Future

Agata Stachowicz-Stanusch, Silesian University of Technology, Poland

A volume in the series *Contemporary Perspectives in Corporate Social Performance and Policy* 2016. Paperback 9781681236384 \$45.99. Hardcover 9781681236391 \$85.99. eBook 9781681236407 \$65.

Corporate Social Performance – reflecting on the past and investing in the future is aimed at filling the fundamental gap that exists in our understanding of the drivers Corporate Social Performance, its evolution and relationships with the existing concepts and theories and the paradoxes that come from those connections. Moreover the volume aims at shedding the light on most important pitfalls that may occur while CSP application in business practice. The last but not least reason for its publishing is to show Corporate Social Performance as a significant pathway to the better world, that, as I hope, will be the inspiration for the readers.

This book is authored by a range of international experts and scientists from all over the world with a diversity of professional and cultural backgrounds what hopefully will give the readers the opportunity to understand the CSP concept from different perspectives.



Corporate Social Performance In The Age Of Irresponsibility Cross National Perspective

Agata Stachowicz-Stanusch, Silesian University of Technology, Poland

A volume in the series *Contemporary Perspectives in Corporate Social Performance and Policy*
2016. Paperback 9781681234205 \$45.99. Hardcover 9781681234212 \$85.99. eBook 9781681234229 \$65.

Corporate Social Performance In The Age Of Irresponsibility – Cross National Perspective is authored by a range of international experts with a diversity of backgrounds and perspectives and provides a collection of ideas, examples and solutions on CSP implementation in the time of irresponsibility. Although Corporate Social Performance (CSP) has become important part of the management agenda of many enterprises and many companies adding socially responsible statements to their websites and mission statements some firms behave irresponsibly while at the same time acting positively on some dimensions— “corporate social irresponsibility (CSI) and responsibility can exist at the same time in the same firm.” (Gonzalez-Perez, 2011).

This volume is aimed at presenting Corporate Social Performance concept from distinct cultural perspectives with the reference to responsible and irresponsible practices of various entities from different parts of the world.



Contemporary Perspectives in Corporate Social Performance and Policy The Middle Eastern Perspective

Agata Stachowicz-Stanusch, Silesian University of Technology, Poland; Wolfgang Amann, HEC Paris in Qatar

A volume in the series *Contemporary Perspectives in Corporate Social Performance and Policy*
2017. Paperback 9781641130608 \$45.99. Hardcover 9781641130615 \$85.99. eBook 9781641130622 \$65.

The book Contemporary Perspectives in Corporate Social Performance and Policy - The Middle Eastern Perspective is our endeavor to deepen the current discussion about business and institutional activity in Middle Eastern countries and disseminate the new perspective of the scientific inquiry in the responsibility of various organization operating in this part of the world.

The book is divided into four parts: “Introduction”, “Reality and Challenges of Corporate Social Performance - The Middle Eastern Perspective”, “Corporate Social Responsibility in Middle Eastern countries”, “Corporate Social Performance –specific problems”. There were included some theoretical and practical contributions into the topic of corporate social responsibility and corporate social performance based on experiences from different countries (such as Israel, Turkey, United Arab Emirates). We hope that this volume will help to understand better this specific region and its business activities.



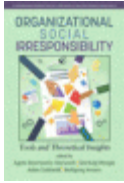
Corporate Social Irresponsibility Individual Behaviors and Organizational Practices

Agata Stachowicz-Stanusch, Silesian University of Technology, Poland; Wolfgang Amann, HEC Paris in Qatar; Gianluigi Mangia, University of Naples Federico II

A volume in the series *Contemporary Perspectives in Corporate Social Performance and Policy*
2017. Paperback 9781681238067 \$45.99. Hardcover 9781681238074 \$85.99. eBook 9781681238081 \$65.

In a modern world in which one can observe managerial and investors’ behaviors characterized by high risk, short term orientation, moral hazard and speculation, there is a need to form a new ethical paradigm to drive a more ethical oriented education and a substantial change to norms regulating markets and business behavior to sensitize investors and financial practitioners, so that humanity can evolve in a sustainable way. Therefore the main question we are striving to answer throughout the book “Organizational Social Irresponsibility: individual behaviors and organizational practices” is the following: Do individual behaviors influence organizational socially irresponsible practices?

Each separate chapter aims to find an answer to the above question. The book is divided into three parts: first: “The dark side of organizational behaviors”, second: “Individual skills and the workplace” and third: “Organizational politics, practices and tools. This book is authored by a range of authors from all over the world. They provide us with several theoretical and practical contributions into the topic of organizational social irresponsibility and individual behavior, facing different aspects (e.g. workplace wellness, decision-making, diversity management). We hope it will be useful for both business and academia and it will help to shape reflective, socially responsible managers of the future.



Organizational Social Irresponsibility Tools and Theoretical Insights

Agata Stachowicz-Stanusch, Silesian University of Technology, Poland; Gianluigi Mangia, University of Naples Federico II; Adele Caldarelli, University of Naples Federico II; Wolfgang Amann, HEC Paris in Qatar

A volume in the series *Contemporary Perspectives in Corporate Social Performance and Policy*
2017. Paperback 9781681237589 \$45.99. Hardcover 9781681237596 \$85.99. eBook 9781681237602 \$65.

In the book *Organizational Social Irresponsibility: tools and theoretical insights* we focus both on theoretical and practical aspects of organizational social irresponsibility and hope to provide a contribution to the contemporary state of knowledge about its causes and results.

The book is divided into three parts: first titled “Organizational Social Irresponsibility: Practices and experiences”, second: “The thousand faces of dark side of business” and third: “Social, cultural and institutional dimensions”. The book is written by a range of authors from all over the world. They provide us with examples of some irregularity in social organizational activity. There were included some theoretical and practical contributions into the topic of organizational social irresponsibility, from different sectors (e.g. pharmaceutical or manufacturing industry as well as public administration) and various organizational processes (such as marketing, training, innovation and knowledge management). We hope it will be a worthy inspiration for struggling with dark sides of organizational existence.

CONTEMPORARY PERSPECTIVES IN DATA MINING



Contemporary Perspectives in Data Mining Volume 3

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

A volume in the series *Contemporary Perspectives in Data Mining*
2017. Paperback 978-1-64113-054-7 \$45.99. Hardcover 978-1-64113-055-4 \$85.99. eBook 978-1-64113-056-1 \$65.

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 in finance (banking, brokerage, and insurance), marketing (customer relationships, retailing, logistics, and travel), as well as in manufacturing, health care, fraud detection, homeland security, and law enforcement.

CONTEMPORARY PERSPECTIVES IN HUMAN CAPITAL AND DEVELOPMENT



Human Capital Management Research Influencing practice and process

Deborah Blackman, The University of New South Wales; Michael O'Donnell, The University of New South Wales; Stephen Teo, RMIT University, Australia

A volume in the series *Contemporary Perspectives in Human Capital and Development*
2016. Paperback 9781681234649 \$45.99. Hardcover 9781681234656 \$85.99. eBook 9781681234663 \$65.

When reading current human capital management or human resources management textbooks, it is clear that many do not reflect current research. Even new Strategic HRM books are only recently reporting research that has been widely discussed in academic journals over the last 10 years.

Discussion with those who span the academic/practice worlds shows that they have regularly been struck by the dissonance between the journals and the texts. They agree that there should be more commonality but suggest that, although some of the HRM journal articles may carry some implications for practice, many do not. They are often vague as to the real potential value of the research and only outline potential interventions in a very rudimentary way.

Covering a range of topics which affect the way that human capital is attracted, developed, managed and supported, this book presents recent research which can be applied to the real world. Written by practitioners with academics, each chapter provides an overview of the research, as well as the links to current human capital management practices and identifying potential implications for future implementation. The book is designed to be of interest to academic researchers, university professors and graduate students, and to management scientists, industry economists, government officials, public policy developers and analysts, research and laboratory managers, marketing, human resources and operations managers, in fact anyone who is interested at understanding the current progress of human resources management and human capital development.

CONTEMPORARY PERSPECTIVES ON TECHNOLOGICAL INNOVATION, MANAGEMENT AND POLICY



Technological Innovation Networks Collaboration and Partnership

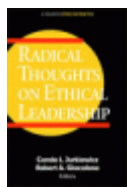
Bing Ran, Penn State Harrisburg

A volume in the series *Contemporary Perspectives on Technological Innovation, Management and Policy* 2017. Paperback 9781681238586 \$45.99. Hardcover 9781681238593 \$85.99. eBook 9781681238609 \$65.

The central theme of this book series is to explore the contemporary perspectives on managing technological innovations and related strategic policy issues. Specifically, this book series open to all potential topics that need attention within the broad theme of the management of technology and innovations, and promote an interdisciplinary scholarship and dialogue on the management of innovation and technological change in a global context from strategic, managerial, behavioral, and policy perspectives.

The third volume of this book series concentrates on “Technological Innovation Networks: Collaboration and Partnership” – a theme resonating with scholars and practitioners that innovation requires a network of partners to collaborate. Authors from around the world contribute to this volume by approaching this theme from many different perspectives: an institutional understanding of international R&D networks, a stakeholder centrality potential in innovation networks, the intersection between intellectual structure and M & A, the rejections of the technological opportunities due to lock-in, the policy-practice paradox of technological innovations, Japan’s national innovation strategy, immigrant entrepreneurs in patents and performance, the impact of university research parks on technology transfer, a historical narrative of cotton technology in China, and the innovative online or blended education in terms of motivation and reality. These researches have made significant attempts to address the important questions on how technological innovation touched on many aspects of our networked social life, thus I hope readers who are interested in learning the most contemporary perspectives on the technological innovation will be impressed, enriched, and intrigued by their analyses in each chapter. As the editor, I hope readers of the volume could enjoy these chapters by its global nature, the practicality orientation, the critical perspective, and the new theories and practices embedded in the selected research.

ETHICS IN PRACTICE



Radical Thoughts on Ethical Leadership

Carole L. Jurkiewicz, University of Massachusetts Boston; Robert A. Giacalone, John Carroll University

A volume in the series *Ethics in Practice* 2017. Paperback 9781681239880 \$45.99. Hardcover 9781681239897 \$85.99. eBook 9781681239903 \$65.

Radical Thoughts on Ethical Leadership, provides contributions from established scholars with fresh perspectives on ethical leadership, with challenging viewpoints that have been given little coverage in the literature to date. Radical Thoughts on Ethical Leadership includes theoretical perspectives that are founded on unconventional approaches—radical, “outside the box” ideas that would be difficult to get through the

conventional journal review process.

The volume brings together noted researchers from a variety of disciplines and explore non-mainstream approaches to ethics and social responsibility theory, research, and practice in both business and public administration. Grounded in the established literature and providing insight for researchers, managers/ administrators, or organizations at large, the volume establishes new paradigms for the field of ethical leadership.

INTERNATIONAL HIGHER EDUCATION



Conflict Management and Dialogue in Higher Education A Global Perspective

Nancy T. Watson, Texas A&M University; Karan L. Watson, Texas A&M University ; Christine A. Stanley, Texas A&M University

A volume in the series *International Higher Education*

2016. Paperback 9781681235202 \$45.99. Hardcover 9781681235219 \$85.99. eBook 9781681235226 \$65.

This book addresses an important topic – Conflict, mediation and dialogue. Conflicts are a part of life. Although many people assume conflicts are negative and, therefore, should be avoided, conflict is truly neutral. The engagement in conflict is what can be constructive or destructive. There are many positive outcomes experienced when a conflict is well managed, hence the critical role of this book. For instance, most change is driven by some level of conflict. You must learn, grow and develop effective conflict management skills as a way to manage change. Thus, the conflicts we deal with in our personal lives and in the workplace are essential to our development and our organizations' healthy development. However, managed poorly, some conflicts can escalate to the point that they can destroy individuals or organizations. As illustrated in this book, the key to managing conflicts is to understand conflicts; expect conflicts, and manage conflicts before they escalate into destructive or costly loss of personnel, diminished climate or lead to lawsuits. The book provides one of the growing and recognized methods of dealing with conflicts – mediation and dialogue. The contents of this book reflect areas of importance addressed in mediation training: alternative dispute resolution practices, conflict management intervention options, models of thinking about conflict, the mediation format, and the skill set needed by a strong conflict management and mediator. Readers are challenged to reflect upon their biases and beliefs that may negatively impact the mediation process.



Talent Development and the Global Economy Perspectives from Special Interest Groups

Fredrick. M. Nafukho, Texas A&M University; Khali Dirani, Texas A&M University; Beverly Irby, Texas A&M University

A volume in the series *International Higher Education*

2017. Paperback 9781681239972 \$45.99. Hardcover 9781681239989 \$85.99. eBook 9781681239996 \$65.

Talent has been identified as the only differentiator for an organization's, nations' or any region's success in this uncertain, complex, competitive and global environment. Ulrich (2008) defined talent as the equation of 3Cs: Talent = Competence x Commitment x Contribution. Malaeb and Chanaron (2010, p. 2), noted "Competence means that employees have the skills and abilities today and in the future for required business results. ... Commitment means that employees are involved and engaged ... while Contribution means that employees find personal abundance at occupation ..." While Ulrich (2008) observed that commitment focused on meaning and identity and other restraints that tap employee's heart. This book is unique in many ways, which makes it extraordinary. First, unlike other books that have examined issues of change facing the global economy no book has examined the issue of talent development from the perspective of special interest groups including management international students, women refugees, refugees, non-governmental organizations, for profit, for benefit and nonprofit organizations. Thus, talent development world over has become one of the most important issues when it comes to developing human resources especially through education and training. The book presents pertinent research and practice on talent development management and argues that the term talent development broadly refers to management and development of high performing and high potential individuals in society required to carry out critical organizational and society roles aimed at improving human development. The contributors of the book chapters include individuals actively involved in research, teaching and practice in higher education and in business and industry. The chapters are based on empirical data, including review of relevant literature. The book also recognizes that talent development is more than just crisis management and includes best talent management practices, shared governance, meaningful reforms, strategic planning, transparency and accountability, social justice and respect for human life and the need to develop humane organizations and humane communities. The contributions take cognizance of the fact that talent development as a concept is facing fundamental changes in the global knowledge economy, and especially with political changes taking place world over. Contributors also take cognizance of the fact that one important source of change in society has been the accelerating speed of scientific and technological advancement driven by the power of the Internet hence the need to develop talent for the 21st century and beyond.

The book is basically an academic book for use by undergraduates and graduate students at universities, for-profit, for-benefit, and non-profit organizations, policy makers and formulators in ministries of Education; supra national organizations, foreign organizations multilateral organizations, non-governmental organizations, community based organizations as well as development stakeholders, and community organizers.

RESEARCH IN BEHAVIORAL STRATEGY



Decision Making in Behavioral Strategy

T. K. Das, City University of New York

A volume in the series *Research in Behavioral Strategy*

2016. Paperback 9781681236575 \$45.99. Hardcover 9781681236582 \$85.99. eBook 9781681236599 \$65.

Behavioral strategy continues to attract increasing research interest within the broader field of strategic management. Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics, markets, resources, and technology. The key roles of psychology, organizational behavior, and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped. Given that strategic thinking and strategic decision making are importantly concerned with human cognition, human decisions, and human behavior, it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the “objective” economics-based view with substantive attention to the “subjective” individual-oriented perspective. This calls for more focused inquiries into the role and nature of the individual strategy actors, and their cognitions and behaviors, in the strategy research enterprise. For the purposes of this book series, behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field. The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures. These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along, but were not adequately appreciated or brought together as a coherent sub-field or as a distinct perspective of strategy. This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship. More importantly, the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy. In particular, the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models (dealing with all behavioral aspects), significant practical problems of strategy formulation, implementation, and evaluation, 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 potential for wider application of behavioral strategy. 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 subject of behavioral strategy.

Decision Making in Behavioral Strategy contains contributions by leading scholars in the field of behavioral strategy research. The 10 chapters in this volume cover a number of significant issues relating to the decision making processes, practices, and perspectives in the field of behavioral strategy, covering diverse topics such as failures in acquisitions, entrepreneurs under ambiguity, metacognition, neural correlates of emotion, knowledge flows, behavioral responses, business modeling, and alliance capability. 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 decision making in behavioral strategy.

RESEARCH IN HUMAN RESOURCE MANAGEMENT



Human Resource Management Theory and Research on New Employment Relationships

Dianna L. Stone, University at Albany and Virginia Tech; James H. Dulebohn, Michigan State University

A volume in the series *Research in Human Resource Management*

2016. Paperback 9781681236940 \$45.99. Hardcover 9781681236957 \$85.99. eBook 9781681236964 \$65.

This volume of the series Research in Human Resource Management (HRM) focuses on a number of important issues in HRM and OB including performance appraisal, political skill, gratitude, psychological contracts, the philosophical underpinnings of HRM, pay and compensation messages, and electronic human resource management.

For example, the first article by Cleveland and Murphy considers a very controversial issue (i.e., the reasons that organizations are abandoning the use of performance appraisal). The next article by Harris, Ferris, Summers, and Munyon is extremely interesting, and focuses on how composite political skills (e.g., social astuteness, interpersonal influence) helps individuals develop productive work relationships in organizations. The third article by Scandura and Sharif presents a very innovative model of gratitude in organizations, and the authors argue that gratitude is essential for maintaining positive social relations in organizations.

The fourth article by Suazo and Stone-Romero provides an extremely comprehensive review of the theory and research on psychological contracts in organizations from 1960-2015. The subsequent article by Bae, Kang and Kim presents a very unique perspective on HRM, and considers the philosophical underpinnings of the field. The sixth article by Murray, Dulebohn, Roehling, and Werling presents a very innovative model to explain the role that organizational messages about changes in pay or compensation systems have on anticipatory pay satisfaction. The final article in the series by Johnson, Thatcher, and Burleson presents a thought-provoking framework for understanding the key role that information technology (IT) plays in the field of HRM.

The series should be useful to researchers and doctoral students in the fields of HRM, OB, and Industrial and Organizational Psychology. It should also be relevant for doctoral courses and scientist-practitioners in these fields.

RESEARCH IN MANAGEMENT



Current Theory and Research in Transforming Organizations

Chester A. Schriesheim, University of Miami; Linda L. Neider, University of Miami

A volume in the series *Research in Management*

2016. Paperback 9781681236131 \$45.99. Hardcover 9781681236148 \$85.99. eBook 9781681236155 \$65.

Perhaps the best word to describe the past fifteen or so years of the twenty first century is “change.” Spurred on by the massive layoffs, and reorganizations that took place during the recessionary period starting in late 2007, to changes in labor demographics, technology, competitiveness, and the very nature of work, business transformations have become the norm. Even the most stodgy and inflexible organizations – universities – are beginning to understand the need for radical change if they hope to be sustainable in the future. From our perspective as researchers in management, we became increasingly interested in new trends and ideas in the field of transforming business and non-profit enterprises. What are the variables associated with success? What determinants may mediate whether or not change efforts actually lead to more sustainable systems? And, how do such change efforts differ from strategic planning, which has obviously been around and used for many years? To begin answering such questions, this volume attempts to bring together a number of scholars who present conceptualizations and preliminary research insights concerning organizational change, and in two of the chapters, explore the relationship between change efforts and strategy formulation/implementation.

RESEARCH IN MANAGEMENT CONSULTING



Strategic Engineering of the Reed Reflections on Socio-Economic Strategy and Implementation

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*

2017. Paperback 9781681239514 \$45.99. Hardcover 9781681239521 \$85.99. eBook 9781681239538 \$65.

This volume is part of an ongoing partnership between the Research in Management Consulting book series and the Socio-Economic Institute for Firms and Organizations (ISEOR), located in Ecully, France, on the outskirts of Lyon. The socio-economic approach to management (SEAM) provides a pathway to creating more engaged, more responsible and responsive, and more productive organizations. In many respects this volume reflects a culmination of ISEOR’s work, drawing together Henri Savall and Veronique Zardet’s insights and framing them in the context of strategy creation and, just as if not more important, strategy implementation.

This volume casts SEAM in the context of strategy development and implementation. Reflecting on the changing nature of work and the

workplace, the potential power of—and need to develop and build on—human potential has never been greater. Savall and Zardet have always thought that the Western concept of human resources was misguided, that people are not a resource to use up but rather a source of potential to invest in, develop, and nurture. People bring their potential to the organizations in which they work—and it is their choice as to whether they will apply it in their jobs. Thus, a core managerial challenge is to create an environment in which that potential can be maximized.

SEAM-based strategy builds on this premise, developing an approach to economic and social performance, providing direction as to how managers can create and implement strategies that enhance organizational effectiveness and efficiency. As Savall and Zardet argue, strategic vision does not have to be limited by constraints in the external environment—companies “are not compelled to enter in a ‘strategic’ tunnel” that mimics the competition and the market. Instead, companies can experience breakthroughs, turning constraints into opportunities by unleashing their internal energy, power, and cohesion, working and succeeding as a team. The SEAM approach to strategy is grounded in innovation and creation far more than imitation—and, as convincingly illustrated in the volume, that creativity can be self-financed through the value-added created by the elimination of organizational dysfunctions and the hidden costs they generate. The volume provides an insightful guide for enhancing economic and social performance, with a useful mixture of specific tools and techniques—grounded in a conceptual view of organizational life—interspersed throughout that illustrate how it can be done.

RESEARCH IN ORGANIZATIONAL SCIENCE



Sports and Understanding Organizations

Daniel J. Svyantek, Auburn University

A volume in the series *Research in Organizational Science*
2017. Paperback 9781681237916 \$45.99. Hardcover 9781681237923 \$85.99. eBook 9781681237930 \$65.

This volume provides readers with a rich source of sports metaphors for understanding organization and management processes and how to use metaphors to become more effective leaders and managers within their organizations. Each chapter discusses how sports may be used to help improved organizational productivity and effectiveness.

These chapters each strive to present new ways of understanding organizational constructs using sports as a metaphor. It is this volume’s hope that these chapters may provide insight into the important role sports plays in understanding organizations across the world. Organizational science profits from taking new perspectives that may be found when sports is used as a lens for this study.

RESEARCH IN STRATEGIC ALLIANCES



Governance Issues in Strategic Alliances

T. K. Das, City University of New York

A volume in the series *Research in Strategic Alliances*
2016. Paperback 9781681235004 \$45.99. Hardcover 9781681235011 \$85.99. eBook 9781681235028 \$65.

Governance Issues in 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.

Governance Issues in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 10 chapters in this volume deal with significant issues relating to the governance of strategic alliances. These issues range from governance structure choices under diverse conditions of uncertainty, risks, controls, and resources, to the effects of governance decisions on asset protection, cooperative relationships, internal tensions, and culture management. The chapters contain empirical as well as conceptual treatments of the selected topics,

and collectively present a wide-ranging review of the noteworthy research perspectives on the issues of governance in strategic alliances.



Managing Alliance Portfolios and Networks

T. K. Das, City University of New York

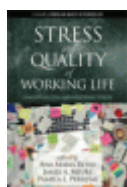
A volume in the series *Research in Strategic Alliances*

2017. Paperback 9781681239040 \$45.99. Hardcover 9781681239057 \$85.99. eBook 9781681239064 \$65.

Managing Alliance Portfolios and Networks 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 Alliance Portfolios and Networks contains contributions by leading scholars in the field of strategic alliance research. The 9 chapters in this volume deal with significant issues relating to the management of alliance portfolios and alliance networks. These issues range from value creation in alliance ecosystems, management lessons from social enterprise, and a configurational perspective on alliance management capabilities, to the competition dynamics of alliance networks, internationalization of an alliance portfolio, and structural embeddedness of alliance networks during industry convergence. The chapters contain empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on managing alliance portfolios and alliance networks.

STRESS AND QUALITY OF WORKING LIFE



Stress and Quality of Working Life Conceptualizing and Assessing Stress

Ana Maria Rossi, International Stress Management Association; James A. Meurs, University of Calgary; Pamela L. Perrewé, Florida State University

A volume in the series *Stress and Quality of Working Life*

2017. Paperback 9781681239231 \$45.99. Hardcover 9781681239248 \$85.99. eBook 9781681239255 \$65.

Work-related stress is costly not only to employees, but also to organizations and society. For example, it is estimated that work-related stress, depression, and anxiety costs British employers £1,035 per employee and that workplace stress costs the US economy up to \$300 billion annually. However, elevated levels of stress often cannot be changed, and, if demands were not placed on employees, employee learning, organizational innovation, and societal economic growth would be hindered. Consequently, it is vital that occupational health practitioners, employees, employers and researchers strive to better understand and manage workplace stress, such that employee health and well-being can be improved.

This book can assist organizations and individuals as they encounter workplace stress. This edition highlights research done by 25 authors across 12 chapters that challenges how work stress is viewed and assessed. Additionally, a number of social and psychological influences on the stress experience are examined. Our beliefs and expectations of stress and its results, whether helpful or hurtful, can have a profound influence on our stress experiences. Also, the way that we approach our work (e.g., job crafting) or the treatment we receive from others (e.g., with dignity) can either mitigate or exacerbate any harmful or beneficial effects of stress. Moreover, how we assess the psychological (e.g., burnout and well-being) or physiological (e.g., cortisol) outcomes of stress are meaningful, and the proper diagnosis of stress (e.g., stress surveys) underlies our understanding. We hope that the findings reported in these chapters and the insights of these scholars will provide ways for you and/or your organization to improve the health and well-being of employees.

WOMEN AND LEADERSHIP



Gender, Media, and Organization Challenging Mis(s)Representations of Women Leaders and Managers

Carole Elliott, University of Roehampton; Valerie Stead, Lancaster University, UK; Sharon Mavin, University of Roehampton; Jannine Williams, University of Bradford, UK

A volume in the series *Women and Leadership*

2016. Paperback 9781681235325 \$45.99. Hardcover 9781681235332 \$85.99. eBook 9781681235349 \$65.

Gender, Media, and Organization: Challenging Mis(s)Representations of Women Leaders and Managers is the fourth volume in the Women and Leadership: Research, Theory, and Practice series. This cross-disciplinary series from the International Leadership Association draws from current research findings, development practices, pedagogy, and lived experience to deliver provocative thinking that enhances leadership knowledge and improves leadership development of women around the world. This volume addresses the lack of critical attention in leadership research to how women leaders and professionals are represented in the media. The volume acts as a companion piece to a Seminar Series, funded by the UK's Economic and Social Sciences Research Council (ESRC), to address this gap in the research. The lack of research interrogation of gendered media representations of women leaders and professionals is a surprising omission given the wealth of evidence from stakeholders outside academia revealing that women, and women leaders, continue to be underrepresented across all forms of media outlet. This volume contributes to social change, equality, and economic performance by raising consciousness about women's lack of representation in the media and challenges gendered mis(s)representations of women professionals and leaders in the media through the presentation of a range of empirical investigations and methodological approaches. The volume contributors use various theories and conceptualizations to problematize and analyze women's limited representation in the media, and the gendered representations of women professionals and leaders.

Together, the volume's 14 chapters reflect the beginning of a rich, diverse, emergent strand of academic research that interrogates relationships between the media in its multiple forms and women's leadership. Illuminating the positioning of women leaders and professionals as both complex and problematic, these chapters offer an important agenda for management and organization scholars. They attest to the need to describe and make visible women's mis(s)representations in the media while drawing attention to the importance of situating these mis(s) representations in the broader social, economic, historical, cultural, and political context as a means to gain insight into their development and evolution. As a rich and diverse site of research, examination of the media calls for a broad methodological repertoire. The chapters in this book draw from multiple sources and include, among others, the development of thematic analysis to illuminate stereotypes, the use of critical discourse analysis to understand professional women's experience, a rhetorical analysis of the covers of Time magazine, and an interrogation of the power dynamics manifested in the media's practice of nicknaming women leaders.

Gender, Media, and Organization is a first step in stimulating further research that poses critical questions concerning gendered and sexualized representations of women leaders in textual and visual forms, and considers the media's influence on gender equality and social justice. The chapters offer fruitful avenues for future research to continue the momentum of challenging gendered media representations of women leaders and professionals.

NO SERIES



Advanced Management for Deans

Terri Friel, Doctus Consulting

2016. Paperback 9781681234700 \$45.99. Hardcover 9781681234717 \$85.99. eBook 9781681234724 \$65.

Deanships in the world are often OTJ (On the job training) positions. Prior to this series, there was very little about this specific position and how to be innovative and successful on the job. This book is the second in the series of Management for Deans and includes advanced techniques employed by deans around the world to manage their boards, planning, donors, and careers. If you've been a dean or are considering this position, the series Management for Deans and Advanced Management for Deans will introduce you to the position and offer you many ideas from experienced deans around the world that can accelerate your success and help you avoid the pitfalls of OTJ.



Educational Leadership and Organizational Management Linking Theories to Practice

Victor C.X. Wang, Florida Atlantic University; Bernice Bain, Southern New Hampshire University; John Hope, University of Auckland; Catherine A. Hansman, Cleveland State University

2016. Paperback 9781681235127 \$45.99. Hardcover 9781681235134 \$85.99. eBook 9781681235141 \$65.

This book is intended for students, leaders and managers who wish to explore the personal relevance and conceptual bases of educational leadership and organizational management and to develop their expertise in this field. It is a book written for both scholars and practitioners. The general public will also appreciate the accessible language in the book.

There are two goals in the experiential learning process. One is to learn the specifics of a particular subject matter, in this case, educational leadership and organizational management. The other is to learn about one's own strengths and weaknesses as a learner. This book is focused on the analysis of prevalent theories and concepts and their application to the development of leadership and management skills, and the knowledge and attitudes required to solve real world problems in the workplace.

For decades, students have focused their studies of educational leadership and organizational management theories in classroom settings without actual opportunities to apply these theories in the workplace. A profound and significant lesson learned in history is that we must follow the principle of integrating theory with practice (unity of theory with practice). Then, we can follow the policy of walking on two legs, an analogy made by the late Chinese chairman, Mao Ze Dong.



Executive Ethics II Ethical Dilemmas and Challenges for the C Suite, 2nd Edition

Ronald R. Sims, College of William and Mary; Scott A. Quatro, Covenant College

2016. Paperback 9781681235387 \$45.99. Hardcover 9781681235394 \$85.99. eBook 9781681235400 \$65.

This 2nd edition of Executive Ethics provides a variety of contemporary and timely readings squarely focused on the ethical dilemmas and challenges faced by today's C-suite executives. In addition to identifying these dilemmas and challenges, the contributors provide both knowledge and insight on how C-suite executives can proactively address such ethics issues. The contributors provide unique value propositions for the C-suite regarding the most critical ethical issues facing organizations today while also highlighting useful information for senior executives interested in integrating ethics into the leadership and management practices of their organizations. In the end, the book empowers C-suite executives to build a long-term, strategic, and enterprise-wide approach to ethics.



Advanced Leadership Insights How to Lead People and Organizations to Ultimate Success

Wolfgang Amann, HEC Paris in Qatar; Katja Kruckeberg, International Leadership Consultant

2017. Paperback 9781681238166 \$45.99. Hardcover 9781681238173 \$85.99. eBook 9781681238180 \$65.

Great leaders know that prestigious appointments do not only entail advantages, but also major responsibilities. They are willing to set high standards: First and foremost for themselves and only thereafter expect others to follow them. They never rest on their laurels, but embrace life-long learning. They are thus inspirational roles models for others. They walk the talk and earn loyalty — do not just demand it. They have prepared themselves well without risking complacency or overplaying their strengths. They ensure that more than mere luck will allow them to succeed in a world full of ambiguity, change, dilemmas, and even trilemmas. Most importantly, they orient themselves to follow their moral compass. They also know that it has never been so easy to find inspiration, a reality check, and advice on the development of their situational solutions.

This book aims at providing such easy access to crucial insights into sustaining success. International top management and leadership consultants, lifelong learning experts, experienced executive coaches, and leadership faculty from leading business schools share their insights to help leaders cope with today's and tomorrow's complexity.



Corporate Yoga A Primer for Sustainable and Humanistic Leadership

Shiv Tripathi, CMR University, Bangalore, India; Wolfgang Amann, HEC Paris in Qatar

2017. Paperback 978-1-64113-014-1 \$24.99. Hardcover 978-1-64113-015-8 \$49.99. eBook 978-1-64113-016-5 \$65.

Products, services, technologies, and markets are often rather global now - and so are many of our contemporary leadership and sustainability challenges. This book adds to the leadership debate by inspiring leaders, managers, and fellow leadership experts in academia as well as consulting with a new concept. Its authors propose corporate yoga as an effective and innovative idea to fundamentally reframe leadership, anticipate and avoid crises, and handle them differently. Transferring ideas from yogic thinking into the corporate world can generate next-level vision and mission statements. It can alter corporate strategies and governance. Corporate yoga redefines relationships among stakeholder groups, re-energizes organizations, and fosters change towards more sustainable and more humanistic companies and economies.



The Director and The Manager Machiavelli Had it Easy - Law & Governance In A Digital Age

David S. Fushtey

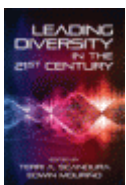
2017. Paperback 978-1-64113-049-3 \$45.99. Hardcover 978-1-64113-050-9 \$85.99. eBook 978-1-64113-051-6 \$65.

Machiavelli Had it Easy is an engaging text for an emerging discipline. Gaps in context arise when directors and managers come together from diverse vocational and cultural languages and interests. Compressed information streams in from the digital age yet few sources seek to reconcile silos of business, legal expertise and regulatory public-interests for informed decisions.

This text presents research and a decision-framework based on risks, comparative law and market practice. We concluded that governance is a separate discipline for the vital strategic-oversight role. Informed by cognitive science, the marketplace and comparative legal duties, one conclusion is that bias and self-interests are instinctive but reconciling best-interests is not. Too often lessons learned from centuries of law are overlooked.

The chapters are a dozen inquiries into recurring problems in the boardroom. Part one is an entry-level technical reference of law and governance principles. Unique appendices of keywords and case notes will aid those new to markets governed by the western rule-of-law and those tripping on gaps in comparative jargon. Part two is a series of practical hot-topics in the context of law and governance; part three looks to next steps in accountability and liability.

The text will help accountants, engineers, lawyers, and marketing, business operations and public-policy experts from around the world work together, and professors, professionals and students anticipate change. After drilling through accountability and liability of hybrid organizations, typical crises are revealed to be from a lack of aligning interests and related information churn. Conclusions of the how and why of governance systems link the human condition and the rule-of-law.



Leading Diversity in the 21st Century

Terri A. Scandura, University of Miami; Edwin Mouriño, Rollins College

2017. Paperback 9781681238760 \$45.99. Hardcover 9781681238777 \$85.99. eBook 9781681238784 \$65.

The Leader-Member Exchange (LMX) model of leadership has shown that effective leader-follower relationships predict employee well-being and performance. Less research, however, addressed how diversity variables may affect the development of leader-member exchange and outcomes. This book moves the field forward by addressing the 21st century challenges of how diversity may impact the development of effective working relationships.

Key trends in the workforce suggest that the impact of diverse employees will challenge a leader's ability to develop effective working relationships with all direct reports. New frameworks are needed to understand how various groups such as women, Hispanics, African Americans, Millennials, LGBTQ, and persons with Autism Spectrum Disorder develop effective working relationships with their supervisors This edited volume will bring together the top scholars in the field to address these segments of the workforce and offer practical advice for managers.

This book will be used in college undergraduate and/or graduate level leadership classes. It might also be adopted for courses in managing diversity. Scholars will find the book a useful reference work. In addition, practicing managers will be interested in the implications of developing effective working relationships in diverse leader-member dyads.



National Defense Budgeting and Financial Management Policy & Practice

Philip J. Candreva, Naval Postgraduate School

2017. Paperback 9781681238708 \$45.99. Hardcover 9781681238715 \$85.99. eBook 9781681238722 \$65.

The U.S. Department of Defense accounts for over half of federal government discretionary spending and over 3% of GDP. Half of all federal employees work for the Department. The annual budget for the military not only provides for those salaries, it covers the baseline and wartime operating expenses of the force, and hundreds of billions of dollars of investment in new capabilities and technologies. Given the materiality of the defense function and amount of resources it consumes, the processes for budgeting for defense and managing the funds is important to understand.

This text provides a fully integrated view of defense budgeting. It takes the position that defense budgeting is a specific instance of public budgeting, and public budgeting is a specific instance of public policy. In order to fully understand how the nation budgets for defense, it first lays a theoretical and conceptual foundation for public policy and public budgeting. That is followed by an assessment of the political and policy context for defense, including the overarching federal budget process and role of Congress in setting defense policy. Only then does the text explore the specifics of defense budgeting: how, by whom, and why the budget is crafted. Beyond the topic of budgeting – formulating, requesting, and legitimating the request for funds – the book tackles financial management topics. Included are discussions of federal appropriations law, funds management, accounting requirements, intragovernmental business transactions, and contemporary topics of defense policy such as funding overseas contingency operations in an era of deficit control legislation.

This book is an appropriate reference for both students and practitioners of defense budgeting and financial management. It would also be appropriate in a general public budgeting course. Most public budgeting texts focus on state and municipal governments and there are few that address the federal system. This book fills that gap and provides a specific example of federal budgeting.



Next Generation Performance Management The Triumph of Science Over Myth and Superstition

Alan L. Colquitt

2017. Paperback 9781681239323 \$45.99. Hardcover 9781681239330 \$85.99. eBook 9781681239347 \$65.

There is no HR-related topic more popular in the business press than performance management (PM). There has been an explosion in writing on this topic in the past 5 years, condemning it as a failure and calling for fundamental change. The vast majority of organizations use the same basic process which I call “Last Generation Performance Management” or PM 1.0 for short. Despite widespread agreement that PM 1.0 is failing, few companies have abandoned it or made fundamental changes to it. While everyone agrees it is broken, few agree on how to fix it. Companies continue to tinker with their systems, making incremental changes every few years with no lasting improvement in effectiveness. Employees continue to achieve amazing things in organizations every day, despite this process not because of it.

Nothing has worked because organizations, business leaders and HR professionals focus on PM practices instead of the fundamental purpose of PM and the paradigms, assumptions, and beliefs that underlie the practices. Companies ask their performance management process to do too many things and it fails at all of them as a result. At the foundation of PM 1.0 practices is the ideology of a meritocracy and paradigms rooted in standard economic and psychological theories. While these theories were adequate explanations for motivation and behavior in the 19th and 20th centuries, they fail to account for the increasingly complex nature of organizations and their environments today.

Despite the ineffectiveness of PM 1.0, there are powerful forces holding it in place. Information on rigorous, evidence-based recommendations is crowded out by benchmarking information, case studies of high-profile companies, and other propaganda coming from HR think tanks and consultants. Business leaders and HR professionals learn about common practices not effective practices. This book confronts the traditional dogma, paradigms, and practices of PM 1.0 and holds them up to the bright light of scientific scrutiny. It encourages HR professionals and business leaders to abandon PM 1.0 and it offers up a more appropriate purpose for PM, alternative paradigms to guide them and practical solutions that are better supported by scientific research, referred to as “Next Generation Performance Management” or PM 2.0 for short.



The Perfect Human Capital Storm

Workplace Human Capital Challenges and Opportunities in the 21st Century

Edwin Mouriño, Rollins College

2017. Paperback 9781681238678 \$29.99. Hardcover 9781681238685 \$45.99. eBook 9781681238692 \$65.

There are numerous trends taking place around the world and especially in the U.S. with implications for organizations, the workplace, leaders, and supporting organizations like Human Resources. How organizations and their leadership react and proactively address these changes will be difference between positioning themselves for success in the future or for disappearing as other organizations have disappeared.

The critically important issue of these trends is that they are occurring simultaneously. The trends consists of constant and consistent change driven by advancing technology, challenges with education with implications for a future workforce, an aging population and workforce, four generations in the workforce with a growing millennial workforce, changing expectations from the workforce with an emphasis on employee engagement, and leadership development opportunities.

This perfect human capital storm addresses these very important and relevant issues in a succinct fashion while also providing some systemic recommendations for organizations and its leadership to consider as they work to differentiate themselves from their competition, to look to reinvent themselves, while also creating a great place to work in the 21st century. In addition, the book provides an assessment to use as a guide and to serve as a starting point for discussion and planning among the organization's leadership team for the organization.

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