

INFORMATION AGE PUBLISHING

MANAGEMENT 2019

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RECENT TITLES

ADVANCES IN RESEARCH ON RUSSIAN BUSINESS AND MANAGEMENT



Economic and Legal Foundations of Modern Russian Society A New Institutional Theory

Elena G. Popkova, Institute of Scientific Communications, Volgograd, Russia

A volume in the series *Advances in Research on Russian Business and Management*

2017. Paperback 9781641131254 \$45.99. Hardcover 9781641131261 \$85.99. eBook 9781641131278 \$65.

Modern societies develop very quickly. However, along with rapid economic growth, comes risk to the economic system. That is why there is a need for study of the institutional base on which modern society is built to enable more effective management and better forecasting for further development.

Existing studies and publications on the economic and legal foundations of modern society do not take into account the institutional aspects of its development and thus do not fully reflect its sense and content. This book aims to fill this gap in scientific knowledge.

This book views the economic and legal foundations of modern society through the lens of a new institutional theory in relation to Russia. The author focuses on Russia – a unique economic system with a developing market, involved in the processes of international economic globalization and integration. The author analyzes actual problems and perspectives of the development of the modern Russian economy through the prism of a new institutional theory.

Institutional theory allows for determination and analyzing foundation of society functioning, and “rules of the game”. Without understanding the institutional foundations, consideration of applied issues of development of economy will be fragmentary, as it would be impossible to understand the logic of existing status quo and perspectives of its change in future. This book should fill this gap in modern scientific knowledge.

ADVANCES IN WORKPLACE SPIRITUALITY: THEORY, RESEARCH AND APPLICATION



Faith and Work Christian Perspectives, Research and Insights into the Movement

Timothy Ewest, Houston Baptist University

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

2018. Paperback 978-1-64113-063-9 \$45.99. Hardcover 978-1-64113-064-6 \$85.99. eBook 978-1-64113-065-3 \$65.

Those who adhere to a faith tradition are longing for theories and insights into how they can be true to their faith within the workplace and yet be sensitive and respectful to others of varying faith commitments and beliefs. Yet for Christians, respect of other faith traditions is especially difficult since Christianity as the dominate religion has become secularized and institutionalized within the workplace as represented in holidays and days off.

Within the multiple theoretical and research dimensions of management, religion and spirituality, this book explores theoretical, conceptual and strategic theories and research which consider how individuals and organizations integrate their Christian faith in the workplace, and how these groups attempt to change society as a whole. This historical movement is characterized by a desire for people to live a holistic life which integrates their Christian faith into the workplace, also deemed “faith at work”.

Historically, Christian’s faith integration is manifested individually or collectively and is demonstrated in the ways it shapes and informs the values systems, ethics, character and attitudes towards work. This edited volume draws themes out of the three historical epochs of the faith and work movement traced by Miller (2007) in the book, *God at work: The history and promise of the faith at work movement*. These organizing themes, while not congruent to the historical epochs, do capture the ways in which people of faith have historically attempted to integrate their

faith into the workplace. These themes include: Individual integration, organizational strategies for integration and societal integration.

CONTEMPORARY HUMAN RESOURCE MANAGEMENT ISSUES CHALLENGES AND OPPORTUNITIES



Human Resources Management Issues, Challenges and Trends "Now and Around the Corner"

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

A volume in the series *Contemporary Human Resource Management Issues Challenges and Opportunities*
2019. Paperback 9781641135351 \$45.99. Hardcover 9781641135368 \$85.99. eBook 9781641135375 \$65.

Human Resources Management Issues, Challenges and Trends: "Now and Around the Corner" explores and provides an updated look at some of the challenges, trends and issues HRM professionals will need to focus on now and around the corner. Like other departments in the broader organization HRM professionals will need to increasingly demonstrate how they add value and contribute to the organization's success. While the trends, challenges and issues impacting organizations and HRM professionals will continue to change over the years, the bottom-line of organization success is the clear reality that employees are their best assets and the need for effective HRM.

The book is intended to help to better understand the ongoing transformation of HRM given the issues, challenges and opportunities offered by the contributors to this book. This means the book discusses the ever evolving role of HRM professionals to include discussion of how the profession must continue to become more adaptive, resilient, quick to change direction and customer-centered in its efforts to help meet the human resource needs of contemporary organizations and their employees. The book contributes to the ongoing dialogue and insights offered by HRM experts on what HRM professionals and their organizations can do in the face of such challenges, trends and issues in their efforts to win the talent wars.

CONTEMPORARY PERSPECTIVES IN CORPORATE SOCIAL PERFORMANCE AND POLICY



Fostering Sustainability by Management Education

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 978-1-64113-116-2 \$45.99. Hardcover 978-1-64113-117-9 \$85.99. eBook 978-1-64113-118-6 \$65.

This book presents our set of insights and solutions for more effectively integrating corporate social responsibility into management education. Internationally acclaimed authors critically review this multifaceted process in a variety of countries. The book is divided into several sections. After the introduction, three parts delve deep on the following aspects: "Values, Ethics and Spirituality in Management Education", "Embedding CSR in Management Education", and "University Social Responsibility". This book combines theoretical considerations and state-of-the-art, practical advice. The purpose of this book is to ensure graduates pay enough attention to CSR, become more interested in it, trigger a desire for action and feel well equipped to implement tailored initiatives. Future business leaders and managers ought to become change agents who can more easily cope with the complexities CSR entails.



Academic Social Responsibility Sine Qua Non for Corporate Social Performance

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*
2018. Paperback 978-1-64113-230-5 \$45.99. Hardcover 978-1-64113-231-2 \$85.99. eBook 978-1-64113-232-9 \$65.

The book *Academic Social Responsibility - Sine Qua Non for Corporate Social Performance* is our endeavor to disseminate the awareness of the significance of responsible (especially management) education not only for academic stakeholders, but for the whole society. It is an interesting combination of theories, studies, recognitions, and experiences gained by authors from different countries, institutions, who function in various institutional and cultural conditions.

The book is divided into “Introduction” and three parts: “Towards the Socially Responsible University”, “Socially Responsible Education for Enterprise Development”, “Human Voice in Responsible Management Education”. The authors present fresh concepts for socially responsible university, their impact on real business performance as well as discussions on specific issues when implementing academic social responsibility in practice.



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*
2018. 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.



Management Education for Corporate Social Performance

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*
2018. Paperback 978-1-64113-076-9 \$45.99. Hardcover 978-1-64113-077-6 \$85.99. eBook 978-1-64113-078-3 \$65.

The book *Management Education for Corporate Social Performance* is our endeavor to answer the following question: How can the academic world develop and apply a proper concept of corporate social performance to ensure more impact? The authors from different cultures, countries and educational systems present a rich diversity of insights and solutions.

The book is divided into five parts: “Introduction”, “worldwide kaleidoscope of management education for Corporate Social Performance”, “the role of management education in Corporate Social Performance”, and “using knowledge from practice and theory for responsible management education”. The book combines state-of-the-art international views, which can inspire academia as well as corporate practices.



The Social Issue in Contemporary Society Relations Between Companies, Public Administrations and People

Agata Stachowicz-Stanusch, Silesian University of Technology, Poland; Lorenzo Mercurio, University of Naples Federico II - Italy

A volume in the series *Contemporary Perspectives in Corporate Social Performance and Policy*
2019. Paperback 9781641135580 \$45.99. Hardcover 9781641135597 \$85.99. eBook 9781641135603 \$65.

It is widely observed that societies are changing, and new social issues are raising. The relationship between actors in the global environment and in the local as well, is changing because of financial crisis, new technological revolution, climate change, richness reallocation and concentration. We can see that value creation and management models in organizations are often uncoherent with the satisfaction of needs. The ability to create competitive advantages on a financial level seems to be increasingly developed. This can be sustained by the clear trend that leads companies to grow in size or create strong groups by shifting uncertainty over the weaker part of the market and unorganized systems and citizens. In this misalignment, empty spaces in the economic environment are opened. These spaces are those where the action of the public system can no longer be effective (or where it has never been) and where, more and more, the private interests are weak or absent. New wants are emerging in these areas and traditional models are no longer able to answer many of these needs.

The book “The Social Issue in Contemporary Society: relations between Companies, Public Administrations and People” originates from a huge number of questions with the social issue as “fil rouge”. In this perspective, the book is divided in four parts: “Introduction”, “New Models and Tools for Public Administration”, “New Models for New Companies” and “New Models for New Societies”.

A range of scholars that authored that book provide us with a different point of view about the problem that is underlined in the book title. We hope it will be a worthy inspiration for who dream a new idea of society.

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 ON LEADERSHIP DEVELOPMENT



The Dialogical Challenge of Leadership Development

Rob Koonce, Creighton University and Can We Communicate; Rens van Loon, Tilburg University and & Dialogue

A volume in the series *Contemporary Perspectives on Leadership Development*

2019. Paperback 978-1-64113-567-2 \$45.99. Hardcover 978-1-64113-568-9 \$85.99. eBook 978-1-64113-569-6 \$65.

In the Foreword to *The Dialogical Challenge of Leadership Development*, eminent scholar Ken Gergen shrewdly points to dialogue as an optimal tool for organizational communication in the 21st Century. Gergen's comment serves as a quintessential backdrop of the book you are about to read. Dialogical practice is no longer a distant option for organizational leaders to passively consider. Instead, it has become an indispensable tool for leaders who understand the critical significance of relational influence and sustainability for navigating today's increasingly complex and wicked organizational and societal challenges. Thanks to the wide-ranging talent and varied perspectives of leading scholars and seasoned practitioners from around the globe who graciously contributed to this volume, *The Dialogical Challenge of Leadership Development* offers compelling evidence that - whether they arise from Brazilian favelas or the world's largest corporate boardrooms - the challenges which leaders face on a daily basis can be effectively addressed through dialogical practice.

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.

CONTEMPORARY TRENDS IN ORGANIZATION DEVELOPMENT AND CHANGE



An Introduction to Professional and Executive Coaching

Sheila Boysen-Rotelli, Lewis University

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

2018. Paperback 978-1-64113-254-1 \$45.99. Hardcover 978-1-64113-255-8 \$85.99. eBook 978-1-64113-256-5 \$65.

The coaching profession is growing. According to the International Coach Federation (ICF), coaching earns over \$2 Billion per year in US dollars. The proposed readership of this book is both practitioners and scholars of executive coaching. It will also fill the current gap of a universal textbook that can be used in higher education coaching curriculum.

The International Coach Federation (ICF) conducts a global study every four years. The 2016 study found that there are over 100,000 practitioners of coaching across the world. It also found that almost all coach practitioners received some form of coach specific training. There are over 1,500 ICF approved coach training programs. Currently, there is not a consistent set of textbooks or resources that are used by these programs.

This textbook is for the developing coach practitioner as well as the experienced coach practitioner that would like to develop further. Coaching is an exciting and powerful skillset that allows individuals to empower others and helps individuals to generate awareness that opens the door for great levels of success.

The approach of this book is to look at the theoretical framework of coaching as it applies to the actual practice of coaching others and groups. It will also take the approach of covering the comprehensive coaching curriculum that is ingrained in the 11 core competencies of coaching and will also provide an overview of building a coaching culture in an organization as well as how to build an independent coaching business. The International Coach Federation (ICF) 11 core competencies are the most widely accepted coaching framework in the industry and profession of coaching.

It is important to ground practice in theory and research to bring together the researched framework to help to inform the approach. There is an old proverb that states: "Theory is when you know everything but nothing works. Practice is when everything works, but no one knows why." The approach of this book will enable the student with the theory, the processes and the skills to coach in a way that works, and to be able to understand the why behind the success as well as make it replicable.

It is the author's hope that the readers of this book will find information that is relevant, helpful and even challenging in ways that increase their personal growth and development as coaches.

EVALUATION AND SOCIETY



Outcome Harvesting Principles, Steps, and Evaluation Applications

Ricardo Wilson-Grau

A volume in the series *Evaluation and Society*

2018. Paperback 978-1-64113-389-0 \$45.99. Hardcover 978-1-64113-393-7 \$85.99. eBook 978-1-64113-394-4 \$65.

Are you a grant maker, manager or evaluator who must assess your work to improve as well as be accountable for the use of resources and results? Does the project, program or organization you fund, manage or evaluate contend with substantial uncertainty about what to do and what will be the results? Do you thus experience constant change and unexpected and unforeseeable actors and factors in your intervention? Do you need to know what you are achieving and how in real time? And therefore, do you seek an alternative to conventional monitoring and evaluation of social change results? If yes, then you are the audience for this book.

Beginning in 2002, working closely with co-evaluators and commissioners of evaluations, the author developed Outcome Harvesting to enable evaluators, grant makers, and managers to identify, formulate, verify, and make sense of changes that interventions have influenced in a broad range of cutting-edge innovation and development projects and programs around the world. Over these years, he led Outcome Harvesting

evaluative exercises involving almost 500 non-governmental organizations, networks, government agencies, funding agencies, community-based organizations, research institutes and university programs. In over fifty evaluations, with forty co-evaluators he has harvested thousands of outcomes on six continents.

Outcome Harvesting has proven useful in evaluations of a great diversity of initiatives: human rights advocacy, political, economic and environmental advocacy, arts and culture, health systems, information and communication technology, conflict and peace, water and sanitation, taxonomy for development, violence against women, rural development, organic agriculture, participatory democracy, waste management, public sector reform, good governance, eLearning, social accountability, and business competition, amongst others.

In this book, the author explains the steps of Outcome Harvesting and how to customize them according to the nine underlying principles. He shares his experience and gives practical advice on how to work with Outcome Harvesting and remain true to its essential features.

INTERNATIONAL HIGHER EDUCATION



Conflict Management and Dialogue in Higher Education A Global Perspective (2nd Edition)

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*

2017. Paperback 9781641130936 \$45.99. Hardcover 9781641130943 \$85.99. eBook 9781641130950 \$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, if 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.



Global Issues and Talent Development Perspectives from Countries Around the World

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

A volume in the series *International Higher Education*

2018. Paperback 978-1-64113-408-8 \$45.99. Hardcover 978-1-64113-409-5 \$85.99. eBook 978-1-64113-410-1 \$65.

Talent management (TM) and talent development (TD) are of the most important areas of focus for organizational leaders and scholars around the world (Machado, 2015). Geographic boundaries have become increasingly permeable, with talent considerations being a key factor in the decision of where organizations locate their operations (Farndale, Scullion, & Sparrow, 2010). These changes in global market conditions have lead organizations to develop robust global talent management and development strategies that help organizations attract and retain the best talent (Nilsson & Ellström, 2012). Still, most international TM and TD initiatives can be described as ad hoc, non-strategic, or based on exported models from the West (Machado, 2015)

From an operational perspective, although there is a surge in research on TM and TD practices across different regions, most of what we know about these topics is based on government and practitioners' reports. Nowadays, organizations are operating in diverse environments catalyzed by globalization, economic openness, and governmental smart visions and practical policies. Governments and organizations alike, are aspiring to become talent magnet destination, attracting expatriates from all over the world. The question we try to answer in this book is whether entities are able to continue their growth through current TM and TD practices or whether a more strategic approach is needed in order to address the current TM and TD challenges and to meet the needs of individuals, organizations, and governments.

In particular, in this book we provide different perspectives of current status of TM and TD practices in select countries across the world. Our aim is to provide scholars and practitioners interested in the topic with a better understanding of TM and TD practices, and an overview of factors that affect these practices. Once we understand the different challenges, practitioners and leaders can use TM and TD as a source of power, or a strategy, that can lead people and organizations into success.

RESEARCH IN BEHAVIORAL STRATEGY



Culture and Behavioral Strategy

T. K. Das, City University of New York

A volume in the series *Research in Behavioral Strategy*

2017. Paperback 978-1-64113-101-8 \$45.99. Hardcover 978-1-64113-102-5 \$85.99. eBook 978-1-64113-103-2 \$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 subfield 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 nonprofit 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.

Culture and Behavioral Strategy contains contributions by leading scholars in the field of behavioral strategy research. The 10 chapters in volume deal with a number of significant issues relating to the intersection of culture and behavioral strategy, covering topics such as cultural diversity and strategic choice, the cultural intelligence of executives, business model innovation in entrepreneurship, paradoxical frames in culture and behavioral strategy, culture in M&As, network citizenship behavior, and organizational routines. 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 the confluence of culture and behavioral strategy.



Behavioral Strategy for Competitive Advantage

T. K. Das, City University of New York

A volume in the series *Research in Behavioral Strategy*

2018. Paperback 978-1-64113-435-4 \$45.99. Hardcover 978-1-64113-436-1 \$85.99. eBook 978-1-64113-437-8 \$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 literature. 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.

Behavioral Strategy for Competitive Advantage contains contributions by leading scholars in the field of behavioral strategy research. The 8 chapters in this volume deal with a number of significant issues relating to how behavioral strategy may serve to create competitive advantage, covering topics such as decision change timing, top management regulatory focus, cognitive foundations of pricing decisions, short-termism in HRM, and the effects of managerial role enactments on alliance performance. 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 the role of behavioral strategy in enhancing competitive advantage.

RESEARCH IN HUMAN RESOURCE MANAGEMENT



The Brave New World of eHRM 2.0

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

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

2018. Paperback 9781641131551 \$45.99. Hardcover 9781641131568 \$85.99. eBook 9781641131575 \$65.

Information technology has had a profound effect on almost every aspect of our lives including the way we purchase products, communicate with others, receive health care services, and deliver education and training. It has also had a major impact on human resource management (HR) processes, and it has transformed the way that we recruit, select, motivate, and retain employees (Gueutal & Stone, 2005; Kavanagh, Thite, & Johnson, 2015). For example, some estimates indicated that 100 % of large organizations now use web-based recruiting (Sierra-Cedar, 2016-2017), and over half of the training conducted in America is delivered using technology-based methods (American Society for Training and Development, 2015). Results of a survey by the Society for Human Resource Management (SHRM) (2002) revealed that technology is one of the major drivers of change in today's HR departments.

In spite of the increased use of technology in the field of HR, relatively little research has examined the acceptance and effectiveness of electronic human resource management (eHRM) methods. As a consequence, practitioners are implementing these new systems without the benefit of research. Thus, the primary purpose of this issue is to review the results of research on a number of important eHRM practices including e-recruitment, e-selection, gamification, e-socialization, e-learning, and e-performance management. It also considers how technology can be used to manage task-based contingent workers, and examines the problems associated with cyberdeviance in organizations. The chapters in this series should be extremely beneficial for HR researchers and practitioners who are employing these new systems.

RESEARCH IN MANAGEMENT CONSULTING



Intervention Research From Conceptualization to Publication

Anthony F. Buono, Bentley University; Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Laurent Cappelletti, Conservatoire National des Arts et Métiers

A volume in the series *Research in Management Consulting*

2018. Paperback 978-1-64113-288-6 \$45.99. Hardcover 978-1-64113-289-3 \$85.99. eBook 978-1-64113-290-9 \$65.

This volume continues to build on the relationship between the Research in Management Consulting series and the intervener-researchers at the Socio-Economic Institute for Firms and Organizations (ISEOR) in Ecully, France, extending that partnership to our recent work with the French Foundation for Management Education (FNEGE), a foundation dedicated to closing the gap between the teaching and practice of management in France. As part of the Foundation's multifaceted activities—which range from seminars and an advanced training initiative for French doctoral students to joint programs with international organizations and associations—FNEGE partnered with ISEOR to sponsor a series of workshops on developing high quality intervention-research. This volume is one of the results from that endeavor.

Although intervention-research helps to uncover valuable insight into organizational dynamics and performance, the challenge of capturing and disseminating that insight to both academics and practitioners is entrenched in the rigor-relevance debate. While we are witnessing increased calls for “actionable knowledge,” this ideal, unfortunately, remains a rather elusive concept as critics contend either that rigorous academic research falls well-short of relevance to the practitioner world or research that proves to be valuable to practitioners falls short of the rigor expected in academic life. This volume is intended to help bridge that divide. Drawing on the FNEGE-ISEOR intervention-research workshop, the volume contains 18 chapters that explore the intervention-research process, from initial conceptualization, to implementation, to publication.

The volume is published in French and English



La Recherche-Intervention Dans les Entreprises et les Organisations

Anthony F. Buono, Bentley University; Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Laurent Cappelletti, Conservatoire National des Arts et Métiers

A volume in the series *Research in Management Consulting*

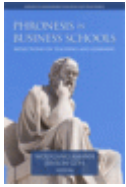
2018. Paperback 978-1-64113-209-1 \$45.99. Hardcover 978-1-64113-210-7 \$85.99. eBook 978-1-64113-211-4 \$65.

This volume continues to build on the relationship between the Research in Management Consulting series and the intervener-researchers at the Socio-Economic Institute for Firms and Organizations (ISEOR) in Ecully, France, extending that partnership to our recent work with the French Foundation for Management Education (FNEGE), a foundation dedicated to closing the gap between the teaching and practice of management in France. As part of the Foundation's multifaceted activities—which range from seminars and an advanced training initiative for French doctoral students to joint programs with international organizations and associations—FNEGE partnered with ISEOR to sponsor a series of workshops on developing high quality intervention-research. This volume is one of the results from that endeavor.

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The volume will be published in French and English

RESEARCH IN MANAGEMENT EDUCATION AND DEVELOPMENT



Phronesis in Business Schools Reflections on Teaching and Learning

Jenson Goh, National University of Singapore; Wolfgang Amann, HEC Paris in Qatar

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

2017. Paperback 978-1-64113-140-7 \$45.99. Hardcover 978-1-64113-141-4 \$85.99. eBook 978-1-64113-142-1 \$65.

The United Nations Principles of Responsible Management Education (PRME) initiative calls upon business school leaders and professors to significantly up their game. There is a need to enhance phronesis, i.e. wisdom, on how to effectively improve teaching and learning over time. This book gathers insights on self-management, next generation teaching as well as learning, and a business school's enhanced impact on graduates and society. It collects the rich experiences from a variety of international experts in order to support the learning journey of business school leaders and key faculty members.



Anti-Corruption in Management Research and Business School Classrooms

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

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

2019. Paperback 978-1-64113-444-6 \$45.99. Hardcover 978-1-64113-445-3 \$85.99. eBook 978-1-64113-446-0 \$65.

The book *Anti-Corruption in Management Research and Business School Classrooms* aims at presenting the topic of anti-corruption activities throughout management research as well as in the process of educating future business leaders and practitioners in business schools in different parts of the globe. Simultaneously the book deepens the topic of anti-corruption in selected cultures and societies.

The volume consists of four parts and includes three themes. The first part is the “Introduction” and subsequent parts are as follows: “Teaching business ethics and anti-corruption—across curriculum and beyond”, “Fostering integrity in higher education”, and “Anti-corruption as a topic of research.”

This book is authored by a range of international scientists and experts in management research and management education, with a diversity of cultural and professional backgrounds. It is therefore believed that this broad experience and expertise will give the readers the new light for the significance of teaching and researching in the area of anti-corruption.

RESEARCH IN PROFESSIONAL DEVELOPMENT SCHOOLS



Doing PDS Stories and Strategies from Successful Clinically Rich Practice

Keli Garas-York, SUNY Buffalo State; Pixita del Prado Hill, SUNY Buffalo State; Leslie K. Day, SUNY Buffalo State; Kim Truesdell, SUNY Buffalo State; Susan Keller-Mathers, SUNY Buffalo State

A volume in the series *Research in Professional Development Schools*

2017. Paperback 9781641130882 \$45.99. Hardcover 9781641130899 \$85.99. eBook 9781641130905 \$65.

SUNY Buffalo State is a unique urban comprehensive liberal arts public institution serving a large number of first generation college students. One flagship program at the college is the Professional Development Schools (PDS) consortium. Beginning in 1991 with one partner school, the SUNY Buffalo State PDS consortium now partners with approximately 45 schools locally, in Western New York, New York City, and across five continents. This book seeks to share the skills, knowledge, and examples of evidence-based practice of this innovative program to offer readers ideas for how teacher education and professional development might be re-conceptualized and re-energized.

RESEARCH IN STRATEGIC ALLIANCES



Managing Trust in Strategic Alliances

T. K. Das, City University of New York

A volume in the series *Research in Strategic Alliances*

2019. Paperback 9781641135306 \$45.99. Hardcover 9781641135313 \$85.99. eBook 9781641135320 \$65.

Managing Trust 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.

Managing Trust 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 management of trust in strategic alliances. These issues include the role of trust in value creation and appropriation, the dialectics of trust, control, and risk in multilateral R&D alliances, protecting trustworthiness in open and closed alliance networks, balancing trust and distrust, trust and cost disclosure, trust and control, foreign partner's trust in international strategic alliances, a multilevel approach to trust, trust in service supply networks, and trust-building in public-private strategic alliances. 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 trust in strategic alliances.

NO SERIES



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.



Strategic Leadership

Victor X. Wang, Grand Canyon University

2017. Paperback 9781641131346 \$45.99. Hardcover 9781641131353 \$85.99. eBook 9781641131360 \$65.

Strategic leadership is broadly defined as utilizing particular approaches in the management of employees. The main objective is productivity. It provides the vision and direction for the long term growth and success of an organization. It requires objectivity and potential to look at the broader picture. It is leaders' responsibility to incorporate aspects of both the analytical and human dimensions to effectively drive the organizations forward. As an academic subject, it is taught in both education and business. Leaders and managers have turned to strategic leadership to inspire and guide their visions, and to formulate the directions so essential for the long term growth and success of an organization or a country. Leaders need the skills and tools for strategy formulation and implementation in order to deal with change in our society. Managing change and ambiguity requires strategic leaders who not only provide a sense of direction, but who can also build ownership and alignment within their workgroups to implement change.

The goal of strategic leadership is to drive innovation, and maximize team performance to enhance organizations' long term growth and success in today's complex world of fast-paced, dramatic change. Research on strategic leadership has been going on for decades. Textbooks on this subject are readily available. If we look deeper, we realize the vast majority of these books were written from a practitioner's perspective. In other words, these books were not based on empirical research. Naturally, these existing books have failed to better serve the needs of today's graduate students who should be equipped with empirical research on such an academic subject. This book will investigate emergent administrative techniques and business practices being used within educational establishments and corporate worlds. It will highlight empirical research and best practices within strategic leadership.



Connect the Dots

How to Build, Nurture, and Leverage Your Network to Achieve Your Personal and Professional Goals

Inga Carboni, College of William & Mary

2018. Paperback 9781641133661 \$29.99. Hardcover 9781641133678 \$59.99. eBook 9781641133685 \$65.

Feeling guilty about not networking enough? Stop! You can learn how to network effectively without attending networking events, collecting business cards, or getting a lot of LinkedIn followers. How? By learning how to Connect the Dots.

Written by Inga Carboni, Ph.D., Connect the Dots is a fun, fast-paced, and fact-based book for working professionals seeking to take the next step in their careers. The truth is that networking is not about managing impressions or projecting your personal brand. Effective networkers build, nurture, and leverage relationships, real relationships built on genuine connection. When done correctly, networking isn't sleazy or manipulative. Instead, it's empowering — for you, for all the people you know, and for all the people they know.

Connect the Dots: How to Build, Nurture, and Leverage Your Network to Achieve Your Personal and Professional Goals offers a combination of personal stories, business anecdotes, self-assessments, exercises, and concrete guidelines grounded in the latest scientific research. Connect the Dots focuses on developing your personal power and leadership skills by creating effective networks and networking effectively. This book is designed to benefit everyone, from young professionals to senior managers to human resource professionals to C-suite executives.

Unleash the power of your network by learning how to connect the dots to make your network work for you.

Praise for Connect the Dots:

"In Connect the Dots, Inga Carboni has accomplished an exceptional blend of findings housed in research with pragmatic insights that can be put into action immediately. The richness of her stories and examples will resonate with all as she makes the book a delight to read. Whether approaching the topic from a senior executive perspective with a focus on what should be done in your organization or from an individual standpoint in terms of actions you could personally take, Connect the Dots is one for the ages." ~ Rob Cross Edward A Madden Professor, *Global Leadership, Babson College*



Sales Management A Primer for Frontier Markets

Robert E. Hinson, University of Ghana Business School; Ogechi Adeola, Lagos Business School, Pan-Atlantic University; Abednego Feehi Okoe Amartey, University of Professional Studies, Accra

2018. Paperback 978-1-64113-346-3 \$45.99. Hardcover 978-1-64113-347-0 \$85.99. eBook 978-1-64113-348-7 \$65.

In a fast-moving era of increased international competition, frontier markets must devise innovative ways to meet demanding sales targets and maintain profitability. These efforts will only succeed when local businesses abandon the concept of sales as a checklist of persuasive arguments that lead a customer to make a purchase and accept that building enduring customer relationships is the key to achieving sales goals. To understand what it means to sell successfully, sales representatives must develop a solid foundation in selling skills and an understanding of the critical elements needed to achieve sales goals.

By delving into the foundational concepts related to leveraging sales as a tool for organisational profit, the authors give readers important insights into the critical elements of the sales process, including consultative selling, sales force management, qualities of effective leadership in sales, and the use of technological tools such as Customer Relationship Management (CRM) and Sales Force Automation (SFA) systems.

This book includes insightful contributions from leading sales and marketing practitioners across the continent of Africa on characteristics of successful salespeople and how to recruit them, the crucial role of sales leadership, sales team training methods and strategies for developing customer relationship management programs. Case studies tie theory to practice and short quizzes help readers test their understanding of the material. Written in an accessible and reader-friendly format, this book is primarily aimed at undergraduate students with a secondary audience comprised of postgraduate students and business practitioners.

ENDORSEMENTS:

"Successful corporate marketing strategies are formulated around the delivery of value to consumers while maintaining a competitive advantage. Sales Management: A Primer for Emerging Markets offers innovative ways to locate, nurture, and develop long-term win-win relationships with key stakeholders. Readers will be rewarded with achievable concepts that will lay the foundation for developing a pattern of profitable sales. Highly recommended for undergraduate and graduate students as a well-crafted textbook drawing on real-world experience, for academicians as a reliable teaching tool, and for practitioners in the world of business seeking tested guidelines for marketing success." ~ Amon Chizema, *Professor of Corporate Governance & Strategy; Birmingham Business School; University of Birmingham, UK*

"Sales Management: A Primer for Frontier Markets is a "must read" for future and current managers seeking innovative strategies for ensuring long-term repeat business with customers and consumers while maintaining a sustainable competitive advantage. Discussions on consultative selling, the role of ethics in sales, and the stages of the personal selling process have been specifically detailed and grounded in peer-reviewed case-study findings. A highly recommended read for undergraduate and graduate students, academicians, and business managers pursuing up-to-date insights into selling, customer service, marketing management, small business management, and retailing." ~ Patrick Awotwi, *Commercial Director; The Coca-Cola Bottling Company of Ghana and Author of "Consider it Sold: A Seller's Point of View"*



The Start-up PUSH A Guide for Developers, Directors and Residents: Incubators, Accelerators, and Science Parks

Terri Friel, Venture Connects; George Vukotich, FinTank

2018. Paperback 978-1-64113-358-6 \$45.99. Hardcover 978-1-64113-359-3 \$85.99. eBook 978-1-64113-360-9 \$65.

This book explores, documents and establishes how to help founders start businesses with the collaboration of local and international resources. An incubator, accelerator or science park all have this goal but provide a variety of foci and support. At a minimum, it's important to not only attract entrepreneurs but to have support services that can include mentoring, financial support and other services that make the incubator really

filled with energy and potential. It's becoming insufficient to just have office space and WiFi.

It is also important to develop good interactions between directors, the start-up community and residents. Managing the community to help residents to launch successfully is the main goal of the director. It's also important to stay abreast of the innovations happening in start-up support. Today there are many ways to incubate from bare bones office space to Incubator 1.0 space with some support to Incubator 2.0 with a great deal of support including a fund. For that reason, it's important to develop a clear strategy for the type, style, clientele and support that will be built.

This book provides guidance in three main areas: 1) What are the different options for incubators, accelerators and science parks, 2) How to assist the start-up founders (residents) and 3) How to manage the space.



Systemic Organization Development

Ralph Grossmann, Executive Education, Estonian Business School; Klaus Scala, University of Graz, Austria; Günther Bauer, Corporation CEO

2018. Paperback 978-1-64113-311-1 \$39.99. Hardcover 978-1-64113-312-8 \$59.99. eBook 978-1-64113-313-5 \$65.

Translation by: Laura Grossmann

This book presents – for the first time in the English language - the concept of systemic organization development and its use in management and consultancy. It demonstrates in a succinct and compact way, how the systemic approach, in its up-to-date version, is well suited to describe and handle complex challenges in diverse organizations of all sectors of society.

First, the authors sketch out the crucial role organizations play today and the increasing importance of their ability to change.

The central theme of the book is thus the design of organizational change processes with the help of different tools. These tools deal cautiously with employees, clients and cooperation partners in order to ensure sustainable success of an organization.

In the final chapters the authors delve into specific attitudes during the change process, such as the building of trust and the allowing of emotions. Several cases illustrate how the concept and the tools promote organizational development. The book well provides a practical guideline.

Additionally, the book talks about important aspects managers have to pay attention to, such as dealing with concerns and resistance. The values of the systemic concept like sustainability, selective participation and growth from inside are convincingly exemplified.

The book is theoretically sound and grounded by the authors' long management and consulting experience and their research activities with the university background. It is addressed mainly at actors in corporations, not-for-profit and public organizations, who's task it is to organize, design and effectuate change while the daily business continues alongside. These actors may be leaders, managers, experts, consultants, project managers or employees.



The Life of Russian Business (Re)cognizing, (Re)activating and (Re)configuring Institutions

Tomas Casas I Klett, University of St. Gallen, SKOLKOVO MSM; Yuliya Ponomareva, ESADE Business School, SKOLKOVO MSM

2019. Paperback 9781641134507 \$45.99. Hardcover 9781641134514 \$85.99. eBook 9781641134521 \$65.

The mainstream perception of Russian business today is framed by images of wild capitalism and a Dutch-diseased resource-dependent economy with poorly functioning rules and institutions. Despite the continued relevance of these issues in the current environment, readers of this book will discover that business in Russia has undergone a remarkable transformation. Important characteristics of the contemporary Russian business climate include the rise of a new generation of Russian business leaders and entrepreneurs, a variety of innovative and adaptive business strategies developed to respond to the increasingly VUCA world, a confident middle class with significant purchasing power, as well as a surprising level of integration in the world economy, including increasingly with China and its Belt and Road Initiative (BRI). These evolving developments have received little attention from researchers and practitioners.

This book has been written by Russian experts and thought leaders to address this knowledge gap. The five sections provide a diverse but integrated set of opinion pieces, analyses and cases about Russian business covering markets and macro perspectives, strategy and governance, innovation and entrepreneurship, internationalization and leadership. The aim is to overcome preconceptions by illustrating the underreported and multifaceted nature of the life of Russian business and take the reader closer to what is really happening on the ground. The book contains more

than 50 contributions from 54 authors representing opinion leaders in Russia and abroad including prominent academics and businessmen.

The Life of Russian Business is aimed at practitioners, policy-makers and educators, as well as those generally interested in Russia. By disseminating state-of-the-art insights on Russian decision-makers and institutions, the book ultimately delivers a well informed and balanced guide for those wishing to participate in Russia's economy.

Endorsements

"Is Russia the right emerging market for you to invest in? Are you considering business with Russians? Read this book, understand Russia's idiosyncrasies, its role in Eurasia, its leadership models and some of the deep transformations it is undergoing. Then decide for yourself." ~ Roman Abramovich, *Owner of Millhouse Capital, Evraz and Chelsea F.C.*

"Today's curricula at all leading business schools covers management in VUCA (volatile, uncertain complex, ambiguous) environments, and mastering BHAGs (big hairy audacious goals). By virtue of having over 50 diverse cases and views, The Life of Russian Business delivers acumen on the challenges of developing a BHAG to thrive under VUCA circumstances." ~ Leonid Michelson, *CEO of Novatek, Russia's largest independent natural gas producer.*

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