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The 'Dark' Side of Management

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

A volume in the series ***Research in Management***
2010. Paperback 978-1-60752-263-8 $45.99. Hardcover 978-1-60752-264-5 $85.99

Mirroring a parallel movement in psychology, one recent trend in the study of organizations has been an increased focus on positive management and organizational behavior. However, while contributing to an enhanced understanding of organizational phenomena, this focus tends to ignore negative aspects of workplace behavior, which can have very serious consequences for individuals, groups, and organizations. Given what many of us have seen over the past year in terms of the handling (mis-handling) of downsizing, restructuring, and compensation, it seems clear that the darker side of management is a topic of great concern.

Thus, Volume 8 of Research in Management is devoted to exploring what has been called "The Dark Side" of management and organizational behavior. It includes seven chapters that are written by leading experts on a diverse range of topics, including abusive supervision attributions, dysfunctional mentors, destructive executives, social exclusion, public and private deviance, instrumental counterproductive behavior, and an examination of the difference between abusive and supportive leadership.

Each of these chapters makes a unique contribution to understanding negative workplace behavior and each should stimulate a future stream of research in the same or related domains. Comments by the editors are also provided, highlighting other areas where the study of "dark side" behavior and phenomena would seem particularly beneficial for the advancement of knowledge about organizations and their effective functioning.

CONTENTS: Foreword, *Linda L. Neider and Chester A. Schriesheim.* 1 Mentors Gone Wild!: When Mentoring Relationships Become Dysfunctional or Abusive, *Pamela L. Perrewé, Kelly L. Zellars, Laci M. Rogers, Denise Breaux, and Angela M. Young.* 2 One Bad Apple: The Role of Destructive Executives in Organizations, *Alexa A. Perryman, David Sikora, and Gerald R. Ferris.* 3 Abusive and Supportive Leadership: Two Sides of the Same Coin? *Chester A. Schriesheim and Linda L. Neider.* 4 An Attributional Analysis of Employees' Responses to Abusive Supervision, *Denise M. Breaux, Bennett J. Tepper, Jon C. Carr and Robert G. Folger.* 5 Instrumental Counterproductive Work Behavior and the Theory of Planned Behavior: A "Cold Cognitive" Approach to Complement "Hot Affective" Theories of CWB, *Suzy Fox and Paul E. Spector.* 6 Controlling A, While Hoping for B: Deviance Deterrence and Public Versus Private Deviance, *Bradley J. Alge, Erica L. Anthony, Jackie Rees and Karthik Kannan.* 7 Social Networks, Groups, and Social Exclusion: Combining Sociometric and Psychometric Approaches to Understanding Social Exclusion in Organizational Settings, *Travis J. Grosser, Chris M. Sterling, Kristin D. Scott and Giuseppe (Joe) Labianca.* Biographies of the Contributors.

Arming America at War
A Model for Rapid Defense Acquisition in Time of War

Lawrence R. Jones, *Naval Postgraduate School*
Seth T. Blakeman
Anthony R. Gibbs
Jeyanthan Jeyasingam

A volume in the series ***Research in Public Management***
2010. Paperback 978-1-61735-061-0 $45.99. Hardcover 978-1-61735-062-7 $85.99

This book follows the evolution of a model for quick and efficient national defense war fighting asset acquisition during time of war. It documents the case of a critically important war fighting acquisition program from initial needs identification and program start in 2006 through production and fielding in the period 2007-2010. The analysis focuses on the entire process of acquisition and contracting from concept development through getting the weapons system into action in Iraq, Afghanistan and elsewhere. The Mine Resistant Ambush Protected vehicles program (MRAP) is a rapid acquisition program procured within the context of the US Department of Defense's Acquisition Management and Joint Capabilities Integration and Development System (JCIDS) framework.

The analysis in this book answers the following question: What are the key factors that explain the success of the MRAP program, with success defined as meeting program objectives and warfighter needs? In addition, this book addresses the critical trade-offs made within the MRAP program to develop it rapidly, and some of the potential long-term impacts of these decisions, both positive and negative, for rapid defense asset acquisition in time of war.

CONTENTS: 1 Introduction: A Study of the Mine Resistant Ambush Protected Vehicle as a Model for Rapid Defense Acquisition in Time of War. 2 Historical Evolution and Development of the Mine Resistant Ambush Protected Vehicle Program Requirement. 3 Program Management and Contracting Strategy. 4 Test and Evaluation Planning and Strategy1. 5 Production and Integration of the MRAP. 6 MRAP Logistics Support Challenges. 7 Breaking Through Bureaucratic and Legislative Barriers to Meet Warfighter Requirements. References.

Behavioral Perspectives on Strategic Alliances

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

A volume in the series ***Research in Strategic Alliances***
2011. Paperback 978-1-61735-538-7 $45.99. Hardcover 978-1-61735-539-4 $85.99

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

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

CONTENTS: Foreword to the Series, *Michael A. Hitt.* About the Series. Enacting the Alliance: Towards a Role-Based Theory of Alliance Implementation, *Niels G. Noorderhaven, Thijs J. G. Peeters, and John van den Elst.* Sensemaking in Interorganizational Relationships: A Multiple Paradigm Approach, *Tsutomu Kobashi.* Building an Alliance Culture: Lessons from Quintiles, *Dave Luvison, Ard-Pieter De Man, and Jack Pearson.* A Contingent View of Interfirm Cooperation: The Role of Firm Similarity in the Linkages Between Trust and Contract, *Steven Lui, James Robins, and Hang-yue Ngo.* Does it Matter Who Trusts? A Multilevel Approach to Trust in an Alliance, *Anna R. S. Sward and Randi Lunnan.* An Integrative Framework of Interpartner Trust in Alliances: The Micro-Macro Meta-Emergence, *Peter Ping Li.* An Empirical Test of the Internal Tensions Perspective of Strategic Alliances, *Sveinn Vidar Gudmundsson.* Parent Firms' Strategic Motivations and Management Control in International Joint Ventures: Evidence from China, *Dong Chen and Seung Ho (Sam) Park.* Cognitive Dissimilarity Among Rivals About the State of Competition and Technology Alliance Formation: A Contingency Perspective, *Jie Wu and Nitin Pangarkar.* Behavioral Responses to Adverse Situations in Strategic Alliances, *Brian Tjemkes and Olivier Furrer.* The Role of Strategic Orientation in Strategic Alliance Formation and Outcome, *Niki Hynes.* Behavioral Factors for Effective Partner Management in International Strategic Alliances, *Saleema Kauser.* Interpartner Legitimacy in Strategic Alliances, *Rajesh Kumar and T. K. Das.* Interpretive Schemes in Cross-National Alliances, *T. K. Das and Rajesh Kumar.* About the Contributors. Index.

Being and Becoming a Management Education Scholar

Charles Wankel, Ph.D., *St. John's University, New York*
Robert DeFillippi, *Suffolk University*

A volume in the series ***Research in Management Education and Development***
2010. Paperback 978-1-60752-346-8 $45.99. Hardcover 978-1-60752-347-5 $85.99

Being and Becoming a Management Education Scholar is a volume that is comprised of reports by the scholars leading the main research publication venues in the discipline of management on what it takes to succeed in academic management education and development scholarship, presenting perspectives on the opportunities, constraints and requirements of contemporary research in management education. Issues that are discussed in this volume include: the changing career implications of coming to be a researcher on management education rather than on management topics, leveraging leadership roles in management education scholarship and its venues including journals, book series, handbooks, textbooks and scholarly societies. The chapter authors address these issues through research grounded in personal biography, institutional history, and critical reflection.

CONTENTS: Being and Becoming a Management Education Scholar: An Overview, *Charles Wankel and Robert DeFillippi.* Shifting Paradigms Through "Letting Go": On Allowing Oneself to Become a Management Education Scholar, *Robert Chia.* Design and Development: A Narrative of the Founding, Launch, and Early History of the Academy of Management Learning & Education, *James R. Bailey, William P. Ferris, Roy J. Lewicki and David A. Whetten.* I Get by With a Lot of Help from My Friends: Reflections of an Accidental Management Education Scholar, *J. B. Arbaugh.* When Legitimizing Teaching Methods Becomes an Opportunity to Develop Management Education Scholarship in Negotiation and Collective Decision Processes Pedagogy: Bringing it into Action: The Narrative of a French Business School Professor's Experience, *Laurence de Carlo.* From "Good Teaching" to "Scholarly Teaching": Legitimizing Management Education and Learning Scholarship, *Gordon E. Dehler, Joy E. Beatty and Jennifer Leigh.* The Scholarship of Management Education and Development: State of the Art, *Cynthia V. Fukami and Steven J. Armstrong.* Relevance with Rigor: Stories from the Journal of Management Education, *Jane Schmidt-Wilk and Cynthia Fukami.* The Challenge of Change in Business and Economics Education: Lessons Learned from the EDiNEB Network, *W. H. Gijselaers and R. G. Milter.* The Diversity of Trajectories in Management Education Research, *Charles Wankel.* About the Contributors.

Biometric and Auditing Issues Addressed in a Throughput Model

Waymond Rodgers, *University of California, Riverside*

2011. Paperback 978-1-61735-653-7 $45.99. Hardcover 978-1-61735-654-4 $85.99

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

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

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

CONTENTS: Preface. Acknowledgements. Chapter 1 Introduction to Auditing and Biometrics Applications. Chapter 2 Decision Making Techniques in Auditing and Biometrics. Chapter 3 Internal Control Biometrics Systems. Chapter 4 Throughput Modeling for Sustainability Related Issues. Chapter 5 Ethical Issues addressed in Biometrics Management. Chapter 6 Biometrics Legal and Ethical Issues. Chapter 7 Auditing Secured Biometric Transactions: Trust Issues. Chapter 8 Fraud and Internal Control. Chapter 9 Auditing Issues used in Biometrics Technology. Chapter 10 Conclusions. References.

Breaking the Chains of Culture
Building Trust in Individuals, Teams, and Organizations

George Vukotich, *Roosevelt University*

2011. Paperback 978-1-61735-203-4 $45.99. Hardcover 978-1-61735-204-1 $85.99

Breaking the Chains of Culture looks at trust in organizations and the role it plays in building successful relationships at the individual, team, and organization level. Based on experience working with thousands of individuals in hundreds of organizations we have found there are basic common barriers that keep us from being as effective as possible. Our leaders have said one thing and acted on another for so long they are seen as powerless. Our cultures and actions have driven our people to become numb and selfcentered. Our reward systems are seen as a zero sum game where one individual can get more only at the expense of another.

Breaking the Chains of Culture shows how organizations can turn these issues around. A number of case studies take the reader through examples leaving them with a framework to be more effective in their relationships with others. Readers work through exercises to help them better understand themselves and their organization. They develop a clearer understanding of their relationships with others and see how their interactions can impact their overall effectiveness. Learning about themselves and the others around them allows the reader to build long term relationships base on trust rather than just short term interactions based on surface level words and temporary needs. A must read for anyone who needs relationships to be effective.

CONTENTS: 1. The Three Dimensions Trust. 2. Common Barriers to Building Trust. 3. Why Fixing Symptoms Doesn't Solve Problems. 4. How Filters and Bias Impact Our Interactions with Others. 5. How Handoffs, Denials, and Delegation Impact Trust. 6. What Creates Trust and Distrust Among Individuals. 7. Why Things Don't Just Work Themselves Out. 8. How Trust Impacts an Organization's Talent Base. 9. Recognizing Controlling Behaviors. 10. The Impact of Relationships Have on an Organization's Success. 11. Creating an Atmosphere of Trust 12. Expectations and Communication. 13. Breaking the Chains of Culture.

Case Writing For Executive Education
A Survival Guide

Gordon Adler
Wolfgang Amann

2011. Paperback 978-1-61735-360-4 $45.99. Hardcover 978-1-61735-361-1 $85.99

Time and again, the authors have observed how a great program faculty creates unique learning experiences to everybody's satisfaction. They have experienced the pleasure that all involved feel when great learning has taken place, when the program participants leave the sessions with an enhanced skill set and co-created answers to pending and future challenges. They are also aware that creating such moments of truth, involving the value proposition of business schools, corporate universities or other training institutions, has not been mastered everywhere. They have written this book to contribute to the ongoing professionalization of business education and aim to share some of the key lessons learned when creating unique learning experiences entailing learning that sticks.

A great means to this end is using cases in executive education. While the variety of what can still be called a case is extremely wide, the authors by no means preach that cases are the only way forward. Like every tool, cases must be applied wisely and with a minimum amount of skill. There is also a bigger toolset vailable and there are also additional contextual factors to consider. They include teaching and learning traditions in different local settings. They comprise individual's learning preferences. As the authors outline in this book, the case-based method nonetheless offers tremendous potential. The art and science of case writing are still known to too few of those involved in delivering executive education seminars.

CONTENTS: Foreword **1** Introduction **2** Case Writing Essentials **3** Key Decisions **4** Opening and Using the Window of Opportunity **5** Managing the Data Collection Process **6** Writing and Revising the First Drafts **7** Developing the Teaching Note **8** Teaching the Case **9** Finalizing the Case Writing Project **10** Conclusions Notes References Suggested Further Reading About the Authors

Change (Transformation) in Government Organizations

Ronald R. Sims, *College of William and Mary*

2010. Paperback 978-1-61735-122-8 $45.99. Hardcover 978-1-61735-123-5 $85.99

"Change (Transformation) in Government Organizations" discusses recent efforts to bring about change in government organizations. The book brings together contributions by a number of 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. Each contributor describes their work in this area using as a backdrop the fact that public sector organizations continue to be under new and substantial pressures to change and transform themselves. Hence a collection of current contributions such as those in this book are intended to add to the ongoing debates and rewriting of the success and failures of change in public sector organizations.

The ultimate purpose of this book is to further our knowledge about the related issues and current efforts to bring about change or transformation in public sector organizations. The contributors, all experts with extensive experience as change agents in both public and private sector organizations not only support their analyses and discussions of specific cases and change (transformation) management issues but also provide practical tools, ideas and lessons learned, intended to be generalizable to other public sector agencies and helpful to those responsible for developing, implementing and evaluating similar efforts in the years to come. The audience for the book will be government managers, scholars and others interested in undertaking or learning about such efforts.

CONTENTS: Preface. Acknowledgments. Changing or Transforming Today's and Tomorrow's Public Sector Organizations, *Ronald R. Sims.* Partnerships in Public Service Provision: The Case of Georgia Department of Transportation, *Nevbahar Ertas, John C. Thomas, and Theodore Poister.* Creating an Ethical Culture in Local Government, *William I. Sauser, Jr.* Toward an Understanding of Civil Service Reform and Change in Public Human Resource Management, *Ronald R. Sims.* Change in Government Organizations: Assessing the Impact of Public Service Reform on the Employment Relationship, *R. Paul Battaglio, Jr.* Managing Change in a Job Classification System, *Jeffrey Crenshaw and Roger McCullough.* Making the Switch: Implementing the 4-Day Work Week in America's Largest Cities, *Stephen E. Condrey, Jonathan P. West, and Christine B. Ledvinka.* Reducing Legal Exposure During Layoffs, *Suzette M. Jelinek and James Buford.* Transforming the Ivory Tower to Community Center: Civic Engagement in Public Universities, *Ralph S. Foster, Jr.* Developing a Doctoral Program in the Emerging Field of Home Land Security: An OD Approach to Curriculum Development, *Joanne C. Preston, Terry R. Armstrong, and J. Michael McCoy.* Public School System Reform or Change, *Ronald R. Sims.* International Relations, Technology, Conflict, and a Changing World, Can Create Unseen Opportunities for Service, *Harvey J. Langholtz.* The Multiple Dimensions of Transparency in Government, *Don-Terry Veal, William I. Sauser, Jr., and Maria T. Folmar.* Trust in Governance? Panagiotis Karkatsoulis. Government Reform Through Governance and Risk Management, *Arie Halachmi.* About the Authors.

The Changing Paradigm of Consulting

Adjusting to the Fast-Paced World

Anthony F. Buono, *Bentley College*
Ralph Grossman, *University of Klagenfurt*
Hubert Lobnig, *Lemon Consulting*
Kurt Mayer, *Alpen Adria Universität Klagenfurt*

A volume in the series ***Research in Management Consulting***
2011. Paperback 978-1-61735-417-5 $45.99. Hardcover 978-1-61735-418-2 $85.99

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

Complexity and Knowledge Management

Understanding the Role of Knowledge in the Management of Social Networks

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Andrew Tait, *Idea Sciences*

A volume in the series ***ISCE Book Series: Managing the Complex***
2010. Paperback 978-1-60752-355-0 $45.99. Hardcover 978-1-60752-356-7 $85.99

It seems as if attempts to use knowledge to understand and manage social networks are everywhere. Millions, if not billions, of dollars are being spent in an attempt to derail terrorist networks, with much of it being invested in making sense of massive data streams. There is growing concern that much of this money is being squandered on approaches that will never deliver on their promises.

Our armed forces are being prepared to combat terrorist threats by the introduction of "network centric approaches" and "digital battlefields" – basically attempts to provide warfighters with a complete picture of the battlespace. However, the experience of practitioners suggests that the "data smog" this creates is actually counterproductive.

From the arena of politics, the recent invigorating battle between senators Clinton and Obama has thrown the spotlight on the deficiencies in political polling (Economist, 2008b). Changes in the structure of the situation (e.g. high turnouts) have thrown the whole industry into chaos. Complexity is being discounted and the results are stark. The conclusion formed in the media was that the situation was wildly unpredictable (so anyone's to win), and ended up having real consequences for the Democratic challenger in November 2008 (Baldwin, 2008).

Turning to business, we find that Société Générale recently lost $7.2bn as the result of a single rogue trader making a series of bogus transactions amid turbulent markets in 2007 and 2008. There has been much speculation on what was known, when it was known, and who knew it. In other words, we have speculation that this is an example of the role of knowledge in the mismanagement of social networks – with spectacular effect.

At a glance, the problems highlighted above seem positively overwhelming. Where do you start? But start we must. Simple "cause and effect" thinking doesn't seem to be able to cut the mustard. There is broad agreement that even if the Kyoto targets were fully met, on schedule, by 2100 it would only delay the warming of the planet by six years (Parry et al., 1998). We need to utilize knowledge in new ways…or maybe uncover insights from old ways.

It is hard to think of something more worthy of attention that the role of knowledge in the management of complex systems.

In Volume 4 of the Managing the Complex Series we have brought together seventeen essays from authors around the globe to explore the complex systems view of knowledge and its role in social networks. Contributors explore such topics as: the limitations to our knowledge of complex systems, the transfer of knowledge from local to global levels, collaborative knowledge generation, decision making in complex multi-stakeholder situations, organizational learning and innovation, all through the lens of the emerging field of complexity science. The editors hope that this volume will give theorists further avenues to explore in their attempts to understand knowledge creation, maintenance and distribution, and also provide practitioners with new tools to apply in the complex and messy real world.

Consultation for Organizational Change

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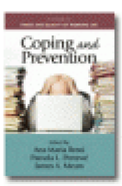
A volume in the series ***Research in Management Consulting***
2010. Paperback 978-1-61735-086-3 $45.99. Hardcover 978-1-61735-087-0 $85.99

This volume is a joint publication in the Research in Management Consulting and Contemporary Trends in Organizational Change and Development series. This dual focus reflects the reality that consulting for organizational change is a special type of management consultation, a complex field of endeavor that requires a broad range of skills and competencies. To be truly effective, change-related consulting requires a unique client-consultant relationship, a special set of consulting skills, an expertise in human and organizational systems, and significant personal qualities. It is in high demand in a world full of change. Yet, we still know relatively little theoretically about this type of consulting and have relatively little empirical evidence about what actually works and why.

As the contributors amply illustrate, the Organization Development (OD) field has a well developed set of frameworks, technologies, and models of change. Still we need to focus on and learn more about the role of the OD consultant as a special kind of change agent. A goal of this joint volume is to increase that specific body of knowledge and provide an illustration of much needed collaboration in bringing all possible resources to bear on our understanding of an increasingly critical and essential form of consulting.

CONTENTS: Introduction, *Anthony F. Buono, David W. Jamieson, Peter Sorensen, and Therese Yaeger*. **PART I: FRAMING THE CHANGE CHALLENGE.** Consulting for Change: Creating Value through Client-Consultant Engagement, *David W. Jamieson and Terry R. Armstrong.* Competencies of Management Consultants: A Research Study of Senior Management Consultants, *Léon de Caluwé and Elsbeth Reitsma.* Whole System Consulting, *Michael D. Mitchell.* Whole System Transformation: The Consultant's Role in Creating Sustainable Results, *John J. Scherer, Gina Lavery, Roland Sullivan, Ginger Whitson and Elizabeth Vales.* **PART II: CHANGE FRAMEWORKS AND PERSPECTIVES.** Intervention and Organizational Change: Building Organizational Change Capacity, *Kenneth W. Kerber and Anthony F. Buono.* The Use of Metaphor in Consulting for Organizational Change, *Deborah Colwill.* Peer Consulting in the Not-for-Profit Sector, *Dalitso S. Sulamoyo.* From Therapist to Executive Coach: Insight, Intervention, and Organizational Change, *Judith A. Gebhardt.* Using English as a Foreign Language in International and Multicultural Consulting: Asset or Hindrance?, *Kathrin Kordon.* **PART III: REFLECTIONS ON CONSULTING FOR CHANGE.** Consulting Processes for Change: A Belief System, Situation Centered, Sensemaking Perspective, *Craig C. Lundberg.* Consulting in the Fast Lane, *W. Warner Burke.* Into the Rabbit Hole: Variation on Traditional Approaches to Diagnosis and Discovery, *Dale Ainsworth.* Forgetting to Put on New Skin: Enabling Healthy Closure, *Judith R. Benson.* Kurt Lewin's Promise: Implications for Organization Change Consultancy, *Kurt Motamedi.* About the Authors.



Coping and Prevention

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

A volume in the series ***Stress and Quality of Working Life***
2011. Paperback 978-1-61735-701-5 $45.99. Hardcover 978-1-61735-702-2 $85.99

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

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

CONTENTS: Foreword. Preface. **SECTION I: THE ROLE OF THE INDIVIDUAL IN OCCUPATIONAL STRESS.** Interpersonal Conflict and Stress at Work: Implications for Employee Health and Well-Being, *Valentina Bruk-Lee and Paul E. Spector.* Organizational Identity, Social Support Systems, and Occupational Stress: The Development of a Conceptual Model, *Jason Stoner and Pamela L. Perrewé.* The Relationship between Stress, Alcohol Use, and Work, *Edilaine C. Silva Gherardi-Donato, Margarita Antonia Villar Luis, and Clarissa Mendonça Corradi-Webster.* Age-Related Trends in Workers' Subjective Well-Being and Perceived Job Quality, *Jessica M. Streit, Steven L. Sauter, and Dennis J. Hanseman.* **SECTION II: EXAMINING IMBALANCE AND MISMATCH MODELS OF STRESS.** Social Reward and Health: How to Reduce Stress at Work and Beyond, *Johannes Siegrist.* That Wasn't Too Stressful, or Was It: Physiological Stress Responses to Regulatory Focus (Mis)Match, *Chad Ian Peddie, Julie A. Agar, Kate A. LaPort, and Lois E. Tetrick.* **SECTION III: THE ROLE OF THE ORGANIZATION AND QUALITY OF WORK LIFE IN STRESS.** The Relationship between Family-Supportive Culture, Work–Family Conflict, and Emotional Exhaustion: A Multilevel Study, *Kristi Zimmerman, Leslie Hammer, and Tori Crain.* Stress Management and Occupational Quality of Life Programs in Public Security, *Tatiana Severino de Vasconcelos.* Quality of Life and Burnout in Physicians, *Avelino Luiz Rodrigues, Elisa Maria Parahyba Campos, and Guilherme Borges Valente.* Healthy Possibilities to Face a Hypermodern Life: Facets of Constructive Leisure, *Ieda Rhoden.* Women in Modern Times with Quality of Life, *Elizabeth P. Mendes Ribeiro and Sérgio Rocha.* **SECTION IV: EXAMINING THE BIGGER PICTURE OF OCCUPATIONAL HEALTH AND WELL BEING.** "Not So Fast, My Friend!": The Eternal Marital Bliss or Imminent Divorce of Leadership and Neuroscience, *Thomas A. Zeni, M. Ronald Buckley, Anthony C. Klotz, and Milorad M. Novicevic.* People Management: A Psychosomatic View and Commentary, *Artur Zular.* Occupational Stress: Causes, Consequences, Prevention and Intervention, *Joseph J. Hurrell Jr. and Steven L. Sauter.* About the Contributing Authors.

Cutting-edge Social Media Approaches to Business Education

Teaching with LinkedIn, Facebook, Twitter, Second Life, and Blogs

Charles Wankel, Ph.D., *St. John's University, New York*

A volume in the series ***Research in Management Education and Development***
2010. Paperback 978-1-61735-116-7 $45.99. Hardcover 978-1-61735-117-4 $85.99

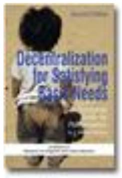
Our current students are digital natives, born into a world of widespread online sharing. Aligning the technologies we use in our courses with their skills and approaches to collaborative learning is an opportunity we should take. The new media share text, images, audio and video material rapidly and interactively. This volume will provide an overview of these new social media including Skype, YouTube, Flickr, blogging, LinkedIn, Facebook, and Twitter. Examples and cases of how instructors around the world are meaningfully incorporating them into their management, marketing, and other business courses are provided.

One of the more robust trends is the use of three-dimensional immersive virtual world interfaces for teaching and learning. The leading one is Second Life. Examples of the use of Second Life in business courses will be discussed. The use of wikis to foster collaborative development of course related material by learners will be presented with case examples.

Faculty members are co-creators of course content with their learners. Among the topics covered is how faculty members can be supported in their deployment of social media projects and course structures. How social media can enable the structuring of course activities involving students, prospective students, alumni, employers, businesspersons, and others in rich sharing and support with each other will be discussed. Indeed seeing courses as networking venues beyond learning forums will be parsed.

CONTENTS: Technologies That Bring Learners Collaboratively Together With the World, *Charles Wankel.* Defining Interactive Social Media in an Educational Context, *Aditi Grover and David W. Stewart.* Teaching and Learning With Skype, *Alanah Mitchell, Charlie Chen, and B. Dawn Medlin.* Social Media for the MBA Professor: A Strategy for Increasing Teacher-Student Communication and the Tactics for Implementation, *Allen H. Kupetz.* Applications of Social Networking in Students' Life Cycle, *Vladlena Benson, Fragkiskos Filippaios, and Stephanie Morgan.* User-Generated Content in Business Education, *Domen Bajde.* Facebook "Friendship" as Educational Practice, *Eva Ossiansson.* Using Second Life for Teaching Management of Creativity and Innovation, *Gary Coombs.* Social Media Engages Online Entrepreneurship Students, *Geoffrey R. Archer and Jo Axe.* Intersection of Regulations, Faculty Development, and Social Media: Limitations of Social Media in For-Profit Online Classes, *Hamid H. Kazeroony.* Real Lessons in Virtual Worlds: Using Virtual World Technology to Educate and Train Business Students, *Natalie T. Wood.* Uses, Challenges, and Potential of Social Media in Higher Education: Evidence From a Case Study, *Suling Zhang, Caroline Flammer, and Xiaolong Yang.* The Use of Social Media and Networks in Teaching Public Administration: Perceptions, Practices, and Concerns, *Thomas A. Bryer and Baiyun Chen.* Social Media Strategies for the Academic Department: A Three-Phase Framework, *Irvine Clarke III and Theresa B. Flaherty.* Social Media Overload: What Works Best? *Walkyria Goode and Guido Caicedo.* Curriculum Redesign: Engaging Net Generation

Students Through Integration of Social Media in Business Education, *Jeanny Liu and Deborah Olson.* About the Contributors.



Decentralization for Satisfying Basic Needs - 2nd Edition
An Economic Guide for Policymakers

J. Michael McGuire, *University of the Incarnate Word*

A volume in the series ***Research on Hispanic and Latino Business***
2010. Paperback 978-1-60752-410-6 $45.99. Hardcover 978-1-60752-411-3 $85.99

More than one in every five Latin Americans lives on less than $2 a day, and Latin America is the most unequal region in the world. The book tackles the problem of poverty and inequality in Latin America through the novel approach of using the decentralization of government functions to satisfy the basic needs of the poor. Decentralization can bring government closer to the people and strengthen the voice of the voiceless. Satisfying basic needs for services such as education and health care enhances productivity and imparts an indispensable opportunity to earn an income sufficient to emerge from poverty and to live a full life.

Part 1 describes the poverty and inequality of Latin America and the Basic Needs Approach to Development. Part 2 introduces a model of decentralization as a step-by-step process, and it shows the policymaker how to implement decentralization in stages through matching its various degrees with real-world circumstances. Part 3 enriches the understanding of policymakers by analyzing real-world cases of decentralization in light of the decentralization model.

The second edition includes two new chapters that cover the important but often neglected topic of taxation for inclusive development. Chapter 8 analyzes the influential tax advice of the World Bank in terms of its effect on decentralization and the satisfaction of basic needs. Appendix B of Chapter 8 presents an empirical analysis in support of the chapter's argument that the Bank's policy is in need of revision. Chapter 9 analyzes the effects of the World Bank's tax advice on El Salvador's tax reform and development process. Two other chapters have been extensively updated: Chapter 6 records and analyzes the rapid evolution of Mexico's Oportunidades program for health, education and nutrition, and Chapter 10 evaluates the progress of the United States' innovative program for foreign aid, The Millennium Challenge Account. Throughout the book, tables and references have been updated.

CONTENTS:

Dial M for Mentor
Reflections On Mentoring in Film, Television and Literature

Jonathan Gravells, *Fargo Associates*
Susan Wallace, *Nottingham Trent University*

2011. Paperback 978-1-61735-429-8 $45.99. Hardcover 978-1-61735-430-4 $85.99

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

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

CONTENTS:

Role in Making Meaning and Learning 2. Monks, Mobsters, and the Matrix: Knowledge, Learning, Action, and Change 3. Vampires, Hustlers and Tough Love: The Use and Abuse of Power and Trust 4. From the Bada-Bing to the Belly of the Whale (By Way of Belgium): The Mentor as Moral Compass and Conscience 5. Ratso, Rita and the Android: Personal Change and Self-Fulfilment 6. The Enemy Within, or Just a Critical Friend? The Subversive Mentor or Transformation Through Subversion, Humor and Tough Love 7. Attorneys, Aliens and Fools: Mentoring for Diversity and Speaking Truth to Power 8. "Get Busy Living or Get Busy Dying": Purpose, Autonomy and the Power of Positive Thinking 9. Summary About the Authors

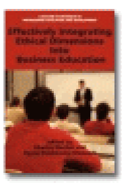
Educating the Scholar Practitioner in Organization Development

Deborah A. Colwill

A volume in the series ***Contemporary Trends in Organization Development and Change***
2011. Paperback 978-1-61735-665-0 $45.99. Hardcover 978-1-61735-666-7 $85.99

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

CONTENTS: 1. Introduction. **PART I: BACKGROUND LITERATURE** 2. Doctoral Education. 3. The Doctoral Student. 4. Achieving Learning. **PART II: RESEARCH FINDINGS** 5. Faculty Perspectives. 6. Alumni Perspectives. 7. A Synthesis of Findings. **PART III: IMPLICATIONS OF THE RESEARCH** 8. Developing OD Practitioners. 9. Developing Scholar Practitioner Doctoral Students. 10. Toward a Culture of Learning. Appendix 1: Research Methodology. Appendix 2: Further Research. References. Author Bio.

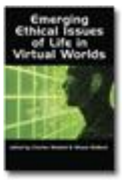


Effectively Integrating Ethical Dimensions into Business Education

Charles Wankel, Ph.D., *St. John's University, New York*
Agata Stachowicz-Stanusch

A volume in the series ***Research in Management Education and Development***
2011. Paperback 978-1-61735-578-3 $45.99. Hardcover 978-1-61735-579-0 $85.99

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



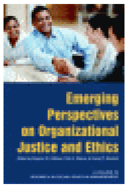
Emerging Ethical Issues of Life in Virtual Worlds

Charles Wankel, Ph.D., *St. John's University, New York*
Shaun Malleck, *University of California, Irvine*

2010. Paperback 978-1-60752-377-2 $45.99. Hardcover 978-1-60752-378-9 $85.99

Virtual Worlds are being increasingly used in business and education. With each day more people are venturing into computer generated online persistent worlds such as Second Life for increasingly diverse reasons such as commerce, education, research, and entertainment. This book explores the emerging ethical issues associated with these novel environments for human interaction and cutting-edge approaches to these new ethical problems. This volume's goal is to put forward a number of these virtual world ethical issues of which research is only commencing. The developing literature specifically regarding virtual world ethics is a recent phenomenon. Research based on the phenomenon of virtual world life has only been developing in the past four years. This volume introduces pathbreaking work in a field which is only just beginning to take shape. It is ideal as both as a library reference and a supplementary text in upper-division courses focused on the issues of applied ethics and new media. It is unique in being one of the first volumes specifically addressed to ethical problems of the "metaverse".

This volume includes articles from authors from around the world exploring topics such as: employing rationalist and casuistic approaches to the controversial topic of "virtual rape" yield an increased understanding of how virtual worlds ought to be designed, the relationship between the ethical and legal dimensions of virtual world users' participation in "paratexts", utilitarian consideration of harm and freedom in the case of virtual pedophilia, norms of research ethics in virtual worlds, the ethical implications of employing virtual worlds as tools for medical education and experimenting with healthcare services, the ethics of the collective action of virtual world communities, consideration of the virtue and potential of cosmopolitanism in virtual worlds, Deleuzian ethical approaches to the experience of the disabled in virtual worlds, the ethics of virtual world design, and the ethical implications of the "illusion of reality" presented by virtual worlds.



Emerging Perspectives on Organizational Justice and Ethics

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

A volume in the series ***Research in Social Issues in Management***
2011. Paperback 978-1-61735-581-3 $45.99. Hardcover 978-1-61735-582-0 $85.99

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

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

CONTENTS: Preface, *Stephen W. Gilliland, Dirk D. Steiner, and Daniel Skarlicki.* **PART I: EXPANDING MODELS OF ORGANIZATIONAL JUSTICE.** Justice in Organizations: A Person-Centric Perspective, *Jing Guo, Deborah Rupp, Howard Weiss, and John Trougakos.* The Role of Memory in Judgments of Organizational Justice, *Irina Cojuharenco, Jan-Willem van Prooijen, and David Patient.* Moving Beyond (In)Justice Perceptions: Examining the Roles of Experience and Intensity, *Laurie J. Barclay and David B. Whiteside.* Opening a New Conversation in Organizational Justice: A Conceptual Model of Offender Reintegration in Organizations, *Jerry Goodstein, Karl Aquino, and Daniel Skarlicki.* Organizational Justice and Multiple Levels of Social Capital, *Keith James, Damon Drown, and Gabriela Burlacu.* **PART II: APPLYING JUSTICE TO DEVELOP MODELS OF ETHICAL BEHAVIOR.** Perceptions of Greed: A Distributive Injustice Model, *Stephen W. Gilliland and Jennifer S. Anderson.* Organizational De/Humanization, Deindividuation, Anomie, and In/Justice, *Chris M. Bell and Careen Khoury.* Moral Contracts, *Rebecca L. Greenbaum, Robert Folger, and Robert C. Ford.* The Experience-Focused Model of Ethical Action: A Conceptual Foundation for Ethics and Organizational Justice Research, *J. Brooke Hamilton, III and Stephen B. Knouse.* **PART III: COMMENTARY.** Five Things I Know for Sure About Organizational Justice (and Many More Things I Am not so Sure About), *Carol T. Kulik.* About the Contributors.

Emerging Themes in International Management of Human Resources

Philip Benson, *New Mexico State University*

A volume in the series ***Research in Organizational Science***
2010. Paperback 978-1-61735-082-5 $45.99. Hardcover 978-1-61735-083-2 $85.99

Emerging Themes in International Management of Human Resources is the third volume in the Research in Organizational Analysis series. This volume investigates important human resource management (HRM) issues within an international context. The papers in this volume provide insight into several HRM areas. First, the international context's effects on management knowledge transfer; privatization of traditionally governmental services; and the relation between social capital and organizational diversity is considered. The second part of this volume is concerned with the issue of staffing in international organizations with special emphasis on HRM selection and termination practices for the cross-national company. Third, women's issues in the international firm are explored. Gender issues such as flexible work arrangements and the role of culturally defined gender egalitarian values on role differences among women and men managers are investigated. Finally, the volume explores the issues of expatriation and repatriation among firms. The role of psychological contracts in supporting successful expatriate experiences; how repatriate support practices influence repatriate organizational commitment; turnover intentions; and career success; and an investigation of repatriation as sense making process are discussed. This volume provides a good basis for understanding how HRM practices are affected by cross-cultural differences and provides insight into best HRM practices for the international organization.

CONTENTS: Introduction: The Emerging View: Managing Human Resources in the International Firm of the Twenty-First Century, *Philip G. Benson.* **PART I: THE CONTEXT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT.** Enhancing Absorptive Capacity and Management Knowledge Transfer Through Host Country Workforce Training: Lessons From Sacagawea and Squanto, *Charles M. Vance.*

Telecommunications Deregulation and Privatization in the Czech Republic and Australia: A Comparative Study of Česky Telecom and Telstra, *Peter Ross.* Traversing the Societal-Organizational Cultural Divide: Social Capital and Organizational Diversity in the United States and the European Union, *Judith Y. Weisinger.* **PART II: STAFFING IN THE INTERNATIONAL ORGANIZATION.** Individual Value Orientations and the Selection of Suitable Cross-Border Managers, *Alan Fish, Ramudu Bhanugopan, and Julie Cogin.* Factors Influencing Employee Claiming Behavior in Relation to the Termination of Employment: Evidence From Europe, *Colette Darcy and Thomas N. Garavan.* **PART III: WOMEN'S ISSUES IN THE INTERNATIONAL FIRM.** Women's Intentions and Flexible Work Arrangements: Evidence From the Far South-Eastern Corner of the EU, *Christiana Ierodiakonou and Eleni Stavrou.* Gender Egalitarian Values, Institutional Equalization, and Role Differences Among Female and Male HR Managers, *Astrid Reichel, Julia Brandl, and Wolfgang Mayrhofer.* **PART IV: CROSSING CULTURES: ISSUES IN EXPATRIATION AND REPATRIATION.** Governance of Psychological Contracts via Reciprocity: The Case of International Expatriation Management, *Maike Andresen and Markus Göbel.* Do Repatriate Support Practices Influence Repatriate Experience, Organizational Commitment, Turnover Intentions, and Perceptions of Career Success? *Jane L. Menzies and Ann Lawrence.* Repatriation as a Dynamic Sense-Making Process, *Gráinne Kelly and Michael J. Morley.* About the Authors.

Ethics and Crisis Management

Lina Svedin, *University of Utah*

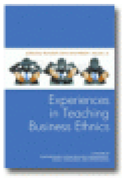
A volume in the series ***Ethics in Practice***
2011. Paperback 978-1-61735-496-0 $45.99. Hardcover 978-1-61735-497-7 $85.99

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

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

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

CONTENTS: Foreword, *Mary C. Gentile.* Preface. Acknowledgements. Introduction, *Lina Svedin.* Inherent Ethical Challenges in Bureaucratic Crisis Management: The Swedish Experience with the 2004 Tsunami Disaster, *Pär Daléus and Dan Hansén.* Value Conflicts in Foreign Policy Crises: How the United States and the U.K. Wrestled with the Ethical Dilemma of Going to War in Iraq, *Fredrik Bynander.* International Humanitarian Assistance: Legitimate Intervention or Illegitimate Interference? *Lieuwe Zijlstra, Andrej Zwitter, and Liesbet Heyse.* Drowning in Discretion: Crisis Management Ethics and the Problem of Aporia, *Arjen Boin and Paul Nieuwenburg.* The Ethical Dilemmas of Straddling the Public–Private Divide in Economic Crises, *Lina Svedin. Chasing Evil,* Defending Atrocities: Blame Avoidance and Prisoner Abuse During the War in Iraq, *Sanneke Kuipers, Kasia Kochanska, and Annika Brändström.* Communication in Crises of Public Diplomacy: The Quest for Ethical Capital, *Eva-Karin Olsson.* The Politics-Administration Dichotomy and the Failure of Symmetrical Responsibility Doctrines, *Helena Wockelberg.* The Purpose, Functions, and Ethical Dimensions of Postcrisis Investigations: The Case of the 9/11 Commission, *Charles F. Parker.* Uncertainty, Accountability, and the Conduct of Postcrisis Inquiries, *Daniel Nohrstedt.* Conclusions, *Lina Svedin.* About the Editor. Contributors List.



Experiences in Teaching Business Ethics

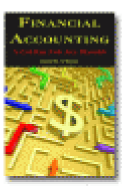
Ronald R. Sims, *College of William and Mary*
William I. Sauser, Jr., *Auburn University*

A volume in the series ***Contemporary Human Resource Management Issues Challenges and Opportunities***
2011. Paperback 978-1-61735-469-4 $45.99. Hardcover 978-1-61735-470-0 $85.99

The primary purpose of this book is to stimulate dialogue and discussion about the most effective ways of teaching ethics. Contributors to the book focus on approaches and methodologies and lessons learned that are having an impact in leading students to confront with accountability and understanding the bases of their ethical thinking, the responsibilities they have to an enlarged base of stakeholders (whose needs and interests often are conflicting), and their stewardship to use their talents responsibility not only in fulfilling an enterprise's economic goals but also to recognize the impact of their actions on both individuals and larger society.

The primary audiences for the book are those individuals responsible for teaching management, especially those with responsibilities for teaching business ethics. But the book is also designed for practicing managers, for these managers have among their most important responsibilities the development of people in their organizations who have the integrity, values, and competences to be effective managers of economic resources while at the same time to recognize the roles of their enterprise in shaping society.

CONTENTS:



Financial Accounting
A Course for All Majors

David W. O'Bryan, *Pittsburg State University*

2010. Paperback 978-1-61735-095-5 $45.99. Hardcover 978-1-61735-096-2 $85.99

Financial Accounting: A Course for All Majors was written for general education classes that include students from all disciplines. Chapters are concise so that students will actually take the time to read them; the writing style is nontechnical and informal so that all majors can comprehend the material; the numerical examples stress the key concepts but avoid unnecessary complications that can be an impediment to learning.

Many financial accounting textbooks are user-oriented. This book is student-oriented. It was designed for students who may only take one financial accounting course; if they do not complete the course, financial accounting will always be a mystery to them and they will remain financially illiterate. This book strives to make financial accounting accessible to all majors so that they can improve their financial literacy and make better, more informed, financial decisions in their personal and professional lives.

This book can be used as the primary textbook in a survey course, or as a supplemental resource in any course that requires a solid foundation in financial accounting. It will also be a useful primer for any manager who needs to refresh their knowledge of financial accounting.

CONTENTS:

and Amortized Loans 20. Financing Activities: The Time Value of Money 21. Financing Activities: Equity Transactions 22. An Introduction to Financial Statement Analysis 23. Financial Statement Analysis and Ratio Analysis 24. Internal Controls Appendix I: Debits and Credits Appendix II: Transaction Analysis Quick Reference Guide About the Author

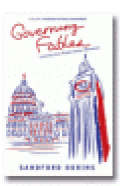
Financing National Defense
Policy and Process

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

A volume in the series ***Research in Public Management***
2011. Paperback 978-1-61735-677-3 $45.99. Hardcover 978-1-61735-678-0 $85.99

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

CONTENTS:



Governing Fables
Learning from Public Sector Narratives

Sandford Borins, *University of Toronto*

A volume in the series ***Research in Public Management***
2011. Paperback 978-1-61735-490-8 $45.99. Hardcover 978-1-61735-491-5 $85.99

Governing Fables: Learning from Public Sector Narratives advocates the importance of narrative for public servants, exemplifies it with a rigorously selected and analyzed set of narratives, and imparts narrative skills politicians and public servants need in their careers. Governing Fables turns to narratology, the inter-disciplinary study of narrative, for a conceptual framework that is applied to a set of narratives engaging life within public organizations, focusing on works produced during the last twenty-five years in the US and UK. The genres discussed include British government narratives inspired by and reacting to Yes Minister, British appeasement narratives, American political narratives, the Cuban Missile Crisis narrative, jury decision-making narratives, and heroic teacher narratives. In each genre lessons are presented regarding both effective management and essential narrative skills.

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

CONTENTS: Preface Acknowledgements 1. Narrative as Object and Method of Study 2. Frontline Innovators: Transformational Teachers in America 3. The Ugly Business: British Narratives of Government 4. Churchill, Appeasement, Victory: The British Narrative of Leadership 5. Cynicism, Idealism, Compromise: American Political Fables 6. Kennedy, Cuba, History: Lessons of a Crisis Management Narrative 7. Matters of Life and Death: Two American Jury Narratives 8. Conclusion: A Story that is Just Beginning References About the Author

Impact of Globalization on Organizational Culture, Behaviour and Gender Role

Mirjana Radovic-Markovic

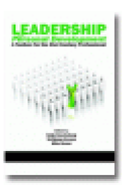
2011. Paperback 978-1-61735-695-7 $45.99. Hardcover 978-1-61735-696-4 $85.99

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

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

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

CONTENTS: Preface. Acknowledgments. Introduction. **PART I: ORGANIZATIONAL CULTURE.** 1. Globalization and Entrepreneurial rganizational Culture. 2. The Role of Manager in the Organizational Culture Change in Era of Globalization. **PART II: ORGANIZATIONAL BEHAVIOR.** 3. Organizational Behavior, Globalization and Gender. **PART III: GLOBALIZATION AND GENDER ROLE.** 4. Globalization, Gender and Informal Economy: Developing and Transitional Countries. 5. Gender Equality and Informal Sector in Serbia. **PART IV: EDUCATION FOR GLOBAL TASKS.** 6. Education of Entrepreneurs and Leaders for Global Tasks: Combination of Science and Experience and Consideration of Specific Needs. References. Conclusion. Short Author Bios.



Leadership and Personal Development
A Toolbox for the 21st Century Professional

Wolfgang Amann
Katja Kruckeberg, *International Leadership Consultant*
Mike Green, *Henley Business School*

2011. Paperback 978-1-61735-553-0 $30.99. Hardcover 978-1-61735-554-7 $50.99

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

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

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

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

The No People

Tribal Tales of Organizational Cliff Dwellers

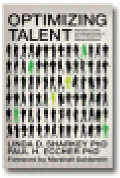
Bruce J. Avolio, *University of Washington*

2011. Paperback 978-1-61735-569-1 $45.99. Hardcover 978-1-61735-570-7 $85.99

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

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

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



Optimizing Talent

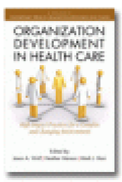
What Every Leader and Manager Needs to Know to Sustain the Ultimate Workforce

Linda D. Sharkey
Paul H. Eccher

A volume in the series ***Contemporary Trends in Organization Development and Change***
2011. Paperback 978-1-61735-233-1 $19.99. Hardcover 978-1-61735-234-8 $34.99

Optimizing Talent is the must have book for every leader and manager looking to sustain the ultimate workforce. Linda and Paul show what works and what doesn't in talent initiatives to drive business outcomes. This book is a call to action to transform how you think about talent, how you develop and retain talent and how you measure the impact of talent initiatives on the bottom line.

CONTENTS:



Organization Development in Healthcare

A Guide for Leaders

Jason Wolf, *The Beryl Institute*
Heather Hanson, *Kaiser Permanente*
Mark Moir, *Sanford Health-MeritCare*

A volume in the series ***Contemporary Trends in Organization Development and Change***
2011. Paperback 978-1-61735-351-2 $45.99. Hardcover 978-1-61735-352-9 $85.99

In a world saturated with the "how tos" of OD, there is a void of evidence-based resources for both organizational leaders and OD scholar-practitioners to use as a guide while navigating the complex and chaotic environment of healthcare. This handbook has been created to fill this space and provide a resource for this vital audience at a time of great change and greater potential in the healthcare arena.

The handbook will focus on the critical nature of OD in healthcare and how it applies in this unique environment; examining its broad use from hospitals to corporate offices and from small systems to multinational corporations. The book will provide research-based, practical processes and methods, while sharing compelling cases of how the compassion and care associated with healthcare is wound tightly with the OD work it encompasses.The handbook will also offer a comprehensive look at the role OD plays in the critical issues and significant changes facing healthcare today.

The handbook overall is a small part history and a small part predictions surrounding very practical and applicable uses of OD In healthcare. Through the sharing of engagement processes, revealing outcomes and connecting each concept to a living case of how OD has impacted the healthcare field, this handbook provides a unique resource for OD and HR professionals, healthcare executives, MHA students and the academic community.

CONTENTS:

Organizational Immunity to Corruption

Building Theoretical and Research Foundations

Agata Stachowicz-Stanusch

2010. Paperback 978-1-61735-050-4 $45.99

The current discussion about corruption in organizational studies is one of the most growing, most fertile and perhaps most fascinating ones. Corruption is also a construct that is multilevel and can be understood as being created and supported by social and cultural interaction. As a result, an ongoing dialogue on corruption permeates the levels of analysis and numerous research domains in organizational studies. Thus I see a major opportunity and necessity to look on corruption from a multilevel and multicultural perspective.

Second, in the global society of the world today where organizational boundaries are becoming increasingly transparent and during the Global Crisis, which has been rooted in unethical and corrupt behavior of large corporations, a deeper understanding of corruption, its forms, typologies, ways to increase organizational immunity and the best practices how to fight against corruption that are particularly significant and can also uncover it means that individuals, groups, organizations and whole societies can be used to sustain a sense of purpose, direction, meaning and the right way for creating a moral frame for the ethical behavior in the world of flux.

Third, there is a growing pressure in the field of organizational studies and management to formulate theories that stimulate thinking of corruption, to change understanding of the phenomenon and, what is the most important, to carry out actions that produce valued outcomes.

This exciting book provides an authoritative and comprehensive overview of organizational corruption. It is an essential reference tool to carry out further research on corruption in organization. This book uncovers new theoretical insights that, I hope, will inspire new questions about corruption in organization; it also changes our understanding of the phenomenon and encourages further exploration and research.

CONTENTS:

Outcome-Oriented Public Management

A Responsibility-Based Approach to the New Public Management

Kuno Schedler, *University of St. Gallen*
Isabella Proeller

A volume in the series ***Research in Public Management***
2010. Paperback 978-1-61735-180-8 $45.99. Hardcover 978-1-61735-181-5 $85.99

After the New Public Management had evolved in English speaking countries, it became a role model for the reform of public administration all throughout the world. Although there were obvious similarities in terminology used in different countries, the model was usually adapted to the cultural and political context in which it had to be embedded. This also resulted in significant conceptual differences, so that nowadays, there is no one single NPM in the world.

In contrast to the original NPM model, this version puts emphasis on responsibility rather than accountability of public managers; it is strictly focused on the outcomes of public services rather than the output level; and it is grounded on the Rechtsstaat tradition of Continental European countries. Thus, the label that has been used in German ever since, Wirkungsorientierte Verwaltungsführung, is consequently translated into 'outcome-oriented public management' (OPM).

This book is an English version of a German classic teaching book. In its original form, it was first published in 2000 and constantly revised according to latest developments in practice. Currently, it's 4th edition is selling in German speaking countries. Written for students and practitioners in public administration, the book describes the OPM model and its roots, and it discusses benefits and drawbacks of this model in practice. It is a perfect introduction into the new thinking of outcome orientation in the public sector.

CONTENTS: Preface. **PART I: INTRODUCTION AND FUNDAMENTALS.** 1 Public Administration and Outcome-Oriented Public Management.2 Theoretical Foundations and Fundamental Premises of NPM. **PART II: STRATEGIC ELEMENTS IN THE CONCEPT OF NPM.** 3 The Strategy of NPM. **PART III: STRUCTURAL AND PROCESSUAL ELEMENTS IN THE CONCEPT OF OPM.** 4 The Decentralisation of the Management and Organisation Structure. 5 Organisation from the Points of View of Customers and Quality. 6 Outcome-Oriented Control through Performance Agreements. 7 The Reinforcement of Leadership Responsibility through One-Line Budgets and Management. 8 Competition and Market Mechanisms. 9 The Relationship between OPM and the Law. **PART IV: CAPACITIES—THE RESOURCES OF OPM.** 10 Human Resources Capacity. 11 Technical Capacity: Information Technology. **PART V: CULTURAL ASPECTS IN THE CONCEPT OF OPM.** 12 The Administrative Culture of OPM. **PART VI: REFLECTIONS ON THE MODEL.** 13 The Model of Outcome-Oriented Public Management under Scrutiny. English–German Glossary. References.

Por un Trabajo más Humano

Henri Savall, *University Jean Moulin Lyon 3 and ISEOR*

2011. Paperback 978-1-61735-549-5 $45.99

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

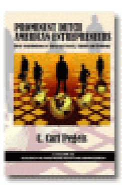
Preparing Better Consultants

Susan Adams, *Bentley University*
Alberto Zanzi, *Suffolk University*

A volume in the series ***Research in Management Consulting***
2011. Paperback 978-1-61735-614-8 $45.99. Hardcover 978-1-61735-615-5 $85.99

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

CONTENTS:



Prominent Dutch American Entrepreneurs
Their Contributions to American Society, Culture and Economy

C. Carl Pegels, *University of Buffalo*

2011. Paperback 978-1-61735-499-1 $39.99. Hardcover 978-1-61735-500-4 $69.99

The book presents the stories of the more successful Dutch American entrepreneurs, active in the United States, with some going back as far as 400 years. The majority of the entrepreneurs covered in the book were active during the past 150 years. Each of the individuals covered represent an enterprise that was well known during its respective era. In some of the cases the individuals were better known than the enterprises they represented, and some became historic figures.

Some of the more famous Dutch American entrepreneurs are Cornelius Vanderbilt, and his son William Vanderbilt, transportation entrepreneurs in the nineteenth century. Also famous during the early nineteenth century was DeWitt Clinton, the driving force behind the building of the Erie Canal. During the twentieth century, there were such famous Dutch American entrepreneurs as Cecil B. DeMille, Darryl Zanuck, and others in the entertainment industry. The most successful entrepreneurs, still alive today, are the billionaire businessmen, the Koch brothers, who own the multibillion dollar Koch Industries, an oil and chemical industry firm.

The book's audience consists of academics, the public, and specifically the Dutch American public, numbering from 6 to 10 million people. The book is also an important source book and reader for college courses in Entrepreneurship, American History, Culture, Society and Economy.

CONTENTS:

PIONEERS. Construction of the Erie Canal: Dewitt Clinton. Water and Rail Transportation: The Vanderbilts. Freight Transportation and Logistics: Bekins Van Lines and Lynden Transport. Air Transportation Developers: Fokker and Neeleman. **PART IV: INDUSTRIAL AND INFRASTRUCTURE DEVELOPMENT.** Successful Entrepreneurs: The Koch Brothers. Three Midwest Manufacturers: The Kuypers, Vermeer and Prince. Infrastructure Construction: The Kiewit Family. **PART V: MERCHANDISING AND SERVICES.** Two Michigan Merchandising Firms: Meijer and Amway/ Alticor. Merchandising, Entertainment, Real Estate And Services: Astor IV and Huizenga. **PART VI: INNOVATION AND DEVELOPMENT.** Consumer Products Innovaters: Van Camp, Scheepers and Peet . Innovators and Developers: Electric and Electronic Technology, Edison and De Forest. Contemporary Innovators and Developers: Kolff, Noorda and Schoemaker. **PART VII: ARTS, CULTURE AND EDUCATION.** Directors And Producers: Motion Picture Industry. Modern Music Producers and Performers: Springsteen, the Van Halens and Their Respective Bands. Book Publishers: Van Nostrand, Kregel, Eerdmans, Zondervan and Baker. Higher Education Promoters: Rutgers, Van Rensselaer, Vanderbilt and Hofstra. For Further Reading.

Psychology of Religion and Workplace Spirituality

Peter C. Hill, *Biola University*
Bryan J. Dik, *Colorado State University*

A volume in the series ***Advances in Workplace Spirituality: Theory, Research and Application***
2011. Paperback 978-1-61735-662-9 $45.99. Hardcover 978-1-61735-663-6 $85.99

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

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

CONTENTS: Toward a Science of Workplace Spirituality: Contributions from the Psychology of Religion and Spirituality, *Peter C. Hill and Bryan J. Dik.* Religious and Spiritual Aspects of Meaning in the Context of Work Life, *Crystal L. Park.* The Psychology of Religion, Spirituality, and Diversity, *Steven J. Sandage, Carla M. Dahl, and Mark G. Harden.* Spiritual Factors in Occupational Health and Well-Being: Opportunities for Research Translation, *Doug Oman and Linda Neuhauser.* Promoting the Career Well-Being of Religiously/Spiritually Oriented Employees by Supporting Their Emotional Resilience and Spiritual Fitness, *Edward B. Davis and Peter C. Hill.* Religion, Spirituality, and a Sense of Calling in the Workplace, *Bryan J. Dik, Ryan D. Duffy, and Andrew P. Tix.* Balancing Sacred Callings in Career and Family Life, *Krystal M. Hernandez and Annette Mahoney.* Religious Coping with Workplace Stress, *Jeremy P. Cummings and Kenneth I. Pargament.* Spiritual Transformation and Engagement in Workplace Culture, *Raymond F. Paloutzian and Deborah A. Lowe.* Religion and Fairness, Justice, and Forgiveness in Organizational Settings, *Chelsea L. Greer, Todd W. Greer, Everett L. Worthington, Jr., Andrea J. Miller, Daryl R. Van Tongeren, Loren Toussaint, and Julie J. Exline.* Spiritual Leadership, *Michael F. Steger.*

The Qualimetrics Approach
Observing the Complex Object

Henri Savall, *University Jean Moulin Lyon 3 and ISEOR*
Veronique Zardet, *University Jean Moulin Lyon 3 and ISEOR*

A volume in the series ***Research in Management Consulting***
2011. Paperback 978-1-61735-475-5 $45.99. Hardcover 978-1-61735-476-2 $85.99

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

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

CONTENTS: Preface, *Anthony F. Buono.* Preface to the 2004 Edition, Qualimetrics Contribution to Research Methodology, *David Boje.* Foreword, *Henri Savall and Véronique Zardet.* Acknowledgments. Introduction to the 2011 Edition. Introduction to the 2004 Edition. **PART I: GENERAL PROBLEMS AND CRITICAL ANALYSIS OF METHODOLOGY.** Principal Methods Utilized in Management Science Research. Critical Analysis of Research Methodologies. **PART II: A PROPOSED METHOD FOR RESEARCH CONSTRUCTION.** The Interactive Approach of the “Researcher-Strategist” for Making Progress in Research Work. Research Materials. Construction of Knowledge and Research Results. A Practical Guide for Thesis Construction: Doctoral Student Piloting Indicators. **PART III: PERSPECTIVES FOR PROGRESS TOWARD IN-DEPTH AND UP-CLOSE OBSERVATION IN MANAGEMENT RESEARCH.** In-Depth and Up-Close Scientific Observation of The Research Object. Processing Qualitative Information. Research in the Field: The Example of Intervention-Research. General Conclusion. References. About the Authors.

Reforming (Transforming?) a Public Human Resource Management Agency

The Case of the Personnel Board of Jefferson County, Alabama

Ronald R. Sims, *College of William and Mary*

A volume in the series ***Contemporary Human Resource Management Issues Challenges and Opportunities***
2010. Paperback 978-1-60752-436-6 $45.99. Hardcover 978-1-60752-437-3 $85.99

This book offers a first-hand look at the importance of human resource management (HRM) processes to not just one public agency but a large group of public administration entities that rely on a public HRM agency (the Personnel Board of Jefferson County) for its HRM processes. More specifically, the book describes a more than three-year effort undertaken by the author as a federally-appointed court receiver to reform (or what some have referred to as “transform”) a public HRM agency from a model of inefficiency to one now considered “best in the business”.

The book provides the details of the reform or transformation effort in addition to offering suggestions on how to bring about similar civil services and HRM reform in particular and government agencies in general. The book is intended to fill a gap in the current literature while serving as a key work that highlights the importance of bringing about change in a public HRM entity. Timely and topical, the book will be of great interest both to public administration personnel in general, and others in the fields of HRM and public sector management, and to management practitioners and others keen to inform their ability to bring about successful change.

CONTENTS: 1 A General Overview of Change Management, Reform, and the Personnel Board. 2 Civil Service Reform and Public Human Resource Management. 3 The Personnel Board of Jefferson County, Alabama: A First Look. 4 Understanding the Situation at the Personnel Board: The Diagnosis and Receiver’s 90-Day Report. 5 Restructuring the Personnel Board. 6 Infrastructure Reform: Revamping the Personnel Board’s Policies and Procedures. 7 Implementation of a New Human Resource Information Management System at the Personnel Board. 8 HRD Efforts at the Personnel Board. 9 Consent Decree Compliance (Developing and Administering Lawful Selection) Procedures. 10 The Five-Year Classification and Compensation Survey Project. 11 Renovating the Personnel Board’s Physical Facilities. 12 Transition of Leadership from the Receiver to the Three. Member Board, Personnel Director and the Citizens Supervisory Committee. 13 Epilogue: Post-Receivership and Keeping the Personnel Board Reform Momentum Going. References.

Researching Strategic Alliances
Emerging Perspectives

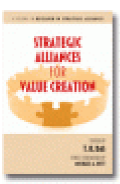
T. K. Das, *City University of New York*

A volume in the series ***Research in Strategic Alliances***
2010. Paperback 978-1-61735-128-0 $45.99. Hardcover 978-1-61735-129-7 $85.99

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

Researching Strategic Alliances: Emerging Perspectives contains contributions by leading scholars in the field of strategic alliance research. The nine chapters in this volume cover the topics of multilevel issues in strategic alliance research (Bo Bernhard Nielsen), alliances as sources of legitimacy (Paul M. Olk and Peter Smith Ring), alliance capability as an emerging theme (Ard-Pieter De Man, Geert Duysters, and Tina Saebi), trust and control in strategic alliances (Jeltje van der Meer-Kooistra and Ed Vosselman), pre-formation processes in interorganizational relations (Paul W. L. Vlaar, Elko Klijn, Africa Ariño, and Jeffrey J. Reuer), sequence of alliance ownership structure (Weilei (Stone) Shi and Akie Iriyama), the causes of joint venture termination (M. V. Shyam Kumar), alliance portfolio characteristics and organizational learning (Don Goeltz) and interpartner negotiations in the alliance development process (Rajesh Kumar and T. K. Das).

CONTENTS: Foreword to the Series. About the Series. 1 Multilevel Issues in Strategic Alliance Research, *Bo Bernhard Nielsen.* 2 Alliances as Sources of Legitimacy, *Paul M. Olk and Peter Smith Ring.* 3 Alliance Capability as an Emerging Theme: Past, Present, Future, *Ard-Pieter De Man, Geert Duysters, and Tina Saebi.* 4 Trust and Control in Strategic Alliances: An Instrumental Perspective, *Jeltje van der Meer-Kooistra and Ed Vosselman.* 5 Pre-Formation Processes in Inter-Organizational Relations: Determinants of Search and Negotiation Efforts, *Paul W. L. Vlaar, Elko Klijn, Africa Ariño, and Jeffrey J. Reuer.* 6 Sequence of Alliance Ownership Structure: Concepts and Evidences, *Weilei (Stone) Shi and Akie Iriyama.* 7 The Causes of Joint Venture Termination: A Real Options Perspective, *M. V. Shyam Kumar.* 8 Alliance Portfolio Characteristics and Organizational Learning, *Don Goeltz.* 9 Inter-Partner Negotiations in the Alliance Development Process, *Rajesh Kumar and T. K. Das.* About the Contributors.



Strategic Alliances for Value Creation

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

A volume in the series ***Research in Strategic Alliances***
2011. Paperback 978-1-61735-692-6 $45.99. Hardcover 978-1-61735-693-3 $85.99

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

Strategic Alliances for Value Creation contains contributions by leading scholars in the field of strategic alliance research. The 14 chapters in this volume cover a number of significant topics that encompass value creation through strategic alliances in recent times. The chapters cover both the broader topics, such as multi-partner alliances, technology parks, intellectual property rights, knowledge management and culture, portfolio theory, learning in alliances, and open innovation, and the more focused problems of transparency in interfirm accounting, local partner perspective of management control, knowledge in intra-district networks, and alliance partners for entrepreneurial firms. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy areas of research on employing strategic alliances for value creation.

CONTENTS: Foreword to the Series, *Michael A. Hitt.* About the Series. Leveraging Multi-Partner Alliances in Technology-Driven Industries, *Dovev Lavie, Christoph Lechner, and Harbir Singh.* Knowledge Management in International R&D Alliances: A Cultural Perspective, *Dan Li, Lorraine Eden, Michael A. Hitt, and R. Duane Ireland.* Sharing Intellectual Property Rights in Contractual R&D Alliances: Exchange Hazards and Cooperation, *Helene Delerue.* R&D Alliances in Science and Technology Parks: The Advantages of Location, *Angeles Montoro-Sanchez, Eva-Maria Mora-Valentin, and Marta Ortiz-De-Urbina-Criado.* Interorganizational Learning in Alliances and Networks, *Amalya L. Oliver and Yuval Kalish.* Value Enhancing in the Governance Decision Process: A Portfolio Theory Perspective on Strategic Alliances and Mergers and Acquisitions, *Anna Sabidussi, Harry Bremmers, Geert Duysters, and Onno Omta.* Comparing International and Domestic Joint Ventures: Aspects of Management and Performance, *Merve Bener and Keith W. Glaister.* The Uses and Roles of Interfirm Accounting in Strategic Alliances: Does Transparency Make a Difference?, *Ariela Caglio and Angelo Ditillo.* Outcomes of Western Management Control in International Joint Ventures: The Local Partner Perspective, *Xiaohua Lin.* The Dynamic Fit of Alliance Portfolio Characteristics with Competitive Strategy and Industry Dynamism, *Don Goeltz.* Complementarity between Internal and External Knowledge in Intra-District Networks, *Cesar Camison.* Open Innovation through a Collaborative Community of Firms: An Emerging Organization Design, *Charles C. Snow and Refik Culpan.* Strategic Pacing of Acquisitions and Alliances: A Temporal View, *Weilei (Stone) Shi and John E. Prescott.* Entrepreneurial Firms in Search of Alliance Partners, *T. K. Das and Irene Y. He.* About the Contributors. Index.

Strategic Alliances in a Globalizing World

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

A volume in the series ***Research in Strategic Alliances***
2011. Paperback 978-1-61735-378-9 $45.99. Hardcover 978-1-61735-379-6 $85.99

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

CONTENTS: Foreword to the Series, *Michael A. Hitt*. About the Series. **1** Expanding to Institutionally Different Countries: Reasons, Firm International Experience and Entry Mode Choice, *Xavier Castañer* and *Mehmet E. Genç*. **2** Smarter Mover Advantage: A Longitudinal Analysis of International Joint Ventures in China's Auto Market, *Tom (Qingjiu) Tao*, *John E. Prescott*, and *Sean Tsuhsiang Hsu*. **3** A Shift in the Wind?: Strategic Alliances versus Wholly Owned Units in Global Industries, *Ravi Madhavan*. **4** Contractual Alliance Governance: Impact of Different Contract Functions on Alliance Performance, *Dries Faems*, *Rutger Alberink*, *Gjalt de Jong*, *Aard Groen*, and *Rosalinde Klein Woolthuis* **5** Governance Structure Choice in Strategic Alliances: The Roles of Alliance Objectives, Alliance Management Experience, and International Partners, *Bing-Sheng Teng* and *T. K. Das*. **6** Turning Experience into Alliance Capability: Alliance Evaluation in Rolls-Royce, *Ard-Pieter de Man*, *Mike Nevin*, and *Nadine Roijakkers*. **7** The Formation of International Strategic Alliances by Born Global Firms:A Theory-Grounded Review, *Robert Gannon* and *Noushi Rahman*. **8** The Containment of Opportunism in the Post Formation Period of Inter-Organizational Relationships, *Kerstin Neumann* and *Reinhard Bachmann*. **9** Relationship Management in International Strategic Alliances and Networks, *Poul Houman Andersen*. **10** Sensemaking in Cross-National Alliances, *T. K. Das* and *Rajesh Kumar*. **11** National Culture and Legitimacy in International Alliances, *Rajesh Kumar* and *T. K. Das* About the Contributors. Index.

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

Cole Reilly, *Towson University*
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Laurel K. Chehayl, *Monmouth University*
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2011. Paperback 978-1-61735-520-2 $45.99. Hardcover 978-1-61735-521-9 $85.99

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

The Talking Point

Creating an Environment for Exploring Complex Meaning

Thomas R. Flanagan
Alexander N. Christakis

2010. Paperback 978-1-60752-361-1 $20. Hardcover 978-1-60752-362-8 $40

(A Collaborative Project of the Institute for 21st Century Agoras)

The Talking Point is all about how people learn within groups. People can be much smarter than crowds if you measure "smart" as decision-making speed. Crowds can be much wiser than individuals if you measure wisdom by depth of understanding. It is possible to understand a great deal of information yet (or maybe because of this) you can also be slow to make decisions. If rushed, crowds will make poor decisions in spite of their wisdom. So... to get good group decisions on a time scale that will keep pace with policy development needs and social necessities, groups have to be supported so that their decision-making process can be accelerated. Much has been said and written about this problem over the years. It is dangerous to have the power of groups without the wisdom of groups, and it is tragic to have the wisdom of groups without the power of groups. The Talking Point presents a meeting point for the wisdom and power of groups through the use of Structured Dialogic Design.

With hopeful intentions, as a culture we have poisoned the well just when we need it most. We have touted design charettes and stakeholder processes as engagement vehicles and then ignored, marginalized or corrupted the very input that we swore to hold as sacred. This has created a myth that large scale collaboration is not possible, and the myth has led to considerable disillusionment among would-be participants and could-be sponsors. Structured Dialogic Design seeks to bust the myth about our limited capabilities to sustain boundary spanning collaboration. To bust this myth, Structured Dialogic Design needs to usher in a new wave of collaborative planning. Scholars have identified the Structured Dialogic Design methodology as the cutting edge of "third phase" science - where the reality of a situation embraces interactions between objective findings and subjective intentions.

The Talking Point provides a window for observing how Structured Dialogic Design has been put into practice and paints a panorama of the issues that confront complex social system design. This book is itself a bridge between scholarship and practice, written to be accessible yet anchored to major themes in cognitive psychology, information systems, social systems, and models of group learning. The book is an invitation for transformational leaders and those who support transformational leaders to pick up a new tool in the essential quest to put our nation and our world back on track toward sustainable futures. The Talking Point is a fresh source of water in a world that is thirsty for new ways of solving complex problems.

Toward Assessing Business Ethics Education

Diane L. Swanson, *Kansas State University*
Dann G. Fisher, *Kansas State University*

A volume in the series ***Ethics in Practice***
2010. Paperback 978-1-61735-162-4 $45.99. Hardcover 978-1-61735-163-1 $85.99

Toward Assessing Business Ethics Education, edited by Diane L. Swanson and Dann G. Fisher of Kansas State University, is a sequel to their book Advancing Business Ethics Education in the Ethics in Practice IAP book series. The focus on assessment in this second book is a timely response to the urgent search among business schools for ways to teach and assess ethics at a time when the public's faith in corporations and business schools has been undermined greatly by the failure of both to respond to widespread corruption and scandals in the business sector. Although no one expects business education alone to resolve these problems, the distinguished scholars represented in this book advocate that business schools should at least do their part by exposing their students to decision models that incorporate ethical dimensions on behalf of corporate stakeholders and society at large. As the book's title conveys, it is then important to assess key learning objectives to insure that business students graduate knowing ethics fundamentals and armed with the ability to recognize ethical dilemmas and possible solutions during the course of their careers.

This book will speak to all who are interested in accountability for business ethics education, especially business school deans, university administrators, faculty members, students, and prospective employers. This audience will find that the enterprise of assessing business ethics education is advanced in three ways. First, the book functions as a venue for distinguished scholars to share the innovative ways that they are assessing ethics coverage in courses and degree programs. Second, these authors identify what needs to be assessed and the means for doing so. Third, the book serves not only as a guide to assessment, but also as a platform for expanding and improving ethics coverage in business schools. Moreover, an important take away for readers is the provision of a simple formula, first advocated by Diane L. Swanson and William C. Frederick (University of Pittsburgh) in 2005, for delivering ethics education that minimizes assessment errors. By following this formula, business schools can provide assurances that ethics will not be assessed as being sufficient when it is woefully inadequate or even missing in the curriculum and that it cannot be distorted, diluted, or trivialized by uninformed coverage and still pass inspection. Avoiding these assessment errors is critical in an educational environment in which weak accrediting standards for ethics go hand in hand with spotty, uniformed coverage that would not be tolerated for other business disciplines.

Committee: Implications for Assessing Ethical Reasoning, *Brian P. Niehoff.* Planning and Personalizing Course Assessment, *Steve Payne.* A Holistic Method for Assessing Student Performance in a Business Ethics and Society Course, *Denis Collins.* Assessing Ethics Education in a Business, Government, and Society Course Context, *Archie Carroll and Ann Buchholtz.* The Case for Assessing Ethics in a Standalone Course and Results From a Pilot Study, *Diane L. Swanson, Dann G. Fisher, and Brian Niehoff.* Core Knowledge Learning Objectives for Accounting Ethics Education Based on Bloom's Taxonomy, *Linda Kidwell, Dann Fisher, Robert Braun, and Diane Swanson.* The Measured Impact of the Transtheoretical Model of Educational Change on Advancing Business Ethics Education, *Joseph A. Petrick.* Character Assessment in Business Ethics Education, *Thomas A. Wright.* The Character Journal: An Assessment Tool for Advancing Character Learning, *Martin Stuebs.* About the Authors.

Understanding Organizational Fitness
The Case of China

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

2011. Paperback 978-1-61735-375-8 $45.99. Hardcover 978-1-61735-376-5 $85.99

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

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

The Violence Volcano
Reducing the Threat of Workplace Violence

David D. Van Fleet, *Arizona State University*
Ella W. Van Fleet, *Professional Business Associates*

2010. Paperback 978-1-60752-343-7 $45.99. Hardcover 978-1-60752-344-4 $85.99

The Violence Volcano is for managers and workers in all types of business and government organizations, including law enforcement and other first-responders.

Its purpose is to assist all organizations and their employees in fulfilling their obligations under U.S. Government regulations to reduce the risks of any and all forms of violence that affect workers during the time they are carrying out their duties as employees.

The Violence Volcano is written at an appropriate level for either self-study, training programs, or classroom settings. It could be used as a supplement in business, educational administration, criminal justice and law enforcement classes, or other academic and trade programs.

Key features of the book:
• Uses the volcano metaphor to provide a simple and unique way to help readers under stand and remember how violence builds.

• Provides a broader approach than other books toward recognizing and dealing with the issue of workplace violence, including both internal and external causes as well as signs of impending acts of violence.
• Identifies and discusses the nature and complexity of violence in a variety of workplaces.
• Helps management compare violence prevention costs with the immediate and direct costs plus the delayed and hidden costs of violent incidents at work.
• Helps management, employees, and law enforcement personnel recognize environmental and organizational influences on employee behavior.
• Helps management and employees develop an awareness of personal characteristics and work behaviors that build toward violent behavior, so that timely intervention can perhaps eliminate the threat of violence.
• Assists management in establishing a crisis management team, an organizational crisis plan, a violence intervention plan, and a post-violence trauma plan.
• Develops a comprehensive definition of workplace violence and examines its rapid growth.
• Suggests administrative ways of reducing risks, such as establishing anti-violence policies, improving asset security, and providing an adequate support system.
• Introduces the topics of legal responsibilities and liabilities, and working with law enforcement.

Virtual Coach, Virtual Mentor

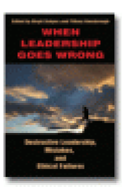
David Clutterbuck, *Sheffield Hallam and Oxford Brooks Universities*
Zulfi Hussain

2010. Paperback 978-1-60752-308-6 $45.99. Hardcover 978-1-60752-309-3 $85.99

In the case of virtual coaching and mentoring (or e-mentoring and ecoaching; or coaching/mentoring by wire—choose your own preferred nomenclature!) there are hundreds, perhaps thousands of programs and initiatives across the world. Yet there is comparatively little in the way of comparison of good practice or academic evaluation of what does and doesn't work. We found numerous individual case studies but a dearth of empirical research and no significant collection of cases to illustrate the diversity of applications.

Virtual Coach, Virtual Mentor provides a wide variety of perspectives on a rapidly growing phenomenon. We hope and intend that it should make a timely and significant contribution to good practice and to encouraging more practitioners and their clients and more organizations to experiment with using electronic media to enrich coaching and mentoring. The view of ecoaching and e-mentoring is firmly one that these new media are less a replacement for traditional face-to-face than an enhancement of learning alliances in general. We see no evidence of fewer face-to-face coaching or mentoring relationships—on the contrary, they continue to become more popular and widespread. Rather, we see that virtual coaching and mentoring both enrich predominantly face-to-face relationships, by connecting partners at times between formal meetings, and open up coaching and mentoring to new audiences and new applications.

CONTENTS: Introduction. **SECTION 1: WHAT DO WE KNOW ABOUT VIRTUAL COACHING AND MENTORING.** Welcome to the World of Virtual Coaching and Mentoring, *David Clutterbuck.* Making the Virtual Developmental Program Work, *David Clutterbuck.* The Technology in Practice, *Zulfi Hussain.* Perspectives on E-Development, *Paul Stokes.* Critical Success Factors in E-Mentoring for Small Business, *Kim Rickard.* Expanding the Business Value of Mentoring with a Web-Based Process, *Randy Emilio and Tom McGee.* Virtual Coach Mentor Supervision, *Miriam Orriss.* E-Coaching: Consideration of Leadership Coaching in a Virtual Environment, *Lisa A. Boyce and Gina Hernez-Broome.* **SECTION 2: ORGANIZATIONAL CASE STUDIES.** E-Mentoring: Opportunity to Build a Virtual Learning Community with Teachers, *Leena Vainio and Irja Leppisaari.* The Brightside Trust, Ian Akers. LTL Connect Coaching Case Study, *Rusty Livstock.* AskMax.co.uk Web-Based Mentoring, *Angus I. McLeod.* E-Mentoring @ Staffordshire University, *Janet Wright and Jean Simpson.* **SECTION 3: INDIVIDUAL CASE STUDIES.** Individual Case Studies. Contributors.



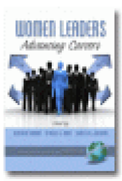
When Leadership Goes Wrong
Destructive Leadership, Mistakes, and Ethical Failures

Birgit Schyns, *University of Portsmouth*
Tiffany Hansbrough, *Baldwin-Wallace College*

2010. Paperback 978-1-61735-067-2 $45.99. Hardcover 978-1-61735-068-9 $85.99

The leadership landscape has begun to shift. Researchers have started to realize that previous conceptualizations of leadership that focus only on the positive aspects of leadership are too narrow and may represent a romantic notion of leadership. A growing body of inquiry has emerged with a focus on the darker side of leadership. Allowing for the possibility that leaders can also do harm, either intentionally or unintentionally, broadens the scope of leadership studies and serves to increase the practical implications of leadership research. This book brings together contributions by scholars from several different countries addressing topics such as narcissistic and destructive leadership, ethical leadership and leader errors.

CONTENTS: Preface, *Robert Liden.* Overview, *Birgit Schyns and Tiffany Hansbrough.* **PART I: DESTRUCTIVE LEADERS.** Goal Setting as an Antecedent of Destructive Leader Behaviors, *Mary Bardes and Ronald F. Piccolo.* Destructive Leadership: The Role of Cognitive Processes, *Dawn L. Eubanks and Michael D. Mumford.* The Environment of Destructive Leadership, *Paul W. Mulvey and Art Padilla.* Understanding The Causes of Destructive Leadership Behavior: A Dual-Process Model, *Mo Wang, Robert Sinclair, and Marilyn Nicole Deese.* Ignoring the Signposts: A Process Perspective of Unethical and Destructive Leadership, *Diane J. Chandler and Dail Fields.* The Nature, Prevalence, and Outcomes of Destructive Leadership: A Behavioral and Conglomerate Approach, *Ståle Einarsen, Anders Skogstad, and Merethe Schanke Aasland.* **PART II: ABUSIVE SUPERVISION.** Making Sense of Abusive Leadership: The Experiences of Young Workers, *Gina Grandy and Alison Starratt.* Explaining Hostile Actions: Integrating Theories of Abusive Supervision and Conflict Asymmetry, *Sonja Rispens, Ellen Giebels, and Karen A. Jehn.* Negative Emotion-Positive Outcomes: A Study Of Construction Project Managers, *Dirk Lindebaum.* **PART III: TOXIC LEADERSHIP, NARCISSISM, AND (UN-)ETHICAL LEADERSHIP.** The Corporate Reflecting Pool: Antecedents and Consequences of Narcissism in Executives, *Dean B. Mcfarlin and Paul D. Sweeney.* Tango in the Dark: The Interplay of Leader's and Follower's Level of Self-Construal and its Impact on Ethical Leadership, *Suzanne Van Gils, Niels Van Quaquebeke, and Daan Van Knippenberg.* Leadership Corruption: Influence Factors, Process, and Prevention, *Jenny S. Wesche, Daniel May, Claudia Peus, and Dieter Frey.* **PART IV: LEADER ERRORS AND FAILURE.** Leaders' Personal Experience and Response To Failure: A Theoretical Framework and Initial Test, *Kathleen Boies, Melanie Ann Robinson, and Maria Carolina Saffie Robertson.* The Paradoxical Role of Moral Reasoning in Ethical Failures in Leadership, *Terry L. Price.* Understanding the Antecedents of Leader Unitentional Errors: A Multilevel Perspective, *Samuel T. Hunter, Brian W. Tate, Jessica L. Dzieweczynski, and Lily Cushenbery.* To Err is Human, To Lead is Divine? The Role of Leaders In Learning from Workplace Mistakes, *Bi-Hong Deng, Michelle C. Bligh, and Jeffrey C. Kohles.* **PART V: ATTRIBUTIONAL PROCESSES.** The Effect of Leader-Follower Incongruence and Cognitive Processes on Perceptions of Leader Adversity, *Beata Pawlowska, Susanne Braun, Claudia Peus, and Dieter Frey.* Heroic Illusions: How Implicit Leadership Theories Shape Follower Attributions About Poor Leader Performance, *Tiffany Hansbrough and Birgit Schyns.* About the Authors.



Women Leaders
Advancing Careers

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Beverly Irby, *Sam Houston State University*
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A volume in the series ***Research on Women and Education***
2011. Paperback 978-1-61735-641-4 $45.99. Hardcover 978-1-61735-642-1 $85.99

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

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

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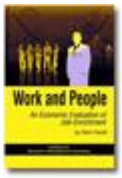

Work and People

An Economic Evaluation of Job Enrichment

Henri Savall, *University Jean Moulin Lyon 3 and ISEOR*

A volume in the series ***Research in Management Consulting***
2010. Paperback 978-1-60752-433-5 $45.99. Hardcover 978-1-60752-434-2 $85.99

The reprint of Henri Savall's classic Work and People, originally published in French in 1974, is part of the Research in Management Consulting series effort to look backward as well as forward in examining trends, perspectives, and insights – especially from different countries and cultures – into the world of management consulting. Savall's insights into the complexity of organizational life were groundbreaking, articulating the need to examine both economic and social factors as part of the same analysis, assessing technical and behavioral patterns through the lens of an integrated framework. As he has argued, there is a double-loop interaction between "the quality of functioning and economic performance," and underestimating this socio-economic "tension" leads inevitably to reduced performance and losses, which he refers to as "hidden costs."

This approach, referred to as the socio-economic approach to management (SEAM), has significant potential for our thinking about organizational diagnosis and intervention. As Savall emphasizes, the North American tendency to cast people as human "resources" misses the essential point that human beings cannot be considered as simply another resource at the organization's disposal. People are free to give or withhold their energy as they desire, depending on the quality of formal and informal contracts and interactions they have with their organizations. As such, the SEAM approach focuses on human "potential," underscoring the need for managers and their organizations to create the conditions under which people will want to maximize their talents on behalf of the organization.

Work and People focuses on the ramifications of this reality, as dysfunctions – the difference between planned and emergent activities and functions – can quickly lead to a series of costs that are "hidden" from an organization's formal information systems (e.g., income statements, balance sheets, budgets). As his insightful work underscores, as organizations begin to accumulate dysfunction upon dysfunction, they inadvertently undermine their performance and create excessive operating costs, with lower productivity and less efficiency than they could achieve. As readers will discover, the frameworks, tools and ways of thinking about organizations, people and management in this volume – in essence the background to the socio-economic approach to organizational diagnosis and intervention – continue to hold great promise for our attempts to create truly integrative approaches to management and organizational improvement efforts.

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