

“One should guard against preaching to young people success in the customary form as the main aim in life. The most important motive for work in school and in life is pleasure in work, pleasure in its result, *and the knowledge of the value of the result to the community.*”

—Albert Einstein

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Book Series

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chapters on topics such as strategy and ethics, portfolio management and ethics, leadership and ethics

* Section 3 - Ethics and the CFO

chapters on topics such as Sarbanes-Oxley and ethics, auditing and ethics, IPOs and ethics

* Section 4 - Ethics and the CMO

chapters on topics such as branding and ethics, product design and ethics, advertising and ethics

* Section 5 - Ethics and the CHRO

chapters on job design and ethics, staffing and ethics, employment law and ethics

* Section 6 - Ethics and the CIO

chapters on topics such as data mining and ethics, corporate surveillance and ethics, artificial intelligence and ethics

* Section 7 - Ethics and the COO

chapters on topics such as outsourcing and ethics, off shoring and ethics, automation and ethics

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Edited by **Ronald R. Sims**,
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Contemporary Trends in Organization Development and Change

Series Editors **Therese F. Yaeger**, *Motorola, Inc./Benedictine University* and **Peter F. Sorensen, Jr.**, *Benedictine University*

Strategic Organization Development: Managing Change for Success

Edited by **Therese F. Yaeger**, *Motorola, Inc./Benedictine University* and **Peter F. Sorensen, Jr.**, *Benedictine University*

This book addresses one of the most complex and important issues for management and organization development today -- how to plan for and create an organization capable of not only competing but excelling in an almost impossibly turbulent and uncertain environment.

The book brings together a series of articles by practitioner-scholars. Those authors who have the responsibility for helping their organization create the future, and who also have the responsibility of helping us conceptually understand the process of strategic OD. In this book, you can sense the value of both of these voices – the practitioner and the scholar. These authors include organization development executives from global Fortune 500 organizations, major community service organizations, major academic contributors to the field, and OD practitioners from major consulting firms. Each author makes a unique contribution by providing strategies for planning the future, implementing change, and creating organizational capabilities for sustained success. New and current models for strategic organization development and candid discussions of issues, difficulties, and ways of coping with unanticipated events are provided. This book is dedicated to contributing to a better understanding and sharing of how major corporations, community service organizations, and OD consultants are experiencing and working with one of the most important organizational problems of today – how to manage change for success.

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Also Available:

Global Organization Development: Managing Unprecedented Change

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Educational Policy and Law

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Current Issues

Edited by **Kevin G. Welner** and **Wendy C. Chi**,
University of Colorado, Boulder

Almost every significant educational policy issue in the United States implicates legal issues. Policy debates about testing and school choice, for example, cannot be disentangled from legal rights and mandates. The same is true for issues of funding, campus safety, special education, and English language learners. Yet no book aimed at a general audience (as opposed to an audience of lawyers or law students) presents these current policy issues from a legal perspective. The proposed book -- which will consist of approximately 12 chapters, each approximately 20 pages long -- will explore compelling educational policy issues through that legal lens. The chapters will build an understanding of both law and policy.

The chapters will be written by a group of authors enrolled in a doctoral seminar at CU-Boulder's School of Education. The book's editors are Kevin Welner, associate professor of educational policy at CU-Boulder, and Wendy Chi, a current doctoral student at CU-Boulder. Both hold JD degrees (Welner: 1988, UCLA Law; Chi: 2003, University of Michigan Law). The students will include approximately twelve Ph.D. students and six MA students, all working under the supervision and close editorship of Welner and Chi. In addition to the book editors, we plan to have a recognized expert serve as an external editor for each chapter. This will help to add rigor and credibility, and it will also help to get the word out.

The intended audience includes the usual audience for educational policy books, as well as two more specific audiences: (1) educational law students and scholars, and (2) school & society (teacher-education) students.

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Emerging Technologies for Evolving Learners

Series Editors **Mark Gura** and **Kathleen P. King**,
Fordham University

Podcasting for Teachers Using a New Technology to Revolutionize Teaching and Learning

By **Kathleen P. King** and **Mark Gura**,
Fordham University

Podcasting for Teachers is the first volume of a new series from Dr. Kathy King and Mark Gura- *Emerging Technologies for Evolving Learners* and is based on their successful educational technology podcast of the same name. This book introduces and explains this important new technology from the perspective of educators. It also provides new insights into the ways that technology can provide solutions to instructional needs that have not been sufficiently addressed until now. Not only does it provide concrete explanations,

examples, models, and details about methods and resources that are not currently illustrated in other publications, but it reveals a new rationale for the use of technology in education.

This book helps readers apprehend critical issues essential to understanding and taking advantage of Podcasting and related technologies as an educational resource:

- What podcasting is
- How "to do" podcasting
- How to plan podcasting-based activities for students
- How to create podcasts as teaching resources
- How to use podcasting for professional development

CONTENTS: Acknowledgments. Preface. **PART I. A REVOLUTION IN OUR POCKETS.** From the Front Lines: Drafting New Technologies to Revolutionize Education. What's This Podcasting Revolution All About? From Pop Culture to Killer Application for Education. **PART II. PODCASTING "HOW TO" BASICS.** The PFT Model of Podcasting. Podcasting Cost/Benefit Decisions. Demystifying Podcast "Tech Talk" Talking to the World: Podcast Format Possibilities. The World is Listening: Finding and Keeping Your Podcast Audience. **PART III. BECOMING A PODCASTING EDUCATOR.** The Educator's Learning Curve in Podcasting Mastery. How to Create Podcasts as Teaching Resources. How to Set Up the Classroom for Podcasting. Who's Using Podcasting Technology in Education? How to Plan Podcasting-Based Activities for Students. Curricular Connections: Podcasting for Teaching and Learning. Podcasting for Professional Development. Beyond Coursecasting: Using Podcasting to Expand Learning Experiences. References. About the Authors. Index.

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Ethics in Practice

Series Editor **Robert A. Giacalone**,
Temple University and **Carole L. Jurkiewicz**,
Louisiana State University

Advancing Business Ethics Education

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

This book features sixteen chapters written by distinguished scholars who collectively point to a roadmap for advancing business ethics education at a critical juncture in the history of corporate America. The editors frame the book with an introductory chapter that details a gold standard for delivering ethics in the business school curriculum that signals to students that ethics matters, provides an adequate counterbalance to the amoral subtext that dominates much of business education, remedies assessment problems associated with current accrediting standards, and prepares students for newly minted and fast-growing careers in ethics compliance, risk management, and corporate social responsibility.

The chapters that follow lay out some challenges and opportunities that administrators and educators need to address in order to improve business ethics education and business school reputations in a post-Enron climate. Both traditional and experimental perspectives on delivering ethics in the curriculum are covered in conjunction with research that substantiates the potential for improving student ethics competencies after exposure to ethics coursework. Methods for incorporating ethics in various subjects, including accounting, corporate governance, environmentalism, global business, managerial

decision making, and human resource management are also given as part of the roadmap for advancing business ethics education.

CONTENTS: Foreword, Robert A. Giacalone. Business Ethics Education: If We Don't Know Where We're Going, Any Road Will Take Us There, Diane L. Swanson and Dann G. Fisher. The Business Schools' Moral Dilemma, William C. Frederick. Views On The Importance Of Ethics In Business Education: Survey Results From Aacsb Deans, CEOs, And Faculty, Fred J. Evans and Earl J. Weiss. Architectures Of Excellence: Building Business School Reputation By Meeting The Ethics Challenge, Deborah Vidaver-Cohen. A Blueprint For Designing An Ethics Program In An Academic Setting, James Weber, Virginia W. Gerde, David M. Wasieleski. Using The Business Integrity Capacity Model To Advance Business Ethics Education, Joseph A. Petrick. Considering The Emotional Side Of Business Ethics, Richard O. Mason. Learning To Teach Ethics From The Heart: A Journey Of Discovery From The Inside Out, Jerry Calton, Steve Payne, Sandra Waddock. Moral Imagining: Toward Using Cognitive Science In Teaching Business Ethics, Sue Ravenscroft and Jesse Dillard. Toward An Ethical Sense Of Self For Business Education, Diane Swanson and Dahler-Larsen. A Decision Making Framework For Business Ethics Education, O. C. Ferrell and Linda Ferrell. Creating Environmental Change Through Business Ethics And Society Courses, Denis Collins. Educating Managers For Global Business Citizenship, Donna J. Wood and Jeanne M. Logsdon. Educating Students In Corporate Governance And Ethics, Archie Carroll and Ann Buchholtz. Beyond Agency Theory: Common Values For Accounting Ethics Education, Michael K. Shaub and Dann G. Fisher. Business Ethics And Social Responsibility In The Human Resource Management Curriculum, Marc Orlitzky.

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In Press 2009 **Paperback ISBN: 978-1-59311-789-4 \$39.99**
Hardcover ISBN: 978-1-59311-790-0 \$73.99

The Families in Business Book Series

Series Editor **Mark Green**,
Oregon State University

Mission Statement: Research in Family Enterprise Management and Entrepreneurship is a book series to foster the advancement of understanding of family enterprises. In spite of the undisputed dominance of family enterprises globally and the contribution that the sector makes to the economic and social fabric of all nations, it is not well understood. Family enterprise is the most complex business genre as family, ownership and management interact. The book series explores the dynamics of these relationships using previously tested as well as more recently developed theoretical frameworks. This collection of books aims to disseminate quality research to a variety of audiences and importantly provide the increasing number of researchers from all disciplines an additional much needed outlet for their work. It is envisaged that the series will be distilled into two main streams: theory building and theory testing. The theory building stream will push the boundaries of the extant family enterprise literature. The theory testing stream will act as an adjunct to the theory building series as well as test established theory in the family enterprise context. The combined streams will provide the sector with the increased theoretical rigor that will further position family enterprise as a recognized management discipline.

The goal of this project is to develop a series of short family business books on topics of keen interest to individuals in family businesses and their advisors. The series will utilize the tradition of the parable as a way to convey complex issues in a simple format. Existing examples are: "Whose Cheese is it Any Way", and "The Five Temptations of a CEO".

Topics to be included:

- Rags to Riches to ____?: *The Five Challenges of Succession*
- Herding Cats and Sleeping Dogs; *Managing Your Advisors*
- A Manner of Speaking: *Governing the Family and Business*
- All that is Gold Does Not Glitter: *Managing Your Intangible Assets*
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I.S.C.E. Book Series: Managing the Complex

Series Editors **Kurt Richardson**
and **Michael Lissack**, *ISCE Research*

Organizations as Complex Systems: Social Cybernetics and Knowledge in Theory and Practice

By **Maurice Yolles**, *Liverpool John Moores University*

Managing the Complex is an ambitious title - and it would be an audacious one if we were not to begin with a frank admission: to date few to none of us have a skill set which includes managing the complex. We try various things, we write about others, and we wonder about still others. When a tool, perspective, or technique comes along which seems to evoke success, we emulate it probe it and recoil at the all too often admission that it was situation and context which afforded success its opportunity, and not some quality intrinsic to the tool perspective or technique. Indeed, if the study of complexity has done anything for managers, and for those who espouse managerial theory, it is in providing a 'scientific foundation' for the notion that *context matters*. Those who preach abstract ideas have then to reconcile themselves to the notion that situation and

embodiment matters. Those who believe in strong causality and determinism are left to wrestle with the role of chance, uncertainty, and chaos. Those who prefer to argue that men move history are confronted with the role of environment and affordances, while those who argue the reverse are left to contend with charisma, irrationality of crowds, and the strange qualities we know as emotions.

A series on complex systems has less ambitious goals to contend with than this. Such a series can deal with classifications, and categories, and speak of 'noise' as if it were not the central focus of the problem. *Managing the complex* is about managing 'noise' or perhaps we should say it is about 'dealing with' 'accepting' 'making room for' and 'learning from' 'noise'. Our aim is that the volumes in this series will provide plenty of fuel for practicing managers and academics alike and will drive their personal explorations into understanding, and perhaps even managing, the complex.

CONTENTS: Preface. Introduction. **PART 1: THE FUNDAMENTALS.** Chapter 1. Social Communities as Complex Systems. Chapter 2. Philosophic Perspectives and the Autonomous Holon. Chapter 3. Organizations in a Complex World. Chapter 4. Information, Data, Knowledge and Methodology. **PART II: COMPLEX ORGANIZATIONS.** Chapter 5. Intelligence and Decision Making. Chapter 6. A Theory of the Organization. **PART III: THE CYBERNETICS OF KNOWLEDGE MANAGEMENT.** Chapter 7. Knowledge Management. Chapter 8. Organizational Learning. Chapter 9. Knowledge Intensification. **PART IV: THE CYBERNETICS OF COMMUNICATIONS.** Chapter 10. Semantic Communications. Chapter 11. Communication Structures and Processes. Chapter 12. Sustaining Communications Structures and Processes. **PART V: MANIFESTING BEHAVIOR.** Chapter 13. The Political Dimension of Organizations. Chapter 14. Ideology and Ethics. Chapter 15. Boundaries, Issues, Agents and Boundary Critique. Chapter 16. Exploring Social Behavior. References. Index.

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Managing Organizational Complexity: Philosophy, Theory and Application

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Leadership Horizons

Series Editor **Mary Uhl-Bien**,
University of Nebraska-Lincoln

Founding Editor **James R. Meindl**,
State University of New York at Buffalo

Mission Statement: This series is devoted to new developments and fresh perspectives in theory and research on leadership, within the context of continuing and emerging organizational issues. The series embraces a broad definition of leadership phenomena; including a focus on people, positions, processes, relationships and situations. The series will advance an applied scholarship model, wherein sound academic work is connected, either directly or more speculatively, to real-world problems and controversies. The series seeks to promote work that aggressively pushes beyond current leadership orthodoxy and critically examines conventional thinking and practices. The series will represent a wide range of organizational, industry, national and global leadership issues. The series will feature entire volumes written by authors and edited volumes with multiple contributors. The series is intended to appeal to academic researchers and professional analysts, and to university instructors looking for thought provoking reference material for classroom use.

Follower-Centered Perspectives on Leadership A Tribute to the Memory of James R. Meindl

Edited by **Boas Shamir, Rajnandini Pillai, Michelle C. Bligh, and Mary Uhl-Bien**

The majority of leadership theories and studies have tended to emphasize the personal background, personality traits, perceptions, and actions of leaders. From this perspective, the followers have been viewed as recipients or moderators of the leader's influence, and as vehicles for the actualization of the leader's vision, mission or goals.

One of the major challengers of this dominant view was the late James R. Meindl. As an alternative to the leader-centric perspective on leadership, Meindl offered a follower-centric approach that views both leadership and its consequences as largely constructed by followers and hence influenced by followers' cognitive processes and inter-follower social influence processes.

As a tribute to Jim Meindl and his contributions to the field of leadership studies, Information Age Publishing is releasing a book on

follower-centered approaches to leadership. The book covers a wide variety of perspectives that acknowledge the active roles of followers in the leadership process. These include the psychoanalytical perspective, leadership categorization theory, social identity theory, the shared leadership approach, attribution of charisma through social networks, the role of the media in constructing images of the leader, the social construction of followership, vision implementation by followers and a post modern approach to followership. It is hoped that the volume will provoke readers to reflect upon and extend Jim Meindl's seminal work on followership.

CONTENTS: Introduction, *Boas Shamir*. The Vulnerability of Followers to Toxic Leaders, *J. Lipman-Blumen*. Implicit Leadership Theories as Dynamic Processing Structures, *Megan E. Medvedeff and Robert G. Lord*. Extending the Follower-Centered Perspective on Leadership: A Social Identity Analysis of Followers' Role in Leadership Effectiveness, *Daan van Knippenberg, Barbara van Knippenberg, and Steffen Giessner*. Followers Sharing Leadership: Who, What, When, Why and How, *Lynn R. Offermann and Noelle F. Scuderi*. Leadership Embedded in Networks, *Juan Carlos Pastor and Margarita M. Mayo*. A Follower-Centric Contingency Model of Charisma Attribution: The Importance of Follower Emotion, *Chao C. Chen, Liuba Y. Belkin, and Terri R. Kurtzberg*. Through Thick and Thin? Followers' Changing Perceptions of President Bush's Leadership Over Time, *Rajnandini Pillai, Jeffrey C. Kohles, and Michelle C. Bligh*. Visualising the Social Construction of Leadership, *Brad Jackson and Eric Guthey*. The Romance of Leadership and the Social Construction of Followership, *Mary Uhl-Bien and Rajnandini Pillai*. Here Today, Gone Tomorrow: Follower Perceptions of a Departing Leader and a Lingering Vision, *Melissa K. Carsten and Michelle C. Bligh*. Leadership as a Relational Construction; Reconstructing Leadership as Process, *Dian Marie Hosking*. Romancing, Following, and Sensemaking: James Meindl's Legacy, *Karl Weick*.

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Grounding Leadership Theory and Research: Issues and Perspectives

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*****Future Books to be Published in this Series*****

Leadership and Complexity Vol. I: Conceptual Foundations

Edited by **Mary Uhl-Bien**, *University of Nebraska-Lincoln* and **Russ Marion**, *Clemson University*

This book is intended to introduce leadership and organizational scholars to the power of complexity science principles for broadening leadership study beyond a focus mainly on leaders' actions and influence, to a consideration of leadership as a larger dynamic and interactive organizing process. The book offers a primer on complexity science and its applications to organization studies, and compares the logics of complexity science with those underlying traditional leadership approaches. It describes methodological approaches for studying leadership from a complexity perspective, and offers examples of applications of complexity science to leadership theory. Chapters are written by top scholars in complexity and leadership theory.

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Leadership and Complexity, Vol II: Empirical Evidence and Practical Applications

Edited by **Mary Uhl-Bien**, *University of Nebraska-Lincoln*, **Russ Marion**, *Clemson University*, and **James K. Hazy**, *Adelphi University*

Recent advances in *complex systems theory* and in its application to *leadership studies* have shown great promise in furthering the practical and theoretical understanding of leadership processes in organizations. Today this work has been theoretical and has thus far eluded rigorous empirical study. In this book we challenge researchers to take complexity leadership theories into the field and gather empirical evidence that will either support or refute these theories.

In this book we will use empirical research to address questions such as: "What is meant by "leadership" in the context of complex systems? How are complex system dynamics related to creativity, innovation and learning? What are the implications of emergence and adaptive tension for leadership? What is the meaning of hierarchy in complex systems? How are traditional top-down, leader-led programs and emergent bottom-up processes coordinated in complex adaptive systems? How do leadership processes unfold in task groups versus innovation teams over time? How can dynamic leadership processes be studied? Can scholarship in the leadership arena inform research in the complexity sciences?"

Research will represent qualitative, quantitative and computational methods as well as approaches that represent a hybrid of two or more empirical methods. The volume will also include descriptions of practical applications of complex systems leadership theory that build a basis for the field in praxis.

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This book employs a network-centric approach to the new field of multinational leadership and network sharing. Networks go beyond teams but may include teams of various types from homogeneous project teams to multinational strategy teams and every type of team between. Conventional wisdom was that nothing larger than a relatively small team could be led effectively because the number of relationships between people is about one half of the square of the size of the team. For a team in which every member depends on every other member, the number of interdependent relationships becomes overwhelming with relatively small team sizes. Fortunately recent technical advances in network analysis and multicultural cooperation have been developed to rescue us from mind boggling bombardments of everyone trying to communicate over all others at once. Merely thinking about such a Kafkaesque situation hurts our heads. Armed with these two breakthroughs fairly large networks, both national and multinational, can be led effectively with appropriate selection and training. This book furthers our attempts to make functional networks perform their promise of becoming "superteams."

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Until recently, research in family business has been confined to a sub-group of entrepreneurship scholars, labor economists, and sociologists. Family business employment is often the only economic option available to migrants, the first entrepreneurial experience for young people, and a source of an economy's new business creation activities. These issues are typically framed in terms of the generational transfer of wealth, management succession, or the interplay between the economic system of a family and its sociopolitical system. The phenomenon is clearly widespread but for some reason continues to be poorly understood.

We believe that progress on the empirical front has been hampered by a lack of accepted theoretical frameworks. For example, attempts to employ agency theory, geographic agglomeration and spill overs, social networks, sense making, bargaining and other frameworks have been scattered. In our view, the extant research has not created the theoretic ballast that can withstand repeated empirical verification. More fundamentally, researchers are beginning to ask, 'Is family business theoretically distinctive or a convenient phenomenon for exploiting familiar theories with new data?'

We believe the time is ripe for a focused look at the theoretical history and prospects of family business research. Review articles grounded in economics, sociology, psychology and political economy and that offer multidisciplinary implications are especially sought. Theory based empirical papers are also welcomed. We believe that there are exciting opportunities for theory development and so encourage authors to focus on this in their submissions. In sum, the focus of this volume is on showcasing and advancing the latest research in family business.

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This volume not only illustrates the research that is being done in the area of human resources in entrepreneurial firms but it raises many issues that exemplify the complexity of the topic. It is not a case of small versus large firms. There are small established firms, small start-up firms and small high growth firms. As pointed out by Alvarez and Molloy these firms differ with established firms dealing with risk while high growth firms deal with uncertainty. These firms vary in ownership based on family ownership, ownership by founder, or some type of privately held stock ownership. These firms also vary based on how they handle people issues: structure versus lack of structure; the traditional HR functional approach versus the use of people management practices; person-job fit versus person-organization fit; ability and work experience versus integrity and conscientiousness; work processes and bureaucracy versus agility and adaptability; tasks versus roles; in-house professionals versus reliance on third-party vendors; traditional pay versus variable pay; short-term orientation of incentives versus long-term orientation of incentives; and many more.

We challenge you to pursue this stream of research and to help not only develop theory and conceptual models and pursue empirical research but to also disseminate your information in a way that will help practitioners and owners in all the small and high growth firms.

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Overall, our objective for this volume is to stimulate additional conceptualizations and research in the very broad area of international management. Hopefully, the insightful chapters presented here will show not only the challenges involved in understanding such a complex domain, but additionally show that substantial progress is being made to untangle the various complexities. As in the past, there are a number of individuals we wish to thank. First, we thank Susan Sterns for her tremendous help in making sure that all of the pieces fit together so well as we organized this volume.

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The volume begins with a chapter by Henri Savall, founder and director of the ISEOR Institute and creator of the SEAM methodology, that presents an overview of the development of the socio-economic approach to management, and its guiding frameworks and methodology. The chapter's detailed explanation of the underlying thinking, tools, and techniques of socio-economic management serves as the primer for the remainder of the volume.

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This seventh volume in the Research in Management Education and Development (Information Age Publishers) series examines the opportunities, constraints and requirements for achieving academic success in management education and development scholarship. How do the teaching and leadership roles in management education simultaneously provide opportunities for scholarship and academic publications? How are institutional forces (accrediting agencies, university tenure and promotion policies, professional societies, research funding sources) impacting the incentives to engage in management education scholarship? How do academics enact a successful scholarly career based upon significant scholarship in management education and development? What seem to be critical requirements for quality management education scholarship?

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This volume makes a significant contribution to the crisis management literature. It also adds to our inchoate understanding of network governance: temporary teams and task forces, communities of practice, alliances, and virtual organizations. It hints that the distinction between networks and organizations may be somewhat spurious, a matter of degree rather than kind. Indeed, it seems that this distinction may derive more from mental models in which we consistently reify organizations than anything else. Finally, the volume emphasizes the functional importance of leadership in network governance and puzzles over its provision in the absence of hierarchy. As such, it adds to the contributions made by Marc Granovetter (1973), John Seeley Brown and Paul Duguid (1991), Bart Nooteboom (2000), Paul J. DiMaggio (2001), John Arquilla and David Ronfeldt (2001), Laurence O'Toole and Ken Meier (2004), and others, as well as Nancy Roberts' seminal work on wicked problems and hastily formed teams. The result is a product the editor and the contributors can be proud of. Overall, it is one that will edify, surprise, and delight its readers.

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The Pew Charitable Trusts defines civic engagement as “Individual and collective actions designed to identify and address issues of public concern. Civic engagement can take many forms, from individual volunteerism to organizational involvement to electoral participation. It can include efforts to directly address an issue, work with others in a community to solve a problem or interact with the institutions of representative democracy. Civic engagement encompasses a range of activities such as working in a soup kitchen, serving on a neighborhood association, writing a letter to an elected official or voting.”

While publications on civic engagement have increased in recent years, there are some limitations or unfilled needs: (1) There is a lack of international perspectives; (2) There is a lack of management focus; (3) There are increasing demands on publications regarding online civic engagement; (4) They tend to be fragmented in individual disciplines such as Nonprofit management, political science, public administration, and sociology. We need a cross-disciplinary approach.

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A Cultural Perspective of Organizational Justice

by **Constant D. Beugré**, *Delaware State University*

This book analyzes the impact of culture on employee justice judgments and reactions to perceptions of fairness and unfairness. I start this book with the following two questions. Why is a book on culture and organizational justice needed? What does such a book add to the extant literature on organizational justice, especially, after the publication of the landmark work of Colquitt and Greenberg (2005), *Handbook of Organizational Justice*? Although there are no easy answers to these questions, in the following lines, I explain the reasons why a book on culture and justice is not only needed but also timely.

There are at least three reasons for which a book on culture and organizational justice is needed. First, a book on culture and organizational justice is needed because “there are indications that culture exerts very important and wide-ranging effects on justice behavior including even generally shaping the likelihood that individuals will experience feelings of injustice” (James, 1993, p. 22). Second, globalization has led to the interrelatedness of world economies. Thus, most organizations not only operate in several countries, but they also employ people from different nationalities and cultural backgrounds. The resulting challenge is to find new ways of managing a culturally diverse workforce. Third, justice is inherent to any organized social group. As examples of social systems, organizations are arenas of justice concerns because their members compete for limited resources. The resources for which they compete include tangibles, such as money but also intangibles, such as status, power, and prestige (e.g., Tajfel & Turner, 1979; Turner, 1985). In the following lines, I elaborate on the three reasons why a book on culture and organizational justice is needed and timely.

CONTENTS: List of Tables and Figures. Acknowledgments. Preface. Foreword. Introduction. Chapter 1. Foundations of Organizational Justice. Chapter 2. Theories of Organizational Justice. Chapter 3. Models of Culture. Chapter 4. Culture and Employee Reactions to Justice. Chapter 5. Culture and Employee Reactions to Injustice. Chapter 6. Managing Justice Across Cultures. Chapter 7. Conclusion. References. Author Index. Subject Index.

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Advances in the Psychology of justice and affect presents a collection of chapters written by leading scholars attempting to illuminate the developing trends in explaining and understanding the role that affect plays in justice and vice versa. The book comes at a particular fitting time as it is recognized that justice is in the eye of the beholder, but, unfortunately clear theoretical perspectives have not been clearly outlined yet. This book addresses this need by presenting a variety of perspectives advocating the further integration between both fields and how this may be achieved. Moreover, the book also provides a discussion of what we know as yet and where this integrative field should be going. The book is divided in three parts discussing the nature of justice and affect, justice, morality and affect, and justice and affect at work

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The market for this book is students, researchers in social psychology, organizational behavior and management, behavioral economics, philosophy, and other related social sciences fields. Graduate students and upper level undergraduates can make use of the book as a supplementary text.

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by **Kaye Shelton**, *Dallas Baptist University*
and **George Saltsman**, *Abilene Christian University*

An Administrator's Guide to Online Education is an essential resource for the higher education administrator. Unlike most books regarding online education, this book is not about teaching; it is about effectively administrating an online education program. Grounded in existing distance education theory, and drawing from best practices, current research, and an extensive review of current literature, *An Administrator's Guide to Online Education* systematically identifies and discusses seven key issues that affect the practice of online education today: leadership and strategic planning, policy and operation, faculty, online student services, online student success, technology and the courseware management system, and finally marketing. Throughout the text, the authors provide case studies, examples, policies, and resources from actual institutions, which further enhance the value of this text. *An Administrator's Guide to Online Education*, encompasses the issues and provides information on how to accomplish one specific task: successful online education administration.

CONTENTS: Preface. **Chapter I** – Introduction to Online Education. **Chapter II** – Leadership And Strategic Planning. **Chapter III** – Policy and Operational issues. **Chapter IV** – Faculty Issues. **Chapter V** – Online Student Services. **Chapter VI** – Online Student Success. **Chapter VII** – Technology and the Courseware Management System. **Chapter VIII** – Marketing the Online Program. **Chapter IX** – Conclusion. References.

2005 **Paperback ISBN: 1-59311-424-9 \$39.99**
Hardcover ISBN: 1-59311-425-7 \$73.25

Attribution Theory in the Organizational Sciences: Theoretical and Empirical Contributions

Edited by **Mark J. Martinko**, *Florida State University*

This book is the product of the 2nd Florida State International Symposium on Attribution Theory held in February 2004. The first symposium was held 10 years earlier in 1994 and received considerable attention from the academic community. The book from that conference, *Attribution Theory: An Organizational Perspective*, was cited by Shafritz and Ott's *Classics of Organization Theory* (2000) as one of the two most significant contributions to organization theory in 1995. We are obviously hopeful that this book will have a similar impact. The purpose of the second symposium as well as that of this book is to provide an in-depth forum for the discussion, integration, dissemination and development of both research and theory describing the nature, role, and contribution of attribution theories to understanding the dynamics of organizational behaviors.

CONTENTS: Foreword. Attribution Theory and Organizational Psychology An Introduction and Overview, *Bernard Weiner*. Social Motivation and Moral Emotions: An Attribution Perspective, *Bernard Weiner*. Attributions and the Action Cycle of Work, *Terence R. Mitchell, Thomas W. Lee, Dong-Yeol Lee and Wendy Harman*. Positive and Negative Affect and Explanatory Style as Predictors of Work Attitudes, *William L. Gardner, Elizabeth J. Rozell and Fred O. Walumbwa*. Attribution and Burnout: Explicating the Influence of Individual Factors in the Consequences of Work Exhaustion. *Jonathon R. B. Halbesleben and M. Ronald Buckley*. Core Self-Evaluations, Aspirations, Success, and Persistence: An Attributional Model, *Timothy A. Judge and John D. Kammeyer-Mueller*. An Exploratory Study of Workplace Aggression, *Mark J. Martinko and Sherry E. Moss*. A Preliminary Examination of the Role of Attributions and Emotions in the Transactional Stress Model, *Kelly L. Zellars, Pamela L. Perrewé, Gerald R. Ferris and Wayne A. Hochwarter*. Social Attributional Style: A Conceptual and Empirical Extension of Attributional Style, *Neal F. Thomson and Mark J. Martinko*. Follower Attributions of Leader Manipulative and Sincere Intentionality: A Laboratory Test of Determinants and Affective Covariates, *Marie T. Dasborough and Neal M. Ashkanasy*. Conflict Management: An Attributional Perspective, *Charles Joseph and Scott Douglas*. An Attributional-Empathy Approach to Conflict and Negotiation in Multicultural Settings, *Hector Betancourt*. Antecedents to Dissatisfaction with an International Joint Venture Partner: The Role of Equity Theory and Attribution Theory, *Daniel Laufer and Byung Hee Lee*. A Theoretical Frame for Post-Crisis Communication: Situational Crisis Communication Theory, *W. Timothy Coombs*. Parting Thoughts: Current Issues and Future Directions, *Mark J. Martinko*. Index.

2004 **Paperback ISBN: 1-59311-125-8 \$39.99**
Hardcover ISBN: 1-59311-126-6 \$73.99

Business Strategy Formulation: Theory, Process and the Intellectual Revolution

Edited by **Anthony W. Ulwick**

Reviews: "Ulwick introduces a strategy formulation theory and process that allows firms to create strategies that consistently produce breakthrough results." ~ Creative Magazine.

"Presents a wealth of top-notch thinking. Highly recommended." ~ Stern's Management Review/Stern's Sourcefinder.

Description: As the dominant paradigm of economic activity is shifting to a focus on creating customer value, it is becoming increasingly clear that companies must be able to formulate business strategies, product and service strategies and internal operating strategies that accelerate the creation and delivery of customer value. The ability to create value has become the primary source of sustainable competitive strength. With this book, Ulwick introduces a strategy formulation theory and process that allows firms to create strategies that consistently produce breakthrough results. The application of advanced modeling and pattern detection techniques commonly reserved for physics and the behavioral sciences is used in both the design of the theory and in the process it initiates; its application can result in strategies and solutions that delivery up to ten times more value than those created with traditional methods. It is a process that can be broadly applied across an organization and a wide range of subjects or missions.

Ulwick describes Outcome-Based Logic, which can transform organizational dynamics and the way an organization approaches the process of strategy formulation, and proposes a Universal Strategy Formulation Model which defines the four essential elements of strategy creation: desired outcomes, constraints, the desired competitive position, and solutions. Using this model, it becomes possible for an organization to first choose its desired competitive position and then work to uncover the strategy or solution that will enable it to occupy that position. The book also introduces a process called the Customer-Driven Mission Achievement Process (CD-MAP), now successfully used by many large companies to formulate and assess strategies at every organizational level of their organizations. This book, steeped in modern business theory and backed by years of practical experience, will help practitioners in any company improve their operations and their competitive position.

CONTENTS: Introduction. Preface. The Intellectual Revolution. Transforming the Thinking Process. Structuring the Process of Strategy Formulation. Desired Outcomes: Redefining the Concept of "Requirements". Defining the Desired Competitive Position. Integrating Structure and Information into a Process for Strategy Formulation. Engaging in the Intellectual Revolution. Case Studies and Evaluations. Executing Concepts of Strategy. Appendix A: Capturing and Prioritizing Desired Outcomes. Appendix B: Prioritizing Predictive Metrics. Appendix C: Using Predictive Metrics. Glossary of Terms. Selected Bibliography.

Paperback ISBN: 1-59311-276-9 \$39.99

E-Business Essentials: Special Issue of the Quarterly Journal of Electronic Commerce

Edited by **Nick Bontis**, *McMaster University*

This special issue of QJEC marks the final installment of the journal. The QJEC has had a long-standing history of international scholarship focused on the emerging field of electronic commerce with a broad, interdisciplinary approach. It has established the field's intellectual foundation with state-of-the-art research from business, computer science, engineering, law, psychology, and sociology. This particular issue focuses on an eclectic group of papers that are international in scope with authors from Canada, Australia, France, Germany, South Africa and Italy. The papers range in topics from valuing dot com companies, to mobile health and portals, to supply chain management.

CONTENTS: Dot-Bomb Post-Mortem: Web-Based Metrics and Internet Stock Prices, *Nick Bontis* and *Jason Mill*. The Determinants of Risk Premium in Electronic Commerce Equity, *K. B. Oh* and *S. Bose*. M-Health: Exploring the Impact of Wireless Technology on Health Care Providers, *Constantinos Coursaris*. A Model of User Adoption of Mobile Portals, *Alexander Serenko* and *Nick Bontis*. Are

Automotive Suppliers Ready for e-business? Some Findings of an International Survey, *Christian Navarre*, *Jens K. Martin*, *Lihsin Hwang*, *Richard Calvi*, *Marie-Laure Gavard-Perret* and *Karine Goneau*. Quantifying Bullwhip Effect in the Supply Chain, *Bhaswar Choudhury* and *D. K. Bandyopadhyay*. A Comparative Study of Supply Chain Performance Management in Manufacturing and Service, *Pius Nwachukwu Oba* and *Mpho Nkhumeleni*. Toward a Conceptual Model for Managing Customer Knowledge in a Destination Marketing System, *Hind Benbya*, *Giuseppina Passiante* and *Nassim Belbaly*.

2004

**Paperback ISBN: 1-59311-248-3 \$25.00
Hardcover ISBN: 1-59311-247-5 \$50.00**

Fundamentals of Economics for Environmental Managers

Edited by **William F. Barron**, **Robert D. Perlack**
and **John J. Boland**

Description: The major elements of environmental economics are clearly described and illustrated for the noneconomist in this timely work. Business practitioners, environmental scientists, planners and engineers, and students will gain a broad understanding of what economics may contribute to environmental assessment and decision making. The presentation is largely non mathematical.

Emphasizing critical assumptions and intuitive logic, this overview of the theoretical foundations allows readers from a variety of backgrounds to develop and apply tools needed to function effectively in the increasingly important field of environmental management. In addition, this book is appropriate for one- and two-semester courses and professional development programs.

CONTENTS: Preface. An Economics Perspective on Environmental Management. Basic Concepts in Supply and Demand. Assessing Economic Efficiency: Comparing Values at the Margin. Externalities and Property Rights. Overuse of Common Property Resources. Benefit-Cost Analysis for Environmental Management. Monetary Valuation Techniques: Potentials and Limitations. Time-Dependent Valuation. Dealing with Risk and Uncertainty. Policy Instruments for Environmental Management. Applications of Environmental Economics: Illustrative Examples. Bibliography. Index.

Paperback ISBN: 1-59311-272-6 \$39.99

Human Resource Development Today and Tomorrow

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

This book is written with the belief that HRD professionals will continue to learn, change and find ways to reinvent themselves and the profession individually and collectively as we move further into the 21st century. A major point of this book is that HRD will continue to become more and more important to organizational success. And, that in as calls for accountability and bottom line impact continue to rise, HRD professionals will be proactive in demonstrating their value to the organization.

The primary audience for this book is practicing HRM and HRD professionals, and other organizational leaders. The book provides tested and proven ideas important to demonstrating the value of HRD. From a practical viewpoint, it is based on actual experience, a strong research base, and accepted practices presented in an easy to read form.

A second target audience is students of HRD and HRM who are preparing for careers in this important field. This book will help them develop a solid foundation to the study of HRD practices that are key to HRD success regardless of the type of organization.

A third target audience is managers or leaders at all levels of an organization who are increasingly expected to take on HRD responsibilities while also partnering with HRD professionals. It offers these individuals a firsthand look at what they should expect of their HRD functions or areas and how they can encourage HRD professionals in their organizations to be accountable strategic partners in helping the organization achieve its success by getting the most out of its human capital.

CONTENTS: Preface. Introduction to HRD. Maximizing Learning Outcomes in Human Resource Development: The Role of Learning and Learning Styles. Assessing HRD Needs. Designing Effective HRD Initiatives. Training Methods: Implementing HRD Initiatives. Evaluating HRD Initiatives. Employee Socialization and Orientation. HRD and Career Management and Development. Management Development. HRD, Organizational Change and Development. HRD: Bridging Today and Tomorrow. References.

2006 **Paperback ISBN: 1-59311-487-7 \$39.99**
Hardcover ISBN: 1-59311-488-5 \$73.99

Innovative Approaches to Reducing Global Poverty

Edited by **James A.F. Stoner**, *Fordham University*
and **Charles Wankle**, *St. Johns University*

This book presents many innovative approaches to reducing poverty through business commitment involvement, and leadership. Some of these approaches may look promising now at their current level of success but will turn out to be limited in their scalability or in their ability to sustain themselves and endure over time. However, all of them offer fruitful grounds for inquiry and learning. It is our intention that sharing the learning from these projects and initiatives from around the world will be useful to others committed to assisting the poor in escaping from poverty — especially by bringing the poor into productive business activities. It is also our intention that these experiences stimulate ideas for new directions that build upon and go beyond the rich variety of projects and successes described by the authors in this book.

The book supports C K. Prahalad's work made available in a number of ways including his very influential book *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits* (Wharton, 2004). Prahalad's work has called *attention* to creative ways to think about the question of poverty and how it might be reduced and eventually eliminated. He suggests ways of thinking and acting that break many of the traditional rigidities that occur in how we think about markets and business practices. Although one theme of Prahalad's work relates to the benefits of marketing to the poor by supplying products better fitting the needs of low income individuals and groups, his work also emphasizes ways in which the poor can produce innovatively conceived and designed products for themselves and for others. This emphasis on enabling the poor to become productive is also presented forcefully in Craig and Peter Wilson's, *Make Poverty Business: Increase Profits and Reduce Risks by Engaging with the Poor* Greenleaf 2006. Like Drucker, they see the real challenge to be helping the poor find work that is productive and sustainable. One of their contributions is their emphasis on the importance of creating access to credit and insurance as an important part of enabling people to achieve productive livelihoods.

2007 **Paperback ISBN: 978-1-59311-752-8 \$39.99**
Hardcover ISBN: 978-1-59311-753-5 \$73.25

Instructor Competencies: Standards for Face-to-Face, Online, and Blended Settings

(Revised 3rd Edition)

(Published in cooperation with the Association for Educational Communications and Technology and the International Board of Standards for Training, Performance and Instruction)

By **James D. Klein**, *Arizona State University*,
J. Michael Spector, *Florida State University*,
Barbara Grabowski, *Pennsylvania State University*, and **Ileana de la Teja**, *LICEF Research Center, Tele-universite*

This edition is not just a rehash of old, albeit classic and still important, stuff. Instead, it provides a fresh perspective on a topic of perennial interest for those working in the field that has been variously called training and development, human resource development, performance technology, and workplace learning and performance. The fresh perspective takes into consideration two additional instructor settings to the traditional face-to-face environments that most instructors and trainers know -- that is, online and blended settings. These settings are, of course, becoming more critical as instruction moves beyond classroom settings to include virtual and combinations of classroom and other media delivery methods.

The ibstpi instructor competencies match up well to *Mapping the Future* (Bernthal, Colteryahn, Davis, Naughton, Rothwell, & Wellins 2004), the current ASTD competency study of the field now known as Workplace Learning and Performance (WLP) and previously known as Training and Development (T&D). WLP is more than a new name for an old subject and represents a fundamental paradigm shift in what it means to be a professional in the field formerly known as training. WLP is all about getting improved performance -- and therefore improved results -- in organizational settings through planned and unplanned learning interventions. Instruction is thus a means to an end and not an end in itself. The ibstpi instructor competencies dovetail well with that philosophy.

CONTENTS: Dedication. The ibstpi Board. Acknowledgements. Author Biographical Sketches. Foreword. Preface. **Chapter 1:** An Introduction to Instructor Competencies Overview. The Evolution of Instructor Competence. Traditional Conceptualizations of Instruction. New Learning Paradigms. New Educational Technologies. New Roles and Settings for Instructors. Face-to Face Settings. Online Settings. Blended Settings. Conclusion. **Chapter 2:** The ibstpi Competency Development Model. Overview. What is a Competency?. The Competency Development Model. Applying the Model to Instructor Competencies. Conclusion. **Chapter 3:** The ibstpi Instructor Competencies. **Chapter 4:** Instructor Competencies: Discussion and Rationale. Overview. Professional Foundations. Planning and Preparation, Instructional Methods and Strategies, Assessment and Evaluation, Management. Conclusion. **Chapter 5:** The Uses of the ibstpi Instructor Competencies. Overview. Individual Uses. Organizational Uses. Instructor Competencies and Certification. Conclusion. **Chapter 6:** Competency Validation Study. Overview. Foundation of the ibstpi Instructor Competencies. Worldwide Validation Study. Conclusion. Epilogue. References. **Appendices. A.** The 1993 ibstpi Instructor Competencies and Performance Statements. **B.** The ibstpi Code of Ethics for Instructors. **C.** Additional Resources for Instructors. **D.** Glossary of Terms. Index.

2004 **Paperback ISBN: 1-59311-236-X \$39.99**
Hardcover ISBN: 1-59311-237-8 \$73.99

Leading with Character: Stories of Valor and Virtue and the Principles They Teach

by **John J. Sosik**, *Pennsylvania State University*

Executive Summary

What kind of character strengths must leaders develop in themselves and others to create and sustain extraordinary organizational growth and performance? The author, John J. Sosik, answers this question by reviewing what is known about the connection between authentic transformational leadership and positive psychology. He summarizes a wealth of leadership knowledge in a unique collection of captivating stories about 25 famous leaders from business, history and pop culture: Condoleezza Rice, John F. Kennedy, Maya Angelou, Bill Gates, Brian Wilson, Rosa Parks, Martin Luther King, Jr., Joe Namath, Pat Tillman, Mother Teresa, Lady Diana, Pope John Paul II, Shirley Chisholm, Governor James Hunt, Andy Griffith, Margaret Thatcher, Oprah Winfrey, Nelson Mandela, Warren Buffet, Andy Grove, Eleanor Roosevelt, Herb Kelleher, Anita Roddick, Johnny Cash, and Fred Rogers.

What do these leaders have in common? Each possesses virtues of wisdom, courage, humanity, justice, temperance, and transcendence and their associated character strengths that form the foundation of their outstanding leadership. Besides generating astonishing results for their organizations, these leaders reaped numerous physical, mental, social and spiritual benefits from their strong character. Their stories teach readers leadership principles that they too can apply to achieve sustainable growth and excellence. The author includes dozens of interesting examples, vivid anecdotes, and clear guidelines to offer readers an in-depth look at how character and virtue forms the moral fiber of authentic transformational leadership. Individuals currently in leadership positions as well as aspiring leaders will find the book's conversational style, fascinating stories, and practical guidelines both useful and inspiring.

CONTENTS: Foreword. Preface. Making the Case for Authentic Transformational Leadership. Authentic Transformational Leadership. Virtues and Character Strengths. Wisdom and Knowledge: Strengths for Stimulating Vision and Ideas. Courage: Strengths for Weaving Moral Fiber. Humanity: Strengths for Developing Others. Justice: Strengths for Role Modeling. Temperance: Strengths for Keeping the Ego in Check. Transcendence: Strengths for Inspiring Greatness. Reaching a Higher Level of Leadership and Prosperity. Leaders of Character among Us.

2006 **Paperback ISBN: 978-1-59311-541-8 \$39.99**
Hardcover ISBN: 978-1-59311-542-5 \$73.99

Managing in a Team Environment

Edited by **John Robert Dew**

Description: Designed to be a practical guide for managers, this book gives the reader a comprehensive overview of the practice, culture, and methods for functioning in a team environment. Most managers are accustomed to the premise that they are to plan, organize, lead, and control. They are now being asked to facilitate their people in teams that plan, organize, control, and often lead. To be prepared for the new workplace realities, managers will need to be familiar with a whole new set of methods for leadership. This book helps engender the necessary knowledge and skills to make the transition to leading teams. It also makes clear the distinction between hierarchical and team environments.

Tools for team-centered planning, work control, meetings, and decision making are presented in detail. Ample examples, academic resources, and specific recommended actions are provided to help the manager understand, utilize, and thrive in the new workplace. Issues that will challenge front line supervisors who are becoming team

leaders are addressed, and issues that will impact middle managers who discover that they now manage a collection of teams are also examined. This book is a unique combination of field research, academic studies, case study data, and practices from one of America's best companies.

CONTENTS: Introduction. Team Culture and Mission. Ownership, Goal Setting, and Planning. Team Performance Indicators. Interdependence of Teams. Decision Making and Team Dynamics. Understanding and Being Understood Within a Team Culture. Resolving Conflicts Within Teams and Between Teams. Running Effective Team Meetings. Maintaining the Teams. Process Improvement and Teams. In Search of the Root Cause. Cross-Functional Teams. Continuous Learning in a Team Environment. Creating Team Leaders. Strategic Planning in a Team Environment. Managing Compliance Issues with Teams. Creativity and Teams. Evaluating Team Effectiveness. Bibliography. Index.

Paperback ISBN: 1-59311-270-X \$39.99

Managing Complexity in Organizations: A View in Many Directions

Edited by **Michael R. Lissack** and **Hugh P. Gunz**

Reviews: "A collection of 18 insightful, conceptual papers written by leading practitioners from the science of complexity and its applications to management, offering a new framework for understanding organization....Absorbing and highly informative, Highly recommended." ~ Stern's Management Review/Stern's Sourcefinder.

Description: Lissack and Gunz have gathered many of the leading practitioners from the science of complexity and its emerging applications to management--to give us an up-to-date, comprehensive understanding of this important new field and how it can change the way we think about the organizations. Complex systems, which consist of many interacting entities and exhibit properties such as self-organization, evolution, and constant novelty, exist in all domains of our world. The metaphors and models derived from complexity, say Lissack and Gunz, can be used to make sense of these systems and help managers shape them.

The three chapters in Part I introduce the topic of complexity science and how it relates to modern management practice, providing a context for the section on strategy, creativity, communications, and applications that follow. Part II examines strategy from a complexity perspective and complexity from a strategy perspective. In Part III the authors look at the intersection of complexity, creativity, and communication. Part IV on applications, examines how complexity-influenced theories of management actually affect routine management practice. Throughout, the book makes clear that what worked in a simpler, clearer world will not work today. State of the art yet basic enough to remain timely well into the future, this book will prove indispensable for organization decision makers everywhere and their academic colleagues.

CONTENTS: *Introduction* by Michael R. Lissack and Hugh P. Gunz. *Overview Complexity: The Science, Its Vocabulary, and Its Relation to Organizations* by Michael R. Lissack. *Complexity: More than a Fad?* by Tom Petzinger. *Complexity, Computational Ability, and the Corporation of the Future* by Arnold J. Wytenburg. *Strategy Strategy as Design: A Fitness Landscape Framework* by Steve Maguire. *Markets in Phase Transition* by Ken Baskin. *The Future of Strategy: The Role of the New Sciences* by Robin Wood. *Creativity and Communication Images or Reality? Metaphors, Memes, and Management* by If Price. *Chaos, Communication, and Cultural Change: Beyond the Management of Organization* by Pekka Aula. *The Architecture of Strategic Thought: A Neuronal Network Approach* by Harold E. Klein. *Strategic Management System*

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Paperback ISBN: 1-59311-267-X \$39.99

Managing in a Five Dimension Economy: Ven Matrix Architectures for New Organizations

Edited by **G. D. Venerable**

Reviews: "...presents a highly unique conceptualization of today's economy and the architecture of organizations required for dealing with its uncertainty and change....Excellent." ~ Stern's Management Review/Stern's Sourcefinder.

Description: This volume offers a unique approach to understanding and managing today's organizations as they are governed by mathematical and scientific systems that underlie evolutionary biology. This opens the prospect of managing by an organizational model that incorporates those same systems and principles, and gives us a powerful new way to view both the organization and the market it serves. The Ven Matrix Architecture is the newest systems approach to "seeing the terrain of a system" and its marketplace. All this is in a "five dimension economy, a digital internet worked, trans-planetary system of competing markets that mimics the behavior of a globally extended bacterial colony." Were it not for the author's impeccable credentials one might raise an eyebrow at all this, but Venerable has the academic background and practical corporate experience to make us take what he says seriously. The result is a fascinating work for executives throughout the organization and for their academic colleagues.

The essence of Venerable's argument is that the "evolution" of a five dimension economy--the sort of economy we have now--is driven by a collective group consciousness, made up of the world's producers, consumers, and their governments. Venerable takes a view parallel to this in looking at organizations. He calls it the Ven Matrix of a system and describes it as an interactive paradigm for dealing with the change and uncertainty inherent in any five dimension economy. Moreover, by modeling the organization as a living system, one can dramatically improve one's competitive position. Such a model, combined with the Ven Matrix systems approach explained here, enables us to see the entire terrain in which our organizations function but with a third dimension, depth added to the others. Among the special features of this book is an expression of deeply abstract issues in a language and style that will be readily accessible to most college graduates. Well illustrated with figures, tables, and explanatory diagrams, the book also provides readers with a Ven Matrix worksheet to copy and use in the course of doing quick assessments of the condition and needs of any organization, department, or project.

CONTENTS: Preface. Abbreviations. Templates for the Optimum System. Introduction. A Modest Proposal: Structuring the Whole. Ven Matrix Architecture: Defining the Optimum System. Anatomy of

a Template: Touring the Ven Matrix. A Trinity of Standard Systems: Application of the Ven Matrix. Organizational Economy. The Genesis of Order: Journey to a Five Dimension Reality. The Genesis of a System: Ven Matrix Blueprint of an Organization-System. The Genesis of a Five Dimension Economy: Managing the House. The Genesis of Organizational Economy: Competing in the New World Order. Executive Summary and Conclusions: Competitive Advantage--Seeing the Terrain. Afterword: How the "Ven Matrix" Got Its Name. Bibliography. Index.

Paperback ISBN: 1-59311-275-0 \$39.99

Managing School System Change: Charting a Course for Renewal

by **Serbrenia J. Sims and Ronald R. Sims**

Contents: Preface. An Introduction to Managing School Change. Challenges to Leading and Managing School and School System Change. School System Change: Key Roles and Competencies for Administrators. Managing School System Change: Stakeholder Theory Analysis. Building and Communicating the Case for School System Change. School Change: Building Stakeholder Inclusion. Understanding School Culture Change. Continuous Improvement in School Systems: Applying the Balanced Scorecard Approach. The Dynamics of School or School System Change. Bibliography.

2004

Paperback ISBN: 1-59311-078-2 \$39.99

Hardcover ISBN: 1-59311-079-0 \$65.25

Managing Tomorrow's High-Performance Unions

Edited by **Thomas A. Hannigan**

Reviews: "Surprisingly few books apply concepts from private, public, or nonprofit management to labor unions. Any book that examines the internal management of labor organizations in a deep way should therefore be applauded. Thomas A. Hannigan's *Managing Tomorrow's High Performance Unions* does so, and offers insight into aspects of union management and administration." ~ *Industrial and Labor Relations Review*.

"Mr. Hannigan has broken down this book in a manner that allows an orderly flow of information. A strong background is provided in the early chapters....These chapters offer excellent discussions on pure union background and function. Chapters 3 through 6 are really the heart of the book. Through these lessons that the author believes that unions can reinvent themselves and become viable again. The book offers much in the way of a common-sense approach to the management of these unique organizations. Students of industrial labor relations would benefit from the use of this book as both a beginning resource and a potential reorganization guide....Unions must prepare themselves for a seat at the table in the new modern workplace, and in doing so, leadership would be well advised to have a copy of *Managing Tomorrow's High-Performance Unions*." ~ *Global Focus*.

Description: Only by adopting a new style of high-performance union management can labor recover and revitalize itself, says Thomas A. Hannigan, a 40-year member of the International Brotherhood of Electrical Workers. His book offers a practical, common sense understanding of how a successful management works and how it can be used in day-to-day union activities. For the first time, he links the nine basic union functions to the four basic management functions. Written specifically for union officers and upcoming leaders, the book provides them with a way to translate material customarily directed to business executives into language

that labor people can understand and put to immediate use. The book also offers a potent alternative to today's slice and slash, centralize and downsize union style of management. In addition, it offers a blueprint for building new unions and making labor more effective, not only for its own benefit, but also for the benefit of American society. An important, readable, unique text for people at almost all levels of union administration and industrial relations. Students will be exposed to an entirely new dimension of the American labor movement.

Hannigan redefines unions to focus attention on the interests of workers in the workplace, and on the importance of providing a sense of community between members of unions, between unions and other unions, and between unions and government. He maintains that a style of democratic, participative management will breathe new life into unions, and that a better understanding of management responsibilities by union leaders is essential for labor's survival as an effective representative of workers in the new American workplace. High-performance union managers will be able to explore, develop and use new technologies, and to build strong, autonomous, democratic, value-based, and mission-driven locals. Managing Tomorrow's High-Performance Unions includes innovative concepts such as the membership and leadership depth of participation models. It also proposes the creation of a new AFL-CIO executive board to lead organized labor into the 21st century, an institute for managing labor organizations, social research departments, lifetime membership, expanded membership bases, and the intense use of what Hannigan calls "enabling technologies." He sees administrative and support centers as practical alternatives to union mergers.

CONTENTS: Preface. Basic Union Functions. The Union Environment. Management for Union Leaders. High-Performance Unions--Attributes of Excellence. Communication--The Essence of Excellence. High-Performance Union Decision-Makers. High-Performance Union Planners and Organizers. High-Performance Union Directors and Controllers. Glossary. Bibliography. Index.

Paperback ISBN: 1-59311-271-8 \$39.99

Merit Pay: Linking Pay to Performance in a Changing World

(Second Edition)

by **Robert L. Heneman**, *The Ohio State University*
and **Jon M. Werner**, *University of
Wisconsin-Whitewater*

This book was written to bring together a summary of the current knowledge on merit pay and to further advance understanding of this type of incentive pay plan. When the writing of the first edition was begun in 1989, there were no books devoted exclusively to the subject of merit pay. Thus, this book was written to fill a void in the compensation literature. Since then, surveys have shown that merit pay remains a frequently used method of incentive compensation, and research into the merit pay process continues to grow. However, other forms of incentive pay, such as gainsharing, continue to receive the most attention, as evidenced by the number of books and articles on this topic in the popular press. In response to the frequent use of merit pay in organizations and the growing body of research, a book-length treatment of merit pay was needed. What we hope to do with this second edition, beyond updating, is to link merit pay with the many changes going on in total compensation or "reward management" (R. Heneman, 2001a, 2002). We also will argue that, even among all the challenges and changes that organizations currently face, there is still "merit" in appropriately conceived and implemented merit pay plans (Bates, 2003c).

CONTENTS: Preface. Introduction and Overview. **P A R T I:** Assessment of the Desirability and Feasibility of Merit Pay. Pay for Performance. Diagnosing Situational Characteristics. **P A R T II:** Development and Administration of a Merit Pay Plan. Measuring Performance. Establishing Pay Increases. Merit Pay Administration. **P A R T III:** Evaluation of Relevant Outcomes. Evaluating Merit Pay Outcomes. References. Index.

2004

Paperback ISBN: 1-931576-46-7 \$39.99

Hardcover ISBN: 1-931576-47-5 \$73.99

Operations Research: Methods, Models, and Applications

Edited by **Jay E. Aronson** and **Stanley Zionts**,
*Under the Auspices of Carnegie Mellon University
Graduate School of Industrial Administration*

Description: Drawn from a conference honoring Gerald L. Thompson, the pioneer of operations research, this volume brings together some of the latest writings of major figures in the field. The volume is divided into four parts: the first part reviews the career and significance of Thompson, the second concentrates on linear and nonlinear optimization, the third looks at network and integer programming, and the fourth provides examples of applications-oriented research in manufacturing.

This volume will be an invaluable resource for all scholars and researchers involved in theory and methodology in operations research and management science.

CONTENTS: Preface. Introduction. Gerald L. Thompson. *G. L. Thompson: An Appreciation* by William W. Cooper. Linear and Nonlinear Optimization: *Some Aspects of Linear Programming* by Stanley Zionts. *Multiple Working Bases for Generalized and Variable Upper Bounding Linear Programs* by Amorosu B. Agbadudu and Bala V. Balachandran. *Principles of Model Development with Application to Slacks in DEA* by Robert M. Thrall. *Primal and Dual Optimality in Computer Codes Using Two-Stage Solution Procedures in DEA* by Victor Arnold, Indranil Bardhan, and William W. Cooper. *A Strict Paired Comparison Linear Programming Approach to Nonmetric Conjoint Analysis* by V. Srinivasan. *Computational Experience with Logarithmic Barrier Methods for Linear and Nonlinear Complementarity Problems* by David F. Shanno. Network and Integer Programming. *A Pivot and Probe Algorithm (PAPA) for Network Optimization* by Moonisg Kang and Jay E. Aronson. *Multi-Item, Multibidder, Second-Bid Auctions* by Timothy L. Shaftel. *A Primal-Dual Algorithm for Multihour Multicommodity Network Sy. thesis* by George G. Polak. *Innovation in an Industry Network: Budding, Cross-Fertilization, and Creative Destruction* by Sten Thore. *On the Generalized Inverse of Network Matrices and Its Applications to Accounting Networks* by Yuji Ijiri. *Using Reduction in a Parallel Algorithm for the 0-1 Knapsack Problem* by W. Loots and Thenis H. C. Smith. *Manufacturing Optimal Strategies for General Price-Quality Decision Models of New Products with Learning Production Costs* by Jinn-Tsair (James) Teng and Gerald L. Thompson. *The Price-Production Problem: An Operations and Marketing Interface* by Cheryl Gaimon. *Asymptotic Optimality of Hierarchical Controls in Stochastic Manufacturing Systems: A Review* by Suresh P. Sethi and Qing Zhang. *Analysis of a Capacitated Parallel Multiprocessor Scheduling Problem* by Farid Harche. *Application of Parallel Computing to Resource Pricing and Scheduling in Flexible Manufacturing Systems* by Alok Gupta, Dale O. Stahl, and Andrew B. Whinston. *Models for Tool Management in Flexible Manufacturing Systems* by Bharat K. Kaku, Arjang A. Assad, and Chuan Wang

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Personal Balanced Scorecard The Way to Individual Happiness, Personal Integrity, and Organizational Effectiveness

by **Hubert Rampersad**, *TPS International*

Executive Summary

The *Personal Balanced Scorecard (PBSC)* is a journey into the inner self, where values, hopes, dreams and aspirations lie quietly waiting to be discovered. Taking the journey as an individual allows you to view your life objectively and authentically as a whole person and provides a roadmap of your dreams and aspirations translated into manageable and measurable milestones. As a part of the Total Performance Scorecard (TPS) process which I introduced in 2003 in *Total Performance Scorecard: Redefining Management to Achieve Performance with Integrity*, and which has been translated into more than 20 languages, the Personal Balanced Scorecard can also be an effective way for managers to coach others to achieve integrity and alignment between work and life. The benefit comes from changing individual behavior in order to drive organizational effectiveness, enhance performance, and increase self-awareness, personal responsibility and motivation. PBSC is an integral part of this organic and holistic Total Performance Scorecard process, which is an organizational and cultural change tool and a method for ongoing effectiveness. Its uniqueness lies in aligning and a combination of Personal and Organizational goals to result in Individual Performance Plans for each employee. The focus of this book is the PBSC portion, which comprises a search for self-knowledge, self-discovery and self-mastery.

CONTENTS: Preface. Introduction. **PART I: PBSC as an Instrument for Individual Development, Personal Effectiveness and Growth in Life.** The Personal Balanced Scorecard. Implementing the Personal Balanced Scorecard. Aligning Personal Ambition with Personal Behavior, Personal Integrity. **PART II: PBSC as an Instrument for Enjoyment and Effective Talent Development at Work.** Aligning Personal Ambition with Shared Ambition. Aligning Personal and Shared Ambition with Business Ethics, Shared Integrity. Rolling Out the Balanced Scorecards. Effective Talent Management. The PBSC Cycle. Epilogue. Appendix I: TPS Soft. Appendix II: TPS Life Cycle Scan. Author's Profile. References and Recommended Reading. Index.

2006 **Paperback ISBN: 978-1-59311-531-9 \$39.99**
Hardcover ISBN: 978-1-59311-532-6 \$73.99

The Perspective of Women's Entrepreneurship in the Age of Globalization

Edited by **Mirjana Radovi Markovi**,
Akamai University

This book, *"The perspective of women's entrepreneurship in the Age of Globalization"* addresses the issue of female entrepreneurship development in the context of globalization. The authors take the position that entrepreneurship serves as a catalyst of economic development and globalization process has progressively reduced barriers to entrepreneurship and increased competition in the global market. Namely, important settings of inter-country cooperation in our times are the emergence of the phenomenon of globalization. Like an on-coming vehicle globalization cannot be stopped. However, we can influence its direction and we can prepare to use it as an instrument for improving the conditions of the greater majority of people all over the world. The recognition of the capacity of women entrepreneurs in our global community is no longer a matter for debate. It is our reality that Female Entrepreneurship has been the major factor contributing to the development of many countries.

This book brings together a large amount of information on various women entrepreneurship opportunities from different points of view and from different countries and regions. The special value of this volume is the networking of researchers - scientists and other professionals and experts all over the world and their participation with the articles based on research undertaken specifically for the book.

The purpose of this book is to explore the following:

- * How small businesses can be an opportunity for women to add a new professional dimension to their traditional role in the family and society
- * Concepts and models for combining career and family
- * The role of women in the development of the private sector in the 21st century
- * The support required for women to undertake a business activity (e.g. availability of structures supporting women entrepreneurs such as professional female networks)
- * Suitable financial arrangements, which can support female entrepreneurship (e.g. Proximity of financing programs from traditional banks, micro-credits organizations, etc.)
- * New educational opportunities for women determination of educational level and degree of entrepreneurial skills/ distance education opportunities
- * The specific country needs: transition economies, developed and developing economies
- * How to provide realistic incentives for women to take their businesses global

2007 **Paperback ISBN: 978-1-59311-769-6 \$39.99**
Hardcover ISBN: 978-1-59311-770-2 \$73.99

Postmodern Management: The Emerging Partnership Between Employees and Stockholders

Edited by **William McDonald Wallace**

Reviews:"The study ranges across economic history and theory, assimilating such contemporary business practices as teamwork and total quality management. While fairly general, it offers a summary review of some current ideas about business management. Suitable for comprehensive business collections serving general readers and undergraduate students." ~ Choice.

Description: Postmodern management, according to Wallace, moves beyond the shortcomings of the bureaucratic management style pervasive in American business today. Bureaucracy, the standard model of organizations, is too inflexible, cost-rigid and job defensive to survive in a postmodern world. Bureaucracies rely on paying workers rigid rates to do specific jobs. According to a postmodern management model, a partnership between employees and stockholders would lead to more productive work by relating pay to corporate performance and by encouraging more flexible and cooperative teamwork. Wallace provides a workable guideline to ease the transition from the bureaucratic form of structure to postmodern partnership. His argument, that dependence on hired labor for permanent staff is at the root of dysfunctional bureaucracy, will provoke discussion and interest among corporate executives, teachers and students of management and organizational behavior, and others interested in today's workplace.

Wallace begins with a history of how bureaucracy first arose as a natural response to coercive work. He explains why the mechanistic model of business bureaucracy took root in Britain and America, and then looks at the major problems of bureaucracies, such as job defensiveness, over-staffing, over-regulation, and other excesses endemic to most bureaucracies. Exploring the consequences of the

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bureaucratic model on the economy, Wallace shows how the rigid labor costs played a role in causing the Great Depression. Wallace then turns to corporate partnership--its employment policies and why they dissolve the incentives to over-staff, over-layer, and over-regulate, and why partners will strive to downsize. Using examples from the past and present, he examines the difficult issues of transition from bureaucracy to partnership.

CONTENTS: Preface. Introduction. Bureaucracy. Origins of Bureaucracy. Modern Bureaucracy. The Autopoiesis of Job Defense. Management Science and FPCC. Our Most Important Resource. The Wage, Rate Ratchet. The Great Depression. Partnership. Corporate Partnership. The Transition to Partnership. The Postmodern Economy. Partnership and Postmodern Science. Selected Bibliography. Index.

Paperback ISBN: 1-59311-269-6 \$39.99

Shocking Velocity! **Rapidly Achieve More With Less**

by **Srikanth Srinivas**

Srikanth Srinivas has helped companies like Del Monte, Disney, Dole, FritoLay, Microsoft and Target Rapidly Achieve More With Less - More Revenues, Margins and Cash Flow, With Less Costs, Assets and Inventory. In "Shocking Velocity!" he will show you how you can create similar results for your organization. It is like having the best consultants from McKinsey, Accenture and IBM guiding you towards success - at a fraction of the cost, and with your own people learning and applying the best methodologies for success.

The central theme of the book is "**Focused Changes to Critical Variables Create Superior Value**". Small, focused changes to critical variables result in a big impact on bottom line results. The book describes what those critical variables are, and how to make focused changes to realize benefits systematically with minimum risk. It takes you step-by-step through everything you need to understand, change and strike the right balance between the critical variables: Variety, Velocity, Visibility and Variability; and how making focused changes to these variables will result in superior Value.

It doesn't stop there. It makes it all actionable by describing in detail an approach that maximizes benefits while minimizing risk: Diagnose & Baseline, Divide & Prioritize, Design & Align, Deliver & Learn. Making these focused changes will help you rapidly achieve more with less - more revenues, margins and cash flow with less costs, inventory and assets.

It is filled with illustrations that distill the essence of complex ideas, and makes them actionable in your unique context. There are stories, quotes, case studies and examples - all meant to keep your attention, drive home the point and inspire you to take actions.

"Shocking Velocity!" is a practical book that explains breakthrough concepts, gives examples of how these innovative concepts can be applied, what performance measures can be used to monitor progress, and how to create a culture of continuous improvement.

You will also find a detailed explanation of the approach you should take to make the changes entirely self-funding.

It is written for these tough economic times. It doesn't stop at explaining concepts. It brings them to life and helps you **apply** the ideas in your unique context; applying these ideas can make all the difference between struggling for survival and growing stronger through the tough times by creating superior value. The chart to the left illustrates the kind of benefits you can create for your organization by applying the ideas in the book. It is no "get-rich-quick" scheme, but there are ingenious ideas in the book to get you results fast; and more importantly, each little step will be aligned towards helping you create significant results over time. This will

result in a culture of continuous improvement that will help you sustain operational excellence, and stay competitive and agile.

2005

Paperback ISBN: 1-59311-342-0 \$39.99
Hardcover ISBN: 1-59311-343-9 \$73.99

Strategic Reward Management: Design, Implementation and Evaluation

By **Robert L. Heneman, The Ohio State University**

The contents of this book center around the management of strategic reward systems. In particular, the book focuses in on the following elements of managing a reward system: design, implementation, and evaluation. It is my belief that too much time is spent on the administration of strategic reward systems at the expense of these other activities that add more value than does administration to the organization.

The collection of articles presented throughout the book is very concerned with the fit of strategic reward management with the business environment, business strategy, and compensation strategy. Research has clearly documented the importance of this "fit" to organizational effectiveness (Gomez-Mejia & Balkin, 1992). A practical illustration makes the point as well. Taco Bell was found guilty in a class action suit by current and former employees. In order to keep the number of labor hours low in a productivity formula used to grant bonuses to managers, employee time sheets failed to account for overtime hours by employees. Failure to pay attention to the legal context in designing, implementing, and evaluating a strategic reward program cost Taco Bell millions of dollars (Gatewood, 2001).

Although all of the readings in the book focus in on the management of strategic rewards in the larger business context, the readings are organized by topical area. The selection of topics is simply based on my writing interests and do not reflect the entire domain of important topics in strategic reward management.

CONTENTS: Preface. **PART I: INTRODUCTION. PART II: PAY AND THE CHANGING BUSINESS CONTEXT.** Compensation Systems in the Global Context, *R.L. Heneman, C.H. Fay and Z.M. Wang*. The Changing Nature of Work and its Effects on Compensation Design and Delivery, *R.L. Heneman, G.E. Ledford, and M.T. Gresham*. Performance-Based Pay Plans, *R.L. Heneman and M.T. Gresham*. **PART III: PAY IN NEW BUSINESS ENVIRONMENTS.** Hybrid Reward Systems for Virtual Organizations: A Review and Recommendations, *R.L. Heneman, J.W. Tansky and E.C. Tomlinson*. Alternative Rewards in Unionized Environments, *R.L. Heneman, C. von Hippel, D.E. Eskew, and D.B. Greenberger*. Alternative Rewards in Union Settings, *G.L. Dalton, J. Stevens and R.L. Heneman*. Competency Pay for Professionals and Managers in Business: A Review and Implications for Teachers, *R.L. Heneman and G.E. Ledford*. **PART IV: STRATEGIC PAY ISSUES.** Corporate Business Strategies and Compensation Strategies, *R.L. Heneman*. Contextual Determinants of Variable Pay Plan Design: A Proposed Research Framework, *M.P. Miceli and R.L. Heneman*. Reward System Alignment, *R.L. Heneman and K.E. Dixon*. How to Find, Select, and Evaluate Pay Surveys to Meet Your Organization's Needs, *R.L. Heneman and K. Dixon*. Compensation: A Troublesome Lead System in Organizational Change, *G.E. Ledford and R. L. Heneman*. **PART V: FROM JOB EVALUATION TO WORK EVALUATION.** Job and Work Evaluation: A Literature Review, *R.L. Heneman*. Work Evaluation: Current State of the Art and Future Prospects, *R.L. Heneman*. **PART VI: TEAM PAY.** Balancing Group and Individual Rewards: Rewarding Individual Contributions to the Team, *R.L. Heneman and C. von Hippel*. Team Pay for Novice, Intermediate, and Advanced Teams, *R.L. Heneman, K.E. Dixon and M.T. Gresham*. **PART VII: MERIT PAY REVISITED.** The Assessment of Job Performance: Focusing Attention on Context, Process and Group Issues, *R.L. Heneman and C. von Hippel*. Merit Pay, *R.L. Heneman*. A Survey of Merit Pay Plan

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Effectiveness: End of the Line for Merit Pay or Hope for Improvement?, *D. Eskew and R.L. Heneman*. **PART VIII: COMPETENCY PAY.** Pay for Skills, Knowledge, and Competencies. *G.E. Ledford and R.L. Heneman*. The Limited Inc.: Using Strategic Performance Management to Drive Brand Leadership, *R.L. Heneman and A.L. Thomas*. Ability and Effort Weights in Pay Level and Pay Increase Decisions, *D.J. Cohen and R.L. Heneman*. **PART IX: PAY SYSTEM EVALUATION.** Pay Increase Satisfaction: A Reconceptualization of Pay Raise Satisfaction Based on Changes in Work and Pay Practices, *R.L. Heneman, D.B. Greenberger and J.A. Fox*. Modeling the Relationship Between Pay Level and Pay Satisfaction, *R.L. Heneman, G. Porter, D.B. Greenberger and S. Strasser*. Using Employee Attitude Surveys to Evaluate a New Incentive Pay Program, *R.L. Heneman, D.E. Eskew and J.A. Fox*. **PART X: CONCLUSIONS, R.L. Heneman. PART XI: INDEX. PART XII: ABOUT THE AUTHOR.**

2002

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Stress and Quality of Working Life Current Perspectives in Occupational Health

Edited by **Ana Maria Rossi**, *International Stress Management Association in Brazil* **Pamela L. Perrewé**, *Florida State University*, and **Steven L. Sauter**, *National Institute for Occupational Safety and Health*

This book was developed for the 2005 International Stress Management Association Conference in Brazil. The original book was recently published in Portuguese, but because of the popularity of the topics and the world-renowned stress scholars who contributed chapters, we are very pleased to have the opportunity to publish this work in English.

A book on the subject is intended to be an additional tool containing information on stress and ways of dealing with pressures and demands, because we know that the level of stress will continue to increase. We believe that only through information—and here you will be able to find the experience and opinion of some of the greatest and best professionals of the world in this field—people will manage to live better and more balanced lives. This is what ISMA-BR wishes and hopes for. Have a good reading. This volume provides a series of comprehensive summaries of what is now a fast-growing literature aimed at understanding the causes, effects, and prevention of stress in the workplace. It begins with three chapters on different sources of stress at work, ranging from organizational factors to attributes of workers themselves.

CONTENTS: Preface: International Stress Management Association In Brazil, *Ana Maria Rossi*. Foreword, *Ana Maria Rossi, Pamela L. Perrewé, Steven L. Sauter, and Steve M. Jex*. Introduction: Reduce this Burden, *Lennart Levi*. The Changing Nature of Work: The New Psychological Contract and Associated Stressors, *Cary L. Cooper*. Occupational Stressors and Gender Differences, *Ana Maria Rossi*. Type A Coronary Prone Behavior, Job Stress and Heart Disease, *Paul J. Rosch*. Understanding Job Burnout, *Christina Maslach*. Stress and the Work-Family Interface, *Jonathon R. B. Halbesleben and Kelly L. Zellars*. Negative and Positive Crossover in the Family and Among Team Members, *Mina Westman*. Consequences of Depressed Mood at Work: The Importance of Supportive Superiors, *Jason Stoner and Pamela L. Perrewé*. Stress and Employee Effectiveness, *Steve M. Jex, Christopher J. L. Cunningham, Gabriel De La Rosa, and Alison Broadfoot*. Eustress and Hope at Work: Accentuating the Positive, *Debra L. Nelson and Bret L. Simmons*. Healthy Leaders, Healthy Organizations: Primary Prevention and the Positive Effects of Emotional Competence, *James Campbell Quick, Marilyn Macik-Frey, David A. Mack, Nathan Keller, David A. Gray, and Cary L. Cooper*.

The Consequences of Organizational Politics Perceptions as a Workplace Stressor, *Gerald R. Ferris, Robyn L. Brouer, Mary Dana Laird, and Wayne A. Hochwarter*. The European Commission's Guidance on Work-Related Stress and Related Initiatives: From Words to Action, *Lennart Levi*. Approaches to Prevention of Job Stress in the United States, *Steven L. Sauter and Lawrence R. Murphy*. About the Authors.

2006

Paperback ISBN: 1-59311-485-0 \$39.99

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The Dream Weavers: Strategy-Focused Leadership in Technology-Driven Organizations

By **John J. Sosik**, *Pennsylvania State University*,
Don I. Jung, *San Diego State University*,
Yair Berson, *Polytechnic University*,
Shelley D. Dionne, *SUNY- Binghamton*
and **Kimberly S. Jaussi**, *SUNY- Binghamton*

Executive Summary

The main question that guided the thinking behind this book can be stated as follows: "What kind of leadership behavior must executives of technology-driven organizations display to spur performance excellence?" To address this question the authors conducted videotaped interviews of executives from 65 organizations— including General Electric, Qualcomm, The Vanguard Group, and Barclays Global Investors – to identify common behaviors and traits that lead to organizational success. In addition to the interviews, they surveyed the executives' followers to evaluate the leadership and organizational culture to examine successful executive leadership from multiple reference points. The authors found that displaying outstanding executive leadership doesn't necessarily require a commanding presence, a genius-level IQ, expertise, or even a strong command and control system. At the heart of outstanding strategic leadership was an ability to envision a strategy for taking the raw inputs provided by their environments (e.g., people, technology, ideas, opportunities) and then to weave them into an integrated pattern or system of social, technical and intellectual resources that ultimately produce dramatically higher levels of organizational success factors. The book includes dozens of stories and narratives from the executive leaders to offer readers an in-depth look at what constitutes effective strategy-focused leadership in technology-driven organizations.

CONTENTS: Foreword, *Bernard M. Bass*. Preface. **PART I: STRATEGY-FOCUSED LEADERSHIP IN TECHNOLOGY-DRIVEN ENVIRONMENTS.** Strategy-focused Leadership: Focusing on and Weaving the Dream. Competing in a Technology-Driven World. **PART II: DREAMING ABOUT SUCCESS.** Where Dreams Begin: Recognizing and Initiating Trends. Focusing on the Core Message and Strategy. **PART III: ADJUSTING THE RIGHT PATTERN.** Selecting and Developing People in Line with Strategy. Integrating the Right People and Technology. **PART IV: WEAVING THE FABRIC OF SUCCESS.** Creating Ownership and Trust. Supporting Learning and Innovation. **PART V: REALIZING THE DREAM.** Reinforcing the Core Message and Strategy. Refocusing the Shape of Future Success. Appendix. Research Base Notes. About the Authors.

2004

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The Practice of Facilitation: Managing Group Process and Solving Problems

Edited by **Harry Webne-Behrman**

Description: A practical guide for those who facilitate group interactions within any public or private organization, this book gives specific strategies for conducting effective meetings, resolving conflicts within a group, and building consensus among group members and managing the work of groups over time. Webne-Behrman unique combination of practical advice and conceptual analysis. With examples from his extensive consulting experience and case studies from other sources, this book will be of value not only to experienced facilitators, mediators, and consultants, but also to executives and managers who need to become familiar with group facilitation.

Webne-Behrman points out that a facilitator is actually a manager of a group within an organization--an important and diversified role. Not only do facilitators lead work teams in solving complex business problems, but in the public sector, they help resolve problems that may have rendered communities inoperative. They also manage interpersonal disputes to improve working relationships, and help build consensus on contentious social and political issues so as to help legislators create sound public policy. Webne-Behrman explains, "The book will serve as a companion to the practitioner at times of greatest urgency." Included are outlines of the stages of effective meetings, strategies for managing conflict, ways to build consensus, and other specific advice on how to approach and solve problems.

CONTENTS: Preface. Introduction: Definitions and Challenges. Communication Skills. The Facilitated Meeting Process. Problem Solving in Facilitated Groups. Facilitation and Conflict Resolution. Facilitating Consensus. Facilitating Team Development. Stages of Group Development: Impacts Upon the Facilitator. Facilitation and Its Philosophical Traditions: Personal Reflections. Appendices. Glossary of Terms. Bibliography. Index.

Paperback ISBN: 1-59311-273-4 \$39.99

The Practice of Workplace Participation:

Management-Employee Relations at Three Participatory Firms

Edited by **S. Lance Denning**

Description: Through an examination of workplace participation, theoretical literature, and three case studies of participatory firms, Denning clarifies the difficult relationships between management and workers as both grapple with the transition toward greater employee decision-making power. Because different employees bring different attitudes and expectations for participation that affect how they interpret workplace changes, the implementation of greater worker input policies must carefully navigate these variables in order to develop a successful participatory workplace. This book questions the principal assumptions of participatory theory and offers an improved understanding of how to develop and practice employee participation. This book will be of interest to those in business and management as well as those in the field of democratic theory who seek to understand the increasingly important issue of constructive workplace participation.

CONTENTS: Introduction: The Complexity of Democratic Change. Workplace Participation: The Issues, the Literature and the Democratic Concern. Definitions and Research Methodology. The Frustration at Standard Knapp. Employee Participation in the Quad/ Graphics Culture. The Zaritsky Brothers: Furthering Employee Ownership and Participation at Orange Handling. The Contradictions

of Participatory Democratic Theory. The "Rough Mix" of a Participatory Workplace. Appendix A: Survey and Interview Numbers. Appendix B: Sample Survey Questionnaire. Selected Bibliography. Index.

Paperback ISBN: 1-59311-274-2 \$39.99

TPS-Lean Six Sigma Linking Human Capital to Lean Six Sigma

We have been deploying Lean Six Sigma in various large and medium size companies for many years and have realized excellent results in most instances. We found that while Lean Six Sigma does a great job addressing the primary concerns of manufacturing and service, we felt that there was something missing in the deployment of Lean Six Sigma programs at many companies. Something that could help foster sustainable breakthroughs; something to realize durable performance and sustainable quality enhancement based on a happy and engaged workforce, something to create a real learning organization in which people are working smarter, are committed and improve themselves continuously. We found that the results could be enhanced if the importance of Human Capital is considered as an integral part of the process. We learned that Lean Six Sigma, in itself, does not sufficiently address Human Capital at many companies. While expected results from Lean Six Sigma alone will be good, we believe that adding the human component to Lean Six Sigma has the potential to realize sustainable, long-term growth and produce a transformation into a lean, learning, prosperous organization.

That's why we are launching a revolutionary, holistic concept in this book called TPS-Lean Six Sigma. Combining these complimentary processes actively brings human involvement into Lean Six Sigma in a manner that not only stimulates commitment, integrity, work-life balance, and passion, enjoyment at work and employee engagement but also stimulates individual and team learning in order to develop a happy workforce and sustainable performance improvement and quality enhancement for the organization.

TPS-Lean Six Sigma is a continuous voyage of discovery involving continuous personal and organizational improvement, development, and learning. The starting point in this concept is a journey to understand personal goals and ambitions of the workforce. Then we take the organizations goals and ambitions and marry them with the workforce, and find the best people for the job. Using our structured approach for aligning the personal scorecards with the organization's scorecard, we are able to create a symbiotic relationship between employees and organizational desires through the establishment of Lean Six Sigma project teams that will enthusiastically drive positive results. TPS-Lean Six Sigma is like a 'turbo-charged' Lean Six Sigma program. All of the proven, sound methodologies of traditional Lean Six Sigma are charged with highly motivated team members. The result is a powerful people driven Lean Six Sigma program called TPS-Lean Six Sigma that leads to a High Performance Culture and allows employees to realize their full potential and contribute creatively while the organization benefits from increased profitability, market share, and customer satisfaction.

People are happiest when they are given freedom, challenges, and control over their lives. TPS-Lean Six Sigma also offers a systematic and integrated approach to the transformation of people in organizations, and to impact business strategy, culture, organizational effectiveness and the controllability of business processes. It entails a learning process, which transforms people into happy, inwardly involved, and committed employees. This will not only allow them to contribute exceptionally but will also persuade them to support, defend, and promote their organization. This approach lies at the heart of successful organizational and cultural change. After all, it is difficult to change the organization, but if we change ourselves, the organization will change with us. This unique TPS-Lean Six Sigma system is based on several new models, guidelines and tools that have been proven in practice. It integrates the individual's aspirations with

the shared ambition of the organization, balancing the personal with the shared ambition, embedding ethical behavior in the individual's mind and links individual capabilities with an effective talent management process. TPS-Lean Six Sigma and the related new tools provide an excellent and innovative framework for creating sustainable breakthroughs in both the service and manufacturing industries.

2007 **Paperback ISBN: 978-1-59311-825-9 \$39.99**
Hardcover ISBN: 978-1-59311-826-6 \$73.99

Transforming The Character of Public Organizations: Techniques for Change Agents

Edited by **A. Carol Rusaw**

Description: From her own experience in various agencies and organizations, Dr. Rusaw knows that to inspire change in any organization and particularly in the public sector, change agents must understand that change is primarily collective, nonrational, and nonlinear. People who seek to create change cannot stand apart from the problems, issues, and concerns raised by their constituents, but must merge themselves into the data-making, analysis, and diagnosis phases of consulting. The agent must, in other words, participate actively in creating change--and how the agent must do this, why, and the effects the agent can expect are the subjects of Dr. Rusaw's book. Few books discuss public sector change in the way Dr. Rusaw does here, and none incorporate the phenomenological perspective that she uses. Her book will appeal to practicing public administrators who seek real-life examples presented in conversational language. It will also be important for teachers and students in public administration, specifically in courses in organizational behavior, leadership, organization theory, human relations, and public personnel management.

Not only can change agents help public employees serve the purposes set out for them more effectively and efficiently, but by service and other efforts they can also help reverse the downward trend that has characterized the public sector in recent years. Dr. Rusaw maintains that such change is made possible by personal transformation, certainly, but also by interpersonal transformations. By focusing on individual and group needs as keys to organizational change, change agents can facilitate what is most needed: not just localized alterations but widespread, "holistic transformations." Her book looks at the role of healing--particularly, the inherent skills of listening, empathizing, and encouraging--and at the ways in which people can confront and solve problems in negotiated environments. She also sees that central to re-education and re-socialization is the quality of the change agent's inner person: how well the agent is able to understand the role of self in the change process. Her book provides ways in which agents can inspire others to change too. In other words, Dr. Rusaw sees organizational change as a process moving from the inside to the outside, and it is on this foundation that her unusual, thoughtful, and ultimately practical book is based.

CONTENTS: Getting Grounded in Organizational Transformation. Leading Public Sector Organizations from the Inside Out. A Holistic View of Organization Change. Techniques for Collecting and Analyzing Data. Building Trust and Preparing for Change. Implementation and Evaluation Guidelines. The Art of Change Agency. Using Self as a Change Instrument. Mediation Roles of Public Organizational Change Agents. Fostering Perspective Change for Empowerment: A Skills-Based Approach. When They Don't Want to Change. Empathy and Encouragement. Confronting Change with Courage and Compassion. Hope as the Imperative for Transformation. Change through Creative Involvement. The Art of Cooperation: A Case of Management Union Joint Problem Solving. Creating Community in Government. Holistic Learning: Integrating Individual and Organizational Change. Wholeness in Organizational

Transformation. Change as the Ethics of Concern. Cultivating Integrity in Change.

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