# Table of Contents

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The 'Dark' Side of Management</td>
<td>3</td>
</tr>
<tr>
<td>Arming America at War: A Model for Rapid Defense Acquisition in Time of War</td>
<td>3</td>
</tr>
<tr>
<td>Being and Becoming a Management Education Scholar</td>
<td>4</td>
</tr>
<tr>
<td>Breaking the Chains of Culture: Building Trust in Individuals, Teams, and Organizations</td>
<td>4</td>
</tr>
<tr>
<td>Change (Transformation) in Government Organizations</td>
<td>5</td>
</tr>
<tr>
<td>Complexity and Knowledge Management: Understanding the Role of Knowledge in the Management of Social Networks</td>
<td>5</td>
</tr>
<tr>
<td>Consultation for Organizational Change</td>
<td>6</td>
</tr>
<tr>
<td>Cutting-edge Social Media Approaches to Business Education</td>
<td>6</td>
</tr>
<tr>
<td>Emerging Ethical Issues of Life in Virtual Worlds</td>
<td>8</td>
</tr>
<tr>
<td>Emerging Themes in International Management of Human Resources</td>
<td>9</td>
</tr>
<tr>
<td>Financial Accounting: A Course for All Majors</td>
<td>9</td>
</tr>
<tr>
<td>Organizational Immunity to Corruption: Building Theoretical and Research Foundations</td>
<td>10</td>
</tr>
<tr>
<td>Outcome-Oriented Public Management: A Responsibility-Based Approach to the New Public Management</td>
<td>11</td>
</tr>
<tr>
<td>Reforming (Transforming?) a Public Human Resource Management Agency.</td>
<td>11</td>
</tr>
<tr>
<td>Researching Strategic Alliances: Emerging Perspectives</td>
<td>12</td>
</tr>
<tr>
<td>The Talking Point: Creating an Environment for Exploring Complex Meaning</td>
<td>12</td>
</tr>
<tr>
<td>Toward Assessing Business Ethics Education</td>
<td>13</td>
</tr>
<tr>
<td>The Violence Volcano: Reducing the Threat of Workplace Violence</td>
<td>14</td>
</tr>
<tr>
<td>Virtual Coach, Virtual Mentor</td>
<td>14</td>
</tr>
<tr>
<td>When Leadership Goes Wrong: Destructive Leadership, Mistakes, and Ethical Failures</td>
<td>15</td>
</tr>
<tr>
<td>Work and People: An Economic Evaluation of Job Enrichment</td>
<td>15</td>
</tr>
<tr>
<td>Complete Backlist</td>
<td>17</td>
</tr>
<tr>
<td>2010 Journal Pricing</td>
<td>25</td>
</tr>
<tr>
<td>International Distributors</td>
<td>26</td>
</tr>
<tr>
<td>Order Form</td>
<td>28</td>
</tr>
</tbody>
</table>
The 'Dark' Side of Management
Linda L. Neider, University of Miami
Chester A. Schriesheim, University of Miami

A volume in the series Research in Management

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

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

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

CONTENTS:
Foreword, Linda L. Neider and Chester A. Schriesheim.
1 Mentors Gone Wild!: When Mentoring Relationships Become Dysfunctional or Abusive, Pamela L. Perrewé, Kelly L. Zellars, Laci M. Rogers, Denise Breaux, and Angela M. Young.
2 One Bad Apple: The Role of Destructive Executives in Organizations, Alexa A. Perryman, David Sikora, and Gerald R. Ferris.
3 Abusive and Supportive Leadership: Two Sides of the Same Coin? Chester A. Schriesheim and Linda L. Neider.
4 An Attributional Analysis of Employees’ Responses to Abusive Supervision, Denise M. Breaux, Bennett J. Tepper, Jon C. Carr and Robert G. Folger.
7 Social Networks, Groups, and Social Exclusion: Combining Sociometric and Psychometric Approaches to Understanding Social Exclusion in Organizational Settings, Travis J. Grosser, Chris M. Sterling, Kristin D. Scott and Giuseppe (Joe) Labianca.
Biographies of the Contributors.

Arming America at War
A Model for Rapid Defense Acquisition in Time of War
Lawrence R. Jones, Naval Postgraduate School
Seth T. Blakeman
Anthony R. Gibbs
Jeyanthan Jeyasingam

A volume in the series Research in Public Management

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

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

Being and Becoming a Management Education Scholar

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

A volume in the series Research in Management Education and Development

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


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

George Vukotich, Roosevelt University


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

Breaking the Chains of Culture shows how organizations can turn these issues around. A number of case studies take the reader through examples leaving them with a framework to be more effective in their relationships with others. Readers work through exercises to help them better understand themselves and their organization. They develop a clearer understanding of their relationships with others and see how their interactions can impact their overall effectiveness. Learning about themselves and the others around them allows the reader to build long term relationships based on trust rather than just short term interactions based on surface level words and temporary needs. A must read for anyone who needs relationships to be effective.
“Change (Transformation) in Government Organizations” discusses recent efforts to bring about change in government organizations. The book brings together contributions by a number of managers, practitioners, academics and consultants in the study of international, federal, state, and local government efforts to respond to increased calls for change (transformation) in public sector organizations. Each contributor describes their work in this area using as a backdrop the fact that public sector organizations continue to be under new and substantial pressures to change and transform themselves. Hence a collection of current contributions such as those in this book are intended to add to the ongoing debates and rewriting of the success and failures of change in public sector organizations.

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


Complexity and Knowledge Management
Understanding the Role of Knowledge in the Management of Social Networks

Kurt A. Richardson, ISCE Research
Andrew Tait, Idea Sciences

A volume in the series ISCE Book Series: Managing the Complex

It seems as if attempts to use knowledge to understand and manage social networks are everywhere. Millions, if not billions, of dollars are being spent in an attempt to derail terrorist networks, with much of it being invested in making sense of massive data streams. There is growing concern that much of this money is being squandered on approaches that will never deliver on their promises.
Our armed forces are being prepared to combat terrorist threats by the introduction of “network centric approaches” and “digital battlefields” – basically attempts to provide warfighters with a complete picture of the battlespace. However, the experience of practitioners suggests that the “data smog” this creates is actually counterproductive.

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

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

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

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

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

Consultation for Organizational Change
Anthony F. Buono, Bentley College
David W. Jamieson, Jamieson Consulting Group, Inc

A volume in the series Research in Management Consulting

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

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

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

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

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

CONTENTS:

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

About the Contributors.
Emerging Ethical Issues of Life in Virtual Worlds

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


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

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

Emerging Themes in International Management of Human Resources

Philip Benson, New Mexico State University

A volume in the series Research in Organizational Science

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

CONTENTS:

Introduction: The Emerging View: Managing Human Resources in the International Firm of the Twenty-First Century, Philip G. Benson

PART I: THE CONTEXT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Enhancing Absorptive Capacity and Management Knowledge Transfer Through Host Country Workforce Training: Lessons From Sacagawea and Squanto, Charles M. Vance.

Telecommunications Deregulation and Privatization in the Czech Republic and Australia: A Comparative Study of Česky Telecom and Telstra, Peter Ross.

Traversing the Societal-Organizational Cultural Divide: Social Capital and Organizational Diversity in the United States and the European Union, Judith Y. Weisinger.

PART II: STAFFING IN THE INTERNATIONAL ORGANIZATION

Individual Value Orientations and the Selection of Suitable Cross-Border Managers, Alan Fish, Ramudu Bhamgopan, and Julie Cogin.

Factors Influencing Employee Claiming Behavior in Relation to the Termination of Employment: Evidence From Europe, Colette Darcy and Thomas N. Garavan.

PART III: WOMEN’S ISSUES IN THE INTERNATIONAL FIRM

Women’s Intentions and Flexible Work Arrangements: Evidence From the Far South-Eastern Corner of the EU, Christiana Jerodikoune and Eleni Stavrou.

Gender Egalitarian Values, Institutional Equalization, and Role Differences Among Female and Male HR Managers, Astrid Reichel, Julia Brandl, and Wolfgang Mayrhofer.

PART IV: CROSSING CULTURES: ISSUES IN EXPATRIATION AND REPATRIATION

Governance of Psychological Contracts via Reciprocity: The Case of International Expatriation Management, Maike Andresen and Markus Göbel.


Repatriation as a Dynamic Sense-Making Process, Gráinne Kelly and Michael J. Morley.

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

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

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

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


Organizational Immunity to Corruption
Building Theoretical and Research Foundations
Agata Stachowicz-Stanusch

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

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

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

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


Reforming (Transforming?) a Public Human Resource Management Agency
The Case of the Personnel Board of Jefferson County, Alabama

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

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

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

Researching Strategic Alliances
Emerging Perspectives
T. K. Das, City University of New York

A volume in the series Research in Strategic Alliances

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

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

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

The Talking Point
Creating an Environment for Exploring Complex Meaning
Thomas R. Flanagan
Alexander N. Christakis


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

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

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

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

Toward Assessing Business Ethics Education
Diane L. Swanson, Kansas State University
Dann G. Fisher, Kansas State University

A volume in the series Ethics in Practice

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

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

CONTENTS: Foreword, Robert A. Giacalone and Carole L. Jurkiewicz. Assessing Business Ethics Education: Starting the Conversation in
Earnest, Diane L. Swanson and Dann G. Fisher. The Principles for Responsible Management Education: Implications for Implementation and
Assessment, Sandra Waddock, Andreas Rasche, Patricia H. Werhane, and Gregory Unruh. Assessing Business Education in Relation to an
Virtuous Circle for Socially Responsible Business Schools, Janette Martell and Angel Castiñeira. Assessing What it Takes to Earn a Beyond
The Violence Volcano
Reducing the Threat of Workplace Violence

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


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

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

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

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

David Clutterbuck, Sheffield Hallam and Oxford Brooks Universities
Zulfi Hussain


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

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


When Leadership Goes Wrong

Destructive Leadership, Mistakes, and Ethical Failures

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


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


Work and People
An Economic Evaluation of Job Enrichment
Henri Savall, University Jean Moulin Lyon 3 and ISEOR

A volume in the series Research in Management Consulting

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

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

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

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