Book Series

Contemporary Human Resource Management Issues Challenges and Opportunities

Series Editor Ronald R. Sims, College of William and Mary

Human Resource Management: Contemporary Issues, Challenges and Opportunities

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

The contributors in this book identify and clearly discuss contemporary and critical issues, challenges and opportunities in HRM. The book attempts to achieve the delicate balance between basic HRM functions, and the new world of HRM. Moreover, in a dynamic field like HRM, a complete look at contemporary HRM issues, challenges, and opportunities is a must for today’s and tomorrow’s students and future managers and leaders. After all, it is important for any book to undertake a current state of the field while also bridging the gap of traditional HRM activities (i.e., issues, challenges and opportunities) and the possible future state of the HRM field.

An organizing principle for this book is the need to for an integrated HRM system, comprised of multiple activities, designed to influence organizational and employee behaviors. The books contributors include some basic theories and models that simultaneously consider how HRM activities like recruitment, selection, reward practices, and development activities among others are being impacted by contemporary issues, challenges and opportunities for the field of HRM, particularly HRM functions and professional as they are increasingly expected to play a role in enabling organizational managers and other employees to achieve desired organizational results. Thus, the essence of the book is that the collective chapters reflect both a functional orientation built on theory and models but also provide insights into how to translate theory into practice via the establishment of the increasingly critical role HRM procedures, practices, and processes play in accomplishing the goals and objectives in contemporary organizations.


Ethics in Practice

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

Human Resource Management Ethics

Edited by John R. Deckop, Temple University

HRM ethics is a root cause of many important problems in business ethics, and may represent the solution to even more. This volume defines, analyzes, and proposes solutions to ethical problems related to both the executive levels of the organization, and the organization as a whole. This book contains a fascinating range of scholarship from highly regarded authors. Macro and micro perspectives are presented, including perspectives from psychology, social psychology, organizational behavior, strategy, law, spirituality, critical studies, public/nonprofit management, and a variety of functional areas within the field of HRM.


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2006

Advancing Business Ethics Education

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

In Press 2007

Positive Psychology in Business Ethics and Corporate Responsibility

Edited by Robert A. Giacalone, Temple University, Carole L. Jurkiewicz, Louisiana State University and Craig Dunn, San Diego State University

The goal of this volume is to begin to create those critical linkages between positive psychological attributes and relevant research areas. Undoubtedly, there are many topics in positive psychology that could not be covered in just one volume, and many more topical linkages to business ethics and social responsibility that need to be made. While much research yet needs to be done in this nascent area, we hope that this volume will ignite scientific interest in the role positive psychology plays in key areas such as ethics and social responsibility. As the study of positive psychology continues to emerge more fully, it may well help us to better comprehend the impact of this paradigm on predicting ethical decision making, organizational citizenship, and social responsibility toward the end of creating more positive and productive workplaces in general.


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”.

Future Titles

• 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
• Differences that Make a Difference: Developing Leaders and Working Groups

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International Perspectives on Employment Dispute Resolution
Series Editor Marick Masters, University of Pittsburgh
New Developments and Best Practices in Employment Dispute Resolution
Edited by Marick Masters, University of Pittsburgh
In Press 2007 Paperback ISBN: 978-1-59311-545-6 $34.95
Hardcover ISBN: 978-1-59311-546-3 $69.95

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 wonder about still others. When a tool, perspective, or technique is intrinsic to the tool perspective or technique. Indeed, if the study of complex systems, Paul Cilliers. “To be or not to be? That is [NOT] the Question”: Complexity Theory and the Need for Critical Thinking, Kurt Richardson. How can we think the Complex? Carlos Gershenson and Francis Heylighen. Emergence, Creative Process, and Self-transcending Constructions, Jeffrey Goldstein. Causality in Organized Complexity: The Role of Management, Stanley Salthe. PART TWO: ORGANIZATIONAL THEORY. Section Introduction, Kurt Richardson. From Excellence to Emergence: The Evolution of Management Thinking and the Influence of Complexity, Buck Lawrimore. Unresolved Issues in Process-Centric Business Analysis: A Cathartic Role for Complexity, James Falconer. The Use of Bytes to Analyze Complex Organizations, Shahn Turnbull. Chaos Principles of Forecasting, Hong Liu. Dealing with Complexity in Organizational Control Processes: Drawing Lessons for the Human Brain, Rajaram Veliyath and K. Sathian. Theory of Integral Complex Organization, Ronald Murray. Self-Reproduction of the Enterprise: Von Neumann’s Model Applied, Pavel Luksha. Predicting the Human Weather: How Differentiation and Contextual Complexity Affect Behavior Prediction, Robert Jones and Govri Parameswaran. The Observation, Inquiry, and Measurement Challenges Surfaced by Complexity Theory, Eric Dent. An Intersubjective Measure of Complexity Grounds: A New Approach to the Study of Organizational Complexity, Mihnea Moldoveanu. Story Telling and the Complex Epistemology of Organizations, Ken Baskin. Advancing Complexity Theory into the Human Domain, Barbara Simpson. Ancient Insights into the Modern Organization, Julie Richardson. Imagining Complex Partnerships, Will Madd. Machines or Gardens... or Both? Patrick Connor and Carole Napon...
Leadership Horizons

Series Editor Mary Uhl-Bean,
University of Central Florida

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, Rajinandini 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.


2006
Paperback ISBN: 978-1-59311-547-0 $39.95
Hardcover ISBN: 978-1-59311-548-7 $73.25

Also Available:
Implicit Leadership Theories: Essays and Explorations

Edited by Birgit Schyns, Tilburg University and James R. Meindl, State University of New York at Buffalo

This book is the third volume in the Leadership Horizons series. This series, started by Jim Meindl, is devoted to new developments in theory and research on leadership within the context of continuing and emerging organizational issues. In this spirit, the present volume delves into implicit leadership theories (ILTs), and opens intriguing new avenues for research on ILTs, but does so while maintaining an eye on the past. For example, the book offers valuable historical perspectives from those who were “there”—Dov Eden and Uriel Levitan share the inside scoop on the origination of the concept of ILTs, and Bob Lord traces the evolution of social-cognitive perspectives with respect to work on ILTs—while all authors raise interesting questions and offer important new directions to advance this work well into the future. It features a wide range of scholars and perspectives, and practical implications are implicit and explicit throughout the volume. The book offers a valuable resource for researchers, students, and practitioners interested in leadership and social cognition in the workplace.

PART I: INFORMATION PROCESSING AND EFFECTS OF IMPLICIT LEADERSHIP THEORIES. The Effects of Prototype Matching, Group Setbacks and Group Outcomes, Judith L. Nye. Cognition Matters: Leader Images and Their Implications for Organizational Life, Tiffany Keller. PART II: CONTENTS AND GENERALIZABILITY OF IMPLICIT LEADERSHIP THEORIES. The Perception of Leadership - Leadership as a
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Also Available:

Global Organizing Designs

Edited by George B. Graen, University of Louisiana and Joan A. Graen, Graen and Associates

This third volume of LMX Leadership: The Series addresses the question of how leaders prepare their teams for required loosely directed, highly coordinated, and above all, flexible operations. It is our hope that this volume will stimulate scholarly sweat, blood, and tears needed to make continued progress toward our goal of understanding how the powerful tools of relational leadership can be employed to help create the flexible organizational structures required to compete successfully in the environmental turbulence of the 21st century. As we stated before, the rapidly changing information age is all around us and we are struggling to cope with our out-dated, rigid bureaucratic structures. The “China Price” has redefined the standards of performance world wide and they cannot be met with obsolete organizing designs.


Hardcover ISBN: 1-930111-355-2 $55.00

New Frontiers of Leadership

Edited by George B. Graen, University of Louisiana


Hardcover ISBN: 1-930111-239-4 $55.00

Dealing With Diversity

Edited by George B. Graen, University of Louisiana

Diversity in the workplace has made significant progress in United States companies. Unfortunately, much of the apparent progress has been at the surface level of diversity (Hiller & Day, 2004), where readily visible characteristics identify people of varying genders, ages, ethnicity, and religions. What are needed are prescriptions, based on solid theory and research, that will allow the deep-level diversity to transform well intentioned affirmative action programs from their old reliance on surface-level diversity to a new reliance on deep-level diversity. It is our hope that this volume will stimulate the scholarly activity needed to make progress toward the above stated goal of making deep-level diversity the benchmark of human progress in the workplace.


Hardcover ISBN: 1-930608-49-7 $55.00

Please recommend these titles to your library!
Managerial Issues In Theory and Practice

Series Editors Michael G. Bowen, and Michael L. Barnett,
University of South Florida

Managerial Issues in Theory & Practice,” designed to 1) bring a scholarly approach to strategic issues important to management executives, and 2) bring a practical approach to issues important to management scholars, by bringing both management scholars and executives together to work on issues important to both parties. The purpose of this interaction is to inform both sides and allow each to understand and question each other’s perspective and approach to solving specific practical and theoretical problems.

To accomplish this, we propose recruiting groups of executives and scholars to work together on issues of significance to both groups. Issues for the series can come from the realm of practice; either raised by the editors as a phenomenon of interest, or by a practitioner who is willing to describe an issues facing, or that has faced, his or her firm. Issues could also come from the academic side, where a significant theoretical issue might be chosen for investigation and commentary by each contributor (executive and scholar) to the dialogue. When the issue is practitioner raised, two (or more) academics would then respond with a theory-based, scholarly approach to the problem, including an outline of the relevant theoretical lens(es), and a summary of how current academic work addresses the issue. The practitioner would then respond to the advice offered by the scholars, indicating the degree of usefulness of the approach, any action to be taken based on the scholars’ advice, and any areas left unaddressed. If there is a need, the scholars might be provided one further opportunity to respond to any continuing concerns of the executives. In this way, academics might get a better sense of the usefulness and limits of their scholarship, and executives would get a better sense of the role that academics can play in helping them deal effectively with the issues they face.

Each volume in the series would encompass one or two issues posed by executives and one or two issues raised by scholars, plus an introduction by the series editors. There might also be space reserved for commentaries by academics and executives on issues raised in previous volumes.

It is our hope that the Series can contribute to a more productive conversation between practitioners and scholars, and can help promote a new, and perhaps better, level of dialogue between “partners” in developing our knowledge of organizations, strategy, and management.

Short List of Possible Series Topics

- Escalation of commitment
- Strategy formulation and implementation
- Cooperating with rivals
- Stakeholder, ethical issues, and building sustainable organizations

Hardcover ISBN: 978-1-59311-550-0 $69.95

The Proven Solutions Series

Series Editor C. Carl Pegels
University of Buffalo

Proven Solutions for Improving Supply Chain Performance

by C. Carl Pegels, University of Buffalo

Proven Solutions for Improving Supply Chain Performance is a collection of about 175 descriptions of scientific management studies in the management of supply chains. Each one of the descriptions of the scientific studies is presented in readable and understandable form for individuals who probably have not had the statistical and scientific education and training to fully understand the underlying studies.

The book is significantly different from the popular management literature, which is generally based on “armchair” theories that have little basis on fact, and seldom have been scientifically verified. Although the book is targeted for the supply chain manager/administrator, it can also be used as a supplementary reader in such courses as Operations Management, Service Systems Management, Manufacturing Management, Purchasing Management, and, of course, in Supply Chain Management courses.


2005  Paperback ISBN: 1-59311-316-1 $34.95

Also Available:

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by C. Carl Pegels, University of Buffalo

The purpose of this book is to convince administrators and providers of health care that scientific research has produced numerous tools, techniques, and approaches for managing health services that are most effective and most efficient. Convincing the managers and administrators of this fact is accomplished by presenting numerous easy-to-understand summaries of the research reported in the scientific research journals available at University and main city libraries.


2004  Paperback ISBN: 1-59311-000-6 $34.95
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Qualitative Organization Research

Series Editors John A. Wagner III, Michigan State University; Jean M. Bartunek, Boston College and Kimberly D. Elsbach, University of California—Davis

Qualitative Organization Research is devoted to the publication of qualitative research relevant to the interests of organizational scholars. As used to define the domain of QOR, “qualitative research” encompasses all forms of research performed with qualitative data, that is, data that present themselves in non-numeric form. Such research may be conducted using methods that are qualitative or a combination of qualitative and quantitative, with the aim of developing a thick description and grounded understanding of the focus of inquiry. It may concern topics derived from any of the organization sciences, including but not limited to the areas of Organizational Behavior, Organization Theory, Strategic Management, Human Resource Management, and Organization Development. Manuscripts extending beyond the length restrictions of traditional journals are welcome, with the understanding that authors will strive to communicate their ideas as clearly and succinctly as possible.

QOR should appeal to organizational researchers interested in publishing detailed qualitative studies of their own and in learning more about the methods and methodologies of qualitative research. At the same time, purely quantitative organizational researchers should find QOR valuable as a source of grounded insights and testable hypotheses. Publication decisions will be made by the series editor in consultation with the editors. Such decisions will involve assessments of the “value added” of each manuscript in the realms of grounded insight and conceptual advancement. Authors should anticipate a process of developmental revision, in consultation with the editor and a member of the board, following provisional manuscript acceptance.

Qualitative Organizational Research: Best Papers From The Davis Conference On Qualitative Research

Edited by Kimberly D. Elsbach, University of California—Davis

Over the past five years the Davis Conference on Qualitative Research has welcomed research projects by the very best qualitative, organizational researchers in the world. This conference has helped authors develop and hone theoretical ideas in an environment friendly to qualitative methods, and more importantly, has begun to build a community of qualitative researchers that work on organizational and management issues. The authors winning the “Best Presentation Awards” at the Davis Conference over the past five years have contributed chapters to this volume. The ideas in these chapters were “born” before the conference, but were nurtured through dialogue at the conference, and subsequently matured through later interactions among the community of qualitative scholars associated with the conference. As such, this volume represents the fruits of our collective labor as a qualitative research community. This collective and iterative process is a hallmark of qualitative methods, and often leads to a counter-intuitive, “ah-had” experience for the researcher. This volume showcases some of the very best of those ah-had experiences from the organizational, qualitative research community.


Research in Entrepreneurship and Management

Series Editor John E. Butler, University of Hawaii at Manoa

Theoretical Developments and Future Research in Family Business

Edited by Phillip Phan, Rensselaer Polytechnic Institute and John E. Butler, University of Hawaii at Manoa

Until recently, research in family business has been confined to a subgroup 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 spillovers, social networks, sensemaking, 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.

This is the sixth volume in the Research in Entrepreneurship and Management series, which is published by Information Age Press of Greenwich, CT. Previous volumes have dealt with technology, women entrepreneurs, venture capital and e-commerce.

Please recommend these titles to your library!
Authors interested in contributing should contact one of the editors. For authors in Asia, the Middle East, Central and South America contact John Butler at jebutler@hawaii.edu. Authors in North America and Europe should contact Phillip Phan at pphan@rpi.edu. Deadline for electronic submission to the blind review process is June 1, 2007. Please format papers in Microsoft Word with 1” margins, 12 point Times-Roman font, and double-spaced using APA citation conventions.

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Opportunity Identification and Entrepreneurial Behavior
Edited by John E. Butler,
Hong Kong Polytechnic University


2004
Paperback ISBN: 1-59311-242-4 $34.95

Also Available:
New Perspectives on Women Entrepreneurs
Edited by John E. Butler,
Hong Kong Polytechnic University


2003
Paperback ISBN: 1-931576-78-8 $34.95
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Also Available:
Venture Capital in the Changing World of Entrepreneurship
Edited by John E. Butler, Andy Lockett and Deniz Ucbasaran, Hong Kong Polytechnic University

It was not that long ago that it might have been possible to cover the topic of venture capital in one paper. Now, it is not possible to provide comprehensive coverage in one book. The industry has flourished, as variations of the initial venture capital funds have been established and now operates in most developing and developed economies. This is clearly reflected in this volume, which has a strong focus on Europe and Asia. Each of the papers is a stand-alone effort. However, a full reading of the volume provides a panoramic picture of the global extent of venture capital, some of its challenges, and the likely direction of future efforts.

Venture capital and the venture capitalist have been shown to have a positive impact on performance in many cases. This is clearly the reason why some emerging economies want to increase the level of venture capital investment in their country.


2005
Paperback ISBN: 1-59311-434-6 $34.95
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Research in Human Resource Management

Series Editor Rodger Griffeth, University of New Orleans

Human Resource Strategies for the High Growth Entrepreneurial Firm
By Robert L. Heneman and Judith Tansky, The Ohio State University

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 also disseminate your information in a way that will help practitioners and owners in all the small and high growth firms.


Also Available:

IT Workers: Human Capital Issues in a Knowledge Based-Environment
Edited by Fred Niederman, Saint Louis University

Thomas W. Ferratt, University of Dayton

The goal of this book is to serve as a gathering of knowledge and ideas at the intersection of the human resource management (HRM) and management information systems (MIS)/information technology (IT) fields. In striving toward achieving this goal we have relied on authors who responded to our call for work within this intersection. As described more fully below, the chapters clustered into four topical areas: (1) effective management of IT workers, (2) IT workers and their careers, (3) diversity in IT, and (4) organizational issues. Thus, this book focuses on selected areas within the intersection of these fields rather than covering the entire intersection. Of course, the broad goal of this book could not be completely fulfilled – and even if it were, such knowledge would be continually overtaken by the ongoing evolution of people, technology, and their interactions. However, in the process of undertaking this project, we have had the opportunity to make some observations about the current state of knowledge regarding IT workers, the human capital that makes it possible for organizations in a knowledge-based economy to plan, create, integrate, operate, and maintain their various IT-based systems.


Research on Employee Turnover
Edited by Rodger Griffeth, University of New Orleans and Peter Hom, Arizona State University


Human Resource Management in Virtual Organizations
Edited by Robert L. Heneman, The Ohio State University and David B. Greenberger, Ohio State University

Also Available:
Understanding Teams
Edited by Linda L. Neider and Chester A. Schriesheim, University of Miami

MARK TWAIN, the great American writer, once stated that synergy is the bonus achieved when things work together harmoniously. Organizations in the twenty-first century are driven by a need to achieve synergy for all of their various processes, and organizational structures such as teams have become one of the major ways to do so. Thus, the fourth volume of Research in Management is devoted to highlighting conceptual frameworks and research investigations which elucidate factors related to effective team processes and those which may, in fact, hinder effectiveness.


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2001 Paperback ISBN: 1-930608-88-8 $34.95
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Research in Management Consulting

Series Editor Anthony F. Buono, Bentley College

Challenges and Issues in Knowledge Management

Edited by Anthony F. Buono, Bentley College and Flemming Poulsen, Copenhagen Business School

Challenges and Issues in Knowledge Management – the fifth volume in the Research on Management Consulting series – presents sixteen chapters that explore these various perspectives, focusing on knowledge management within the context of the management consulting industry, the dynamics associated with knowledge sharing and dissemination, methodological approaches to studying knowledge in organizations, and reflections on knowledge management. Consulting is a high-touch, high-value business, and knowledge management is a vital ingredient for success. The chapters in this volume are organized around four themes: knowledge management, knowledge sharing and dissemination, methodological approaches, and methodological approaches to studying knowledge in organizations.


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Deliver?

Evidence on Management Education Outcomes. Do MBA Programs

Introduction: A Spectrum of Visions of Graduate Management

find some inspiration in the forthcoming pages for furthering your

approaches to graduate management education is amply demonstrated

management education enterprise. This call for holistic, integrative

innovation within the fabric of the entire business school and graduate

program structures and pedagogic practices of the innovative

innovation to be integrated with in the larger body of curriculum,

development.

The over-arching theme in each chapter is the need for each

innovation to be integrated within the larger body of curriculum,

program structures and pedagogic practices of the innovative

Business School and its overall management education curriculum.

Piecemeal and stand-alone versions of each innovation are seen more

as pilots for early stage demonstration of the value of the innovation.

Each chapter argues for a more holistic approach to embedding each

innovation within the fabric of the entire business school and graduate

management education enterprise. This call for holistic, integrative

approaches to graduate management education is amply demonstrated

in many chapters of this volume and we sincerely hope that you will

find some inspiration in the forthcoming pages for furthering your

own educational vision.


Also Available:

Evaluating Managers through Real World Projects

Innovative learning projects in management education and development are discussed in the frame of cutting-edge theory and salient practice. Learning projects are defined as educationally directed activities involving out-of-classroom action settings complemented by student and/or instructor directed reflection on the links between theory and practice. Chapters focus on several innovations in pedagogy, curriculum, theory, empirical research and examples of best practice for a wide variety of real world management education projects. Contexts include both university and corporate-based management education and development. Topics span action learning, experiential learning, student consulting projects, service learning, reflective practice, internships as learning vehicles, and web-based learning through projects. Extensive opportunities are being recognized for more tightly and productively integrating the normal work of managers with their education.


Please recommend these titles to your library!
Assessing Performance in Projects from Different Angles, Marjolein van Noort and Georges Ronne. Editors’ Brief Biographies.

The Cutting Edge of International Management Education
Edited by Charles Wankel, St. John’s University and Robert DeFillippi, Suffolk University

Educating Managers With Tomorrow’s Technologies
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Rethinking Management Education for the 21st Century
Edited by Charles Wankel, St. John’s University and Robert DeFillippi, Suffolk University


Research in Organizational Science
Series Editor Daniel J. Svyantek, Auburn University

A Closer Examination of Applicant Faking Behavior
Edited by Richard L. Griffith and Mitchell H. Peterson, Florida Institute of Technology
The faking of personality tests in a selection context has been perceived as somewhat of a nuisance variable, and largely ignored, or glossed over by the academic literature. Instead of examining the phenomenon many researchers have ignored its existence, or trivialized the impact of faking on personality measurement. The present volume is a much needed, timely corrective to this attitude. In a wide range of chapters representing different philosophical and empirical approaches, the assembled authors demonstrate the courage to tackle this important and difficult topic head-on, as it deserves to be. The writers of these chapters identify two critical concerns with faking. First, if people fake their responses to personality tests, the resulting scores and the inferences drawn from them might become invalid. For example, people who fake their responses by describing themselves as diligent and prompt might earn better resulting scores and the inferences drawn from them might become invalid. Second, the dishonesty of the faker might itself be a problem, separate from its effect on a particular score. Someone who lies on a pre-employment test might also lie about the hours he or she works, or how much cash is in the till at the end of the shift. Worse, these two problems might exacerbate each other: a dishonest applicant might get higher scores on the traits the employer desires through his or her lying, whereas the compulsively honest applicant might get low scores as an ironic penalty for being honest. Outcomes like these harm employers and applicants alike.

The more one delves into the complexities of faking, as the authors of the chapters in this volume do so thoroughly and so well, the more one will recognize that this seemingly specialized topic ties directly to more general issues in psychology. One of these is test validity. The bottom-line question about any test score, faked or not, is whether it will predict the behaviors and outcomes that it is designed to predict. As Johnson and Hogan point out in their chapter, the behavior of someone faking a test is a subset of the behavior of the person in his or her entire life, and the critical research question concerns the degree to which and manner in which behavior in one domain generalizes to behavior in other domains. This observation illuminates the fact that the topic of faking is also a key part of understanding the relationship between personality and behavior. The central goal of theoretical psychology is to understand why people do the things they do. The central goal of applied psychology is to predict what someone will do in the future. Both of these goals come together in the study of applicant faking.

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Research in Public Management

Series Editors Lawrence R. Jones and Nancy C. Roberts
Naval Postgraduate School

The Legacy of June Pallot
Public Sector Financial Management Reform

Edited by Susan Newberry, University of Sydney

This book brings together a selection of June Pallot’s most significant work. Written from a country (New Zealand) that led the world in many aspects of its financial management reforms, this work provides thoughtful comment on matters that remain of crucial importance today, especially the constitutional need to carefully monitor and respond to the reform initiatives and motives of executive government. Revisiting accounting issues and developments in the public sector, and reminding readers that the fundamental purpose of government accounting is different from that for the business sector, this book provides a timely reminder of the need for caution when considering the application in the public sector of accounting techniques devised for business purposes. June Pallot’s legacy challenges accountants in the public sector to find better ways of addressing “collective decision-making under new governance approaches”; proposes ways forward and offers suggestions for future research. This book, prepared by her colleague Susan Newberry, is a tribute to June’s work.


Hardcover ISBN 978-1-59311-536-4 $73.95

How People Harness Their Collective Wisdom to Create the Future

by Alexander N. Christakis, with Kenneth C. Bausch

We have all experienced the benefits of dialogue when we openly and thoughtfully confront issues. We have also experienced the frustration of interminable discussion that does not lead to progress.

Co-Laboratories enable large, diverse groups to dialogue and generate positive results.

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Co-Laboratories achieve these results by respecting the autonomy of all participants, and utilizing an array of consensus tools – including discipline, technology and graphics – that allow the stakeholders to control the discussion. These are explained in depth in a book authored by Alexander N. Christakis with Kenneth C. Bausch: Co-Laboratories of Democracy: How People Harness Their Collective Wisdom to Create the Future (Information Age, 2006).

Co-Laboratories are a refinement of Interactive Management, a decision and design methodology developed over the past 30 years to deal with very complex situations involving diverse stakeholders. It has been successfully employed all over the world in situations of uncertainty and conflict. On Cyprus, for example, it has been used to bridge the divide between the Turkish and Greek factions on the island. It is currently being employed on that island to help Palestinian authorities organize their government.

Co-Laboratories in one day can draw together a diverse group of people on an issue, elicit authentic feelings and respectful listening, generate agreed upon language, and identify leverage points for effective action. Participants will be able to generate a consensual action plan. Co-Laboratories generate real respect, understanding, and cooperation among participants—and do it rapidly.

Hardcover ISBN 978-1-59311-482-6 $73.25
International Public Financial Management Reform: Progress, Contradictions And Challenges

Edited by James Guthrie, The University of Sydney, Christopher Humphrey, The University of Manchester, L. R. Jones, Naval Postgraduate School, and Olov Olson, Göteborg University

This book is intended to give readers detailed information and perspectives on the reform of financial management reform practices in a variety of national settings around the world. The chapters explore the reform agenda in each nation and factors that stimulated change. Each chapter addresses the extent of the influence of “New Public Management” concepts and practices on reform implementation. The nations whose experience is represented in this book are among the most often cited examples of progressive change to be examined and perhaps emulated by governments in other nations. In the introductory chapter the editors address the question whether and to what extent the financial management reforms detailed in the book reveal real progress or a progression of questions and dilemmas faced but not solved over the past several decades.


Managing the Electronic Government From Vision to Practice

By Kuno Schedler, Lukas Summermatter and Bernhard Schmidt, University of St. Gallen

This book provides an insight into the possibilities that so-called “Electronic Government” has to offer. It demonstrates the elements belonging to the concept of E-Government and acts as a point of reference for those aiming to implement it. Checklists and lists of questions enable self-assessment at local, state and federal levels, highlighting opportunities for further development. The book cannot be described as technical—programmers will not find any instructions. Instead, it is designed to act as a point of orientation for decision makers in the field of government and politics, without the need to get bogged down in technical details. Central to the book are
Managing Social and Ethical Issues in Organizations

Edited by Stephen W. Gilliland, The University of Arizona, Dirk D. Steiner, Université de Nice-Sophia Antipolis and Daniel P. Skarlicki, The University of British Columbia

This volume provides up-to-date reviews of the research on a number of social and ethical issues of increasing concern confronting managers and organizations today. The authors, who are recognized international experts on the topics they treat, provide new theories and innovative perspectives on these issues. Further, they use a research base to identify ways for managers and human resources professionals to address these issues in their organizations. Given its breadth of coverage, practitioners faced with these issues, as well as researchers and graduate students in management and organizational psychology, should find this volume of interest.

Topics addressed in this volume include: work-family balance, the aging workforce, envy, work engagement, ethical work climate, discrimination, deviation at work, whistle-blowing, and privacy.


Emerging Perspectives on Values in Organizations

Edited by Stephen W. Gilliland, The University of Arizona, Dirk D. Steiner, Université de Nice-Sophia Antipolis and Daniel P. Skarlicki, The University of British Columbia


Theoretical and Cultural Perspectives on Organizational Justice

Edited by Stephen W. Gilliland, The University of Arizona, Dirk D. Steiner, Université de Nice-Sophia Antipolis and Daniel P. Skarlicki, The University of British Columbia


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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.

Significant features: (1) Each book will have an international focus with contributions from around the world. It stimulates the sharing of experiences across countries. (2) Each book will focus on one cutting-edge topic that has not been carefully addressed in the literature. (3) Emphasizing the integration of research and practice, each book will provide both advanced research studies and innovative best practices. (4) Addressing both offline and online civic engagement. (5) A management focus so that books will provide practitioners insights on how to improve their managerial practices that relate to civic engagement.

**Research on International Civic Engagement**

Series Editors **Erik Bergrud**, *Park University* and **Kaifeng Yang**, *Florida State University*

In Press 2007  
Hardcover ISBN: 978-1-59311-558-6 $73.25

**Decentralization for Satisfying Basic Needs: An Economic Guide for Policymakers**

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

“Decentralization as a Means of Satisfying Basic Needs: An Economic Guide for Policymakers” by J. Michael McGuire The challenge addressed in this book is designing the degree of decentralization that is most effective in satisfying the basic needs of the poor. Case studies of decentralization at work in the real world are presented and analyzed. The aim of this book is to help the reader who wishes to use decentralization to help implement a basic needs approach to development. The aim of this book is to help readers use the decentralization of government functions to implement a basic needs approach to development. The aim is not to “give the answer,” but rather to provide insight into decentralization as a process and to help practitioners develop skills in designing their own decentralization programs.


2005  
Hardcover ISBN: 1-59311-429-X $73.25

**Research on Hispanic and Latino Business**

Series Editors **Michael William Mulnix** and **Esther Elena López-Mulnix**, *University of the Incarnate Word*

Mission Statement: The mission of the series is to provide an integrated view of current knowledge within the various areas of Hispanic and Latino Studies as it relates to postsecondary and adult education. This series will present a scholarly but accessible review of educational research and theory related to a variety of topics pertinent to Hispanic and Latino Studies. Topics to be covered in this volume will include, but not be limited to, culture, literature, leadership, curriculum, career preparation, diversity in hiring, access to education, access to the professoriate, access to other professions and other aspects of Hispanic and Latino studies which are relevant to current research and theory.

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Monographs

An Administrator’s Guide To Online Education
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.


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.


Hardcover ISBN: 1-59311-126-6 $69.95

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.


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

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backed by years of practical experience, will help practitioners in any company improve their operations and their competitive position.


Paperback ISBN: 1-59311-276-9 $34.95

E-Business Essentials: Special Issue of the Quarterly Journal of Electronic Commerce
Edited by Nick Bonitis, 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.


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 decisionmaking. The presentation is largely nonmathematical.

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.


Paperback ISBN: 1-59311-272-6 $34.95

Global Organization Development: Managing Unprecedented Change
by Therese F. Yaeger, Motorola, Inc./Benedictine University Thomas C. Head, Roosevelt University and Peter F. Sorensen, Jr. Benedictine University

A volume in Contemporary Trends in Organization Development and Change

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

The purpose of this book is to address one of the most rapidly growing and important areas in the field of organization development. Despite its importance, relatively little is known about international and global organization development.

This book is designed to summarize and apply the existing knowledge in international and global organization development in such a fashion as to provide insight, knowledge, and application in a way that is most helpful to the organization development professional who is interested in, or working in, the field.

The book incorporates models of cultural differences, which are identified and expanded in terms of the implications for the practice of organization development. (1) It explores cultural values in terms of differences in resistance to change, the nature of leadership roles, organizational structure and the application of such organization development techniques as team building, survey feedback, job redesign, and large group methods. (2) It explores successes in both developed and developing countries. (3) It provides a list of competencies both for basic knowledge and skills and their extension to international work. It explores the match between organization development interventions and national cultural values. (4) It explores the role of economic development and legal and political structures for global organization development practitioners. It deals with the issue of culture specific versus universal organization development techniques. (5) It incorporates stories from pioneers in the field as well as more recent members of the organization development community. (6) It uses illustrations from award-winning international projects. (7) It draws on a substantial amount of work undertaken by the authors including over one hundred interviews with leading organization development professionals, surveys of organization development professionals, articles and books on international/global

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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 mission.

The HBPI instructor competencies match up well to Mapping the Future (Bernthal, Coltereyahn, Davis, Naughton, Rothwell, & Wells, 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.

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.

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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 Buffett, 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.


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.


Paperback ISBN: 1-59311-270-X $34.95

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.


Paperback ISBN: 1-59311-270-X $34.95

Order online at www.infoagepub.com
Establishment's Failure to Manage Complexity: The Modern Corporation from the Soviet Foreign Policy

by Raghu Garud, Peter Glenda H. Eoyang and Thomas H. Berkas.

Adaptive System

special features of this book is an expression of deeply abstract issues but with a third dimension, depth added to the others. Among the Complexity Metaphors and the Process of Small Business Dynamics of Organizational Founding and Failure enables us to see the entire terrain in which our organizations function combined with the Ven Matrix sytems approach explained here, dramatically improve one's competitive position. Such a model, Moreover, by modeling the organization as a living system, one can change and uncertainty inherent in any five dimension economy.

This is in a “five dimension economy, a digital internetworked, trans-planetary system of competing markets that mimics the behavior of a 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.


Paperback ISBN: 1-59311-275-0 $34.95

Managing School System Change: Charting a Course for Renewal

by Serbrenia J. Sims and Ronald R. Sims


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.

Please recommend these titles to your library!
Hannigan redefines unions to focus attention on the interests of movement. 
be exposed to an entirely new dimension of the American labor levels of union administration and industrial relations. Students will 
workers in the workplace, and on the importance of providing a sense 
High-performance union managers will be able to explore, develop 
unions, and between unions and government. He maintains that a 
democratic, value-based, and mission-driven locals. Managing 
labor organizations, social research departments, lifetime 
lead organized labor into the 21st century, an institute for managing 
such as the membership and leadership depth of participation models. 
upcoming leaders, the book provides them with a way to translate 
what Hannigan calls "enabling technologies." He sees administrative 
and support centers as practical alternatives to union mergers.

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.


Paperback ISBN: 1-59311-271-8 $34.95

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).


2004 Paperback ISBN: 1-931576-46-7 $34.95

Hardcover ISBN: 1-931576-47-5 $69.95

Operations Research: Methods, Models, and Applications

Edited by Jay E. Aronson and Stanley Zions, 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.


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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.


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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 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.


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 those 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.


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 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.


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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 the workplace. It begins with three chapters on different sources of stress at work, ranging from organizational factors to attributes of workers themselves.


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.


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

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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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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.

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