Management and Organization

A Critical Text

2nd edition

Stephen Linstead Liz Fulop Simon Lilley

with contributions from

Bobby Banerjee
Joanna Brewis
Michael Browne
Rodney J. Clarke
Jonathan Gosling
Ann-marie Greene
Harold Hayward
Garance Maréchal
Frank Mueller

Chris Poulson Stephen Procter Alison Pullen David S. Richards William D. Rifkin Graham Sewell Robin Stanley Snell Edward Wray-Bliss



Contents

description of the same	List of figures	xii
	List of tables	' xiv
	List of exhibits	xvi
	List of case studies	xviii
	List of photographs and illustrations	xix
	Preface to the 2009 edition	xxi
	Preface to the 2004 edition	xxiii
	Acknowledgements	xxviii
	Contributors	XXX
	Introduction: A critical approach to management and organization	1
	The long rise of management	3
	Knowledge work and the knowledge economy	10
	The approach of this book	15
	Why study management?	16
	The critical approach	17
-	Management is the management of relationships	19
-	Relationships are with constituencies	24
	Relationships are managed by performance	25
	Relationships are managed through organization	26
-	Relationships are managed in formative contexts	27
-	References	29
	PART 1 CORE CONCEPTS	THE RESERVE THE PARTY OF THE PA
	1 Management knowledge and learning	35
	Introduction	36
	Knowing and learning about management	36
	Common-sense knowledge, beliefs and assumptions	38
	Knowledge creation and knowledge management	51
	Organizational learning, situated learning and knowing in practice	57
	Fads, fashions and transitions between theory and practice	74
	Conclusion	79
	Answers to questions about management knowledge and learning	80
	References	82
	Notes	88
	2 Gender and management	89
	Introduction	90
	Liberal feminism	92
	Radical feminism	102

263

Sustainable development and corporate environmentalism

	Third World countries	270
	References	274
6	Power and politics in organizations	277
_	Introduction	278
	Approaches to power	280
	The behavioural view of power and authority	283
	Political view of power	294
	The radical view of power and domination	298
	The relational approach to power	301
	Voice and voicing	304
	Global power relations	307
	Analyses	310
	Conclusion	313
	Answers to questions about organizational power and politics	313
	References	315
7	Organizational control	319
	Introduction	321
	Formal control and cybernetics	322
	The profession of management	326
	Management accounting and control	328
	Professions, control, technique and the labour process	329
	Discipline and seduction: the technologies of the self	333
	Controlling culture	337
	Culture, context and control	339
	Globalization and the rhetoric of necessity	340
	Gender and control	343
	Resistance and control	345
	Organizational misbehaviour	349
	Conclusion	350
	Answers to questions about control	352
	References	354
8	Managing ethically	357
	Introduction	358
	Objections to business ethics	360
	Modern business ethics	363
	Cultural relativism, global ethics or dialogue?	374
	Integrative social contracts theory (ISCT)	376
	Ethics and human rights	379
	Ethics and 'green' concerns	380
	Ethical dilemmas and organizational dynamics	381
	More on whistle-blowing	384
	'Fiddling'	385
	Moral reasoning, moral motivations and care	385
	Corporate culture and moral ethos	392
	Explicit and formal organization-based approaches to improving	000
	business ethics	393
	Lifelong learning and business ethics	397
	Conclusion	397
	Answers to questions about business ethics	397
	References	400

PART 2	MANAGEMENT	PROCESSES
0 00000 0	000000000000000000000000000000000000000	* *************************************

9	Motivation and meaning	411
	Introduction	412
	Job redesign post-Taylor	414
	Job enrichment and the hierarchy of needs	415
	Maslow's hierarchy of needs	415
	Herzberg and job enrichment	417
	The Hackman and Oldham model	419
	A dynamic view of needs	420
	Equity theory	422
	Expectancy theory	424
	Goal setting	. 425
	Sociotechnical systems (STS)	426
	Reinventing motivation through TQM	428
	Cross-cultural issues in motivation and job design	436
	Commitment	437
	Idiosyncratic deals	444
	The social view of motivation	444
	The meaning of work and identity	447
	Gendered nature of commitment	451
	Emotions and identity	454
	Desire	456
	The trust dynamic	457
	Conclusion	464
	Answers to questions about motivation and meaning	464
	References	467
	Notes	472
10	Leadership and leading	473
	Introduction	475
	Approaches to leadership and critical alternatives	477
	The trait approach	479
	Leadership style and behaviour	481
	Contingency approaches: from 'one best way' to 'best fit'	486
	Leadership substitutes	493
	Transformational leadership and heroics	495
	The narcissistic leader	499
	Aesthetic leadership	503
	Post-heroic leadership	506
	Exemplary leadership	512
	Leading	513
	A constitutive approach to leadership	515
	Leadership as sense-making	516
	Post-individualistic léadership	517
	Leadership and gender	519
	Cross-cultural dimensions of leadership	524
	Conclusion	526
	Answers to questions about leadership	528
	- ·	
	References Notes	531 537

CONTENTS

11	Managing teams	539
	Introduction: The current wave of teamworking	540
	Teamworking in historical perspective	541
	Understanding teamworking today	550
	Inside the team	556
	Cross-cultural issues	565
	Conclusion	567
	Answers to questions about teams	568
	References	570
12	Managing conflict and negotiation	575
	Introduction	577
	Conflict	578
	The three perspectives	580
	Conflict interventions	588
	Gender issues in conflict and negotiation	591
	Conflict and negotiation across cultures	592
	From negotiation to narrative	597 598
	Mediation	602
	Storytelling Mediation as discourse	603
	Soap opera	605
	Conclusion	610
	Answers to questions about conflict	611
	References	613
13	Managing change	617
13	Introduction	619
	Philosophies of change	621
	From systems and causes to complexity and chaos	629
	From complexity to conversations	633
	Contingency theories	636
	Managing the change process	638
	Organization development (OD) as planned change	643
	Contextual and processual approaches	644
	Barriers and resistance to implementing effective change	648
	Managing and overcoming resistance to change	653
	Making change durable	654
	Gender and change	656
	Cross-cultural aspects of organizational change	659
	Conclusion	661
	Answers to questions about change	662
	References	663
	Note	666
14	Decision making in organizations	667
	Introduction	669
	What is a 'decision'?	670
	Traditional decision-making theories and 'choice'	671
	Types of decision	672
	The rational decision model	674
	The bureaucratic or administrative model of decision making	676
	Disjointed incrementalism	682

Ind	ex	831
	Notes	830
	References	824
	Answers to questions about networking	821
	Conclusion	820
	Dynamics of cross-cultural networking	810
	Interorganizational learning (IOL)	801
	Theories of networks	782
	Costs and benefits of networking	780
	Network typologies and taxonomies	775
	The rise of networking	772
	Introduction	770
16	Interorganizational networking	769
	Notes	767
	References	764
	Answers to questions about managing strategically	761
	Conclusion	761
	Rethinking strategy	753
	Scenario planning	747
	Strategic thinking	745
	Reconfigurationist approaches	740
	Resources, reconfiguration, scenarios and revolution	734
	strategy Competitive strategy and positioning	715
	Planning, competition and the Extended Design School model of	715
	Measuring the value of strategic choices and decisions	711
	Introduction	710
15	Managing strategically	709
	References	706
	Answers to questions about decision making	703
	Conclusion	703
	Retheorizing decision making	693
	Critique of 'decision' and 'choice'	692
	Cross-cultural issues in decision making	691
	Dominant coalitions and non-decision making	686
	The political model of decision making	685