Index

abductive logic 65–6
academic prestige, production of 163
academic publications 161–5
academics, diffusion of ideas 129–30
accountability
  of ‘new public management’ (NPM) 178
accountant’s report
  organization as financial entity 4
accreditation in business education 152–3
activity, new 34–5
actor-network theory (ANT) 104–5, 112
  social associations 101–3
acts of ‘design’ 44
aesthetic understanding in metaphor 60
affordances, theory of 44
alternate relevance constructs 172
alternative force fields shaping the
discursive landscape 182
alternative ontologies of discourse 29
analogic representations, misuses of 55
analogy as a heuristic device 74
analytical knowledge (episteme)
  technical know-how (techne) 56
anthropology 20
‘archaeological’ approach
  implicit knowledge base, savoir 31
Aristotelian concept
  phronesis, ‘practical wisdom’ 56
artificial creations 42
Asian business schools, growth in
demand 148–50
assessment centres, British Army
during WWII 87
Australian Indigenous woman
  mourning silence 127
axis denotative-connotative, of
  metaphors 57
axis descriptive-generative, of
  metaphors 57
Aztec and Egyptian pyramids 97
behavioural science theories
  in business schools 143
Benedict XVI, Pope 108–9
‘blue ocean strategy’ metaphor
  managerial talk 64
body/medical metaphors
  in popular management discourse 59
Borges, Jorge Louis, on Art of
  Cartography 77–8
bounded rationality 166
breakdown, in practices 34–5
bricolage process 83
brute fact 39–40
buildings, work tools, machines
  impact of discourse on 41
bureaucratic corporate structure 95
bureaucratic rationalization 111
business education
  in Asia (China, India, Philippines) 149
  in Australia 150
  in Europe 146–8
  history 142–52
international business elites 158–9
lack of discussion on role of power/
  knowledge 181
in Latin America 149
possible decline, America 146
  seen as global discourse x
  in US 143–6
business ethics course 160, 171
  ‘enrich’ their faculty 179–80
  re-labelling, for ‘relevance’ 175
Cartesian separation between body and mind 66
cartographic instruments, theodolites, sextants 79
cartographic science in formation of nations 76
cartography and discourse, political instruments 76
Catholic Church change management 111
CDA see critical discourse analysis
Chambers of Commerce, regional 147
Chinese encyclopedia imagined descriptions of animals 45
Circuits of Power model, Stewart Clegg 83
cliques of non-conformists, fashion 128–9
close-range autonomy studies 22
co-authorship for senior academics 162
cognition and discourse relationship 87
cognitive processes, similarities and differences 53
cognitive tools, metaphors 57
cohesion and unity, discourses 26
Commedia dell’arte masks used in Noh theatre 68
commodification of knowledge 163
communication collapse 122–3
and language 1
organizing and disorganizing factor 96
systems vii
traditional view 2
communicative codes, shared 3–4
competition for article writing in prestigious journals 164–5
and ranking 156
‘competitive differences’ between American and European management education 147
conceptual relevance 167
concreteness principle, metaphors 63–4
concrete structures 100
connotative meaning of ‘mother’ 51–2
connotative transfer 59
constructionist viewpoint 84–5
constructive metaphor, denotative information 60
context-specific meaning 13
conversation analysis (CA) 24
Cook, James, experienced sailor on cure of scurvy 11
corporate entity, desired 80
critical discourse analysis (CDA) 24, 107
comprehensive methodology 37–8
phonetic discourse analysis 89
critical realism 29
‘cultural manipulation’ 126
dasein, ‘being-in-the-world’
Martin Heidegger 34
decorative purpose of metaphors
stylistic device 60
Descartes, René 64
designed metaphors 66
design, role, in map and discourse 79–84
developing countries, business education 149
‘dictionary meaning’ of words
connotative meaning 51
difference between Monopoly money and hard currency 39
differences on a map 74–5
digital coding, analogical coding 6
‘digital languages’ range 7
digital revolution 165
discourse(s) 84, 133
accounts, correct, just, desirable 79
analysis viii–ix, 21–7
acknowledgement of what is absent 76
identifying what is present 76
of organizational discourse 20–46
textbook 37
alternative ontologies 29
as Attire (or Mask) 67–8
of business education 141
close-range/autonomy 22
and culture, differences 32
determining meaning
close-range/determination 22
Index 201

epistemological proposal 38–46
Foucault on 30, 32
four views of 24
gene, biological map 82
implications, map 73
incapability of 33–5
influence over artefacts, dual 44–5
‘interpretive repertoire’ of social practices 15
and ‘lacks’ 26
of leadership 135–6
linguistic and non-linguistic 35
local
zeitgeist, ‘spirit of the times’ 77
long-range/determination 22
as a map 67, 73–89
analysis of discourses 88
of managerialism
neoliberalism, technical rationality
77
as a mask
silence, emptiness, ambiguity 119–36
and materiality
complementary or connected 25
meta-sensemaking device 32
multifarious nature 28
and non-discursive factors 25
ontological nature 24
as organization 67, 93–113
on organizations
fads and fashions 128–33
outcome of persuasive communication 80
outcome of rhetorical strategy 80
patterns of meaning 15
pervasiveness of 33
and power link
social theory and CDA 27
of psychiatry
labels as ‘mental disorders’ 75
studies on 130
Discourses (big ‘D’) 86
as rainforest, or coral reef 98
discursive approaches
mainstream categorization 24
discursive practice 34
discursive reality formation 26
distance principle, metaphors 63–4
divergent organizational models
of Al Qaida and ISIS 95
Diwali Hindu festival in India 97
DNA molecules 82
dress code, enforceable, wearing high heels 125
Dumas, Alexandre
The Man in the Iron Mask 120
effective and emotional attachments
discourses 26
emergent phenomena, designed
phenomena 40–41
‘emotional intelligence’ 181
emotional responses 86
emotions, basic
fear, anger, surprise, joy, same facial configurations 42
emotions in decision-making
silenced subject in business education 180
empirical observation 29, 66
English distinction, mutton and sheep 8
Entrepreneur concept 133–4
epistemological nihilism 56
epistemology
studying what knowledge is 38
‘emptiness of discourse’ 67–8
ethical awareness x
ethical education in business 170, 171
ethnic minorities, discrimination 156
ethnocentrism 76
unconscious bias in maps 79
fashion
role in diffusion of ideas 129–33
fear faking 43
filtering devices 123–4
financial audit 4
formative range of discourse 21
formative role of organizations 94
Foucauldian discourse analysis ix, 24, 81–2, 80–81, 105
‘fragile’ discourse, no feelings,
cognition 21
‘free market’ ideologies
business schools, American 158
French language
two shades of brown (brun or marron) 9
funding of business schools 148
genealogical analysis, Foucault on 32
genes a portion of DNA, genomes 82
genetically modified organism (GMO) natural or artificial 42
genetic code 82
glasnost (transparency) 84
global warming, induced 42
good reason principle, metaphors 63–4
Gorbachev, Mikhail, Soviet Union 84
grammar 4
Grandes Écoles in France, business schools 147
Grand Illusion, maps and discourses 75
grandiosity of discourses 119–20
‘grounded’ organizations 94
habitual use of metaphor
‘a chair leg’ 58
‘digest’ for abridged book 58
Hajj pilgrimage in Mecca 97
hegemony 32, 126–7
and construction of meaning 125–36
cultural domination 32
Heidegger, Martin
phenomenological experience and discourse 34
Heteroglossia 179
Hippocratic medicine 10
historical evolution of certain discourses
medicine, sexuality, madness, discipline 32
holism 184
‘holocracy’, gospel of 97
human communication 6
hunters in Labrador 132
ideological distortions concealed in metaphors 62, 133
impact of the metaphor 58
Indigenous Australians, Far North Queensland
north, south of body 9
individuality, result of social practices 81
individual power 84
infection and water pollution, causal link 88
infectious diseases in 1854, miasmas, ‘foul air’ 88
informative metaphors, for complex information 60
innovation fostering through knowledge integration 96
institutional fact, money 39
instrumental relevance 167
integration principle, metaphors 63–4
interdisciplinarity 175
business education 173–81
interdisciplinary collaboration barrier epistemic, structural, administrative 178
intertextuality of metaphors 52
summary of 8
Inuit description of snow, rich vocabulary 8
irony, paradox 54
‘Islamic caliphate’ 95–6
John Paul II
‘irrational management’ 108
joy faking 43
know-how (techne), ‘art’ or ‘craft’ 105
knowledge
applicability 167
and knowledge production 174
codifying 143
generation, role of metaphors 62
innovation fostering irrelevance in business schools 165
by ‘functional stupidity’ 96
ordering purposes of discourses 94
and power, interplay 76–7
that is ‘silenced’ conscious non-articulation 122–3
labour division of, in business schools 175
Index

language
as basis of organization 14
centrality of 1–15
and cooperation 3
definition 2
game(s) 175–6
Disneyland 12–13
ideal, conjectural, notional 11
knowledge creating 12
language-dependent nature of knowledge
and meaning making 5–11
performative quality 11
sensemaking devices 9
‘social lubricant’, courtesy, etiquette, small talk 11
and (social) performances 11
as a social phenomenon 6
‘truths are illusions …’ (Nietzsche) 52–3
leadership 134–5
legitimate relevance 167–8
Lehman Brothers, collapse 158
linguistic determinism, Whorfian hypothesis 8
linguistic idealism 10
linguistic reductionism 23, 97
linguistics 20
linguistic utterances and social performances 31
little ‘d’ and big ‘D’ discourse studies separation 23
local and global scale interplay 88
local organizations 100
London Tube map distance, elevation, ignored 75
long-range/determination 22–3
Louis XIV, France
political prisoner with mask 120
macro-discourses, Foucauldian approaches 24
management
academics 143
ideological and political forces 180
education 141
in Germany
practical model 147
technocratic conscience
replacement 159–60
in UK
American model 1980s 147
as a profession 170
research and education 141, 168
studies
need for prestigious journal 161–2
training 182
managerialism 157–61
map(s)
compliance with standards, principles 79–80
construct nations and regions 74
dictionary definition 73–4
and discourses
ontological nature 77
representational and generative 74
similarities between 74–9
-makers, dimension ignoring 75
-making, physical geographical elements 86
metaphor
relation between discourse and reality 85
making sense of perceived space 75
‘spatial panoptic 76
’marching season’
Northern Ireland, Australia, Anzac Day 97
market capitalism, business schools 157
Marxist analysis, constructivism 32
mask(s)
as liberating 120–21
used in Greek tragedy 68
used in Noh theatre 68
material artefacts, ‘dual capacity’ 44
material discourses 35–8
material facts 41, 44
materiality and semiotic elements 36
co-emergent 30
materiality and discourse, interplay between 43
‘meaning’, definition, importance of context 7
meaning fixing, in language 13
meanings and subjectivity, powerful force 21
media ranking 154–7
medical conditions in different cultural conditions 9
members’ categorization devices (MCDs)
linguistic codes 175
meso-level studies, narrative analysis 24
metaphor (Greek) carry through, transfer of meaning 52
metaphorical images 73
metaphor(s) appeal to the senses, Cicero 55 BC 53
capacity to create meaning 57–8
of change management 59–60
emotion-arousing 58–9
functions of 57
‘generative’ potential
identity and legitimacy claim 60
heuristic devices 68
‘high impact’, meaningful 58
indexical value x
limitations as research tools 63–4
management and organization studies 61–6
of the mask 136
and metonymy, interrelated 54
persuasive rhetoric instrument 60
research tools 56
rhetorical instrument of political persuasion 59
to ‘dress up’ speech 58
tools 66
what are they? 51–68
metaphysical distinctions 45
metonymic tightening principle
metaphors 63–4
metonymy part of an object 54
synecdoche, irony different types of relationships 54
micro and macro effects of discourse organizations, ‘o’ and ‘O’ 99
micro-discourse to Macro-Discourse 21–2
and macro-Discourse 77
micro-level discursive analysis conversation analysis (CA) methods 24
minority groups, invisible, silence 124
mobile communication devices ‘stay connected’ 14
‘modernization’ in Australian business schools 151–2
monetary return maximization business schools, American 157–8
mono-disciplinary research culture 144, 176
Montreal Protocol 1987
ban of ozone depleting chemicals 44
moral education, lost in management 160
multidimensional approach to power 83
multi-level discourse analysis, CDA 24–5
multi-level processes 25
multiple effects of discourses 87
muscularity of discourse 21
musical notation 51
mutual enactment 4
narrative analysis 24
nation states educational colonization 171
natural languages, or designed code 51
natural objects, discourse on facts interpreted 44
nature of discourse, situated symbolic action 26
‘new public management’ (NPM) 178, 185
‘new rhetoric’ 50
Nietzsche, Friedrich Wilhelm, on metaphors 51
non-verbal communication 128
notion of scale 84
‘object’ orientation, specific attributes 94
objects, non-sentient, role of 102
observing subject, observed object 33–4
‘onto-epistemology’, definition 30
ontology, reflection on nature of being 38
‘organizational activity’, schools and offices 78
organizational behaviour
as a collective mind 64
organizational communication 2
organizational discourse analysis
(ODA) 26, 86, 186–7
carnival 136
case of business education discourse
141–87
language as discourse vii
organizational discourse images 66–8
organizational improvisation as jazz 64
organizational reification 97
organizational scholarship, contemporary 2–3
organizational studies 61–2
organizational theory
function of metaphors 63–4
organization and discourse connections 94
‘organization’, definition 2
organization functioning
by integrating knowledge and
behaviours 96
organizations
created by discourse 93
many different forms 93–4
systems 144
Organizations/Discourses 100
organized behaviour, sign system 1
Oxford or Cambridge University 36
oxymoron, ‘an oppressing freedom’ 54
paradigmatic Discourse 24, 33, 86
paradigmatic reductionism 23
paradigm-type discourse studies 25
peer-review process 162
perestroika (restructuring) 84
performativity 34, 101–2
of environment 44
in management education 182
of ‘new public management’ (NPM)
178
personalities 86
philosophy 20
‘philosophy-physics’, quantum
mechanics 30
phronesis (Aristotle)
definition 105
‘prudence’, ‘practical common
sense’ 105–6
phronetic researcher 106–7
physical objects, social objects 40
planisphere, geopolitical and economic
issues 77
plurality 183
political maps, social meaning to a
territory 76
politics and management theory and
practice 62
Pope Benedict XIII, Vatican Bank 108
Pope Francis, reform agenda 109
positive epistemology 33
positive innovation x
post-foundationalism 26
power
/knowledge and organizing 105–13
and knowledge shaping each other
89
over individuals 159
relations 83, 107–8
through silence 123–4
practical rationality 34
practice-based programmes
need in business studies 166
production of truth through power 31
psychiatry, appearance of discipline in
19th century
Foucault on 31
psychology 20
publication game
effect on scholarly practices 163–4
public transportation systems in Italy,
Sweden
media representation 96
purpose of language to convey meaning
51
PwC, London
wearing high heels 125–6
ranking system
business education 154–7
gatekeeper, (editors and reviewers)
163
rationality, practical 34, 84
‘real’, domain of structures 29
realist discourse studies 25
reality generating
creating subjectivity and meaning 81
reflection in management education 182
’regime of truth’, Foucault 30
relationships, forms of 54
’relevance’ as verb
business schools ‘to relevate’ 172–3
relevance criteria 170
’relevance gap’ 166–7
relevance, notion of 169–70, 165–73, 167
for business schools
representation, multiple scales of 84–9
research in reputed journals 161
rhetoric 26
in management, to persuade 80
self-identification by an issue 12
rhetorical devices, metaphors 57
risk management 5
rock painting in Lascaux cave 36
‘role models’ in discourse
madman, homosexual, criminal 31
role of metaphors
as disposable literary devices 62
vehicle of ideological bias 62
ways of thinking 62
roles of language
constitutive, productive, regulative 5
Roman Curia 108
romantic love
historical construct with mediaeval times 42–3
romantic love in Italian, or parental expression 8
root metaphors 66
underlying world view 58
rules for regulation or rules of chess 39
‘sadness’, word to represent emotion
6–7
savoir, a construct from practices 31
scale, maps and discourse 77
science and technology studies 33
scientific knowledge (episteme) 105
scientific propositions and empirical realities 103
scientific researchers, assessment 177
scientific research, positivist 143
scientific study of management 143
scurvy, long search for cure
lack of Vitamin C 10–11
Searle, John, philosopher, on brute facts 38–9
self-narrations, identity work 100–101
semantics 5–6
semantic tension, concept of map 86
sensemaking devices, discourses 94
‘sense-making’ process, organization 3
sensemaking, organizational 13
sheep, genetically produced, Dolly 42
silence
an act of rebellion 127
in discourse 121–4
organizational
fear of negative feedback 122–3
social capital in the Vatican 111
social constructivism 26
social experience, powerful force 83
social functions of metaphors 56–7
social integration 83
social objects 41
social phenomena, linguistic
phenomena 11
social practices, planned, designed 41
social reality construction
through symbolic interaction 26
through use of language 12
sociology 20
of scientific knowledge 33
software source code 51
Soviet Union, censored maps 76
speech-act theory 26
standardization 183
status quo retention by silence 123
storm’s physical effects 41
storytelling, fact and imagination 104
structure of a language 8
‘structures of dominancy’ 81
subject (observer)
object (observed phenomenon) 33
subject–object dualism 23–4
symbolic and material elements 5
symbolic behaviour 14–15, 130
synecdoche, whole representing part 54
Index

system integration 83
theory 144
tacit knowledge 38
taxonomy of materiality 40
tense structure in Hopi language 8
territory on a map
discourse formation and map-making 73
test-tube baby 42
text-based studies 25
texts as communicative units
shaping of discourse 28, 37
‘the map is not the territory’
definition 74–5
theory generation of metaphors 62
thought expression by arbitrary signs 6
Tolstoy on ‘family’ 6
topographic maps, navigation of local area 77
topology principle, metaphors 63–4
transformational role of individual agency 82
transformation in discourse 81
translation devices
between map and territory 79
tropes based on dissimilarities, dangers 55
tropes, harnessing the power of to bullshit the audience 55
‘truth’ of statements
about nature of homosexuals 31
typology of material facts 40
Uffington White Horse, Oxfordshire 39
cleaning by every generation 36
deep trench of chalk, 2500–3500 years old 36
‘universal’, ‘common sense’, bourgeois values 32
unpacking principle, metaphors 63–4
‘valuable interdisciplinary researchers’ 177–8
variety of forms of discourses
written, verbal, artwork, symbols, buildings 37
Vatican reform of financial practices 108–12
‘Vatileaks’ 109
verbal communication 6
web principle, metaphors 63–4
Whorfian hypothesis 8–9
Wittgenstein, Ludwig, ‘language game’ 12–13
word ‘family’, different connotations 6
words and symbols as ‘signifiers’ 6
world mapping, socio-technical network 78–9