Index

Titles of publications are shown in italics.

‘A’ positions 27
Abbott, A. 122, 125, 126
ability–motivation–opportunity (AMO) framework 22
Abratt, R. 297
accreditation, business schools 209–10, 218–19
Ackroyd, S. 150
action learning 187–9
action theory 231
Adams, J.S. 55
Adler, N.J. 293
adult learners at business schools 209
advancement 64
Africa, business schools 215–16
Agarwal, R. 328, 337
agency theory, and remuneration management 38, 43–6
Ahmed, P.K. 235
Alderson, S. 296, 297
Alexopoulos, M. 327
Allen, T.J. 90
Allerton, H.E. 232
Alvesson, M. 3
AMO (ability–motivation–opportunity) framework 22
Andrews, F.M. 93
Ansoff, I. 23
Argyris, C. 231
Ashby, R. 266
Asian countries
business schools 214–15
management ethics 286–7, 288–9
attract, retain and motivate 39
Audretsch, D.B. 268
Australia
gender pay gap 312
individualism and uncertainty avoidance 296–7
management ethics 288, 292
autonomy of professionals 125
Bae, K. 289, 292
Baets, Walter 215
Barger, P. 148–9
Barrett, F. 238
Bartlett, C. 114
Barton, D. 215
Basadur, M. 97
Batt, R. 253
Baumol, W. 276
Bebchuk, L.A. 42, 46, 47, 50
Becker, B.E. 28
Becker, H. 297, 298
Becoming a Manager: Mastery of a New Identity (Hill) 165, 176
Becoming the Evidence-Based Manager: Making the Science of Management Work for You (Latham) 147
Bell, D. 229
Bennis, W.G. 196, 204, 205, 212, 219
Berle, A.A. 42
‘big E’ evidence 193–4
Billsberry, J. 197
Birnik, A. 197
Bittman, M. 255
Black, S. 327
Blacker, F. 230
Blair-Loy, M. 254
Blau, P.M. 316
Bloom, N. 329, 332, 335
Boisot, M.H. 266
Bolden, R. 191
Bono, J.E. 62
Bouckaert, G. 129, 130
Boudreau, J.W. 21, 27
Boughzala, I. 236
boundaryless careers 65, 66–8
Boyacigiller, N.A. 293
Boyatzis, R.E. 190, 191
Boyd, B.K. 57
Bozionelos, N. 64
Handbook of research on managing managers

Bragger, J.D. 255
Brazil 356
Breschi, S. 268
Briner, R. 142, 147
Britain, see UK
Brock, D.M. 126
Brown, S. 265
Burns, T. 169, 174
Burrage, M. 122
business groups 358–9
business schools 203–24
businesses, expectations of managers 206–8
Cadbury, A. 37
Calafell Artola, M. 299
Campbell, R. 36, 45
Campbell, S. 208
Cantù, C. 266
Cappelli, P. 26, 30
career breaks, and gender 313
career penalties due to flexible working 253–4
career systems 63
careers 62–80
Carlson, S. 164, 168
Carnegie Report 192–3
Carter, N.M. 312
Cascio, W. 147–8
CEDAW (UN Convention on the Elimination of All forms of Discrimination Against Women) 309
CEO return 44
Ceylan, C. 98
Cheng, M.I. 191
Chesbrough, H. 275, 276
Child, J. 105, 106
China
business schools 215
collectivism and uncertainty avoidance 299–301
Corporate loyalties 294, 300
investment in management practices 338
managing managers 355
choice 167–9
Choices for the Manager (Stewart) 168
Chong, E. 190
Chung, C. 289, 292
Church, A.H. 23
Clegg, C. 274
Clegg, S. 149–50, 151
Clore, K. 1
Coase, R.H. 41–2, 44
cognitve diversity 270–72
Colby, A. 192
collective intelligence 229
collectivist cultures 293
Collings, D.G. 26
Commitment, and talent 21
compensation, see remuneration
competences 189–92
and talent 21
competition, and professions 127
complexity, organisations 265–6
conservatism 293, 294
Consumer Finances over the Life Cycle (Lansing and Morgan) 335
corporate performance, and remuneration 45–6
Corsaro, D. 268
creating shared value 216, 222
creative leaders 237–8
creative thinking skills 93
creativity 87–92
and diversity 272–4
critical management studies, and social constructionism 150
critical realism, and evidence-based management 142, 152–5
Croppanzano, R. 53
CSV (creating shared value) 216, 222
cultural value dimensions, and ethics 292–5
culture
and managerial careers 76–8
and managerial work 170–71
and managing managers 283–303
and women in management 317, 320–21
Index

Cunliffe, A.L. 209
Currie, G. 190
Cyert, R. 42

Dal Colletto, Armando 215
Dalton, M. 174
Dameron, S. 206
Darby, R. 190
Datar, S. 207
Denmark, hospital doctors 134
Dent, M. 127
deregulation, professions 127
Desrochers, P. 269
developed countries, management practices 335–6
developing countries 351–64
business schools 214–18
management practices 335–6
developmental experience, and innovative managers 97
Devers, C.E. 36
Di Gropello, E. 15
Dietz, J. 194
DiMaggio, P.J. 46–7
direct discrimination 315
discrimination, against women 315–18
Disneyland 149
distributive leadership 134
divergent thinking 96–7
diversity and creativity 90, 272–4
and innovation 266–9
in organisations 269–72
Dodd–Franks Act 54
Dolecheck, C. 286, 295
Dolecheck, M. 286, 295
Donaldson, L. 212–13
Dopson, S. 105, 143
Dowell, B.E. 26
Downs, Y. 29
downsizing 2
Dries, N. 21
Drucker, P.F. 219, 227, 233–4
Dudezert, A. 236
Durand, T. 206
dynamic managerial capability 191

EBM (evidence-based management) 141–57
economic development stage, and management practices 337–43
economic theories, and discrimination against women 315

Education of American Businessmen: A Study of University-College Programs in Business Administration (Pierson) 192

Edvinsson, L. 230
Edwards, R. 108
efficiency-driven economies, and investment in management practices 337–8
egalitarian commitment 294
Eisenberg, E. 149
Eisenhardt, K. 265, 327
Elenkov, D.S. 287
Ely, R.J. 269–70
emotional factors in management 175–7
enterprise and managerial engagement 353–8
environment, promoting innovation 91, 95–6, 98–9
EOO (evidence-oriented organizing) 154
equal opportunities, developing countries 361–2
Equal Pay Convention (ILO) 321
equity and justice, and remuneration management 53–4, 55
Esping-Andersen, G. 130
ethical decision-making 285–92
ethics and cultural values 284–303
of talent management 28–30
evidence-based management (EBM) 141–57, 193–6
evidence-oriented organizing (EOO) 154
executive careers 75–6
executive education, and business schools 213–14
factor-driven economies, and investment in management practices 337
fairness 285
family businesses, developing countries 359–61
Heusinkveld, S. 251
high-performers and talent 23
high potential and talent 23
Higher Education for Business (Gordon and Howell) 192
Hildyard, Luke 53
Hill, L.A. 165, 176
Hinings, C.R. 124
historical institutionalism, and women in management 320
Hocking, D. 239
Hofstede, G. 283, 284, 285, 292–3, 295, 296, 302
homosocial reproduction, and discrimination against women 317
Hong Kong
collectivism and uncertainty avoidance 301–2
corporate loyalties 294
management ethics 288–9, 292
Hood, C. 129–30
hospital doctors 134–5
Howe, J. 275
Howell, J.E. 192
Hoyt, R. 297
Huang, J. 28
Huber, G. 231
Hui, C.H. 293
human capital, and gender 318–19
human resource management, and front-line managers 109–10
Huselid, M.A. 27
Hutchinson, S. 113, 114
Hutton Report 54
idealised influence 94
ILO, see International Labour Organisation
In Search of Management (Watson) 176
India
business groups 359
collectivism and uncertainty avoidance 301–2
family businesses 359–61
firm growth 351
jugaad 362–3
management systems 356–8
managerial careers 77–8
individualised consideration 94–5
individualism–collectivism 292–3
individualist cultures 293
Indsco 172
industrial relations, and front-line managers 110–11
informal aspects of managerial work 172–7
innovation 87–9
and diversity 266–9
innovation-driven economies, and investment in management practices 338
innovative managers 92–8, 99
inspirational motivation 94
institutional isomorphism 46
institutional theory, and women in management 320–22
intellectual autonomy 293
intellectual stimulation 94
International Labour Organisation (ILO)
Convention of Equal Pay 321
and gender equality 309
internationalisation, and talent management 18–19
interpretations, and cognitive diversity 271
Islam, G. 356
Israel, managerial careers 77
Izraeli, D. 294, 296, 298, 299
Jackall, R. 174, 175–6
Jackson, T. 287–90, 291, 294, 296, 299, 300, 301, 302
Jacobs, J. 269
Jamous, H. 128
Japan
collectivism and uncertainty avoidance 300
management ethics 286, 288–9, 292
managerial careers 78
Jensen, M.C. 43, 45
job characteristics, and creativity 89–90
Johnson, T.J. 128
Jones, J.T. 21
Jubb, R. 190–91
Judge, T.A. 62
jugaad 362–3
Kacmar, K. 145–6
Kahneman, D. 55
Kaiser Permanente 132
Kakabadse, A. 296, 297
Kale, P. 327
Kanter, R.M. 172
Karaevli, A. 27
Kath, L. 110
Katz, R. 90
Kay, John 56
Khurana, R. 54, 204
Klein, J. 104
Knies, E. 251
knowledge 228–9
knowledge in business 229–32
knowledge management 232–9
Kodama, F. 268
Kolb, D. 188, 194
Korea
collectivism and uncertainty avoidance 300
management ethics 288–9, 292
Kotter, J.P. 167
Kramer, M. 216, 221–2
Kwan, K. 152
Lamy, D. 239
Lansing, J.B. 335
Larson, M.S. 122, 125
Latham, G. 147
Latin America, business schools 215
law of requisite complexity 266
law of requisite variety 266
Lawler, E.E. 56, 142
LCMP (life cycle of management practices) 328, 335–43
Le Deist, F.D. 198
leadership 133–4
and creativity 92
and innovative managers 95–8
leadership styles, and gender 323
Learmonth, M. 153
learning, and managerial careers 68–70
Leavitt, H.J. 205
Lee, K.-H. 301
legitimacy 172–3
leverage theory, and front-line managers 115
Levine, S. 123
Lewis, R.E. 27
Li, Haiyang 355
life cycle of management practices (LCMP) 328, 335–43
Light, D. 123
Lightfoot, W.S. 216
‘little e’ evidence 193, 194–6
Lobel, S.A. 90
London School of Economics (LSE), World Management Survey (WMS) 329
Longenecker, C.O. 112
Longino, H.E. 239
Lorsch, J. 54
Luthans, F. 161, 174–5
Lynch, L. 327
Lynton, N. 215
Lyonski, S. 297
MacDuffie, J.P. 332
MacNamara, M. 187, 188
macro-environment, effect on firm practices 335–6
Malone, M.S. 230
Malone, T. 229
managed professional business (MPB) 123, 126–7
Management Charter Initiative (MCI) 189–90
management education 183–98
business schools 203–24
management practice score (MPS) 329–32
management practices 327–47
global comparisons 332–4
life cycle of management practices 335–43
measurement 329–34
management roles 162–4
Management Standards Centre 189
Managerial Behavior (Sayles) 169
managerial careers 62–80
across cultures 76–8
boundarylessness perspective 65, 66–8
global 78–9
vs executive careers 75–6
managerial competences 189–92
managerial power theory, and remuneration 41–3
managerial work 161–78
managers
definition 37, 62
front-line managers 104–16
and knowledge management 233–9
pressures 165–6
as relation-handlers 169
roles 162–4
views on remuneration 54–6
and work–life agendas 248–57
Managers and their Jobs (Stewart) 164
managers as relation-handlers 169
Managers Managing (Hannaway) 175
Managers, Not MBAs (Mintzberg)
186
Mangham, I.L. 189, 191
Mannion, R. 133
Manville, B. 264
March, J. 230, 231
March, J.G. 42
Martin, J. 327
Martin, L. 188
Martins, L.-P. 106, 114
Mathisen, G.E. 92
Matthaei, E. 165
Mayrhofer, W. 46
McCarthy, A. 249, 251
McCarthy, S. 143, 144
McDonald, G.M. 286, 292, 297, 301
McDonald, P. 3, 252
McDonnell, A. 15, 23
McGovern, F. 112
MCI (Management Charter Initiative)
189–90
McKelvey, B. 266
McKinsey group 16–17
McLeod, P.L. 90
Means, G.C. 42
Meckling, W.H. 43, 45
medical profession 134–5
Mellahi, K. 26
Men and Women of the Corporation
(Kanter) 172
Men Who Manage (Dalton) 174
mentoring role of managers 94–5
Merton, R.K. 167–8
Meyer, J.W. 128
Michaels, E. 21
Michielsens, E. 247
middle management, and front-line
managers 113–14
Miller, P. 126, 129, 131
Mintzberg, H. 124, 135, 163, 166, 171,
186, 197, 204, 211, 213, 219
Moral Mazes (Jackall) 174
Morehead, A. 250
Morgan, J.N. 335
Morrell, K. 153
Moss, P. 64
MPB (managed professional business)
123, 126–7
MPS (management practice score)
329–32
Mumford, M.D. 237
Murphy, K.J. 48
Nag, R. 234
Nair, C. 214–15
national culture, see culture
natural ability and talent 22
Nature of Executive Work, The
(Matthaei) 165
Nature of Managerial Work, The
(Mintzberg) 163, 166
Neimanis, G.J. 287
Netherlands, hospital doctors 134–5
Neues Steuerungsmodell, Das 130
new career deal 71–4
new public management (NPM) 123,
129–31
developing countries 354–5
new steering model, Germany 130
Newstrom, J.W. 299
Nielsen, K. 250–51
Nielsen, L. 344
nine-point talent grid 23–5
Nonaka, I. 228, 229, 236
Noordegraaf, M. 168
Norling, F. 354
normative isomorphism 46
NPM, see new public management
Nyanducha, E. 215–16
Nyberg, A. 44
Oakes, K. 25
Oakey, D. 56
Ober, J. 264
O’Brien, J.P. 211, 212
Ohly, S. 274
Okleshen, M. 297
O’Neill, C. 25
open innovation 274–6
optimal contracting theory, and
remuneration 46–9
organisation capabilities 4
organisation culture, and creativity 91
organisation theory, and discrimination
against women 315–16
organisational characteristics, and
women in management 322–3
organisational institutionalism, and
women in management 320
organisational knowledge 227, 229–32
organisational learning, developing
countries 362–3
organisational strategy, and creativity
91
organisations
as complex adaptive systems 265–6
diversity 269–72
O’Toole, J. 196, 204, 205, 212
P² (professional partnership) model
126–7
Page, S. 270–72, 275
Paine, L.S. 300
Pak, C.K. 286, 292, 297, 301
Pakistan
gender equality 310
women in management 311
Partridge, B. 105, 106
Patriotta, G. 234
pay, see remuneration
Peck, S.I. 45
Pedler, M. 187
Peloille, B. 128
Peltro, P.J. 295
Penrose, E.T. 267, 269
Pepper, A. 36, 45
performance of firm, and
remuneration management 45–6
performance-related pay 39
Perkins, S.J. 52
Perry-Smith, J.E. 273
personal characteristics, and gender
323
perspectives, and cognitive diversity
271
Peteraf, M.A. 191–2
Peters, P. 251
Pfeffer, J. 29, 42, 143, 148, 185, 196, 210, 316
Poland, management ethics 289–90
Polanyi, M. 229
political factors in management 174–5
Pollitt, C. 129, 130
Porter, M. 216, 221–2, 332
Posner, B.Z. 287, 292
potential and talent 23
Powell, WW. 46, 47
power 151
Prahalad, C.K. 216
predictive models, and cognitive
diversity 271
pressures of managerial work 165–6
PRiME (Principles for Responsible
Management Education) 221
principal–agency theory, see agency
theory
Principles for Responsible
Management Education (PRiME) 221
Principles of Scientific Management,
The (Taylor) 107
private sector professions 120–21, 126–8
Procter & Gamble 277
professional bureaucracies 124
professional development, and business
schools 213–14
professional partnership model (P²)
126–7
professionals as managers 131–5
professions 120–37
development of 121–3
profit sharing 45
prospect theory, and remuneration
management 55
Prusak, L. 232
psychological contract 2–3
psychological safety, and creativity 91
public policy, and life cycle of
management practices 346
public sector professions 120–21
and New Public Management
129–31
Purcell, J. 113, 114
Qian, Dean 215
Quinn, J.B. 230
Index

Raelin, J. 187, 188
Raes, A. 352
Rahman, S. 354
Ralston, D.A. 286, 295, 301
Ramstad, P.M. 21, 27
rational choice institutionalism, and women in management 320
Rayment, J.J. 216–17
Real Managers (Luthans) 161, 174–5
Reay, T. 141, 145
recession reaction, and talent management 19
recruitment and selection, front-line managers 113
Reed, M. 149
Reidenbach–Robin multidimensional scale 287
relation-handling 169
relationship building, developing countries 362–3
relay succession 76
remco (remuneration committee) 39
remuneration 36–58
remuneration committee (remco) 39
research, business schools 210–12
retention of senior managers and executives 75–6
Revans, R.W. 187–8
Rhodeback, M.J. 297
Robertson, D.C. 298, 299
Robotham, D. 190–91
role-modelling
innovative managers 94
work–life balance 254–7
roles, managerial 162–4
Romanchek, B. 57
Rose, N. 126, 129, 131
Rousseau, D. 141, 142, 143, 144, 145, 146, 147, 193
Rowen, B. 128
Ruch, W.A. 299
Russia, management ethics 289–90
Rynes, S. 143
Salancik, G.R. 42
Samuel, J. 21
Sanders, W.G. 51, 52
Sayer, A. 156
Sayles, L. 169
say-on-pay 51, 53, 56
Schein, V.E. 321
Schlegelmilch, B.B. 298, 299
Schlesinger, R. 104
Schön, D. 231
Schumpeter, J. 274
Schwab, K. 332, 337
Schwartz, S.H. 288, 293, 294, 302
selection, innovative managers 95
Semmelweis, Ignaz 193
Senge, P.M. 233
Shalley, C.E. 90, 273
Shepherd, C. 235
Silva, C. 312
Silzer, R. 23, 26
Singh, H. 327
Singhapakdi, A. 286, 295, 300
Slind, M. 237
SMEs, and knowledge management 240
smiling behaviours 148–9
Smith, J.A. 216–17
Smith, P.B. 294, 302
Smith, R. 149
social constructionism, and evidence-based management 149–52
social learning systems 231–2
social norms, and women in management 320–21
social technologies, and knowledge management 236
sociology of work, and discrimination against women 316–18
Sorokin, P.A. 335
Spain, collectivism and uncertainty avoidance 299–301
Spencer, A. 317
Spender, J.C. 232, 233
Starbuck, W. 146
Starkey, K. 204, 222
Statler, M. 192
status 64
Stewart, R. 164, 168, 171
Stirling, A. 267
Stone, K. 106
Straub, C. 249, 250
succession 76
support, innovative managers 97–8
Suzuki, J. 268
Swailes, S. 29
Switzerland 298
Swords, D.F. 297
Syed, J. 152
symbolic aspect of managerial work 173
Systemic Source Book in Rural Sociology (Sorokin et al.) 335
tacit knowledge 229
Takeuchi, H. 228
talent 20–25
talent management 15–33
definition 25–8
emergence of 16–19
ethics 28–30
Tansley, C. 28
Taylor, F.W. 107, 205
Taylor, M.S. 64
technical expertise, innovative managers 93
technological change, and professions 127
Temkin, S. 211
Tengblad, S. 166, 170
Thailand, collectivism and uncertainty avoidance 300
Theory of the Growth of the Firm, The (Penrose) 267
Thomas, D.A. 269–70
Thomas, R.S. 57
Thompson, P. 155
Thurley, K. 105
Tombe, T. 327
total reward 37
Tourish, D. 144, 156
tournaments, and remuneration management 44
Townsend, K. 112, 113
traditional careers 65–6, 71
training and development 75
front-line managers 112–13
innovative managers 96–7
transformational leadership 94–5, 97
Triandis, H.C. 295
Trompenaars, F. 294–5, 303
Tsang, E. 152
Turkey
gender equality 310
women in management 312
Tversky, A. 55
Twenge, J.M. 208
Tzabbar, D. 77
UK
gender equality 310
gender pay gap 312–13
individualism and uncertainty avoidance 296–7
managerial culture 171
remuneration reports 48–9
Ulrich, D. 21
UN Convention on the Elimination of All forms of Discrimination Against Women (CEDAW) 309
uncertainty avoidance 292, 295–302
United Nations, and gender equality 309
universal–particularism 294–5
upper-echelon theory, and remuneration management 50–53
Uren, L. 21
USA
individualism and uncertainty avoidance 296–8
management ethics 288, 292
Valcour, P.M. 253
values, across cultures 284–5
van der Vorm, B. 216
Van Reenen, J. 329, 335
Verbeke, A. 4
Vie, O.E. 170
Vince, R. 188
Von Krogh, G. 236
Walker, D.I. 47
Watkins, M. 237
Watson, C. 211
Watson, I. 315
Watson, T.J. 173
Weaver, K.M. 299
Weekes, W.H. 187, 188
Weick, K.E. 124
Welch, J. 27
Wenger, E. 231–2
Westwood, R.J. 287, 292
Wharton, A. 254
Wheatley, M. 238
Whipple, T.W. 297
White, L.P. 297
Whitfield, J. 145–6
Wiig, K.M. 232
Winterton, J. 198
Wirdenius, H. 105, 166
Wiseman, R.M. 36
Witz, A. 122
WMS (World Management Survey) 327, 329
women in management 307–24; see also gender
Wooldridge, B. 105
work–life agendas 245–59
World Management Survey (WMS) 327, 329
Wren, D. 106
Wright, P. 52
Yarrington, L. 111
Ye, Mei 215
Yunus, Muhammad 216
Zack, M. 238
Zhang, Y. 355
Zhou, J. 900.