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Too often professional staff

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**are thrust into the role of
manager without
preparation or subsequent
guidance over what
becoming a manager** 
**entails. On Becoming a
Manager is written by**

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**managers from a range of
personal social services
settings. It describes the
transition from practice into
this new world of
management and includes
advice, guidance and tips on**

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**a range of issues, including
managing risk, change,
conflict and resources.
Alongside these are tools for
managers which are
particularly relevant in the
context of Community Care**

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and the Children Act 1989,
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such as budgeting,
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evaluating and
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empowerment through
contracts. It is an essential
reader for about to be ❖ **, new**
and existing managers

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**wishing to improve and
consolidate their practice.
An expert in management
takes on the conventional
wisdom about disruption,
looking at companies that
proved resilient and offering**

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managers tools for survival.
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**“Disruption” is a business
buzzword that has gotten
out of control. Today
everything and everyone
seem to be characterized as
disruptive—or, if they aren't**

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**disruptive yet, it's only a
matter of time before they
become so. In this book,
Joshua Gans cuts through
the chatter to focus on
disruption in its initial use
as a business term,**

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**identifying new ways to
understand it and
suggesting new tools to
manage it. Almost twenty
years ago Clayton
Christensen popularized the
term in his book The**

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Innovator's Dilemma,
writing of disruption as a set
of risks that established
firms face. Since then, few
have closely examined his
account. Gans does so in this
book. He looks at companies

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**that have proven resilient
and those that have fallen,
and explains why some
companies have successfully
managed
disruption—Fujifilm and
Canon, for example—and**

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**why some like Blockbuster
and Encyclopedia Britannica
have not. Departing from the
conventional wisdom, Gans
identifies two kinds of
disruption: demand-side,
when successful firms focus**

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**on their main customers and
underestimate market
entrants with innovations
that target niche demands;
and supply-side, when firms
focused on developing
existing competencies**

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**become incapable of
developing new ones. Gans
describes the full range of
actions business leaders can
take to deal with each type
of disruption, from “self-
disrupting” independent**

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**internal units to tightly
integrated product
development. But therein
lies the disruption dilemma:
A firm cannot practice both
independence and
integration at once. Gans**

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**shows business leaders how
to choose their strategy so
their firms can deal with
disruption while continuing
to innovate.**

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understand strategic
processes, examine current
practices, and identify the
needs of regeneration**

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management professionals,
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this book cites current
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regeneration management
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practice within a framework
which critically examines the
theoretical models
developed over the past

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**twenty years. It features
illustrative case studies,
learning objectives, key
themes boxes, and review
and reflection segments, and
explains strategic processes
and new forms of local, sub-**

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**regional and regional
management. It also
investigates the
development and extension
of the roles of regeneration
managers (which
increasingly illustrate the**

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**uneven and contradictory
nature of this subject), and
raises important issues
regarding how such
individuals are supported
and developed. This book:
examines current initiatives**

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**in order to present good
practice provides
practitioners and students
with an understanding of the
choices, challenges and
dilemmas faced by
regeneration managers**

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**focuses on the themes of
partnership, capacity
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within a changing local, sub
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within which new models of
strategy and implementation
can be found, it presents a

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existing theory and practical
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Cause Great Firms to Fail
The Innovator's Dilemma
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Transition

In this book, a resource-oriented perception of sustainable management is presented. Firms that decide to act more sustainable have to bear in mind that they do

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*not only need resources for
economic activities today, but
that they will need these
tomorrow as well. This leads to
contradictory management
rationalities firms must deal
with. The author presents his*

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*findings as regards the
development of environmental
and social responsibility and
introduces a theory of
management ecology. He
takes a close look at the
contradictions businesses have*

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to face when governing their
activity towards sustainability.
Moreover, he identifies
different notions of the
resource term in management
studies and develops a
“sustainable resource

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management” which could
help businesses redirect their
economic activities from a
solely profit-oriented to a
resource-oriented way of
operating.

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authoritative volume, the
world's top Theory of
Constraints (TOC) experts
reveal how to implement the
ground-breaking management
and improvement methodology*

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Goldratt. Theory of Constraints
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examination of this
revolutionary concept of
bringing about global
organization performance*

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few leverage points of the
system. Clear explanations
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and case studies define how
the theory works, why it
works, what issues are

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*resolved, and what benefits
accrue, and demonstrate how
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different industries and
situations. Theory of
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major improvements in
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delivering projects on time, to
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specification, and within
budget Drum-Buffer-Rope
(DBR), Buffer Management,
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methods to ensure that
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*escalating demand for services
while retaining financial
viability Integrating the TOC
Thinking Processes, the
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Focusing Steps of TOC, and*

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Six Sigma as a system of tools for sustainable improvement
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thorough treatment of these
facets and demonstrating the
philosophical underpinnings of
each dimension of knowledge
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publisher.

How do terrorist groups

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control their members? Do the
tools groups use to monitor
their operatives and enforce
discipline create security
vulnerabilities that
governments can exploit? This
title examines the great

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*variation in how terrorist
groups are structured.*
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*new business paradigm shows how
firms that do "everything right" can
nevertheless fail because of new
technologies and disruptions in the
market structure. Reprint.*

*The biggest single issue currently
facing school managers is how they*

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*should appraise their staff and what
the implications of the process are.*
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*This edited collection brings together
the latest thinking on the subject,
from both the UK and overseas, and
places it directly in the context of
school management. Issues discussed*

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include the role of appraisal in school leadership and the role of appraisal in developing teachers. The importance of this combined with the lack of published material on the subject make this book an essential purchase for all headteachers, heads of

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*department, INSET co-ordinators and
postgraduate educational
management students.*

*The book begins with an overview of
the constraint-based perspective on
systems and organizations, commonly
referred to as the theory of constraints*

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or synchronous management. The
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first section will guide you through
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the fundamental principles and
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processes that are the backbone of the
thinking process application tools.
The second section contains the step-
by-step guidelines for each of the five

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thinking process application tools.
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These tools utilize sufficient cause
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thinking and necessary condition
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thinking. Third section introduces two
ways that two or more of the thinking
process application tools are
combined, providing robust processes

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communicating problems and
solutions. This book can be used as a
field guide to learning the five
thinking process application tools as
needed, based on their own particular
issues. You will have a full*

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*understanding of the theory and
practical application of these powerful
processes, including when and when
not to use each tool. The total benefit
is not just to apply the thinking
process, but to develop intuition and
have the ability to combine logic and*

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intuition in the same thinking process.

Effective management is crucial to the

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can reduce the risk inherently

associated with cooperative strategy.

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perspectives, as well as an
international standpoint in the form
of selected cases from various Central
European countries. The authors
claim that without some type of
network management, irrespective of*

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*the type of network, it is impossible to
effectively compete with other
companies and/or networks. As
network organizations are
representative of a broad range of
possible network types, i.e. alliance
networks, clusters, outsourcing, and*

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organizations. The book features
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dilemmas and moral
challenges that confront
healthcare managers on a
day-to-day basis. Good
management requires making
morally sound decisions

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community, patients, and
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structural issues, and
adopt an ethical decision-
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Chinese Enterprise

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Technological University.
Held on 13 and 14 December
2007 at Nanyang
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and the Singapore Chinese
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Industry respectively, the
succeeding ICCER enjoyed
immense support from local
and international
Management scholars,
boosting the scale and
academic standing of the

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conference. The conference
invited famous keynote
speakers, including
Professor Zhang Weiyang,
Dean of Guanghua School of
Management, Peking
University and Professor

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Zhao Renwei, former
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director of the Institute
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of Economy, Chinese
Academy of Social Science.
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At the same time,
attendance also included
heads of Nanjing

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University, Sun Yat-Sen
University, Northwest
University and Sichuan
University's Management
and Economics schools,
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economists such as
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and Mr Jack Niu, Deputy
Group Chief Credit
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from the conference are
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presented to the readers
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in this proceedings."
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Presents the first in-
depth evaluation of the
theory of constraints
(TOC) based on

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investigations at 21 US
and European companies. In
addition it provides a new
development in the theory
of constraints called the
thinking process, which is
no less than an attempt to

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bring systematic logic to
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problems.
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Leadership, the practice
of focusing and motivating
a group or organization to
achieve its aims, is a

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much discussed but often
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of metaphorical journeys
of discovery, thematically
organized around
fundamental dilemmas
within the field of
leadership studies.
Building on the success of

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previous editions, the
text uses a simple map-
based approach to consider
dilemmas such as: Is a
leader born or made? How
are tensions between
ethical dilemmas and

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economic self-interest
resolved? How does a
leader's desire for
control balance with the
need to empower members of
the organization? This
third edition contains a

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brand new chapter on
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Organizational Melting Pot
Ethical Dilemmas in
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On Constraints Management

In the midst of the most severe recession for 80 years there is little need to argue that organizations are beset by dilemmas and paradoxes. Confidence in prevailing business models and in the

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underlying assumptions
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underpinning business decisions
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over many decades has now been
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shaken. But it is not enough to rail
against arrogance and greed.
Within their own (flawed)
assumptions bankers and corporate

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leaders were acting rationally. A major reason for the failure to anticipate and warn is that observers of organizations usually tend to view organizations in terms similar to those employed by the people who run them: as rational,

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sensible and objective, whereas, in fact, they are usually confused and confusing, paradoxical and contradictory entities. Paradox is at the heart of how organizations work (or don't work) yet the phenomenon has been strangely

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unstudied. In an age of crisis and
Problem Identification And
uncertainty, dilemmas and
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paradoxes are especially evident
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and prevalent. The fascination and
the promise of paradox is that there
is also a sense that there is a
hidden truth entwined within the

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opposites. This we contend is a challenge for leaders. The ultimate responsibility of leadership is to make sense of these and to handle them in a competent manner. This demands a new mode of leadership. The management of

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dilemma and paradox it is
Problem Identification And
contended, the essence of
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leadership today. Paradoxical
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forces provide a dynamism which,
although often experienced as
potentially threatening,
discomforting and negative can

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also be exciting, promising and
positive. "The assumption that

organizations are rational entities is
challenged every day in the work

environment by a rich reality of

asymmetries between conflicting

forces, complexity, hidden

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intentions and paradoxes. Anyone
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wanting to understand the real
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forces that govern organizations
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should read this book. A must read
for modern leaders who have the
intellectual honesty to lead
organisations with open eyes and

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not with the over simplifications and
clichés of the past"--Giovanni
Ghisetti, Director Business
Transformation, Coca Cola
Enterprises Europe "Storey and
Salaman's description of the
paradoxes which characterise

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leadership today is hauntingly
Problem Identification And
accurate. Their intelligent optimism
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that those dilemmas can be met is
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as encouraging as it is challenging
for those of us who have to do just
that. Having read the insights in this
book I now understand how their

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business advice was always so
pertinent".--Andy Street, Managing
Director of John Lewis
This groundbreaking book provides
a framework and set of key
concepts enabling leaders to exert
their influence over the difficult

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choices and competing priorities
they confront. Compelling stories
and vivid case studies help to
deliver a serious game plan to any
leader who is grappling with
burnout caused by the manager's
dilemma.

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On Constraints Management

In attempting to understand and explain various behaviour, events, and phenomena in their field, psychologists have developed and enunciated an enormous number of 'best guesses' or theories concerning the phenomenon in

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question. Such theories involve
speculations and statements that
range on a potency continuum from
'strong' to 'weak'. The term
theory, itself, has been conceived
of in various ways in the
psychological literature. In the

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present dictionary, the strategy of
lumping together all the various
traditional descriptive labels
regarding psychologists 'best
guesses' under the single
descriptive term theory has been
adopted. The descriptive labels of

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principle, law, theory, model,
paradigm, effect, hypothesis and
doctrine are attached to many of
the entries, and all such descriptive
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per-unit. Instead, this book offers a
process that directly answers the critical
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involves the intuition of the key people in the organization, together with the relevant data, to come up with the best available information from which to form a reasonable range of net profit, when the considered decision is added on top of all the other activities undertaken by the organization. The process is explained and

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Jungian psychology; feminism; post-
colonial theory; cultural history;
postmodernism; realism; institutional
theory; and class analysis. In addition,
they examine different organizatio
The 1980s and 1990s have seen a growing
interest in research and practice in the use
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characterised by a primary focus on technology, human issues, or power.

During the last five to ten years, this has given rise to challenges regarding the ability of a single methodology to address all such contexts, and the consequent development of approaches which aim to mix methodologies within a single

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problem situation. This has been
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particularly so where the situation has
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called for a mix of technological (the so-
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called 'hard') and human centred (so-called
'soft') methods. The approach developed
has been termed mixed-mode modelling.
The area of mixed-mode modelling is
relatively new, with the phrase being

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coined approximately four years ago by
Brian Lehaney in a keynote paper
published at the 1996 Annual Conference
of the UK Operational Research Society.
Mixed-mode modelling, as suggested
above, is a new way of considering
problem situations faced by organisations.
Traditional technological approaches used

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in management science have suffered
criticisms relating to their adequacy in the
past few decades, and these hard
approaches have been replaced by soft
methods, which consider process more
relevant than outcome. However, the sole
use of human centred approaches to
organisational problems has also proved to

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be inadequate. Mixed-mode modelling
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