

Introducing Management in a Global Context

凡治众如治寡
分数是也

Management of many is the same as management of few.
It is a matter of organization.

孫子 Sūn Zǐ; *The Art of War*
(c. 6th century BC)
Chinese General and Military Strategist.

Introducing Management in a Global Context

Robert MacIntosh and Kevin O’Gorman

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Dedications

To my beautiful wife Anne and our children Euan, Eilidh and Eva. There is nothing better in life than to spend time with you. Thank you.

RMacI

To my mother for the constant and continued support, and Diana and Keith for the never ending dinners, and Claire and her team for patience and printing; I could not have done it without you.

KDO

Acknowledgments

The genesis of this project can be traced to the decision to have the professoriate of the School of Management and Languages at Heriot-Watt University teach the first year undergraduate management course. The authoring teams responsible for each chapter have helped produce a book which offers a diverse set of perspectives on the main challenges facing those responsible for running global organizations. We are grateful to all those who helped shape the text and, alongside our authoring teams, there are a few individuals who deserve special mention. To our colleagues at Goodfellow Publishers, we remain indebted. Sally, Tim and Mac each showed a willingness to help bring a complex project to market in an unrealistically short time scale. Their calm and stoic acceptance of the production schedule were much appreciated and the professionalism of their work was exceptional. Thomas Farrington played a key role in checking and polishing the manuscript and we are also indebted to him for the speed and accuracy of his work.

RMacI & KDO

Biographies

Kyle Andrews is a Ph.D. student in Business and Management at Heriot-Watt University with research interests primarily in the commercialization process relating to university intellectual property. His work focuses on technology transfer offices and the ability of those working in such units to establish credibility when communicating between academics and industrial or commercial partners. Kyle has received both an MSc in International Business and Entrepreneurship (2012) and MSc in Media Management (2011) from the University of Glasgow. Kyle's BA in Mass Communication from the University of Tampa (2007) helped him establish a radio broadcasting career in both Tampa, Florida and Los Angeles, California where he worked as a producer, sound engineer and on air-personality.

Jiju Antony is recognised worldwide as a leader in Lean Six Sigma methodology for achieving and sustaining process excellence. He is a Professor of Quality Management in the School of Management and Languages at Heriot-Watt University, Edinburgh, Scotland. He is a Fellow of the Royal Statistical Society (UK), Fellow of the Institute for Operations Management (UK), Fellow of the Chartered Quality Institute (CQI) and a Fellow of the Institute of the Six Sigma Professionals. He has recently been elected to the International Academy of Quality and is the first one to be elected from Scotland and the fourth from the UK. He is a Certified Master Black Belt and has demonstrated savings of over £10 million pounds to the bottom-line of several organisations around Europe. He is currently serving as the Editor of the *International Journal of Lean Six Sigma* launched in 2010 by Emerald Publishers.

Praveen Balakrishnan Nair is an Assistant Professor in the School of Management and Languages at Heriot-Watt University, Malaysia Campus. He holds three post graduate qualifications in different functional areas of management and has earned his PhD in the area of environmental marketing. Prior to joining Heriot-Watt, he was attached to Curtin University of Technology and Swinburne University of Technology. His research interests lies in the area of corporate social responsibility, specifically environmental responsibility, and has written and presented papers in the area. Apart from these core research areas, Praveen is interested in 'greening' the business school curriculum, which he believes is an essential step towards moulding socially and environmentally responsible managers.

Dudley Peter Barrett (BSc. Economics and Accounting; Certified Financial Manager; ACCA; Senior Professional in Human Resources; Certified Supply Chain Professional; Operational Risk Manager) is a management consultant and school administrator based in Jamaica. His work focuses on the review and design of financial and operational management systems; the diagnosis and remedy of organizational efficiency and effectiveness issues; and the development, implementation and analysis of strategic change initiatives. He has over twenty years of experience in a wide variety of organisations in the Caribbean and a wide variety of management functions including strategic management, financial management, operations management, auditing, human resources management, information technology and marketing. He is been an Approved Tutor in the Heriot-Watt University programmes in Jamaica for over eight years, specialising in Strategic Planning, Marketing and Operations Management.

Umit Bititci is Professor of Business Performance at Heriot-Watt University, School of Management and Languages, Edinburgh, UK. Until December 2013 he was the Director of Strathclyde Institute for Operations Management and the Professor of Technology and Enterprise Management at the University of Strathclyde. In the past he served as: the Chairman of IFIP's Working Group on Advanced Production Management Systems and the Vice Chairman of the Institute of Operations Management. Currently he is a member of the Scottish Manufacturing Advisory Board. He has a blend of industrial and academic experience that spans across 35 years, and dedicated his career to understanding what makes high-performing companies different. He has worked with an international portfolio of companies and public sector organisations and has led several international research and development projects. He has published over 200 papers and regularly appears at international conferences and workshops as guest speaker.

Elaine Collinson is an Associate Professor in the Department of Management in the School of Management and Languages at Heriot-Watt University. With over 25 years of experience in the Higher Education sector, she has held a series of roles, primarily in an academic and research capacity but also in developing transnational education and industry links across the globe. Developing innovative approaches to high quality learning has always been a key focus of her activities for both the executive education participant as well as the full time student. Her extensive experience in international assurance of learning practices working with EFMD, AACSB and international partners across the globe, ensures that her teaching in the area of Marketing is global in outlook and practical in application. Core areas of both teaching

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Mike Danson is Professor of Enterprise Policy, Heriot-Watt University, Director of Doctoral Programmes in SML and Treasurer of the Academy of Social Sciences, and has published more than 200 papers, and edited academic journals and 13 books with over 15 different disciplines. He has a long experience of teaching economics, research methods and business studies at all levels within higher education. Mike has supervised many PhD students to successful completion. He has a wide range of academic and policy interests, including regional economic development, poverty, older people and early onset dementia, renewable energies, microbreweries and islands. He has advised national and local governments, development agencies, trades unions, the OECD, WHO and community groups. He is a frequent commentator on radio, TV, newspapers and on social media. You can follow him on twitter on @MikeDanson1.

Thomas Farrington is a Post-Doctoral Research Associate in Management and Organisation at Heriot-Watt University. His research examines contemporary issues in business and management, with particular emphasis on marketing and cultural authenticity; management practice and business ethics; consumer identity and tourism; colonial histories and intercultural studies. Thomas has taught at South East European University in Tetovo and at the University of Edinburgh, from which he received his doctorate, and where he was Co-Director of the Scottish Universities' International Summer School. His work has most recently appeared in the *Journal of American Studies*, *Research in Hospitality Management*, and the *Journal of Marketing Management*.

Laura Galloway is Professor of Business and Enterprise at Heriot-Watt University and Dean of the University for Arts, Humanities and Social Science. Based in the School of Management and Languages, her teaching focuses on leadership and entrepreneurship and her research interests are in these broad themes too. In particular, Professor Galloway's research involves studying theory and practice relating to entrepreneurship amongst different groups, leadership, and the effects of entrepreneurship education on skills and business outcomes. Examples of her recent work include exploring the experiences of being a leader or an entrepreneur. Professor Galloway is also involved in an ongoing international comparative study on small business engagement with ICT.

Steven Glasgow is a PhD student in the School of Management and Languages at Heriot-Watt University. His research primarily focuses on how gender inequalities within the workplace are produced, maintained and disrupted. He has published in journals such as *Feminism & Psychology* and will guest edit a special issue for the journal *Interdisciplinary Perspectives on Equality and Diversity* (IPED). Steven received his MA (Hons) in Business Management from Heriot-Watt University in 2014. His teaching commitments include Research Methods and Employee Relations.

Keith Gori is a doctoral researcher in the School of Management and Languages at Heriot-Watt University. His doctoral research engages with Consumer Culture Theory, identity and consumer narratives in the context of the British Home Front during World War Two. More widely his research interests lie in consumer and marketing history, the development of notions of responsible business and CSR, and experiential marketing. He has presented both historical and contemporary research outputs at international marketing conferences and has published work in the *Journal of Marketing Management*. He teaches on global management and marketing courses in the Department of Business Management.

Colin Gregor is a PhD student at Heriot-Watt University, Edinburgh. His PhD thesis involves a longitudinal study of a high performance sports team to investigate the process of conflict and its effects on the team. Further research will explore the impact of conflict on performance, the relationship between conflict and cohesion, and how conflict is rationalised within a team dynamic. Colin is former captain of Scotland's 7 a-side rugby team and the third highest points scorer of all time. He teaches on the Management in a Global Context course.

Ros Haniffa is currently Professor of Accounting and Editor of *Journal of Islamic Accounting and Business Research* (JIABR). She received her BSc Finance from Northern Illinois University, MSc Accounting & Finance from University of Stirling and PhD in Accounting and Finance from University of Exeter. She has taught in various countries in Asia, Middle-East and Europe especially at postgraduate levels. Professor Haniffa has published widely in the areas of accounting, auditing, corporate governance, corporate social responsibility and Islamic accounting and finance and her papers are highly cited. She was included in the Muslim Women Power List by the UK Human Rights Commission.

Gillian Hogg is Pro-Vice Chancellor of Heriot-Watt University and Professor of Marketing in the School of Management and Languages. Her research

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Gordon Jack is a Ph.D. student in the department of Business and Management at Heriot-Watt University, with his current research interests focussing on management in highly autonomous environments. Gordon's work analyses whether or not people can in fact be managed in setting of quasi low-authority, including the judicial, medical and academic systems. Gordon received an MSc in Strategic Project Management from Heriot-Watt University in 2013 having gained a BSc (Hons) in Building Surveying from the same institution. His teaching commitments have included undergraduate Business Management and Business Entrepreneurship at 1st and 3rd year level respectively, with publications including *Who'd be a Dean* from the Association of Business Schools.

Julian D C Jones is Vice-Principal at Heriot-Watt University, Edinburgh, UK. He studied at the University of Wales, Aberystwyth before becoming a lecturer at the University of Kent at Canterbury. Since 1988, he has been at Heriot-Watt University, Edinburgh, establishing a research group in optical fibre sensors, optical instrumentation and laser-material interactions. In 2007, he became Deputy Principal for Strategy and Resources, in 2010 Vice-Principal, and additionally in 2013, Deputy Vice-Chancellor. He has over 500 publications. He is a Fellow of the Institute of Physics in the UK and is its Treasurer. He is also a fellow of the Royal Society of Edinburgh and the Optical Society of America. He received the UK honour of an OBE in 2002 for services to science and engineering.

Ihssan Jwijati is a Syrian academic who has gained an engineering degree from Nigeria, an Engineering Masters from the Imperial College in London and an MBA from Kuwait. He worked as a teacher during his degree years, and then assumed different management roles in retail and manufacturing. Currently he is preparing for his academia appointment after finishing his PhD in Heriot-Watt University. He is interested in understanding factors leading to successful performance management systems, and the impact of contextual factors such as national and organizational culture, leadership, and other factors such as organization structure, and governance.

Christopher Kerry is a PhD student in the School of Management and Languages at Heriot-Watt University. His thesis is centred on the theory of Open Innovation in the context of UK CATAPULT centres. It also addresses a variety of other concepts, most notably those of innovation systems and innovation policy, using a comparative case-study approach. He has taught on a variety of courses, including International Business, Enterprise and the Business Environment, Critical Approaches to Management and Operations Management. He has also delivered lectures on 'Sources of Innovation' and 'Innovation Networks' for the Innovation Management module. Christopher holds an MA (Hons) in Management having been awarded the W L Sleigh Prize and the Oxford University Press Crane and Matten Business Ethics Prize. He also holds an MRes in Research Methods for Business and Management.

Kevin Krebs is a PhD student within the School of Management and Languages at Heriot-Watt University, Edinburgh. His research in Business Strategy focuses on the utilisation of today's information technology by the informed customer, and the way it alters the purchase experience and customer-salesperson relationship in the high prestige automotive sector. Prior to this Kevin started his university career in one of Germany's elite Business schools, progressing to complete his Bachelor of Honours degree in Management, performing as one of the top 1% of his class at University of Strathclyde, testament to which is his nomination by the Google Undergraduate Awards in 2014. Kevin's academic interests have been rooted in his interest in corporate strategy and management consulting.

Dr. Min-Hsiu Liao is a lecturer at School of Management and Languages, Heriot-Watt University. Her research interests lie in discourse-based translation analysis and text producer-receiver interaction in communication. Her research addresses the issues of the spread of culture, and specifically on how the discourse from one culture influences that of another. She has studied the genre of popular science and multimodal communication in museum exhibitions. She has widely published in journals such as *Tourism Management*, *East Asian Journal of Popular Culture*, *The Translator*, and *The Journal of Specialised Translation*. She is currently involved in an interdisciplinary collaborative project on the internal and international narratives of dark heritage.

Robert MacIntosh is Professor of Strategy and Head of the School of Management and Languages at Heriot-Watt University. He trained as an engineer and has worked at the Universities of Glasgow and Strathclyde.

His research on the ways in which top teams develop strategy and on organizational change has been published in a wide range of outlets. He has a long-standing interest in research methods for business and management studies and has published on the relevance of management research using methods that include ethnography and action research. His blog doctoralstudy.blogspot.co.uk and his spin-out company stridesite.com both offer innovative ways of reaching new audiences. He has consulted extensively with public and private sector organizations and sits on the board of the charity Turning Point Scotland. His status as a dedicated fan of Aberdeen Football Club and the Scottish national team are part of an ethnographic study on persistent optimism.

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She is an Associate Professor in Marketing and is currently undertaking a PhD in Education investigating transnational education and the student experience.

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Marlene Muller's career is firmly entrenched in the fields of education and empowerment. Having worked in highly disadvantaged South African communities, her commitment to service delivery and improved community leadership inspired her to divert to the areas of Local Governance and Leadership. She was the Academic Director of the Kwa-Zulu Natal Institute for Local Government and Traditional Leadership, successfully operationalising public-private partnerships by training traditional leaders and elected public officials. Marlene has furthermore assisted local government practitioners in matters of local governance, organizational development, effective leadership and policy making. Academically, Marlene received awards in Research and Teaching, and published in the fields of sustainable service delivery, poverty alleviation, effective leadership and municipal governance. Marlene is currently the Under-graduate Programme Director on the Dubai Campus, lecturing in the fields of Business Management and Human Resource Management. Her teaching focuses on management theories, entrepreneurial start-ups, diversity management in the workplace, as well as organisational culture.

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Jaydeep Pancholi is a PhD student within the School of Management and Languages at Heriot-Watt University, Edinburgh. His PhD thesis is investigating business strategy within the context of conflict zones, reviewing

stakeholder influences on strategic decision and conflict resolution. Prior to this Jaydeep had gained a BA (Hons) in International Business and Marketing at the University of Strathclyde, Glasgow, including an exchange at Nanyang Technological University, Singapore, studying courses in management and culture. This was followed with working at a leading automotive manufacture in corporate fleet. Jaydeep's academic interests have been inspired by his extensive voluntary work in personal development and corporate sustainability, and being a trainer for a global NGO and an active member in the organisation of business ethics conferences.

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Preface

Most of you reading this book will interact with global organizations on a regular basis. As we step off another plane, train, boat or bus in a new land it is highly likely that we will discover that some of the world's best known brands have already arrived. Hidden from view as we buy our coffee, consume the news or connect our technology, the inner workings of global organizations have been busy ensuring continuity of service, consumption and commerce. In monetary terms, many global organizations are larger than all but a few nation state economies. When disaster strikes, it is often the inter-governmental and charitable global organizations that are first on the scene. This book addresses the challenges of managing a global organization from a variety of perspectives, but it is worth noting that a little temporal perspective can go a long way.

In our estimation, global management should not be studied in a temporal vacuum; history, the historical context and the evolution of business, organisations and management thought are needed to develop our contemporary understanding whilst dispelling some of the snappy sounding myths found in the very airport-style self-help books which form the backdrop to our international travels.

The provision of management is nearly as old as recorded human history. The span of written history is roughly 5,000 years, with Sumerian cuneiform being the oldest form of writing discovered so far. Since this writing tends to be used as the beginning of history, the period before writing might be referred to as prehistory. The oldest collection of texts that refer to management practice would be from a literary genre known as 'Ancient Near East Texts'. These texts belong to a large family of Eastern Mediterranean traditions from Mesopotamia, Asia Minor, Syria-Palestine, and Egypt; certain works date back to around 3500 BC. This then is a global literature as old as the history of writing itself.

Construction management was at work during the building of Great Pyramid of Giza (2560 B.C.) and services management to the hostels and inns in Mesopotamia (at least 2000 BC). In Egypt some characteristics of tourism, travel for curiosity or pleasure, can be found from about 1500 BC. By 1500 BC the Sphinx and the three great pyramids were over a thousand years old, and on the wall of one of the chapels connected to the pyramids there is 3500-year-old graffiti written by students on an educational trip.

There is also a large diorite stela in the Louvre Museum containing inscriptions commonly known as the Code of Hammurabi (1800 BC). Although the original purpose of the stela is somewhat enigmatic, within the inscription there are laws governing commercial hospitality management from at least 1800 BC. The punishment for watering-down beer was death by drowning. There was also a requirement that tavern keepers, on pain of death, report all customers who were felons.

Time itself is an illusive concept. Cleopatra, Pharaoh of Egypt, lived closer to the time of mass manufacture and the Model T Ford than to the building of the Great Pyramid of Giza. Take a few moments to consider other forms of management, and their place in history:

Education Management: The University of Salamanca, Spain, predates the Aztec Civilization. The University of Salamanca was officially established by Papal Bull in 1218, over 100 year before Tenochtitlán was built in 1325, marking the accepted beginning of the Aztec civilization.

Technology Management: Warner Bros. was founded while The Ottoman Empire still existed. The first Warner Bros. theatre opened in 1903 and in 1918 the Warner Bros. studio on Sunset Boulevard in Hollywood was opened, while The Ottoman Empire was dissolved in 1923 after over 700 years of existence.

Innovation Management: The gap between harnessing the power of flight and landing on the moon was just 66 years. The Wright Brothers managed to stay in the air for just 59 seconds in 1903 and within decades, Apollo 11 landed on the moon before journeying safely home again.

France was still using the guillotine when Star Wars was released. Star Wars first aired in cinemas in May 1977, four months before the last guillotine execution in France in September 1977.

Any such juxtaposition is of course, intended to make a point. Our point is to make you stop and think about the many wondrous developments of our modern, deeply organizational and seemingly interconnected work and to place them in their proper chronological place. Global management is a phenomenon that, if better understood, will serve to strengthen our understanding of the development of civilization as a whole; indeed, learning from the past practice will also continue to help to inform the future.

Robert MacIntosh & Kevin O’Gorman