

## ***Research in Management Consulting*** **Information Age Publishing**

*Series Editor:*

**Anthony F. Buono**  
*Bentley College*

**Mission Statement:** Research and theory building in management consulting have grown rapidly during the past several years. Complexity and uncertainty in today's fast-paced business world are prompting a growing number of organizations – profit and not-for-profit alike – to seek guidance in their concomitant change efforts. External and internal consultants and change agents have become increasingly visible in most, if not all, organizational change initiatives. Individual consultants and consulting firms are becoming increasingly involved in not only providing organizational clients with advice and new ideas but in implementing those ideas and solutions as well. Yet, despite this rapid growth and influence, management consulting is still often criticized for its mystery and ambiguity.

The basic objectives of this research series are to further the links and dialogue between applied scholars and scholarly practitioners in the consulting field, capturing innovative empirical and conceptual research and field experience, and disseminating the resulting insight to a broad range of practitioners, academicians and organizational executives. Targeted articles will focus on a wide range of topics, encompassing research on: the consulting industry itself, including the management, marketing and expansion of professional services firms; critical examination of current trends in the consulting field; conceptualization and evaluation of intervention techniques and strategies; and reflections on consulting experiences. Interdisciplinary and international perspectives on these different topics are strongly encouraged, as are perspectives from both internal and external consultants and change agents.

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### **Consultant-Client Collaboration:**

**(In Process)**

### **Coping with Complexity and Change (Volume 10)**

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**Emerging Trends and Issues in Management Consulting: (In Press)**  
**Consulting as a Janus-Faced Reality (Volume 9)**  
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**Board Members and Management Consultants: (In Press)**  
**Redefining the Boundaries of Consulting and Corporate Governance (Volume 8)**

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Preface by **Anthony F. Buono**, *Bentley College*

**CONTENTS: Preface:** *Anthony F. Buono, Bentley College. Introduction: Pierre Yves-Gomez, E.M. Lyon and Rickie Moore, E.M. Lyon. Part I: THE NEW EXPERTS: RISING EXPECTATIONS TOWARDS DIRECTORS.* Behind the Boardroom Doors: Changes Underway in U.S. Corporate Governance Post Sarbanes-Oxley, *David Finegold and Edward Lawler, III*. The Increasing Role Professional Service Firms Play in the Reform of Shareholders' Meetings, *Jose Luis Alvarez and Joan E. Ricart*. Why Don't More Investor Representatives Sit on Boards of Publicly Traded Companies? *Harry Korine. PART II: DEFINING THE BOUNDARIES OF THE NEW EXPERTISE.* Lessons from Recent Litigation in the USA: How Corporate Directors Can Better Protect Themselves, *Xavier de Sarrau and Thierry Tomasi*. Bounding the Role of the Director, *Gavin J. Nicholson, Geoffrey C. Kiel and Kevin P. Hendry*. Expectations of a Consultant in Corporate Governance, *David Risser. PART III: "SUPER" MANAGER OR "SUPER" CONSULTANT? THEORIZING THE ROLE OF THE DIRECTOR.* Knowledge and Accountability: Outside Director's Contribution in the Corporate Value Chain, *Morten Huse, Jonas Gabrielsson and Alessandro Minchilli*. Boards of Directors in an Era of Corporate Scandal: An Examination of the Question of Motivation of Non-Executive Directors, *Pierre-Yves Gomez and David Russell*. Agency Theory Based Corporate Governance: Crowding Out of Trust and Its Impacts on Management Consulting, *Michael Nippa and Jens Grigoleit. PART IV: A NEW PROFESSION: THE CONTRACT, THE RESPONSIBILITIES AND THE FUTURE.* Enabling or Facilitating Discriminatory Board Practices in Board Appointments: Where Are the Women? *Susan Adams*. How Sarbanes-Oxley is Transforming Board Rooms and Consulting: Intended Effects and Unintended Consequences, *Rickie Moore. About the Authors.*

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**Mastering Hidden Costs and Socio-Economic Performance (Volume 7) (2008)**

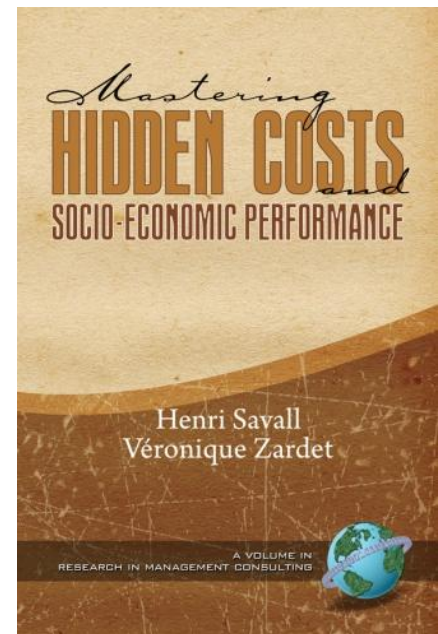
By **Henri Savall**, *University Jean Moulin Lyon 3 and ISEOR* and **Véronique Zardet**, *University Jean Moulin Lyon 3 and ISEOR*

Preface by **Anthony F. Buono**, *Bentley College*

**CONTENTS:** Preface, *Anthony F. Buono*. Acknowledgements. **Introduction, Henri Savall and Véronique Zardet. Part I: Hidden Costs Reduction and Socio-Economic Performance.** 1. The Origins of Hidden Costs. 2. Evaluating Hidden Costs. 3. The Sustainable Reduction of Hidden Costs. **PART II: Setting Up Socio-Economic Management.** 4. The Horivert Procedure. 5. The Socio-Economic Diagnostic. 6. The Socio-Economic Innovation Project. 7. Implementation. **PART III: Two Tools for the Customized Management of the Enterprise.** 8. Socio-Economic Management, Hidden Costs and the Periodically Negotiable Activity Contract. 9. The Strategic Piloting Indicator

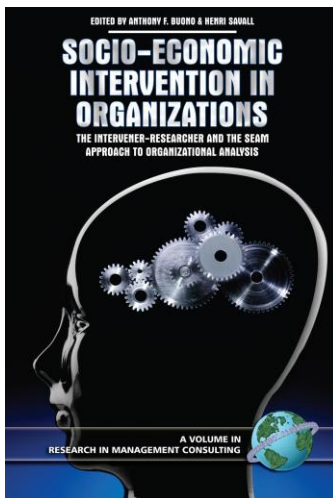
Indicator Logbook. **PART IV: Conclusion.** 10. Evaluation of Results. **Postscript. APPENDIX I:** The Research Work of the Socio-Economic Institute of Enterprises and Organizations (ISEOR). **APPENDIX II:** Summary Table of Studies Enterprises. **APPENDIX III:** Recommended Reading. **About the Authors.**

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## **Socio-Economic Intervention in Organizations: 2007 The Intervener-Researcher and the SEAM Approach to Organizational Analysis (Volume 6)**

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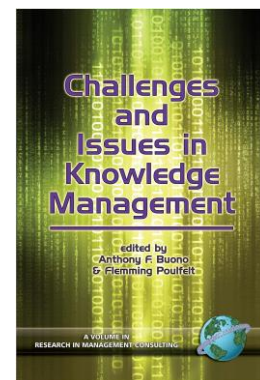
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## Challenges and Issues in Knowledge Management (Volume 5)

2005

Edited by **Anthony F. Buono**, *Bentley College* and **Flemming Poulfelt**, *Copenhagen Business School*

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*Jensen, Roskilde University. Complex Project Management in Small High-Technology Firms: Small Firms as Learning Models? Mette Mønsted, Copenhagen Business School. Part IV: Reflections on Knowledge Management and Management Consulting. Flaws in the “Engine” of Knowledge Creation: A Critique of Nonaka’s Theory, Stephen Gourlay, Kingston University and Andrew Nurse, Kingston University. Ten Years of Knowledge Management: Ramifications for Consultants, Nicolas Rolland, CERAM Sophia Antipolis, Alice Guilhon, CERAM Sophia Antipolis and Georges Trepo, HEC School of Management. The Wonderful World of Knowledge Management: Does Knowledge Management Really Add Value? Peter Holdt Christensen, Copenhagen Business School. Knowledge and Consultancy, Hans Siggaard Jensen, Learning Lab, Denmark. About the Authors.*

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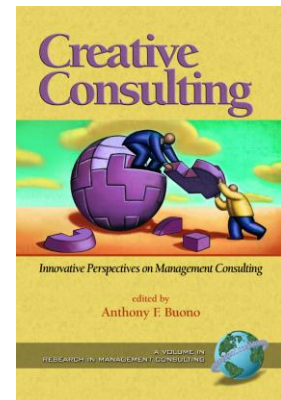
## Creative Consulting: Innovative Perspectives on Management Consulting (Volume 4)

2004

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## Enhancing Inter-Firm Networks and Interorganizational Strategies (Volume 3)

2003

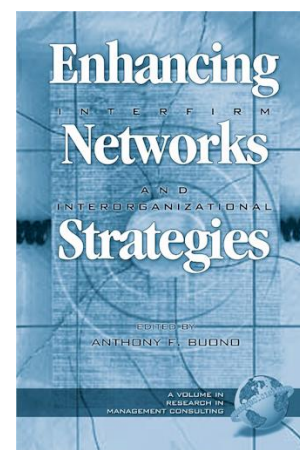
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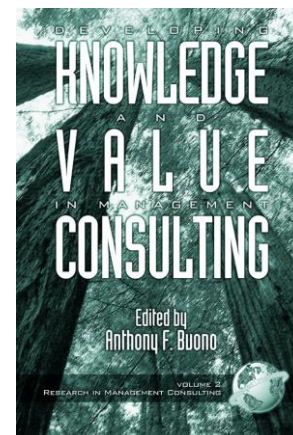
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2002

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## Current Trends in Management Consulting (Volume 1)

2001

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