
Editorial

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Biographical notes: Ajoy K. Dey is a Professor of Supply Chain and Operations Management at the Birla Institute of Management Technology, Greater Noida, India. He is an editor of the *South Asian Journal of Business & Management Cases* – a Sage publication, member of several editorial advisory boards and regular reviewer of many leading international management research journals. He is a university rank holder and possesses a blend of corporate, consultancy and academic experiences. His specific areas of interest are logistics and supply chain, engagement studies of students, patients and employees, project management and behaviour of millennial generation. He has conducted many training sessions, seminars and workshops in India and abroad. He has served as a resource person at many faculty and management development workshops. He conducts courses of supply chain management, operations management, research methodology and decision modelling with spreadsheet.

Tojo Thatchenkery is featured as one of the leading change thinkers in the recently released *Palgrave Handbook of Organizational Change Thinkers*, 2017. He is a Professor and Director of the Organization Development and Knowledge Management Program at the Schar School of Policy and Government, George Mason University, Arlington, Virginia, USA. He is a member of the NTL Institute of Applied Behavioral Science, and Taos Institute. He is the author of over a dozen of books and hundreds of articles. He has also published in practitioner journals such as *Harvard Business Review*. He has extensive consulting experience in change management, leadership development, organisation design and strategy, and knowledge management. His past and current clients include FAO of the UN, IBM, Fannie Mae, Booz Allen, PNC Bank, Alcatel Lucent, General Mills, 3M, British Petroleum, the International Monetary Fund, the World Bank, USDA, EPA, Akbank (Turkey), and the Tata Consulting Services (India).

In *Managers not MBAs: A Hard Look at the Soft Practice of Managing and Management Development*, well-known author Mintzberg (2015) shows the pitfalls of management education that has produced an army of MBAs but not necessarily positive well-being or better organisations. Though MBA began as a US product, it has been exported to rest of the world. Even countries such as Japan and Germany who were at the forefront of quality (TQM) and product innovation without business schools for most part of their industrial development history have now embraced the concept of management education. MBA has now become a truly global brand. At the same time, several management scholars have called for a radical reorganisation of management education that will address issues of social justice, diversity, and inclusion without sacrificing the need for companies to be profitable and competitive. Articles in this special issue explore several aspects of talent management that can make organisations a place of belonging for those who spend a significant part of their adult life in them. They include stakeholder engagement leading to participatory management and empowerment, leadership development that responds to gender biases and glass ceiling, effective recruiting and subsequent on boarding, managerial autonomy, and the need for enhancing emotional intelligence and interpersonal relationships for positive well-being and organisational effectiveness.

In the first article in this special issue, ‘Stakeholder engagement in a non-profit organisation: an issue-based perspective’, Anna Heikkinen, Johanna Kujala and Maria Inha share their insights into stakeholder engagement in a non-profit network organisation. Using qualitative methods and drawing from multiple data sources they examine stakeholder engagement from the dual perspectives of stakeholders and stakeholder relationships as well as the issues and their salience as advocated by the stakeholders. As one would expect, they find that non-profit network organisations are mostly dependent on stakeholder support for their financial well-being and continuing operation. For this reason alone, creating value added services for their constituents becomes vitally significant. Their findings contribute to the literature on collaborative understanding of stakeholder engagement in the non-profit context.

‘The effects of leadership development on women’s career success’, the second article in the special issue by Anna-Maija Lämsä and Terttu Savela extends our knowledge of leadership development through the lens of Master’s in Business Administration (MBA) programs. Using a gender perspective they show the need for paying special attention to women-only development program to address the issue of underrepresentation of women at all levels of management. They conducted a longitudinal qualitative study to understand the effect of one of the program modules, the women-only MBA, on the career success of women. Their research focused on self-efficacy mechanisms for explaining the women’s appraisals of their changes in abilities affecting their career success during the MBA program. By interviewing the participants at the beginning of the MBA and then after completing it, they were able to generate longitudinal findings. A trusting atmosphere, social support, new business competencies, and the ability to re-frame their mindsets concerning women’s career potential were found to be the key sources of self-efficacy that they were thought to have gained from the MBA experience.

Jaya Gupta and Dhyendra Mohan authored the third article in this special issue. In ‘Candidate experience in recruitment cycle facilitating employer brand: a case study of Idea Cellular Limited in the Delhi and NCR circle’, they explore the highly dynamic mobile telephone industry in the world’s most populous democracy. After the Indian

Government relaxed the regulatory environment in telecommunications industry, several private sector mobile telephone companies came into being and offered a healthy competition to the state monopoly. The introduction of free market competition radically transformed the industry and brought down prices customers pay for cellular voice and data services.

Acquiring right talent and creating a positive brand recognition became paramount important in the hyper competitive climate. To meet the changing profile of applicants, human resource department in the industry learned to meet candidate's expectations for career success. They conducted a detailed analysis of the recruitment processes in the finance and accounts department of Idea Cellular Infrastructure Services Limited and observed that several minor issues needed to be sorted out to enhance the candidate experience. Their research identified several such 'touch points' which are crucial to improve the overall experience.

Next, in the fourth article 'Managerial autonomy and control at a retail chain store', authors Esa Hiltunen, Saara Julkunen and Teuvo Kantanen examine the autonomy and locus of control (LOC) in department managers' working life at a large grocery retail unit of a hypermarket chain in Finland. The conversational patterns of two departmental managers were analysed in similar work situations – women with high self-efficacy and internal LOC, but very different personalities. They identified several variables that had impact beyond managers' typical span of control. They were also able to show the role of autonomy and LOC as part of a retail store's efficiency narrative.

Tero Montonen, Jukka Moilanen and Päivi Eriksson authored the fifth article for this special issue. In 'Where does it lead to? Nowhere! Problematic sensemaking concerning commercialisation', they make use of Karl Weick's now famous sensemaking framework to understand academic entrepreneurship as a social process. They analysed the sensemaking process of a group of scientists who were assisted by a university business advisor interested in establishing a university spin-off company. However, the scientists were not able to create a pragmatic commercialisation plan in their business development project. Analysing personal interviews data of the scientists, they investigated problematic sensemaking concerning commercialisation activities and academic entrepreneurship.

In the last article in this issue, 'We do get terribly enthusiastic about everything! Performing emotion rules through parody', authors Eeva Aromaa, Päivi Eriksson and Albert J. Mills, challenge our status quo and ask us to think outside the box for sustaining innovation. They adopted a performational approach to critical sensemaking to explore how organisational members enact innovation-related emotion rules through the performance of parody. During an action-research study in a small service company, they created a lively environment by introducing humour, teasing, and laughter. The interactions were videotaped along with rest of the workshop data and their analysis showed that humour or parodic performances can be used to make critical sense of the innovation-related emotion rules and power relationships within the company. They illustrate in sufficient detail how, through parodic and imitative performances, the leader and employees constructed three emotion rules – show your emotions, show your enthusiasm, and show your criticism in a nice way.

We hope that the papers in this special issue have shed new insights for leveraging talent management for stakeholder engagement, leadership development, and organisational effectiveness. We thank the Editor-in-Chief, Professor Mohammed

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References

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