



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

Creative Problem Solving In Development Of Organizational Innovations

Prashant Verma
MBA Student
IIMT College, Aligarh

Abstract

In Today's Energetic Trade World, Development Is Fundamental To An Organization's Capacity To Create And Stay Competitive. By Engaging Businesses To Make Unique And Common-Sense Answers To Troublesome Issues, Imaginative Problem-Solving (CPS) Is Fundamental To Advancing Organizational Development. This Consider Looks At How Critical CPS Is For Cultivating Development, Emphasizing Imperative Strategies Like Sidelong Considering, Plan Considering, And Brainstorming. Organizations Can Make Troublesome Thoughts That Give Them A Competitive Edge, Progress Decision-Making, And Cultivate Participation By Putting Organized CPS Approaches Into Hone. The Consider Too Looks At How Administration Influences The Advancement Of A Imaginative Corporate Culture, Highlighting The Require Of Adaptability, Taking Calculated Dangers, And Collaborating Over Useful Boundaries. Even In Spite Of The Fact That CPS Has Numerous Benefits, Issues Like Usage Issues, Asset Confinements, And Alter Abhorrence Still Exist. This Think About Offers Procedures For Overcoming These Impediments By Coordination Innovation And Working Out Key Leadership. According To The Investigate, Companies That Make CPS A Best Need Are More Versatile And Superior Situated For Long-Term Victory. The Think About Demonstrates That Feasible Organizational Advancement Requires Imaginative Problem-Solving And Recommends Developing A Culture Of Problem-Solving That Values Experimentation, Adjustment, And Continuous Learning.

Keywords: Organizational Creativity, Organizational Innovation, Creative Problem Solving, Team Creativity, Divergent Thinking.

Introduction

Advancement Is A Vital Component In The Survival And Victory Of Organizations In A Energetic Commerce Environment. Organizations Must Persistently Advance To Stay Competitive, And This Requires Inventive Problem-Solving Approaches. Imaginative Issue Tackling (CPS) Cultivates Development By Empowering Organizations To Explore Complex Challenges And Create One Of A Kind Arrangements That Improve Proficiency, Efficiency, And By And Large Execution. This Paper Investigates The Part Of Imaginative Issue Understanding In Driving Organizational Developments, Looking At Different Systems, Strategies, And Real-World Applications That Illustrate Its Adequacy.

Understanding Imaginative Issue Solving

Inventive Issue Fathoming Alludes To A Orderly Approach Utilized To Distinguish Challenges, Create Thoughts, And Execute Imaginative Arrangements. Not At All Like Customary Problem-Solving Procedures, Which Frequently Depend On Consistent Examination And Past Encounters, Has CPS Energized Dissimilar Considering, Risk-Taking, And Experimentation.

The CPS Handle Is Ordinarily Characterized By Four Major Stages: Issue Recognizable Proof, Thought Era, Arrangement Advancement, And Usage.

1. Problem Identification

- Recognizing And Characterizing The Challenge.
- Gathering Pertinent Data To Get It The Issue In Depth.
- Reframing The Issue To Investigate Distinctive Perspectives.

2. Idea Generation

- Employing Conceptualizing Procedures To Create Numerous Potential Solutions
- Encouraging A Free Stream Of Thoughts Without Quick Judgment.
- Utilizing Horizontal Considering Procedures To Investigate Offbeat Approaches.

3. Solution Development

- Evaluating The Possibility And Viability Of Proposed Ideas.
- Refining And Adjusting Thoughts To Adjust With Organizational Goals.
- Prototyping And Testing Arrangements Some Time Recently Full-Scale Implementation.

4. Implementation

- Developing An Activity Arrange To Execute The Chosen Solution.
- Allocating Assets And Allotting Responsibilities.
- Monitoring Advance And Making Essential Adjustments.

The Part Of CPS In Organizational Innovation

Organizational Advancement Alludes To The Improvement And Application Of Unused Thoughts, Forms, Items, Or Administrations That Move Forward Operational Proficiency And Competitive Advantage. CPS Plays A Crucial Part In This Prepare By Encouraging:

Enhancing Imagination And Thought Generation

Organizations That Coordinated CPS Into Their Culture Energize Representatives To Think Inventively And Propose Inventive Arrangements. Procedures Such As Plan Considering, Intellect Mapping, And The Hurry Strategy Offer Assistance Representatives Break Free From Conventional Thought Designs And Investigate Modern Conceivable Outcomes.

Fostering A Collaborative Work Environment innovation Flourishes In Situations Where Collaboration And Open Communication Are Energized. CPS Advances Cross-Functional Collaboration, Permitting Assorted Points Of View To Contribute To Problem-Solving Endeavors.

Organizations That Develop A Culture Of Mental Security Empower Representatives To Express Thoughts Openly Without Fear Of Criticism.

Overcoming Resistance To Change

One Of The Critical Boundaries To Development Is Resistance To Alter. CPS Makes A Difference Organizations Address This Challenge By Including Workers In The Problem-Solving Handle, Guaranteeing That They Get It The Require For Development And Feel Possession Of The Proposed Arrangements..

Improving Decision-Making And **Chance** Management

Through Organized Problem-Solving Techniques, Organizations Can Make Well-Informed Choices That Minimize Dangers. CPS Empowers Experimentation And Iterative Testing, Permitting Organizations To Learn From Disappointments And Refine Their Innovations.

Six Considering Hats

Developed By Edward De Bono, This Strategy Empowers Different Points Of View By Allotting Diverse Considering Styles (Passionate, Consistent, Inventive, Basic, Positive, And Process-Oriented) To Group Individuals Amid Problem-Solving Sessions.

Open Innovation

Encourages Organizations To Collaborate With External Stakeholders, Including Customers, Suppliers, And Research Institutions, To Source New Ideas And Enhance The Innovation Process.

Case Ponders Of CPS In Organizational Innovation

Case Ponder 1: One Of The Critical Boundaries To Development Is Resistance To Alter. CPS Makes A Difference Organizations Address This Challenge By Including Workers In The Problem-Solving Handle, Guaranteeing That They Get It The Require For Development And Feel Possession Of The Proposed Arrangements.

Case Consider 2: Toyota's Kaizen Approach

Toyota's Ceaseless Change Reasoning (Kaizen) Emphasizes Little, Incremental Changes That Upgrade Productivity And Quality. Workers At All Levels Are Empowered To Recognize Issues And Propose Inventive Arrangements, Coming About In Supported Innovation

Case Consider 3: Airbnb's User-Centered Design

Airbnb Changed The Neighborliness Industry By Utilizing Plan Considering Standards To Get It Client Torment Focuses And Move Forward The Client Encounter. Their CPS Approach Empowered Them To Refine Their Commerce Demonstrate And Disturb The Conventional Lodging Industry.

Challenges In Executing CPS

While CPS Is A Effective Instrument For Driving Development, Organizations Regularly Confront Challenges In Its Execution, Including:

- **Lack Of Organizational Back:** Authority Commitment Is Vital For Cultivating A Culture Of Inventive Problem-Solving.
- **Risk Revultion:** Workers May Be Reluctant To Test Due To Fear Of Failure.
- **Resource Limitations:** Constrained Budgets And Time Weights Can Prevent The CPS Process.
- **Silos And Bureaucracy:** Various Leveled Structures May Smother Collaboration And Idea-Sharing.

Strategies To Overcome CPS Barriers

To Effectively Coordinated CPS Into Organizational Advancement Endeavors, Companies Should:

- Establish A Culture That Values Imagination And Experimentation.
- Provide Preparing And Assets To Create Employees' Problem-Solving Skills.
- Encourage Cross-Functional Collaboration And Information Sharing.
- Implement Remunerate Frameworks That Recognize Imaginative Contributions.

Literature Review

Advancement Inside The System Of A Knowledge-Based Economy Goes Distant Past The Straight Or Chain Linkage Models That Have Long Been Utilized In Development Hypothesis To Clarify Advancement Forms In High-Tech Businesses. Here Development Is Seen As A Social, Spatially Inserted, Intuitively Learning Prepare That Cannot Be Caught On Autonomously Of Its Organization And Social Setting (Cooke, Heidenreich, & Braczyk, 2004; Lundvall, 1992).

Strambach (2002) Proposes That The Intrigue See Of Development Frameworks Is Concerned With Understanding The Common Setting Of The Era, Dissemination, Adjustment And Assessment Of Modern Information Which Decides Innovativeness. It Takes After That The Center Is On Non-Technical Shapes Of Advancement As Characterized Over. Common Characteristics Of The Distinctive Approaches To Development Recognized By Edquist (1997) Incorporate (1) Development And Learning At The Middle, (2) Aall Encompassing And Developmental Point Of View, And (3) An Accentuation On The Part Of Teach. The Expanding Interdependency Of Mechanical And Authoritative Alter Is A Critical Highlight Of Frameworks Of Development, Which Implies That Mechanical Advancement And Hierarchical Advancement Have Gotten To Be Progressively Imperative. These Are Combined With More Different Information Necessities Which Incorporate Not As It Were Specialized Know-How, But Moreover Financial, Hierarchical, And Sociological Information And Competencies. The Moment Reason For The Expanded Intrigued In Non-Technical Developments Is Related With The Association Between The Hierarchical Advancement And The Comparing Learning Capacity. The Speeding Up Of Alter That Is Portion Of The Globalization Handle

Implies That Hierarchical Learning Forms Are More And More Vital For Making And Keeping Up Competitiveness.

Ultimately, Whether Advancement Is Effectively Diffused, Requires A Few Absorptive Capacity On The Portion Of The Target Gathering Of People. Cohen & Levinthal (1990: 128) Characterize Absorptive Capacity As '... The Capacity Of A Firm To Perceive The Esteem Of Modern, Outside Data, Acclimatize It And Apply It To Commercial Ends.' The Dissemination Of The Development Is Ordinarily Subordinate Upon The Particular Advancement Typology, The Advancement Champions, The Time Component To Fruitful Dissemination And The Absorptive Capacity Of The Adopters.

In Organizational Development, The Unit For Development Is The Organization Itself (Wolfe, 1994). In Spite Of The Fact That The Result Of The Advancement May Be Prepare, Item Or Benefit, The Advancement Needs To Be Attempted Through The Imaginative Inputs Of The People And/Or The Administration. We Will Recommend A Venture Approach.

Creativity, Innovation And Commitment

Whereas Advancement Concerns The Forms Of Execution, Depending Basically On Organizational Communication And Control, In The Spaces Of Generation, Selection, Execution, Dissemination, Or Commercialisation Of Manifestations (Spence, 1994), Imagination Remains Elite To The Connection Set Up Between The Maker And His Item, Where Nor Indeed Inventiveness And Value Are Critical, But As It Were The "Trying To Do Better", Associated To Cognitive And Enthusiastic Forms Taking Put At The Person Level (Sousa, 2007).

Research Methodology

The Quantitative Data Was Conducted With Ten 5 To 10 Individuals Groups, One Per Each Organization (Auxiliary Schools, College Offices, And A Bunch Of Companies In The Tourism Industry, Genuine Domain Intervention, Computer Innovation And Development), Including 69 Individuals, Matured 24 To 59 A Long Time Ancient (Normal Age Is 42,5), With The Lion's Share Having Completed A College Degree.

A Fourteen Thing Survey, Adjusted From Basaduret. Al. (2000), Tending To The Participant's Inclination For Maintaining A Strategic Distance From Untimely Closure And Conceding Judgment – Basic For Successful Dissimilar Considering. Each Thing Had A 5 Point Scale (0 Completely Oppose This Idea To 5 Completely Concur) And The Closer To 5, The Closer To Unique Think Inclination. The Members Replied The Survey Twice, Some Time Recently And After The Two 4-Hour Imaginative Issue Understanding Sessions. The Impacts Of The Strategy (X) Were Tried Comparing The Picks Up From O1 (Perception Some Time Recently) To O2 (Perception After). Both Surveys Were Submitted To Factual Examination With SPSS Computer Program (Form 17) Empowering To Survey The Respondents' Demeanours Evolution.

At The Conclusion Of The Moment Session, The Members Were Inquired To Assess The Handle And Compose Their Conclusion Around It. These Reactions Were Submitted To Substance Information Investigation And Factorial Examination Of Fluctuation, Utilizing Information Content Mining Dtmc41.

If We Relate Imagination To Issue Definition, And Development To Choice Execution, This Final Step Requires A Arrangement Of Issue Definitions, In Arrange To Carry Out A Choice Or An Thought, Subsequently Making It Troublesome To Isolated These Concepts At An Organizational Level. In Reality, When We Move From The Person Level To The Group And Organizational Levels, Imagination And Advancement Gotten To Be More And More Troublesome To Partitioned, So That We Must Concur With Basadur (1997), When He Says There Is No Contrast Between Organizational Imagination And Advancement. Hence, The Minute We Move To Other Levels Other Than The Person, We Will Utilize These Terms (Imagination And Advancement) As Equivalent Words, In Arrange To Disentangle The Talk, And We Allude To Organizational Imagination, As A Framework Given To Improve Inventiveness In Organizations, In This Way Utilizing The Definition Proposed By Basadur.

As To The A Few Approaches To Distinguish Sorts Of Advancement, Either By Isolating The Appropriation Of Items And Forms From Its Improvement (Cebon, Newton & Respectable, 1999) Or, In A More Classical Way, Item And Handle Development (Adams, 2006), Creators Concur That Innovativeness, Or

Organizational Advancement, Is A Third Vital Sort Of Advancement, Which Speaks To The Potential Of The Workforce To Advance Changes In The Advantage Of The Organization.

As Huhtala&Parzefall (2007: 299) Specify, ‘...To Stay Competitive In The Worldwide Showcase, Organizations Must Ceaselessly Create Inventive And Tall Quality Items And Administrations, And Reestablish Their Way Of Operating’, And They Too Keep Up That Companies Progressively Depend On Representatives Persistent Capacity To Enhance. Too, Indeed In Spite Of The Fact That Advancement May Take Put By Receiving Or Creating An Existing Item Or Benefit, Through Speculations On R&D Or In Innovation Procurement, As It Were By Creating And Supporting A Imaginative Workforce, The Organization Will Succeed In Keeping Up The Fundamental Potential To Overcome Troublesome Issues And Circumstances That Cannot Be Illuminated As It Were Through Speculations (Cebon, Newton & Respectable, 1999).

This Potential Is Both The Capacity To Hold Imaginative Supervisors And Representatives (Mcadam, 2006) And To Give An Environment Where Each One Will Feel Free And Willing To Contribute To Organizational Victory. Viewpoints Like Raising Work Complexity, Representative Strengthening And Time Requests, Together With Moo Organizational Controls (Choice Making, Data Stream And Remunerate Frameworks), Are Said To Raise Worker Inventiveness (Adams, 2006), But More Components Are Essential In Arrange To Make Individuals Willing And Able To Contribute To Organizational Victory, Like Steady Authority, Information Procurement, And Group Work Methods Favoring Inventiveness (Unsworth, 2005). Inventive Individuals, Either Directors Or Workers, Are Committed To Their Work And Organization, And So They May Bring In Imperative Issues, Given That Beat Administration Values Their Work And Thoughts. In Truth, Concurring To A Gallup Administration Diary (GMJ) Overview (Hartel, Schmidt & Keyes, 2003), Locked In Workers Are More Likely To “Think Exterior Of The Box” And Deliver Imaginative Thoughts Than Withdrawn Individuals; They Moreover Are More Responsive To Modern Thoughts. The Inquire About Concludes That Locked In Individuals Tend To Discover And Propose Modern Ways To Move Forward Their Work And Commerce Forms, Which May Lead To The Suspicion That The More Imaginative Individuals Have A More Profound Understanding Of The Organizational Forms, Being In A Favored Position To Distinguish, Characterize And Discover The Pertinent Organizational Problems

All This Can Be Accomplished, Up To A Certain Degree, By Raising The Significance Of Imagination In The Organization And By Giving A Framework Through Which Person Possibilities May Be Channelized Into Beneficial Development. Flexibility To Make, Substance And Prepare Aptitudes To Be Able To Make, And A Steady Human Environment (Peers And Group Pioneer), Appear At That Point To Constitute The Mystery To Victory. In Any Case, The Issues Encompassing The Potential Of An Organization To Enhance, In Spite Of The Fact That Subjected To Curiously Experimental Inquire About, As The Ones Detailed By Mclean (2005) And Puccio Et Al. (2006), Are Still In Its Starting, Hence Giving One Of The Major Challenges, Which Is To Characterize Criteria To Assess The Affect Of Organizational Advancement On Prepare And Item Advancement And, Of Course, In The Last Victory Of The Organization (Wolfe, 1994).

Discussion Of The Study

The Inventive Issue Understanding Strategy Has Demonstrated To Be Able To Give Viability In Changing The Individual’s Demeanour Towards Unique Considering, Specifically Dodging Untimely Closure, Acknowledgment To Others Thoughts And Less Self-Censorship; Moreover Subjects Concurred As To The Method’s Capacity In Giving A Proficient, Productive Way Of Organizing Information In Such A Way That Can Offer Assistance People To Discover Unique Arrangements To Issues, And An Imperative Instrument To Lead Groups To Inventiveness And Innovation.

This Issue Understanding Show Has Demonstrated To Provide Valuable Commitments To Organizational Development, In The Steps Some Time Recently Arrangement Usage, Hence Contributing To The Victory Of The Entirety Demonstrate (Sousa, Monteiro & Pellissier, 2008). As The Inventive Issue Understanding Instruments Have As Of Now Illustrated Their Convenience In Finding Arrangements And Making A Difference Organizations To Move Forward, What Remains To Be Demonstrated Is The Esteem Of Selecting And Organizing Skilled Individuals In An Organization, By Giving Them Time, Space, Information And The Opportunity To Group Up And Coordinate Their Person Imagination To The Organizational Issues. The

Handle Of Creating Organizational Development And Inventiveness Is Complex And Non-Linear, With Ups And Downs, Which Can As It Were Provide Rise To A Culture Of Development With The Management's Add Up To Commitment. Future Inquire About Will Permit For Testing Of The Demonstrate, In Its Wide Complexity, And Will Give Modern Experiences Into The Handle Of Organizational Imagination And Innovation.

The Utilize Of Administration Control Measures, As Portrayed By Adams (2006), In Arrange To Assess The Impacts Of The Development Ventures Into The Last Comes About Of The Organization, Will Give The Fundamental Outlines Of Reference To Assess The Advance Of Other Organizational Factors. To Begin With, As Hartel Et Al. (2003) Clarify, An Increment In Representative Commitment, As More And More Individuals Gotten To Be Prepared In CPS Methods And Included In Development Ventures. At That Point, A Systematization Of Unequivocal Information (Borghini, 2005), Determined From The Group Work Fundamental To Carry Out CPS Choices. Too, The Change Of Formal And Casual Communication Channels (Greenery & Ritossa, 2007), Due To The Inclusion Of The Entirety Organization In Carrying The Ventures Through; And, At Long Last, The Development Towards A Culture Of Advancement, Through Imaginative Administration Level Change, Portrayed By Xu & Rickards (2007), As The Hone Of Venture Usage Values Perspectives Like Designation, Representative Strengthening, Believe And Bolster To Inventive Work.

Further Investigate Is Required As To What Takes After Arrangement Arranging, I.E. Venture Advancement, In Arrange To Dissect What Can Be Done In Arrange To Make Strides Its Adequacy In Creating Developments.

Conclusion

Creative Issue Tackling Is A Basic Driver Of Organizational Development, Empowering Companies To Explore Challenges, Seize Openings, And Keep Up A Competitive Edge. By Receiving Organized CPS Techniques And Cultivating A Culture Of Collaboration And Experimentation, Organizations Can Open Unused Conceivable Outcomes For Development And Victory. As Businesses Proceed To Confront Quick Mechanical And Advertise Changes, Grasping CPS Will Be Basic For Maintaining Long-Term Development And Organizational Versatility.

REFERENCES

1. Adams, R. (2006). Innovation Measurement: A Review. *International Journal Of Management Reviews*, 8(1): 21-47.
2. Basadur, M. (1997). Organizational Development Interventions For Enhancing Creativity In The Workplace. *The Journal Of Creative Behavior*, 31(1): 59-73.
3. Basadur, M. S. (1999). *Simplex: A Flight To Creativity*. The Creative Education Foundation.
4. Basadur, M. S. (2000). *The Economic, Social And Psychological Outcomes Of Implementing A Deliberate Process Of Organizational Creativity*. Working Paper N° 100. Mc Master University, Management Of Innovation And New Technology Research Center.
5. Basadur, M. S. & Hausdorf, P. (1996). Collaborative Problem Solving Through Creativity And Problem Definition: Expanding The Pie. *Creativity Research Journal*, 9, 1, 21-31.
6. Basadur, M. & Paton, B. (1993). Using Creativity To Boost Profits In Recessionary Times. *Business Strategies*, Jan-Feb., 14-19.
7. Basadur, M. S., Pringle, P., Speranzini, G. & Bacoc, M. (2000). Measuring Divergence Thinking Attitudes Related To Creative Problem Solving And Innovation Management. *Creativity And Innovation Management*, 9, 1, 54-76.
8. Borghini, S. (2005). Organizational Creativity: Breaking Equilibrium And Order To Innovate. *Journal Of Knowledge Management*, 9(4): 19-33.
9. Cebon, P., Newton, P. & Noble, P. (1999). *Innovation In Firms: Towards A Framework For Indicator Development*. Melbourne Business School Working Paper #99-9, September.
10. Cohen, W. M. & Levinthal, D. A. (1990). Absorptive Capacity: A New Perspective On Learning And Innovation. *Administrative Science Quarterly*, 35: 128-152.
11. Cooke, P., Heidenreich, M. & Braczyk, H.J. (2004). *Regional Innovation Systems*. London: Routledge.
12. Edquist, C. (1997). *Systems Of Innovation: Technologies, Institutions And Organizations*. London: Printer

13. Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1987). *Multivariate Data Analysis* (4th Ed.). Englewood Cliffs, NJ: Prentice Hall.
14. Hartel, J., Schmidt, F. & Keyes, L. (2003). *Well-Being In The Workplace And Its Relationship With Business Outcomes: A Review Of The Gallup Studies* (205-224). Washington D.C.: American Psychological Association.
15. Huhtala, H. & Parzefall, M-R. (2007). A Review Of Employee Well-Being And Innovativeness: An Opportunity For A Mutual Benefit. *Creativity And Innovation Management*, 16(3): 299-306.
16. Isaksen, S., Dorval, K. & Treffinger, D. (2000). *Creative Approaches To Problem Solving: A Framework For Change*. Buffalo, NY: The Creative Problem Solving Group.
17. Lundvall, B. A. (1992). *National Systems Of Innovation: Towards A Theory Of Innovation And Interactive Learning*. London: Printer.
18. Mcadam, R. & McClelland, J. (2002). Sources Of New Product Ideas And Creativity Practices In The UK Textile Industry. *Technovation*, 22, 113-121.
19. Mclean, L. D. (2005). Organizational Culture's Influence On Creativity And Innovation: A Review Of The Literature And Implications For Human Resource Development. *Advances In Developing Human Resources*, 7: 226-246.
20. Moss, S. & Ritossa, D. (2007) The Impact Of Goal Orientation On The Association Between Leadership Style And Follower Performance, Creativity And Work Attitudes. *Leadership*, 3(4): 433-456.
21. Puccio, G. J., Firestien, R. L., Coyle, C. & Masucci, C. (2006). A Review Of The Effectiveness Of CPS Training: A Focus On Workplace Issues. *Creativity And Innovation Management*, 15(1): 19-33.
22. Sousa, F. (2007). Teachers' Creativity And Effectiveness In Higher Education: Perceptions Of Students And Faculty. *The Quality In Higher Education*, 4: 21-38.
23. 2008 Sousa, F., Pellissier, R. & Monteiro, I. Creativity And Problem Solving In The Development Of Organizational Innovation. ERIMA 08, Proceedings 5-11.
24. Spence, W. R. (1994). *Innovation: The Communication Of Change In Ideas, Practices And Products*. London: Chapman & Hall.
25. Strambach, S. (2002). Change In The Innovation Process: New Knowledge Production And Competitive Cities - The Case Of Stuttgart. *European Planning Studies*, 10(2): 215-231.
26. Unsworth, K. L. (2005). Creative Requirement: A Neglected Construct In The Study Of Employee Creativity? *Group Organization Management*, 30: 541-560.
27. Wolfe, R. A. (1994). Organizational Innovation: Review, Critique And Suggested Research Directions. *Journal Of Management Studies*, 31: 405-431.
28. Xu, F. & Rickards, T. (2007). Creative Management: A Predicted Development From Research Into Creativity And Management. *Creativity And Innovation Management*, 16(3): 216-228.