

MANAGEMENT THEORIES INTERFACE IN THEORETICAL FRAMEWORK OF RESEARCH WORKS: AN EMPIRICAL SYNTHESIS

¹Anukam, Amaobi Isaac, Ph.D. and ²Edenkwo, Chidinma, Ph.D.

¹Department of Marketing, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt, Rivers State, ²Department of Corporate Entrepreneurship, Faculty of Entrepreneurial Studies, Rivers State University, Port Harcourt, Rivers State.

Email: isaac.anukam@iaue.edu.ng; anukamisaac@gmail.com, chidinmatrina@gmail.com

ABSTRACT

Understanding the theories that constitute and surround a particular study a discipline like Management Studies; will go a long way to assist and infuse in-depth knowledge of the subject matters of every phenomenon for research purposes. The objective of this paper is to synthesize some of these modern management theories, by evaluating each of them, to showcase their aspects of phenomenon they are related and their purposes; and how best to use them in any research work. There are over 250 management theories, but few are analyzed to present a pattern of their uses in any study. The methodology is in-depth extant literature reviews, making it an empirical research paper. Over the years most postgraduate students faced the challenge of identifying the relevant theories that can be used to frame their research work and most times misappropriate them. This paper is to help ease off this identified challenge. Thus the stated findings and analysis in this paper will assist the scholars and other readers to identify with ease which theories or theory is most appropriate for their investigations. A framework is like a pattern, a prototype that guides the main work; with the intent to assist the researchers in a similar work in order to bring out the best from a situation, thus the use of appropriate, theoretical frameworks will properly situate the scholars effort academically thereby fulfilling the scientific demand of management, entrepreneurship and marketing studies research work.

Key words: Model, Theory, Framework, Conceptual, Empirical

INTRODUCTION

A theory sets out laws and principles of something known or observed. It is a hypothesis confirmed by observation. A model is an abstract concept of reality which essentially simplifies complex situations and makes a rough approximation to real life. It creates a mental image of the abstract. The construction of a model assists our understanding of problems, because situations have to be analyzed clearly and variables identified for each situation to make sense.

A theory is a coherent statement or set of ideas that explains observed facts or phenomena and correctly predicts new facts or phenomena not previously observed. A theory sets out laws and principles of something known or observed. It can also be looked at as a description of event or system that is considered to be accurate. Models and theories do the same work in academic research, and so will be interchangeably used to convey the same idea in this paper. There are several models of consumer decision making in management science, thus we set out here to consider them. Each scholar has to make a choice of the premises he want to write on, and now decide which of these models or theories are the best fit for his/her research work, (Anukam & Anyanwu, 2021) .

A model is very often referred to as an abstract representation of a process or relationship. A model is a representation of the physical object, a successful example to be copied, with or without

modifications. A simplified representation used to explain the workings of a real world system or event. Models help us in the following ways:

- i. They help in the development of theories,
- ii. They help to understand complex relationship,
- iii. They provide the framework for discussion and research work.

Management theories are a set of general rules that guide the students, scholars, managers and entrepreneurs solve management problem, research problems and manage organization. Theories are explanations to assist students to effectively relate to the scholarly or business goals and implement effective means to achieve the same. There are three major classifications of management theories, namely: Classical Theories, Behavioural Management Theories, Modern Management Theories, and Theories of Entrepreneurship.

The deep concern of this paper is that most graduate students and scholars face difficulties in selecting the appropriate theories to frame their research work. The other form of problem is manifest in the choice of methodological premises that is whether qualitative or quantitative approach, which then determines the forms of data collection. The solution boils down to the choice of appropriate theories, which shows what kind of phenomenon to be investigated. The grasp of the appropriate theories, purposes and phenomenon of the concept, usually leads to the choice of qualitative, quantitative or triangulation, then the data collection instruments; and this will surely results in improving the management science research output, whether by the students or scholars, (Anukam & Anyanwu, 2021). Below is the listing of some the Modern Management Theories for analysis, purpose classifications and phenomenon identification in research work:

Management Theories: Purpose, Phenomenon & their Uses Analyzed

- | | |
|---|---|
| 1.1. Action theory | 1.12. Employee Commitment to Organizations |
| 1.2. Agency Theory | 1.13. Equity Theory |
| 1.3. Actor Network theory | 1.14. Escalation of Commitment |
| 1.4. Affective Event Theory | 1.15. Evolutionary Economics |
| 1.5. Attribution theory | 1.16. Expectancy Theory |
| 1.6. Cognitive Dissonance Theory | 1.17. Goal-setting theory |
| 1.7. Complexity and Chaos Theory | 1.18. Image theory |
| 1.8. Contingency theory | 1.19. Institutional theory (macro) |
| 1.9. Denounces theory | 1.20. Institutional theory (micro) |
| 1.10. Discourse Theory | |
| 1.11. Loop Learning | |

Table: 1.1: Synopsis Tableau

ACTION THEORY: Phenomenon and Purpose of the Theory

The Contributor (s):	Michael Frese , (1985)
Subject Classification (Original):	Psychology
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Goal oriented behavior
Purpose of the Theory:	The main purpose is to describe how a person completes a task.

Sources: Michael Frese, (1985)

Action is goal-oriented behavior. The action process consists of the following steps a) development of goals and decision between competing goals b) orientation including prognosis of future events c) generations of plans, d) decision to select a particular plan from available plans e) execution and monitoring of plans and f) the process of feedback. Action theory is a theory initially developed by German scientists in the field of applied psychology (Frese & Sabini, 1985). Today it is applied in various fields of industry and science involving human action, like human capital in business. Action theory defines a task-oriented view of human behaviors. The main purpose is to describe how a person completes a task. There are certain repeated patterns during completion of each task. The identified phenomenon is "goal oriented behavior" in an organization or consumer behavior research work.

Table: 1.2.**AGENCY THEORY: Phenomenon and Purpose of the Theory**

The Contributor (s):	Eisenhardt, (1989)
Subject Classification (Original):	Economics
Management (Broad Category):	Environmental Contingencies and Organizations
Phenomenon explained / predicted:	Principal agent problem in Organizations
Purpose of the Theory:	How to resolve principal agent problem in organizations

Sources: Eisenhardt, (1989)

Agency theory is directed at the ubiquitous agency relationship, in which one party (the principal) delegates work to another (the agent), who performs that work. Agency theory is concerned with resolving two problems that can occur in agency relationships. The first is the agency problem that arises when (a) the desires or goals of the principal and agent conflict and (b) it is difficult or expensive for the principal to verify what the agent is actually doing. The problem here is that the principal cannot verify that the agent has behaved appropriately. The second is the problem of risk sharing that arises when the principal and agent have different attitudes towards risk. The problem here is that the principal and the agent may prefer different actions because of the different risk preferences, (Eisenhardt, 1989).

Agency theory was purposed by Alchian and Demsetz in the field of Economic (Alchian & Demsetz ,1972). Then this theory was used in management by Eisenhardt, to explain conflict of interest between share holders (owners) and top management (agents) (Eisenhardt,1989).

Table 1.3:**ACTION NETWORK THEORY (ANT): Phenomenon and Purpose of the Theory**

The Contributor (s):	Michel Callon, Bruno Latour & John Law,(1986)
Subject Classification (Original):	Sociology
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Performance of Socio-Technical Networks
Purpose of Theory	To explain the human advancements due to relationship between society, individuals & innovations

Sources: Michael Callon, Bruno Latour & John Law, (1986)

Actor-Network theory explains the mechanism of interactions between employees (human) and organizations' technical/mechanical/physical/IT infrastructure (non-human) and the resultant web of relationships amongst them, also called networks. In order to be effective these networks in the organization need to act as a coherent whole and the relations amongst them need to be repeatedly (continuously) performed, otherwise the network will dissolve, or may lead to conflict.

The employees and the organizations' infrastructure (artifacts & technology) together are called 'actors' and the variety of relationships they develop are the 'networks'. The network ties together the alliance of employees and the organizational environment. A network passes three dynamic phases; Emergence, Development & Stabilization. (Callon, 1986).

The main responsibility of the manager is to observe and transform these socio-technical networks effectively, by assessing continuously which new technologies/trainings/skills/equipment are emerging in the market place and needed for organization. Any change indicates suspending the current network and creating new ones. ANT acts as an effective tool to reveal the complexities of our socio-technical world and for describing the processes by which inventions and technological systems come into being, or fail to materialize in the market.

Actor-Network Theory (ANT) has made its mark as a practical, challenging and intriguing tool for studying organizations. Its approach to connecting people, artifacts, institutions and organizations enables it to shed light on complexities that are usually not covered, such as technology, organizational change, routines, virtual organization, strategy, power, market mechanisms, consumer behavior, public administration and knowledge management. Any network that is formed and functioning represents a stabilized state of affairs. The networks are materially heterogeneous and will cease to exist if they are only social. (Latour, 2005). Once developed networks allow for ordering in organizations and strategy formation.

ANT is an attempt to understand processes of technological innovation and scientific knowledge-creation in an organizational setting and emphasized considering all surrounding factors in any innovation, as no innovation takes place in isolation. It is based on several sociological and intellectual endeavors such as Foucault's Theory of Power and Micro-Politics in 1977, semiotics, radicalized sociology of science and technology by Thomas Kuhn in 1962.

Latour's work on Pasteur (Latour, 1987), Law's work on the TSR 2 aircraft in 1988 till 1991 (Law & Callon 1988), and Callon's studies of the Electric car in 1987 and the Scallops of St. Brieuc Bay (1986) and the like. ANT does not typically attempt to explain why a network exists. It emphasizes more on the infrastructure and interaction of the actor-networks, how they are formed and how they can fall apart.

Table 1.4:

AFFECTIVE EVENT THEORY: Phenomenon and purpose of the Theory

The Contributor (s):	Howard M. Weiss and Russell Cropanzano (1996)
Subject Classification (Original):	Management
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Individual emotions and work place
Purpose of the Theory	To know the causes and consequences of true affective experiences in work settings.

Sources: Weiss M. Howard, and Cropanano Russell, (1996).

Affective Event Theory (AET), explains that emotions are important for employees that how they handle work place situations. It shows that employees react emotionally to situations that happen

to them. It is theory of affective experience at work that emphasis the role of work events as proximal causes of affective reactions (Weiss & Cropanzano, 1996).

This model states that workplace events cause emotional reactions on the part of employees which then influence workplace behavior and attitudes (Robbins et al, 2010). The work events are the cause of affective emotions. Theory is work related which shows the importance of employee's emotions within organizations. Organizations are always seeking for the performance. This theory is important for performance of the organization while grasping their commitment. It also demonstrates the employee's internal influences (such as emotions) and their reactions to incidents that happen during work day that affect their performance, job commitment and job satisfaction. The emotions could be negative or positive which affect strongly in workplace.

The theory was developed by Weiss and Cropanzano in 1996. Later many researchers work on it, but the Ashkanasy and Daus in 2002 provide more parsimonious model of AET and provide helpful strategies for set up emotionally healthy organization. This research measures the construct of the theory and succeeds in it. This research eliminates the complexity of AET while discussing practical application of emotions importance within organizations. Nowadays, also argues that AET suggest managers "Pay attention to the emotional climate in your organization!" (Ashkanasay & Daus, 2002). AET's assumptions are also tested in a call center to check its constructs, correlations and mediation while controlling other factors. The study comes to the result that it has clear constructs, correlation and mediation exist. It concludes that AET is a fruitful framework for organizations (Wegge, et al. 2006).

Table 1.5:

ATTRIBUTION THEORY: The Phenomenon and Purpose of the Theory

The Contributor (s):	Fritz Heider, (1958).
Subject Classification (Original):	Management
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Phenomenology
Purpose of the study	To understand how causes are inferred for behaviors.

Sources: Fritz Heider, (1958).

The Attribution theory addresses a fundamental problem of phenomenology, that how do we attach meaning to other's behavior, or our own (Heider, 1958). Theory describes two types of attributions. The personal (internal) attribution is the explanation in terms of personal characteristics such as ability, personality, mood, efforts, attitudes, or disposition; whereas situational (external) attribution is assigned to situational factors such as the task, other people, or luck. These two types lead to very different perceptions of the individual engaging in a behavior.

Later, Kelley, (1967) defined attribution as the "process by which an individual interprets events as being caused by a particular part of an environment". (1) People try to determine causes of their behavior and behaviors of other; (2) Individuals assign causal explanation for behavior in a systematic manner; and (3) Attributions that individuals make have consequences for future behavior or interactions. Kelley focused on the cause of a behavior by considering three factors i.e. consensus (how shared the behaviors is), consistency (how consistent a behavior is across similar contexts and times), and distinctiveness (individual displays different behavior in different situations) of the behavior.

The fundamental attribution error; e.g. self-serving bias, wherein during self-assessment the individuals attribute their successes to dispositional factors and their failures to situational factors and vice versa while assessing others e.g. I did well on the test because I am smart and he scored well because it was an easy test. Similarly, two types of **Locus of control** (belief that the extent they can control events) i.e. external (fate, luck, or outside forces) or internal (ability, effort, and own actions) influences which forces we hold responsible for our successes and failures, which subsequently influences our motivation, expectations, self-esteem, risk-taking behavior, and even on the actual outcome of our actions.

Table 1.6:**COGNITIVE DISSONANCE THEORY: Phenomenon and Purpose of the Theory**

The Contributor (s):	Leon Festinger, (1957)
Subject Classification (Original):	Psychology
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Attitude formation and change.
Purpose of the Theory	How individuals form different attitude and how they can be changed.

Sources: Leon Festinger, (1957)

According to cognitive dissonance theory, there is a tendency for individuals to seek consistency among their cognitions (i.e., beliefs, opinions). When there is an inconsistency between attitudes or behaviors (dissonance), something must change to eliminate the dissonance. In the case of a discrepancy between attitudes and behavior, it is most likely that the attitude will change to accommodate the behavior, (Festinger, 1957).

The alternative name of the theory is Dissonance Theory. Cognitive dissonance enjoyed great popularity from the late 1950s through the mid-1970s. Theoretical problems and conflicting findings lead to temporary replacement by similar "self" theories in the early 1980s, but cognitive dissonance regained its place as the umbrella theory for selective exposure to communication by the late 1980s.

Festinger and Carlsmith published their classic cognitive dissonance experiment in 1959 (Festinger & Carlsmith, 1959). In the experiment, subjects were asked to perform an hour of boring and monotonous tasks (i.e., repeatedly filling and emptying a tray with 12 pools and turning 48 square pegs in a board clockwise). Some subjects, who were led to believe that their participation in the experiment had concluded, were then asked to perform a favor for the experimenter by telling the next participant, who was actually a confederate, that the task was extremely enjoyable.

Dissonance was created for the subjects performing the favor, as the task was in fact boring. Half of the paid subjects were given \$1 for the favor, while the other half of the paid subjects received \$20. As predicted by Festinger and Carlsmith, those paid \$1 reported the task to be more enjoyable than those paid \$20. Those paid \$1 were forced to reduce dissonance by changing their opinions of the task to produce consonance with their behavior of reporting that the task was enjoyable. The subjects paid \$20 experienced less dissonance, as the large payment provided consonance with their behavior; they therefore rated the task as less enjoyable and their ratings were similar to those who were not asked to perform the dissonance-causing favor. Dissonance reduction can be achieved by changing behavior, changing cognition, or selectively acquiring new information or opinions (Festinger, 1962). To use Festinger's example of a smoker who has knowledge that smoking is bad for his health, the smoker may reduce dissonance by choosing to quit smoking, by changing his thoughts about the effects of smoking (e.g., smoking is not as bad for your health as others claim),

or by acquiring knowledge pointing to the positive effects of smoking (e.g., smoking prevents weight gain).

Table 1.7:**CHAOS THEORY: Phenomenon and Purpose of the Theory**

The Contributor (s):	Edward Lorenz (1963, 1993). Henri Poincaré (1890, 1893).
Subject Classification (Original):	Mathematics
Management (Broad Category):	Environmental Contingencies and Organizations
Phenomenon explained / predicted:	Decision making dynamic environment
Purpose of the Theory	To understand and deal with the environmental contingencies

Sources: Edward Lorenz, (1993); Thomas Peter, (1987)

Chaos theory suggests that relationships in complex, adaptive systems including organizations are nonlinear and made up of numerous interconnections and divergent choices that create unintended effects and render the universe unpredictable. Managers can't measure, predict, or control in traditional ways the unfolding drama inside or outside the organization. It recognizes that this randomness and disorder occurs within certain larger patterns of order (Pascale, 1999). The world is full of uncertainty, characterized by surprise, rapid change and confusion. It suggests that organization should be viewed more as natural systems than as well-oiled predictable machines.

An early proponent of chaos theory was Henri Poincaré (Diacu, et al., 1996). In 1898, Jacques Hadamard published an influential study of the chaotic motion of a free particle gliding frictionless on a surface of constant negative curvature. Much of the earlier theory was developed almost entirely by mathematicians. An early pioneer of the theory was Edward Lorenz whose interest in chaos came about accidentally through his work on weather prediction in 1961 (Lorenz, 1963). Lorenz said there is chaos when the present determines the future, but the approximate present does not approximately determine the future. Chaos theory is applied in many scientific disciplines, including geology, mathematics, microbiology, biology, computer science, economics and management. In 1987, management guru, Tom Peters brought this theory to organizational context and after that this theory is widely used in organizations and management research.

Well, 'the true objective is to take the chaos as given and learn to thrive on it. The winners of tomorrow will deal proactively with Chaos; will look at the chaos per se as the source of market advantage, not as a problem to be got around. Chaos and uncertainty are (will be) market opportunities for the wise; capitalizing on the fleeting market anomalies will be the successful business' greatest accomplishment. It is with that in mind that we must proceed, (Lorenz, 1963).

Table 1.8:**CONTINGENCY THEORY: The Phenomenon and Purpose of the Theory**

The Contributor (s):	Joan Woodward, (1958)
Subject Classification (Original):	Psychology
Management (Broad Category):	Behavior of Organizations
Phenomenon explained / predicted:	Leadership
Purpose of the Theory	Leading the organization

Sources: Joan Woodward, (1985), Morgan, (2007), Fielder, (1964)

Contingency theory is a class of behavioral theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. A contingent leader effectively applies their own style of leadership to the right situation.

Contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies. The perspective originated with the work of Joan Woodward (1958), who argued that technologies directly determine differences in such organizational attributes as span of control, centralization of authority, and the formalization of rules and procedures. Some important contingencies for companies are listed below:

- a. Technology
- b. Suppliers and distributors
- c. Consumer interest groups
- d. Customers and competitors
- e. Government
- f. Unions

Gareth Morgan(2007) in his book Images of Organization, describes the main ideas underlying contingency in a nutshell:

- i. *Organizations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances*
- ii. *There is no one best way of organizing. The appropriate form depends on the kind of task or environment one is dealing with.*
- iii. *Management must be concerned, above all else, with achieving alignments and good fits*
- iv. *Different types or species of organizations are needed in different types of environments*

Fred Fiedler's contingency model focused on a contingency model of leadership in organizations. This model contains the relationship between leadership style and the favorableness of the situation. Situational favorableness was described by Fiedler in terms of three empirically derived dimensions:

1. *The leader-member relationship, which is the most important variable in determining the situation's favorableness.*
2. *The degree of task structure, which is the second most important input into the favorableness of the situation.*
3. *The leader's position power obtained through formal authority, which is the third most important dimension of the situation.*

Table 1.9:

DEONANCE THEORY: The Phenomenon and Purpose of the Theory

The Contributor (s):	Robert Folger, (1998, 2001)
Subject Classification (Original):	Management
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Motivation for organizational justice
Purpose of the Theory	Why individuals, in particular third parties, react to employee mistreatment.

Sources: Robert, (1998, 2001)

Individuals care about justice not only because of economic or relational motives but also as an important end in itself. This theory treats justice as an ought, and suggest that people value fair treatment because of the respect for moral rules by which all people are expected to live. The dominant models focus on reactions *arising from self-interested* motives, the deonatic model focuses on retaliation processes as a countervailing force in reactions to *perceptions of others' self-interested* motives. In contrast to the reactness theory, *Bounded autonomy* (Folger, 1998) is a DT term about free behaviors *morally curtailed*.

Folger started working on organizational justice by finding some flaws in equity theory proposed by Adams (1965) in his dissertation. Later in during his post doctorate thesis he proposed referent cognition theory (RCT). The role of accountability was not explicit in RCT. So Folger presented fairness theory to address accountability. It emphasizes the role of humans as moral agents held accountable for their conduct. Some issues related to moral accountability became the basis for Deonance perspective. Rather than restricting attention to *what* might seem unfair, FT focuses on *who* might have acted unfairly.

Folger (2001) Deonance model described a link between Kohlberg's (1984) three levels of moral development and different model of justice motivation. The *pre conventional* level at which individual are motivated by material rewards and punishment like equity theory to *conventional* level moral development characterized as following social rules and gaining approval of others to final stage of *post conventional* level characterized by respect for universal standards. Moral accountability for justice tends to grow stronger in ascending order from distributive to procedural to interactional. Violations of moral principles can trigger "deonatic anger," which may prompt retaliatory behaviors even when such actions are not rational.

Research supporting the Deonance model found that witnessing the unfair treatment of others can cause a variety of reactions ranging from anger to willingness to punish the perpetrator. In a study, participants chose to withhold funds from an unnamed company's unidentified supervisor who had ridiculed subordinates. DT also looks for moderators as determinants of when and why people seem more willing to impose the risk of hardship on others, and what kinds of excuses or justifications they are most likely to offer when confronted/accused accordingly.

Table 1.10:

DISCOURSE THEORY: The Phenomenon and Purpose of the Theory

The Contributor (s):	Michel Foucault, (1972)
Subject Classification (Original):	Linguistics
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Discourse
Purpose of the Theory:	To understand the role of discourse in constitute of mental and social realities

Sources: Michael Foucault, (1972)

Discourse theory rest on the underlying premise that language and language use do not merely reflect or represent our social and mental realities, but they actually help construct or constitute these realities. The idea that language or discourse can shape or structure human thought and action, and that language use therefore warrant study as a structuring agent. In this theory, discourse is seen as social action and interaction between human agents and as social construction of reality that creates a knowledge system that influences our social practice and relations and effective qualitative supplement to quantitative content analysis. This theory predicts that constructs

topics and defines/produces objects of knowledge, governs the way a topic can be meaningfully talked about influences how ideas are put into practice regulates the conduct of others, conditions/constructs knowledge at a particular point of time.

Foucault has provided the starting point for discourse analysis' understanding of the subject. His view is subjects are created in discourses. He argues that 'discourse is not the majestically unfolding manifestation of a thinking, knowing, speaking subject (Foucault 1972). Potter & Wetherell (1987) argued that we use 'discourse' in its most open sense to cover all forms of spoken interaction, formal and informal, and written text. A way of engaging discourse in use as 'contrasting structures of explanation', as modes of explanation and rationalization in speech. The various and often contradictory ways in which people explain facts and behaviours. More specifically, the linguistic resources available to speakers in the construction of their accounts, the rhetorical strategies of speakers. You can't disentangle ostensibly psychological functions from the utilization of rhetorical, argumentative, linguistic, *discursive* features (Potter & Wetherell, 1987). Fairclough also proposed critical discourse analysis in which he stated that discourses influence social relations and knowledge systems through language and group together to form discursive order. He also stated that Discourse analysis is equal to analysis of discursive event plus analysis of discursive order. He gave three dimensions of critical discourse analysis: Analysis of 1) language texts, 2) discourse practice, 3) discursive events as instances of socio-cultural practice.

Fairclough (1993) considers 'interpretative repertoires' to be a "one-sided individualistic emphasis upon the rhetorical strategies of speakers". Discourse analysis can be understood as an attempt to show systematic links between texts, discourse practices, and socio-cultural practices. *Representations* are a longstanding concern in debates about bias, manipulation, and ideology in the media, but *identities* and *relations* have received less attention. The wider social impact of the media is to do with what sorts of social identities, what versions of 'self', they project and what cultural values (be it consumerism, individualism or a cult of personality) these entail. And it is to do with how social relationships are defined, especially social relationships between the mass of the population who constitute audiences for the most popular media output and people like politicians, scientists, church leaders, and broadcasters themselves. (Fairclough, 1995).

Table 1.11:

DOUBLE-LOOP LEARNING THEORY: Phenomenon and Purpose of the Theory

The Contributor (s):	Chris Argyris, (1985)
Subject Classification (Original):	Management
Management (Broad Category):	Behavior of Organizations
Phenomenon explained / predicted:	Professional's learning dilemma
Purpose of the Theory:	Effective decision making
Sources: Chris Argyris, (1985)	

The theory states that when the error detected and corrected permits the organization to carry on its present policies or achieve its present objectives then that error-and-correction process is Single-loop Learning. Double-loop Learning occurs when error is detected and corrected in ways that involve the modification of an organization's underlying norms, policies and objectives. In Single-loop learning the emphasis is on techniques and making techniques more effective. While Double-loop learning, in contrast, involves questioning the role of the framing and learning systems which underlie actual goals and strategies.

Argyris developed Model 1 and Model II to describe the features that inhibit or enhances Double-loop learning. Model 1 describes Single-loop learning which inhibits double-loop learning. Model II depicts to enhance double-loop learning. Both of these are shown to occur in three phases: Governing variables, Action Strategies and Consequences.

Argyris also worked on Organization learning and described the phenomenon of Single-loop and Double-loop Learning in organizational context. Make sure that all the sentences are free of grammatical and spelling errors.

Table 1.12:

EMPLOYEE COMMITMENT TO ORGANIZATION THEORY:

The Phenomenon and Purpose of the Theory

The Contributor (s):	Lyman W. Porter, Richard M. Steers, Richard T. Mowday & Paul V. Boulian (1974)
Subject Classification (Original):	Management
Management (Broad Category):	Individuals and their Environment in Organizations.
Phenomenon explained / predicted:	Commitment
Purpose of the Theory:	To understand how turnover problem can be reduced/terminated by understanding the employee's psychology.

Sources: Porter, et al, (1974)

Employee commitment to organization theory explains organizational employee's psychological attachment to an organization. Organizational commitment appears to require an individual to think in fairly global terms about his or her relationship to the organization during the initial employment period (Porter, et al, 1974).

Organizational commitment may be a more global and stable evaluative linkage between the employee and the organization that includes job satisfaction as a component (Porter et al, 1976). This theory demonstrates that an employee has a strong desire to be a member of particular organization and also willingness to exert high level of effort on behalf of the organization.

The theory was developed by Porter, et al. (1974). Employee commitment to organizations is popular with the name of Organizational Commitment (OC). Furthermore, OC study is important because it is related to; (a) performance effectiveness and employee behavior, (b) cognitive, affective and attitudinal constructs; (c) employee's job characteristics and; d) employee's personal characteristics (Batemen & Strasser, 1984).

Later, (Merey & Allen, 2007) provide a model of OC while discussing three components of it. These three components are affective commitment, continuance commitment and normative commitment on which OC can be operationally measured (Merey & Allen, 2007; Robbins et al, 2010). This theory is important for the success of the organization related to employees. It enhances performance, reduce turnover, trim down absenteeism and provide supportive organizational climate.

Table 1. 13:**EQUITY THEORY: The Phenomenon and Purpose of the Theory**

The Contributor (s):	John Stacy Adams (1963, 1965)
Subject Classification (Original):	Sociology
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Motivation at workplace
Purpose of the Theory:	Distress reduction & motivation
Sources: John Stacy Adam, (1963, 1965)	

Equity theory was first developed in 1963 by John Stacey Adams, a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). Inequitable situations will lead employee into distress and he/she will try to minimize the distress by taking various actions. The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization and outcomes are the contributions made by the organization for the employee.

Equity theory has been widely applied to business settings, however, introduces the concept of social comparison, whereby employees evaluate their own input/output ratios based on their comparison with the input/outcome ratios of other employees (Carrell & Dittrich, 1978). Employees who perceive inequity will seek to reduce it, either by distorting inputs and/or outcomes in their own minds ("cognitive distortion"), directly altering inputs and/or outcomes, or leaving the organization (Carrell & Dittrich, 1978).

Scholars have questioned the simplicity of the model, arguing that a number of demographic and psychological variables affect people's perceptions of fairness and interactions with others. Furthermore, much of the research supporting the basic propositions of equity theory has been conducted in laboratory settings, and thus has questionable applicability to real-world situations (Huseman, Hatfield & Miles, 1987).

One might feel that his or her compensation is equitable to other employees', but one might view the entire compensation system as unfair (Carrell & Dittrich, 1978). Equity theory has several implications for business managers: People measure the totals of their inputs and outcomes. This means a working mother may accept lower monetary compensation in return for more flexible working hours. Different employees ascribe personal values to inputs and outcomes. Thus, two employees of equal experience and qualification performing the same work for the same pay may have quite different perceptions of the fairness of the deal. Employees are able to adjust for purchasing power and local market conditions. Thus a teacher from Lahore may accept lower compensation than his colleague in Karachi if his cost of living is different, while a teacher in a remote village may accept a totally different pay structure. Although it may be acceptable for more senior staff to receive higher compensation, there are limits to the balance of the scales of equity and employees can find excessive executive pay demotivating. Staff perceptions of inputs and outcomes of themselves and others may be incorrect, and perceptions need to be managed effectively. An employee who believes he is overcompensated may increase his effort. However, he may also adjust the values that he ascribes to his own personal inputs. It may be that he or she internalizes a sense of superiority and actually decrease his efforts.

Table 1.14:**ESCALATION OF COMMITMENT: The Phenomenon and Purpose of the Theory**

The Contributor (s):	Barry M., (1976)
Subject Classification (Original):	Psychology
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Decision making
Purpose of the Theory:	Reason for increased commitment to previous decisions.

Sources: Barry, (1976)

The Escalation of Commitment behavior occurs when a responsible or non-responsible Decision Making Unit continues with a course of action that is delivering unexpected negative feedback and there is either some or no prospect of eventual goal attainment (Staw, 1976). An increased commitment to a previous decision despite evidence that it may have been wrong. In managerial decision making escalation of commitment can refer to either continuing with a failed or dud project. The Escalation of Commitment behavior occurs when a responsible or non-responsible Decision Making Unit continues with a course of action to a failing project. Arkes, H.R. & Blumer, C,(1985) recently the term "sunk cot fallacy" has been used to describe the phenomenon where people justify increased investment in a decision, based on the cumulative prior investment, despite new evidence suggesting that the cost, starting today, of continuing the decision outweighs the expected benefit. Aaronson,.(1984),described the main drivers of the Escalation of Commitment are:

- i). Social (peer pressure)*
- ii). Psychological (gambling)*
- iii). Project (past commitments)*
- iv) Structural (cultural and environmental factors)*

Table 1.15:**EVOLUTIONARY THEORY FOR ECONOMICS AND MANAGEMENT:****The Phenomenon and Purpose of the Theory**

The Contributor (s):	Richard R. Nelson & Sidney G. Winter, (1982)
Subject Classification (Original):	Management
Management (Broad Category):	Behavior of Organizations
Phenomenon explained / predicted:	Innovation and profit maximization
Purpose of the Theory:	That firms are seeking for innovative (or imitative) solution to improve their profits,

Sources: Richard R. Nelson & Sidney G. Winter, (1982)

The core concern of evolutionary theory is with the dynamic process by which firm behavior patterns and market outcomes are jointly determined over time. This theory provides evolutionary model and they also argue that evolutionary models can give results in areas in which neoclassical theory cannot. The process is fundamentally dynamic, as firms interact and create the relative competitive environment that each faces. That firms may not be able to find the best technological

solutions, nor seek to optimize profit perfectly, further separates the evolutionary and orthodox approaches.

The evolutionary theory given by Winter and Nelson, (1982). Nelson and Winter took the ideas expressed by Armen Alchian and Joseph Schumpeter decades earlier and presented a direct evolutionary challenge to mainstream approaches to economic growth, technological progress and competition between firms. This is an evolutionary theory of the capabilities and behaviour of business firms operating in a market environment. Nelson and Winter essentially claim that the concept of a well-defined production set existing independently of the firms that actually make up the industry is invalid. Evolutionary arguments will prove a useful additional tool for economists, particularly if more analytic solutions to some of the more complex models can be found. The model provides the way to evolutionary process take place.

Authors develop model based on the familiar concept of the profit-maximizing firm, a core theoretical commitment of main stream economic. Furthermore, the typical logic of these evolutionary processes is as follows. At each point of time, the current operating characteristics of firms, and the magnitudes of their capital stocks and other state variables, determine input and output levels. Together with market supply and demand conditions that are exogenous to the firms in question, these firm decisions determine market prices of input and outputs. The profitability of each individual firm is thus demined. Profitability operates, through firm investment rules, as one major determinant of rates of expansion and contraction of individual firms. With the firm sizes thus altered, the same operating characteristics would yield different input and output levels, hence different prices and profitability signals, and so on. By this selection processes, clearly, aggregate input and output and price levels for the industry would undergo dynamic change even if individual firm operating characteristics were constant.

Table 1.16:

EXPECTANCY THEORY:

The Phenomenon and Purpose of the Theory

The Contributor (s):	Vroom, V. H., (1964)
Subject Classification (Original):	Management
Management (Broad Category):	Individuals and their Environment in Organizations
Phenomenon explained / predicted:	Motivation
Purpose of the Theory:	To relate rewards to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients.

Sources: Vroom, V. H., (1964)

Expectancy theory proposes that an individual will decide to behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be (Oliver, R., 1974). In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to behave.

Vroom introduces three variables within the expectancy theory which are valence (V), expectancy (E) and instrumentality (I) (Vroom, V. H., 1964). The three elements are important behind choosing one element over another because they are clearly defined: effort-performance expectancy (E>P expectancy), performance outcome expectancy (P>O expectancy). Three components of Expectancy theory: Expectancy, Instrumentality, and Valence

1. Expectancy: Effort → Performance (E→P): Expectancy is the belief that one's effort (E) will result in attainment of desired performance (P) goals. There are 3 components associated with the individual's Expectancy perception. They are self efficacy, goal difficulty, and perceived control.

i). Self efficacy- the person's belief about their ability to successfully perform a particular behavior. The individual will assess whether they have the required skills or knowledge desired to achieved their goals.

ii). Goal difficulty- when goals are set too high or performance expectations that are made too difficult. This will most likely to lead to low expectancy. This occurs when the individual believes that their desired results are unattainable.

iii) Perceived Control- is one's belief in their control over their performance. In order for expectancy to be high, individuals must believe that they have some degree of control over the expected outcome. If an individual does not believe they have any control over the outcome the motivation to increase effort will be low.

2. Instrumentality: Performance → Outcome (P→O): Instrumentality is the belief that a person will receive a reward if the performance expectation is met. This reward may come in the form of a pay increase, promotion, recognition or sense of accomplishment. Instrumentality is low when the reward is the same for all performances given.

3. Valence- V(R): The value an individual place on the rewards of an outcome, which is based on their needs, goals, values and Sources of Motivation. Influential factors include one's values, needs, goals, preferences and sources that strengthen their motivation for a particular outcome.

The Expectancy Theory of motivation can help managers understand how individuals make decisions regarding various behavioral alternatives, and why they pursue these decisions. The model below shows the direction of motivation, when behavior is energized: Motivational Force (MF) = Expectancy x Instrumentality x Valence. When deciding among behavioral options, individuals select the option with the greatest amount of motivational force (MF). Expectancy and instrumentality are attitudes (cognitions), whereas valence is rooted in an individual's value system.

Table 1.17:

GOAL SETTING THEORY: The Phenomenon and Purpose of the Theory

The Contributor (s):	Locke & Latham (1990, 2005, 2006)
Subject Classification (Original):	Industrial Psychology
Management (Broad Category):	Behavior of Organizations
Phenomenon explained / predicted:	Goal setting is a cognitive concept.
Purpose of the Theory:	Hard goals lead to higher performance than easy or vague goals, such as trying to "do your best."

Sources: Locke and Latham, (1990, 2005, 2006)

The core of goal setting theory asserts that performance goals lead to the highest level of performance when they are both clear (specific) and difficult. Specific, hard goals lead to higher performance than easy or vague goals, such as trying to "do your best." (Locke & Latham, 2006).

Goals have two primary attributes or dimensions: content & Intensity. Goals content refers to the features of the goals themselves (e.g. the difficulty and specificity of the goals). Goal intensity is a process by which a goal is set and accomplished. It relates to factors such as commitment and the cognitive processes involved in attaining and setting goals (Locke & Latham, 1990).

Mediators of goal effects: Goal effects are mediated most directly by three relatively automatized mechanisms: (1) focus of attention on the desired end state to the exclusion of other goals, (2) regulation of physical as well as cognitive effort in proportion to what is required to attain the goal, and (3) persistence of effort through time until the goal is attained. The role of a fourth mediator, task knowledge or skill, is more complex. A goal cannot be attained unless the individual knows how to do so (Locke & Latham, 2005).

The key moderators of goal setting are feedback, which people need in order to track their progress; commitment to the goal, which is enhanced by self-efficacy and viewing the goal as important; task complexity, to the extent that task knowledge is harder to acquire on complex tasks; and situational constraints.

Kenneth Blanchard and Spencer Johnson first developed the SMART, (Specific, Measureable, Assignable, Realistic and Time Based) goal system when branching the concept of goal theory beyond academia into the area of management and leadership (Blanchard, Zigarmi, & Zigarmi, 1985).

Table 1.18:**IMAGE THEORY: Phenomenon and Purpose of the Theory**

The Contributor (s):	Beach, L. R. & Mitchell, T. R, (1980)
Subject Classification (Original):	Management
Management (Broad Category):	Individuals and Their Environment in Organization
Phenomenon explained / predicted:	Changes in Decision Making on Individuals
Purpose of the Theory	To Describe the changes in decision making of Individuals

Sources: Beach, L.R. and Mitchell, T.R, (1980)

Image Theory is an alternative to classical decision theories that are based on expected utility (Beach, 1990). Image theory is a theory of individual decision making, and so does not feature I-type processes. Collective decision making is simply represented as a division of labor within the same individualistic overall model.

In image theory, an agent's decision making knowledge is taken to be covered by three different images or cognitive schemata: an image of how things should go, an agenda of goals and outcomes they want within specific time windows, and concrete ways or plans for accomplishing those goals and attaining those outcomes. This makes a three tier hierarchy with principles or values at the top, goals and timelines in the middle and plans at the bottom.

Image theory presents a compelling argument for how people use their overarching goals to guide their decision making. However, because most of the studies of image theory have involved simulations. it is not clear whether it is normative or a descriptive model, that is whether it is an idealized notion of how people operate or an empirically grounded theory.

Table 1.19:**INSTITUTIONAL THEORY (Macro): Phenomenon and Purpose of the Theory**

The Contributor (s):	W. Richard Scott, Paul DiMaggio, Walter Powell, (2004)
Subject Classification (Original):	Sociology
Management (Broad Category):	Environmental Contingencies and Organizations
Phenomenon explained / predicted:	Social structure
Purpose of the Theory	Enable the organizations to look and act the same

Sources: Richard Scott, Paul DiMaggio, Walter Powell, (2004)

Institutional theory attends to the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemas; rules, norms, and routines, become established as authoritative guidelines for social behavior. It enquires into how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Although the ostensible subject is stability and order in social life, students of institutions must perforce attend not just to consensus and conformity but to conflict and change in social structures (Scott, 2004).

Powell and DiMaggio (1991) define an emerging perspective in organization theory and sociology, which they term the 'new institutionalism', as rejecting the rational-actor models of classical economics. Scott (1995) indicates that, in order to survive, organizations must conform to the rules and belief systems prevailing in the environment. Institutional theory addresses the central question of why all organizations in a field tend to look and act the same (DiMaggio & Powell, 1983). The core concept of institutional theory is that organizational structures and processes tend to acquire meaning and achieve stability in their own right, rather than on the basis of their effectiveness and efficiency in achieving desired ends, such as the mission and goals of the organization.

Multinational corporations (MNCs) operating in different countries with varying institutional environments will face diverse pressures. Some of those pressures in host and home institutional environments are testified to exert fundamental influences on competitive strategy and human resource management (HRM) practice. Nongovernmental organizations and social organizations can also be susceptible to isomorphic pressures. Institutional theory posits that institutionalized activities occur due to influences on three levels: individual, organizational, and inter-organizational (Williamson, 1997). On the individual level, managers follow norms, habits, customs, and traditions, both consciously and unconsciously (Berger & Luckmann, 1967). On the organizational level, shared political, social, cultural, and belief systems all support following traditions of institutionalized activities. On the inter-organizational level, pressures from government, industry alliances, and expectations from society define what is socially acceptable and expected organizational behavior, which pressures organizations to look and act the same (DiMaggio & Powell, 1983). Other names of this theory are institutionalism and adaptation theory.

Table 1.20: INSTITUTIONAL THEORY (Micro): Phenomenon and Purpose of the Theory

The Contributor (s):	Lynne G. Zucker & Micheal R. Darby, (2007)
Subject Classification (Original):	Management
Management (Broad Category):	Environmental Contingencies and Organizations
Phenomenon explained / predicted:	Social construction
Purpose of the Theory:	Integration of economic and phenomenological approaches

Sources: Lynne G. Zucker & Michael R. Darby (2007)

This theory describes the indirect indicators of social construction; among them are outcomes, from social influence to firm success and indicators of the nature and amount of the process and its change over time including language and classification change. Social construction does not just build new social structure; it fundamentally changes cognitive conceptions and frame to view many aspects of social and economic life (DiMaggio, 1997). By using cognitive, information-based form of institutional theory, this theory develops fit economic approach (information, expectations and incentives) and a phenomenological approach (cognitive, tacit knowledge, social construction). According to this theory process based and structured based institutional theory are not different pillars but rather these are different stages of the same underlying social constructions of institutions (Zucker, 1977).

Theory hypothesize that under conditions of natural excludability when knowledge is embodied in the discoverer, it is transferred slowly only by learning –by-doing-with. For example, in the Jensen and Thorsby (2001) survey of technology transfer office managers “for 71% of the inventions licensed, respondents claimed that successful commercialization requires cooperation by the inventor and license in further development”.

This theory explains the effects of organization boundaries on diffusion of information. If trust is produced and information flow is in fact destructed along organizational lines, then diffusion should slow differentially. Zucker & Darby (1996) explain nearly all of the variation in diffusion to new co-authors of scientific articles between geographical areas, with significant amounts explained by variables related to value of intellectual capital and the resultant pattern of collaboration within or between organizations. Transaction cost economics provides an alternative-possibly complementary-explanations to protection of valuable intellectual capital for the high frequency of collaboration inside organizational boundaries (Williamson, 1991).

Over the last three decades’ institutional theory has become one of the central approaches to understanding the fundamental building blocks of organizations and societies. Critical turning points in institutional theory are well known but this theory briefly summarizes them. The early work quickly divided in to a more macro set of approaches (Meyer & Rowan, 1997), micro set of approaches to institutions and to the process of institutionalizations (Zucker, 1983) and an approach that straddled the two. This theory layout a fundamental element for a theory of institution building and institutionalization and examine markets for information’s, creation and transmission of tacit knowledge in metamorphic growth and a formal model of construction of trust producing social structure, explicitly tying the process and structure approach together in a way that passes initial empirical test.

CONCLUDING THOUGHTS

Management Science research in the forms of journals, seminars, thesis, dissertation, reports, books, among others, will be better presented and impactful if the appropriate theories and models are used in framing or patterning their the contents and concepts schemas. However this requires first and foremost, the scholars measure of mastery of these theories, hence this paper is an attempt to show how to acquire mastery of these theories. Another contention which this study is set to resolve is the methodological choice of certain topics and the imbed phenomenon. This too, can easily be handled if the scholar understands the underlying theories that can appropriately frame the study. Thus the above "synopsis and tableau approach" are expose' on how best to ensure in-depth knowledge of the models and theories. The extant related literature as reviewed showed over two hundred and fifty models and theories in Management Sciences, but these twenty were chosen to showcase how they can be studied and easily remembered for use in research settings.

RECOMMENDATIONS

In order to drive Management Sciences for a better tomorrow, and with over two hundred and fifty theories and models to contend with which have strong bearing to the Faculty, postgraduate students and scholars should commit themselves to the use of this exemplified "synopsis and tableau approach" to enhance their mastery of these theories. It is a noticeable fact that most graduate students and management scholars find it difficult to state clearly which theories they have used in framing/patterning their research works, and when once this is not gotten correctly the methodological premises will surely be mistaken. In some cases the theories that were used have no relationship with the phenomenon under study; thus to ensure mastery, using the above expose will ensure an acceptable choice of theories for their works.

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