BUSINESS

NEW & FORTHCOMING

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2014
Negotiating Genuinely
Being Yourself in Business

SHIRLI KOPELMAN

Negotiating often leads people to wall off vulnerable parts of themselves and act rationally to win. But what if you could just be you in business? Taking a positive approach, this brief distills years of research, teaching, and coaching into an integrated framework for negotiating genuinely.

Competing and cooperating while being strategic and real is fundamentally challenging. Yet, this duality is both possible and powerful. Shirli Kopelman teaches readers how to reconcile the disparate hats that they wear in everyday life—with family, friends, and colleagues—bringing one “integral hat” to the negotiation table. Kopelman shares techniques that illuminate this approach; exercises along the way help readers to negotiate more naturally, positively, and successfully.

“Shirli Kopelman develops a playful, action-oriented framework to communicate deep and practical insights about the nature of cooperation and competition in negotiations.”
—Jeanne Brett, Kellogg School of Management, Northwestern University

104 pp., 2014
9780804790697 Paper $12.99 $10.39 sale
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A New Era in U.S. Health Care
Critical Next Steps Under the Affordable Care Act

STEPHEN M. DAVIDSON

A New Era in U.S. Health Care demystifies the Affordable Care Act for unfamiliar readers, setting an agenda for lawmakers and the health industry alike. It focuses on four key issues that will determine the success of this 2010 legislation: the use of state-run Medicaid programs to expand access to insurance; the implementation process; the creation of health insurance exchanges; and the introduction of a new organizational form, accountable care organizations.

128 pp., 2013
9780804787000 Paper $12.99 $10.39 sale
9780804787239 E-book $9.99 $8.00 sale

What Should Think Tanks Do?
A Strategic Guide to Policy Impact

ANDREW SELEE

Think tanks set out to influence public opinion and policy decisions—a goal that is essentially their raison d’etre. And yet, the ways that they measure their progress toward this goal remain fuzzy and underexplored. What Should Think Tanks Do? is the first practical guide to provide concrete strategies and tangible metrics for think tanks and policy research or advocacy organizations.

128 pp., 3 figures, 2013
9780804787878 Paper $12.99 $10.39 sale
9780804789295 E-book $12.99 $10.39 sale
Hard Times
Leadership in America
BARBARA KELLERMAN

Leadership has never played a more prominent role in our national discourse, and yet our opinions of American leaders are at all-time lows. Private sector leaders are widely seen as greedy to the point of being corrupt, public sector leaders are viewed as incompetent to the point of being inept, and levels of trust in the government have plummeted. As the title of this book conveys, we are experiencing Hard Times.

Barbara Kellerman argues that we have focused on leaders and even on followers while overlooking an essential element of leadership: context. This book is, then, a corrective. By providing a multi-faceted view of America today, it enables leaders to see the terrain that they must navigate in order to create positive change. Rather than a handy-dandy manual on what to do and how to do it, the book is structured as a checklist that introduces readers to the basic components of context. Twenty-four brief sections cover foundational aspects of the American landscape; need-to-know evolutions and revolutions that have shifted our societal institutions and norms; populations relevant to leadership practice; and, finally, futures and inversions to “the way things used to be.”

This crash course reveals how significantly context impacts leadership. Clearer still is the fact that today’s context makes leadership more difficult than it has ever been before. It is context that explains why leadership is so fraught with frustration, and it is context that makes evident why leadership will be better exercised if it is better understood. Highlighting persistent patterns that emerge from the checklist, Kellerman challenges leaders to do better with their context in full view. This fascinating read will change the way that all citizens think about leadership, business, and the future of our country.

“Hard Times is a brilliantly insightful and immensely important book. It’s a tour de force—a passionate, provocative, and persuasive discourse on the extraordinarily complex context that confronts leaders in every waking moment. There is no one better able to tell this story than Kellerman. She is an exceptional writer with an extraordinary breadth and depth of knowledge who never hesitates to tell it like it is. Every leader and student of leadership must read this book. Now!”

—Jim Kouzes, coauthor, The Leadership Challenge, and the Dean’s Executive Fellow of Leadership, Leavey School of Business, Santa Clara University
Flourishing Enterprise
The New Spirit of Business
CHRIS LASZLO AND JUDY SORUM BROWN, WITH JOHN R. EHRENFELD, MARY GORHAM, ILMA BARROS-POSE, LINDA ROBSON, ROGER SAILLANT, DAVE SHERMAN, AND PAUL WERDER

The notion of responsible business has infiltrated our markets, and “going green” is now a part of our mind set. But, sustainability as we know it is not enough. Flourishing—the aspiration that humans and other life will thrive on the earth forever—should be a key goal for every business today. This is a bold concept, like sustainability was a decade ago. Just as sustainability has become a matter of course, so too will flourishing become a cornerstone of business tomorrow.

How are companies to attain this big-picture goal? Drawing together decades of research along with in-depth interviews, Flourishing Enterprise argues that strategic, organizational, and operational efforts to be sustainable reach the potential of flourishing when they incorporate one additional ingredient: reflective practices. Offering more than a dozen such practices, this book leads readers down a path to greater business success, personal well-being, and a healthier planet.

Readers will find that adding reflective practices to existing business efforts does not require more work; it simply changes the way we do our work and, more importantly, the results we achieve. Cultivating emotional and spiritual health is the next frontier; this future-oriented guide develops these core competencies while stretching the ongoing conversation about ethical, sustainable business.

“The genius of this book lies in its marriage of inspiration with investigation, poetry with practice, and resilience with research. Its long view sets it apart from other books on the topic, and takes the conversation about business, sustainability, and spirituality from the margins into the mainstream.”
—Margaret Benefiel, author of Soul at Work and The Soul of a Leader

“Flourishing Enterprise lays out a compelling case and pathway for business to help catalyze a world where all people and life can flourish. I applaud its inspiration and vision for how each of us can create the world to which we aspire for ourselves and our children.”
—Paul Rice, President and CEO, Fair Trade USA

200 pp., 1 table, 11 figures, 1 illustration, 2014
9780804789344 Cloth $24.95 $19.96 sale
9780804799506 E-book $24.95 $19.96 sale
Flourishing
A Frank Conversation About Sustainability
JOHN R. EHRENFELD AND ANDREW J. HOFFMAN

Flourishing invites readers into a conversation between authors John R. Ehrenfeld and Andrew J. Hoffman as they discuss how to create a sustainable world. Through essays and dialogue, Ehrenfeld and Hoffman take us beyond the typical stories that we tell ourselves about sustainability and how to repair the damages of human progress.

While sustainability has become fashionable, both business and government are following the wrong path—merely applying temporary solutions that are “less unsustainable,” but that will fail to provide for the needs of future generations. To shift the pendulum, the authors envision a new story, driven by caring, as opposed to needing, and rooted in the beauty of a transformative change that we can and must make. This book provides a roadmap to a flourishing future, satisfying and truly sustainable consumption, and a new understanding of our place in the world.

Corporate Responsibility Coalitions
The Past, Present, and Future of Alliances for Sustainable Capitalism
DAVID GRAYSON AND JANE NELSON

It is estimated that there are more than 110 national and international business-led corporate responsibility coalitions. Given the growing reach and significance of these alliances, there is now a critical need for an informed and balanced analysis of their achievements, their progress, and their potential.

In Corporate Responsibility Coalitions, the first book to chronicle the subject, David Grayson and Jane Nelson explore the past, present, and future of these coalitions. They consider the emergence of new models of collective corporate action over the past four decades; the increasing number of these coalitions, their diversity and complexity; and how they network with each other and a broader set of institutions that promote sustainable capitalism. Drawing on their global study, the authors light the way for the future development of these influential alliances. In addition, they provide in-depth profiles of the most strategic, effective, and long-standing coalitions.

Can Green Sustain Growth?
From the Religion to the Reality of Sustainable Prosperity
JOHN ZYSMAN AND MARK HUBERTY

“Green growth” has proven to be politically popular, but economically elusive. Can Green Sustain Growth? asks how we can move from theoretical support to implementation, and argues that this leap will require radical experimentation. But systemic change is costly, and a sweeping shift cannot be accomplished without political support, not to mention large-scale cooperation between business and government.

Insightful and timely, this book brings together eight original, international case studies to consider what we can learn from the implementation of green growth strategies to date. The analysis reveals that coalitions for green experimentation emerge and survive when they link climate solutions to specific problems with near-term benefits that appeal to both environmental and industrial interests. Based on these findings, the volume delivers concrete policy recommendations for next steps in the necessary shift toward sustainable prosperity.
The Fountain of Knowledge
The Role of Universities in Economic Development
SHIRI M. BREZNITZ

Today, universities around the world find themselves going beyond the traditional roles of research and teaching to drive the development of local economies through collaborations with industry. At a time when regions that house universities are seeking best practices among their peers, Breznitz argues against the notion that one university’s successful technology transfer model can be easily transported to another. Rather, the impact that a university can have on its local economy must be understood in terms of its idiosyncratic internal mechanisms, as well as the state and regional markets within which it operates.

To illustrate her argument, Breznitz undertakes a comparative analysis of two universities, Yale and Cambridge, and the different outcomes of their attempts at commercialization in biotechnology. By contrasting these two universities she makes a powerful case for the idea that technology transfer is dependent on highly variable historical and environmental factors.

248 pp., 2014
9780804791922 E-book $60.00
$48.00 sale

Public Universities and Regional Growth
Insights from the University of California
EDITED BY MARTIN KENNEY AND DAVID C. MOWERY

Public Universities and Regional Growth examines evolutions in research and innovation at six University of California campuses. Each chapter presents a deep, historical analysis that describes the dynamic interaction between the campuses and regional firms in industries that range from biotechnology, scientific instruments, and semiconductors, to software, wine, and wireless technologies.

This book provides a cohesive look at the University of California’s symbiotic relationships with world-class industries and entrepreneurs. As a leading public institution, the UC is an exemplar for other universities at a time when their potential and value is under scrutiny. And yet, as this book shows, public universities are vital hubs of research that are key to our economic growth. Insightful and distinctive, Public Universities and Regional Growth illustrates the role of the UC in driving innovation in the world’s premier knowledge-based economy.

272 pp., 13 tables, 11 figures, 1 map, 2014
9780804791359 Paper $29.95
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9780804790673 Cloth $90.00
$72.00 sale
9780804791427 E-book $29.95
$23.96 sale

Invention and Reinvention
The Evolution of San Diego’s Innovation Economy
MARY LINDENSTEIN WALSHOK AND ABRAHAM J. SHRAGGE

Formerly prosperous cities across the United States are striving to adapt in today’s knowledge economy. Invention and Reinvention chronicles San Diego’s transformation from a small West Coast settlement to a booming military metropolis and then to a successful innovation hub.

Stressing the role that cultural values and social dynamics played in its transition, the authors discern five distinct, recurring factors upon which San Diego capitalized at key junctures in its economic growth. San Diego—though not always a star city—has been able to repurpose its assets and realign its economic development strategies to sustain prosperity.

“The San Diego region has long deserved a really comprehensive history of how its economy emerged. This book describes that journey and contains a number of insights that will be extremely useful to other regions that are trying to reinvent themselves.”

—Richard Florida, Author of The Rise of the Creative Class, Director, Martin Prosperity Institute, University of Toronto and the Creative Class Group

248 pp., 17 figures, 5 tables, 2013
97808047975295 Paper $24.95
$19.96 sale
9780804797599 Cloth $85.00
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9780804798885 E-book $24.95
$19.96 sale
The Evolution of a New Industry
A Genealogical Approach
ISRAEL DRORI, SHMUEL ELLIS, AND ZUR SHAPIRA

The Evolution of a New Industry traces the emergence and growth of the Israeli high-tech sector to provide a new understanding of industry evolution. The authors reveal how the high-tech sector in Israel built an entrepreneurial culture with a capacity to disseminate intergenerational knowledge of how to found ventures, as well as an intricate network of support for new firms. Following the evolution of this industry from embryonic to mature stages, Drori, Ellis, and Shapira develop a genealogical approach that relies on looking at the sector in the way that one might consider a family tree. The principles of this analysis enable them to draw attention to the dynamics of industry evolution, while relating the effects of the parent companies’ initial conditions to their respective corporate genealogies and imprinting potential. The text suggests that genealogical evolution is a key mechanism for understanding the rate and extent of founding new organizations.

Technology Change and the Rise of New Industries
JEFFREY L. FUNK

Technology Change and the Rise of New Industries explores why new industries emerge at specific moments in time and in certain countries. Part I shows that technologies which experience “exponential” improvements in cost and performance have a greater chance of becoming new industries. When “low-end” discontinuities incur exponential improvements, they often displace the dominant technologies and become “disruptive” innovations. Part II explores this phenomenon and instances in which discontinuities spawn new industries because they impact higher-level systems. Part III examines the challenges of new industries for firms and governments. Part IV uses ideas from the previous chapters to analyze the present and future of selected technologies. Based on analyses of many industries, including those with an electronic and clean-energy focus, this book challenges the conventional wisdom that performance dramatically rises following the emergence of a new technology, that costs fall due to increases in cumulative production, and that low-end innovations automatically become disruptive ones.

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A fundamental shift is underway that will change our conception of value. In an era of increasing interconnectedness, individuals, as opposed to institutions, stand at the center of value creation. Organizations can no longer unilaterally devise products and services. They must engage stakeholders—customers, employees, suppliers, partners, and citizens at large—as co-creators. Co-creation guru Venkat Ramaswamy and Kerimcan Ozcan call for enterprises to be mindful of lived experiences, to build engagement platforms and management systems that are designed for creative collaboration, and to develop “win more–win more” strategies that enhance our wealth, welfare, and, well-being. Richly illustrated with examples of co-creation in action, The Co-Creation Paradigm provides a blueprint for the co-creative enterprise, economy, and society. This book challenges some of our most deeply held ideas about business and value, as it outlines the future of “business as usual.”

“Firms are no longer the center of value creation, which now pivots around the human experience, interactions, and platforms of engagement. The Co-Creation Paradigm is a multi-layered view of strategy that opens up new insights and points toward profits that are not attainable using conventional tools.”

—Venki Rajah, Vice President of Infrastructure Insight, Oracle Corporation

“Creating and maintaining a competitive advantage is a race toward an ever moving target. Co-creation is the latest lever to get ahead by involving business partners, directly drawing upon their skills and efforts. Doing this requires a new business paradigm, which is well captured in Ramaswamy and Ozcan’s practical and inspiring book.”

—Hans Læssøe, Senior Director, Strategic Risk Management, The LEGO Group

“The Co-creation Paradigm represents the next wave of strategic marketing and management. We need to train our students and re-train our executives to think in terms of co-creation and platform building. Inviting all stakeholders to co-create our business will lead to competitive insights and advantages that are unimaginable in traditional companies.”

—Philip Kotler, Northwestern University and author of Market Your Way to Growth: Eight Ways to Win
Adaptive Action
Leveraging Uncertainty in Your Organization
GLENDA H. EOYANG AND ROYCE J. HOLLADAY

Rooted in the study of human systems dynamics, Adaptive Action introduces a simple, common sense process that will guide you and your organization through uncertain times.

This elegant method prompts readers to engage with three deceptively simple questions: What? So what? Now what? The first leads to careful observation; the second invites thoughtful consideration of options and implications; the third ignites effective action. Together, these questions and the tools that support them produce a dynamic and creative dance with uncertainty. The road-tested steps of adaptive action can be used to devise solutions and improve performance across multiple challenges, and they have proven to be scalable from individuals to work groups, from organizations to communities.

In addition to laying out the adaptive action framework and clear protocols to support it, the authors introduce exemplary cases from professionals in leadership, consulting, Alzheimer’s treatment, evaluation, education reform, political advocacy, and cultural engagement.

The Social Roots of Risk
Producing Disasters, Promoting Resilience
KATHLEEN TIERNEY

The first decade of the twenty-first century saw a remarkable number of large-scale disasters. Earthquakes in Sumatra and Haiti underscored the serious consequences that catastrophic events can have in developing countries, while 9/11, Hurricane Katrina, and the disasters that struck Tōhoku, Japan in 2011 showed that First World nations remain vulnerable. With so much knowledge of the risks that we continue to face, why are we still unable to anticipate, prevent, and cope with them?

Kathleen Tierney argues against the widespread notion that cataclysmic occurrences are driven by forces beyond our control. Instead, she contends that risks and disasters of all types are produced by the social order itself. Be they natural, technological, or economic in nature, risks and their consequences are rooted in common social and institutional sources. A provocative rethinking of the way that we approach and remedy disasters, this book leaves readers with a better understanding of how our own actions make us vulnerable to the next big crisis—and what we can do to prevent it.

Epinets
The Epistemic Structure and Dynamics of Social Networks
MIHNEA C. MOLDOVEANU AND JOEL A.C. BAUM

Epinets presents a new way to think about social networks that focuses on the knowledge that underlies our social interactions. Guiding readers through the web of beliefs that networked individuals have about each other, this book illuminates the deeper character and influence of relationships among social network participants.

Drawing on artificial intelligence, the philosophy of language, and epistemic game theory, Moldoveanu and Baum formulate a lexicon and conceptual tools that enable readers to explain, predict, and shape the fabric and behavior of social networks. With an innovative and strategically-minded look at the assumptions that enable and clog our networks, this book lays the groundwork for a leap forward in our understanding of human relations.
Common Knowledge?
An Ethnography of Wikipedia
DARIUSZ JEMIELNIAK
With its emphasis on peer-produced content and collaboration, Wikipedia exemplifies a departure from traditional management and organizational models. This iconic “project” has been variously characterized as a hive mind and an information revolution, attracting millions of new users even as it has been denigrated as anarchic and plagued by misinformation.

Dariusz Jemielniak draws on his academic expertise and years of active participation within the Wikipedia community to take readers inside the site, illuminating how it functions and deconstructing its distinctive organization. Against a backdrop of misconceptions about its governance, authenticity, and accessibility, Jemielniak delivers the first ethnography of Wikipedia, revealing that it is not entirely at the mercy of the public.

Instead, it balances open access and power with a unique bureaucracy that takes a page from traditional organizations. Along the way, Jemielniak incorporates fascinating cases that highlight the tug-of-war among participants as they forge ahead in this pioneering environment.

312 pp, 2 tables, 7 figures, 2014
9780804789448 Cloth $39.95  $31.96 sale
9780804791205 E-book $39.95  $31.96 sale

Storytelling in Business
The Authentic and Fluent Organization
JANIS FORMAN
Storytelling can be a lifelong and life-sustaining habit of mind, a personal inheritance that connects us to our communities. It can also serve as an organizational inheritance—a management tool to help businesses develop and thrive. For more than a decade, award-winning author Janis Forman has been helping executives to tell stories in service of their organizational objectives. In Storytelling in Business, she teaches readers everywhere how the craft of storytelling can help them to achieve their professional goals.

Focusing on the role of storytelling at the enterprise level, this book provides a research-driven framework for engaging in organizational storytelling. Drawing on 140 interviews and through original cases from Chevron, FedEx, Phillips, and Schering-Plough, Forman shows how organizations can engage storytelling to make sense of strategy and develop or strengthen culture and brand. She details specific lessons learned, and shows how to employ the road-tested strategies. A final chapter brings readers back to square one: the development of their own “signature story.”

304 pp, 2013
9780804768719 Cloth $29.95  $23.96 sale
9780804784955 E-book $29.95  $23.96 sale

Anonymous Agencies, Backstreet Businesses, and Covert Collectives
Rethinking Organizations in the 21st Century
CRAIG R. SCOTT
Many of today’s organizations devote extensive resources to branding, catching the public eye, and capitalizing on the age of transparency. But, at the same time, a growing number of companies and other collectives work hard to conceal their identities and activities. Among these are secret societies, political contributors, terrorist cells, covert military units, organized crime groups, and online hacktivist collectives.

This book offers a framework for thinking about how organizations and their members communicate identity. Considering the degree to which organizations strategically conceal themselves, it describes various “regions” in which these collectives reside—ranging from transparent to shaded, from shadowed to dark. By taking a closer look at groups as varied as EarthFirst!, the Church of Scientology, Alcoholics Anonymous, the KKK, Skull and Bones, Anonymous, U.S. special mission units, men’s bathhouses, and various terrorist organizations, this book helps to draw attention to shaded, shadowed, and dark collectives as important and consequential organizations in the contemporary landscape.

272 pp, 3 tables, 5 figures, 2013
9780804785631 E-book $55.00  $44.00 sale
9780804781381 Cloth $55.00  $44.00 sale
The Economics of Business Valuation
Towards a Value Functional Approach
PATRICK L. ANDERSON

For decades, the market, asset, and income approaches have taken center stage in the valuation of the firm. This book brings to light an expanded valuation toolkit consisting of ten well-defined principles from the fields of economics, finance, accounting, and control theory. It ultimately argues that a “value functional” approach avoids most of the shortcomings of its competitors, and more correctly matches valuation theory with stakeholder motivations.

With historical side notes from an international set of sources and real-world examples, this book is a future-facing resource for scholars in economics and finance, as well as academically minded valuation practitioners.

“This book clearly reviews the existing literature and shows the shortcomings of conceptual and practical methods that are used throughout the business and consulting world. It introduces fundamental changes that build up to an improved methodological approach and that significantly advance the ‘science of valuation.’”

—Fernando Torres, Chief Economist, IPmetrics LLC

440 pp., 52 tables, 11 figures, 2013
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