doc. dr. sc. Mario Bogdanović
University of Split, Faculty of Economics
21000 Split – HR, Cvite Fiskovića 5
Phone: (021) 430 757
Email: mbogdan2011@gmail.com

BY SPIRITUALITY MANAGEMENT AGAINST STUPIDITY MANAGEMENT IN A FUNCTION OF ACCELERATED DEVELOPMENT

Spirituality is awareness and application of basic human values, and stupidity management is blocking of such value manifestation in business-economic domain.

Author

MENADŽMENTOM DUHOVNOSTI PROTIV MENADŽMENTA GLUPOSTI U FUNKCIJI UBRZANOG RAZVOJA

Duhovnost je svjesnost i primjena temeljnih ljudskih vrijednosti, a menadžment gluposti je sprječavanje manifestacije tih istih vrijednost u poslovno-ekonomskoj domeni.

Autor

ABSTRACT

Contemporary organizations becomes more stupidity intensive with domination of stupidity management. Stupidity management deals with limitation of unsuitable „smart", with limitations in intelectual and/or emotional-motivational functional area. The deficit of critical thinking, deeper thinking, creativity and passion most often arise not because of inteligence deficit but because different emotional-motivational blockages which generate stupidity management (fear, uncertainty, power mechanism, domination, coercion, „higher" politics, lack of curiosity…), but also because of partial knowledge and/or pseudoknowledge as dominant management „modus operandi". This paper by insight method inquires the problem of stupidity management which retard the development by inhibiting the cognitive capacities of organizational human resuources. The central mediation factor of stupidity management „ideology" is marginalization of spiritual values. Without spiritual management no one potential valuable organizational/economic solution regardless of its vision or strategic fundation can not vivify, because it will be distoreted or canceled by opportunism of privileged actors which characterize essential lack of spirituality. Developmental and organizational crisis is dominantly result of spirituality (value) crisis which do not promote collectively good and the greatest good for all, but only for privileged groups and individuals. In minimizing the stupidity management and economic stagnation substantialy can help only nonmaterial resources, this means spirituality management which implement the value categories such as: truth, correct behaviour, love, serenity and nonviolance which are the basis for realization the vision of spiritual, productive, inteligent, creative and happy enterprises. The goal of this paper is to research how to deminish stupidity management which is seen as a couse of business-economic stagnation by means of spirituality management and his value categories.

SAŽETAK

Moderne organizacije postaju sve više glupošću intenzivne s dominacijom menadžmenta gluposti. Menadžment gluposti bavi se ograničavanjem nepoćudnog „pametnog", s ograničenjima u intelektualnom i/ili emocionalno-motivacijskom funkcionalnom području. Manjak kritičkog promišljanja, dubljeg promišljanja, kreativnosti i strasti najčešće nastaje ne zbog manjka inteligencije već različitih emocionalno-motivacijskih blokatora koje stvara menadžment gluposti (strah, nesigurnost, mehanizmi moći, dominacije, prisile, „više" politike, manjak znatiželje…), ali i nepotpuno i/ili pseudo znanje kao dominantni menadžerski „modus operandi".

Ovaj rad metodom uvida istražuje problem menadžmenta gluposti koji usporava razvoj na način kočenja kognitivnih kapaciteta organizacijskih ljudskih resursa. Glavni medijacijski čimbenik „ideologije" menadžmenta gluposti je marginalizacija duhovnog. Bez duhovnog menadžmenta niti jedno potencijalno vrijedno organizacijsko/ ekonomsko rješenje ma koliko bilo vizionarski i strateški fundirano ne može zaživjeti, jer će biti iskrivljeno ili poništeno oportunizmom privilegiranih aktera, koje karakterizira suštinski manjak duhovnosti. Razvojna i organizacijska kriza je dominantno rezultat duhovne (vrijednosne) krize koja ne promiče zajedničko dobro i najveće zajedničko dobro za sve, već samo za privilegirane skupine i pojedince.

U smanjenju menadžmenta gluposti i ekonomske stagnacije suštinski mogu pomoći samo nematerijalni resursi, odnosno duhovni menadžment koji primjenjuje vrijednosne kategorije kao što su: istina, ispravno ponašanje, ljubav, mir i nenasilje koji su osnovica za realizaciju vizije produhovljenih, produktivnih, inteligentnih, kreativnih i sretnih poduzeća. Cilj ovog rada je istražiti kako smanjiti menadžment gluposti koji se vidi uzrokom poslovno- ekonomske stagnacije uz pomoć duhovnog menadžmenta i njegovih vrijednosnih kategorija.

Ključne riječi: *menadžment gluposti; menadžment duhovnosti; temeljne duhovne kategorije (istina, ispravno ponašanje, ljubav, mir, nenasilje); ljudski resursi, organizacijska patologija; organizacijski i ekonomski razvoj.*

1. Introduction

In contrary to the common assumption that contemporary organizations characterize „smartness", intense with informations, knowledge, competence, inteligence, wisdom, talent learning with rhetoric persuasion that they maximalize the mobilization of cognitive capacities of his members, the organizational reality (facts and experience) shows also the reverse of organizational life, i.e. widely present phenomenon of functional stupidity and stupidity management. Because the functional stupidity and stupidity management can sharply reduce inteligent use of organizational resources, disturb organizational harmony, create hipocrisis (duality) and undermine human relationships and productivity, it is important to research the ways how this managerial problem can be minced or resolved. The main problem of functional stupidity and management who support organizational stupidity is in absence or blocked managerial awareness that organizational development and growth is primarly in nonmaterial (spiritual) resources and that only by promotion of basic spiritual values can be created long-term high-quality business result. Functional stupidity and stupidity management can be reduced by spirituality management and his value categories

implementation, which enable the management function on a higher spiritual level. Namely, management is often in lack of spiritual dimension which consist of values, moral and ethics, so if such spiritual elements are ignored, the consequence is the violation of individual, institutional and social health (Sikula, 1996, 31). By means of spiritual (humanistic) value principles can be deminished functional stupidity and stupidity management on the minimum possible level and improve organizational spirituality (create productive, inteligent, creative and happy organizations). Spirituality management is contrary to the functional organizational stupidity, stupidity management, pagan values (cf. Žitinski-Šoljić, 1996, 6&101) and values of technical (scientific) management (cf. Lukšić, 1995) which excuse the use of every mean if the goal is valid. In essence the process of really spiritual awakening of management refers to the:

a) determination to the truth and unblocking the truth flow in an organization;
b) awakening and promotion of correct behavior (doing);
c) awakening and promotion to the higher sense (love in organization);
d) achieving the internal peace and equanimity in a function of cognitive capacities activation what is also means the prevention of stress state;
e) awakening the pathology of violence and non-toleration of any kind of violence in organization (mobing etc.)

This paper deals with seeking the way by which can be overcomed the functional organizational stupidity and how to limit stupidity management. In this work this is done by means of spirituality (value) management, which can act as efficacious corrective in almost every disfunctional and patological organizational state. The main hypotheses in this paper were:

H1: Because of stupidity and stupidity management organizations can not develop, develop slow or even can not survive

H2: Because of spiritual lack organizations becomes stupid and promotes stupidity management

H3: Introducing the spiritual management can resolve the main problem of organizational stupidity and stupidity management

All these three hypotheses are confirmed, by means of insight method methodology who use reflection about empirical evidence, literature reveiw, own personal experience and synthesis the facts about organizational stupidity and stupidity management problem.

2. Functional stupidity and stupidity management

Functional stupidity is lack of ability or willingness to actively process the knowledge. This is inability or non-motivation to use his own cognitive resources or inteligence. Funtional stupidity characterize situation when the organization support lack of reflexivity, substantive reasoning and justification (why is doing on the way is doing). It depicts refusal of using intelectual resources out of „narrow" and „secure" sphere. Functional stupidity helps to remain and strenghten organizational order, often is followed by manipulative untruth, uncorrect handling, so if „it comes to the surface" result in organizational disharmony (Alvesson&Spicer, 2012). Although refusal of using full organizational capacity can facilitate organizational functioning, promote power and domination relationships and emphasise existing organizational conformity, it can also create the feeling of hypocrisis (falsity) because of discord between rethorical and real what can disturb good organizational functioning, especially by information and knowledge intensive organizations.Typical example of persevering in functional stupidity is when management allow to talk only desirable and good about organization. Functional stupidity also create irational belief in complex economic and

financial models and disadaptation of mangerial praxis, i.e. when the most of managerial praxis is adapted form wrong opinion, general adopted wisdom and with totally lack of empirical evidence- what is very frequent and classic case. So when partial and/or pseudo-knowledge of management become dominant „modus operandi" organization is in organizational stupidity. Management is also stupid when it becomes totaly abstract, not connected with reality, and adapt/respect only „science"of pure economy as his main input. Functional stupidity promotes stupidity management, for which are characteristic following deficits (cf. Alvesson&Spicer, 2012):

a) **Lack of reflection** about dominant rules, beliefs, expectations (e. g. for employees is correct to follow the command higher in hierarchy, regardeless of sense and content of the command);

b) **Lack of reason explanation** which are founded on arguments, lack of explanation for decision and action, abstaining from question, explanation in managers edicts, tradition and fashion (key aspect in forming of functional stupidity);

c) **Lack of indpendant reflexion** in manner that nearsightednessly are aplied instuments for effective accomplishment a goal, without knowledge about broader independant questions what is in fact the goal, is the goal correct and have this goal a sense, and which are appropriate means for accomplishment a goal;

d) **Motivational lack,** e.g. lack of curiosity, lack of openmindness, the personality of „organizational man" who is uncritical obeying, or professional (knowledge worker) which organizational paradigm see undoubtful, because it should be like that;

e) **Emotional lack** because of fear, uncertainity, power mechanisms, domination, coercion in organization.

The main mechanisms of stupidity management are blocking or marginalization of doubts, blocking the information about doubts, structuring the organizational communication on the way that are facilitated and encouraged postive and easily understandable stories, negative and ambigous stories are marginalized even prohibited. Stupidity management deals with limiting unsuited „smart" in organization, limiting the staff in intelectual or motivational-emotional area. The main supporting factors of stupidity management are:

a) **Limited rationality** (because lack of time, informations, cognitive capacities, lack of knowledge about problem etc.);

b) **Competency in one area uncriticaly is enlarged on the competency in other area** (but nobody can be universaly competent, if someone think like this, is in stupidity);

c) **Imprudence** (acting before thinking and reflection);

d) **Absence of intellect** (e.g. in emotional demanding situation, when is primary acting on the ground of powerful emotions and passion);

e) **Dany of his own ignorance** (relaying on incomplete knowledge or pseudo-knowledge by which very important mediation factor is managerial vanity);

f) **Fear and anxiety**;

g) **Uncertainity** (existentional or psychological);

h) **Reluctance to disturb organizational harmony and existing way of organizational functioning;**

i) **Mechanisms of power and politics** (regulators of non-using the intelectual resources).

From this short review it can be noted that if mentioned factors that facilitate functional stupidity are presented in an organization, especially if management actively work on its promotion, organization can not perform optimal smart and is in some state of organizational stupidity. Organizational stupidity and stupidity management is widely present in contemporary organization, social and political life. Good example of organizationals

stupidity is Dilbert principle and Dilbert comics (cf. Adams, 2000). So in contrary to the opininion that modern organizations are more and more smart there is large evidence of reduced smartnes and organizational stupidity. So, it can be concluded, that H1 (Stupidity is blocking organizational development) can be confirmed.

3. Spirituality management

Different managements plunged in the same context produce totally different decisions which brings the organizations in totally different directions, what means that leadership and management on this today level of knowledge and understanding can not adapt pure science in resloving the problem of leading, so it should have support in intuition, inner truth and spiritual values which reflect quality of manager (leader) awareness. Namely, nowdays it is much clear that improving the organizational performances should be searched in the sphere of nonmaterial and non-palpable (spiritual!). Spirituality belongs to the value categories which are important to every man like: understanding, luck, love, truth, peace (equaminity) of mind, sense, gentleness toward other people, mercy, integrity, personality… - this means the functional principles out of materiall world (cf. Hawley according Lučić, 2013). Spirituality primary become clear in basic human values which some organization represent or neglect. Human values are key ingredient of organizational culture which determine „personality" of each organization. For this paper needs can be told that spirituality can be achieved by five basic human values/virtues implementation:
   a) **Truth** (as harmony or the equality in the sense of judgement and being);
   b) **Correct behaviour/handling** (noble acting which is not only for selfish benefit, but also on the benefit for all);
   c) **Love** (appreciation and deep respect to all living beeing);
   d) **Peace** (inner equanimity and composure);
   e) **Non-violence** (to anybody or anything).

Organizational facts of many contemporary organizations are:
   a) Blocked truth;
   b) Ethical/correct behavior is not awaked;
   c) Higher sence (e.g. love) is not awaked;
   d) Stress and hectic organizational life is higher valued than peace and equanimity;
   e) Organizational pathology (management by fear, threat, coercion, mobbing) is not enough awaked.
So it can be concluded, that H2 (Spiritual lack brings to the organizational stupidity and stupidity management) can be confirmed.

In extension spirituality management is elaborated in manner how every value category can help in preventing and deminishing stupidity management (H3) through units: a) By truth against stupidity management; b) By correct behaviour against stupidity management; c) By love aganst stupidity management; d) By peace against stupidity management; e) By non-violence against stupidity management.

3.1. By truth against stupidity management

Ability and motivation to accept and communicate the truth (harmony between the reality and reflection about them) is crucial human value. According Jack Hawley (Hawley according Lučić, 2013, 49-50), truth is for organization the most important thing, because when any system is in the truth, every problems resolves automatically (alone with himself) on natural

way. Because of that, truth is fundamental for survival of any system, so it can be considered more important then capital, work, strategy, or anything else. Managerial reaction on truth is in fact crucial problem of management and leadership. If for example management do not accept the truth, hide the truth, distort the truth, organization is quite in problem and there are arising opportune condition for stupidity management. So, good way to achieve awareness about organizational truth is free conversation with the question: „What is our truth?" (Lučić, according Hawley, 2013, 51). The organizational pathology can not be eliminated, if the truth in organization is blocked or distorteted. Untruth or surpressed truth is deeply incorporated in contemporary organizational life, because untruth or hiding the truth is often the means for achieving sombodies goal. Also untruth or missing the truth are the means of manipulations by wich is wanted to achieve domination under other people- what is misuse of the truth. In fact stupidity management as his main mechanism uses the leverage of truth manipulation, to achieve the people (employees) are manipulated and achieve his own goal. In spite of that fact for management evolution it is necessary the awareness in the truth and internalization of truth as key value category – not only in business organization but also on the civilization level. In the internalization of the truth value it is needed the includeness of institutional system. The key managerial question is how to block that untruth or eliding the truth become the key principle of managerial acting and behaviour, because it often brings to the managerial benefit, but demages the organization and society. The truth should be educated by known behavioral principles and create the situation that untruth/lie is not beneficial („In lie are the short legs"!), but also is punished if it brings to the demages for other employees and/or other shareholders (cf. Pastuović, 1999, 217). Only by truth is posible the real battle against stupidity management.[206]

3.2. By correct behaviour against stupidity management

Integrity, justice in achieving the goals, not making damage the other, is also important in prevention and fight against stupidity management. Behaviours such raven the resources from the other, discreditation of other to achieve some personal gains or advantage, also are „fertile soil" for stupidity management. Correct behaviour is deep morality in human thoughts, feelings and behaviour. This means that to the employee/shareholder should behave maximal human and to the benefit of man, regardeless of his material, social, educational and/or other status. It is pathology of management if it thinks that it makes a great good only by the fact that it do no damages and evil. Doing things right can be clearly seen in relatinships with the work, coworkers, clients. For example in the work with other poeple when individuals can say that with someone was „wonderfull" to work, or e.g. in harmonious teamwork when every teammember work on the group benefit on the best way.[207] Correct behaviour is behaviour which do not delay, do not complicate and do not harm to others. All the behaviours according to criterion of correct behaviour can be devided into (cf. Pastuović, 1999):

1) **Correct moral (prosocial) bahaviour** is behaviour that produces positive consequences for other people.

---

[206] In the real praxis when something for management is not appropriate, management can use the strategy „Proclaiming the truth for stupidity!". Of course, if speech of the truth is stupidity, than this managerial constatation is correct, although it refers on the existence of stupidity management in such a organization.

[207] Service management today is more valuable because it seams to be universally acceptable. This noted even Mary Parker Follet 1924 in his book Creative Experience, where she perceived the three determinents of the leadership of the future: the leading with the serving funciton, the power of diversity nad selforganized teams (Buble, 2012, 5).

2) **Amoral (asocial) behavior** is behavior which refuse to help to the people or group of people to whom is help necessary, by which is „price" of helping much less then demage which arise to other person or group of person (without helping).

3) **Antimoral (antisocial) behaviour** is purposely (aimed) making damage to other person or group of persons. Psyhopathological individuals also enjoy in making dameges to other people or group of people in organizations.

Therefore in organization should strive only to the correct, moral or prosocial behaviour, in order to achieve optimal performanse of business system, and without loosing energy of „game of thrones"/ „of stage games", and in the same time creating the harmful stupidity management. Misusing of „correct doing" value principle often depicts unethical organizational situation, mobbing, miserable interpersonal relatinoships, low quality and productivity, misantropism and alienation (other people are perceived as enemies) what is extremely favourable milieau for stupidity management.

3.3. By love against stupidity management

Although love is value category, it is also the fundamental human need. Love include care for others, nobility, agency, sharing, joy, attraction, commitment, assistance, spontaneity. Where is the love, everything is easy, where is love not present everything is difficult. When is someone or something loved, to the loved person is joyful served, to this person is „giving the wings". Love is noble virtue because they manage selfish interests to the interests and good of others which are loved. Spirituality management emphasize the need of creating the organizational culture which characterize simpahty, love, tolerance, trust, pleasure, courage, readyness to risk, satisfaction and happiness in subjective experience and behaviour of employees (Gerken, 1993). Namely, without „soft" communicative and partnership employee behavior, this means without „love" it is not possible to develop such atmosphere where is possible the optimal functioning of organization. Love learn the people serving and desire to be others on their benefit. Manager/leader who serves (love manager) manage interests of organization and interests of his co-workers who develop, above his own interests, so avoid stupidity management. Internalization of love value (noble serving) also is important in prevention of stupidity management.

3.4. By peace against stupidity management

In contemporary business world which prefer hastle, many and intensive information as limitet human being, people often do not reach to process many contents to which they are daily exposed. Because of accelerated life rithm and greater need for competition activities (on all levels) the important human activities like play, friendship, free time for himself, become reduced. Because of that fact, this situation become "fertil soil" for stupidity management (occur limited rationality because lack of time, information, cognitive capacities, tiredness...). In such a world, although employees becomes educated, they emotionally and valuably often degrades. So, there is need to adapt to such tempo of life and permanent stressfull working time, so relaxation and equanimity becomes more important. "The richest is who has peace!", not someone who has much money- it is the old sentence. To respect himself and others is not achivable if there is not internalized the value of peace and relaxation (meditation) as basic strenght for realocation and better use of psychophisical resources. Value of peace can be realized by peacful siting/lieing in silence, so it can be transferred emotionality and experience. Also it is need the desire that peple respect each other (peace in relationship). Peaceful can be one who can abnegate of his egoistic impulses

(compromise is base for peace and respect), peace also means allowing other people to say everything without experience assault. The goal of appeasing e.g. by means siting or lieing in peace is inner appeasing, than the people ligheter can separate important from unimportant, resolve his anxiety, perceive/experience himself, collect energy, contemplate on higher emotional levec, process things and events. Because of fact that in modern hectic life the events and life contents „fly away" (lack of time for active processing) peace becomes extremely important. Stress becomes the main enemy of intelligence, critical mind so by means of peace/equanimity it need to be reduced on minimum level. By minimizing the stress level in organizations it is automatically reduced stupidity management.

3.5. By non-violence against stupidity management

Nonviolence is behaviour that do not damages to others, neither phisicaly nor reputation of the person. Violence is agresive tendency of organization management, where the main tool is punishment and fear. Where is fear there is regularly stupidity managemet by wich is trying to excuse such a situation. Management who excuses, encourage or tacitly accept violence (e.g. mobbing) stimulate manipulative behaviours and stupidity management. Self-control, goodness, altruism, solicitude for others are important moral attitudes in 21. century, because from the organization of fear and coercion, it should be created organization which is more human and happy. For such a managerial transformation the key value is non-violence. Namely, in the value of nonviolence there can not exist punishment or vengeance. In contrary, to the nonviolence we learn through positive things with positive thoughts and by expressing positive words. Therefore gossip and hate speech in an organization should be forbiden categories. Also, elimination of violent working climate (mobing) can result with numerious organizational benefits (cf. Goić&Bogdanović, 2012, 69-70). By means of humanistic values (truth, correct behaviour, love, peace, nonviolance) it is possible to internalize key values of honest, justice, authenticity, confidence, collectiveness (social cohesion), relaxation, goodness, altruism, creativity and social responsibiliy which all of them are prevention from stupidity management.

According to this short explication can be stated that spiritual management by means of functional principles out of material world (truth, correct/ethical behavior, love, peace/equanimity, nonviolence) can resolve the main problem of organizational stupidity and management stupidity, so the H3 can be confirmed.

4. Conclusion

On the ground of observation that contemporary organization becomes more stupidity intensive with domination of stupidity management, this paper presented definition, characteristics and supporting elements of functional stupidity and stupidity management.
Stupidity management limits „unapropriate smart" in limitations in intelectual and/or emotional-motivational functional area. Lack of critical thinking, deeper thinking, creativity and passion arise most frequently not because lack of inteligence but because of different emotional-motivational blocks which creates stupidity management (fear/anxiety; uncertainity; mechanisms of power, domination, coercion; „higher" politics; lack of curiosity…), but also partial and/or pseudo-knowledge as dominant managerial „modus operandi". Existance of organizational stupidity and stupidity management look for solutions how to deminish him and how to prevent him. In that goal by further explication it is shown how the problem of very present stupidity management can be resolved by using spirituality

management and his key value categories (truth, correct behaviour, love, peace and nonviolence). On the ground of explicated topic the main three hypotheses are confirmed:

H1: Organizational stupidity and stupidity management is blocking organizational development in many organizations

H2: Spiritual lack brings to the organizational stupidity and stupidity management

H3: To diminish organizational stupidity and stupidity management we need to change our values such as:
  a) Truth is for organization the most important resource, because when organization (system) is in the truth all problems are resolved by means of himself, on natural way. So, truth is key resource for survival of every system it can be considered more important than capital, work, strategy or everything else. Truth is „poison" for stupidity management.
  b) Integrity, fairness in achieving goals, so the others are not damaged, also is very important in the prevention and fight against stupidity management. In organizations should strive to correct, moral or prosocial behaviour, and this is such behaviour that produce positive consequences for other people. Integrity is strong menas in stupidity management prevention.
  c) Love learn the people serve and desire to be others on their benefit. Without love can not be developed the atmosphere in which is posible optimal organization functioning. Internalization the value of love (noble serving) also is important value in stupidity management prevention, because it reduces selfishness and vanity.
  d) Stress is the main enemy of the mind, critical thinking, so it should be deminished on the minimum by means of peace/equanimity. High stess level in organizations support stupidity management.
  e) Nonviolence as value eliminate punishment, vengeance, speech of hate, gossip, so eliminate organization who are managed through punishment and fear. Where is fear there is standardly stupidity management by which such a situation is striving to excuse. From organization and management of fear and coercion should be created more human, happier organization, and only elimination of violence results not only in reducing of stupidity management but also with numerious organizational benefits.

REFERENCES AND RESOURCES

Adams, S. (2000.), ***Dilbertovo načelo*** [Dilbert Principle], Algoritam, Zagreb.

Alvesson, M., Spicer, A. (2012): ***A Stupidity-Based Theory of Organizations***. *Journal of Management Studies,* 49:7, November 2012., 1194-1220.

Bogdanović, M. (2012): ***Economic development in transition economies: What and how is needed to be improved in the area of social values?***, In: 2nd REDETE 2012 *Conference, International Scientific Conference: „Economic Development and Enterpreneurship in Transition Economies: A Search For New Paradigms",* Conference Proceedings Banja Luka October 25.-27. 2012.(managing editors Jovo Ateljević, Dragana Došenović), Banja Luka: Faculty of Economics 2013, 291-305.

Bogdanović, M. (2013): ***How to get more integrity in managerial behaviour? The role of moral learning in management moral crisis condition***. In: (Valerij Dermol et al.) *MakeLearn 2013: Active Citizenship by Knowledge Management & Innovation,* Book of Preceedings Management, Knowledge and Learning International Conference 2013; 19-21 June 2013 in Zadar. Published by Bangkok; Celje; Lublin: ToKnowPress 2013, 987-995.

Buble, M. (2012). ***Tendencies in evolution of 21st century management***. In M.Buble, M.Cingula, N.Alfirević (Ed.), *Proceedings of the scientific conference of management departments with international participation Management, leadership and organization in XXI century: (Dis)continuities in the practice of organization and management* (p. 1-9). Split-Zagreb, Croatia: Faculty of Economics University of Split&Faculty of Economics University of Zagreb.

Gerken, G. (1993): ***Management by love***. Düsseldorf, Econ.

Goić, S., Bogdanović, M. (2008-2012): **Economic (non-)efficiency of mobbing witnessed in occupational settings**. In: (Jadranka Mustajbegović and Andrea Russo, editors) *Age of new economy and new jobs: stress and mobbing,* Conference held in Split 7-11 November 2008., Croatia. Published in May 2012., 65-91.

Lučić, M. (2013), ***Istina je najvažnija: Intervju s Jackom Hawleyem.*** [Truth is the most important: Interview with Jack Hawley], qLife, 45-58.

Lukšić, B. (1995): ***Pravo i etika: Odnos bitka i vrijednosti***. [Low and etics: The relationship between being and values]. Hrvatsko filozofsko društvo, Zagreb.

Pastuović, N. (1999): ***Edukologija: integralna znanost o sustavu odgoja i obrazovanja.*** [Educology: the integral science about the education system], Znamen, Zagreb.

Sikula, A. S. (1996): ***Applied Management Ethics***,.IRWIN, International Edition (Chicago, Bogota, Boston, Buenos Aires, Caracas, London, Madrid, Mexico City, Sydney, Tornonto).

Žitinski-Šoljić, M. (1996): ***Etika u tržišnim odnosima***. [Ethics in market relationships]. Sveučilište u Dubrovniku, Dubrovnik.