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Ecological Selves and Organizational Leadership Values that Matter
Katrina S. Rogers

Abstract
One striking feature in the sweep of history is the extent to which humans have manipulated the natural environment to serve our needs and our desires. In the early written record, there are tales of deforestation and soil erosion (Plato, 360 B.C.E). As early as the seventeenth century, natural historians compared the grasslands around villages to inhabited areas and speculated on the consequences of human activity on natural systems (Goudie, 2006, p. 3). The onset of the industrial revolution in Western Europe combined with a growing understanding and knowledge base of science has rendered a circumstance of uncontrolled manipulation of the ecosystems and ever finer ways to measure these consequences. This article is an invitation to challenge us as scholars and practitioners to seek understanding as companies and other organizations take up their roles in a world that we are transforming irrevocably. Why does it matter, after all, that we seek to build a body of knowledge around corporate functioning? It is my intention that this article helps us ponder and reflect on that question.

A Study of Case Studies: Some Reflections and Projections on the Narrative Structuring of Management Cases
Cliff Oswick

Abstract
This article explores the narrative structure of management cases. A selective sample of cases (n = 5) which focus on the turnaround of a high profile corporation is examined. The analysis considers the notions of: thematic framing and ordering (i.e. univocality, causal chains and a 'problem-to-solution' flow); verisimilitude (i.e. coherence and plausibility); and the use of poetic tropes (i.e. the attribution of responsibility, agency and providential significance). The common features and general characteristics revealed in both 'conventional cases' and 'critical cases' are identified and discussed. Finally, the scope for embracing and applying alternative approaches (e.g. plurivocal, fragmented and less problem-centred) is presented.

Non-conventional Organizational Practices for Managing Youth at Work: A Case from Textile Industry in Sri Lanka
Kumudinei Dissanayake

Abstract
A typical patterns of work behaviour and changing expectations of young generations at workplace have exhibited the need of deviating from traditional practices for achieving better performance through managing youth. This study explores and unveils such practices in a Sri Lankan organization in the labour intensive textile industry. Using the case study strategy and adopting a qualitative theory development approach, it reveals five non-conventional

organizational practices: protecting and caring, exposingthe reality, respecting worker values, facilitating self-organization and promoting self-development.The study proposes that these practices lead to several intrinsic outcomes for young workers while creating their sense of security, generic knowledge, individual image building, self-efficacy and enhancing employability. The study elaborates some insights and implications drawn from the changing dimensions of the youth workforce.

Management of Innovation in Small Service Companies
Eeva Aromaa, Päivi Eriksson

Abstract
The objective of our study is to explore how the innovation practice of a small service company can be identified and developed from the managerial point of view. The study is based on the intensive case study strategy utilizing observational and interview data. The analysis shows how a new theoretical approach (the practice approach) and a new methodological tool (the CODE-method) can be used in the study of innovation management. The results show that the innovation practice of the case company was based on five distinctive innovation processes initiated by different actors inside and outside of the company. Utilizing the full potential of these five processes would however require solving two problems: managing and organizing all five processes more efficiently and relaxing the CEO-centricity of the innovation practice.

MCL: Driving Expansion through Mergers and Acquisitions
Irene Kayoma, Ifedapo Adeleye

Abstract
Abisola Aworinde, executive director of May Clinics Ltd. (MCL) had initiated several programmes to transform the healthcare institution and position it as a leading healthcare organization in Lagos, Nigeria. One of the major challenges he and the MCL management team faced was how best to drive the expansion of the hospital, with an ambitious goal to increase the number of hospitals they operated from two to fifteen within three years. They opted for mergers and acquisitions, using a hub and spoke model, but faced several challenges as they sought to complete their first acquisition deal. Aworinde must now decide which of the two deals being considered should be prioritized, ensuring that decisions met not only the investment criteria and strategic objectives of his institution, but also those of the target institutions.

Who Leads Change Processes?:From the Case Study of Japan Railways Kyusyu
Ken Nishikawa

Abstract
Due to a serious deficit during the 1970s, Japanese government meant to transform Japan National Railway (JNR) in profit organizations. After a lengthy political battle over it, the bill of the privatization of JNR was enacted in 1986 and finally, JR Kyusyu (JRK) was born in 1987. This case shows intriguing change processes, that is, enthusiastic small attempts for change proliferated in the early stage. Throughout the change processes, some who survived spread across the different parts of the organization like a pollination process. Learning back

and forth across JRK went on running; consequently, swift change movement started to transform their old organizational culture to new one. It is a teaching case.

The French Grocery Retail Company Intermarché Develops the 'Click and Drive' Model
Paul Lapoule

Abstract
The purpose of this case study is to let the readers identify the key success factors of the French grocery retail companies' drive-through model. A case study approach is used to describe clearly issues confronting Intermarché, the third largest French grocery retail company, to the important and fast drive-in model development. The large French grocery retailers are investing heavily in the 'click and drive' format in order to avoid having to make home deliveries and bear the substantial costs associated with the 'last mile'. Investing in selected drive-in locations is a cheaper way for them to expand their area of coverage than investing in new outlets. But they still have to deal with a new and difficult format, which presents a number of challenges from the strategic, logistic and marketing points of view. This case study provides an insight into the success of the grocery 'click and drive' (or drive—or drive-in) model developed by French grocery retail companies and allows understanding the basis of their competitive advantages. It can also help large grocery retailers to achieve their development objectives and counter the stagnation of traditional retail formats in Western Europe.

Change Leadership During Hospital Mergers: A Case Study of the Formation of Alberta Health Services
Marcia A. Docherty

Abstract
In the spring of 2008, the Alberta government consolidated nine health regions and three provincial programmes to become the largest health authority in Canada. The Chief Executive Officer (CEO) hired to lead this new organization was terminated with less than 2 years in the position. This document review explores the political and organizational issues that resulted in the termination of the CEO and illustrates that: (i) Physicians are able to leverage significant public support for their agendas; (ii) Effective change management must recognize and address front-line staff; and (iii) Research on the benefits of hospital consolidation is weak.

An Exploration of *Communitas* Among Road Warriors
Gayla S. Napier

Abstract
Consulting services, estimated by Gartner at USD 89.6 billion in 2012, refer to the practice of helping organizations improve performance through analysis of business problems and development of solutions (Heng, 2013). Core to the consulting services are road warriors— consulting professionals who spend their workweek away from home at a client site. Inherent to the distributed nature of their work, road warriors are often dependent on technology-enabled communications to connect with members of their professional community. This

study explores how road warriors in a professional services firm engage with one another. The study goes beyond traditional descriptions of community to suggest that road warriors intermingle in a virtual third-place of communitas. Findings suggest how a sense of communitas provides support for road warriors as they juggle family, friends and professional duties. The study has implications for how consulting services firms foster a sense of communitas in their ranks, and how in doing so, they may increase retention of their consulting talent.

Exploring Management Interventions in a Higher Education Institution for the Improvement of Student Well-being
Omar Abdull Kareem, Khuan Wai Bing

Abstract

Higher education institutions worldwide are competing for students by providing unique learning and well-being services to students. However, campus services often cannot cope with increasing demand for counselling or other forms of well-being treatment with the increased number of students in their campuses. The case will explore the university management's interventions towards a student who attempted suicide due to depression. Ways of identifying and monitoring students who may be at risk of depression, suicide, self-injury or injuring others, will be focused. This case further offers crucial points for providing awareness and the management of student well-being in university campuses.