Preface

Current Knowledge Society requires multiple stakeholders in the process of designing, conducting and use of knowledge in a hybrid multi-user context. It means to activate cooperation and co-creation of decision making, dynamic changing processes, digital inclusion, smart and open approach to big data flux phenomena, promotion of openness, accessibility and usability of knowledge.

The main topics, focused on the context of the Knowledge Society, are: proposed classified sets of managerial mind to interpret and deal with managing self, organizations, context, relationships, change; factors, assessment, effective techniques and technology for training and tutoring managers; innovative set of analytic tools to diagnose, manage and perform effectively in an international business, including Big data analytic and predictable impact and critical outcomes of decision risk management.

The networking of knowledge and the speeding up of information processing open up new possibilities for work on databases, irrespective of their size, their use, and their ultimate purpose. Very powerful knowledge management systems are being set up, at the level of scientific or governmental bodies as well as of large- and small-scale businesses.

The notion of innovation system is connected to the role of leaders and decision-makers in the management of the scientific and technological environment. Innovative frameworks of analysis, by approaching science and technology systemically (i.e. in relation to the economy, politics, and society), stress adaptation and local success. Any research and innovation policy must take account of a complex set of problems.

Even the global economy changed and moved towards the knowledge-based economy. This transition includes the best practices taken from the service-intensive, manufacture-intensive and labor-intensive types of economies and added knowledge-based factors to create an interconnected and globalized economy where sources of knowledge like human expertise and trade secrets are crucial players in economic growth and are considered as important as other economic resources.

The literature on the knowledge economy focuses heavily on knowledge production, however, and attends less to knowledge dissemination and impact. A key insight of
the productivity debate is that significant gains in productivity are achieved only when new technologies are linked to complementary organizational practices.

In this context, successful managers can contribute meaningfully to guide processes, optimize organizations and, even more, improve dialogue between smart cities, governments, and industries, only if they are equipped with specific knowledge, skills, and abilities. That is obtained through a comprehensive set of (adequate to scope) management education training and experiences. The International Federation of Red Cross (HQ in Geneva), for example, has an own management development meaning. It needs a fast-action culture because it must act quickly in responding to disasters everywhere - earthquakes and wars, floods and famines. But it also needs to engage in the slower, more delicate task of building a capacity for action that is careful, thoughtful and tailored to local conditions and needs.

The proposed book aims to provide a theoretical foundation and empirical support for developing an effective managerial mindset in people and professionals, presenting emerging key management strategies, contextualized processes, organizational analysis, and innovative management tools, techniques and technologies.

What are the elements of the new managerial mindset, as we can see it now? How having an entrepreneurial mindset and international experience can influence the rapidity of internationalization? How the global mindset of founders of born global firms influences their choices in the competitive landscape?

Serge Tchuruk, the former CEO of Alcatel, used to say in conferences that “business should be an adventure. It had the power to possibly change the very complexion of the organization. The days when an organization’s DNA had unambiguous national origins are gone forever”.

Managerial decision-making involves problem-solving skills; certainty, risk and uncertainty management; programmed and unprogrammed decision-making; intuitive and rational approach making decisions; group decision making management (with benefits as well drawbacks).

The focus is to develop knowledge, skills, and awareness, which will enable managers to transform companies by providing team-based leadership through the creation and communication of vision and values, to achieve world-class standards of performance. The ability to manage a company and self-control in stressful situations is mainly a matter of method. A static mentality influences our entire interpretative process, placing it in a judging and repetitive position, with no escape. In contrast, a dynamic mentality brings in harmony with constructive actions, in continuous learning.

The key factor to know how to make the right decisions, in work, in business, as in life, is called Managerial Intelligence. Business management is strongly supported by the available stock of managerial intelligence, i.e. cognitive, emotional and social ability making it possible to see, design and build the upcoming world. A complex
Managerial intelligence comes from the combination of three factors (Cristoferri, 2016):

- Critical thinking and the ability to turn it into action
- Ability to grasp the complexity of interpersonal relationships, working with and through people (social intelligence)
- Continuous assessment of themselves to adapt thinking and action to the context in which it is being operated (introspective intelligence)

Line managers, staff managers, functional managers as well general managers need to improve “managerial intelligence” in a global updating mindset.

A growing number of academics and practitioners view global mindset, or the cognitive capabilities of key decision makers, as a critical success factor that affects a variety of organizational outcomes (Gupta & Govindarajan, 2002; Englis, Kedia, & Davis, 2000; Jeannet, 2000; Levy, 2005). This emerging consensus reflects a recognition that the present-day competitive landscape requires a shift in focus from structural and administrative mechanisms to mindset-based capabilities.

Worldwide, training establishments prepare senior managers effectively to master these challenges. Between others, McGill University proposes a significant framework, built around five managerial mindsets, that can mean a geography of the mindset universe (Gosling & Mintzberg, 2013):

- Managing Self: The reflective mindset.
- Managing Organizations: The analytic mindset.
- Managing Context: The worldly mindset.
- Managing Relationships: The collaborative mindset.
- Managing Change: The action mindset.

These five sets of the managerial mind are five ways in which managers interpret and deal with the world around them. Each has a dominant subject, or target, of its own. For reflection, the subject is the self; there can be no insight without self-knowledge. Collaboration takes the subject beyond the self, into the manager’s network of relationships. The analysis goes a step beyond that, to the organization; organizations depend on the systematic decomposition of activities, and that’s what analysis is all about. Beyond the organization lies what we consider the subject of the worldly mindset, namely context—the worlds around the organization. Finally, the action mindset pulls everything together through the process of change—in self, relationships, organization, and context.
This framework replaces the functional framework used in most MBA and AMP programs (marketing, finance, accounting, etc.) and is more oriented to managing business activities themselves. It means an example of crucial managerial mindset factors.

The problem for many managers today, as well as the business schools that train them, is not a lack of analysis but too much of it—at least, too much conventional analysis. What lack is overall a worldly mindset. Being worldly does not require global coverage, just as global coverage does not a worldly mindset make. Indeed, global coverage does not even ensure a global perspective, given that the managers of so many “global” companies are rooted in the culture of the headquarters’ country. Of course, shifting from a global to a worldly perspective is not easy. No wonder managers must be worldly. They have to mediate those wide zones where organization meets context.

This comprehensive and timely publication aims to be an essential reference source, building on the available studies on, and experiences with, developing ‘instruments of change’ and managerial mindset to train students, practitioners and professional “in-service”. The book aims to explore perspectives and approaches to the Knowledge Management and Leadership in the Knowledge Society as well as Knowledge Economy that are highly agile and responsive to market dynamics. The book also aims to combine theoretical underpinnings with practical relevance, in order to provide insights into training activities and how they can be developed in order to optimize managerial knowledge and skills.

Main research and project fields of this work range from knowledge representation and reasoning, Knowledge Management and Engineering, Machine Learning, Business Strategies, Big Data Analytics, and Social Network Analytics. The target audience of this work are policy makers, academicians, researchers, advanced-level students, technology developers, and government officials will find this text useful in furthering their research exposure to pertinent topics and assisting in furthering their own research efforts in this field.

ORGANIZATION OF THE BOOK

The majority of studies conceptualize global managerial mindset in related mainly to two salient dimensions of the global environment, most notably in relation to the strategic complexity associated with globalization and cultural and national diversity. So, this book is organized into two sections: the first one is focused on methods, practices, and strategies to improve the enterprise performance; the second one is dedicated to managerial case studies, such as applications in a specific sector of job or geographical contexts of analysis. The whole work consists of twelve chapters. A brief description of each of the chapters follows:
Preface

Chapter 1

This chapter investigates some of the facets surrounding complexity and determining solutions for a globalized future. The key factors of global 4th Industrial Revolution are explored, especially how humanity has been witness to more shifts in a decade than in the previous four centuries about the changing socio-economic dynamics. A specific section is dedicated to the measuring of enterprise agility, with the intent to measure a variety of inter-nodal influences on decision-making processes within organizations. The author provides excellent info-graphics and table, and explore how sustainability, demanded to organizations, move from previously adopted linear approaches toward multifaceted and multi-pronged approaches, driven by uncertainty and increasing complexity.

Chapter 2

This analysis has the general purpose to identify an integrated and holistic approach to the risk management. The chapter offers a comprehensive list of risk criteria and types of risks, and an analysis of the cognitive, regulatory and social components of risk inherent in a decision-making process. Furthermore, the study proposes a synthesis model which exposes three different points of view of decision-making risk, that should be considered in the overall risk analysis and management.

Chapter 3

This study is centered on an analysis of the human capital construct as the point of departure. It explores different organizational learning pathways according to a holistic perspective with humanization as a unique element. Furthermore, it reflects on humanized and humanizing emotional, spiritual and relational capital in order to reach the level of organizational knowledge. The theoretical framework chosen for this research is the Resource-based and Knowledge-based Views of the Firm along with the Learning Organization principles to demonstrate the paradigm shift from the scientific management approach to the new age paradigm.

Chapter 4

The purpose of this chapter is to provide a definition of “Knowledge Management“, via an analysis of the literature on main approaches of it, and the close relationship between scientific thought, knowledge and life cycle of the industry. Between others, this analysis describes an innovative scientific contribution, The Natural Knowledge Theory (NKT), which intends to interpret the unpredictable interactions
and relationships between agents in biological, social and cultural environments, and to explore the connections between science, production, and consciousness of the process in industrialism.

Chapter 5

The right value of the chapter is the in-depth literary overview of the topic. This chapter analyses the development of Benchmarking research from 1989 to 2017. Drawing upon diary and database seeks; all articles were recovered and afterward dissected in the light of the substance investigation strategy. The author wanted to highlight the use of this method contributes to improving performance, identifying strengths, strengthening them and weaknesses, and treating them so that they are distinguished from other competitors.

Chapter 6

The research finality of this chapter is how to manage the educational change, to train principals/headmasters to be decision-leaders, able to recognize and manage the change, choose right collaborators/coadjutors with the perspective of a factual team building. The proposed research intends to provide a solution to train School Leaders of all sectors in “state of the art” techniques and paradigms of modern pedagogy and knowledge management. The Author proposes an application in this context of a new interpretative paradigm, Orientism, focused on understanding and managing fluid nature of knowledge, but at the same time to seize and manage the unpredictability and risks of the dynamics of knowledge management in relationships complex environment, in a society.

Chapter 7

The aim of this study was to determine the key success factors for implementing a workplace skills plan (WSP). To obtain perspectives of department managers on the key success factors for implementation of a WSP in the Limpopo Department of Education, a quantitative research approach was used. Starting from this specific regional context, the work focuses on the identification of the key factors needed to develop a WSP that may include training for computer skills, report writing, financial management and the like.
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Chapter 8

This research focuses on proposing a conceptual framework for the development of e-Government in Thailand. The proposed framework explicitly contains all important activities to be completed if big data will serve as the core component of all services for their citizens. The paper begins with giving a background of the topic which includes industrial revolution, e-Government frameworks, and big data. Then it discusses issues of the existing works, which lead to this research. This followed by discussion on the proposed framework and rationale behind this work.

Chapter 9

In this chapter, the author has a case study approach to analyze the key winner managerial strategies. Strength points of the chapter is the overview of some strategic actions of excellent manager of the past, such as Adriano Olivetti, Mario Tchou, Merloni family, Buitoni family, Luisa Spagnoli, Hewlett and Packard.

Chapter 10

This chapter describes a training project, led by both University of Camerino (Italy) and University of La Matanza (Argentina). The aim of the project is to train teachers to a managerial mindset, thus allowing them to go beyond their field of study and carry out self-reflection and nurture the rapport they share with learners. The work explores the academic system, specifically in Italy, and its strengths and weaknesses in the efficiency and the effectiveness of didactics, and the role of manager-teachers.

Chapter 11

This study is focused on the increasingly digital and competitive environment that agricultural enterprises cross due to the technological advances of the twenty-first century. It contributes to the addition of theory on e-commerce adoption, the impact of e-commerce on performance and other determinants of the agricultural business success. Moreover, the work aims to analyze the specific impact of e-commerce adoption on ABS in Portugal. For this purpose, it is taken into account taking the potential endogeneity of e-commerce on ABS determination models.
Chapter 12

In the end, but not least, this chapter provides one possible approach to the management, developed by the Big Moon Dig, called MOVE, and discusses its critical elements such as management of a large out-of-box project, finding a lunar settlement site, critical habitat design, and applying the lessons learned to other problems on Earth. The work is very provocative, as much as interesting, because explains a not-known extraordinary scientific point of view.

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REFERENCES


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