

feminist interventions" (pp. 121–122). Iannello has written a valuable and compelling book, but at this point, she is clearly beyond her data. However appealing the idea, we must take this assertion as a hypothesis, appropriately derived from her qualitative research method, rather than as a conclusion.

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**Other Reviews**

**Critical Management Studies.**

Mats Alvesson and Hugh Willmott, eds. Newbury Park, CA: Sage, 1992. 230 pp. \$59.95, cloth; \$24.95, paper.

I suspect that the editors put considerable time and effort into the choice of the title for this volume. Perhaps the title that just missed out was "Critical Theory and Management Studies," the title of the editors' chapter. This useful introductory essay discusses the relevance of critical theory for management, and vice versa. This volume clearly emphasizes the former relationship. All of the authors in the book are management academics who have used critical theory, especially that of Habermas, in their work. They are writing for management academics and students, not critical theorists. A key contribution of the volume is that the authors try to communicate abstract, jargon-laden critical theory in language accessible to business school types. They mostly succeed in this task, though there are occasional lapses into arcanity.

The critical theory title would not do for the book, however, because the various authors use several other theoretical perspectives. In particular, Stanley Deetz contributes a clearly argued poststructural chapter on disciplinary power and the construction of identity in the modern corporation.

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## Book Reviews

This is followed by Gibson Burrell's largely Freudian analysis of pleasure and organization. Many of the chapters exhibit the influence of Foucault and structural Marxism, in addition to critical theory.

"Critiques of Management Studies" must have been on the short list of titles, because the volume contains both general and specific critiques of "mainstream" management scholarship. Five of the ten chapters provide critiques of management subdisciplines: operations research, by John Mingers; accounting, by Michael Power and Richard Laughlin; marketing, by Glenn Morgan; information systems, by Kalle Lyytinen; and personnel/organization psychology, by Brian Steffy and Andrew Grimes. A strength of the volume is the breadth of coverage. The editors and authors avoid the usual fragmentation of scholarship by business school departmental organization. Management is not limited to organizational behavior, human resource management, or policy. The editors achieve another aspect of breadth by including European and American writers. Together, these chapters provide a rich overview of challenges to the mainstream.

Another candidate on the short list of titles must have been "Critical Contributions to Management Studies," for many of the chapters go beyond criticism. They make a number of positive contributions to a less-biased, more reflective management scholarship. For example, Morgan sets out a broad research agenda for marketing, drawing on notions of paradigmatic pluralism, critical theory, structural Marxism, and power/knowledge. Walter Nord and John Jermier provide a sophisticated analysis of intraelite and interelite conflict among managers that could add a new dimension to conventional considerations of power and politics in organizations.

The actual title the editors chose, *Critical Management Studies*, expresses a tension for the critically oriented management scholar. Should one push mainstream management studies to incorporate critical insights or build an alternative critical studies of management? The authors who have contributed to this volume have been pushing. They are having successful careers in mainstream management departments, publishing in mainstream management journals, and with mainstream management publishers. They have been tempted, I am sure, to establish alternative journals, departments, and curricula. The tension is a healthy one and should continue. In the main, I vote for the mainstream approach. There is much in the critical tradition to enhance everyone's understanding of administration and management. This volume provides an introduction to that tradition for management academics and students.

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