



Stories of Achievements

*NARRATIVE FEATURES OF
ORGANIZATIONAL PERFORMANCE*

HERVÉ

Corvellec

Stories of *NARRATIVE FEATURES OF ORGANIZATIONAL PERFORMANCE* **Achievements**



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Stories of NARRATIVE FEATURES OF ORGANIZATIONAL PERFORMANCE Achievements

HERVÉ
Corvellec

 **Routledge**
Taylor & Francis Group
LONDON AND NEW YORK

First published 1997 by Transaction Publishers

Published 2017 by Routledge

2 Park Square, Milton Park, Abingdon, Oxon, OX14 4RN

711 Third Avenue, New York, NY 10017, USA

Routledge is an imprint of the Taylor & Francis Group, an informa business

Copyright © 1997 by Taylor & Francis.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Notice:

Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Library of Congress Catalog Number: 96-49383

Library of Congress Cataloging-in-Publication Data

Corvellec, Hervé.

Stories of achievements : narrative features of organizational performance / Hervé Corvellec.

p. cm.

Revision of the author's thesis (doctoral)—Lund University, 1996.

Includes bibliographical references and index.

ISBN 1-56000-282-4 (cloth : alk. paper)

1. Organizational effectiveness. 2. Performance. 3. Achievement motivation. I. Title.

HD58.9.C674 1997

658.3'14—dc21

96-49383

CIP

ISBN 13: 978-1-56000-282-6 (hbk)

*En célébration
de ces heures passées plage Marquet
avec ma mère.*



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Contents

<i>Acknowledgments</i>	ix
<i>Introduction: Performance Stories</i>	1
1. Polysemy and Contextuality: <i>Performance</i> as a Term	9
2. A Measurement Construct: Performance in Management Literature	25
3. A Modern Story: Performance in Professional Sports	61
4. The Signature of Modern <i>Agon</i> : Performance in Sports and in Organizations	87
5. Activity by Numbers: Performance Indicators	119
6. Narrating Performance: Activity Reports	155
<i>Conclusion: Meaningful Accounts</i>	179
<i>Appendixes</i>	191
<i>References</i>	201
<i>Index</i>	215



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Acknowledgments

This work has been financed in its major part by the Swedish Council for Planning and Coordination of Research (Forskningsrådsnämnden) and the Faculty of Social Science, Lund University. Additional financial support has been provided by the Chamber of Commerce of Southern Sweden (Sydsvenska Handelskammaren), the Helge Ax:son Johnsons Foundation, the Institute of Economic Research (Lund University), the Knut and Alice Wallenberg Foundation, the Jan Wallander Foundation for Research in Social Science, and the County Governor Per Westling Memorial Fund (Landshövding Per Westlings minnesfond).

I am sincerely indebted to my colleagues at the Department of Business Administration at the School of Economics and Management of Lund University. Throughout this work, Barbara Czarniawska-Joerges (now at the Gothenburg Research Institute) and Göran Widebäck have provided me with highly efficient help and support, as did Philippe Daudi (now at the University College of Kalmar, Sweden) and Claes Svensson at an earlier stage of my research. Karin Jonnergård and Hans Lindquist were particularly discerning readers of earlier drafts. Göran Alsén, Per Arvidson, Margareta Bernstad, Christine Blomquist, Sven-Olof Collin, Ulf Elg, Lennart Hansson, Ulf Isacsson, Ulf Johansson, Håkan Lagerquist, Allan T. Malm, Gert Paulsson (now at the Swedish National Audit Office [Riksrevisionsverket]) have all had the kindness to read and comment on the fragments I presented them with.

I would like to thank, as well, Mary Jo Hatch (Cranfield Business School, UK) and Richard J. Boland (Case Western Reserve University, Ohio) for their valuable and comprehensive comments on earlier drafts of this book. I would also like to acknowledge the circumscribed but none the less important support I have received from Timothy S. Doupnik (University of South Carolina), Seppo Ikäheimo (Turku School of Economics, Finland), Peter Miller (London School of Economics), Jan Mouritsen (Copenhagen Business School), Ingemar Oscarsson (Department of Comparative Literature, Lund University), and Gösta Widmark (Linköping University, Sweden).

Numerous people from Swedish public libraries have devoted time and efforts to guide me into the world of library management. Two of them deserve my particular gratitude. Here I have in mind Anna-Lena Höglund (Linköping County Library) and Greta Renborg, now retired, whose receptiveness and kindness never failed.

Two more persons, finally, deserve my gratitude. These are Robert Goldsmith, from the Department of Applied Psychology, Lund University, who, as a dedicated language corrector, excelled in putting into proper English the ideas I formulated in my own Creole; and, most of all, Richard Sotto, from the Department of Business Administration, Stockholm University, who never ever complained at my—at times pressing—demands for his opinion, and who unremittingly provided me with valuable comments.

This book is a slightly revised version of a doctoral dissertation presented early in 1996 at the Department of Business Administration of the School of Economics and Management, Lund University. Parts of this work have also appeared elsewhere: Chapter 1 is a shortened version of Hervé Corvellec, “Translating Management Accounting Terms—The Case of ‘Performance,’” in *Advances in International Accounting*, vol. 8, edited by Timothy S. Doupnik (Greenwich, Conn.; London, England: JAI Press, Inc., 1995), 129–47; a previous version of chapter 2 appeared in *Proceedings of the 13th Conference on Business Studies, August 14–16, Copenhagen*, vol. 2, edited by J. K. Christiansen, J. Mouritsen, P. Neergaard, and B. H. Jespen (Copenhagen: Copenhagen Business School), 525–45; parts of chapters 3 and 4 were published previously in Hervé Corvellec, “Biblioteksprestationer sedda i ljuset av sportprestationer,” in *Biblioteket som Serviceföretag—Kunden i Centrum*, edited by Göran Widebäck (Rapport 4, Stockholm: FRN, 1992), 67–76; chapter 5 develops ideas featured originally in Hervé Corvellec, “Shaping an Activity Indicator Set for a Public Library,” paper presented at the *2nd International Conference on Arts Management*, Jouy-en-Josas, France, 23–25 June 1993; and chapter 6 has been published in part as Hervé Corvellec, “Library Performance in Activity Reports,” *Swedish Library Research*, no. 3–4 (1994): 52–68. The author gratefully acknowledges the permission these publishers and publications gave for using previously published material.

H.C.

Introduction: Performance Stories

“C’est sur ce mot qu’on a fait ce livre.”

—Victor Hugo¹

What is it that fills a sports arena and excites stock brokers? What is it, likewise, that is of concern to the dean of a faculty as well as to the manager of a profit center? It is, in each case, performance—performance that permeates contemporary societies, breathes its spirit into them in a diffuse but penetrating way, and imprints its mark upon them.

Performance leads to the opening, the localization and the closing down of a factory, a post office or a hospital. Performance determines the existence, the nature, and the price of products, from bridges to green peas. Performance is the yardstick by which the quality of individual and collective human efforts is assessed. It is the key motif in sports shows, television games, and all the many works of fiction concerning those whose accomplishments are heralded, whether these be police officers, lawyers, doctors, or ordinary people. It accompanies want-to-see-all-in-a-week tourists, as well as terminal-state patients kept alive by life maintenance devices. It is found at the heart of debates regarding currency rates, possible reforms of public sectors, and mergers of companies or unions of states. Everywhere, performance shapes the lives of people and organizations in accordance with its logic and its demands.

The concern for performance has spread to an ever-increasing range of contexts, into a quest that societies have adopted—“a new cult,” as the French sociologist Alain Ehrenberg (1991) claims. It has successfully invaded the whole of our contemporary imagination and become one of its most recurrent signs of recognition. We have all, regardless of whether as employees, sports practitioners, car drivers, or holiday makers, become susceptible to falling under the influence of performance in our ways of looking at things and people as well as our ways of behaving. The notion of performance has become of central importance for our perception of our activities and our understanding of the world.

Such importance calls for reflection, at least if scholarship is to be a matter of inquiry into the conditions of our existence, and it is particularly important for at least two reasons that this reflection be located within the context of organizations. First, as Perrow (1986:vii) observes, it is now widely acknowledged that “all important social processes either have their origin in formal organizations or are strongly mediated by them,” and it is also increasingly accepted that “the study of organizations must be at the core of all social science” (*ibid.*). Not only do we spend most of our time interacting in and with organizations, but organizations today form the very conditions of our existence and thus our ways of apprehending the world around us.

Another decisive argument in favor of the study of precisely the notion of performance in organizations is that this is a context where performance enjoys, so to speak, a commanding position. Together with sports and engineering, the management of organizations is a context that makes intensive use of the notion of performance. Most managers, for example, would agree that performance is one of their central concerns. Accordingly, management literature on performance is abundant and covers seemingly all aspects of business and nonbusiness administration. Performance indeed has a major role in how organizations are managed and how they behave. These are two of many reasons, then, that make the study of the meaning assigned to the notion of performance in organizations an important matter for the social sciences of today.

The major question then—and the question to which this book attempts to provide answers—is: What is performance? I believe answers to this lie in the uses that are made of the performance notion. It is in these uses that one can learn what performance is and what it is not, what meanings organizational actors attach to it, and what is embedded in the assumptions, conditions, and consequences of performance being used as an element of the managerial discourse conducted in English. The meaning of performance rests, for example, on how management literature describes the way that specific organizations work with the notion. Its meaning lies, as well, in how performance is connected with related notions such as efficiency and competition, and how these notions borrow from, resemble, and differ from each other. To investigate the notion of performance is to explore the uses to which it is put.

The study of these uses of the notion of performance leads me to claim that performance is a story about the achievements of an organization. The implausibility of the idea that performance might be some intrinsic

attribute of the organization, or of the idea that an organization's performance is what the organization does—the action itself—leads me to claim that performance is a tale affixed to an organization by managerial discourse. The arbitrariness with which authors within management literature choose their indicators of performance, the way in which accountants translate an organization's activity into performance measures, the way organizational actors account for an organization's activity in annual reports, and the way the feat of an athlete is encoded into discourse on sports—I will later show how relevant the latter analogy is—are all indications that performance is something narrated. An organization's performance is a series of meaningful statements recounting what has been achieved in and by the organization within a given period of time, for example, "the marketing department was effective at introducing our new product, allowing us to meet our budget." As an account of organizational activity, the performance of an organization is a tale, a narrative.

When speaking of story, tale, and narrative I refer to the literary tradition in which a story stands for "a chronological sequence of propositions consisting of actions and attributions that are invoked by a text" (*Columbia Dictionary of Modern Literary and Cultural Criticism* 1995). Thus, tales, stories, and narratives designate here textual chains of statements aimed at representing something.

Such a view is less encompassing than Bruner's (1986) for whom narrative designates a mode of knowing and argumentation based on lifelikeness and verisimilitude, as opposed to a paradigmatic or logico-scientific one based on procedures for establishing formal and empirical proof, and on logical argumentation. My view of tales is, likewise, of more limited reach than is Fisher's (1987) claim that stories and narratives are the basis of all human communication. These views can be seen as an appendage to Lyotard's (1979) use of stories and narratives as an epistemological way of challenging the modern generation of knowledge. This is where the inspiration for my perspective comes from: to say that performance is a story—in a literary sense—is a way of challenging the traditional view of performance as an ontological trait of organizations. It is a way of emphasizing that management consists in the production of small local narratives, which, for that matter, constitutes just another illustration of the communicative qualities of storytelling.

What I aim at in claiming that performances are narrative constructions is to qualify the nature of these constructions, indicating that, like any other tales, performances are the product of narration. My claim is

that performances are organizational stories, or more specifically, stories of achievements. Accordingly, I propose to answer the question “what is performance?” by listing some of the central features of organizational performance stories. Listening to what organizational actors refer to when they speak of performance, my objective in this book is to explore, present, and discuss the distinctive features of performance stories, such as what they deal with, how they deal with it, where they come from, how they are constructed, and how they function as stories.

This study of the features of performance stories starts, in chapter 1, within the broadest and most basic context in which words and notions acquire a meaning, namely, language. In an imaginary meeting between three division managers who speak of performance, I find reasons to look in dictionaries for the meanings of performance. Dictionaries propose a wide array of meanings for the term, all depending upon the context in which the word appears. This contextuality is convincingly illustrated by the difficulties one encounters whenever one tries to translate the term from English, where it was coined, into a foreign language, for example French or Swedish. The first chapter provides a sense of performance as a word. It points to the multiplicity of meanings the term can take, and underlines the ambiguity this results in. The chapter emphasizes, in particular, the tension that exists between performance understood as an ongoing action, captured by the idea of performing, and performance understood as a result.

Chapter 2 is a contextualization of dictionary meanings in the context of management literature. Various sets of texts taken from the performance literature are queried regarding how they conceive of their core notion, the answers they give being presented. These answers turn out to be not only considerable in volume, but also quite diverse. Textbooks in accounting, for example, emphasize performance being a matter of results and control. Academic management journals see in performance an imperative that encompasses all aspects of organizational life, one to be used as a universal yardstick of validity. Public management literature, driven by managerialism, mimics its private counterpart and likewise views performance as an imperative, though less in the name of earnings than in that of improvements of and accountability for public services. The overall picture one acquires from reading performance literature, however, is confusing; definitions abound, contradictory claims cohabit in mute ignorance of each other. Performance emerges as a matter that

involves varying criteria. What is considered as being the performance of an organization seems to depend entirely on the measurement procedures applied in the case at hand.

In order to avoid the reduction of performance to mere measurement, the two chapters thereafter carry the reasoning outside of management into sports. The aim of this detour is to investigate the narrative features of performance by taking advantage of the visibility and readability of these features in the sports context. Chapter 3 focuses on sports, going through sports history to provide insights into the historical background of the notion, and describing how one can actually read a performance. The chapter emphasizes the possibilities for multiple tellings and multiple readings of performance stories, and restates in this regard the importance of context for understanding what is meant by organizational performance. Chapter 4, in turn, discusses parallels between sports and organizations. It describes the fascination that contemporary organizations have with professional sports and details similarities and differences between the notion of performance and notions such as competition and hierarchy.

Chapter 5, which returns to the context of organizations, is concerned with the practice of performance measurement as considered within the light of insights gained in the two previous chapters. The chapter recounts the case of the creation of a set of performance indicators in a public library, tracing the creation of it from the initial manifestations of an interest in performance indicators to the constituting of a performance measurement set as a managerial tool. The chapter attempts to provide an understanding of how these indicators were selected rather than others. The case shows clearly how the performance indicators that were chosen are associated with a complex of individual intentions, collective representations, technical feasibilities, and narrative concerns. The case also illustrates the role of performance indicators in the construction of an organization's performance. The creation and use of performance indicators amounts to a textualization of the organization's activity, that is to say, the framing of this activity within a text. In specifying the series of historical contingencies that have shaped performance indicators, chapter 5 reveals the contingent character of the conditions that shape the process of the textualization of an organization's activity.

Chapter 6 then scrutinizes a specific form of textualization of an organization's activity: annual and activity reports. The focus is on how these

texts narratively compose the organization's performance. On the basis of an examination of annual and activity reports of public libraries, the chapter describes who speaks in these reports (the narrator), to whom (the audience), and how (style, rhetoric, and arrangement). Three major traits of the stories delivered by activity reports are singled out—that they are mostly positive stories, that they are multiplot stories, and that they are stories by installments. Also analyzed is how these traits influence the way in which activity reports construct an organization's performance being discussed. It is proposed in the end section of the chapter that activity reports be regarded as a genre in itself: the administrative serial.

The concluding chapter restates the central argument of performances being tales and recaps the principal observations made in the previous chapters concerning the specific features of performance stories. If, as I argue, performance is the product of a narration, then there are as many performances as there are ways of narrating an organization. The endless possibilities of recounting an event and of reading an account of an event mean there are countless forms of performance in the world. Virtually any event, provided it is recounted in an adequate manner, can be made into a performance. This explains why performance stories abound—an abundance that fits particularly well the need of our time to be reassured of our capacity to achieve.

The study combines interpretations issued from the use of various methodologies in various contexts. Each chapter is situated within a specific context, and each covers particular aspects of the performance notion—linguistic, semantic, theoretical, logical, historical and narrative aspects. Such a construction of the study demands that each chapter follow a specific methodology that corresponds to the central issues the chapter raises and the type of material it features. Chapter 1, for example, consists of a lexical study based on dictionaries and a limited corpus of uses. Chapters 2 and 3 are literature studies. Chapter 4 combines cultural studies and traditional comparative methodology. Chapter 5 is a case study based on interviews, participation, and organizational texts. Chapter 6 makes use of a theoretical framework and a methodology of systematic questioning of texts borrowed from narratology. What unites these chapters is a common interest in the meanings attached to the notion of performance. Each chapter undertakes to examine how these meanings are constructed and constituted in the context at hand. Each

chapter represents, therefore, a smaller study on how the notion is manifested in a particular context. Together, the chapters provide a general presentation of how the performance notion is utilized in organizations, where it comes from, and what is meant by performance in managerial discourse generally, raising the important issue of how an organization's performance is objectified.

Note

1. *Notre Dame de Paris*, 1831 Preface. "This is the word about which this book has been written" (translation Robert Goldsmith).



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

References

- The Barnhart Dictionary of Etymology. 1988. R. K. Barnhart , editor. S. Steinmetz , managing editor. New York: The H.W. Wilson Company.
- Collins COBUILD English Language Dictionary. 1987. London: HarperCollins Publishers. (COBUILD: Collins Birmingham University International Language Database)
- Collins English Dictionary. 1991. Third Edition. J. M. Sinclair , general consultant. London: Harpers Collins Publisher.
- A Comprehensive Etymological Dictionary of the English Language. 1967. By E. Klein . Amsterdam: Elsevier Publishing Company.
- A Dictionary of Contemporary American Usage. 1957. By Evans B. and C. Evans . New York: Random House.
- Dictionary of Scientific and Technical Terms. 1974. Lapedes D. N. , editor in chief. New York: McGraw-Hill Book Company.
- International Dictionary of Management. 1986. Third Edition. Johannsen H. and G. T. Page . London: Kogan Page.
- Longman Dictionary of Business English. 1982. Adam J. H. Harlow: Longman and York Press.
- Management Glossary. 1968. Compiled by H. Johannsen and A. Robertson . Edited by E. F. L. Brech . London: Longman.
- The New Palgrave Dictionary of Money and Finance. 1992. Newman P. , M. Milgate and J. Eatwell , editors. London: McMillan.
- New Practical Standard Dictionary of the English Language. 1955. Britannica World Language Edition. C. E. Funk , editor. New York: Funk and Wagnalls Company.
- Oxford Advanced Learners Dictionary of Current English. 1992. Encyclopedic Edition. Cowie A.P. , chief editor. Oxford: Oxford University Press.
- The Oxford Encyclopedic English Dictionary. 1991. J. M. Hawkins and R. Allen , editors. Oxford: Clarendon Press.
- The Oxford English Dictionary. 1989. Second Edition, prepared by J.A. Simpson and E.S.C. Weiner . Oxford: Clarendon Press.
- 192 The Oxford Thesaurus: An AZ Dictionary of Synonyms. 1991. Urdang L. Oxford: Clarendon Press.
- The Random House Dictionary of the English Language. 1987. Second Edition, Unabridged. Flexner S. B. New York: Random House.
- Rogets International Thesaurus. 1992. Fifth Edition. R. L. Chapman , editor. London: Harper Collins Publishers.
- Websters Third New International Dictionary of the English Language. 1966. Unabridged. P. B. Gove , editor in chief. London: G. Bell and Sons, 1td.
- Dictionnaire de la langue franaise. 1957. Littr E. Paris: GallimardHachette.
- Dictionnaire des synonymes de la langue franaise . 1947. Par R. Bailly sous la direction de M. de Toro. Paris: Librairie Larousse.
- Dictionnaire historique de la langue franaise . 1992. Sous la direction de A. Rey. Paris: Dictionnaires le Robert.
- Encyclopdie du bon franais dans lusage contemporainDifficults, subtilits, complexits, singularits . 1972. Dupr P. Comit de rdaction sous la prsidence de F.Keller avec la collaboration de J. Batany, Paris: Editions de Trvise.
- Grand Larousse de la langue franaise. 1976. Paris: Librairie Larousse.
- Le grand Robert de la langue franaise, Dictionnaire alphabtique et analogique de la langue franaise de Paul Robert . 1985. Deuxime dition. Par A. Rey. Paris: Le Robert.
- Nouveau dictionnaire des difficults du franais moderne . 1987. Deuxime dition. Hanse J. Paris: Ducuclot.
- Trsor de la langue franaiseDictionnaire de la langue du 19 et du 20 sicles (1789-1960) . 1988. Publi sous la direction de P. Imbs. Paris: Centre National de la Recherche Scientifique et Gallimard.
- Bonniers svenska ordbok. 1986. S. Malmstm , I. Gyrki , and P. Sjgren . Stockholm: Bonniers.
- Facklig ekonomisk ordbok . 1980. Utarbetad av en arbetsgrupp inom Landsorganisationen. Stockholm: Landsorganisationen Tidens frlag.
- Norstedts svenska ordbok . 1990. Utarbetad vid Sprkdata Gteborgs Universitet: Norstedts.
- Nusvensk Ordbok. 1938. Av O. stergren . Stockholm: Wahlstrm and Widstrand.
- 193 Ordbok ver svenska sprket . 1954. Utgiven av Svenska akademien. Lund: Gleerupska universitets bokhandel.

Ord fr ordSvenska synonymer och uttryck . 1992. Fjrde reviderad upplaga. Reviderad av H. Blomqvist. Lillemor Swedenborg, redaktion. Stockholm: Norstedts.

Svensk ordbok . 1986. Utarbetad vid Sprkdata Gteborgs Universitet. Vetenskaplig ledare S. Alln. Solna: Esselte Studium.

Svenska akademiens ordlista ver svenska sprket . 1986. 11 upplagan. Stockholm: Norstedts Frlag.

Collins and Robert French-English, English-French Dictionary. 1987. Second Edition. By B. T. Atkins , A. Duval , and R. C. Milne . London: Collins, Paris: Dictionnaires Le Robert.

Dictionnaire Anglais-Franais et lexique Franais-Anglais des termes politiques, juridiques et conomiques. 1978. Chaudesaigues-Deysine A.E. and A.E. Dreuilhe . Paris: Flammarion.

Dictionnaire commercial de l'Acadmie des Sciences commerciales. 1987. Paris: Conseil international de la langue franaise et Entreprise moderne ddition.

Dictionnaire de langlais conomique et commercial. 1980. Par M. Marcheteau et al. Paris: Presses Pocket.

Dictionnaire conomique et juridiqueEconomic and Legal Dictionary. 1989. Bayle J. et al. Paris: Navarre.

Dictionnaire franais-anglais des affairesDictionnaire anglais-franais des affaires . 1968. Pron M. avec la collaboration de W. Withnell et de M. Pron. Paris: Librairie Larousse. 1968.

Glossary of French and English Management TermsLexique de termes Anglais Franais de gestin. 1972. By/Par J. Coveney and/et S. J. Moore. London: Longman.

Harraps Standard French and English Dictionary. 1962. With supplement. J. E. Manson , editor. London: Harrap.

English-Swedish and Swedish-English

A Concise English-Swedish Glossary of Legal TermsKortfattad Engelsk-Svensk juridisk ordbok. 1980. A. Bruzelius , E. Wngstedt , and/och M.L. Norking . Lund: Liber Lromedel.

Ekonomi ordbokEngelsk-svensk fackordbok fr ekonomifunktionen med begreppsfrklaringar. N. F. Edstrm , L. A. Samuelson , and O. K. Bk . Stockholm: Norstedts Ekonomi.

Engelsk-Svensk ordbok. 1988. Utarbetad av E. Gomer et. al. Stockholm: Prisma.

194 Engelsk-Svensk teknisk ordbok . 1971. Tofte upplagan. Av E. Engstrm . Stockholm: AB Svensk Trvara tidning frlaget.

English Business Dictionaryengelsk-svensk-engelsk . 1989. P. H. Collin , translated by Lars Malmstrm and Roy Fox. Stockholm: Esselte. (First published in Great Britain by Peter Collin Publishing Ltd with the title English Business Dictionary.)

English-Swedish Business Dictionary-Engelsk Svensk Affrslexikon. 1982. St. Anne, United Kingdom: J. G. Sanders.

Merkantil ordbok: Svensk, Engelsk, Amerikansk, Tysk, Fransk, Spansk. 1951. O. Vidaeus et al. Stockholm: Strmbergs Frlag.

Norstedts stora Engelsk-Svenska ordbokA Comprehensive English-Swedish Dictionary . 1992. Second Edition. Har utarbetats av V. Petti. Stockholm: Norstedts.

Svensk-Engelsk fackordbok fr nringsliv, frvaltning och forskning . 1977. Andra reviderade upplagan med supplement. Av I. E. Gullberg . Stockholm: P. A. Norstedts and Sner Frlag.

Abernethy, Margaret A. , and Johannes U. Stoelwinder . 1991. Budget Use, Task Uncertainty, System Goal Orientation and Subunit Performance: A Test of the Fit Hypothesis in Not-For-Profit Hospitals. Accounting, Organization and Society 6, no. 2: 105-120.

Ahlstedt, Valter . 1952. BiblioteksproblemNgra synpunkter p biblioteksarbetets organisation och rationalisering (Library ProblemsReflections on Library Organization and Rationalization). Stockholm: Natur och Kultur.

Alexander, John . 1991. TelevisionsNarrative Structure in Television. Pyrford, United Kingdom: Intermedia Publications.

Alvesson, Mats . 1993. The Play of Metaphors. In Postmodernism and Organizations, edited by John Hassard and Martin Parker , 114-131. London: Sage.

Andersson, Johnny . 1989. Morgondagens idrottFramtidsstudien (Tomorrows SportFuture Study). Stockholm: Framtidsgruppen, Riksidrottsfrbundet.

Andersson, Per-Magnus , and Lennart Hansson . 1989. Bestllare-UtfrareEtt alternativ till entreprenad i kommuner (Client-ContractorAn Alternative to Contracting in Local Governments). Ds 1989:10. Stockholm: E.S.O (Expertgruppen fr studier i offentlig ekonomi).

Anell, Anders . 1991. Prestationsbaserad Ersttning i Hlssooch Sjukvrden (Performance-based Payment System in Health Care Services). Ds 1991:49. Stockholm: E.S.O. (Expertgruppen fr studier i offentlig ekonomi).

Anthony, Robert N. , John Dearden , and Norton M. Bedford . 1989. Management Control System. Fifth edition. Homewood, Ill.: Irwin.

- Archer, Jane . 1992. The Fate of the Subject in the Narrative Without End. In *Staying Tuned Contemporary Soap Opera Criticism*, edited by Suzanne Frentz , 89-95. Bowling Green, Ohio: Bowling Green State University Popular Press.
- Asplund, Johan . 1987. Idrott och samhällsordning (Sport and the Social Order). In *Den sociologiska fantasin Teorier om samhället (The Sociological Fantasy Theories on Society)*, edited by Ulla Bergryd , 11-32. Stockholm: Rabn och Sjgren.
- Asplund, Johan . 1989. Rivaler och Syndabockar (Rivals and Scapegoats). Gteborg: Korpen.
- Audit Commission , The. 1985. Good Management in Local Government Successful Practice and Action. Luton, United Kingdom: Local Government Training Board.
- Audit Commission , The. 1989. Managing Services Effectively Performance Review. Audit Commission (UK) Management Papers, no. 5, December.
- Austin, John Langshaw . 1962. How to do Things with Words, edited by J. O. Urmson and Marina Sbīs . Second edition. Cambridge, Mass.: Harvard University Press.
- Autrement . 1987. L'excellence Une valeur pervertie (Excellence A Perverted Value). Srie Mutations No. 86. Paris: Editions Autrement.
- Baguley, Philip . 1994. Improving Organizational Performance A Handbook for Managers. Maidenhead, Berkshire: McGraw-Hill Book Company Europe.
- 202 Bal, Mieke . 1990. The Point of Narratology. *Poetics Today* 11, no. 4: 727-753.
- Barre, Raymond . 1975. *conomie Politique (Economics)*, Tome 1. Paris: Presses Universitaires de France.
- Barthes, Roland . 1957. *Mythologies (Mythologies)*. Paris: ditions du Seuil.
- Barthes, Roland . 1966. Introduction lanalyse structurale des rcits (Introduction to the Structural Analysis of Narratives). *Communication*, no. 8: 7-33. (Translated and edited by Stephen Heath in *Image-Music-Text*, 79-124. London: Fontana/Collins.)
- Bass, Jeff D. 1985. The Appeal to Efficiency as Narrative Closure: Lyndon Johnson and the Dominican Crisis, 1965. *The Southern Speech Communication Journal* 50, Winter: 103-120.
- Baudrillard, Jean . 1986. *Amrique (America)*. Paris: Grasset et Fasquelle. (The page numbers are that of the pocket edition in *Le livre de poche , Biblio essais LP6*.)
- Bell, R. A. , and R. C. Morey . 1994. The Search for Appropriate Benchmarking Partners: A Macro Approach and Application to Corporate Travel Management. *Omega* 22, no. 5: 477-490.
- Bengtsson, Erik . 1979. *Marathon En bok fr barn och drar, lidinglare och poeter (Marathon A Book for Children and Mad People, Liding Runners and Poets)*. Nacka: Frfattarfrlaget.
- Bengtsson, Lars . 1993. Intern Diversifiering som strategisk process (Internal Diversification as a Strategic Process). Lund: Lund University Press.
- Betts, John Rickards . 1981. The Technological Revolution and the Rise of Sport, 1850-1900. In *Sport, Culture Society*, edited by John W. Loy, Jr. , Gerald S. Kenyon , and Barry D. McPherson , 273-286. Second revised edition. Philadelphia: Lea and Febiger.
- Bialot, Irene . 1987. Corps et dcors (Bodies and Settings). In *Organisations et management en question(s) (Questions on Organizations and Management)*, edited by Salvador Juan , 47-63. Paris: LHarmattan.
- Biblioteksarbete En versyn av verksamheten vid kommunala bibliotek (Library Work. A Review of Municipal Libraries Activities). 1972. Betnkande avgivet av 1970 rs rationaliseringsutredning vid folkbiblioteken. Lund: Bibliotekstjnst.
- Blanchard, Kenneth , and Spencer Johnsson . 1982. *The One Minute Manager*. New York: William Morrow and Company.
- Blomquist, Christine . 1996. I marknadens namn Mngtydiga reformer i svenska kommuner (In the Name of the Market On the Ambiguity of Reforms in Swedish Municipalities). Stockholm: Nerenius & Santrus.
- Boje, David M . 1991. The Storytelling Organization: A Study of Story Performance in an Office-Supply Firm. *Administrative Science Quarterly* 36, March: 106-126.
- Boland, Richard J., Jr . 1993. Accounting and the Interpretative Act. *Accounting, Organizations and Society* 8, no. 2/3: 125-146.
- Boland, Richard J., Jr . 1996. Comments delivered at the occasion of the oral defense of the dissertation, Department of Business Administration, University of Lund, Sweden, 15 February 1996.
- Boland, Richard, Jr., and Robert J. Bricker . 1995. Financial Analyst Reports as the Social Construction of Corporate and Management Identities. (Weatherland School of Management, Case Western University, Cleveland, Ohio 44106-7235). Paper presented at the 18th Congress of the European Accounting Association in Birmingham (United Kingdom), May 1995.

Borges, Jorge Luis . 1981. Pierre Menard, Author of the Quixotte. In *Borges: A Reader*, edited by E. R. Monreal and A. Reid , 96-103. New York: E.P. Dutton.

203 Bouet, Michel . 1968. Signification du sport (The Signification of Sport). Paris: Editions Universitaires. (These pour le doctorat s-lettres presente devant la Facult des Lettres et Sciences Humaines de Paris-Sorbonne.)

Bourdieu, Pierre . 1984. Comment peut-on tre sportif? In *Questions de sociologie*, 173-195. Paris: Minuit. (Translation by Richard Nice : Sport and Social Class. In *Rethinking Popular Culture-Contemporary Perspectives in Cultural Studies*, 1991, edited by Chandra Mukerji and Michael Schudson , 357-373. Berkeley: University of California Press.)

Bourguignon, Annick . 1994. Au pays des mots-valisesVexemple de la performance (In the World of Polysemous Words. An example: Performance). Document de recherche du CERESSEC (No. 94042), Cergy-Pontoise, France.

Boyd, Brian K. 1991. Strategic Planning and Financial Performance: A Meta-Analytic Review. *Journal of Management Studies* 28, no. 4: 353-374.

Boyer, Luc , and Noel Equilibrey . 1990. Histoire du management (A History of Management). Paris: Les ditions dorganisation.

Boyne, George , and Jennifer Law . 1991. Accountability and Local Authority Annual Reports: The Case of Welsh Districts Councils. *Financial Accountability and Management* 7, no. 3: 179-194.

Brohm, Jean-Marie . 1992. Sociologie politique du sport (Political Sociology of Sport). Nancy: Presses Universitaires de Nancy.

Bromiley, Philip . 1991. Testing a Causal Model of Corporate Risk Taking and Performance. *Academy of Management Journal* 34, no. 1: 37-59.

Bruner, Jerome . 1986. *Actual MindsPossible Worlds*. Cambridge, Mass.: Harvard University Press.

Calhoun-French, Diane M. 1992. Soap and SerialsThe Transformation of Daytime Drama Into Romance Literature. In *Staying TunedContemporary Soap Opera Criticism*, edited by Suzanne Frenzt , 128-135. Bowling Green, Ohio: Bowling Green State University Popular Press.

Calln, Michel . 1985. Some Elements of a Sociology of Translation: Domestication of the Scallops and the Fishermen of St Brieuc Bay. In *Power, Action and Belief*, edited by John Law , 196-233. Sociological Review Monograph, no. 32. London: Routledge and Kegan Paul.

Calori, Roland , and Philippe Sarnin . 1991. Corporate Culture and Economic Performance: A French Study. *Organization Studies* 12, no. 1: 49-74.

Caves, Richard E. 1980. Industrial Organization, Corporate Strategy and Structure. *Journal of Economic Literature* 18: 64-92.

Chandler, Alfred D., Jr . 1990. *Scale and ScopeThe Dynamics of Industrial Capitalism*. Cambridge, Mass.: The Belknap Press of the Harvard University Press.

Childers, Thomas , and Nancy Van House . 1989. Dimension of Public Library Effectiveness. *Library and Information Science Research*, no. 10: 275-301.

Clair, Robin Patrie . 1993. The Use of Framing Devices to Sequester Organizational Narratives: Hegemony and Harassment. *Communication Monographs* 60, June: 113-136.

Clarkson, Max B. E. 1995. A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance. *Academy of Management Review* 20, no. 1: 92-117.

Cohen, Michael D. , James G. March , and Johan P. Olsen . 1972. A Garbage Can Model of Organizational Choice. *Administrative Science Quarterly* 17, March: 1-25.

204 Columbia Dictionary of Modern Literary and Cultural Criticism. 1995. Edited by Joseph Childers and Gary Hentzi . New York: Columbia University Press.

Corvellec, Herv. 1991. Trend, Weaknesses and Perspectives of Performance Evaluation in Public Libraries. *Swedish Library Research*, no. 3, 19-28.

Covin, Jeffrey G. 1991. Entrepreneurial Versus Conservative Firms: A Comparison of Strategies and Performance. *Journal of Management Studies* 28, no. 5, 439-462.

Covin, Jeffrey G. , Dennis P. Slevin , and Randall L. Schultz . 1994. Implementing Strategic Missions: Effective Strategic, Structural and Tactical Choices. *Journal of Management Studies* 31, no. 4, 481-505.

Crozier, Michel . 1990. Lvaluation des performances pdagogiques des tablissements universitairesRapport au ministre dtat ministre de lEducation nationale de la Jeunesse et des Sports (Pedagogical Performance of UniversitiesReport to the State Minister of Education, Youth and Sports). Paris: La documentation franaise.

Czarniawska-Joerges, Barbara . 1992. Styrningens paradoxerScener urden offentliga verksamheten (Paradoxes of ManagementScenes from the Public Sector). Stockholm: Norstedt.

Czarniawska-Joerges, Barbara . 1993. *The Three Dimensional Organization* A Constructionist View. Lund: Studentlitteratur.

Czarniawska-Joerges, Barbara . 1997. *Narrating the Organization Dramas of Institutional Identity*. Chicago: The University of Chicago Press.

Czarniawska-Joerges, Barbara , and Pierre Guillet de Monthoux , eds. 1994. *Good Novels Better Management*. Chur, Switz.: Harwood Academic Publishers.

DElia, George , and Sandra Walsh . 1985. Patrons Use and Evaluation of Library Service: A Comparison Across Five Public Libraries. *Library and Information Science Research* 7: 3-30.

Datta, Deepak K. , Nandini Rajagopalan , and Abdul M. A. Rasheed . 1991. Diversification and Performance: Critical Review and Future Directions. *Journal of Management Studies* 28, no. 5: 529-558.

Delort, Robert . 1972. *La vie au moyen-ge (Life in the Middle Ages)*. Lausanne: Edita. (Reprinted as *Point-Histoire* No. 62, Paris: ditions du Seuil). (Translated by Robert Allen . 1983. New York: Greenwich House.)

Denzin, Norman K. 1992. *Symbolic Interactionism and Cultural Studies* The Politics of Interpretation. Oxford: Black well.

Diakoulaki, D. , G. Mavrotas , and L. Papayannakis . 1992. A Multicriteria Approach for Evaluating the Performance of Industrial Firms. *Omega* 20, no. 4: 467-474.

Didriksson, Mats , and Niclas Mogensen . 1993. Resultatansvar inom kommunal frvaltningEn (o)mjlig styrform? (Profit Centers in Local GovernmentA Possible Form of Management). KEFU Skriftserie, 1993:3. Lund: KEFU (Kommunal Ekonomisk Forskning och Utbildning).

Drucker, Peter F. 1989. What Business Can Learn from Nonprofits. *Harvard Business Review*, July-August: 88-93.

Duby, Georges . 1984. *Guillaume le Marchal ou le meilleur chevalier du monde (William Marshal, the Best Knight in the World)*. Paris: Fayard.

Duby, Georges , and Robert Mandrou . 1968. *Histoire de la civilisation franaise (History of the French Civilisation)*, Tome 1: Moyen-geXVIe sicle (Tome 1: Middle Ages to Sixteenth Century). Paris: Armand Collin.

Duncan, Margaret Carlisle , and Barry Brummett . 1987. The Mediation of Spectator Sport. *Research Quarterly for Exercise and Sport* 58, no. 2: 168-177.

205 Duncan, Margaret Carlisle , and Barry Brummett . 1989. Types and Sources of Spectating Pleasure in Televised Sports. *Sociology of Sport Journal* 6: 195-211.

Dvir, Dov , Eli Segev , and Aaron Shenhar . 1993. Technologys Varying Impact on the Success of Strategic Business Units Within the Miles and Snow Typology. *Strategic Management Journal* 14: 155-162.

Eccle, Robert G. 1991. The Performance Measurement Manifesto. *Harvard Business Review*, January-February: 131-137.

Eco, Umberto. 1962/1965. *Loeuvre ouverte (The Open Work)*. 1965. Translation Chantal Roux de Bzieux and Andr Boucourechlier. Paris: ditions du Seuil. (Original title: *Opera Aperte*. 1962. Milan: Bonpiani.) (English translation by Anna Cancogni. 1989. Cambridge, Mass.: Harvard University Press.)

Eco, Umberto. 1969/1985. *Le bavardage sportif (Chatter on Sport)*. In *La guerre du faux*, 172-177 Paris: Grasset. (Originally published for Quindici 1969).

Eco, Umberto. 1990. *The Limits of Interpretation*. Bloomington and Indianapolis: Indiana University Press.

Ehrenberg, Alain . 1991. *Z-e cuite de la performance (The Cult of Performance)*. Paris: Caiman-Levy.

Eilon, Samuel . 1992. Key Ratios for Corporate Performance. *Omega* 20, no. 3: 337-343.

Emmanuel, Clive , David Otley , and Kenneth Merchant . 1990. *Accounting for Management Control*. Second edition. London: Chapman and Hall.

Engstrm, Lars-Magnus . 1989. *Idrottssvanor i frndring (Changes Attitudes on Sports)*. Rapport 1/1989. Stockholm: Avdelning for idrottspedagogik, Hgskolan for Lrartutbildning i Stockholm. E.S.O. (Expertgruppen for studier i offentlig ekonomi). 1989. Produktivitetsmatning av Folkbibliotekens utlningsverksamhet (Productivity Measurement of Public Libraries Lending Activities). Ds 1989:42. Stockholm: E.S.O.

Fernandez-Castro, A. , and P. Smith . 1994. Towards a General Non-parametric Model of Corporate Performance. *Omega* 22, no. 3: 237-249.

Fiol, C. Marlene 1989. A Semiotic Analysis of Corporate Language: Organizational Boundaries and Joint Venturing. *Administrative Science Quarterly* 34, June: 277-303.

Fish, Stanley . 1980. *Is There a Text in This Class?-The Authority of Interpretative Communities*. Cambridge, Mass.: Harvard University Press.

Fisher, Walter R. 1987. *Human Communication as Narration Toward a Philosophy of Reason, Value, and Action*. Columbia: University of South Carolina Press.

Fiske, John . 1987. *Television Culture*. London and New York: Routledge.

Ford, Geoffrey . 1989. Approaches to Performance Measurement Some Observations on Principles and Practice. *British Journal of Librarianship* 2, no. 4, 74-87.

Ford, Jeffrey D. , and Deborah A. Schellenberg . 1982. Conceptual Issues of Linkage in the Assessment of Organizational Performance. *Academy of Management Review* 7, no. 1: 49-58.

Foucault, Michel . 1966. *Les mots et les choses. (The Order of Things An Archeology of the Human Sciences)*. Paris: Gallimard, Bibliothèque des sciences humaines. (1974. London: Tavistock).

Foucault, Michel . 1975. *Surveiller et punir (Discipline and Punish The Birth of the Prison)*. Paris: Gallimard, Bibliothèque des sciences humaines. (Translation Alan Sheridan . 1979. Harmondsworth: Penguin).

206 Frykman, Jonas . 1993. Becoming the Perfect Swede Modernity, Body Politics and National Processes in Twentieth-Century Sweden. *Ethnos*, no. 3-4: 259-274.

Fryxell, Gerald E. , and Sidney L. Barton . 1990. Temporal and Contextual Change in the Measurement Structure of Financial Performance. Implication for Strategy Research. *Journal of Management* 16, no. 3: 553-569.

Gephart, Robert P., Jr . 1993. The Textual Approach: Risk and Blame in Disaster Sensemaking. *Academy of Management Journal* 36, no. 6, 1465-1514.

Giddens, Anthony . 1990. *The Consequences of Modernity*. Cambridge, United Kingdom: Polity Press.

Goffman, Erving . 1959. *The Presentation of the Self in Everyday Life*. Garden City, N.Y.: Doubleday Anchor Books.

Gomez-Mejia, Luis R. , Henry Tosi , and Timothy Hinkin . 1987. Managerial Control, Performance, and Executive Compensation. *Academy of Management Journal* 30, no. 1: 51-70.

Gordon, George G. , and Nancy DiTomaso . 1992. Predicting Corporate Performance from Organizational Culture. *Journal of Management Studies* 29, no. 6: 783-798.

Gordon, Lawrence A. , and Kimberley J. Smith . 1992. Postauditing Capital Expenditures and Firm Performance: The Role of Asymmetric Information. *Accounting, Organizations and Society* 17, no. 8: 741-757.

Gore, Al . 1993. *From Red Tape to Results Creating a Government that Works Better and Costs Less*. Report of the National Performance Review. Washington, D.C.: National Performance Review. (Electronic reference @ National Performance Review).

Graves, Samuel B. , and Sandra A. Waddock . 1994. Institutional Owners and Corporate Social Performance. *Academy of Management Journal* 37, no. 4: 1034-1046.

Greimas, Algirdas Julien . 1966. Elements pour une thorie de l'interprétation du rcit mythique (Elements of a Theory of Interpretation of Mythic Narratives). *Communication* 8: 34-65.

Gruneau, Richard . 1993. The Critique of Sport in Modernity Theorising Power, Culture, and the Politics of the Body. In *The Sport Process A Comparative and Developmental Approach*, edited by Eric G. Dunning , Joseph A. Maguire , and Robert E. Pearton . Champaign, Ill.: Human Kinetics Publishers.

Gumbrecht, Hans Ulrich . 1992. *Making Sense in Life and Literature*. Translation Glen Burns . Minneapolis: University of Minnesota Press.

Guthrie, James . 1993. Critical Issues in Measurement and Indicators. In *The Australian Public Sector Pathways to Change in the 1990s*, edited by James Guthrie , 69-74 Sydney, Australia: IIR Conferences.

Guttmann, Allen . 1977. *From Rituals to Records The Nature of Modern Sport*. New York: Columbia University Press.

Habermas, Jrgen . 1981/1985. *Modernity An Incomplete Project*. In *Postmodern Culture*, 1985, edited by Hal Foster , translation Seyla Ben-Habib , 3-15 London: Pluto Press. (Originally published in *New German Critique* 22, Winter 1981.)

Hamburg, Morris . 1974. *Library Planning and Decision-Making Systems*. Cambridge, Mass.: MIT Press.

Hannabuss, Stuart . 1987. The Concept of Performance: A Semantic Review. *Aslib Proceedings*, no. 5: 149-158.

Hargrove, Erwin C. , and John C. Glidewell , eds. 1990. *Impossible Jobs in Public Management*. Lawrence: The University Press of Kansas.

Harris, Janet C. , and Laura A. Hills . 1993. Telling the Story: Narrative in Newspaper Accounts of a Mens Collegiate Basketball Tournament. *Research Quarterly for Exercise and*

Sport 64, no. 1: 108-121.

207 Hatch, Mary Jo . 1995. Comments delivered at the occasion of the preliminary defense of the dissertation, Department of Business Administration, University of Lund, Sweden, 25 September 1995.

Hatry, Hary P ., James R. Fountain , Jonathan M. Sullivan , and Lorraine Kremer , eds. 1990. Service Efforts and Accomplishments Reporting: Its Time Has ComeAn Overview. Norwalk, Conn.: Governmental Accounting Standard Board.

Haveman, Heather A. 1992. Between a Rock and a Hard Place: Organizational Change and Performance under Conditions of Fundamental Environmental Transformation.

Administrative Science Quarterly 37, no. 1: 48-75.

Heikkala, Juha . 1993. Discipline and Excel: Techniques of the Self and the Body and the Logic of Competing. Sociology of Sport Journal 10: 397-412.

Hines, Ruth D. 1988. Financial Accounting: In Communicating Reality, We Construct Reality. Accounting Organization and Society 13, no. 3: 251-261.

Hitchens, D. M. W. N. , and P. N. OFarell . 1988. Comparative Performance of Small Manufacturing Companies in South Wales and Northern Ireland. Omega 16, no. 5: 429-438.

Hughes, Linda K. , and Michael Lund . 1991. The Victorian Serial. Charlottesville: University Press of Virginia.

Huizinga, Johan . 1938/1966. Homo LudensA Study of the Play Element in Culture. London: Beacon Paperbacks. (Originally published in Dutch as Homo Ludens. 1938).

Hummel Ralph. P. , 1991. Stories Managers Tell: Why they are as Valid as Science. Public Administration Review 51, no. 1: 31-41.

Isaac-Henry, Kester . 1993. Development and Change in the Public Sector. In Management in the Public SectorChallenge and Change, edited by Kester Isaac-Henry , Chris Painter , and Chris Barnes , 1-20 London, United Kingdom: Chapman and Hall.

Jackall, Robert J. 1988. Moral MazesThe World of Corporate Managers. New York and Oxford: Oxford University Press.

Jauss, Hans Robert . 1982. Toward an Aesthetic of Reception. Translation Timothy Bahti . Brighton: Harvester Press.

Jauss, Hans Robert . 1990. The Theory of Reception: A Retrospective of Its Unrecognized Prehistory. In Literary Theory Today, edited by Peter Collier and Helga Geyer-Ryan , translation John Whitlam , 53-73 Cambridge, United Kingdom: Polity Press.

Jeu, Bernard . 1987. Analyse du sport (An Analysis of Sport). Paris: Presses Universitaires de France.

Johnson, Edward . 1993. The Challenge to the Public Sector: Changing Politics and Ideologies. In Management in the Public SectorChallenge and Change, edited by Kester Isaac-Henry , Chris Painter , and Chris Barnes , 21-36 London, United Kingdom: Chapman and Hall.

Johnson H. Thomas and Robert S. Kaplan . 1987. Relevance LostThe Rise and Fall of Management Accounting. Boston, Mass.: Harvard Business School.

Kalleberg, Arne L. , and Kevin T. Leicht . 1991. Gender and Organizational Performance: Determinants of Small Business Survival and Success. Academy of Management Journal 34, no. 1: 136-161.

Kanter, Rosabeth Moss . 1989. When the Giants Learn How to DanceMastering the Challenges of Strategy, Management, and Careers in the 1990s. London: Unwin Paperbacks.

Kanter, Rosabeth Moss , and David V. Summer . 1987. Doing Well While Doing Good: Dilemmas of Performance Measurement in Nonprofit Organizations and the Need for a Multiple-Constituency Approach. In The Nonprofit SectorA Research Handbook, edited by Walter W. Powell , 154-166. New Haven, Conn.: Yale University Press.

208 Kantor, Paul B. 1976. The Library as an Information Utility in the University Context: Evolution and Measurement of Service. Journal of the American Society for Information Science, March-April 1976: 100-112.

Kaplan, Robert S. , and David P. Norton . 1992. The Balanced ScorecardMeasures that Drive Performance. Harvard Business Review, January-February: 71-79.

Ketchen, David J., Jr., James B. Thomas , and Charles C. Snow . 1993. Organizational Configurations and Performance: A Comparison of Theoretical Approaches. Academy of Management Journal 36, no. 6: 1278-1313.

Kihlberg, Morgan . 1983. IdrottshistoriaHur olika sporter uppstod och utvecklades (Sport HistoryThe Birth and Development of Various Sports). Gteborg: Zindermans.

Koch , James V., and Richard J. Cebula . 1994. In Search of Excellent Management. Journal of Management Studies 31, no. 5: 681-699.

Konkurrensverket . 1993a. GoMorgon Sverige! (Good Morning Sweden!). Stockholm: Konkurrensverket. (Brochure.)

Konkurrensverket . 1993b. DaghemsversamhetKostnader och konkurrensfrutsttningar (KindergartensConditions of Costs and Competition). Stockholm: Konkurrensverket.

Kristeva, Julia . 1988. Etrangers nous-mmes (Stranger to Ourselves). Paris: Fayard. (1991. London: Harvester Wheatsheaf.)

Lamont, Bruce T. , Robert J. Williams , and James J. Hoffman . 1994. Performance During M-Form Reorganization and Recovery Time: The Effect of Prior Strategy and Implementation Speed. *Academy of Management Journal* 37, no. 1: 153-166.

Lancaster, F. Wilfrid . 1988. If You Want to Evaluate Your Library. London: London Library Association.

Latour, Bruno . 1986. The Power of Association. In *Power, Action and BeliefA New Sociology of Knowledge?*, edited by John Law , 264-280 London: Routledge.

Latour, Bruno . 1987. *Science in ActionHow to Follow Scientists and Engineers Through Society*. Milton Keynes: Open University Press.

Latour, Bruno. 1991/1993. *Nous navons jamais t modernesEssai danthropologic symtrique*, Paris: La Dcouverte. (English translation by Catherine Porter . *We Have Never Been Modern*. 1993. New York: Harvester Wheatsheaf.)

Latour, Bruno . 1992. *Aramis ou lamour des techniques (Aramis or the Love of Techniques)*. Paris: La Dcouverte.

Latour, Bruno , and Steve Woolgar . 1986. *Laboratory LifeThe Construction of Scientific Facts*. Second edition, with a new postscript by the authors. Princeton, N.J.: Princeton University Press.

Levine, Marilyn M. 1980. The Circulation/Acquisition Ratio: An Input-Output Measure for Libraries. *Information Processing and Management* 16: 313-315.

Levi-Strauss, Claude . 1962. *La Pense Sauvage (The Savage Mind)*. Paris: Plon. (1966. Chicago: University of Chicago Press.)

Lindblom, Charles E. 1959. The Science of Muddling Through. *Public Administration Review* 19, no. 2: 79-88.

Linstead, Stephen A. , and Robert Grafton-Small . 1990. *Organizational Bricolage*. In *Organizational Symbolism*, edited by Barry A. Turner , 291-308 Berlin and New York: Walter De Gruyter.

209 Lipovietski, Gilles . 1987. *Lempire de lphmreLa mode et son destin dans les socits modernes (The Empire of the EphemeronFashion and its Destiny in Modern Societies)*. Paris: Gallimard.

Lothian, Niall . 1987. *Measuring Corporate PerformanceA Guide to Non-Financial Indicators*. Occasional Paper Series. London: CIMA (Chartered Institute of Management Accountants).

Loveday, Barry . 1993. *Management and Accountability in Public Services: A Police Case Study*. In *Management in the Public SectorChallenge and Change*, edited by Kester Isaac-Henry , Chris Painter , and Chris Barnes , 133150. London, United Kingdom: Chapman and Hall.

Lowe, Benjamin . 1977. *The Beauty of SportA Cross-Disciplinary Inquiry*. Englewoods-Cliffs, N.J.: Prentice-Hall.

Lowe, Tony , and Tony Puxty . 1989. The Problems of a Paradigm: A Critique of the Prevailing Orthodoxy in Management Control. In *Critical Perspectives in Management Control*, edited by Wai Fong Chua , Tony Lowe , and Tony Puxty , 926. London: Macmillan.

Loy, John W. , and Graham L. Hesketh . 1984. The Agon Motif: A Prolegomenon for the Study of Agonetic Behavior. In *Contribution of Sociology to the Study of SportIn Honour of Kalevi Heinil*, edited by Kalevi Olin , 3149. Jyvs skyl: University of Jyvs kyl.

Lubatkin, Michael , and Sayan Chatterjee . 1991. The Strategy-Shareholders Value RelationshipTesting Temporal Stability Across Market Cycles. *Strategic Management Journal* 12: 251270.

Lubatkin, Michael , Hemant Merchant , and Narasimhan Srinivasan . 1993. Construct Validity of Some Unweighted Product-Count Diversification Measures. *Strategic Management Journal* 14: 433449.

Lubatkin, Michael , and Ronald E. Shrieves . 1986. Toward Reconciliation of Market Performance Measures to Strategic Management Research. *Academy of Management Review* 11, no. 3: 497512.

Lschen, Gnther . 1967. The Interdependence of Sport and Culture. *International Review of Sport Sociology*, no. 2: 127139. (Reprinted in *Sport, Culture Society*, 1981, edited by John W. Loy, Jr. , Gerald S. Kenyon III , and Barry D. McPherson , second revised edition, 287295. Philadelphia: Lea & Febiger.)

Lyotard, Jean-Francois . 1979. *La condition postmoderne (The Postmodern ConditionA Report on Knowledge)*. Paris: Minuit (English Translation by Geoffrey Bennington and Brian Massumi . 1984. Manchester: Manchester University Press).

Maher, Michael W. , Clyde P. Stickney , and Roman L. Well . 1994. *Managerial AccountingAn Introduction To Concepts, Methods and Uses*. Fifth edition. Fort Worth, Texas: The Dryden Press.

Marini, Franck . 1992. The Uses of Literature in the Exploration of Public Administration Ethics: The Example Antigone. *Public Administration Review* 52, no. 5: 420426.

Martin, David E. , Herbert W. Benario , and Roger W. H. Gynn . 1977. Development of the Marathon from Pheidippides to the Present, with Statistics of Significant Races. In *The Marathon: Physiological, Medical, Epidemiological, and Psychological Studies*, edited by Paul Milvy , 820852 *Annals of the New York Academy of Science*, volume 301. New York: The New York Academy of Sciences.

Martin, Joanne , Marths S. Feldman , Mary Jo Hatch , and Sim B. Sitkin . 1983. The Uniqueness Paradox in Organizational Stories. *Administrative Science Quarterly* 28: 438453.

210 Martin, Wallace . 1986. *Recent Theories of Narrative*. Ithaca, N.Y.: Cornell University Press.

McClure, Charles R. , Amy Owen , Douglas L. Zweizig , Mary-Jo Lynch , and Nancy Van House . 1987. *Planning and Role Setting for Public LibrariesA Manual for Options and Procedures*. American Library Association: Chicago

McGuire, Jean , Thomas Schneeweis , and Joanne Hill . 1986. An Analysis of Alternative Measures of Strategic Performance. *Advances in Strategic Management* 4: 127154.

Metcalfe, Les , and Sue Richards . 1990. *Improving Public Management*. Second edition. London: European Institute of Public Administration and Sage Publications.

Meyer, Marshall W. , and Lynne G. Zucker . 1989. *Permanently Failing Organizations*. Newbury Park, Calif.: Sage Publications.

Michener, James A. 1976. *Sports in America*. New York: Random House.

Miles, Grant , Charles C. Snow , and Mark P. Sharfman . 1993. Industry Variety and Performance. *Strategic Management Journal* 14: 163177.

Miller, C. Chet , and Laura B. Cardinal . 1994. Strategic Planning and Firm Performance: A Synthesis of More than Two Decades of Research. *Academy of Management Journal* 37, no. 6: 16491665.

Miller, Peter , and Christopher Napier . 1993. Genealogies of Calculation. *Accounting Organizations and Society* 18, no. 7/8: 631647.

Miner, John B. , Timothy M. Singleton , and Vincent P. Luchsinger . 1985. *The Practice of Management*. Columbus, Ohio: Charles E. Merrill Publishing Company.

Moe, Terry M. 1990. The Politics of Structural Choice: Toward a Theory of Public Bureaucracy. In *Organization TheoryFrom Chester Barnard to the Present and Beyond*, edited by Oliver E. Williamson , 116153 Oxford: Oxford University Press.

Mhlenbrock, Sigurd . 1953. Rationalisering genom arbetsunderskning (Rationalizing by studying work). *Biblioteksbladet*, no. 10: 490500.

Mhlenbrock, Sigurd . 1956. Biblioteksarbetsorganisation (Library Organization). *Biblioteksbladet*, no. 8: 513518.

Mhlenbrock, Sigurd . 1959. Tv organisoriska undersokningar (Two Studies on Organizations), *Biblioteksbladet*, no. 2: 9094.

Moliner, C. Mar , and M. Ezzamel . 1991. Multidimensional Scaling Applied to Corporate Failure. *Omega* 19, no. 4: 259274.

Moore, Nick . 1989. *Measuring the Performance of Public LibrariesA Draft Manual*. UNESCO and UNISIST: Paris.

Moores, Roger . 1994. *Managing for High Performance*. London: The Industrial Society.

Mossberg, Thomas . 1977. *Uteckling av nyckeltal (Developing Key Numbers)*. Stockholm: EFI (Ekonomiska Forsknings Institut vid Handelshgskolan i Stockholm).

Mumby, Dennis K. 1987. The Political Function of Narrative in Organizations. *Communication Monographs* 54, June: 113127.

Nayyar, Praveen R. 1992. Performance Effects of Three Foci in Service Firms. *Academy of Management Journal* 35, no. 5: 9851009.

Nayyar, Praveen R. 1993. Performance Effects of Information Asymetry and Economies of Scope in Diversified Service Firms. *Academy of Management Journal* 36, no. 1: 2857.

Nelson, John S. 1993. Account and Acknowledge, or Represent and Control? On Post-Modern Politics and Economics of Collective Responsibility. *Accounting, Organizations and Society* 18, no. 2/3: 207229.

- Newark, Peter . 1991. About Translation. Clevedon, United Kingdom: Multilingual Matters Ltd.
- 211 Newton, Ken M. 1990. Interpretating the TextA Critical Introduction to the Theory and Practice of Literary Interpretation. New York: Harvester-Wheatsheaf.
- Nilsson, Pea , and Torbjorn Wigg . 1982. Marathonboken (The Marathon Book). Visby: Manus Forlag.
- OCDE/OECD. 1994. Performance Management in GovernmentPerformance Measurement and Results-Oriented Management. Public Management Occasional Papers, no. 3. Paris: OCDE/OECD.
- OConnor, Daniel O. 1982. Evaluating Public Libraries Using Standard Scores: The Library Quotient. Library Research, no. 4: 51-70.
- Organisation och arbetsmetoder vid kommunala bibliotekBetdnkande avgivet av srskilda kommitterade (Organization and Methods of Work in Public Libraries Report of a Special Committee). 1960. Lund: Bibliotekstjnst.
- Osborne, David , and Ted Gaebler . 1992. Reinventing GovernmentHow the Entrepreneurial Spirit is Transforming the Public Sector. Reading, Mass.: Addison-Wesley Publishing Company.
- Oscarsson, Ingemar . 1980. Fortsttning foljerFljetong och fortsttningsroman i dagspressen till ca 1850 (To Be ContinuedSerial Publications and Serial Novels in the Daily Press up to 1850). Litteratur Teater Film No. 16. Lund: Liber Lromedel.
- Ouchi, William G. 1981. Theory ZHow American Business Can Meet the Japanese Challenge. New York: Avon.
- Painter, Chris , Kester Isaac-Henry , and Chris Barnes . 1993. The Problematical Nature of Public Management Reform. In Management in the Public Sector Challenge and Change, edited by Kester Isaac-Henry , Chris Painter , and Chris Barnes , 171-186 London, United Kingdom: Chapman and Hall.
- Patriksson, Gran . 1982. Idrott tvling, samhlleEn jmfrande analys av tvlingsidrotten i olika samhllen (Sport, Competition and SocietyA Comparative Analysis of Sport Competition in Various Societies). rebro: Veje Frag.
- Pearce, John A. , Elizabeth B. Freeman , and Richard B. Robinson, Jr . 1987. The Tenuous Link between Formal Strategic Planning and Financial Performance. Academy of Management Review 12, no. 4: 658-675.
- Perrow, Charles . 1986. Complex OrganizationsA Critical Essay. Third edition. New York: Random House.
- Petersson, Lars . 1988. Det kulturella kapitaletKritik av kultursponsring (The Cultural CapitalA Critique of Sponsoring in the Arts). Stockholm: Tidens Frag.
- Politt, Christopher . 1993. Managerialism and the Public ServicesCuts or Cultural Change in the 1990s. Second edition. Oxford, United Kingdom: Blackwell Business.
- Polkinghorne, Donald E. 1987. Narrative Knowing and the Human Sciences. New York: State University of New York Press.
- Prince, Gerald . 1982. NarratologyThe Form and Functioning of Narrative. Berlin: De Gruyter.
- Prince, Gerald . 1990. On Narrative Studies and Narrative Genres. Poetics Today 11, no. 4: 271-281.
- Ragin, Charles C. 1987. The Comparative MethodMoving Beyond Qualitative and Quantitative Strategies. Berkeley: University of California Press.
- Raiport, Grigori . 1990. Red GoldPeak Performance Techniques of the Russian and East-German Olympic Victors. Los Angeles: Jeremy P. Tarcher, Inc.
- Ranson, Stewart , and John Stewart . 1994. Management for the Public Domain Enabling the Learning Society. London: McMillan.
- 212 Revill, D. H. 1983. Some Examples and Types of Performance Measures. In Do We Really Need Libraries?, edited by John Blagden , 59-66 Cranfield, United Kingdom: Cranfield Institute of Technology.
- Rey, Jean-Pierre . 1991. Le contrle de gestion des services publics communaux (Management Control of Local Governmental Services). Paris: Dunod.
- Richard, Jacques . 1989. Uaudit des performances de lentreprise (Auditing Corporate Performance). Paris: La Villeguerin ditions.
- Rimon-Kenan, Schlomith . 1983. Narrative FictionsContemporary Poetics. London and New York: Routledge.
- Roberts, Terence J. 1992. The Making and Remaking of Sport Actions. Journal of the Philosophy of Sport 19: 15-29.
- Robson, Keith . 1992. Accounting Numbers as Inscription: Action at a Distance and the Development of Accounting. Accounting Organization and Society 17, no. 7: 685-708.

Rogers, Steve . 1994. Performance Management in Local Government. Harlow, Essex: Longman.

Roth, Kendall , and David A. Ricks . 1994. Goal Configuration in a Global Industry. *Strategic Management Journal* 15: 103-120.

Rouse, John . 1993. Resource and Performance Management in Public Service Organizations. In *Management in the Public Sector Challenge and Change*, edited by Kester Isaac-Henry , Chris Painter , and Chris Barnes , 59-76 London, United Kingdom: Chapman and Hall.

Sage, George H. 1990. Power and Ideology in American Sport A Critical Perspective. Champaign, Ill.: Human Kinetics Books.

Sandblad, Henrik . 1985. Olympia och Valhallaldhistoriska aspekter av den moderna idrottsrrelsens framvxt (Olympia and ValhallaDevelopments in Modern Sport Viewed from the Perspective of the History of Ideas). Stockholm: Almqvist and Wicksell.

Schefczyk, Michael . 1993. Operational Performance of Airlines: An Extension of Traditional Measurement Paradigms. *Strategic Management Journal* 14: 301-317.

Schoenfeld, Hanns Martin W. , 1994. Management Accounting in Multinational Companies: Typical Data Adjustment and Unresolved Problems. *Advances in International Accounting* 6: 203-230.

Scholes, Robert E. 1989. *Protocols of Reading*. New Haven, Conn., and London: Yale University Press.

Silverman, David . 1994. *Interpreting Qualitative DataMethods for Analysing Talk, Text and Interaction*. London: Sage.

Skldberg, Kaj . 1994. Tales of Change: Public Administration Reform and Narrative Mode. *Organization Science* 5, no. 2: 219-238.

Stegman, John Davis . 1987. A Rhetorical Investigation of Selected 1982 Corporate Annual Reports. Doctoral dissertation, Ohio State University.

Tan, J. Justin , and Robert J. Litschert . 1994. Environment-Strategy Relationship and Its Performance Implications: An Empirical Study of the Chinese Electronic Industry. *Strategic Management Journal* 15: 1-20.

Terny, Guy , ed. 1990. Performances des services publics locauxAnalyse compare des modes de gestion (Performance of the Local ServicesComparison of Managerial Modes). G.r.e.p.-U.n.s.p.i.c. (Place unknown): Litec.

Thomas, James B. , Shawn M. Clark , and Dennis A. Gioia . 1993. Strategic Sensemaking and Organizational Performance: Linkages Among Scanning, Interpretation, Action, and Outcomes. *Academy of Management Journal* 36, no. 2: 239-270.

213 Thompson, Grname F. 1985. Approaches to PerformanceAn Analysis of Terms. *Screen*, no. 5: 78-90.

Toolan, Michael J. 1988. *NarrativeA Critical Linguistic Introduction*. London: Routledge.

Trujillo, Nick . 1985. Organizational Communication as Cultural Performance: Some Managerial Considerations. *The Southern Speech Communication Journal* 50, Spring: 201-224.

Ulmann, Jacques . 1965. De la gymnastique aux sports modernesHistoire des doctrines de leducation physique (From Gymnastics to Modern SportsA History of Doctrines of Physical Exercises). Paris: Presses Universitaires de France.

Umiker-Sebeok, Jean . 1987. *Marketing and Semiotics*. Berlin: Mouton De Gray ter.

Van House, Nancy A., Mary-Jo Lynch , Charles R. McClure , Douglas L. Zweizig , and Eleanor Jo Rodger . 1987. *Output Measures for Public Libraries*. Second edition. Chicago: American Library Association.

Vargas, Yves . 1992. Sur le sport (On Sport). *Srie Philosophie*, no. 34. Paris: Presses Universitaires de France.

Venkatraman, N. , and Vasudevan Ramanujam . 1986. Measurement of Business Performance in Strategy Research: A Comparison of Approaches. *Academy of Management Review* 11, no. 4: 801-814.

Virilio, Paul . 1977. *Vitesse et politique (Speed and Politics)*. Paris: Galilee.

Williams, Raymond . 1976. *KeywordsA Vocabulary of Culture and Society*. London: Fontana/Croom Helm.

Williamson, Oliver E. 1985. *The Economic Institutions of Capitalism*. New York: The Free Press.

Wood, Donna J. 1991. Social Issues in Management: Theory and Research in Corporate Social Performance. *Journal of Management* 17, no. 2: 383-406 214