

Contents

Brief biographical sketches of editors — XI

List of contributing authors — XIII

David Starr-Glass

1 Organizational culture: forces that shape thinking, behavior, and success — 1

- 1.1 Introduction — 1**
- 1.2 The multiple roots of culture — 2**
- 1.2.1 Culture as a metaphor — 3**
- 1.2.2 Culture as a national expression — 4**
- 1.3 The culture of organizations — 6**
- 1.4 The structure of organizational culture — 7**
- 1.4.1 Artifacts: visible organizational structures and processes — 8**
- 1.4.2 Espoused beliefs: underlying philosophies and justifications — 9**
- 1.4.3 Deeper assumptions and values — 10**
- 1.5 Enacted values and organizational climate — 11**
- 1.6 Organizational culture and leadership — 13**
- 1.6.1 Founders — 13**
- 1.6.2 Perpetuating organizational culture — 14**
- 1.6.3 When organizational culture needs to change — 15**
- 1.6.4 Change interventions in organizational culture — 16**
- 1.7 Conclusion — 18**

Filomena Antunes Brás

2 Corporate social responsibility reporting and sustainability — 27

- 2.1 Introduction — 27**
- 2.2 The concept of CSR and sustainability — 28**
- 2.3 Brief overview of historical development of CSR reporting — 31**
- 2.4 Two branches of CSR — 34**
- 2.5 To whom does one report on CSR and sustainability? — 37**
- 2.6 How to disclose CSR and sustainability information? — 37**
- 2.6.1 Global Reporting Initiative — 39**
- 2.6.2 Integrated reporting — 43**
- 2.7 Final remarks — 47**

Gema Calleja Sanz, Jordi Olivella Nadal, Joan Vinyals Robert

3 Project management — 51

- 3.1 Introduction — 51**
- 3.1.1 What is a project? — 52**

3.1.2	A brief history of project management — 53
3.1.3	Common project management methodologies — 56
3.1.4	Megatrends in project management — 59
3.2	Business case — 63
3.2.1	What is a business case? — 63
3.2.2	Content of a business case — 64
3.2.3	Project charter — 64
3.2.4	Steps of initial phase in project management — 67
3.3	The PMBOK approach — 69
3.3.1	General structure — 69
3.3.2	Phases and processes — 72
3.4	Conclusions — 81

Gilda Hernandez-Maskivker

4	Consumer behavior: the importance of millennials in the tourism industry — 84
4.1	Introduction — 84
4.2	Consumer behavior and tourist behavior — 85
4.3	Millennials' behavior in tourism industry — 87
4.4	Final remarks on how to approach this target market from a managerial perspective — 89

Ana Lúcia Rodrigues, Carolina Feliciana Machado

5	Performance appraisal: a critical tool in effective human resource management — 94
---	---

5.1	Introduction — 94
5.2	Performance appraisal in human resource management — 95
5.2.1	Performance appraisal objectives — 97
5.2.2	Performance appraisal instruments — 98
5.2.3	Performance appraisal procedures — 102
5.3	Steps to create a performance appraisal system — 105
5.3.1	Knowledge of strategy and functions — 105
5.3.2	Performance appraisal planning — 106
5.3.3	Performance appraisal development — 107
5.3.4	Performance appraisal — 108
5.3.5	Performance appraisal review — 108
5.4	Performance appraisal in company X — 109
5.4.1	Methodological approach and procedures in information gathering — 109
5.4.2	Company X strategy — 110
5.4.3	Performance appraisal planning — 111
5.4.4	Review of performance evaluation — 142

- 5.4.5 Conceptualization of a company's performance appraisal system — 143
- 5.5 Conclusions and guidelines for the future — 145

Ana Raquel Sampaio de Sousa, Carolina Feliciana Machado, Miguel Pinheiro

- 6 **Job analysis: an application in a knowledge-intensive, high-performance SME — 152**

- 6.1 Introduction — 152
- 6.2 Theoretical background — 154
- 6.3 Approach and methodology — 155
- 6.4 Findings and discussion — 157
- 6.5 Concluding remarks — 165

Index — 169