## Index

*Note*: Page numbers followed by "n" indicate notes.

Academic training, 21	Blockchain mining, 217
Academics, 244	Blockchain technology
Administrative competence, 174	adding new blocks to chain and
Aesthetics, 43	safety, 216–221
Affiliative leadership style, 172	application in business
Agency theory, 140	management, 210–214
Agreeableness, 169, 174	concepts and components, 214–216
Airplane mode, 79	CSR, 205–210
Alarming situation, 194	data structure to creating wallets,
Alliance for Quality of Education, 12	222–225
Alterity, 39	financial sector's attempts at
Altruism, 64, 262	cryptocurrency regulation,
American Association of Colleges	219–221
and Schools of Business	functions, 225–229
(AACSB), 269	ledger, 210
Analysis in educational institutions,	mindmap, 211
16–18	open problems with, 219–221
Analytical thinking, 18	protocol for operating and auditing
Anthropology of leader, 297–301	CSR, 221
Artificial intelligence, 302	research methodology,
Attention, 304	experimental design, and
Autonomy, need for, 170	results, 221–229
Axial coding, 17	Burnout, 69–70
	assessment of and possible
Bad measurement systems, 140	strategies for prevention,
BBVA, 210	76–77
BBVA Bancomer, 307	assessment process, 76–77
Beliefs systems, 48 <i>n</i> 1	contributing factors associated
Benevolence, 64	with, 74
planning with, 135–136	definition and characteristics,
Bi-dimensional leadership style, 305	71–73
Big data, 302	individual factors, 75–76
Big Five personality traits model,	legal issues, 80
168–170	organizational prevention strategies
Bitcoin, 208–209, 214	and interventions, 78–79
Blockchain adoption and	personal strategies to cope with,
interoperability, 220	79–80

prevalence, 70-71	Company's life cycle, leadership along,
relationship to and overlap with	174–176
depression, 73–74	fast growth, 175
situational factors, 75	incremental growth, 174–176
social factors, 76	initiation, 172
symptoms associated with, 73	maturity and revival, 176
syndrome, 69	Compartamos, 53 <i>n</i> 5, 58, 63, 65–66
Business, 306	Compartamos Bank, 49
application of blockchains in	Compartamos' MCS (see also
business management,	Management control
210–214	systems (MCS))
communication management, 2	intended effects of, 58–59
entity, 318	unintended side-effects, 59-60
ethics, 284, 307	Competencies, 23–24, 26, 28, 41, 76,
human rights, globalization and,	114, 166
318–320	administrative, 172
social responsibility for, 312–313	in educational institutions, 12–14
virtue ethics approach to,	Competitiveness, 102
285–288	strategy and, 105
Business and human rights	Concentric circles model (CON
(BHR), 317	model), 263–265
Business Roundtable, 312n1	Conceptual skills, 2
Buyer, 90–92	Congruence loss, 124–125
,,	Conscientiousness, 169, 173
Capitalism, 197, 306–307	Constant comparison method, 16
Carroll's pyramid model, 260–262	Consumerism, 123
Case study, 237	Contemporary organizations
Change, 188, 197	humanism and enigma of other,
Character virtues, 282	37–38
Chief Executive Officer (CEO),	leadership and hospitality
165, 171	in, 35–36
Circumstances, 92	Context in educational institutions,
Citizen services, 212	15–16
Citizenship, 304	Continuity, FBFs and, 103–104, 109
"Classic" model, 50	Controllability, 144 <i>n</i> 6, 146
Classical tradition, 281	Cordiality of managers, 15
Coaching, 171	Corporate
Cognition, 245	complicity, 318
Cognitive impacts of USR, 240	politics, 174
COLABORE PanAmerican	pyramid, 171
Center, 248–251	sustainability, 302
Collaboration, 136	Corporate social responsibility (CSR),
Commanding, 172	1, 4, 121–123, 205, 238,
Communication, 135	259–260, 280, 302, 311–313
internal, 104–105	bringing touchstone strategy to
skills, 174	universities, 267
omino, 177	u111 v 01 51 (105, 207

business, human rights, and	Cryptocurrencies, 209, 214
globalization, 318–320	financial sector's attempts at
environmentally friendly actions	cryptocurrency regulation,
and resource use, 205–210	219–221
Extra Commercium logic as	CSRcoin, 227
framework for, 322–324	Culture, 128
first stage of, 260–262	Cynicism, 71
future research directions, 132–136,	Cymeisin, 71
273–274	Daily drama, 105
human rights approach, 315–317	Data collection in educational
humane qualities, 127–128	institutions, 16
initiatives, 210–211	Data management, 214
issues, controversies and problems,	privacy, and security solutions, 220
268–269	Decision, 192, 194
liberal perspective, 313	Decision-making, 1, 192
and moral absolutes, 320–322	creativity, 18
politics and law, 126–127	Deep listening, 43
protocol based on blockchains	Defensive coping, 72
for operating and	Deliberation, 192
auditing, 221	Democratic leadership style, 172
rising of, 314–315	Denial of personal necessities, 73
second stage of, 262–263	Deontological ethics, 284
solutions and recommendations,	Deontological paradigms, 285
128–132, 270–273	Deontology, 281, 284, 286
and stakeholder model, 274–275	Depersonalization (see Cynicism)
stakeholder theory, 265–267	Depression, 74
teaching CSR to management	burnout relationship to and overlap
faculties, 260	with, 73–74
third stage of, 263–265	Diagnostic control systems (DCS),
Cost-efficiency, 208	51–52
Crisis, 188	Difficult situation, 194
adoption of term in other	Digitization, 221
languages, 193	Diplomacy, 173
anthropological crisis, 198–199	Discipline, 298–300
concept, 196	Discrimination, 320
conceptual history, 189–191	Disruptive innovation, 86, 96
expansion of term, 193–196	scenario, 94, 95
future research directions,	Distributed wireless sensor
199–200	networks, 213
to Greeks, 191–193	Diversity, 32
Koselleck's description of, 191	organizations and, 34–35
medical theory, 192	Double pyramid, The, 171–172
in nineteenth century, 196–198	Drucker, Peter (father of
Critique and Crisis: Enlightenment and	management), 305
the Pathogenesis of Modern	Dysfunctional behavior, 50
Society, 189, 191	Dysfunctional behaviors, 59

Ecological viability, 303	Eudaumonia, 281
Economic crisis (2008), 86, 96, 267	Execution, 140
scenario, 92–93	through others, 173
Economic development, 318	Exhaustion, 72–73, 76
Economic responsibility, 260	Exit strategy, 180–183
Economic violence, 319	
· · · · · · · · · · · · · · · · · · ·	Explicit hospitality code, 42–43
Ecosystem, 296	Explicit knowledge, 106
Ecstatic movement, 36–37	Extra Commercium logic as
Education, 213, 244, 303	framework for, 322–324
in social responsibility, 260	Extraversion, 169
Educational degree, 174	
Educational Development Program	Family Business Continuity Model,
(1995–2000), 12	102, 109
Educational impacts of USR, 240	Family business firms (FBFs), 102
Educational institution director, 15,	and continuity, 103–104, 109
19, 21	discourse framework, 111
Educational institution management,	future research directions, 114
12–27	generational transition, 107-108
Educational organizations, 11	implications, 113–114
Educational process, 243	knowledge transfer, 105-106
Electronic voting, 212–213	model and discussion, 108-113
11th Revision of International	narrative, 102, 104–105
Classification of Diseases	organizational
(ICD-11), 71	interconnectedness, 107
Elliptic curve digital signature	preserved practices, 106–107
algorithm (ECDSA),	stakeholder commitment, 108
215, 216	strategy and competitiveness, 105
Emotion(al), 300	succession, 103–104, 107–108
exhaustion, 71	Family firms, 279–280
intelligence, 300	virtue ethics and, 286–288
stability, 169, 173	Family–university–business triad, 132
Employees' value alignment, 60–61	Fault tolerance, 207
Energy sector, 213	Figure of director in educational
Enigma of other, 37–38	institutions, 17–22
Entrepreneurial self-efficacy	Financial applications of blockchain
*	
(ESE), 169	technology, 212
Entrepreneurs, 166–167	Financial measurements, 143 <i>n</i> 4,
primary obstacle, 177–179	150–151
profile, 167, 177	Financial responsibility, 260
Entrepreneurship, 86	Físico, Intelectual, Social-familiar,
Environmental contingencies, 288	Espiritual and Profesional
Epistemology, 243	(FISEP), 54n3, 58–59, 64
Equity, 304	Fragmented regulation, 319
Error, 303	France's Declaration of Rights of
Ethical responsibility, 261	Man and of the Citizen
Ethics, 280, 284, 303, 322	(1789), 321

Freeman's stakeholder theory, 259 Friedman, Milton (father of	humanism and enigma of other, 37–38
neoliberalism), 306	organizations and diversity, 34–35
Fromm, Erich, 123, 131	solutions and recommendations, 41–43
Generational transition, 107–108	Human dignity, 133
Gente Nueva (New People), 56	Human factor in hospitality, 41–42
Gestures, 38	Human flourishing, 288
Global coverage, 207	Human Potential Department, 62
Global crisis (2008), 270	Human resources (HR), 77
Globalization, 317	Human rights, 311
business, human rights, and,	business, globalization, and,
318–320	318–320
trap, 318	and moral absolutes, 320-322
Goal congruence, 63	social responsibility for businesses
Goal setting theory, 140	and, 312–313
Goleman's theory, 300	approach, 315–317
Good management theory, 261	Human skills, 2
Good measurements, characteristics	Human-added value (HAV), 49, 63
of, 145–151	Humane qualities, 127–128
Governance, 212–213	Humanism, 31, 37–38
function within educational	Humanistic organization
settings, 11	management, 36–37
Gratitude, 80	Humankind, 296
Guadalajara Campus, 250	Hyperledger Fabric blockchain, 210
Guardian Project, 210	
	Iacocca, Lee, 295
Happiness, 281	Ignorantia iuris naturalis non
Hash function, 217–218	excusat, 127
Hashes, 220	Immutability, 207
Healthcare	Implementable strategies, 1
management, 213	Inclusivity, 34–35
service management, 1	Indifference, 35, 38
Higher Education Institutions (HEIs),	Individual factors in burnout, 74–76
235–236	Individual strain, 72
Hikikomoris, 130	Individualism, 123
Historical life change, 199	Indoctrination, 64
Historical time hypothesis, 194	Industrial applications of blockchain
Homo consummens, 121	technology, 213
Hospitality, 32–34	Innovation, 304
code, 44	Innovativeness, 169
in contemporary organizations,	Institutional principles, 242
35–36, 40–41	Institutionalization, 176
diverse organizations and barriers,	of work teams, 3
38–40	Instituto Panamericano de Alta
future research directions, 43–44	Dirección, 242

Instituto Panamericano de	Language, 135
Ciencias de la Educación	Latency, 220
(IPCE-IPH), 241	Law, politics and, 126–127
Instituto Panamericano de	Leadership, 127, 135, 243–244, 296
Humanidades (IPH),	anthropology of leader, 297
241–242	along company's life cycle, 174–176
Integral human development, 57, 57n4	in contemporary organizations,
Integrity, 287, 304	35–36
verification, 212	in corporations, 305–307
Intellectual virtues, 298	faculties diagram, 298
Intelligence, 298	in light of ecstatic movement and
Interactive control systems (ICS),	humanistic organization
51–52	management, 36–37
Interdisciplinary approach, 3	negative, 303
Interdisciplinary collaboration for	positive, 303–305
problem-solving, 1	and rebellion, 133–134
Interdisciplinary concept, 316	in society, 295–296
Internal communication, 104–105	stages, 301–303
Internal LOC, 168	styles, 1, 171–173, 303
Internal perspective measures, 144	Legitimacy within work teams, 3
International Human Rights Law	Levers of control (LOC), 48
framework, 316	Simons' framework of, 51–52
International Organization for	Linux Foundation, 210
Standardization (ISO), 238	Listening, 38
Internet of things (IoT), 213	Llano, Carlos (founder of IPADE
Interpersonal conflict, 73	Business School), 305
Interpersonal decision-making	Load capacity, 302
process, 89	Local or partial measurements, 144
Intersecting circles model (IC model),	Locus of control (LOC), 168
262–263	2000 01 0011101 (200), 100
Intersectionality, 130	MacIntyre's contribution, 240
Interventions of burnout, 78–79	Macro-circumstances, 90
Ius gentium, 126	Major Depression Disorder
3	(MDD), 74
Job security, 287	Malnutrition, 123
Job stressors, 72	Management
Judgment, 192, 194–195, 197, 303	of business communication, 2
Justice, 299	of contemporary organization, 36
,	education, 267–268
Knowledge, 243	faculties, 259–260
processes, 245	in field of gastronomy, tourism,
transfer, 105–106	and hospitality, 2
Koselleck, Reinhart, 188–189	function, 13, 16
description of crisis, 191	healthcare service, 1
historical conceptual method,	models, 1
193–194	responsibilities, 3
	· · r · · · · · · · · · · · · · · · · ·

Organization(al), 31, 105 check-up, 77 and diversity, 34–35 hospitality, 32–33 impacts of USR, 240 interconnectedness, 107 management and strategy, 1 and management theories, 2 prevention strategies of burnout, 78–79	Personality traits, 168–170 Persuasion, 300 Peter's principle, 166, 176 Petri nets, 221 Phenomenology, 15 Philanthropic responsibility, 261 Philanthropy, 264 Phronesis, 282 Physical, Intellectual, Social-Family, Spiritual and Professional
Organizational strategy, 243–244 and leadership, 243	(see Físico, Intelectual, Social-familiar, Espiritual
Overconfidence, 173	and Profesional (FISEP))
Ownership succession, 103–104	"Plan-do-check-review" model, 315
o whereing concession, record	Politics
Pacesetting, 172	of humanity, 126
Parent block, 214	and law, 126–127
Participants, 20–22	Positive leadership, 303–305
in educational institutions, 15–16	Poverty, 302
Partnerships, 245–246	Power, 4, 123
Passion (Pasión), 57	management, 1
Pedagogical management, 1	mastery with self-giving, 134–135
Performance measurement systems	persistence confers, 132–133
(PMS), 140, 148	planning with benevolence,
characteristics of good	135–136
measurements, 145–151	rebellion confers, 133–134
conceptual framework for impact	redefining, 128
of, 141	self-confidence through balance
differences between categories, 149–150	confers, 133
	of soft skills, 131
errors, 143–145 financial vs. non-financial	transformation, 135 unilateral concept, 123–126
measures, 150–151	Practical wisdom, 282, 285
future challenges, 152	Pragmatism, 39–40
limitations and future research	Prejudices, 39
directions, 153–154	Preserved practices, 106–107
metrics, 151	Primary block hash, 214
psychology of measurement,	Principles for Responsible
140–142	Management Education
solutions and recommendations,	(PRME), 243, 271–272
152–153	Privacy of blockchain technology, 213
Persistence confers power, 132–133	Private blockchains, 220
Person (Persona), 56	Professional CEO, 166–167, 180–181
Personal identity, 39	entrepreneur profile, 167
Personal strategies to cope with	external factors, 170
burnout, 79–80	future research directions, 183

leadership along company's life	Secretaría de Educación Pública
cycle, 174–176	(SEP), 12
personality traits, 168–170	Security, 207
profile, 170–174, 176–179	of blockchain technology, 213
psychological background, 167–168	Sediments of Time: On Possible
skills and traits, 173–174	Histories (2000), 189
Professional inefficacy, 71–72	Selective coding, 16
Profit maximization, 264	Self-conception, 18
Profitability ( <i>Rentabilidad</i> ), 57, 59–60	Self-confidence through balance
Proof of work (PoW), 209	confers power, 133
Psychological background, 167–168	Self-containment, 208
Psychological orphans, 168	Self-efficacy, 169
Public blockchains, 220	Self-giving, mastery with, 134–135
Public sector, 212	Self-management, 207–208
Public-key encryption, 220	Seller, 90–92
Pyramid model, 264–265	Servant leadership, 304–305, 307
	Service, 40, 56
Quantum computing resilience, 220	Servility, 39–40
Quantum-safe blockchain, 220	Servitje, Lorenzo (founder of
	Bimbo), 306
Radar thinking, 128–130	Si-Now Group, 49, 60–61, 63–66
Rand's Objectivism, 130	Silent problem, 72
Reality, 129	Simons' framework about behavior, 51
Rebellion confers power, 133–134	LOC framework, 52
Regulatory approach of USR, 240	Simplicity of managers, 15
Relativism, 299	SIPASA, 247
Reliability in educational	Situational factors in burnout, 74–75
institutions, 17	Slowing down starts with employees,
Res extra commercium, 312, 322–324	125–126
Research, 243, 245–246	Smart contracts, 209
methodological strategy, 237	Social
on organization management, 1	change, 195
Respect, 304	commitment, 245
Responsibility, 15, 56, 304	factors in burnout, 74, 76
Revival, 173	function, 237
Right to commercial freedom, 318	impacts of USR, 240
Right to freedom of association, 318	interaction, 169
Right to private property, 318	linking, 245–246
Risk tolerance, 169, 173	process, 243
Robots, 302	utility, 284
	Social responsibility (SR), 124, 236,
Scalability, 207, 220	238, 261–262, 272, 296
School management	in corporations, 305–307
general tasks, 12–13	Solidarity, 245–246
research on, 12	Spirit of service in contemporary
Science of crisis, 196	organization, 40–41

Stakeholder, 312	Top management team (TMT), 165
commitment, 108	Torture, 321–322
model, 274–275	Training, 244
theory, 265–267, 269	role in educational institutions, 18,
Stakeholders attention responsibility	25–27
model (STAR model),	Transcendent motives, 64
274–275	Transference, 245–246
Stalinism, 189	Transformation, 135
Stewarding human dignity, 49	Transformational approach of
"Stocks and flows" display elements,	USR, 240
89–90	Transparency, 207
Storytelling (see Narrative)	Triangulation, 53–54
Straightforward, Timely, Objective,	Trust, 300–301
Rigorous, and Yield	28 pieces of advice, 62
(STORY), 147–148,	<b>F</b>
153–154	UN Guiding Principles on
Strategic School Transformation	Business and Human Rights
Plan, 12	(UNGP), 317
Strategy, 4	UN Universal Declaration of Human
and competitiveness, 105	Rights (1948), 321
strategic alignment, 146	Uncertainty tolerance, 170
Succession, FBF, 103–104, 107–108	United Nations Educational and
Suitability, 219–220	Scientific and Cultural
Superficial process, 144	Organization (UNESCO),
Supply chain management, 213	236–237
Sustainability, 273–274, 302	United Nations Global Compact (UN
of blockchain protocol, 220	Global Compact), 240
System dynamics (SD), 86–89	United States Declaration of
future research directions, 96	Independence (1776), 321
negotiagram in action with, 90-91	Universal Declaration of Human
solutions and recommendations,	Rights, 320
94, 96	Universidad Panamericana (UP), 237
Systemic approach, 170	social commitment, 246-248
	University, 128–129, 131
Tacit knowledge, 106	advisors, 245
Team-oriented skills, 174	University Social Responsibility
Teamwork (Trabajo en equipo), 57	(USR), 236, 238–239
Technical skills, 2	case study, 241–248
Technical validity, 146	COLABORE PanAmerican
Temperance, 299	Center, 248–251
Temptation, 320	conceptualization and approaches
3D leadership, 305	to, 238–241
Timeliness, 146	future research directions,
Timestamp, 214	251–254
Timing, 194, 197	solutions and recommendations, 251
Tolerance, 31–35, 41	at UP, 243

University Social Responsibility
Union of Latin America
(UUSRLA), 240, 243
Utilitarian paradigms, 285
Utilitarianism, 281, 284–286

Validity in educational institutions, 17

Vallaeys' theory, 243

Values, 173
alteration, 124
congruence, 50, 52, 58
values-based behaviors, 62–63
values-based MC mechanisms, 51

Value systems, 46n1, 48–49
research and findings on, 55

Vicious circularity, 282

Virtue, 282, 298

Virtue ethics, 280–281
approach to business, 285
characterizing, 281–283

dominate approaches to ethics in business, 283–285 and family firms, 286–288 Virtuous leader, 305 Vision, 242 Visionary leadership style, 171 Visual contact, 38 Voting, 212–213 Vulnerability, 33, 35

Walmart, 210–211
Wehrmacht, 189
Welcome, 35–38, 42–43
Will condition, 300
Win–win strategy, 307
Work, 40–41
World Health Organization
(WHO), 71

Zentrum für Interdisziplinäre Forschung, 189