# Index

*Note: Page numbers followed by “n” indicate notes.*

| Academic training, 21                          | Blockchain mining, 217                      |
| Academic training, 21                          | Blockchain mining, 217                      |
| Academics, 244                                  | Blockchain mining, 217                      |
| Administrative competence, 174                 | Blockchain mining, 217                      |
| Aesthetics, 43                                  | Blockchain mining, 217                      |
| Affiliative leadership style, 172              | Blockchain mining, 217                      |
| Agency theory, 140                              | Blockchain mining, 217                      |
| Agreeableness, 169, 174                        | Blockchain mining, 217                      |
| Airplane mode, 79                               | Blockchain mining, 217                      |
| Alarming situation, 194                        | Blockchain mining, 217                      |
| Alliance for Quality of Education, 12          | Blockchain mining, 217                      |
| Alterity, 39                                    | Blockchain mining, 217                      |
| Altruism, 64, 262                              | Blockchain mining, 217                      |
| American Association of Colleges and Schools of Business (AACSB), 269 | |
| Analysis in educational institutions, 16–18   | Analysis in educational institutions, 16–18 |
| Analytical thinking, 18                        | Analysis in educational institutions, 16–18 |
| Anthropology of leader, 297–301                | Anthropology of leader, 297–301             |
| Artificial intelligence, 302                   | Artificial intelligence, 302                |
| Attention, 304                                 | Attention, 304                              |
| Autonomy, need for, 170                        | Autonomy, need for, 170                     |
| Axial coding, 17                               | Axial coding, 17                            |
| Bad measurement systems, 140                   | Bad measurement systems, 140                |
| BBVA, 210                                      | BBVA, 210                                    |
| BBVA Bancomer, 307                             | BBVA Bancomer, 307                          |
| Beliefs systems, 48n1                          | Beliefs systems, 48n1                       |
| Benevolence, 64                                | Benevolence, 64                             |
| planning with, 135–136                         | planning with, 135–136                      |
| Bi-dimensional leadership style, 305           | Bi-dimensional leadership style, 305        |
| Big data, 302                                  | Big data, 302                                |
| Big Five personality traits model, 168–170     | Big Five personality traits model, 168–170  |
| Bitcoin, 208–209, 214                          | Bitcoin, 208–209, 214                       |
| Blockchain adoption and interoperability, 220  | Blockchain adoption and interoperability, 220|
prevalence, 70–71
relationship to and overlap with
depression, 73–74
situational factors, 75
social factors, 76
symptoms associated with, 73
syndrome, 69

Business, 306
application of blockchains in
business management, 210–214
communication management, 2
dentity, 318
ethics, 284, 307
human rights, globalization and,
318–320
social responsibility for, 312–313
virtue ethics approach to,
285–288

Business and human rights
(BHR), 317
Business Roundtable, 312n1
Buyer, 90–92

Capitalism, 197, 306–307
Carroll’s pyramid model, 260–262
Case study, 237
Change, 188, 197
Character virtues, 282
Chief Executive Officer (CEO),
165, 171
Circumstances, 92
Citizen services, 212
Citizenship, 304
“Classic” model, 50
Classical tradition, 281
Coaching, 171
Cognition, 245
Cognitive impacts of USR, 240
COLABORE PanAmerican
Center, 248–251
Collaboration, 136
Commanding, 171
Communication, 135
internal, 104–105
skills, 174
Company’s life cycle, leadership along,
174–176
fast growth, 175
incremental growth, 174–176
initiation, 172
maturity and revival, 176
Compartamos, 53n5, 58, 63, 65–66
Compartamos Bank, 49
Compartamos’ MCS (see also
Management control systems (MCS))
intended effects of, 58–59
unintended side-effects, 59–60
Competencies, 23–24, 26, 28, 41, 76,
114, 166
administrative, 172
in educational institutions, 12–14
Competitiveness, 102
strategy and, 105
Concentric circles model (CON
model), 263–265
Conceptual skills, 2
Congruence loss, 124–125
Conscientiousness, 169, 173
Constant comparison method, 16
Consumerism, 123
Contemporary organizations
humanism and enigma of other,
37–38
leadership and hospitality
in, 35–36
Context in educational institutions,
15–16
Continuity, FBFs and, 103–104, 109
Controllability, 144n6, 146
Cordiality of managers, 15
Corporate
complicity, 318
politics, 174
pyramid, 171
sustainability, 302
Corporate social responsibility (CSR),
1, 4, 121–123, 205, 238,
259–260, 280, 302, 311–313
bringing touchstone strategy to
universities, 267
business, human rights, and globalization, 318–320
environmentally friendly actions and resource use, 205–210

Extra Commercium logic as framework for, 322–324
first stage of, 260–262
future research directions, 132–136, 273–274
human rights approach, 315–317
humane qualities, 127–128
initiatives, 210–211
issues, controversies and problems, 268–269
liberal perspective, 313
and moral absolutes, 320–322
politics and law, 126–127
protocol based on blockchains for operating and auditing, 221
rising of, 314–315
second stage of, 262–263
solutions and recommendations, 128–132, 270–273
and stakeholder model, 274–275
stakeholder theory, 265–267
teaching CSR to management faculties, 260
third stage of, 263–265

Cost-efficiency, 208

Crisis, 188
adoption of term in other languages, 193
anthropological crisis, 198–199
concept, 196
conceptual history, 189–191
expansion of term, 193–196
future research directions, 199–200
to Greeks, 191–193
Koselleck’s description of, 191
medical theory, 192
in nineteenth century, 196–198

Cryptocurrencies, 209, 214
financial sector’s attempts at cryptocurrency regulation, 219–221
CSRcoin, 227
Culture, 128
Cynicism, 71

Daily drama, 105
Data collection in educational institutions, 16
Data management, 214
privacy, and security solutions, 220
Decision, 192, 194
Decision-making, 1, 192
creativity, 18
Deep listening, 43
Defensive coping, 72
Deliberation, 192
Democratic leadership style, 172
Denial of personal necessities, 73
Deontological ethics, 284
Deontological paradigms, 285
Deontology, 281, 284, 286
Depersonalization (see Cynicism)
Depression, 74
burnout relationship to and overlap with, 73–74
Diagnostic control systems (DCS), 51–52
Difficult situation, 194
Digitization, 221
Diplomacy, 173
Discipline, 298–300
Discrimination, 320
Disruptive innovation, 86, 96
scenario, 94, 95
Distributed wireless sensor networks, 213
Diversity, 32
organizations and, 34–35
Double pyramid, The, 171–172
Drucker, Peter (father of management), 305
Dysfunctional behavior, 50
Dysfunctional behaviors, 59
Ecological viability, 303
Economic crisis (2008), 86, 96, 267
scenario, 92–93
Economic development, 318
Economic responsibility, 260
Economic violence, 319
Ecosystem, 296
Ecstatic movement, 36–37
Education, 213, 244, 303
in social responsibility, 260
Educational degree, 174
Educational Development Program
(1995–2000), 12
Educational impacts of USR, 240
Educational institution director, 15,
19, 21
Educational institution management,
12–27
Educational organizations, 11
Educational process, 243
Electronic voting, 212–213
11th Revision of International
Classification of Diseases (ICD-11), 71
Elliptic curve digital signature
algorithm (ECDSA), 215, 216
Emotion(al), 300
exhaustion, 71
intelligence, 300
stability, 169, 173
Employees’ value alignment, 60–61
Energy sector, 213
Enigma of other, 37–38
Entrepreneurial self-efficacy
(ESE), 169
Entrepreneurs, 166–167
primary obstacle, 177–179
profile, 167, 177
Entrepreneurship, 86
Environmental contingencies, 288
Epistemology, 243
Equity, 304
Error, 303
Ethical responsibility, 261
Ethics, 280, 284, 303, 322

Eudaemonia, 281
Execution, 140
through others, 173
Exhaustion, 72–73, 76
Exit strategy, 180–183
Explicit hospitality code, 42–43
Explicit knowledge, 106
Extra Commercium logic as
framework for, 322–324
Extraversion, 169

Family Business Continuity Model,
102, 109
Family business firms (FBFs), 102
and continuity, 103–104, 109
discourse framework, 111
future research directions, 114
 generational transition, 107–108
implications, 113–114
knowledge transfer, 105–106
model and discussion, 108–113
narrative, 102, 104–105
organizational
interconnectedness, 107
preserved practices, 106–107
stakeholder commitment, 108
strategy and competitiveness, 105
succession, 103–104, 107–108

Family firms, 279–280
virtue ethics and, 286–288
Family–university–business triad, 132
Fault tolerance, 207
Figure of director in educational
institutions, 17–22
Financial applications of blockchain
technology, 212
Financial measurements, 143n4,
150–151
Financial responsibility, 260
Físico, Intelectual, Social-familiar,
Espíritual and Profesional (FISEP), 54n3, 58–59, 64
Fragmented regulation, 319
France’s Declaration of Rights of
Man and of the Citizen (1789), 321
Freeman’s stakeholder theory, 259
Friedman, Milton (father of neoliberalism), 306
Fromm, Erich, 123, 131

Generational transition, 107–108
Gente Nueva (New People), 56
Gestures, 38
Global coverage, 207
Global crisis (2008), 270
Globalization, 317
business, human rights, and, 318–320
trap, 318
Goal congruence, 63
Goal setting theory, 140
Goleman’s theory, 300
Good management theory, 261
Good measurements, characteristics of, 145–151
Governance, 212–213
function within educational settings, 11
Gratitude, 80
Guadalajara Campus, 250
Guardian Project, 210

Happiness, 281
Hash function, 217–218
Hashes, 220
Healthcare
management, 213
service management, 1
Higher Education Institutions (HEIs), 235–236
Hikikomoris, 130
Historical life change, 199
Historical time hypothesis, 194
Homo consummens, 121
Hospitality, 32–34
code, 44
in contemporary organizations, 35–36, 40–41
diverse organizations and barriers, 38–40
future research directions, 43–44
humanism and enigma of other, 37–38
organizations and diversity, 34–35
solutions and recommendations, 41–43
Human dignity, 133
Human factor in hospitality, 41–42
Human flourishing, 288
Human Potential Department, 62
Human resources (HR), 77
Human rights, 311
business, globalization, and, 318–320
and moral absolutes, 320–322
social responsibility for businesses and, 312–313
approach, 315–317
Human skills, 2
Human-added value (HAV), 49, 63
Humane qualities, 127–128
Humanism, 31, 37–38
Humanistic organization management, 36–37
Humankind, 296
Hyperledger Fabric blockchain, 210
Iacocca, Lee, 295
Ignorantia iuris naturalis non excusat, 127
Immutability, 207
Implementable strategies, 1
Inclusivity, 34–35
Indifference, 35, 38
Individual factors in burnout, 74–76
Individual strain, 72
Individualism, 123
Indoctrination, 64
Industrial applications of blockchain technology, 213
Innovation, 304
Innovativeness, 169
Institutional principles, 242
Institutionalization, 176
of work teams, 3
Instituto Panamericano de Alta Dirección, 242
Instituto Panamericano de Ciencias de la Educación (IPCE-IPH), 241
Instituto Panamericano de Humanidades (IPH), 241–242
Integral human development, 57, 57n4
Integrity, 287, 304
verification, 212
Intelligence, 298
Interactive control systems (ICS), 51–52
Interdisciplinary approach, 3
Interdisciplinary collaboration for problem-solving, 1
Interdisciplinary concept, 316
Internal communication, 104–105
Internal LOC, 168
Internal perspective measures, 144
International Human Rights Law framework, 316
International Organization for Standardization (ISO), 238
Internet of things (IoT), 213
Interpersonal conflict, 73
Interpersonal decision-making process, 89
Intersecting circles model (IC model), 262–263
Intersectionality, 130
Interventions of burnout, 78–79
Ius gentium, 126

Job security, 287
Job stressors, 72
Judgment, 192, 194–195, 197, 303
Justice, 299

Knowledge, 243
processes, 245
transfer, 105–106
Koselleck, Reinhart, 188–189
description of crisis, 191
historical conceptual method, 193–194

Language, 135
Latency, 220
Law, politics and, 126–127
Leadership, 127, 135, 243–244, 296
anthropology of leader, 297
along company’s life cycle, 174–176
in contemporary organizations, 35–36
in corporations, 305–307
faculties diagram, 298
in light of ecstatic movement and humanistic organization management, 36–37
negative, 303
positive, 303–305
and rebellion, 133–134
in society, 295–296
stages, 301–303
styles, 1, 171–173, 303
Legitimacy within work teams, 3
Levers of control (LOC), 48
Simons’ framework of, 51–52
Linux Foundation, 210
Listening, 38
Llano, Carlos (founder of IPADE Business School), 305
Load capacity, 302
Local or partial measurements, 144
Locus of control (LOC), 168

MacIntyre’s contribution, 240
Macro-circumstances, 90
Major Depression Disorder (MDD), 74
Malnutrition, 123
Management
of business communication, 2
of contemporary organization, 36
education, 267–268
faculties, 259–260
in field of gastronomy, tourism, and hospitality, 2
function, 13, 16
healthcare service, 1
models, 1
responsibilities, 3
Management control (MC), 48, 50, 54
Management control systems (MCS)  
(see also Compartamos’ MCS), 47–48, 63
background, 50–53
at Compartamos influencing managers’ will, 54–58
findings, 54
founding study, 48
implementation process, 62
limitations and opportunities for further research, 66
methodology, 53–54
research questions and contributions, 49–50
Si-Now Group’s use to align employees’ values, 60–61
value systems, 48–49
values-based behaviors, 62–63
Managerial action in educational institutions, 18, 22–25
Managerial approach of USR, 240
Managerial value alignment, 58
Manipulation annuls choice, 136
MAPFRE Community Center, 248
Marginalization, 320
Marginson’s approach, 54
Maslach Burnout Inventory (MBI), 69, 71
Master’s Degree in Management of Educational Institutions, 16
Mastery with self-giving, 134–135
Meaning units, 17
Measurements, 140–142, 146–148
incorrect, 145
misalignment of measurements with strategy, 145
oriented toward punishment, 145
Medical theory of crisis, 192
Memorizar, Conocerlos, Comprometerse, Concientizarse, Vivirlos (MCCCV), 62
Merkle tree root hash, 214
Metaphysical bias, 189
Methodology in educational institutions, 15
Metrics, 151, 158–163
Mexico, 237, 241
Micro-circumstances, 90
Mission, 242
Mística, 56
Mística Guardians, 58
Mística-related messages, 57
Modernity, 125
Moral absolutes, 320–322
Multidisciplinary equilibrium, 123
Multiple intersection principle, 128
Myopia regarding financial indicators or measurements, 143–144
Narrative, 102, 104–106, 113
Narrative objectives-goals-structures, 110
Nazism, 189
nBits, 214
Negative leadership, 303
Negotigram, 86
in action with SD, 90–91
and simulation of probable situations, 91, 94, 96
translation of conceptual model, 90
Negotiated object, 90–91
Negotiating circumstances, 90
Negotiation, 85, 90
literature review, 87–88
methodology, 88–90
scenarios regarding dynamics, 86
New entrepreneur, 94
New Entrepreneur Scenario, 92–93
Non-ethical behavior, 267
Non-financial measures, 150–151
Non-shareholding stakeholders, 314
Nonce, 214
Nooyi, Indra (CEO of Pepsi), 296
Object, 90–92
Obsession with celerity, 125
Ockham’s nominalism, 283
Openness, 35, 169
Operations pyramid, 171
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
Organizational strategy, 243–244
and leadership, 243
Overconfidence, 173
Ownership succession, 103–104
Pacesetting, 172
Parent block, 214
Participants, 20–22
in educational institutions, 15–16
Partnerships, 245–246
Passion (Pasión), 57
Pedagogical management, 1
Performance measurement systems (PMS), 140, 148
characteristics of good measurements, 145–151
conceptual framework for impact of, 141
differences between categories, 149–150
errors, 143–145
financial vs. non-financial measures, 150–151
future challenges, 152
limitations and future research directions, 153–154
metrics, 151
psychology of measurement, 140–142
solutions and recommendations, 152–153
Persistence confers power, 132–133
Person (Persona), 56
Personal identity, 39
Personal strategies to cope with burnout, 79–80
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 (see Físico, Intelectual, Social-familiar, Espiritual and Profesional (FISEP))
“Plan-do-check-review” model, 315
Politics of humanity, 126
and law, 126–127
Positive leadership, 303–305
Poverty, 302
Power, 4, 123
management, 1
mastery with self-giving, 134–135
persistence confers, 132–133
planning with benevolence, 135–136
rebellion confers, 133–134
redefining, 128
self-confidence through balance confers, 133
of soft skills, 131
transformation, 135
unilateral concept, 123–126
Practical wisdom, 282, 285
Pragmatism, 39–40
Prejudices, 39
Preserved practices, 106–107
Primary block hash, 214
Principles for Responsible Management Education (PRME), 243, 271–272
Privacy of blockchain technology, 213
Private blockchains, 220
Professional CEO, 166–167, 180–181
entrepreneur profile, 167
external factors, 170
future research directions, 183
leadership along company’s life cycle, 174–176
personality traits, 168–170
profile, 170–174, 176–179
psychological background, 167–168
skills and traits, 173–174
Professional inefficacy, 71–72
Profit maximization, 264
Profitability (Rentabilidad), 57, 59–60
Proof of work (PoW), 209
Psychological background, 167–168
Psychological orphans, 168
Public blockchains, 220
Public sector, 212
Public-key encryption, 220
Pyramid model, 264–265
Quantum computing resilience, 220
Quantum-safe blockchain, 220
Radar thinking, 128–130
Rand’s Objectivism, 130
Reality, 129
Rebellion confers power, 133–134
Regulatory approach of USR, 240
Relativism, 299
Reliability in educational institutions, 17
Res extra commercium, 312, 322–324
Research, 243, 245–246
  methodological strategy, 237
on organization management, 1
Respect, 304
Responsibility, 15, 56, 304
Revival, 173
Right to commercial freedom, 318
Right to freedom of association, 318
Right to private property, 318
Risk tolerance, 169, 173
Robots, 302
Scalability, 207, 220
School management
general tasks, 12–13
research on, 12
Science of crisis, 196
Secretaría de Educación Pública (SEP), 12
Security, 207
  of blockchain technology, 213
Sediments of Time: On Possible Histories (2000), 189
Selective coding, 16
Self-conception, 18
Self-confidence through balance confers power, 133
Self-containment, 208
Self-efficacy, 169
Self-giving, mastery with, 134–135
Self-management, 207–208
Seller, 90–92
Servant leadership, 304–305, 307
Service, 40, 56
Servility, 39–40
Servitje, Lorenzo (founder of Bimbo), 306
Si-Now Group, 49, 60–61, 63–66
Silent problem, 72
Simons’ framework about behavior, 51
LOC framework, 52
Simplicity of managers, 15
SIPASA, 247
Situational factors in burnout, 74–75
Slowing down starts with employees, 125–126
Smart contracts, 209
Social change, 195
  commitment, 245
factors in burnout, 74, 76
  function, 237
impacts of USR, 240
interaction, 169
linking, 245–246
process, 243
utility, 284
Social responsibility (SR), 124, 236, 238, 261–262, 272, 296
  in corporations, 305–307
Solidarity, 245–246
Spirit of service in contemporary organization, 40–41
Stakeholder, 312
  commitment, 108
  model, 274–275
  theory, 265–267, 269
Stakeholders attention responsibility model (STAR model), 274–275
Stalinism, 189
Stewarding human dignity, 49
“Stocks and flows” display elements, 89–90
Storytelling (see Narrative)
  Straightforward, Timely, Objective, Rigorous, and Yield (STORY), 147–148, 153–154
Strategic School Transformation Plan, 12
Strategy, 4
  and competitiveness, 105
  strategic alignment, 146
Succession, FBF, 103–104, 107–108
  Suitability, 219–220
  Superficial process, 144
  Supply chain management, 213
  Sustainability, 273–274, 302
    of blockchain protocol, 220
  System dynamics (SD), 86–89
    future research directions, 96
    negotiagram in action with, 90–91
    solutions and recommendations, 94, 96
Systemic approach, 170

Tacit knowledge, 106
Team-oriented skills, 174
Teamwork (Trabajo en equipo), 57
Technical skills, 2
Technical validity, 146
Temperance, 299
Temptation, 320
  3D leadership, 305
Timeliness, 146
Timestamp, 214
Timing, 194, 197
Tolerance, 31–35, 41
Top management team (TMT), 165
Torture, 321–322
Training, 244
  role in educational institutions, 18, 25–27
Transcendent motives, 64
Transference, 245–246
Transformation, 135
Transformational approach of USR, 240
Transparency, 207
Triangulation, 53–54
Trust, 300–301
  28 pieces of advice, 62
UN Guiding Principles on Business and Human Rights (UNGP), 317
UN Universal Declaration of Human Rights (1948), 321
Uncertainty tolerance, 170
United Nations Educational and Scientific and Cultural Organization (UNESCO), 236–237
United Nations Global Compact (UN Global Compact), 240
United States Declaration of Independence (1776), 321
Universal Declaration of Human Rights, 320
Universidad Panamericana (UP), 237
  social commitment, 246–248
University, 128–129, 131
  advisors, 245
University Social Responsibility (USR), 236, 238–239
  case study, 241–248
  COLABORE PanAmerican Center, 248–251
    conceptualization and approaches to, 238–241
    future research directions, 251–254
    solutions and recommendations, 251
    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
Vallaey's 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