

## Index

- 360° evaluation systems, 82
- accountability standards, 78
- accounting practices  
 analyses by Peter Miller, 80  
 influence of the dominant group, 63  
 quantification conventions, 122–3  
 sociology of management tools, 53
- actant  
 definition, 166
- action at a distance  
 definition, 167
- activity-based costing, 80
- activity system  
 definition, 178
- activity theory  
 activity and collective work, 173  
 basic structure of an activity, 174–5  
 from tool to instrument, 169–71  
 individual activity mediated, 171–2  
 limits of use of the balanced scorecard,  
 177  
 principles for analysis of tools, 178  
 tool is nothing outside the activity  
 system, 169–78
- actor-network theory  
 continuous electronic quotation  
 system at the Paris stock exchange,  
 165–6  
 development of, 155  
 implementation and role of the  
 management tool, 158–60  
 network and the translation process,  
 156–7  
 objects as human/non-human  
 arrangements, 157–8  
 performance notion, 157–8  
 principles for analysis of tools, 167  
 symmetry between humans and  
 non-humans, 155–6  
 tool is a human/non-human  
 arrangement, 155–68  
 adaptive structuration theory (AST), 147
- agency of management tools, 201–3  
 analytic frameworks, 203–8  
 effects, 207–8  
 epistemic effects, 208–16  
 functions, 204–7  
 isomorphism, 221–2  
 legitimation, 223–4  
 manipulation/circumvention/diversion,  
 219–21  
 performativity, 215–16  
 political effects, 222–5  
 pragmatic effects, 216–22  
 reactivity effects linked to the epistemic  
 function, 214–16  
 reactivity effects linked to the pragmatic  
 function, 219–22  
 reactivity to political effects, 224–5  
 reification, 223  
 selection/distribution, 218–19  
 self-quantification, 215  
 structuration, 217–18  
 subjectification, 214  
 valuation, 211–14  
 veridiction, 208–11  
 vocabulary issues, 203–4
- Akrich, Madeleine, 155
- alienation  
 analysis of tools implicated in, 99  
 tools implicated in, 91–9
- Amoco Cadiz oil spill (1978), 131–2
- analysis of management tools, 22–4  
 approach for a project, 231–5  
 as counter-expertise, 227–9  
 beyond the macro-micro distinction,  
 48–53  
 identify the system, 23  
 links between different theoretical  
 approaches, 232–5  
 multiple points of view, 23  
 new socio-technical approach, 229–31  
 reduce the separation, 22–3  
 renewing organisation theory, 239–40  
 study the instrumental genesis, 23

## 284 INDEX

- analysis of management tools (cont.)
  - systematic approach, 23–4
  - transformations of capitalism, 241–4
  - use of multiple perspectives, 231–2
- analytical entry by practices and techniques
  - axiom of, 87
- anthropology of techniques, 18–24
  - approaches to the study of techniques and tools, 21–2
- art
  - relationship to technique, 12–14
- artefacts
  - definition, 178
- artificial intelligence, 15
- audit firms
  - management tools used by, 83
- Austin, John L., 180, 215
- autonomy of technique, 16–18
- axioms
  - analytical entry by practices and techniques, 87
  - communicative nature of the tool, 187
  - controversies, 166
  - conventional nature of social life, 138
  - domination, 73
  - dual nature of the instrument, 177
  - duality of technology, 151
  - embedded agency, 115
  - homo strategicus, 195
  - innovation and power, 195
  - management reductionism, 98
  - mediating role of technology in the structuration of social systems, 150
  - microphysics of powers, 87
  - organisational control, 98
  - perversity of the dominant, 98
  - plurality of conventions, 138
  - productive and interactive nature of conventions, 139
  - role of technology in generating structure, 151
  - search for legitimacy, 115
  - social conflict, 73
  - society being made, 166
  - subjectification, 87
  - subjective constitution of reality, 98
  - symmetry, 166
  - textuality of the management tool, 187
  - tool as a narrative story maker, 187
  - tool as an opportunity for playing with the rules, 195
  - tool–organisation interaction, 177
  - transforming nature of the tool, 177
- balanced scorecard, 99
  - limits of use in public administrations, 177
- Balfet, H el ene, 21
- banking products
  - segmentation of clients and offers, 217–18
- Barley, S., 32–3, 43
- Barthes, Roland, 11, 185–6
- Baudrillard, J., 11
- behavioural theory of the firm, 29, 50–3
- Bentham, Jeremy, 89
- Berry, Michel, 51–2
- biotechnology, 15
- black box
  - definition, 167
- boundary object
  - definition, 141
- bounded rationality concept, 189
- Bourdieu, Pierre, 61–2
- Boussard, V., 52–3
- bureaucracy
  - Weber’s theory of, 36
- bureaucratic tools, 68
- business school rankings
  - role of, 114
- Callon, Michel, 155
- capitalism
  - transformations of, 241–4
- care of the self
  - definition, 88
- categorisation
  - definition, 139
- categorisation conventions, 124–7
- Centre for the Sociology of Organisations (CSO), Paris, 189
- centres of calculation
  - definition, 168
- Christiansen, Ellen, 217
- classification
  - definition, 139
- classification conventions, 123–6
- classification struggle, 141
- clinical approaches, 91–4

- cloud computing, 15
- coercion
  - level of threat to workers, 67–8
- coercive isomorphism, 104
- cognitive representation, 122
- collective intelligence, 15
- commensuration, 213
  - definition, 139
- communicative nature of the tool, 187
- computers
  - history of development, 22
  - management computers, 37–8
- conflictual interactions
  - tools being caught up in, 69
- consultants
  - reinforcement of the rational approach, 47–8
  - tendency to apply standardised solutions, 47–8
  - use of normative theories, 48
- context of techniques, 20
- contingency theory, 45
  - perspective on management tools, 38–9
- control
  - managers' need for, 46
- controversies
  - axiom of, 166
- convention of coordination, 139
- convention of evaluation or judgement, 139
- conventional nature of social life
  - axiom of, 138
- conventionalist approach, 118–20
  - analytical perspectives on management tools, 127–30
  - principles for analysis of tools, 140
  - putting a value on nature, 131–2
  - sociology of quantification and classification, 120–7
- conventions
  - axiom of the plurality of, 138
  - axiom of the productive and interactive nature of, 139
- coordination convention, 139
- Cresswell, Robert, 21
- critical perspectives, 59–60
  - tool alienates and dehumanises, 91–9
  - tool as a technique for discipline and government, 75–90
  - tools implicated in relationships of domination, 61–74
- critique of technicism and the discarding of subjectivity, 96–7
- critique of technicity, 94
- critique of the manipulative project, 94–6
- Crozier, M., 189–90
- cultural approach to management, 42–3
- cultural-historical activity theory (CHAT), 169–71
- culture
  - relationship to technique, 12–14
- cyberspace, 15
- Cyert, Richard, 50–1
- Dagognet, François, 11, 14, 23
- Deal, T. E., 43
- debt
  - exploitation of the less powerful by dominant groups, 66
- decision-making theory, 37–8, 44
  - behavioural theory of the firm, 50–1
- decoupling, 107–8
  - concept, 116
- dehumanising
  - analysis of tools implicated in, 99
  - historical accounting of slavery, 64
  - tools implicated in, 91–9
- device
  - definition, 87
- disciplinary power
  - definition, 88
- disciplinary technique
  - management tools as, 77–9
- discipline
  - interpretation of tools implicated in, 89
  - tool as a technique for, 75–90
- disciplined subject
  - definition, 90
- discounted cash flow (DCF), 80
- discourse
  - definition, 87
- domination
  - axiom of, 73
  - concept of, 73
  - effects of the Sullivan principles in South Africa, 72–3
  - interpretation of tools implicated in, 74
  - tools implicated in relationships of, 61–74

## 286 INDEX

- domination structure
  - definition, 151
- dual nature of the instrument
  - axiom of, 177
- dynamic of tests, 140
- economic value added (EVA), 63
  - underlying assumptions, 224
- education system
  - as a disciplinary technique, 77–9
- Ellul, Jacques, 16–17
- embedded agency
  - axiom of, 115
- emerging fields, 106
- Emery, F., 49
- Enlightenment, 13
- entanglement notion, 149
- evaluation or judgement
  - convention of, 139
- evolution of tools, 20–1
- expert role of the manager, 33–4
- exploitation
  - concept of, 73
  - tools used as a levers of, 65–6
  - tools used to conceal, 64–5
- Exxon Valdez oil spill (1989), 131–2
- Fayol, Henri, 33–6
- Foucault, Michel, 214
  - governmentality concept, 79–81
  - history of his work, 75–6
  - on disciplinary techniques, 77–9
  - technologies of the self, 81–2
- Fourcade, Marion, 131
- Fraenkel, Béatrice, 180
- France
  - responses of Grandes Écoles to elitist criticism, 221–2
  - sociological approaches to management techniques, 51–3
- Friedberg, E., 189
- Friedmann, George, 11
- functional dimension of management tools, 27–8
- game theory, 119
- Giddens, Anthony, 142–3
- Gille, Bertrand, 20
- Glendinning, Chellis, 16
- global village concept, 15
- Goffi, Jean-Yves, 16
- government
  - interpretation of tools implicated in, 89
  - tool as a technique for, 75–90
- governmentality
  - definition, 88
  - management techniques as a tool of, 79–81
- Haudricourt, André-Georges, 12, 19–25
- Hegel, Georg, 13
- Herzberg, F., 42
- Hofstadter, Douglas, 15
- homo strategicus
  - axiom of, 195
- human relations school, 39–42, 44
- human resources management (HRM) model
  - correspondence with organisational structure, 39–41
- hybrid organisations, 117
- ideology
  - concept of, 74
- innovation and power
  - axiom of, 195
- institution
  - definitions, 103, 115
- institutional entrepreneurship, 105–6
- institutional fields, 102–4
  - concept, 115
- institutional isomorphism, 103–4
- institutional logics, 105
  - concept, 116
- institutional models
  - principles of analysis, 116
- institutional strategies
  - tools influenced by, 102–17
- institutionalist perspectives, 100–1
  - technology is both constraining and enabling, 142–52
  - tools as investment in forms, 118–41
  - tools influenced by institutional strategies, 102–17
- instrument
  - definition, 178
- instrument-mediated activity, 172
- Instrument-Mediated Activity Situations (IAS) model, 171
- instrumental genesis of management tools, 23

- instrumental thinking
  - ease of teaching, 46
- instrumentation of social training, 97
- intangible techniques
  - management as type of, 24–6
  - nature of, 25–6
  - specificity of, 25–6
- interactional perspectives, 153–4
  - effects of the tool are conditioned by
    - what actors do, 189–97
  - tool as a language being, 179–88
  - tool is a human/non-human
    - arrangement, 155–68
  - tool is nothing outside the activity
    - system, 169–78
- international standards, 110–11
- intertextuality
  - definition, 188
- investment in forms
  - concept, 140
  - tools as, 118–41
- isomorphism, 103–4, 107, 221–2
  - definition, 115–16
- isonymism, 107
- isopraxis, 107
  
- job classification systems
  - defining workers and employees, 210
- job descriptions
  - misuse of, 43
  - origins of, 36
  
- Kant, Immanuel, 13
- Kennedy, A. A., 43
- knowledge
  - relationship with power, 76–7
- knowledge management practices
  - effects on office social structure, 150
- Kunda, G., 32–3, 43
  
- Latour, Bruno, 149, 155
- Law, John, 155
- Lawrence, P., 33, 39
- legitimation, 223–4
- legitimation structure
  - definition, 151
- Lemonnier, Pierre, 11, 21–5
- Leontiev, Alexei N., 169
- Leroi-Gourhan, André, 12, 20–1, 24, 30
- Lewin, Kurt, 39, 42
  
- liberalism, 80
- Likert, R., 42
- limited rationality model, 50
- Lorsch, J., 33, 39
- Luddites, 15–16
- Lukács, Georg, 223
  
- management
  - as an intangible technique, 24–6
  - difficulty of characterising, 24–5
  - intangible nature of, 24–5
- management by objectives (MBO)
  - use in audit firms, 83
- management computers, 37–8
- management reductionism
  - axiom of, 98
- management standards, 78
- management tools
  - changing theoretical conceptions over
    - time, 43–7
  - contingency theory perspective, 38–9
  - defining, 26–7
  - describing, 27–31
  - development of Fayol's 'administrative
    - tools', 35–6
  - functional dimension, 27–8
  - non-neutrality of, 61
  - principles for analysis, 22–4
  - processual dimension, 30
  - rational systems school perspective, 37–8
  - recent theoretical developments in
    - France, 51–3
  - scientific management perspective, 34–6
  - sociology of, 51–3
  - structural dimension, 29–30
- management tools perspective
  - research strategy, 244–5
- manager
  - role as expert, 33–4
- manipulation
  - concept of, 98
- Mao Zedong, 63
- map and territory distinction, 168
- March, James, 49–51
- Marx, Karl, 61–2, 169–70
- Marxism, 92
- mask
  - definition, 74
- Maslow, Abraham, 39, 42
- mature fields, 106

## 288 INDEX

- Mauss, Marcel, 12, 14, 18–25  
 Mayo, Elton, 39, 42  
 McGregor, D., 42  
 McLuhan, Marshall, 15  
 mediation  
   definition, 178  
 mentoring  
   use in audit firms, 83  
 microphysics of powers  
   axiom of, 87  
 Miller, Peter, 80  
 mimetic isomorphism, 104  
 Minsky, Marvin, 15  
 Mintzberg, Henry, 33, 39–41  
 moral harassment, 99  
  
 nanotechnology, 15  
 narrative story-maker  
   tool as, 187  
 naturalization  
   definition, 74  
 nature  
   putting a value on, 131–2  
 neo-institutionalism, 102–17  
   adopting a procedure for legitimacy or for  
     efficiency, 107–8  
   agency and power, 108–10  
   decoupling, 107–8  
   founding concepts, 102–4  
   international standards, 110–11  
   perspective, 102  
   research between 1990 and 2000, 105–7  
   role of business school rankings, 114  
   transnationalisation, 110–11  
 neo-liberalism, 80–1  
 neo-luddites, 16  
 network  
   definition, 166  
 network-enterprise, 47  
 Nizet, J., 39–41  
 nomenclature  
   definition, 139  
 non-neutrality of management tools, 61  
 normative isomorphism, 104  
 normative theories  
   use by a minority of consultants, 48  
   view of techniques, 39–43  
  
 objects  
   as human/non-human arrangements, 157–8  
   denaturalisation of, 11  
   social role of, 11  
   viewed as insignificant, 12–14  
   operational sequence, 20, 24  
   opportunity for playing with the rules  
     tool as, 195  
 organisation chart  
   misuse of, 43  
   origins of, 36  
 organisation theory  
   behavioural theory of the firm, 50–3  
   beyond classical approaches, 48–53  
   conceptualisations of management  
     practices, 32–3  
   consultants and the rational approach,  
     47–8  
   contingency theory, 45  
   contingency theory school, 38–9  
   cultural approach to management, 42–3  
   human relations school, 44  
   ideologies, 32–3  
   manager as expert, 33–4  
   normative theories, 32–3, 39–43  
   open/closed classification, 32  
   organisational culture, 45  
   phases of managerial discourse over time,  
     43–7  
   prevalence of the rational discourse, 43–7  
   rational systems school, 37–8, 44  
   rational theories, 32–3  
   rational/natural classification, 32  
   rationalist theories, 33–41  
   renewing, 239–40  
   scientific management, 34–6, 44  
   socio-technical approach, 49–50  
 organisational control  
   axiom of, 98  
 organisational culture, 45  
 organisational culture theories, 42–3  
 organisational discourse  
   definition, 187  
 organisational narrative, 179–80  
   management tool as text, 185–6  
   principles for analysis of tools, 188  
   sensemaking supported by the  
     management tool, 184–5  
   skills-management tools as discourse,  
     187  
   tool as a language being, 179–88  
   written text as a management tool, 180–4

- organisational structure
  - correspondence with HRM model, 39–41
- Orlikowski, Wanda, 148
- Ouchi, W., 42
- Panopticon concept, 89–90
- paperless office, 47
- Paris stock exchange
  - continuous electronic quotation system, 165–6
- performance evaluation
  - consultancy firm, 219
- performance
  - actor-network theory, 157–8
  - definition, 167
- performativity, 180, 215–16
  - definition, 188
- personal development techniques
  - implications of, 97
- perversity of the dominant
  - axiom of, 98
- Peters, T., 43
- philosophy of technique, 16–17
- Piaget, Jean, 170
- Pichault, F., 39–41
- political representation, 122
- power
  - and agency in institutions, 108–10
  - application and mechanisms (Foucault), 75–6
  - definition, 196
  - relationship with knowledge, 76–7
- power/knowledge
  - concept, 89
  - tools as apparatuses of, 76–7
- power relations
  - tools as indicators of, 66–8
- power structures
  - tools as relays of, 69
- power struggles
  - tool as a resource in a struggle, 68–9
- pragmatic theory of habits, 170
- processual dimension of management tools, 30
- professionalisation
  - technophilia as driver of, 46
- psychoanalysis, 92
- psychopathology of work, 92
- psychosociological movement, 92
- public policy evaluation measures
  - manipulation of, 220–1
- punctualise
  - definition, 168
- quality control charts, 211
- quality norms
  - paradoxes of, 195
- quantophobia, 96
- Rabardel, P., 171, 177
- rankings of business schools
  - role of, 114
- rational approach
  - prevalence of the rational discourse, 43–7
  - reinforcement by consultants, 47–8
- rational systems school, 44
  - perspective on management tools, 37–8
- rationalist theories, 33–41
  - scientific management, 34–6
- reification, 223
  - components, 64–5
  - concept of, 98
- Sale, Kirkpatrick, 16
- Schein, Edgar H., 43
- science
  - relationship to technique, 12–14
- scientific management, 44
  - perspective on management tools, 34–6
- Scott, W. Richard, 32
- search for legitimacy
  - axiom of, 115
- selection/distribution effects of tools, 218–19
- self
  - management techniques as technologies of the self, 81–2
- self-fulfilling prophecy, 216
- self-quantification, 215
- sensemaking
  - definition, 188
  - supported by the management tool, 184–5
- shareholder value creation
  - underlying assumptions of EVA, 224
- signification structure
  - definition, 151
- Simon, Herbert, 33, 37–8, 50
- singularianism, 15
- skills-management tools as discourse, 187
- slavery
  - historical accounting practices, 64

## 290 INDEX

- social actor
    - definition, 196
  - social agency of objects, 11
  - social and economic system
    - tool as an element of, 62–3
  - social conflict
    - axiom of, 73
  - social hierarchies
    - tools used to legitimate, 64–5
  - social life
    - axiom of the conventional nature of, 138
  - social regulation theory, 192–3
  - social training
    - instrumentation of, 97
  - society being made
    - axiom of, 166
  - society of control
    - concept of, 88
  - sociology of management tools, 51–3
  - sociology of quantification and classification, 121–7
  - sociology of translation, 155–68
  - socio-materiality, 149
  - socio-technical approach, 49–50
    - analysis of management tools, 229–31
  - spokesperson for the allies
    - definition, 167
  - stakes
    - definition, 196
  - standard costs in accounting, 80
  - statistical representation, 122
  - statistics, 79
    - use in quality control, 211
  - storytelling, 188
  - strategic actor theory, 51
    - change rather than functioning, 191–2
    - control and autonomy, 192–3
    - development of, 189–90
    - effects of the tool are conditioned by
      - what actors do, 189–97
    - paradoxes of quality norms, 195
    - principles for analysis of tools, 196–7
    - relativism of the formal system, 190–1
    - tools and/or rules, 192–3
  - strategic relations, 80
  - structural dimension of management tools, 29–30
  - structural properties
    - definition, 151
  - structuration, 217–18
    - structuration episodes
      - definition, 151
    - structuration of social systems
      - mediating role of technology, 150
    - structuration theory
      - central concepts, 142–5
      - principles for analysis of tools, 151–2
      - role of technology in structuration
        - processes, 146–9
      - social effects of office knowledge
        - management practices, 150
      - technology is both constraining and enabling, 142–52
    - structure
      - role of technology in generating, 151
    - subject
      - definition, 98
    - subjectification, 214
      - axiom of, 87
    - subjective constitution of reality
      - axiom of, 98
    - subjectivity
      - discarding of, 96–7
    - submission
      - concept of, 98
  - Sullivan principles
    - effects in South Africa, 72–3
  - symbolic violence, 62, 65
  - symmetry
    - axiom of, 166
  - system of concrete action, 196
- Tarde, Gabriel, 91
- Tavistock Institute of Human Relations, London, 49
- Taylor, Frederick W., 33–6, 47, 118
- Taylorism
  - amendment of the dominant employer
    - discourse, 66–7
  - devices of exploitation, 65–6
- technical objects
  - social role of, 11
- technique
  - anthropology of techniques, 18–24
  - approaches to the study of, 18–22
  - autonomy of, 16–18
  - consideration of context, 20
  - costs and dangers associated with
    - techniques, 17
  - definition (Lemonnier), 21–5



- denial of, 12–14
- descriptive technology, 18–19
- evolution of tools, 20–1
- expanding the notion of, 18
- functional studies, 19
- intangible techniques, 25–6
- multiple points of view, 19
- philosophy of, 16–17
- processual approach, 19–25
- relationship to art, science and culture, 12–14
- spontaneous approaches to, 12–18
- technological system concept, 20
- technophile attitude to, 14–15
- technophobic attitude to, 15–17
- typology of tools, 20–1
- techniques of the body (Mauss), 25
- techniques of the self
  - definition, 88
- technological system concept, 20
- technologies of the self
  - management techniques as, 81–2
  - mentoring, 83
- technology
  - approaches to the study of technique, 18–21
  - contingency theory perspective, 38–9
  - drive for development, 14–15
  - duality of, 151
  - evolution of the term, 15
  - meanings of, 15
  - role in scientific management, 34–6
  - role in structuration processes, 146–9
- technophilia, 14–15
  - as means to reduce uncertainty, 46
  - contribution to managers' feeling of control, 46
  - legitimising expert knowledge, 46
  - legitimising the technostructure, 46–7
  - prevalence in management discourse, 43–7
  - validation of professional identity, 46
- technophobia, 14–17
- test
  - definition, 139
- textuality of the management tool, 187
- Theory Z, 42
- time and motion studies, 35
- tool–organisation interaction
  - axiom of, 177
- tools
  - approaches to the study of, 21–2
  - social role of technical objects, 11
- Total Quality Management, 65, 107
- traceability
  - definition, 188
- transforming nature of the tool
  - axiom of, 177
- translation
  - definition, 166
- transnationalisation, 106–7, 110–11
- Trist, E., 49
- typology of tools, 20–1
- uncertainty
  - use of management tools to reduce, 46
- valuation feature of management tools, 211–14
- veridiction of management tools, 208–11
- violence
  - symbolic, 65
- Vygotski, Lev, 169–71
- Waterman, R., 43
- Web 15
- Weber, Max, 36, 223
- Webwork style, 47
- Weick, Karl E., 184–5
- Woodward, Joan, 38–9
- workers' movements
  - influence on employers' power, 67–8
- zone of uncertainty, 196