Special Issue of *Organization Studies*

on

‘Trust In Crisis: Organizational and Institutional Trust, Failures and Repair’

Guest Editors:
Reinhard Bachmann (The Management School, University of Surrey)
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Deadline for paper submissions: December 31st 2012

Recent global events have shaken society’s trust in institutions and organizations. Taking the financial crisis as one prominent example, many analysts and scholars have identified that it is trust, more than anything, which has been damaged through the economic crisis. In particular, the public’s confidence in banks and investment firms, credit-rating agencies, business schools, and government regulators, has been undermined. Many leading businesses across a variety of industries have survived only through massive state intervention (e.g. UBS, Citigroup, General Motors). The flow-on effects of the credit-crunch, such as widespread bankruptcies, layoffs and tightening budgets, have resulted in the loss of trust from multiple stakeholders: many investors feel burnt, many employees feel their ‘psychological contracts’ have been violated, and the public becomes cynical as governments spend billions of tax payers’ money bailing out and shoring up failing banks and corporates. A trust failure of such historical dimension raises a number of serious questions at the individual, organizational, institutional and societal level, and provides potential for learning valuable and insightful lessons.

The breakdown of trust in institutions and their leaders is a pervasive global challenge that is not limited to the effects of the financial crisis. Rather, it has occurred in the context of a plethora of prominent organizational failures and trust betrayals (e.g. Enron, Parmalat, AIG, Societe Generale, German retailer Lidl, United Nations Oil-for-food program). The recent UK parliamentary expenses scandal revealed pervasive misuse of tax payers’ money by MPs for their own personal gain, and shook the nation’s confidence in their Parliament and government leaders. Scholars, government leaders, policy makers and social commentators have identified the need to restore public trust in institutions, organizations and their leaders for the effective functioning of society. For example, in response to the financial crisis, the leaders of the group of the twenty most developed nations (G20) declared that long-term trust in institutions needs to be re-established.

Despite recognition that trust operates at multiple levels (see Rousseau, Sitkin, Burt and Camerer, AMR 1998), and that an organization’s reputation for trustworthiness is a key ‘source of competitive advantage’ (Barney and Hansen, SMJ 1994: 175), research has been slow to conceptualise trust at the institutional and organizational levels as distinct from interpersonal trust. Relatively few attempts have been made to capture the essence of impersonal trust [for foundational work see Shapiro (1987) and Zucker (1986)] and how macro and micro level forces influence trust dynamics at the institutional level. Furthermore, there is only little research or theory to guide a comprehensive understanding of the processes of trust destruction and repair (Dirks, Lewicki & Zaheer, AMR 2009). The emerging research has focused largely on trust
repair at the interpersonal or group level, drawing on a psychological perspective which highlights micro-level phenomena. Yet, recent research suggests that the processes of trust repair are fundamentally different at the organizational and institutional levels, with several dilemmas and problems arising for institutions that do not pertain to interpersonal contexts (see Gillespie & Dietz, AMR 2009).

The aim of this Special Issue is to focus attention squarely on trust at the macro level, and help to clarify theoretically and/or empirically the antecedents, processes and consequences of organizational and institutional trust, and its destruction and repair. We seek to draw on transdisciplinary perspectives to offer a critical space in which to conceptually unpack the notion of organization-level and institutional-based trust, and importantly the dynamic interplay between interpersonal, group, organizational, institutional and societal trust. We encourage potential contributors to consider the most challenging questions regarding macro-level trust and distrust, recognising the systemic interrelationships between factors such as individual level employee behaviour, management practice and discourse, organizational strategy, cultural and structural influences, and the organization’s institutional (regulatory and historical) context.

We invite submissions that present theoretical and/or empirical advancements in our understanding on macro-level trust, and its breakdown and repair. While our focus is primarily at the organizational or institutional level of analysis, we will consider contributions that examine trust across multiple levels of analysis. We encourage submissions that adopt novel, as well as traditional, methodologies that are appropriate for the study of macro-level trust processes and dynamics, including case-studies, ethnographic and other qualitative methods, mixed, grounded and critical approaches, con-joint analysis and vignettes, survey studies and experiments.

Some of the challenging questions to address include, but are not limited to, the following:

- How can organizational and institutional trust be conceptualised and understood? Do the antecedents and processes of trust vary across different organizational, institutional and cultural contexts?
- To what extent do the antecedents and processes of trust vary across different stakeholder groups (e.g. employees, customers, investors, suppliers etc.)? How can organizations deal with incompatible expectations from various stakeholder groups? Are different strategies required to repair the trust of different stakeholder groups?
- How can organizations repair a reputation for trustworthiness once damaged? What strategies and approaches are most effective for restoring trust? Under what circumstances and in what contexts do these approaches result in enduring outcomes?
- What insights into the antecedents and facilitators of trust failures can be gained from an analysis of case studies and the global financial crisis? What structurally-embedded pressures (e.g. short-term gains) and lack of countervailing constraints (e.g. regulatory controls, accountability and transparency) contribute to such failures?
- What insights can be learnt from the analysis of the various responses by organizations to the global financial crisis or other trust failures? Are some strategies more effective than others for retaining and/or repairing trust?
what extent and in what ways can trust in organizations and institutions be maintained in the face of large-scale change and layoffs?

- Trust is context-specific. At the level of organizations, to what extent are trust failures and repair influenced by the broader legal, political, regulatory and cultural environment? How might institutional trust repair differ across sectors (e.g. government, private sector, not-for-profit) and industries (e.g. financial, legal, health, education)?

- Is it possible or appropriate to repair trust in organizations and institutions that have repeatedly violated their stakeholders’ trust? When is ‘distrust’ an asset? Under what circumstances is distrust a problem?

- In response to the crisis, there has been a shift to greater regulation and control over financial institutions and markets (e.g. government bailouts, guarantees of bank deposits, regulations). Under what conditions can new regulations create, even restore, or substitute for damaged trust? How do these controls affect individual, organizational, institutional and societal trust?

**Submissions**

Please submit papers through the journal’s online submission system, SAGE track. Please visit SAGE track [http://mc.manuscriptcentral.com/orgstudies](http://mc.manuscriptcentral.com/orgstudies), create your user account (if you have not done so already), and on “Manuscript Type” choose the following: SI: Trust In Crisis: Organizational and Institutional Trust, Failures and Repair

All papers that will enter the reviewing process will be double-blindly reviewed following the journal’s normal review process and criteria.

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Special Issue of Organization Studies

on

Organizations as Worlds of Work

Guest Editors:
Rick Delbridge, Cardiff Business School
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Deadline: December 31st 2012

Overview
Organizations remain, at their core, spaces in which women and men engage in various forms of work. Much scholarly attention has been focused upon recent, major changes in the structure of organizations and organizational fields. The firm of the twenty-first century is supposed to be less bureaucratic, more reliant upon network structures of organization, and more globally integrated. This call for papers invites submissions that seek to advance our understanding of how these epochal shifts have affected or transformed the worlds of work inside organizations. Our primary interest is in the relationship between such shifts and the microprocesses of work content which inform what organizations are and may become. We are thus interested in both (1) papers that embody the classic sociological spirit of fine-grained analysis of individual workplaces (for example, the studies of Donald Roy, Alvin Gouldner, Michel Crozier, Rosabeth Kanter, etc.), and (2) papers exploring new organizational spaces within which work occurs (such as temporary agencies, collaborative network structures, informal labour markets, and so on). Papers written from empirical and/or theoretical perspectives are welcome.

Linking fields and traditions
The goal of this Special Issue is to promote scholarship and debate among researchers across different disciplines, all of whom share a common interest in understanding the contours of contemporary work-worlds. Papers are welcome from the fields of sociology, anthropology, political science, economics, industrial relations, management, public policy, and others. We are also interested in receiving papers which adopt a global and/or comparative approach (though this is not a requirement). What is especially important to us is that fine-grained empirical insights lead to the development of new theories about how the worlds of work interact with social, cultural and institutional changes. These include visions of individual and collective experiences in today’s working contexts, as well new perspectives on how particular features of working spaces, like solidarity, cooperation, hierarchies, and occupational identities, are modified by these changes.

Possible topics
What follows is a list of topics that could be addressed. The list is not in any way exhaustive, but rather is meant to give a flavour of the range of possibilities:

* Labour processes: For example, the concrete organization of work practices within modern organizations; interpersonal relations at the point of production; interactions between humans and material artifacts.
* **Resistance and subversion in the workplace:** For example, how structures of power are constituted and resisted by organizational workers today; the relationship between the nature of the resistance and the organization of work; the conditions under which resistance contributes to change or to the reproduction of power and inequality.

* **Increasing diversity at work:** For example, in contexts where diversity and civil rights are ascendant as regimes of regulation, how are various employee rights policies implemented and/or subverted; the impact of employer efforts at increasing diversity and reducing disadvantage within organizations.

* **Expert and knowledge work within organizations:** For example, how work is organized when the raw materials are immaterial forms of expertise and thought; how knowledge workers coordinate their work across organizational and occupational boundaries.

* **Work in ‘informal’ organized spaces:** For example, how is work structured in organizational contexts that lie beyond the official purview of state regulation? How are value and order produced in such contexts.

* **Gender and occupations:** What are the mechanisms of gender segregation across occupations? How do organizational structures and cultures create frameworks within which workers reproduce or transform traditional gendered divisions at work?

* **Occupations/Professions and Organizations:** How are occupational jurisdictions over particular areas of work challenged and defended inside organizations? How do organizations endeavour to align occupational work practices with organizational ones and how and when do occupational workers accept or resist these attempts?

We emphasize that the above list is not meant to be exhaustive but to provide examples of possible paper topics that explore the intersection of work, occupations and organizations.

**Administrative support & queries**

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**Submission**

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SI: Organizations as Worlds of Work

To be considered for publication, papers must be electronically received by 31st December 2012.
Special Issue of *Organization Studies* on

*At a Critical Age: The Social and Political Organization of Age and Ageing*

**Guest Co–Editors**

Susan Ainsworth, University of Melbourne  
Leanne Cutcher, University of Sydney  
Cynthia Hardy, University of Melbourne  
Robyn Thomas, University of Cardiff

**Deadline: January 31st 2013**

Age is a culturally and politically resonant discourse in contemporary society. Whether it lies in the fetishization of youth and novelty or in the anxieties of ageing, decline and decay, age has become a reified system of classification and a pervasive organizing principle. Nor are its effects neutral: the young and the new are lauded; while old age is subjected to the ubiquitous narrative of “age as decline” (Trethewey, 2001). Thus age and ageing have a particular meaning in contemporary society, in which the old are disadvantaged, while the young and the new are extolled. This meaning emanates from diverse political, cultural, economic and social forces: at the same time as individuals, organizations and societies struggle to deal with “problems” associated with age, they help to create those very problems. Thus the issue of age is political, cultural and institutional; it cuts across diverse organizations, communities, and societies; it produces significant material effects; and it links organizations, politics and policies.

While there has been considerable interest in recent years in the societal and organizational challenges of ageing populations, this work has tended to take a more reductive bio-essentialized understanding of age. However, age and ageing is constructed through knowledge systems and social practices in and by organizations, which position and advantage youth and the new over the aged and the old. The nature of these practices and the implications of these meanings are so far under-theorized and under-explored in organization studies.

The objective of this special issue is to examine how and in what ways age and ageing have become an organizing principle in contemporary society; to learn more about how meanings have emerged and the different influences that have contributed to them; and to investigate more closely the political, cultural and social effects of the way in which age and ageing is organized;

We welcome papers that examine how ageing is constructed, organized, policed, managed and resisted in different organizational and societal contexts, and which engage with the themes and questions below. The aim is to use age and ageing to “deepen our understanding of the complexity of organizations as social and political objects” and to investigate “the links between organizations, politics and policies” (Courpasson, Arellano-Gault, Brown & Lounsbury, 2008: 1384, 1385). We welcome both empirical and theoretical papers and are particularly interested in submissions that draw insights from other age-related disciplines such as social gerontology, social anthropology, social geography and political sociology.
Themes and Questions

- How is age constructed in different organizational, cultural and historical settings, and with what effects? Has age become more relevant as an organizing principle in recent years? To what extent is ageing a metaphor of contemporary society? And what does this mean for individuals and organizations? Are there particular aspects of our contemporary society, of “fast capital” (Grey, 2009), that make age particularly salient? Are significant differences to be found in different countries or in particular types of organizations?

- How is ageing made real in organizations? How, for example, are older workers constructed (Gullette, 2004)? In what ways is ageing managed as a significant category of knowledge and for what ends? How do individuals respond to the ever-present processes of ageing in contexts that valorize newness and novelty?

- How does youthfulness operate as an organizing principle? How might associations of youth with newness engender the need for constant reinvention (Bauman 2004) and a “future orientation” (Sennett, 2006)? How is youthfulness made a salient discourse and how is it appropriated and exploited by organizations? How are generational categories - Baby Boomers, Generation X, Y and Millennials – constructed and deployed in organizations?

- What is the relationship between ageing, organizing and bodiliness (Casey, 2000)? How is ageing embodied and performed? How is the visual imprint of age managed, exploited and/or resisted? How does age intersect and interplay with other bodily forms of classification, such as ethnicity and gender (Atkinson, 2006)?

- How is ageing resisted? How do organizational members draw on discourses which counteract the negative meanings associated with age? In what ways is manipulation of bodily image used to comply with and/or challenge age-related discourses? How do paradoxes of resistance play out insofar as some individuals resist age by trying not to age, whereas others might age “disgracefully” through parodied practices of resistance? What roles might social movements, e.g. The Grey Panthers, play in influencing ageing discourses?

- How can we theorize ageing in organizations? What new ways of understanding ageing can be found in the work of time philosophers e.g., Bergson, Whitehead, and Deleuze? Do notions such as “perpetual perishing” lend new insights that disrupt meanings associated with inevitability of age and ageing? Can Butler’s (1990) notion of “parodic practices” inform understandings of resistance to age? How does intersectionality help us to understand the role of age as part of a matrix of oppression and privilege in organizations?

Submissions

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References
Special Issue of *Organization Studies*

on

‘The transformative and innovative power of network dynamics’

**Guest Editors:**
Stewart Clegg (University of Technology, Sydney)
Emmanuel Josserand (University of Geneva)
Ajay Mehra (University of Kentucky)
Tyrone Pitsis (University of Newcastle Upon-Tyne)

**Deadline for paper submissions: September 2013**

Once a fringe concern for organization scholars, largely of interest to community and social movement scholars, the study of social networks has taken centre-stage across a range of disciplines, from physics (e.g., Newman, Barabasi, & Watts, 2006) to economics (e.g., Jackson, 2008). This explosion in popularity is perhaps nowhere more visible than in the field of management where network research has already generated a “large research tradition” (Brass, Galaskiewicz, Greve, & Tsai, 2004: 809).

Research interested in the dynamically complex nature of networks is attracting increasing attention – As seen with the special issue of *Organization Science* in 2008. The dynamism of social networks constitutes “the new social morphology of our societies ... power of flows takes precedence over the flows of power” (Castells, 1996:500). Informed by Castells, we can say that we live in a network society, but also that it is a network society of increasingly networked organizations. With advances in technologies, networks are constantly changing and co-evolving, presenting agential properties that make them significant social actants.

Networks are powerful carriers of new social norms, values and practices that contribute to innovative institutionalization. In this sense, networks can be tools to influence context, corresponding to the practices of network entrepreneurs. By creating and generating new flows through networks they create and maintain a contextual situation favourable to their objectives. But even in such flows, networks are still often considered as inert and invariant diffusion channels (Owen-Smith & Powell, 2008). While networks are inherently dynamic, their connections are not always positive – they can become a liability, due to shifts in the environment; conversely, they can show unexpected relevance, leading to innovation and transformations, be it organizational, inter-organizational or social, as events shape their relevance and acuity. Transformation initially encouraged by an actor or actors through networks can become a threat, creating resistance and counter-resistance.

Networks, therefore, are not as manageable or as predictable as some organization theorists might suggest, and research on the management of network dynamics is underdeveloped. There is valid reason for this lack of knowledge: network transformation is a complex phenomenon and its measurement and analysis – let alone the challenges of collecting longitudinal network data – pose many problems, both technical and conceptual (for a review, see Doreian & Stokman, 2005). New insight can therefore be gained by considering networks as agential actors, and not
only as structures (Keck and Sikkink, 1998, Kahler, 2009). Organizations often fail in network transformations because they tend to stick to the illusion that networks are instrumental webs that provide reliable and stable access to resources and manageable and predictable innovations. They thus neglect the power of networks and their transformative force as social actants. From political resistance in totalitarian states to communities of consumers, networks have always been core in shifting the flows of power.

The purpose of this special issue is to understand the organizational and societal implications of social networks in action. Our goal is to publish thoughtful and provocative papers that advance our ability to conceptualize, measure, manage and advise network emergence and evolution within and across organizational boundaries, as well as to assess the impact of such networks on society. Although our aim is to be broadly inclusive, we are especially interested in papers that advance understanding of the management of network dynamics and resulting power relations within and between organizations. We invite contributions from organizational scholars, irrespective of their theoretical or methodological orientation, that cover questions such as the following:

- How do actors (be they individuals, groups, or organizations) envision and manage the evolving agential properties of social networks to achieve desired ends?
- What are the potential risks and rewards when managing network dynamics? Can network dynamics be managed at all?
- How do actors react to attempts to appropriate or alter their networks? What forms does resistance take and what are its consequences and dynamics?
- What are the ethics in practice of network management?
- What are the consequences of network changes at one level of analysis for outcomes at other levels of analysis? For example, what are the interaction effects of network boundaries?
- How does a formal interorganizational network influence the emergence and evolution of informal networks, and how do the two co-evolve over time?
- How do new forms of networks shift the flows of power in organizations and society? How can we better understand shifts of power and development of resistance from a network perspective?
- How do practices within networks, and evolving network practices contribute to organizational innovation and more broadly to the introduction of innovative practices in society?

This list of questions is clearly suggestive rather than exhaustive. Again, we welcome submissions irrespective of their disciplinary or methodological orientation as long as they are consistent with our broad goal of advancing our understanding of the management of network dynamics and its impact on society.

References


Submissions

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Special Issue of *Organization Studies*

on

New organizational perspectives on the study of politics and power in the multinational company

**Guest Editors:**
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Florian Becker-Ritterspach (German University in Cairo, Egypt)
Ram Mudambi (Temple University, USA)

**Deadline for Submissions: November 30\textsuperscript{th} 2013**

Multinational companies (MNCs) have been analyzed as powerful economic and political players in the global economy. However, they are also complex organizational entities with complicated and multifaceted internal political processes. While the importance of organizational politics has been highlighted by some prominent scholars (March, 1962; Pfeffer, 1992), the extant research on MNC internal politics is surprisingly slim. With some notable exceptions (Mudambi and Navarra, 2004; Forsgren, 2008; Böhm et al., 2008; Dörrenbächer and Geppert, 2011; Becker-Ritterspach and Dörrenbächer 2011), the topic has not been a major focus of either the international business (IB) or organizational studies (OS) literatures.

Mainstream IB literature has until recently not only been modestly concerned with issues of politics and power in MNC, but also been confined to a rather limited set of theoretical lenses, generally involving contingency, resource based or agency perspectives (e.g. Bouquet and Birkinshaw, 2008). In contrast within the OS literature, the analysis of organisational politics (Burns, 1961; Mintzberg, 1983), power (Dahl, 1957; Etzioni, 1964) and its implications for managers (Pfeffer and Salancik 1974; Astley and Zajac 1990; Spicer and Böhm, 2007) is an ongoing concern that goes back five decades and has involved a much wider spectrum of theoretical lenses (Clegg et al. 2006). However, despite the rich variety of politics and power perspectives in current OS literature, these concepts are rarely applied to the study of MNCs. We therefore believe that this *Special Issue* makes an important contribution by focusing on the MNC as a specific, multi-dimensional organizational form with a rich and complex political life, because it has seldom been the key subject of study in mainstream OS scholars.

Starting from this observation, the purpose of this *Special Issue* is to apply new organizational perspectives to the study of power and politics in multinational companies (MNCs). In so doing, the Special Issue will bring to bear OS literature’s wealth of theoretical lenses with IB’s deep insight into the nature and behaviour of MNCs. The *Special Issue* is aimed at bridge-building and further cross-fertilizations of ideas developed in IB and OS in order to enhance our understanding of the nature and role of power and politics in the ‘contemporary MNC’ (Andersson and Holm 2010).
We invite papers that address the broad tapestry we have woven above. Some topics that are particularly appropriate for our Special Issue include:

- **Theoretical issues:**
  - How can politics, power, conflict, struggle and resistance be theorised in the context of the MNC?
  - Theory adaptations, synergies and new developments required in OS to capture politics and power in MNCs;
  - How valid are new organizational perspectives, such as critical, organization sociological and discursive approaches, for the study of organizational power and politics in MNCs?
  - How can these approaches be linked with established and newly emerging critical IB perspectives on power and politics in MNCs?

- **Empirical issues:**
  - To what extent can organizational processes and outcomes in MNCs be explained through different theoretical lenses of power and politics?
  - Original and novel empirical insights and research findings that apply new organizational perspectives to study power relations and political processes within MNCs;
  - Identification of key actors, coalitions and their strategies in the organizational politics of MNCs;
  - Empirical explorations on the interplay of inter- and intra-organizational politics in MNCs, including mobilization of organizational actors in host environments;
  - Identification of sources and types of conflict, resistance and struggle in MNCs;
  - Practical implications of new theoretical insights on power and politics in MNCs.

- **Methodological issues:**
  - What are the methodological implications of applying new organizational perspectives to the research of power and politics in MNCs?
What epistemological challenges do we face when merging IB with OS perspectives on power and politics in the context of MNCs?

What are the practical challenges and problems researchers face when applying new organizational perspectives to the study of organisational power and politics in the context of MNCs?

How can we capture power and politics under the condition of complex and multi-site research contexts of MNCs?

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Literature


