



# Whence Democracy? A Review and Critique of the Conceptual Dimensions and Implications of the Business Case for Organizational Democracy

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***Abstract.** Predominantly in the USA, the business case for organizational democracy has recently emerged out of new wave management and is characterized by a communitarian challenge to the economic efficiency of hierarchical modes of organizational governance. It presents democratization as a pragmatic remedial device to counter the symptoms of employee alienation and ameliorate the organizational problems associated with destabilized capitalism. This paper outlines the origins and nature of the business case for organizational democracy through a comparison with new wave management; uncovers its underlying rationale in terms of an array of constitutive assumptions that justify and differentiate its prescriptions for the workplace; and considers the implications of using a business case to legitimate the democratization of work organizations. It concludes by outlining the paradoxes inherent in the business case and suggests that, rather than appropriating the business case's functionalist teleology, it is at the interconnection of politics, ethics and knowledge, together with more consideration of the values and particularism which underpin trust in hierarchy, whence organizational democracy can best gather its rationale and legitimization. **Key words.** governance; new wave management; organizational democracy; participation*



The remorseless spread of capitalist democracy has been heralded as the ultimate stage of development of economic and political institutions (Fukuyama, 1992). This contestable triumphalism may be contrasted

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## **Table of Contents Democracy From Whence**

1. Understanding the eBook Democracy From Whence
  - The Rise of Digital Reading Democracy From Whence
  - Advantages of eBooks Over Traditional Books
2. Identifying Democracy From Whence
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Democracy From Whence
  - User-Friendly Interface
4. Exploring eBook Recommendations from Democracy From Whence
  - Personalized Recommendations

- Democracy From Whence User Reviews and Ratings
- Democracy From Whence and Bestseller Lists
- 5. Accessing Democracy From Whence Free and Paid eBooks
  - Democracy From Whence Public Domain eBooks
  - Democracy From Whence eBook Subscription Services
  - Democracy From Whence Budget-Friendly Options
- 6. Navigating Democracy From Whence eBook Formats
  - ePub, PDF, MOBI, and More
  - Democracy From Whence Compatibility with Devices
  - Democracy From Whence Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Democracy From Whence
  - Highlighting and Note-Taking Democracy From Whence
  - Interactive Elements Democracy From Whence
- 8. Staying Engaged with Democracy From Whence
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Democracy From Whence
- 9. Balancing eBooks and Physical Books Democracy From Whence
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Democracy From Whence
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Democracy From Whence
  - Setting Reading Goals Democracy From Whence
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Democracy From Whence
  - Fact-Checking eBook Content of Democracy From Whence

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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