

To read this content please select one of the options below:

Add to cart

32.00€ (excl. tax)  
30 days to view and download

Access through your institution

Access and purchase options

# Management by values (MBV): a new philosophy for a new economic order

[Simon L. Dolan](#), [Bonnie A. Richley](#)

[Handbook of Business Strategy](#)

ISSN: 1077-5730  
Article publication date: 1 January 2006  
Standard  
Serial  
Number.)

DOWNLOADS

2406

ALTMETRICS

1

## Abstract

### Purpose

This paper is aimed at presenting a conceptual model of managing by values (MBV) as an important philosophical and practical framework for leaders and managers of organizations use in today’s work environment. We briefly discuss the evolution of management from that of management by instruction (MBI) to management by objectives (MBO) and finally management by values (MBV). We outline the trends and examples of two influential organizations focusing on values and finally provide a MBV as critical and needed method that has been used in Spain and extensively in Cuba.

### Design/methodology/approach

Although this is a conceptual article, we have included some practical examples where MBV has been used and also some research that has been conducted using this model on MBA students across business schools across the globe.

### Findings

We present the three major dimensions of MBV (economical-pragmatic, ethical, and emotional-developmental). These dimensions were derived from research and practice using MBV in organizations and business schools.

### Originality/value

In this article, we present a new management philosophy and practice that is pertinent to organizational leaders and



# Keywords

- Change management
- Strategic management
- Leadership
- Organizational culture

## Citation

Dolan, S.L. and Richley, B.A. (2006), "Management by values (MBV): a new philosophy for a new economic order", Handbook of Business Strategy, Vol. 7 No. 1, pp. 235-238.  
<https://doi.org/10.1108/10775730610618873>

 Download as .RIS

Publisher: Emerald Group Publishing Limited  
Copyright © 2006, Emerald Group Publishing Limited

### Services

- [Authors](#)
- [Editors](#)
- [Librarians](#)
- [Researchers](#)
- [Reviewers](#)

### About

- [About Emerald](#)
- [Working for Emerald](#)
- [Contact us](#)
- [Publication sitemap](#)

### Policies and information

- [Privacy notice](#)
- [Site policies](#)
- [Modern Slavery Act](#)
- [Chair of Trustees governance statement](#)
- [Accessibility](#)