

## **Publications and presentations**

### **Books published:**

1. Diefenbach, T. (2022): Pentoutopia - Free individuals in a democratic, equal, just and sustainable society.
2. Diefenbach, T. (2020): The democratic organisation - Democracy and the future of work, London: Routledge.
3. Diefenbach, T. (2013): Hierarchy and organisation – Toward a general theory of hierarchical social systems, London: Routledge.
4. Diefenbach, T. / By, R.T. (eds.) (2012): Reinventing bureaucracy and hierarchy: From the bureau to network organisations, Research in the Sociology of Organizations, Volume 35, Bingley: Emerald.
5. Diefenbach, T. (2009): Management and the dominance of managers, London: Routledge.
6. Diefenbach, T. (2006): Ansichten eines Devianten - Gedichte zur ökonomischen Sphäre und was sonst die Menschen belastet ('Views of a Deviant – Poems About the Economical Sphere and What Else Stresses Humans'), Ottersberg: Asaro Verlag.
7. Diefenbach, T. (2003): Kritik und Neukonzeption der Allgemeinen Betriebswirtschaftslehre auf sozialwissenschaftlicher Basis ('Critique and new conception of business studies on a social sciences basis'), PhD thesis, Wiesbaden: Gabler Verlag.

### **Journal papers published:**

1. Diefenbach, T. (2019): Why Michels' iron law of oligarchy is not an iron law - and how democratic organisations can stay 'oligarchy-free', Organization Studies, 40 (4): 545-562.
2. Diefenbach, T. (2016): Empowerment of the few and disempowerment of the many – Disempowerment in Thai 'One Tambon One Product' organisations (OTOPs), The South East Asian Journal of Management, 10 (1): 30-53.
3. Chalermpon, S. / Diefenbach, T. (2016): Revitalising cooperatives of agricultural communities: OTOP organisations in Thai villages, Kyoto Review of Southeast Asia, Issue 19, without page numbers.
4. Diefenbach, T. (2015): Inclusiveness and exclusiveness of Japanese-style management abroad – Some evidence from Southeast Asia, The South East Asian Journal of Management, 9 (1): 52-69.
5. Hibbert, P. / Sillince, J.A.A. / Diefenbach, T. / Cunliffe, A.L. (2014): Relationally reflexive practice: A generative approach to theory development in qualitative research, Organizational Research Methods, 17 (3): 278-298.
6. Diefenbach, T. (2013): Interests behind managers' decisions - Why and when do managers decide for managerial or alternative concepts? International Journal of Management and Decision Making, 12 (4): 413-432.
7. Diefenbach, T. (2012): Incompetent or immoral leadership? - Why many managers and change leaders get it wrong, in: By, R.T. / Burnes, B. (eds.) (2012): Organizational Change, Leadership and Ethics: Leading Organizations toward Sustainability, London: Routledge: 149-170.
8. Diefenbach, T. / By, R.T. (2012): Bureaucracy and hierarchy - what else!?, in: Diefenbach, T. / By, R.T. (2012): Reinventing bureaucracy and hierarchy: from the bureau to network organisations, Research in the Sociology of Organizations, 35: 1-27.
9. Diefenbach, T. / Sillince, J.A.A. (2012): Crossing of boundaries - subordinates' challenges to organisational hierarchy, in: Diefenbach, T. / By, R.T. (2012): Reinventing bureaucracy and hierarchy: from the

- bureau to network organisations, *Research in the Sociology of Organizations*, 35: 171-201.
10. Diefenbach, T. / Sillince, J.A.A. (2011): Formal and informal hierarchy in different types of organisations, *Organization Studies*, 32 (11): 1515-1537.
  11. Klarner, P. / By, R.T. / Diefenbach, T. (2011): Employee emotions during organizational change – Towards a new research agenda, *Scandinavian Journal of Management*, 27 (3): 332-340.
  12. Diefenbach, T. (2011): When does superiors' deviance threaten organisational hierarchy? Working Paper No. 27, March, Faculty of Management Technology, German University in Cairo, Egypt.
  13. Diefenbach, T. (2009): The ideological use of new public management concepts during organizational change initiatives, in: By, R.T. / Macleod, C. (eds.) (2009): *Managing organizational change in Public Services: International issues, challenges and cases*, London: Routledge: 58-73.
  14. Diefenbach, T. (2009): New public management in public sector organisations – the dark sides of managerialistic 'enlightenment', *Public Administration: An International Quarterly*, 87 (4): 892-909.
  15. Diefenbach, T. (2009): Are case studies more than sophisticated story telling? Methodological problems of case studies mainly based on semi-structured interviews, *Quality & Quantity*, 43 (6): 875-894.
  16. Diefenbach, T. / By, R.T. / Klarner, P. (2009): A multi-dimensional analysis of managers' power - Functional, socio-political, interpretive-discursive, and socio-cultural approaches, *management revue, special issue on 'Power in Organizations - Power of Organizations'*, 20 (4): 413-431.
  17. By, R.T. / Diefenbach, T. / Klarner, P. (2008): Getting organizational change right in public services: The case of European Higher Education, *Journal of Change Management*, 8 (1): 21-35.
  18. Diefenbach, T. (2007): The managerialistic ideology of organisational change management, *Journal of Organisational Change Management*, 20 (1): 126-144.
  19. Diefenbach, T. (2006): Intangible resources: a categorial system of knowledge and other intangible assets, *Journal of Intellectual Capital*, 7 (3): 406-420.
  20. Diefenbach, T. (2005): Competing strategic perspectives and sense-making of senior managers in academia, *International Journal of Knowledge, Culture and Change Management*, 5 (6): 126-137.
  21. Diefenbach, T. (2004): Different meanings of intangible assets and knowledge - and their implications for management and innovation, *International Journal of Knowledge, Culture and Change Management*, 4: 553-567.
  22. Diefenbach, T. (2004): Zur Möglichkeit der Deduktion des Wirtschaftlichkeits- und Gewinnmaximierungsprinzip aus dem Rationalprinzip ('About the possibility to deduct the principle of profit maximisation from the principle of rationality'), in: Frank, U. (ed.) (2004): *Wissenschaftstheorie in Ökonomie und Wirtschaftsinformatik*, DUV Wiesbaden: 109-130.
  23. Diefenbach, T. / Vordank, T. (2004): Erfassung und Bewertung von immateriellen Ressourcen im Rahmen betrieblicher Mess- und Bewertungssysteme ('Capturing and assessing immaterial resources within organisational measurement and assessment systems'), in: Moldaschl, M. (ed.) (2004): *Immaterielle Ressourcen: Nachhaltigkeit von Unternehmensführung und Arbeit I*, München, Mering: Hampp: 177-220.
  24. Moldaschl, M. / Diefenbach, T. (2003): Regeln und Ressourcen ('Rules and resources'), in: Schmid, M. / Maurer, A. (eds.) (2003): *Ökonomischer und soziologischer Institutionalismus - Chancen einer interdisziplinären Annäherung?* Marburg: Metropolis: 139-162.

### **Working papers published:**

1. Diefenbach, T. (2021): Refutations and illegitimacy of the employment contract, working paper No. 6, Siem Reap: Thomas Diefenbach publisher.
2. Diefenbach, T. (2020): Empowerment - Disproportional and equal(ising) empowerment in organisations, working paper No. 5, Siem Reap: Thomas Diefenbach publisher.

3. Diefenbach, T. (2020): The case for democratic organisations, working paper No. 4, Siem Reap: Thomas Diefenbach publisher.
4. Diefenbach, T. (2020): Viable alternatives - Democratic organisations, working paper No. 3, Siem Reap: Thomas Diefenbach publisher.
5. Diefenbach, T. (2020): What's wrong with our organisations?, working paper No. 2, Siem Reap: Thomas Diefenbach publisher.
6. Diefenbach, T. (2020): The democratic organisation, working paper No. 1, Siem Reap: Thomas Diefenbach publisher.

### **Papers presented at conferences:**

1. Diefenbach, T. (2017): Empowerment, disempowerment and disproportional empowerment, paper presented at '7th Annual Australasian Business Ethics Network (ABEN) Conference', 10-12/12/2017, Melbourne, Australia.
2. Diefenbach, T. (2017): Why Michels' "Iron law of oligarchy" is not an iron law - and how democratic organisations can stay 'oligarchy-free', paper presented at 'Australian & New Zealand Academy of Management (ANZAM) Conference', 05-08/12/2017, Melbourne, Australia.
3. Diefenbach, T. (2017): High in empowerment, low in moral development - Why many people in empowering organisations are *not* empowered, paper presented at 'SUIC's 15<sup>th</sup> Anniversary Conference and Exhibition: The Integration of Art, Creativity and Management', Silpakorn University International College, 19-20/10/2017, Bangkok, Thailand.
4. Diefenbach, T. (2013): Does the Japanese management model work for Japanese companies abroad? – Some evidence from Vietnam, paper presented at '2013 Annual Conference on Management and Social Sciences', 05-07/12/2013, Taipei, Taiwan.
5. Diefenbach, T. (2013): OTOPs in Thailand - Economic success and social failure, paper presented at 'Annual Meeting of the Japan Society for Business Ethics Studies (JABES)', 15-16/06/2013, Tokyo / Oyama, Japan.
6. Zhao, R. / Diefenbach, T. (2013): Knowledge-sharing between medium-sized companies across borders, paper presented at 'APUGSM Conference 2013 - International Winter Conference on Business & Economic Research', 18-19/01/2013, Ritsumeikan Asia Pacific University (APU), Beppu, Japan.
7. Siriwichai, C. / Diefenbach, T. (2012): Potential impact of the political movement in the Thai red-shirt village on OTOP (One Tambon One Product) organizations, paper presented at '2012 Asia Pacific Conference', 07-09/12/2012, Ritsumeikan Asia Pacific University (APU), Beppu, Japan.
8. Diefenbach, T. (2012): Moral dimensions of empowerment and dis-empowerment in post-modern organisations, paper presented at 'ICBMR - The 7<sup>th</sup> International Conference on Business and Management Research', 16/11/2012, Ho Chi Minh City, Vietnam.
9. Diefenbach, T. (2012): Reasons for managers' poor moral performance, paper presented at 'acerp 2012 - The Asian Conference on Ethics, Religion & Philosophy', 30/03-01/04/2012, Osaka, Japan.
10. Diefenbach, T. (2012): Why empowering employees (often) does not empower them, paper presented at 'ICBEM - 'International Conference on Business, Entrepreneurship and Management - "Spirituality, Values, Ethics and Culture: Capturing the Asian Business Flavour"', 25-26/01/2012, Manila, Philippines.
11. Diefenbach, T. (2011): Immoral managers or immoral organisations?, paper presented at '27<sup>th</sup> EGOS colloquium', European Group for Organizational Studies, 07-09/07/2011, Gothenburg, Sweden.
12. Diefenbach, T. / Sillince, J.A.A. (2010): Paradoxes in subordinates' challenges to organisational hierarchy, paper presented at 'IFSAM World Conference', International Federation of Scholarly Associations of Management, 08-10/07/2010, Paris, France.
13. Diefenbach, T. (2010): Incompetent or immoral leadership? - Why (some) managers and change lead-

- ers get it wrong, paper presented at '26<sup>th</sup> EGOS colloquium', European Group for Organizational Studies, 30/06-03/07/2010, Lisbon, Portugal.
14. Diefenbach, T. (2010): Challenges to superiors' and subordinates' hierarchical relationship - crossing of boundaries, paper presented at 'IABE Summer Conference', International Academy of Business and Economics, 04-06/06/2010, Bangkok, Thailand.
  15. Diefenbach, T. / Sillince, J.A.A. (2009): Hierarchical order in different organisational forms, paper presented at '15<sup>th</sup> World Congress of the International Industrial Relations Association (IIRA)', 24-27/09/2009, Sydney, Australia.
  16. Diefenbach, T. / By, R.T. / Klärner, P. (2008): Managers' multi-dimensional power - links between functional, political, and discursive approaches, paper presented at '24th EGOS colloquium', European Group for Organizational Studies, 10-12/09/2008, Amsterdam, Netherlands.
  17. Diefenbach, T. (2007): New Public Management in Public Sector organisations – the dark sides of managerialistic 'enlightenment', paper presented at 'British Academy of Management Conference' (BAM), 11-13/09/2007, Warwick, United Kingdom.
  18. Diefenbach, T. (2005): The managerialistic ideology of organisational change management, paper presented at '2<sup>nd</sup> International Business Research Conference', 05-08/12/2005, Sydney, Australia.
  19. Diefenbach, T. (2005): The clashes of cultures in a Higher Education institution, paper presented at 'The Fifth International Conference on Knowledge, Culture and Change in Organisations', 19-22/07/2005, Rhodes, Greece.
  20. Diefenbach, T. (2005): Are case studies more than sophisticated story telling? Methodological problems of case studies mainly based on semi-structured interviews, paper presented at '4th European Conference on Research Methodology for Business and Management Studies', 21-22/04/2005, Paris, France.
  21. Diefenbach, T. (2005): Intangible resources - a categorial system of knowledge and other intangible assets, paper presented at 'OKLC 2005 - 6th European Conference on Organizational Knowledge, Learning, and Capabilities', 17-19/03/2005, Boston, USA.
  22. Diefenbach, T. (2004): Different meanings of intangible assets and knowledge and their implications for management and innovation, paper presented at 'The Fourth International Conference on Knowledge, Culture and Change in Organizations', 03-06/08/2004, Greenwich, United Kingdom.
  23. Diefenbach, T. / Hutchinson-Howorth, C. (2004): ICT-based strategic management systems and communication, paper presented at 'Information, Knowledge and Management: Re-assessing the role of ICTs in public and private organizations' conference, 03-05/03/2004, Bologna, Italy.
  24. Diefenbach, T. (2003): Internal value added and profit distribution, poster presentation at 'Economics for the Future' conference, organised by Cambridge Journal of Economics, 17-19/09/2003, Cambridge, United Kingdom.
  25. Diefenbach, T. (2003): Zur Möglichkeit der Deduktion des Wirtschaftlichkeits- und Gewinnmaximierungsprinzip aus dem Rationalprinzip ('About the possibility to deduct the principle of profit maximisation from the principle of rationality'), paper presented at the conference 'Wissenschaftstheorie in Ökonomie und Wirtschaftsinformatik' ('Sciences of Science in Economics and Economics Informatics'), Kommission Wissenschaftstheorie des VHB e.V., 05-06/06/2003, Koblenz, Germany.
  26. Diefenbach, T. (2003): Innerbetriebliche Wertschöpfung und Gewinnverteilung ('Internal value added and profit distribution'), paper presented at the workshop 'Ungleichheit und Umverteilung' ('Inequality and redistribution'), Arbeitskreis Politische Ökonomie, 09-11/05/2003, Wittenberg, Germany.
  27. Diefenbach, T. / Vordank, T. (2003): Intangible assets und internes Controlling ('Intangible assets and internal Controlling'), paper presented at the workshop 'Nachhaltigkeit von Arbeit und Rationalisierung' ('Sustainability of Work and Rationalization'), 23-24/01/2003, Chemnitz, Germany.
  28. Moldaschl, M. / Diefenbach, T. (2002): Institutionen und Ressourcen – über die Beziehung von Institutionalismus und ressourcenorientierte Theorien ('Institutions and Resources - About the Relation Between Institutionalism and Resource-Oriented Theories'), paper presented at the workshop 'Ökonomischer und

Soziologischer Institutionalismus' ('Economical and Sociological Institutionalism'), Arbeitskreis Politische Ökonomie, 25-27/09/2002, Tutzing, Germany.

**Opening or keynote speeches, seminars, workshops, presentations at institutions, chairing of conference streams or sessions:**

1. 'Civil society and citizenship behaviour - Types and sources of citizenship behaviour that make a society sustainable', presentation and seminar given at Mahidol University International College, Bangkok, Thailand, 28/06/2018.
2. 'Critical thinking' / 'How to be critical - a hitchhiker's guide to the galaxy of academic and profane reasoning', half-day workshop conducted as part of CDU Research Enhancement Program, Charles Darwin University, Darwin, Australia, 08/09/2017.
3. 'The failure(s) of a successful research project – On the steep and thorny way to become a good researcher (one day ...)', presentation, CDU Business School Research Seminar, Charles Darwin University, Darwin, Australia, 17/03/2017.
4. 'From Critical Management Studies to democratic organisations - Business research for a good cause', presentation, CDU Business School Research Day, Charles Darwin University, Darwin, Australia, 16/02/2017.
5. Keynote speaker at 'ConnexTalk - ASEAN Youth Development towards ASEAN Socio-Cultural Community (ASCC)', 26-29/02/2016, Bangkok, Thailand.
6. Session Chair (2 sessions) at 13<sup>th</sup> Asia Pacific Conference 2015 'Societal Transformation in Asia Pacific: Charting the Waves of Change', 07-08/11/2015, Ritsumeikan Asia Pacific University (APU), Beppu, Japan.
7. Chair for panel session 'Business Ethics and Corporate Social Responsibility (CSR)' at '2013 Asia Pacific Conference', 02-03/11/2013, Ritsumeikan Asia Pacific University (APU), Beppu, Japan.
8. Invited panel presentation and discussion at '2012 Joint Conference of KABE (The Korean Academy of Business Ethics) & JABES (Japan Society for Business Ethics Studies)', 09/11/2012, Seoul, South Korea.
9. Opening speech, given at 1<sup>st</sup> International Workshop 'Corporate Social Responsibility and Sustainability', 2-day workshop at German University in Cairo (GUC), 01-02/03/2011, Cairo, Egypt.