



Round Table: Mis-management, Mal-practice and the Role of Phronesis

Organisers

* **Professor Horatiu Dragomirescu**; Bucharest University of Economics; Romania

Email: dragomir@ase.ro

Dr Panagiotis Kokkalis; Manchester Metropolitan University Business School; UK

Professor Elena Antonacopoulou; University of Liverpool Management School; UK

*Key contact

Much of the current debate on 'rigour and relevance' in management scholarship fails to account for and explain incidents of mis-management and mal-practice. Understanding the root causes and consequences of mis-management and mal-practice is important but not sufficient in advancing scholarship that makes an impact. Uncovering the underlying knowledge that informs the practical judgments (phronesis) that contribute to both mis-management and mal-practice seems to be more critical. Much current thinking in relation to 'crisis management', 'learning from failure' and 'practice based-studies' reveals the significant role of tacit knowledge – knowing – in explaining the actions that may contribute to breakdowns. What we know a lot less about is how tacit knowledge informs practical judgments, which in turn dictate how choices are made, decisions are reached and outcomes are sought. We need to focus on the nature of the knowledge that informs action when we study mis-management and mal-practice. Phronesis provides a useful basis for exploring a neglected mode of knowing that is directly relevant to mis-management and mal-practice. It also provides an important foundation for unpacking the experiences of incidents of mal-practice and mis-management. It is these insights and the powerful role of phronesis that management scholarship that seeks to be impactful needs to address, otherwise management scholarship runs the risk of lacking both in rigour and in relevance.