

Araştırma Makalesi / Research Article

AN INVESTIGATION ON THE PROBLEM AREAS OF MANAGEMENT FASHION

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YÖNETİM MODASININ SORUN ALANLARI ÜZERİNE BİR İNCELEME

Abstract

This conceptual study's main purpose, conducted with an interpretative and critical understanding, is to draw attention to fashionable approaches carried out with rhetorical language without using the factual language of scientific knowledge. The approaches produced by this rhetorical language, which has been recently classified as fashion approaches, are unfortunately carried out with the concern of publishing, far from scientific concerns. Management fashions, which are carried out with the concern of quantity without paying attention to quality, do not mean anything other than a waste of labor and time. Fashion approaches produced by taking the concepts out of context and using them arbitrarily do not make any sense other than a waste of effort and mind and do not contribute to the literature and practice.

Keywords: Neologism, Management Fashions, Guru Discourse, Rhetoric, Metaphor.

Öz

Yorumlayıcı ve eleştirel bir yaklaşımla yürütülen bu kavramsal çalışmanın temel amacı, bilimsel bilginin olgusal dilini kullanmadan, retoriksel bir üslupla gerçekleştirilen moda yaklaşımlara dikkat çekmektir. Son dönemde yönetim modaları olarak sınıflandırılan bu retorik dilin ürettiği yayınlar, ne yazık ki bilimsel kaygılardan uzak, nicelik kaygısıyla yürütülen çalışmalardır. Niteliğe dikkat

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Plagiarism Detection: This paper was checked for plagiarism.

Ethical Statement: It is declared that scientific and ethical principles have been followed while carrying out and writing this study and that all the sources used have been properly cited (Ahmet Tuncay Erdem).

Atıf: Tutar, H. and Erdem, A. T. (2021), An Investigation on the Problem Areas of Management Fashion, *Journal of Abant Social Sciences*, 21(1), pp. 157-176. <https://doi.org/10.11616/basbed.v21i60671.871763>

Makale Gönderim Tarihi: 31.01.2021

Makale Kabul Tarihi: 24.02.2021

edilmeden nicelik kaygısıyla yürütülen yönetim modaları, emek ve zaman israfından başka bir anlam ifade etmemektedir. Kavramları bağlamından kopararak keyfi bir şekilde kullanımıyla üretilen moda yaklaşımları, literatüre ve uygulamaya katkı sağlama yeterliliğinden uzaktır.

Anahtar Kelimeler: Neologizm, Yönetim Modası, Guru Söylemi, Retorik, Metafor.

1. Introduction

When the theoretical framework of the science of management is examined, the number of theoretical schools and applications emerging with a new name is encountered. The curiosity to say something different does nothing but reveal the jungle of management theories. Highlighting one of the features of management approaches that are already known, existing, and being applied, and presenting what has been said as if there was no precedent reveals the distinctive feature of contemporary management approaches. However, when viewed with a different reading style or an in-depth analysis, it is seen that the approaches that are conceptualized as "new management" approach today do not mean anything other than the partially different applications and renaming of existing theories (Plaskoff, 2017; Dźwigoł, 2019). The essence of innovation discourse means nothing more than presenting old wine in a new bottle (Tutar, 2009). Management fashion theory originates primarily from the work of Abrahamson (1996). This rapid and complex change process, which can be described in the literature as "management fads and fashions," tends to emerge among various actors.

Management fashions generally start with an understanding away from the scientific approach to management, then become widespread and continue for a certain period and disappear over time following all fashions' nature. It must be admitted that the history of science is the theory cemetery; however, fashionable approaches seem to emerge seasonally and then disappear, very different from scientific theories (Klincewicz, 2017; Madsen et al., 2017; Bondarouk et al., 2019). When it is seen that fashionable approaches that emerged with the aim of rationalization and specialization have no equivalent in the field, their validity is gradually abandoned by making them a subject of discussion in academic circles. However, articles are written in this process, masters and doctoral theses, unfortunately, take their place in the archives as so-called scientific activities.

Based on scientific management understanding and rational discourses, fashionable approaches resort to concepts with great factual and scientific value to legitimize them but do not fill their scientific knowledge content. Fashion approaches that embellish themselves with metaphoric neologism

take their place in management literature as an intellectual waste. It uses language in rhetorical and metaphoric neologism that enables fashion approaches to emerge and continue. While metaphorical neologism is a legitimization tool for fashion approaches, it provides strong motivation, especially to young researchers, in spreading management fashions (Cerchia and Piccolo, 2019; Flamholtz et al., 2020).

One of the concepts that best expresses neologism is the expression of the "professional talk" concept. Here, the professional talk concept is used in the same sense as "jargon" (Boenig and Davis, 2000: 124). Jargon is the "common language" used by individuals who show partnership in thought or professional etc. Neologism is the nonsense concepts that people from a particular profession use familiar and somewhat understand, but even the educated people from different professions cannot understand. Although neologisms are sometimes known words, they have different meanings by special meaning (Ciocioi, 2019; Shunnaq et al., 2020). These words have no definite meaning even by those people on the field. Therefore, these concepts often have singular meanings. Producers of neology are often not thoroughly familiar with the subject's content, and they frequently reveal themselves. Especially when insufficient translation information is also added, the situation becomes even more ridiculous.

This study's primary purpose, which examines the emergence and reasons for adoption, dissemination models, and applications of management fashions put forward in the management literature and spreading rapidly among academics and practitioners, is to raise awareness of fashion approaches to young researchers. Spending intellectual and mental accumulation for these approaches, which are sometimes expressed as guru discourse, management fashions, or management enthusiasm because it has no scientific and factual counterpart, means both a waste of time and mental labor. This study's primary purpose is to illustrate metaphorical neologism and unscientific rhetorical expressions in the formation of management fashion literature. In this study, which is a conceptual and theoretical study, the reasons for the spread of management trends and the main problem areas will be answered.

2. Conceptual Framework

Management fashions are temporary trends that emerge when management fashions are immutable, in the absence of a general theory, and supported by imitation processes by members of a particular community. From time to time, rhetorical fashion discourses emerge against the rational and scientific discourse of government. These fashionable approaches usually deal with normative discourse issues rather than the probabilistic language

of Science (Zorn, 2017; Adžić, 2018; Volk and Zerfass, 2020). The term "management fashion" refers to the period's popular approaches is the relatively temporary collective belief that some management techniques provide managerial progress (Şencan and Bayraktar, 2017; Shearer et al., 2018). The reasons for the emergence and adoption of management fashions, the patterns of diffusion, and the roles of fashion makers and adopters in this process, approaching information in a similar way to commercial products, lead to the emergence of the fashion management market management industry.

The validity of these approaches, which focus directly on the human side, not the system side of organizations to increase management efficiency, becomes questionable quickly. Although it is given the impression that a set of management principles are used in management fashion approaches, generally, these approaches do not use the scientific method (Chikán and Sprague, 2019; Hansen et al., 2020). They use scientific concepts only as a tool in expressing fashion approaches. The most significant problem area, and even problematic, of management fashions, is that they instrumentalist science to their rhetorical approach. In these approaches, the scientific method, management principle, models, and theories are generally ignored.

The main concern of management fashions is quick transformation, a practical solution, and saving the day (De Burgundy, 1996: 30). Management fashions that emerge with these features emerge suddenly in the implementation process are accepted with great appetite in academic and administrative circles, and is abandoned at the same speed. There is a period of maturity before all management fashions are abandoned; it remains in vogue for a certain period and then forgotten. No one would think to apply these so-called approaches at another time.

In the management literature, some concepts and approaches have become more frequent and rapidly decline after a short time, bringing up a discussion called management fashions. The adoption, spread, and abandonment processes of these concepts and approaches are similar to the popularization of fashion products and the later obsolescence. These concepts and approaches, which have become popular and can be expressed as trends, have led to the emergence of a study called "management fashions" in the literature. Management fashions arise because concepts with no concrete counterparts and are expressed as metaphoric neologism are transferred to the management literature (Güler, 2020: 14).

While some of these trends, which are frequently put forward in the management literature and spread rapidly among academics and practitioners, allow for theoretical development by providing relative

permanence, others are rapidly abandoned. The literature of management fashions is often used to popular, utopian desires, enriched with metaphors, not expressed in logical and factual concepts, and contrary to science is generally accepted laws. They are rhetorical approaches against the proposition and hypothesizing techniques, incompatible with scientific reasoning principles, and ignore logical thinking principles. Management trends are an effort to commercialize management rhetoric (Chikán and Sprague, 2019; Mosonyi et al., 2020; Volk and Zerfass, 2020). Management fashions are presuppositions in the form of information packets that are hollow and ready to be easily consumed by administrators. Management fashions are an effort to create a management information industry produced by fashion gurus.

Management is enriched and transformed into a sector through pseudo-new approaches, concepts, and a non-scientific and contextualized language. Scientific studies based on management trends, learning organization, knowledge organization, guerrilla-thinking, marketing of nations, intelligent organization, thinking organization are so-called scientific studies expressed in a language expressed as metaphorical neology, detached from their context.

Another approach to pseudo-scientific activities that is shorter than management fashions is management enthusiasm. Management ambitions are pseudo-scientific approaches that aim to create higher individual and organizational performance and appear to be supposedly innovative, rational, and functional. Inconsistent approaches that develop with guru discourse rather than scientific, and fed not by factual and logical concepts but by rhetoric and metaphoric neologism are expressed as management enthusiasm. The life curve of management enthusiasm is like a steeper bell than management fashions; it is adopted relatively faster and abandoned rapidly. What managerial fashions and management enthusiasm have in common is temporality (Matthias et al., 2017; Rappin, 2018). The differences are that management enthusiasm is shorter-lived than management fashions. Management fashion literature has been criticized in many ways. First, new management ideas' naming as "fashion" is due to the temporary popularity and lack of these approaches' foundation.

Although management fashion or management enthusiasm's primary purpose is to provide rational development, it is impossible to realize the aim in question because they act with scientific concerns without being dependent on a method. Management fashion and management enthusiasm concepts have trivial and absurd connotations when used in a technical field such as management. Management fashions that are metaphorically likened to fads as fashion products are far from contributing to scientific knowledge

(Abrahamson, 1996: 258). While management enthusiasm emerges from chance opportunities, its rise and fall have a single cycle, does not contribute to any knowledge, and becomes insignificant by being quickly forgotten. Management fashions are formed due to the accumulation of interests and interests influenced by each other and feed each other, and although it emerges as a tool of abuse, it does not go beyond being a pseudoscience (Hislop, 2010: 781).

2.1. General Features of Management Fashion

While scientific activities require intense curiosity, perseverance, great effort, a healthy mental and intellectual capacity, management fashions and enthusiasm are generally as straightforward and straightforward as the average person can explain (Miller and Hartwick, 2002: 26). Management fashions express an approach that embellishes widespread knowledge without operational value with rhetoric and enriches it with a metaphorical neologism. Many factors play a role in the emergence and spread of fashion approaches. We can express the general features of management trends and the factors that cause them to spread as follows:

It is simple and straightforward. Fashion approaches are easy to understand, convey and spread. It does not require in-depth academic knowledge and mental competence. Although it contains many rhetorical and metaphorical neologisms, it expresses itself with very few scientific and factual concepts.

It is descriptive and descriptive. Statements about managerial fashion are not analytical analysis but manifest in propositions and imperative statements. It contains a normative language and judgment style. Uses imperative sentences about what to do. It is simple, plain descriptive, and descriptive.

Raw imagination to be creative. Management fashions promise high efficiency, more motivated employees, and so-called satisfied consumers in winning together. Unfortunately, what happened is very different from this.

They claim that it is suitable for all times and places. Management fashions are bold enough to claim that they are suitable for all times and all venues because they are produced to understand ignorant bold. However, there is a theory called the situational approach, and it claims that very few management techniques are universally applicable.

Easy to apply as cut and paste. Since they are not considered scientific, they are handled to understand that they are flexible enough to be applied to any environment, condition, and management type. According to the fashion approaches, the sample is the whole world, and the validity time is all time.

According to those who spread fashion, fashion approaches are in the form of a theory of everything.

Management trends approaches are presented in the spirit of the times, legitimizing the role of management. It is not resistant to strict control with its structure that adapts easily to any environment. It was decorating the language of expression with metaphorical neologism and rhetoric. Metaphoric neologism is a metaphorical expression that is not scientific and is not appropriate for scientific work and is mostly used in literature (Asik, 2018; Bulut and Yildiz, 2018). On the other hand, rhetoric expresses a thought with fancy and affirmative concepts away from scientific concerns.

Another feature of management trends is that management gurus propagate them. Gurus are skilled people in challenging the administrators' beliefs and practices at the solution stage and blaming the practitioners if their approach is not a solution. On the other hand, academics abandon the so-called approaches when they see that the rhetorical knowledge they produce has no equivalent in the field. However, the main problem here is that they are open to adopting a new fashion approach because they cannot ask where we went wrong. Finally, fashion approaches are abandoned with disappointment in administrators due to their approach of setting descriptive and general principles instead of containing concrete solutions to existing problems.

There are some reasons for the adoption and widespread use of management fashions that emerge with the features stated here. The first is that these approaches create curiosity and excitement by expressing a radical departure from management's traditional idea. What is done here is the rediscovery of the existing theory and its presentation with rhetorical expressions. Although the language used in management fashions is often ambiguous, the misconception that it will produce performance-enhancing solutions to management problems causes these approaches to be adopted with great enthusiasm (Madsen et al., 2017; Madsen and Slåtten, 2019). It is also based on normative lists and recipes such as what is right or wrong, what should be done, making it easy to adopt by managers looking for practical solutions. The simple expression of the basic concepts on which the fashion discourse is based and the excessive use of slogans and abbreviations make it easy to remember, understand, and even spread.

2.2. Examples of Fashion Concept in Management Literature

Neology can occur in different ways in any discipline; however, the neologies are generally imported with scientific, political, cultural, and different reasons without being separated into occupational categories (Wardhaugh, 2011). It is possible to produce different neology in different

science disciplines because of need and sometimes envied. For example, "Behçet' s Disease" is a concept that emerged with scientific reasons, whereas "distributed leader," "toxic leader," "subversive leader," "authentic leader" are all neology. All neology in the field of Organizational Behavior is pseudo-scientific examples of neology.

Management and organizational literature, and especially in the organizational behavior literature, neologisms are produced without the truths mentioned before with innovation, enthusiasm, and fashion, or the oddness of saying something different from others. For example, the concept of "leader" has been a concept that has been known for thousands of years, and "implicit leader," "distributed leader," "father leader," "toxic leader," "ethical leader," "transformational leader," "interactive leader," "self-leader," "military leader" and "servant leader" are among the leader neologism produced by retronyms which do not indicate what kind of type they refer. Neologies seen and defined as a descriptive form in organizational behavior are in two directions: variation and naming neology. In *defining neology*, a neologism is derived to name thought, a new object or phenomenon. No matter how these neologisms are defined, they characterize them because they have been reproduced in sentences. In the literature of organizational behavior, "*Work Place Spirituality*," "*Distributed Leadership*," "*Cyber slacking*," "*Workplace Impoliteness*," "*Organizational Deviation Behavior*," "*Work Engagement*," "*Materialism Tendency*," "*Self-Leadership*," "*Psychological Contract*," "*Organizational Attractiveness*," "*Innovative Behavior*" "*Entrepreneur Behavior*," etc. are the describing of neologism (Tutar, 2018: 11). Seeing sixty leadership types in a short study on leadership is nothing more than a response to the mind and a desire to produce fashion.

In *variation neologism*, neologisms are produced by taking the language from its context to increase its expressive power. In this kind of neologism, language expression is challenged, and strange forms of expression emerge. In variation neologisms, the existing word or sentence is used differently from its most known meaning. *Confidence Asymmetry*, *Contextual Performance*, *Psychological Capital*, *Servant Leadership*, *Recruitment*, *Organizational Socialization*, *Prosaically Motivation*, *Employee Sabotage*, *Deontological Justice*, *Nightmare management*, *Organizational Organicity*, *Paternalistic Leadership*, etc. These words sometimes occur in the form of chain noun phrases: *Resistance of the Leader*, *Followers*, and *Toxic Personality Characteristics*, *Hybrid Third Party Response Strategies* are the examples of this kind of neology (Tutar, 2018: 13). As for management fashions, the list is not just what is shown here. With a short search, it will be seen that this list is very bulky.

What is the meaning of these odd examples of organizational behavior literature for someone who does not know? *Physical Dissatisfaction, Hybrid Third-Party Intervention Strategies, Career Anchors, Resilience of the Leader and Followers, Organicity Level of the Organization, Prosocial Voice, Prosocial Silence, Mandatory Organizational Citizenship, Hybrid Third Party Response Strategies, Organizational Duality, Employee Sabotage, Psychological Capital, Contextual Performance, Servant Leadership, Organizational Socialization, Prosocial Motivation, Laying Down to Work, Organizational Organicity, Nightmare Management, Deontological Justice, Organization with Good Character, Organizational Fanaticism, Inclusive Leadership, Organizational Gossip, Workplace Impoliteness, Compulsory Citizenship, Dark Trio, Organizational Revenge Intention, Perceived Superior Skill, Lonely Hearts in Organizations, Dark Personality, Positive Silence* (Tutar, 2018: 15). These words sometimes occur in the form of chain noun phrases: Resilience of the Leader and Followers, Employees Ready to Commitment, Hybrid Third Party Response Strategies, Toxic Personality Characteristics, Igniter Leadership for Passionate Organizations, Red Queen Effect, Green Organizational Behavior, Employee Sounding Behavior, Passionate Organizations, Igniter Leadership, Good Character Organization, and Organizational Virtuousness.

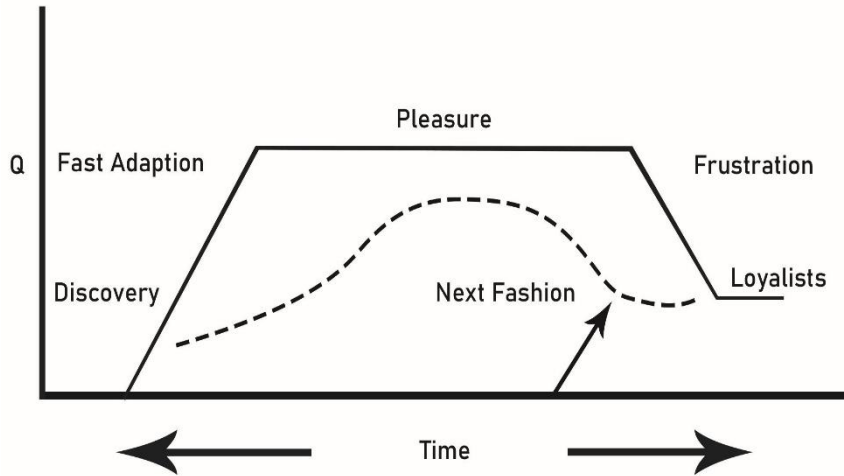
2.3. The Spreading Process of Management Fashion

The emergence and spread of management fashions as innovation often spread the same way as industrial fashion products. This makes possible an analogy between management fashions and the diffusion process of commercial fashions. In his study, which defines management fashions and the process of creating management fashions and examines the reasons for the spread of management fashions (Abrahamson, 1996), he states that management fashions show a trend similar to a bell curve. Secondary data of studies by other researchers show similar results. Ettore (1997) explains the spread of management fashions in five stages. These phases are the discovery phase, the rapid adoption phase, the absorption phase, the disappointment phase, and only loyal adopters continue to practice.

In the first phase of the spread of management fashions, that is, in the discovery phase, the fashion approach is introduced as a new idea and is expressed as a radical break from the existing ones. In the second phase, the fast adoption phase, adopting the fashion approach is the elastic properties of the said approaches, the illusion that they are suitable for the environment, simplicity, simplicity, and communicability. This contributes to the rapid adoption of management fashions. The third stage is the digestion stage. At this stage, the previous period's excitement begins to

decrease, and the short-term application results appear negatively in terms of benefits and costs. At this stage, doubts about the approach's validity begin to spread, and even the approach is criticized (Bilginoglu and Yozgat, 2017; Bondarouk et al., 2019). The fourth stage is the disappointment stage. There is a disappointment as a medium, long-term results begin to be obtained at this stage, and expectations are not met. At this stage, the invalidity of the approach has now been proven. The final stage is the insistence of loyal adopters who benefit from fashion to continue the fashion approach Gibson and Tesone (2001). The academicians abandoned the fashion approach rapidly, and unfortunately, the process continued by taking over a new fashion approach by other academicians.

Figure 1: Life Cycle of Management Fashion, Source: Ettore, 1997: 34.



The literature on management trends that emerged with the spread of neology and metaphors is criticized in many ways. It is a significant problem in terms of scientific development that management trends and enthusiasm attract attention in theses produced at doctoral and master's level, which are essential stages of academic knowledge production. These studies carried out in scientific activity do not contribute to literature, practice, and scientific knowledge. The course of pro-organizational approaches in YÖK National Thesis Center's database to better see this problem is shown below (Güler, 2020: 18).

Figure 2: Distribution of Master's and Doctorate Theses on Organizational Commitment in the Database of YÖK National Thesis Center by Years.



Source: Güler, 2020: 18.

The easiest way to produce neology is to support a word whose meaning is known with metaphors. This type of metaphorical neology, which is generally seen as retronym, is generally called "metaphoric neology." Thus, any neologism emerges as a concept with a new meaning (Newmark, 1988: 140). These metaphors are new but not original, and since they have no creativity, they are annoying in terms of morphological, etymological, and semantic. In the process of producing neology, the syntax of the sentence is often ignored. If the neologism enthusiastic is far from analytical questioning and logical inference, no one can stop him/her from producing neology when he/she understands that this is a market and a sectorial trade. In the graphic above, because of the analysis made on organizational commitment, one of the fashionable approaches, the distribution of the number of master's and doctoral dissertations by years, has seen organizational commitment in Turkey since 2000. We have started working on master's and doctoral thesis in 2020 and peaked in 2019, as in other fashion approaches began to be abandoned quickly (Güler, 2020: 19). The results here reflect the local literature. Short research conducted by Scopus and WoS on management fashions in foreign literature gives similar results.

Figure 3: Distribution of the Master's and Doctorate Theses on Organizational Citizenship in the Database of YÖK National Thesis Center by Years.



Source: Güler, 2020: 19.

In the graphs above, it is understood that pro-organizational approaches generally have a life span of twenty years and then quickly abandoned. The discovery and adoption phases of management fashion and enthusiasm approaches cover an average of 15-20 years and then begin to be abandoned rapidly. How neologism emerged is deciphering the motivation of neologism and the main reason for producing derived concepts. Neologism generally appears in the following ways:

It is deriving an entirely new word that often ignores language possibilities of word derivation. This is the most common example of producing neology. These are usually neologism produced to meet the needs of so-called technological, economic and social developments.

It was transferring the concepts used in different disciplines with different meanings to the literature. The term "entropy" is related to the thermodynamic field, which was obtained by emptying its meaning and brought to the literature to reorganize and organizational development is this type of neology example.

Neologies, which are produced words without taking the formation ways, definition criterion of the words, and the social and cultural contexts of new words and concepts (Quemada, 2007: 6-7), offer people the opportunity to make a career, produce works, and even earn money. Since a concept in neology is produced without the technological, cultural, social, and economic changes, not every neology corresponds to a need. On the contrary, the concern of saying something new is sacrificing a buzzword, jargon, management fashion, and enthusiasm for an explanation of guru. When a new concept is produced without putting something in the name of

thought, the literature is inevitably polluted with indifferent and objectless concepts.

In the process of the production of neology after the statements made so far, we can talk about the following problems (Nida and Taber, 1982):

- Being contrary to the general rules of logic,
- Being out of the spirit and philosophy of the concept,
- Being contrary to the rules of nature and easy to be explained.

As seen in the analysis made above, metaphoric language does not add anything to the literature (Dickins, 2005), and it is necessary to argue that it tires the literature. Idioms-like metaphors and neologisms are the most important reasons for the deterioration of semantics and meaning of language. Idioms in language form the essence of that language, and it gives color and feels to the language. However, metaphorical neologisms, besides giving emotion to the text, make the language more defective and destroy its soul, and the neological expressions remain as soulless bodies.

2.4. The Rhetorical Language Problem in Management Fashion

In fashion approaches, language is deliberately used rhetorically to influence people's attitudes, behaviors, or beliefs. Rhetorical language means beautiful, practical, and striking discourse. It is not a scientific and technical one, but a style of literary writing or speaking in which words are used effectively. It often implies insincerity and exaggeration. The reason for choosing this expression style, consisting of flashy or embellished words, is to influence the other. When considered individually, rhetoric, which plays an essential role in effective communication, is a useful persuasion tool in disseminating and institutionalizing organizational values when considered in terms of organization theory. The understanding developed with positivism has greatly influenced today's management approaches (Atkins, 2019; Stańczyk-Hugiet et al., 2019). The main argument of positivism and logical positivism is the purification of scientific discourse from verbalism and rhetoric. Rhetoric is the deliberate use of persuasive language that aims to create and maintain cognitive categories.

The art of rhetoric has been defined in three different categories in the historical process of its development in ancient Greek culture: Rhetoric is used to manipulate the audience (Plato), Rhetoric is the art of eloquence (Quintilianus), and Rhetoric is the display of arguments and discourses that must or aim to persuade (Aristotle). According to Schopenhauer, rhetoric is the art of justification, which is only concerned with reaching the truth in

appearance without paying attention to content. Management fashion is the misleading use of thoughts that seem adequate to be applied to any situation.

While rhetoric provides a meta-analytical opportunity to reflect on organizational science and language to perpetuate it; On the other hand, rhetoric as an interpretive concept allows academics to examine how members of the organization use language, powerful symbols in concrete form. All schools of management thought to display a particular rhetorical orientation. Rhetoric plays an active role in spreading the ideas of these schools. These schools' healthy discourse practices result in the spread of organizational studies and research on their claims. Every area of human life is surrounded by rhetoric. Rhetoric is mixed into the fashion management discourses of the time. According to Habermas, rhetoric can explain the theory of language or new ways of seeing the world, but it cannot solve problems in common, worldly communication areas where daily affairs are conducted (Earle, 2018; Rountree, 2018).

The language used by management fashions is suitable for managers' expectations. It facilitates management fashions to adopt theoretical approaches of everything, as they have tendencies such as controlling dynamic and complex environmental conditions, problem solving, practicality, action-oriented, and concreteness due to their professional qualifications. The knowledge generated by management trends ostensibly supports them in overcoming manager expectations and the uncertainty they face. If managers do not have in-depth management knowledge, it will be easy for them to adopt fashion approaches produced with scientific jargon. It is almost impossible for managers were afraid of uncertainty or lazy to think about fashion approaches that even academics are interested in not falling into a metaphorical neologism (Bulut and Yildiz, 2018). The fashion discourse's persuasive communication style is not difficult to quickly influence both the academy and the practice. Fashion approaches have their understanding and language; the language used in fashion approaches is often referred to in the literature as a metaphorical neologism.

The diffusion process of fashion concepts; discovery consists of five stages: rapid adoption, absorption, disappointment, and the continuation of loyal audiences. The exploratory stage concept is introduced as a new idea and is called a radical break with the present. In the absorption phase, the approach begins to be criticized after the previous phase's excitement decreases. The disappointment phase occurs when medium and long-term results are started, and expectations are not met. The next stage is that those with high loyalty levels that benefit from fashion continue to use the concept. This is

a fashion product adapted to the life course's management knowledge (Güler, 2020: 17). This curve is found under heading number 2.3 above.

3. Results and Evaluation

This conceptual study aims to draw attention with a critical approach to the phenomenon of management fashions that dominate the management literature but do not contribute significantly to scientific knowledge. In the research, the question of the problem areas of management fashions has been answered. The research results concluded that the language used in the production of management fashions consists of metaphorical neologism decorated with rhetoric rather than scientific language. Also, it is seen that the primary concern in management fashions is not to contribute to scientific knowledge or to guide the application, but rather to manipulate the mind with misleading jargon. In this study conducted based on the literature, it was concluded that there is generally no positive opinion in the domestic and foreign literature on management trends. These results are thought to contribute to creating a sensitivity to look more carefully at the next so-called scientific studies.

Quality circles, total quality management, reengineering, learning organizations, job enrichment, staff empowerment, lean manufacturing, six sigma, benchmarking, restructuring, outsourcing, supply chain management, essential talent management, lean Approaches such as management, shared value management, network organizations, diversification, centralization, statistical process control, attack strategies, downsizing are evaluated within the framework of fashionable approaches (Abrahamson, 1996; Ryan and Hurley, 2004; David and Strang, 2006). Sometimes such newly produced words become part of the standard language. Instant words are somewhere between the actual words and possible words. They are produced in a particular context and community and are single-use only. Usually, these words have been invented only for an event or situation (*nonce words*). Today, nobody thinks to research topics such as learning organization, changing engineering that has only 15-20 years of history, and neologies have been produced, such as organizational citizenship, forced citizenship with a passion for famous hurry and consumption. Today thousands of thinkers such as Socrates, Plato, Aristotle, Marx, Adler, Adam Smith, Comte, Freud, Kant, Hegel, and Ricardo... Although it has been ages, we continue to talk about their concepts; however, guru noise produced by guru cannot be tolerated for two consecutive years (Tutar, 2018: 32).

Management fashion in international literature started to be adopted more after the 1980s. With the effect of globalization that started in those days

globally, and with the opportunities provided by information and communication technologies, perhaps for the first time in history, ideas and approaches spread to such an easy, fast and comprehensive environment. After the 2000s, criticisms began to be made against so-called approaches. Unfortunately, those who criticize fashion approaches rather than presenting a new proposal are also caught up in fashion approaches' criticism. This means that fashion continues continuously (Benders et al., 2019; Piazza and Abrahamson, 2020). The fact that academicians, who are traditional knowledge producers in management, realize this situation earlier, carry the knowledge they have learned in one field to another field, and guide those who come after them as a solution against the spread of guru discourse.

If those who produce ideas in management have a goal to contribute to practice, they must first know the reasons and features of fashion approaches and the ways of not being captivated by these approaches. Considering the ethical and scientific concerns of the researchers who feed the management literature, creating the institutional infrastructure of an understanding in line with the Turkish Management culture may produce more beneficial results than thinking about fashion approaches and wasting time. In management, especially in organizational behavior, a more questioning approach to management fashions needs to be developed with a critical and systematic approach. In this context, it should be noted that researchers' healthiest approach to accept unquestionably, to remain indifferent, to try to understand, and to reject without questioning is to understand what is in reality. It has not been checked in the field whether management trends contribute to the application or not. The results obtained here are limited to the literature. Therefore, it may be essential to investigate management fashions such as what is its operational value. Also, it may be beneficial to support the research with quantitative, qualitative, and mixed studies.

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