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Titolo	Strategic management and organisational dynamics : the challenge of complexity to ways of thinking about organisations // Ralph D. Stacey and Chris Mowles
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ISBN	1-292-12569-1 1-292-07877-4
Edizione	[Seventh edition.]
Descrizione fisica	1 online resource (577 pages) : illustrations (some color), tables
Collana	Always learning
Disciplina	658.4012
Soggetti	Organizational behavior Strategic planning
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di bibliografia	Includes bibliographical references (pages [519]-544) and index.
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3.6 How systems thinking deals with the four questions -- 3.7 Summary -- Further reading -- Questions to aid further reflection -- Chapter 4 Thinking in terms of strategic choice: cybernetic systems, cognitivist and humanistic psychology -- 4.1 Introduction -- 4.2 Cybernetic systems: importing the engineer's idea of self-regulation and control into understanding human activity -- 4.3 Formulating and implementing long-term strategic plans.

4.4 Cognitivist and humanistic psychology: the rational and the emotional individual -- 4.5 Leadership and the role of groups -- 4.6 Key debates -- 4.7 How strategic choice theory deals with the four key questions -- 4.8 Summary -- Further reading -- Questions to aid further reflection -- Chapter 5 Thinking in terms of organisational learning and knowledge creation: systems dynamics, cognitivist, humanistic and constructivist psychology -- 5.1 Introduction -- 5.2 Systems dynamics: nonlinearity and positive feedback -- 5.3 Personal mastery and mental models: cognitivist psychology -- 5.4 Building a shared vision and team learning: humanistic psychology -- 5.5 The impact of vested interests on organisational learning -- 5.6 Knowledge management: cognitivist and constructivist psychology -- 5.7 Key debates -- 5.8 How learning organisation theory deals with the four key questions -- 5.9 Summary -- Further reading -- Questions to aid further reflection -- Chapter 6 Thinking in terms of organisational psychodynamics: open systems and psychoanalytic perspectives -- 6.1 Introduction -- 6.2 Open systems theory -- 6.3 Psychoanalysis and unconscious processes -- 6.4 Open systems and unconscious processes -- 6.5 Leaders and groups -- 6.6 How open systems/psychoanalytic perspectives deal with the four key questions -- 6.7 Summary -- Further reading -- Questions to aid further reflection -- Chapter 7 Thinking about strategy process from a systemic perspective: using a process to control a process -- 7.1 Introduction -- 7.2 Rational process and its critics: bounded rationality -- 7.3 Rational process and its critics: trial-and-error action -- 7.4 A contingency view of process -- 7.5 Institutions, routines and cognitive frames -- 7.6 Process and time -- 7.7 Strategy process: a review -- 7.8 The activity-based view.

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## Sommario/riassunto

Strategic Management and Organisational Dynamics remains unique amongst strategic management textbooks by taking a refreshingly alternative look at the subject. Drawing on the sciences of complexity as well as a broad range of social scientific literature, Stacey and Mowles challenge the conceptual orthodoxy of planned strategy, focusing instead on emergence and the predictable unpredictability of organisational life. Ideal for advanced undergraduate and postgraduate study, this critically detailed account deals with current issues, raising the challenge of complexity within practice and theory. &nbsp;

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