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Nota di contenuto	Cover Page; Title Page; Copyright Page; Preface; Contents; Figures; Tables; Summary; Acknowledgments; Abbreviations; Chapter One: Introduction; Background; Recent History of Marine Corps Intelligence; Organization of This Monograph; Chapter Two: Approach; Literature on Organizational Design; Marine Corps and Marine Corps Intelligence Strategy, Plans, and Doctrine; Interviews; Interview Participants; Interview Topics and Questions; Data Analysis; Development and Assessment of Alternative Structures; Chapter Three: Current Organization of Marine Corps Intelligence The Organization of Marine Air-Ground Task ForcesThe Organization of the Intelligence-Supporting Establishment; Manpower Resources; Growth; Distribution by Organization Level; Distribution by Grade; Use of Inventory in a Deployed Setting; Marine Corps Intelligence Units of Analysis; Chapter Four: Literature on Organizational Design and Analytic Framework; Organizational Fit; Hierarchical Criteria; Basic Organizational Structures; Chapter Five: Strategic Intent and Organizational Assessment: USMC Intelligence Strategy, Plans, Doctrine; Strategic Intent Objectives for the Organization of Marine Corps

Intelligence Effectiveness and Efficiency; Chapter Six: Issue Identification and Analysis of Data; Ranking the Issues; Why Include Nonstructural Issues, and Why Prioritize?; Issues; Chapter Seven: Alternative Structures and Their Assessment; Intelligence Department; As Is; Concerns; Should Be; Improving Fit and Mitigating Specific Concerns; Marine Corps Intelligence Activity; As Is; Concerns; Should Be; Improving Fit and Mitigating Specific Concerns; Marine Expeditionary Forces; As Is; Concerns; Should Be Improving Fit and Mitigating Specific Concerns Combat Elements; As Is; Concerns; Should Be; Summary; Chapter Eight: Addressing Remaining Marine Corps Intelligence Issues; Issues Affected by Structural Change; Issues Not Addressed by Structural Change; Chapter Nine: Conclusions and Recommendations; Findings; The Intelligence Department Reflects an Accumulation of 20 Years of Organizational Change; The Marine Corps Intelligence Activity Lacks Customer Orientation and Has Unclear Priorities; The Focus of the Marine Expeditionary Force Is "Up" and Disciplinary The Combat Elements Have Recently Shifted from a Functional to a Matrix Structure but Are Hampered by a Lack of Experience Other Issues Relate to Mission, Workforce, Leadership, Culture, and Technology; Recommendations; The Intelligence Department Is a Functional Hierarchy and Should Stay That Way While Making Opportunistic Improvements; The Marine Corps Intelligence Activity Should Reorganize into a Specialized Matrix Known as a Front-Back Organization; The Marine Expeditionary Force Could Be More Effective if Organized into Integrated Matrix Habitual Relationships; Appendixes A. Organizational Design Literature Considered

Sommario/riassunto

Over the past decade, especially, U.S. Marine Corps (USMC) intelligence has had to tailor its organization to meet the evolving demands of the operational environment. This has resulted in a number of ad hoc arrangements, practices, and organizations. A broad review of the organizational design of USMC intelligence examined how to align it efficiently and effectively with current and future missions and functions.
