Record Nr. UNINA9910808989503321 Autore Catino Maurizio **Titolo** Organizational myopia: problems of rationality and foresight in organizations / / Maurizio Catino [[electronic resource]] Cambridge:,: Cambridge University Press,, 2013 Pubbl/distr/stampa 1-107-23673-8 **ISBN** 1-139-61081-3 1-107-44721-6 1-139-61639-0 1-139-62569-1 1-139-20881-0 1-139-61267-0 1-139-60908-4 1-299-25772-0 Descrizione fisica 1 online resource (x, 259 pages) : digital, PDF file(s) Classificazione BUS085000 302.3/5 Disciplina Soggetti Organizational learning Organizational behavior Lingua di pubblicazione Inglese **Formato** Materiale a stampa Monografia Livello bibliografico Title from publisher's bibliographic system (viewed on 05 Oct 2015). Note generali Includes bibliographical references and index. Nota di bibliografia Nota di contenuto Machine generated contents note: Introduction; 1. Cases of myopia; 2. Uncertainty and predictability in organizations: 3. The mechanisms of organizational myopia; 4. Anticipating risk: the problem of learning; 5. Implications for organizational design; Epilogue. Sommario/riassunto Could the terrorist attacks on the Twin Towers have been avoided? What about the control failures in the recent global financial crisis? Behind these apparently very different events, it is possible to identify a common element of organizational myopia - a syndrome that severely limits the capacity of organizations to foresee the effects of their own decisions and to recognize signs of danger or opportunity. Organizational Myopia explores the barriers that impede organizations from identifying an effective response to the problems that they have to confront. Using real-world cases, the author investigates the

mechanisms that generate myopia in organizations at the individual, organizational, and interorganizational level in contexts that are complex, uncertain, ambiguous, and changeable. This book will help readers understand how to limit the origins of myopia and therefore increase the capacity of organizations to anticipate and contain unexpected events.