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| 1. Record Nr. | UNISALENTO991003654359707536 |
| Autore | Lanza, Francesco |
| Titolo | Mimi e altre cose / Francesco Lanza |
| Pubbl/distr/stampa | Firenze : G. C. Sansoni, stampa 1946 |
| Descrizione fisica | 301 p. ; 21 cm |
| Collana | Letteratura contemporanea |
| Disciplina | 853.912 |
| Lingua di pubblicazione | Italiano |
| Formato | Materiale a stampa |
| Livello bibliografico | Monografia |
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- | | |
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| 2. Record Nr. | UNINA9910816027003321 |
| Autore | Lesca Humbert |
| Titolo | Strategic decisions and weak signals : anticipation for decision-making
// Humbert Lesca, Nicolas Lesca |
| Pubbl/distr/stampa | London, England ; ; Hoboken, New Jersey : , : ISTE Ltd : , : John Wiley & Sons, Inc., , 2014
©2014 |
| ISBN | 1-118-95914-0
1-118-95915-9
1-118-95913-2 |
| Descrizione fisica | 1 online resource (145 p.) |
| Collana | Focus Business, Management and Finance Series, , 2051-249x
Focus Series |
| Disciplina | 658.403 |
| Soggetti | Decision making - Data processing |
| Lingua di pubblicazione | Inglese |
| Formato | Materiale a stampa |
| Livello bibliografico | Monografia |
| Note generali | Description based upon print version of record. |
| Nota di bibliografia | Includes bibliographical references and index. |
| Nota di contenuto | Cover; Title Page; Copyright; Contents; Introduction; CHAPTER 1. THE SUBJECT WITHIN THE FIELD OF MANAGEMENTSCIENCE: CONCEPTS AND |

ISSUES; 1.1. Strategic management and strategic decision making; 1.2. Strategic decision-making and anticipation; 1.2.1. Knowing and anticipating; 1.2.2. Anticipating and deciding; 1.2.3. Anticipating for effective decision-making; 1.2.4. Characteristics of a strategic decision; 1.3. Anticipation, anticipative information and weak signals; 1.3.1. Weak signals; 1.3.2. Characteristics of a weak signal; 1.3.3. Weak signals for anticipation; 1.3.4. Where might we find a weak signal?; 1.3.5. Usefulness of weak signals in strategic decision making; 1.4. Weak signals and anticipative strategic scanning; 1.4.1. Anticipative strategic scanning and weak-signal detection; 1.4.2. The use of weak signals depends on managers' wishes; 1.5. Organizational issues in anticipative strategic scanning, which could weaken strategic decision making; 1.5.1. Definition of "targeting" of anticipative strategic scanning; 1.5.2. Insufficient information: too restrictive a target, and the consequences for strategic decision-making; 1.5.3. Too much information: consequences of information overload for strategic decision-making; 1.5.4. Detecting a weak signal in an information overload situation (in a full text); 1.6. Conclusion: concepts discussed, issues noted and resulting requirements; CHAPTER 2. STATE OF THE ART: SYSTEMS SUGGESTED BY PREVIOUS AUTHORS; 2.1. Entry point: collective interpretation of a set of homogeneous weak signals to make sense; 2.1.1. Interpreting weak signals: sense-making; 2.1.2. How about sense-making using images, remotely?; 2.1.3. Puzzle method: example; 2.2. Directly detecting a weak signal in a full text; 2.3. Automatically selecting a "useful" information fragment (a "brief", for our purposes); 2.3.1. Data overload versus "useful" information fragments; 2.3.2. Managers want automation of information detection; 2.3.3. Is it possible to automate the detection of potentially useful information?; 2.3.4. Prototype of a device to filter data obtained from Web 2.0: ABIMA; 2.4. Improving weak-signal detection by improving the target; 2.4.1. What should we scan for in the environment?; 2.4.2. Learning about the boundary of the environment being scanned; 2.4.3. An automated technique to help change an organization's peripheral vision; 2.5. Conclusion; CHAPTER 3. PROPOSED SYSTEMS: RESULTS OF INFORMATION SYSTEM PROTOTYPING RESEARCH CONDUCTED AT THE CNRS-CERAG LAB (FRANCE); 3.1. TARGETBUILDER, an aid to targeting scanning priorities; 3.1.1. Usefulness; 3.1.2. Principle behind TARGETBUILDER system; 3.1.3. Recap on TARGETBUILDER; 3.2. APROXIMA, automated extraction of fragments (briefs), which may hold weak signals; 3.2.1. Usefulness; 3.2.2. Principle behind APROXIMA system; 3.2.3. Case study: application to the topic of "solar/photovoltaic" power

Sommario/riassunto

An increasing number of business executives, managers and political leaders are using the concept of "weak signals" nowadays. There are also an increasing number of people trying to find out exactly what this concept means, as well as when and how to use it. Such questions arise particularly when it comes down to making strategic decisions. To help with these questions, this book defines the concept of the "weak signal" and then demonstrates how it would be useful in relation to strategic decisions, and more precisely in relation to three moments of the strategic decision, i.e.:<br /