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Nota di contenuto	Organization : Contemporary Principles and Practice; Contents; Preface to Second Edition; Preface from the First Edition; Part I: The Broad Picture; Chapter 1: Organization and Its Importance; Purpose and Scope of This Book; Organizing, Organization, and Organizations; Components of Organization; Organizational Choices; Hierarchy; Specialization; Hierarchy and specialization; Rules and schedules; Systems; Integration; Control; Reward systems; Boundary-crossing and networking; Outsourcing; Alliances; Organizing across borders; Consequences of Deficiencies in Organization; Motivation and morale; Decision making; Conflict and lack of coordination; Changing circumstances; Rising costs; Summary; Questions for Discussion; Notes; Chapter 2: Perspectives on Organizational Design until Recent Times; A Brief Look Into History; One Best Ways of Organizing; Classical organization theory and bureaucracy; Scientific management; The Contingency Approach; Technology; Size; Diversification; People; People and their culture; Organizational purpose and values; Organizational environment; Conclusion; Summary; Questions for Discussion; Notes; Chapter 3: New Conditions, New Organization; The Retreat from Conventional Forms of Organization; New Conditions, New Organization; Globalization; Implications for organization; New

technologies; Implications for organization; The Knowledge-based economy; Hypercompetition; Demands for social accountability; New Conditions, New Forms Summarized; New and Conventional Organizational Forms Compared; The network paradigm; Setting and disseminating the goals of the organization; Identifying duties and roles; Maintaining a value-adding system; Summary; Questions for Discussion; Notes; Part II: New Internal Forms

Chapter 4: Simpler Structures - Reducing HierarchyHierarchy; Unloved but ubiquitous; Hierarchy in conventional organization; The contribution of hierarchy; Negative features of hierarchy; Hierarchy in new organization; Downsizing and Delayering; Size and hierarchy; Downsizing; Context and reasons for downsizing; Performance consequences of downsizing; Delayering; From Hierarchies to Teams; Summary; Questions for Discussion; Notes; Chapter 5: Achieving Integration; The Concept; The Need for Adequate Integration; Achieving Integration is a Challenge; Integration between functions

Operational integrationOther integration problem areas; Poor Integration Can Lead to Disaster; Good Integration Can Create a Dynamic Capability; Signs that Integration Needs Are Not Being Met; A Diagnostic Tool; The Choice of Integrating Mechanism15; Fundamental questions to ask; Integration by a higher manager; Integration through formal procedures and planning; Lateral coordination; A note on matrix organization; Costs of managing integration; Requirements for coordination; Teamworking: An Aid to Integration; Types of team; Further advantages offered by teams

Teamwork best practice - a summary

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#### Sommario/riassunto

"The definitive organization management text for executives and aspiring business leadersOrganization: Contemporary Principles and Practices, Second Edition is the completely updated and revised landmark guide to "macro" organization theory and design, fully grounded in current international practice. International management expert John Child explores the conditions facilitating the development of new organizational forms and provides up-to-date coverage of the key developments driving new organization structure and practice. This revised Second Edition includes a new introductory section on Organization Theory as well as a complete Instructor Manual updated with new material on the basic principles of organizational design. With detailed case studies and examples from throughout the UK, Europe, Asia and North America, Organization provides a truly international overview for advanced students and business executives who want to be at the forefront of the evolution in Organization Theory. 21st Century organizations will be faced with entirely new challenges and opportunities than those faced by previous generations, and emerging business leaders must understand the new "macro" realities in order to succeed. Organization will help readers: Understand the "macro" organization, which is distinct from organizational behaviour Explore the way organizations fit into the international business environment and global economy Analyze the way organizational structure and design affect management performance Apply advanced organization theory and principles to day to day management activities Written by one of the foremost scholars, the fully updated Second Edition of this successful text provides executives and advanced business students with a wide-ranging and trustworthy guide to organizations as the conditions for their survival in our global business environment change"--

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