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Nota di contenuto	ENTERPRISE TRANSFORMATION; TABLE OF CONTENTS; Preface; Contributors; Part I. Introduction to Transformation; 1 Introduction & Overview; Contemporary Context; Pursuing Transformation; Business Processes and Value Streams; Outsourcing and Offshoring; Asset Management; Transformation Archetypes; Transformed Value Propositions; Transformation Via Acquisitions & Mergers; Transformation Via New Value Propositions; Summary; Overview of Book; Introduction to Transformation; Elements of Transformation; Transformation Practices; Transformation Case Studies; References; 2 Enterprises As Systems AbstractIntroduction; Essential Challenges; Enterprise Transformation; Perspectives on Transformation; Approaches to Transformation; Enterprise Solutions; Research Issues; Best Practices; Methods & Tools; Enterprise Technologies; Organizational Simulation; Investment Valuation; Organizational Culture & Change; Research Methodology; summary; Conclusions; References; 3 A Theory of Enterprise Transformation; Abstract; Introduction; Role of Theory; Context of

Transformation; Modeling the Enterprise; A Theory of Enterprise Transformation; Value Deficiencies Drive Transformation Work Processes Enable Transformation Allocation of Attention & Resources; Management Decision Making; Transformation Processes; Summary of Theory; Ends, Means & Scope of Transformation; Value Deficiencies Drive Transformation; Work Processes Enable Transformation; Illustrations of Transformation; Transportation; Computing; Contemporary Illustrations; Conclusions; Implications of Theory; Implications for Systems Engineering and Management; Conclusions; References; Part II. Elements of Transformation; 4 Transformational Leadership; Abstract; Introduction Transactional Leaders and Transformation Leaders The Rise of "The Gamesman"; Transformational Leaders; Mission and Values; A Transformational Vision; Transformation Strategies; Organization Building; Transformation Systems and Processes; Measurement: The Discipline of Getting Results; Conclusion; References; 5 Organization and Culture Change; Abstract; Introduction; Implementing Successful Change; The Change Process; Deciding to Change; Articulating the Case for Change; Linking Vision to Core Values and Building Senior Commitment; Organizational Climate; Leadership Styles; Guiding Change Four Cultural Models Targeted Cultural Modeling; Supporting Change; Building Organizational Accountability; Sustaining Change; Getting the Right People in the Right Roles; Performance Management and Reward Systems; Conclusion; References; 6 Manufacturing and Enterprise Transformation; Abstract; Introduction; Twentieth Century Manufacturing Transformations; Manufacturing Process Transformations; Manufactured Product Transformations; Organization and Operation Transformations; The Manufacturing Enterprise; Product Structure; Process Structure; Information Versus Tangible Products Transformation Revisited

Sommario/riassunto

This landmark book begins with the premise that an organization must often fundamentally transform its business practices and organizational culture to fully align with and realize the value of product and process innovations. The methods and practices that are set forth give readers the tools to create the essential organizational transformations needed to meet the challenges of a complex, rapidly evolving global economy. Enterprise Transformation is organized into four parts: * Introduction to Transformation begins with an introduction and overview of the book. It then features a s
