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ebook managerial economics and organizational architecture

this comprehensive book is packed with field tested tools and techniques that enable organizations to anticipate the future and respond in ways that ensure success it includes numerous practical real world examples to illustrate the concepts covered and step by step instructions for building an organization that can not only ride the wave but harness its power

with two distinct objectives this text's approach to managerial economics takes models from recent economics research and applies the research to the internal structure of a firm after teaching basic applied economics the authors look inside the firm and apply this analysis to management decision making authors brickley smith and zimmerman contend that organizational architecture consists of three aspects of corporate organization the assignment of decision rights within the company methods of rewarding individuals the structure of systems to evaluate the performance of both individuals and business units these three components can be likened to a stool with three legs if one of the legs is shorter the stool is out of balance these three elements must be in balance in the organization as well

as companies are coming to realize they can't compete successfully in the 21st century with organizations based on 19th century ideas competing by design shows clearly and persuasively why and most importantly how to harness the power of organizational architecture to unleash the competitive strengths embedded in each organization

this approach to managerial economics takes models from recent economic research and applies them to the internal structure of the firm after teaching basic applied economics the authors look inside the firm and apply this analysis to management decision making the general model used for this application is organizational architecture which consists of three aspects of corporate organization the assignment of decision rights within the company methods of rewarding individuals and the structure of systems to evaluate the performance of both individuals and business units these three elements must balance in an organization

managers of the future will require new and innovative approaches to designing and structuring their organizations approaches that are now being developed and tested in some of the most well respected companies in the u.s. based on over 10 years consulting with such corporate leaders at at t citicorp corning american express and pepsico the authors reveal emerging techniques for dealing with the range of strategic issues facing organizations mergers and acquisitions joint ventures high performance work systems and total quality management the authors present a proven model for understanding organizations and demonstrate how it can be used to effect positive change in both formal and informal organizational systems finally they look at how executive level work has evolved from an individual to a team orientation and they offer suggestions for selecting team members and using executive teams to collaborate on corporate strategy

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the problem of designing managing and coordinating the efforts of different parts of complex organizations is central to the management and organizations literature a central element in turn of simon s 1962 argument which provides a foundation for understanding complex organizations is that the fundamental properties of complex systems are hierarchy and near decomposability these dual properties are argued to enhance the evolvability of such systems a critical question however is whether boundedly rational managers will be able to identify and uncover some true latent structure of hierarchy and decomposability this question is intimately related to broader issues of concern to organization theory including the usefulness and value of design efforts and the implications of organizational change processes in an effort to unite simon s ideas about complexity with mainstream organization theory we address three research questions 1 how does the architecture or structure of complexity affect the feasibility and usefulness of boundedly rational design efforts 2 do efforts to adapt in the space of organizational forms complicate or complement the effectiveness of first order change efforts 3 to what extent does the rate of environmental change nullify the usefulness of design efforts we employ a computational model of organizational adaptation to examine these questions our results in identifying the boundary conditions around successful design efforts suggest that the underlying architecture of complexity of organizations particularly the presence of hierarchy is a critical determinant of the feasibility and effectiveness of design efforts we also find that design efforts are generally complementary to efforts at local performance improvement and identify specific contingencies that determine that extent of complementarity we discuss the implications of our findings for organization theory and design and also the burgeoning literature on modularity in products and organizations

organization redesign exercises consume enormous time resources and energy and yet they so often get stuck midway or fail to deliver the aspired benefits this groundbreaking book offers a comprehensive guide enabling executives and their teams to have nuanced and in depth discussions about substantive design choices once these choices are clear the teams can confidently initiate the change process the book brings together the building blocks of organization design thinking into a logical flow it offers a high quality framework with each building block broken down into specific design questions for each of the five categories of design variables architecture processes culture people and technology the book enables executives to discover and weigh up a variety of situation specific design alternatives the book steers clear of academic abstractions simplistic formulaic solutions flavor of the year debates and misleading anecdotes from today s superstar firms it is written for smart executives at mainstream companies who realize that organization design choices are contextual and influenced by their company s specific history the book presents a pragmatic framework that guides managers in search of a conclusive and efficient organization design process it is relevant to c suite executives and directors as well as senior and middle managers internal project leaders and organization design consultants

written specifically for executives and mba students the third edition of this successful textbook provides a step by step guide to designing an organization from diagnosis to design and implementation it provides comprehensive coverage of the key aspects of organizational design including goals strategy process people coordination control and incentives following a new diamond model fully tested in practice the book guides readers through an integrated methodology for organizational assessment and planning it

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building on his pioneering work on the management of technology and innovation in his first book managing the flow of technology thomas j allen of mit has joined with award winning german architect gunter henn of henn architekten to produce a book that explores the combined use of two management tools to make the innovation process most effective organizational structure and physical space they present research demonstrating how organizational structure and physical space each affect communication among people in this case engineers scientists and others in technical organizations and they illustrate how organizations can transform both to increase the transfer of technical knowledge and maximize the communication for inspiration that is central to the innovation process allen and henn illustrate their points with discussions of well known buildings around the world including audi s corporate headquarters steelcase s corporate design center and the corning glass becker building as well as several of gunter henn s own projects including the skoda automotive factory in the czech republic and the faculty for mechanical engineering at the technical university of munich allen and henn then demonstrate the principles developed in their work by discussing in detail one example in which organizational structure and physical space were combined successfully to promote innovation with impressive results henn architekten s project house for the bmw group research and innovation centre in munich cited by business week april 24 2006 in naming bmw one of the world s most innovative companies professor thomas allen is the originator of the allen curve in the late 1970s tom allen undertook a project to determine how the distance between engineers offices coincided with the level of regular technical communication between them the results of that research now known as the allen curve revealed a distinct correlation between distance and frequency of communication i e the more distance there is between people 50 meters or more to be exact the less they will communicate this principle has been incorporated into forward thinking commercial design ever since in for example the decker engineering building in new york the steelcase corporate development center in michigan and bmw s research center in germany

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