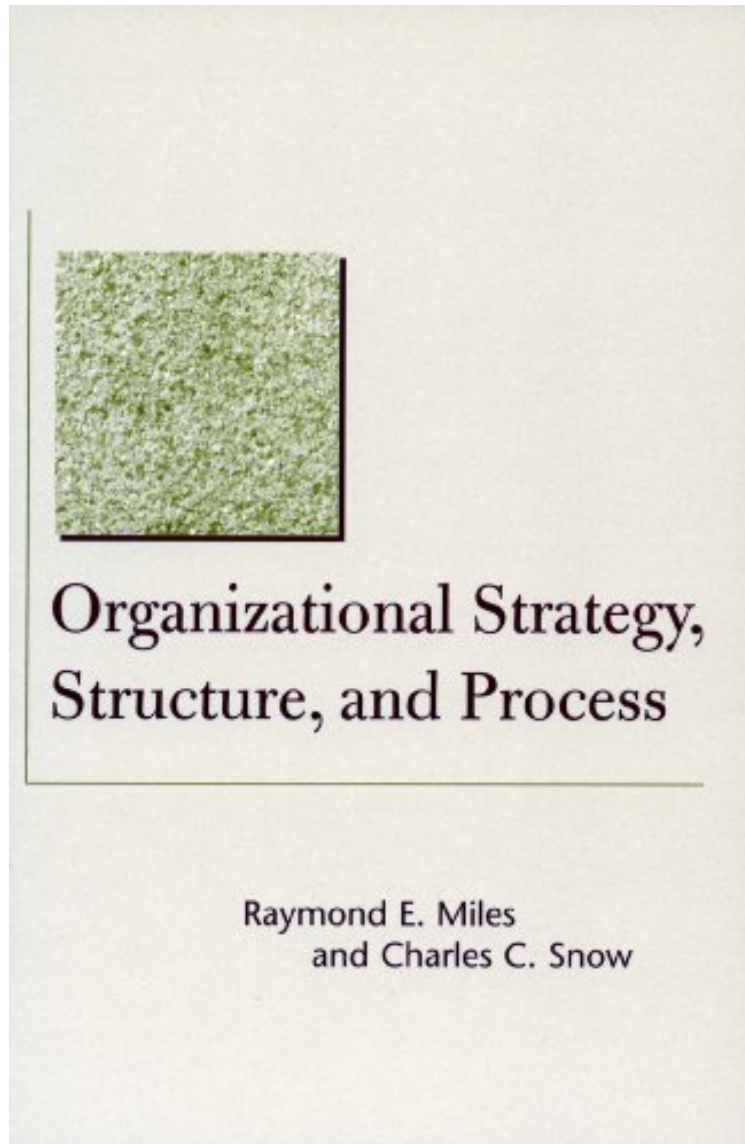


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Organizational Strategy, Structure, and Process (Stanford Business Books)

Charles C. Snow, Raymond E. Miles
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0 of 0 people found the following review helpful. This is a great source for organizational optimization pointers. By Review of Golden Rule This is a great source for organizational optimization pointers. From inside the trenches of change agency, the advantages provided by the model and extrapolations allow for game-changing strategic insight. It

takes some work to break the nuggets free, so don't think it is a flashy read. One must have strong interest in the principles and factors of organizational process. 1 of 1 people found the following review helpful. Applicable examples

By Ramon Ruiz Solano
The book includes excellent research examples that can be rapidly compare with the current manufacturing industry events. Although the theory was initiated a long time ago, the adjustment and expansion to this incipient century is applicable. 0 of 0 people found the following review helpful. Fantastic Foreword for a Standard in the Field and a Reflexive Source of Research

By Fred Cheyunski
Finding this edition of Miles and Snow's classic book was a pleasant welcome surprise for this reviewer. In addition to the original work, there is an excellent foreword by Donald Hambrick that puts its contribution to organization studies into perspective. The book itself describes the manner in which organizations adapt to their environment pursuing four basic strategy types: Defenders (prosper through stability, reliability, efficiency), Prospectors (thrive on stimulating and/or meeting new product market opportunities), Analyzers (more innovative than Prospectors vs. Defenders, but more cautious and deliberate than Prospectors), and Reactors (vacillate in approach). Familiar with the concepts, this reviewer appreciated the way Hambrick shows how Michael Porter subsequently presented his similar generic strategies on cost leadership, differentiation emphases and ways to map value chain activities. He was also delighted with the connection to Michael Treacy and Fred Wiersema's description of 3 strategic value orientations or "Disciplines of Market Leaders" (operational excellence, product leadership, customer intimacy) much like those presented by Miles and Snow. Because of these connections, links to earlier management concepts and those that have come since make this volume especially valuable. For instance, one can see the similarities with Geoffrey Moore's recent reissue of his "Crossing the Chasm" (3rd edition) description of technology adoption with Miles and Snow's adaptive cycle business problem (selecting/adjusting product market domain), engineering problem (producing and delivering products/services), administrative problem (establishing roles, relationships, organizational processes). In many ways, this book can help enrich other such parallels with research by various scholars on topics such as configuration analysis, organizational fit, strategic human resource management, and multi-firm network organizations. For such a reflexive and useful source of research consult "Organizational Strategy, Structure, and Process" (Stanford Business Books edition).

This book is an ethnographic analysis of the social fabric and internal dynamics of one such neighborhood: Miyamotocho, a pseudonym for a residential and commercial district in Tokyo where the author carried out fieldwork from June 1979 to May 1981, and during several summers since. It is a study of the social construction and maintenance of a neighborhood in a society where such communities are said to be outmoded, even antithetical to the major trends of modernization and social change that have transformed Japan in the last hundred years. It is a study not of tradition as an aspect of historical continuity, but of traditionalism: the manipulation, invention, and recombination of cultural patterns, symbols, and motifs so as to legitimate contemporary social realities by imbuing them with a patina of venerable historicity. It is a study of often subtle and muted struggles between insiders and outsiders over those most ephemeral of the community's resources, its identity and sense of autonomy, enacted in the seemingly insubstantial idioms of cultural tradition.

"Miles and Snow's path-breaking work seems as fresh and original today as when it was originally published. Their pioneering efforts at linking strategy, structure, process, and a management mindset is a model for today's researchers who seek to be both academically respectable yet managerially relevant. This book belongs in the core collection of any manager or serious student of strategy organization or management." — Christopher Bartlett, Thomas D. Casserly Professor of Business Administration, Harvard Business School