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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.

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Competing by Design : The Power of Organizational Architecture. If the defining goal of modern-day business can be isolated to just one item, it would be the search for competitive advantage. And, as everyone in business knows, it's a lot harder than it used ...

Competing by Design : The Power of Organizational ...

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.

If the defining goal of modern-day business can be isolated to just one item, it would be the search for competitive advantage. And, as everyone in business knows, it's a lot harder than it used to be. On the one hand, competition is more intense than ever--technological innovation, consumer expectations, government deregulation, all combine to create more opportunities for new competitors to change the basic rules of the game. On the other hand, most of the old reliable sources of competitive advantage are drying up: the hallowed strategies employed by GM, IBM, and AT&T to maintain their seemingly unassailable positions of dominance in the 1960s and 70s are as obsolete as the calvary charge. So in this volatile, unstable environment, where can competitive advantage be found? As David Nadler and Michael Tushman show, the last remaining source of truly sustainable competitive advantage lies in "organizational capabilities": the unique ways each organization structures its work and motivates its people to achieve clearly articulated strategic objectives. For too long, too many managers have thought about "organization" merely in terms of rearranging the boxes and lines on an organizational chart--but as Competing by Design clearly illustrates, organizational strength is found far beyond one-dimensional diagrams. Managers must, argue Nadler and Tushman, understand the concepts and learn the skills involved in designing their organization to exploit their inherent strengths. All the reengineering, restructuring, and downsizing in the world will merely destabilize a company if the change doesn't address the fundamental patterns of performance--and if the change doesn't recognize the unique core competencies of that company. In this landmark volume, the authors draw upon specific cases to illustrate the design process in practice as they provide a set of powerful, yet simple tools, for using strategic organization design to gain competitive advantage. They present a design process, explore key decisions managers face, and list the guiding principles for incorporating the design function as a continuing and integral process in organizations that are looking to the future. In 1918, Henry Ford's Dearborn assembly plant was the model of the new assembly-line technology. Today, the assembly plant is an aging relic, but, incredibly, the organizational architecture it spawned lives on in steep hierarchies, centralized bureaucracies, and narrowly defined jobs. 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.

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Today, time is the cutting edge. In fact, as a strategic weapon, contend George Stalk, Jr., and Thomas M. Hout, time is the equivalent of money, productivity, quality, even innovation. In this path-breaking book based upon ten years of research, the authors argue that the ways leading companies manage time—in production, in new product development, and in sales and distribution—represent the most powerful new sources of competitive advantage.

With many detailed examples from companies that have put time-based strategies in place, such as Federal Express, Ford, Milliken, Honda, Deere, Toyota, Sun Microsystems, Wal-Mart, Citicorp, Harley-Davidson, and Mitsubishi, the authors describe exactly how reducing elapsed time can make the critical difference between success and failure. Give customers what they want when they want it, or the competition will. Time-based companies are offering greater varieties of products and services, at lower costs, and with quicker delivery times than their more pedestrian competitors. Moreover, the authors show that by refocusing their organizations on responsiveness, companies are discovering that long-held assumptions about the behavior of costs and customers are not true: Costs do not increase when lead times are reduced; they decline. Costs do not increase with greater investment in quality; they decrease. Costs do not go up when product variety is increased and response time is decreased; they go down. And contrary to a commonly held belief that customer demand would be only marginally improved by expanded product choice and better responsiveness, the authors show that the actual results have been an explosion in the demand for the product or service of a time-sensitive competitor, in most cases catapulting it into the most profitable segments of its markets. With persuasive evidence, Stalk and Hout document that time consumption, like cost, is quantifiable and therefore manageable. Today's new-generation companies recognize time as the fourth dimension of competitiveness and, as a result, operate with flexible manufacturing and rapid-response systems, and place extraordinary emphasis on R&D and innovation. Factories are close to the customers they serve. Organizations are structured to produce fast responses rather than low costs and control. Companies concentrate on reducing if not eliminating delays and using their response advantage to attract the most profitable customers. Stalk and Hout conclude that virtually all businesses can use time as a competitive weapon. In industry after industry, they illustrate the processes involved in becoming a time-based competitor and the ways managers can open and sustain a significant advantage over the competition.

Designing with Solar Power is the result of international collaborative research and development work carried out within the framework of the International Energy Agency's Photovoltaic Power Systems Programme (PVPS) and performed within its Task 7 on 'Photovoltaic power systems in the built environment'. Each chapter of this precisely detailed and informative book has been prepared by an international expert in a specific area related to the development, use and application of building-integrated photovoltaics (BiPV). Chapters not only cover the basics of solar power and electrical concepts, but also investigate the ways in which photovoltaics can be integrated into the design and creation of buildings equipped for the demands of the 21st century. The potential for BiPV, in both buildings and other structures, is explored together with broader issues such as market deployment, and international marketing and government strategies. In addition, more than 20 contemporary international case studies describe in detail how building-integrated photovoltaics have been applied to new and existing buildings, and discuss the architectural and technical quality, and the success of various strategies. Packed with photographs and illustrations, this book is an invaluable companion for architects, builders, designers, engineers, students and all involved with the exciting possibilities of building-integrated photovoltaics.

Drawing on twelve compelling international contributions, this important book argues that traditional technocratic ways of designing policy are now inadequate and suggest co-production as a more democratic alternative. The book will be a valuable resource for researchers and students.

This book introduces the state-of-the-art in research in parallel and distributed embedded systems, which have been enabled by developments in silicon technology, micro-electro-mechanical systems (MEMS), wireless communications, computer networking, and digital electronics. These systems have diverse applications in domains including military and defense, medical, automotive, and unmanned autonomous vehicles. The emphasis of the book is on the modeling and optimization of emerging parallel and distributed embedded systems in relation to the three key design metrics of performance, power and dependability. Key features: Includes an embedded wireless sensor networks case study to help illustrate the modeling and optimization of distributed embedded systems. Provides an analysis of multi-core/many-core based embedded systems to explain the modeling and optimization of parallel embedded systems. Features an application metrics estimation model; Markov modeling for fault tolerance and analysis; and queueing theoretic modeling for performance evaluation. Discusses optimization approaches for distributed wireless sensor networks; high-performance and energy-efficient techniques at the architecture, middleware and software levels for parallel multicore-based embedded systems; and dynamic optimization methodologies. Highlights research challenges and future research directions. The book is primarily aimed at researchers in embedded systems; however, it will also serve as an invaluable reference to senior undergraduate and graduate students with an interest in embedded systems research.

Organizations Evolving offers a unique theoretical framework for understanding organizational emergence, persistence, change and decline. This updated and revised third edition presents an evolutionary view that provides a unified understanding of modern organizations and organization theory.

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