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The Individualized Corporation

**A Fundamentally
New Approach
to Management**

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**Sumantra Ghoshal and
Christopher A. Bartlett**
Authors of Managing Across Borders

The Individualized Corporation A Fundamentally New Approach To Management

Sumantra Ghoshal



The Individualized Corporation A Fundamentally New Approach To Management:

The Individualized Corporation Sumantra Ghoshal, Christopher A. Bartlett, 1999-01-27 Based on six years of research and hundreds of interviews with managers at every level of companies such as Intel ABB Canon 3M and McKinsey The Individualized Corporation explores the collapse of an outmoded corporate form and reveals the emergence of a fundamentally different management philosophy one that forces on the power of the individual as the driver of value creation in the company and the importance of individuality in management The image of the Organization Man as a cog in a corporate machine has become both dated and dangerous Rather than try to force employees into a homogeneous corporate mold based on a company s strategy structure and system world renowned scholars and consultants Sumantra Ghoshal and Christopher Bartlett argue that managers must embrace a philosophy based on purpose process and people that focuses on developing and leveraging the individual s unique talents and skills a company s most important source of competitive advantage Without proposing a universal solution or a quick fix prescription this important book provides an indispensable guide for those who must lead their companies into the next century *The Individualized Corporation* Sumantra

Ghoshal, Christopher A. Bartlett, 2000 A ground breaking book by two world class professors which argues the irresistible case for a new business strategy one that is centred on corporate purpose and culture and not on the industrial machine Using diverse and compelling examples THE INDIVIDUALIZED CORPORATION explains how business leaders must recast the role of managers by transforming how they behave not reengineering what they do It is above all concerned with revitalising corporate culture by recasting the role of management and returning the core of business s responsibility participation and contribution to the level of the individual The Individualized Corporation Sumantra Ghoshal, 1999

The Individualized Corporation Sumantra Ghoshal, Christopher A. Bartlett, 1997-12-01 Based on 6 years of research hundreds of interviews with managers at every level this book explores the collapse of an outmoded corporate form reveals the emergence of a fundamentally different mgmt philosophy that focuses on the power of the individual as the driver of value creation in the company the importance of individuality in mgmt In today s service based information intense competitive environment corporate leaders must recognize that human creativity individual initiative are their most important source of competitive advantage An indispensable guide for those who must lead their companies into the new century Rethinking the Case Study in International Business and Management Research Rebecca

Marschan-Piekkari, Catherine Welch, 2011-01-01 This important and original book places the case study in international business research in its historical context critically evaluates current case study practices in the field and proposes a more pluralistic future for case research within international business and international management research While the case study is the most popular qualitative research strategy in the field only a narrow selection of possible approaches is currently used IB and IM researchers typically rely on a case study approach that could be characterized as qualitative positivism The

editors and contributors look beyond this disciplinary convention and encourage greater pluralism in IB and IM case research. Their key argument is that increased awareness of prevailing disciplinary conventions and their limitations increases the potential for methodological innovation and versatility in case research. The contributions provide critical novel and innovative perspectives on the case study in IB and IM research. The book offers inspiration to case authors and an authoritative methodological reference for those publishing and reviewing case research. It will also be highly regarded by postgraduate and doctoral students in IB and IM as well as both qualitative and quantitative researchers in the field.

Handbook of Organizational and Managerial Innovation Tyrone Pitsis, 2013-01-01. The Handbook of Organizational and Managerial Innovation places humans, their acts, practices, processes, and fantasies at the core of innovation. Bringing together some of the world's leading thinkers, academics, and professionals, both established and emerging, this multidisciplinary book provides a comprehensive picture of the vibrant and engaging field of organizational and managerial innovation. The contributors present organizational and managerial innovation as a complex concept underpinned by varied ontological and epistemological traditions and disciplines. They reveal that it is something that exists and occurs at multiple levels of analysis and from multiple zones of experience: the experience of managers, workers, psychologists, philosophers, and economists. This innovative and engaging Handbook will be an essential resource for researchers, practitioners, and students alike with an interest in the role of innovation in organizations.

The China Management Handbook F. Sieren, E. Boos, 2016-01-08. With China's accession to the WTO in Spring 2002, it is essential that Western investors and business people get an effective tool kit which enables them to succeed in the highly competitive Chinese market and to deal with the issues and changes that the WTO will bring. As a guide for western investors, this book gives the answer to the 100 most crucial questions on operating or restructuring business in China. The question and answer format allows the reader to rapidly select information for a specific situation.

Team Flow Jef J.J. van den Hout, Orin C. Davis, 2019-09-17. This book presents a series of studies that conceptualize, test, and monitor team flow experiences in professional organizations to perform autonomously and successfully. It analyses the processes by which team flow emerges by exemplifying case studies and introduces a protocol to spark team flow in professional organizations.

Advances in Applied Digital Human Modeling Vincent Duffy, 2010-06-09. This volume is concerned with digital human modeling. The utility of this area of research is to aid the design of systems that are benefitted from reducing the need for physical prototyping and incorporating ergonomics and human factors earlier in design processes. Digital human models are representations of some aspects of a human that can be used.

General Management in Latin and Ibero-American Organizations Adrián A. Caldart, Joan E. Ricart, Alejandro A. Carrera, 2019-06-25. This book provides an examination of the general manager which encompasses their roles as strategist, organizational designer, and institutional leader. Instead of exclusively focusing on the economic aspect of general management, this book explores a humanist perspective based on the conviction that maintaining high ethical standards is a

precondition to the healthy long term prosperity of firms and more importantly the development of employees Bringing together a team of contributors from several prestigious business schools in Spain Portugal and Central and South America this book develops the field of general management through academic thinking research and practical experience in the form of original and relevant case studies from the perspective of Ibero American business communities After explaining the foundations of its call for humanist general management practices the authors focus on themes inherent to strategy and organizing such as sustainability business model innovation strategy in emerging markets strategic alliances digital strategy and organizational learning They conclude by focusing on institutional leadership and provide a fresh look at boards of directors risk management family businesses stakeholder management and the work of CEOs General Management in Latin and Ibero American Organizations is an invaluable resource that will be of great interest to practitioners and students in the field of international business management organization studies strategy in emerging markets leadership and corporate governance

Employment Relations and HRM in South Korea Dong-One Kim, Johnngseok Bae, 2017-07-05 South Korea is one of the rare countries that has experienced political industrial democratization and economic development simultaneously in a relatively short period However the full story of democratization and development processes displays two faces positive and negative aspects to the deployment of labour human resources This book explains these seemingly contradictory outcomes of Korean employment relations ER and human resource management HRM based upon a theoretical framework that incorporates logics of environmental constraints and strategies of actors During three key periods of the previous century i e pre 1987 1987 1997 and post 1997 the book discusses the paradigm shift in both ER and HRM This much needed text contains informative details on Korean ER and HRM of past and present with theoretical and practical views and of transformations and continuities The book provides policy implications that will stimulate constructive debates regarding the mutual gains strategies for policy makers management and employees

The Future of Knowledge Management Birgit Renzl, Kurt Matzler, Hans Hinterhuber, 2005-12-15 In this book leading scholars debate current issues and shed light on future prospects in the field of Knowledge Management It presents new perspectives on knowledge and learning including modes of knowing in practice transactive knowledge systems organizational narrations and challenges conventional wisdom It deals with emerging issues in knowledge and innovation embracing models of distributed innovation and forms of co operation It also includes problems in managing knowledge leadership issues and how to measure knowledge

Global Training and Development Michel Syrett, Jean Lammiman, 2003-10-31 Effective Training Development is essential if you are to continuously get the best from your people and extend the knowledge shelf life of your company This module explores the vast array of options available to the HR function including on the job learning formal management education coaching and mentoring Cost effectiveness and measurable payback are also dealt with as cornerstones of any training and development activity

A Bias for Action Heike Bruch, Sumantra Ghoshal, 2004 Annotation *The Palgrave Handbook of Breakthrough*

Technologies in Contemporary Organisations Mahmoud Moussa, Adela McMurray, 2025-03-08 This handbook traverses the broad spectrum of ICT management engaging readers to consider not only the beneficial transformations triggered by these technologies but also the organisational challenges they present From the disruption brought about by machine learning to the vast opportunities unleashed by the evolution of big data analytics to the revolution of financial technology FinTech this handbook offers a thorough and comprehensive journey through the landscape of ICT The focus is not solely on the breakthrough technologies themselves but the intricate patterns of their evolution adoption management and the subsequent ripples they create in the organisational fabric The handbook challenges current views provokes new insights and inspires a futuristic view of managing ICT in the ever evolving business landscape

Improving Air Safety through Organizational Learning Jose Sanchez-Alarcos Ballesteros, 2016-05-13 The key theme of this book is organizational learning and its consequences for the field of aviation safety Air safety rates have been improving for a long time demonstrating the effects of a good learning model at work However the pace of improvement has almost come to a standstill Why is this Many safety improvements have been embodied in technology New devices and procedures appear almost daily yet the rate of air safety improvement has dragged in recent years *Improving Air Safety through Organizational Learning* explains this situation as being the consequence of a development model supported chiefly by information technology being introduced as an alternative to human operators This is not a book about the convenience of including or not including IT in aviation but an open discussion about the adequacy and risks of some practices in the field Two different but complementary issues emerge Firstly a real improvement in air safety requires a different approach since the present one seems now to be exhausted Secondly the current approach has powerful economic roots and any new approach must deal with this fact improving safety rates without becoming financially damaging Consequently the book is divided into two parts Part one deals with the issue of the present learning model organizing the conclusions around accident reports that show themselves the existence of a problem the present use of technology makes the system better at doing things already known while at the same time it makes the whole system worse at dealing with unplanned situations Part two suggests a new development model one that makes strong use of technology but at the same time questions every step what knowledge will disappear from the system and what is the potential effect of that loss

Global Networks C. Ibbott, 2007-10-11 This fascinating book provides a unique experiential view into the hidden globalization of Vodafone in which was created a social network that was engaged in the acquisition and deployment of a global network of mobile technology that now serves a proportionate mobile customer base of more than 190 million

Business Group Management in Japan Kazuki Hamada, 2010 With increased competition among business groups companies need to enhance the value of their business and effectively manage individual firms This book explores and elucidates business group and inter firm management in Japanese environments both theoretically and practically through case studies survey research and other methodologies In considering the concept of the Keiretsu in Japan

as well as other management methods employed by Japanese companies this book provides extensive coverage on uniquely Japanese management methods Examples are the application of evaluation system execution of M A utilization of segment information management of inter firm relations and organizational learning The analyses hypotheses and conclusions presented in this book will be useful for business practitioners and scholars

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Be a Great Boss: The Hill Collection (4 Items) Linda A. Hill,Kent Lineback,2014-08-19 This digital collection curated by Harvard Business Review offers seminal ideas by leadership expert and Harvard Business School professor Linda A Hill It includes three of her most popular books Becoming a Manager Being the Boss coauthor and Collective Genius coauthor as well as the influential 2011 Harvard Business Review article Are You a Good Boss or a Great One which Hill coauthored with Kent Lineback Hill is an in demand teacher and mentor to professionals worldwide on the topics of managing change cross organizational relationships global strategy innovation talent management and leadership development This collection offers the best reading on how to be an effective leader and a better boss resulting in enhanced personal and professional success and a better performing organization All four works included in the set are influential in the field of leadership and have been embraced by practitioners everywhere who use Hill s advice to become better at what they do Linda A Hill is Professor of Business Administration at Harvard Business School and the faculty chair of its Leadership Initiative She has chaired numerous executive education programs at the school Hill serves on numerous boards of directors boards of trustees and advisory boards and her work and ideas are featured regularly in international media

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