

CONTENTS

Preface to Second Edition	VII
Preface from the First Edition	IX
PART I THE BROAD PICTURE	1
Chapter 1 Organization and Its Importance	3
Chapter 2 Perspectives on Organizational Design until Recent Times	27
Chapter 3 New Conditions, New Organization	53
PART II NEW INTERNAL FORMS	85
Chapter 4 Simpler Structures – Reducing Hierarchy	87
Chapter 5 Achieving Integration	109
Chapter 6 Control	143
Chapter 7 Questions of Reward	171
Chapter 8 Payment Systems	191
PART III NEW NETWORK FORMS	215
Chapter 9 Outsourcing and Offshoring	217
Chapter 10 Virtual Organization	241

Chapter 11	Strategic Alliances	269
Chapter 12	Organizing Across Borders	291
PART IV	ACHIEVING EFFECTIVE ORGANIZATIONS	331
Chapter 13	Managing Organizational Change	333
Chapter 14	Organizing for Learning	371
Chapter 15	Generating and Utilizing Trust	405
Chapter 16	Corporate Governance in New Organizational Forms	427
PART V	DESIGNING ORGANIZATIONS FOR THE 21ST CENTURY	451
Chapter 17	Meeting Strategic Business Needs	453
Chapter 18	Meeting Strategic Social Needs	477
Author Index		497
Subject Index		507