

FORD FOCUS



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powerful tools for orchestrating change in their firm Redesigning the Firm illuminates many of the challenges that confront the executive approaching the issue from a wide variety of perspectives The book considers for instance whether the firm's stockholders directors and managers should reevaluate how they distribute power and share information and it explores why external board members often fail to exercise a strong voice in governance It looks at the changing boundary of the firm as partnerships and alliances have become more important examining this new development in three types of market emerging markets such as Eastern Europe markets where economies of scale provide a critical advantage and dynamic markets where speed is essential It examines the use of suppliers in Japanese American and European firms and finds the former to be more efficient Some of the essays are quite eye opening For instance one chapter demonstrates that firms can increase product variety at no extra cost revealing how a study of the automotive industry shows that investing in training in flexible manufacturing processes and in better operations management will increase variety without compromising productivity or lowering quality And one chapter sounds a strong note of dissent contending that the design of organizations matters little to a global competitor what matters is how managers think about the world and how the operating procedures they use guide decision making and behavior In the final section editors Bowman and Kogut reflect on two outstanding issues concerning the design of the firm how much of what managers used to believe was critical to their success can they place outside their ownership boundaries and how to deal with the complex challenges that modular design presents The editors apply their conclusions to the Wharton School itself making the book particularly valuable for anyone concerned with the quality and future of business education in America Here then is the best thinking by leading experts in corporate design who examine the best ways to generate speed variety and flexibility to expand the firm over time and over national boundaries and to prepare a corporation for the next century

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