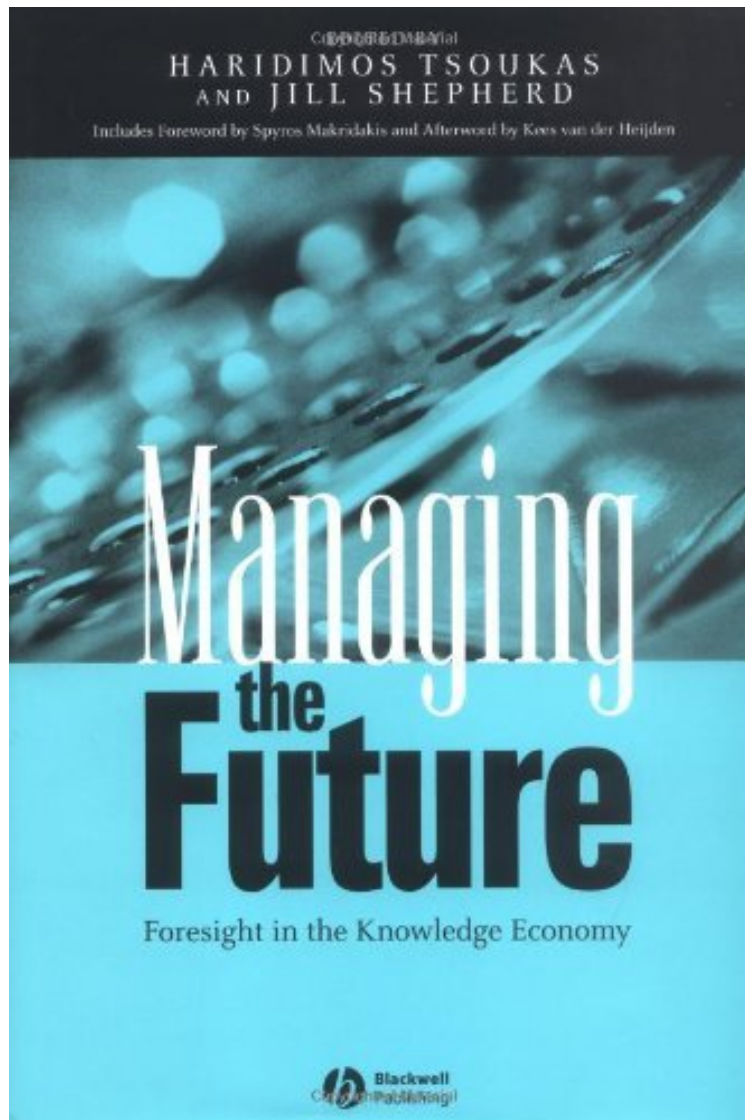


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Managing the Future: Foresight in the Knowledge Economy

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In this book, leading authors explore ways in which organizations can develop their ability to manage the future. An exploration of the ways in which organizations can develop their ability to manage the future. Consists of ten papers

written by authors from both sides of the Atlantic and from Asia, all of whom are distinguished scholars in the fields of strategy or organizational learning. Addresses key questions about how organizational foresight can be conceptualized and developed, and the extent to which it is possible. The papers are prefaced by a foreword from Spyros Makridakis and an introduction from the editors. Helps to shape a new research agenda, and so will be of interest to academics, as well as to students and practitioners.

"This is a fascinating book, placing contemporary techniques for managerial foresight within a rich and challenging theoretical context. It is recommended equally for thinking practitioners and for practice-sensitive teachers and researchers." Richard Whittington, Said Business School "This timely book adds a new dimension to the strategy debate and sources of competitive advantage. Its topic, strategic foresight, is most crucial in turbulent environments, in which change is frequent and disruptive. The authors show that not so much a superior vision, appropriate plan, generic strategy, innovative culture or unique resource-pool, but rather strategic foresight differentiates successful firms from failing firms. In fact, unlearning and relearning may be one of the most important outcomes." Professor Henk W Volberda, Rotterdam School of Management, Erasmus University "Strategic foresight is central to managing the future, yet it is one of the least understood areas of management. Tsoukas and Shepherd offer a collection of readings that serve to deepen our understanding of what organizational foresight is, and what it takes to do it well. Designed for the reader who seeks more than a superficial overview, it offers jewels of insight and a variety of frameworks that serve to challenge and enrich our mental maps about developing organizational foresight." Mary Crossan, University of Western Ontario "Hari Tsoukas, Jill Shepherd and the other contributors of this book provide a compelling vision as to why the 'future could be ours to manage.' This is a thought-provoking book that offers ways by which individuals can develop foresight." Raghu Garud, New York University "This is really good material, from good scholars, on this emerging field. It will attract a wide audience." Colin Eden, University of Strathclyde "This book brings together different perspectives on an increasingly challenging question: just how might managers cope with the bewildering changes that are occurring in the world around them. The book raises more questions than it answers perhaps; but that is for the good: they are questions that need to be raised to inform a research agenda that is, and will increasingly become, central to management needs." Gerry Johnson, Strathclyde University

From the Back Cover

At a time of ever-accelerating change, when more and more organizations find themselves operating in high-velocity environments, the ability to look ahead, prepare for the future, and help create it is more crucial than ever. The book consists of ten papers written by leading authors from both sides of the Atlantic and from Asia, all of whom are distinguished scholars in the fields of strategy or organizational learning. The papers address four key issues: how organizational foresight can be conceptualized; how organizations make sense of themselves and their environments; how the capability for strategic foresight can be developed; and to what extent strategic foresight in organizations is possible.

About the Author

Haridimos Tsoukas is the George D. Mavros Research Professor of Organization and Management at the Athens Laboratory of Business Administration (ALBA), Greece and Professor of Organization Studies, Warwick Business School, UK. He has published widely in several leading academic journals, including the *Academy of Management Journal*, *Strategic Management Journal*, *Organization Studies*, *Organization Science*, *Journal of Management Studies*, and *Human Relations*. He is the Editor-in-Chief of *Organization Studies*, serves on the Editorial Board of several journals and is co-editor of *The Oxford Handbook of Organization Theory: Meta-theoretical Perspectives* (OUP, 2003). **Jill Shepherd** is Assistant Professor of Management at the Faculty of Business Administration, Simon Fraser University, and co-organizer of the First International Conference on Organizational Foresight in the Knowledge Economy. Her research interests centre around the use of evolutionary theory, particularly a branch called memetics, to investigate knowledge creation and innovation within corporates, high tech firms and clusters. Prior to becoming an academic, Jill worked in industry both in an international corporate setting and in a consulting setting; and operated as an international management consultant for a number of years.