

cusses organizational design, which he likens to "the design of things — buildings, airplanes, computers. . . . Trade-offs must be made. The business strategy should set the criteria necessary for determining the priority task to accomplish. An organization can then be designed to meet those criteria." He uses the five-pointed "star model" as a framework to focus on the policies of strategy, structure, processes, rewards, and people that go into choosing an effective organizational design, aligning the strategy with the structure, and coordinating cross-functional work flows and lateral processes.

In part two, Galbraith, professor of management and organization at the Center for Effective Organizations at the University of Southern California, focuses on other design models — "functional integrators," in which lateral processes are used to transform functional structures into new structures; the "distributed organization," in which a companywide activity is moved from headquarters to an operating unit; and the "front/back hybrid structure," in which the front-end structure focuses on market segments and the back-end structure focuses on products and technologies.

Finally, Galbraith discusses how to create a networked corporation, which he considers to be "the ultimate answer" to organizational design. It can be large or small and fast and flexible, says Galbraith. He has many suggestions for leading a networked organization and establishing a continuous design process.

***Strategic Management for Nonprofit Organizations***, Sharon M. Oster, New York: Oxford University Press, 1995, 350 pages, \$35.00

Oster applies the strategic management principles developed for for-profit organizations to nonprofits. She begins with mission statements and goal setting, just

as important, she feels, for a museum or charity as they are for General Motors or Coca-Cola. She also discusses how to analyze the competition by using an adaptation of Porter's six forces diagram for the corporate sector. Also included is information on how to motivate nonprofit workers, how to manage volunteers, and what to expect of the board of directors.

Next, Oster, the Frederic D. Wolfe Professor of Management and Entrepreneurship at the Yale School of Organization and Management, covers fundraising and sales of goods and services, financial reporting systems, and managerial control systems. The lengthy appendix contains informative case examples of various nonprofits like PBS, the American Red Cross, the Guggenheim Museum, the United Hmong Association, and People for the American Way, among others.

***Designing Team-Based Organizations***, Susan Albers Mohrman, Susan G. Cohen, and Allan M. Mohrman, Jr., San Francisco: Jossey-Bass, 1995, 390 pages, \$29.95

The authors argue that "a team-based organization differs in fundamental ways from the traditional, bureaucratic model. . . . It requires the ultimate redesign of the entire organization." Thus they call this a "second-generation team book" because they intend it for managers who are struggling to create a team-based organization that works. A study of 203 teams in eleven companies forms the basis for the five-step framework they offer. First, the company identifies work teams and the nature of the task. Second, it specifies integrations. Third, it clarifies management structure and roles. Fourth, the company designs integration processes. Finally, it develops performance management processes. The authors, all associated with the Center for Effective Organizations at the

University of Southern California, also cover the broader context of changes that affect a team-based organization in the areas of responsibility, skill development, empowerment of workers, and implementation.

***The Executive Way: Conflict Management in Corporations***, Calvin Morrill, Chicago: University of Chicago Press, 1995, 328 pages, \$29.95

Morrill, associate professor of sociology at the University of Arizona, interviewed more than 200 hundred executives in thirteen corporations and several dozen support staff seeking answers to such questions as: "What are the issues over which corporate executives have conflict among themselves? How do they manage conflict among themselves? What explains executive patterns of conflict management?" Morrill studies patterns of conflict and highlights the differences between the three types of contexts in his study, "mechanistic bureaucracies, atomistic organizations, and matrix systems." He focuses on the general trends in conflict management in these contexts and also on the variations that women and minorities contribute.

Morrill also identifies twelve types of grievance issues common to the companies studied, such as promotion and compensation, management style, personal life, personalities, unethical behavior, and gender discrimination. There are chapters on each of three disguised cases, Old Financial, Independent Accounting, and Playco, that illustrate Morrill's three contexts. "One challenge," according to Morrill, "for contemporary and future managers lies in recognizing the multiple organizational contexts in which they work and being able to quickly adjust to the conflict management repertoires called for in such contexts." ♦

*All inquiries about these books should be sent directly to the publishers.*