Leading and Managing People in the Dynamic Organization (Series in Organization and Management)

Randal D. Day

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The current business environment requires that individuals, teams, and organizations are equipped to cope with an unpredictable marketplace and increasing competition. Organizations are forced to be kinetic, organic, and without boundaries if they are to remain successful. Given these environmental and marketplace demands, scholars must rethink the applicability of existing organizational theories and frameworks.

In March 2001, a conference was held with the aim of developing and articulating this new model of organizations. Scholars contributed their expertise in areas, such as leadership, human resource management, negotiation and conflict, teams, entrepreneurship, organizational change, power and influence, and diversity. The contributors focused on their own area of expertise and considered how existing theories must be altered to fit a more agile, organizational form. Theoretical and empirical questions were raised, testable hypotheses were developed, and emerging themes were uncovered.

The end result of the conference is this volume. It brings together the reflections of a diverse collection of organizational theorists and researchers on the implications of this new business model within their own areas of expertise. The book's goal is to inspire organizational scholars to develop a new theory and produce sound managerial advice for how to build and maintain a successful organization in a dynamic workplace. The chapters include a review of research literature with the highlights and citations that everybody working in a field must know, followed by how the research agenda is affected by the increasingly dynamic marketplace.

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