

## Preface

It is the purpose of this book to present the fundamentals of designing knowledge service organizations. Like many others, including Jay Galbraith, J.D. Thompson and Robert Dubin, we believe that the architecture or design of the organization is the manager's most important job. The fundamentals related to design of the work landscape are therefore essential to all knowledge services. Our belief is that while solutions to customer priorities may vary, all knowledge services must first get their architecture in place for the efficient attainment of value added solutions.

The book responds to a need for different approaches to the challenges faced by managers in designing knowledge services. Rapid technological changes along with changing economic conditions have had significant influence on the work landscape for workers and management as well. What is most significant about this changing environment is that the means of production are controlled by workers themselves. In light of this, there is growing awareness that the work landscape for knowledge services cannot be readily managed by reliance on traditional approaches such as 20th century hierarchies.

Given this new reality, the design framework presented in this book is based on internal market principles along with customer integration into the boundaries of the organization. This framework initiates new and realistic ways of designing knowledge services for sustained competitive advantage. By adopting an internal market perspective the firm can integrate the science and art of management with the design realities of contemporary knowledge services. It is the intent of the book to provide ideas that are useful and relevant to managers of knowledge services along with students in this field.

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Peter K. Mills  
Kevin Snyder



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