

# Contents

## Part I Concepts and the Viable System Model

<b>1 On Systems</b>	3
References	17
<b>2 On Control and Communication: Self-regulation and Coordination of Actions</b>	21
References	31
<b>3 On Complexity: How to Measure It?</b>	33
References	47
<b>4 On Managing Complexity: Variety Engineering</b>	49
References	73
<b>5 On Organizations: Beyond Institutions and Hierarchies</b>	75
References	88
<b>6 The Viable System Model: Effective Strategies to Manage Complexity</b>	91
References	111

## Part II Viplan Method

<b>7 Naming Systems: Tool to Study Organizational Identity</b>	115
References	132
<b>8 Unfolding of Complexity: Modelling the Transformation's Complexity</b>	135
References	163

<b>9</b>	<b>Distributing Discretion and Designing Structural Mechanisms</b> .....	165
	References .....	186
<b>10</b>	<b>Business, Organizational and Information Processes</b> .....	187
	References .....	209
 <b>Part III Methodology and Systemic Thinking</b>		
<b>11</b>	<b>On Methodology: Context and Content</b> .....	213
	References .....	232
<b>12</b>	<b>Identity and Structural Archetypes</b> .....	233
	References .....	255
	<b>Index</b> .....	257



<http://www.springer.com/978-3-642-19108-4>

Organizational Systems

Managing Complexity with the Viable System Model

Espejo, R.; Reyes, A.

2011, XII, 264 p., Hardcover

ISBN: 978-3-642-19108-4