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the essential steps of organisational design.

SAS(R) Data-Driven Development is the only comprehensive text that demonstrates how to build dynamic SAS software driven by control data. Data-driven design enables developers to create flexible, reusable

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software that adapts to diverse industries, organizations, and data sources because business rules, data mappings, formatting, report style, program logic, and other dynamic elements are maintained as external control data — not as static code. Data-driven design is the key to unlocking

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highly configurable, "codeless"
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This text introduces high-level design
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after which real-world scenarios

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demonstrate SAS development best practices: Part I. Data-Driven Design: Learn how to harness procedural abstraction, data abstraction, iteration abstraction, software modularity, and data independence, with concepts drawn from object-oriented programming (OOP), master data

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management (MDM), table-driven design, and business rules engines. Part II. Control Data: Understand the limitless data structures that can drive SAS software, including parameters, configuration files, control tables, decision tables, SAS data sets, SAS arrays, and CSV, Excel, XML, and

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CSS files. Interoperability is modeled through control data that can be accessed by SAS and other applications. Throughout the text, requirements-based examples demonstrate data analysis, data modeling, data mapping, data governance, dynamic "traffic light"

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reporting, and other use cases.

Examples contrast concrete, code-driven design with abstract, data-driven design to illustrate the clear advantages of the latter. Application of the SAS Macro Language often signifies the first milestone in a SAS practitioner's career — because macros

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facilitate flexible, reusable software.

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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

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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,

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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

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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

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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

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a field must know, followed by how the research agenda is affected by the increasingly dynamic marketplace.

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command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in

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numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world's mightiest military with the agility of the world's most fearsome terrorist network. They would have to become a "team of teams"—faster, flatter, and more flexible than ever. In

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Team of Teams, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups

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*large corporation with the agility of a
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*Sometimes designed objects reject their
users: a computer mouse that doesn't work
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works for people who read English phrases, have 20/20 vision, and use a credit card. Something as simple as color choices can render a product unusable for millions. These mismatches are the building blocks of exclusion. In Mismatch, Kat Holmes describes how design can lead to exclusion, and how design can also

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remedy exclusion. Inclusive design methods—designing objects with rather than for excluded users—can create elegant solutions that work well and benefit all. Holmes tells stories of pioneers of inclusive design, many of whom were drawn to work on inclusion because of their own experiences of exclusion. A

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gamer and designer who depends on voice recognition shows Holmes his “Wall of Exclusion,” which displays dozens of game controllers that require two hands to operate; an architect shares her firsthand knowledge of how design can fail communities, gleaned from growing up in Detroit's housing projects; an astronomer

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who began to lose her eyesight adapts a technique called “sonification” so she can “listen” to the stars. Designing for inclusion is not a feel-good sideline. Holmes shows how inclusion can be a source of innovation and growth, especially for digital technologies. It can be a catalyst for creativity and a boost for

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the bottom line as a customer base expands. And each time we remedy a mismatched interaction, we create an opportunity for more people to contribute to society in meaningful ways.

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Designing Your Organization

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out of the air. The solutions exist, are economically viable, and communities throughout the world are currently enacting them with skill and determination. If deployed collectively on a global

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