

Book review

Organizing Around Intelligence, Liang, T. Y., New Jersey, London and Singapore: World Scientific, 2004, hardback, 196 pp., US \$42, £31, ISBN 981 238 7315.

As reader of this journal are no doubt aware, self-managing systems are, according to their enthusiasts, the wave of the future. This slim monograph by Dr. Thow Yick Liang, Associate Professor at Singapore Management University, on *Organizing Around Intelligence*, argues the case for intelligent systems and compresses its material into much less space than heftier volumes on the subject.

The work nonetheless provides many original insights into how such organizations function in ten relatively short chapters. A follower of those who have added to this field, the author concentrates on complex adaptive systems and how these can foster creativity, learning and innovation, all essential to the modern knowledge-economy, in less than two hundred pages. Many diagrams illustrate the broad themes and the work is clearly expressed and well edited, if somewhat jargon-laden in parts and rather too much in specialist

shorthand. The author knows his subject and argues his thesis cogently.

Dr. Liang, who is an expert in his field of autonomous systems, has written a rather interesting if dry monograph, with unfortunately no references in the text, other than a bibliography at the end of the work, which is unfortunate. It looks like the publisher thought it might appeal more to managers if it looked less academic, maybe.

This is mainly at best a library purchase and will be largely of interest to specialists only, in the opinion of this reviewer. It is, even so, worth looking over if you are interested in complex systems.

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