

# INDEX

*Note:* Page numbers in italic and bold refers to figures and tables respectively & page numbers followed by ‘n’ refers to endnotes.

- abundance of systems, 32
- academic preparation,
  - 17, 23
- access to the information
  - source, 89
- activities
  - basic, 11, 33
  - company’s, 50
  - complex, 41
  - coordinated, 41
  - differentiated, 9
  - necessary
    - coordination, 10
  - organizational, 8
  - planned, 8
  - primary, 40
- activities and processes,
  - integration
  - of, 99
- Adhocracy, 45–46
- Adhocracy organization
  - structure, 46
- Administrative*
  - autonomy*, 117
  - operation, 54
  - processes, 7, 35, 92
  - rationality, 40
  - theories, 7
- Adolescence*, 29
- adult literacy, 74
- analysis and synthesis
  - methodologies, 89
- Antiquity, 12–14, 37–38
- application, 15, 17, 69, 79,
  - 87, 89–90, 95, 98,
  - 102–3, 105, 109,
  - 112–13, 116, 119,
  - 122–23
- native, 81
- partial, 24
- application development
  - environments, 109
- application of research, 89,
  - 104, 106
- assignment of functions, 6
- authority, 6, 8, 15–17, 29,
  - 44, 46–47, 66,
  - 95, 117
- “autonomous”, 90
- decision-making, 16, 34,
  - 67, 125
- delegation of, 17, 29

- behavior, 12–13, 26, 29–31, 46, 49, 62
- benchmarking, 34
- bureaucratic
  - organization, 32
- bureaucratic stage, 31
- business groups, 47, 49
- cause–effect
  - relationships, 89
- Centralization, 13, 15–20, 33, 36–38
  - consequences of, 19
  - defined, 16
  - degree of, 17–19, 36
- centralization/
  - decentralization, 15, 36, 37–38
- centralized decision-making process, 34
- centralized decision-making, 34
- centralized situations, 17
- certification, 106, 108–110, 112
- Certification in
  - information security, 111
- Certification in quality
  - processes, 109
- change manager, 25
- change of leadership, 29
- changes, 5, 15–16, 20–26, 29–30, 35, 46
  - environmental, 28
  - rapid, 25
  - short-term, 25
- characteristics
  - extended, 51–52
  - following, 31, 56
  - present, 48
- Circular organization, 45–46
- Circular organizational structure, 46–47
- Classic complexes, 39
- Cluster organization, 45
- communication
  - technologies, 50, 63, 73, 96, 125
- communication tool, 80
- competitive
  - advantages, 12
- competitive circumstances, 49
- competitive environment, 19, 27, 49
- competitiveness of
  - organizations, 51
- complexity, 90, 92, 94, 97, 99, 123
  - internal, 124
  - operational, 126
- complex subject, 117
- complex structure, 14
- components of the
  - organization, 9
- comprehensive analysis, 12
- computer networks, 48
- Computerized information systems, 49
- concept of centralization/
  - decentralization, 15
- concepts of scientific
  - administration, 6

- conceptualized
  - e-government, 67
- Connected services, 69
- Connected, 114
- constitutional authority, 117
- constrictions, 124
- content accessibility, 75
- contextualized
  - e-government, 126
- contingencies, 8, 12
- Contingency factors,
  - 12–13, 26, 32,
  - 36–37, 38, 39
- continuous
  - exchange, 7
  - improvement and
    - evolution, 25
  - improvement, 25, 126
  - maturity, 26
  - preparation, 116
  - progression, 27
  - source, 125
- contraction, 19
- Contracts, 49
- control systems, 30, 46
- controlled contingency tests, 116
- Conventional structures, 8
- coordination activities, 10
- corrective measures, 109,
  - 112, 114, 116, 124
- cost reduction, 122, 125
- Cost/benefit analyses, 92
- Creation of knowledge banks, 115
- creation, 34, 35, 47, 51,
  - 72, 73, 78, 79, 97,
  - 99, 115, 122
- creative environment, 46
- credibility, increasing, 92
- decentralization, 15–19,
  - 36–38
  - degree of, 35
  - fostered, 18
  - moderate, 34
- decentralized marketing, 15
- decision makers, 18
- decision process, normal,
  - 20
- decisions, 15–20, 22, 29,
  - 33–36, 40–42
  - administrative, 17
  - decisive, 20
  - making, 17
  - strategic, 16
- decision-making power, 16
- decision-making processes, 67
- delegation of authority,
  - 17, 29
- delimitation, 11, 125
- departmentalization, 40
- deployment, 118, 120–121
- design accompaniment, 90
- design and
  - implementation, 91,
  - 96–98, 115, 124
- design and operation of structures, 55
- design of policies, 123
- Developing research projects, 115
- Development
  - Environments/
    - common area, 111

- development of the
  - organization, 26, 34
- development phase, 90
- development plans, 117, 126
  - federal, 126
  - local, 117
- digital communication, 78–79
- digital government index, 79–82
- digital media, 79
- Digital Municipal Government index, 79
- Digital service maturity, 78
- Directorate/Division of Information Technology, 113
- directorates, 93, 102, 122
- disseminating research products, 115
- distribution of people, 7
- distribution of power, 15
- diversification, 15
- diversification and internationalization, 47
- Divisional Organizational Structure, 42, 90
- divisional structures, 42, 58, 72, 94
- divisional/matrix structure, 34
- documentary analysis, 89
- documentary research, 58
- Domain of methodologies, 108, 110, 112
- Economic
  - autonomy, 117
  - development, 54
  - dimension, 73
  - exploitation, 11
  - productivity, 40
  - regulations, 13
- economically active population, 55–56, 83, 84, 86
- educational profile, 24
- effectiveness of operations and results, 8
- e-government
  - development, 76
  - implementation, 67
  - index, 74, 77
  - indicators, 73, 96, 99
  - objectives, 90
  - systems, 4
- emergence of new administrative theories, 7
- Emerging information services, 68, 75
- Enhanced information services, 68, 75
- entrepreneurial capacity, 31
- enterprises, 73, 97, 99, 125
- Environment*, 13
- environmental changes, 28
- environmental conditions, 27
- Environmental dimension, 72–73
- environmental resource systems, 73

- Ethics, 102, 104, 106, 108, 110, 112
- evolution, 34–35, 37, 90, 94, 96, 98–100, 120
- exchange of information, 115
- execution of government functions, 74
- extended characteristics, 51, 52
- Extended indicators, 77
- External relations, 102–103, 105, 107, 110–111
- Extinction, 36, 38
- federal development plans, 126
- Federal organization, 45
- Federal organizational structure, 47
- forecasting capacity, 30
- formal structure, 9, 39
- formalities online, 79
- Fractal structures, 46
- functional approach, 40
- functional areas, 93
- functional structures, 41–42, 71
- Functional systems, 30
- functionalities, 116
- fundamental component, 27
- General Administration Coordination, 65
- general management, 10
- geographical expansion, 41
- governance, 68
- government, 67, 69–73, 77, 79
  - electronic, 72, 75, 123
  - federal, 77, 125
  - municipal, 5, 58, 66, 84, 90–91, 97–99, 102, 114–117, 122–123
  - state, 77, 102
- Government to citizen (G2C), 69, 71
- Government to employee (G2E), 70, 71
- Government to enterprises (G2B), 70, 71
- Government to government (G2G), 70, 71
- Grade level average, 55
- Gross domestic product, 55
- Grouping of Areas, 64
- Guarantee transit, 99
- hierarchical level, 66, 94, 98
- hierarchies, 54, 66
- Hierarchical organizational structure, 47
- horizontal design, 40
- Horizontal organization, 46
- Housing with Internet, 55, 83

- Human Capital Index, 74–75
- human relationships, 46
- human resources, 98, 116, 123
- hybrid network, 91
- Hypertextual structures, 46
  
- ICT budget, 77
- ICT infrastructure, 78
- ICT training, 77
- implementation of change, 25
- implementation of ICT, 73, 79
- implementation of information systems, 96, 98, 108, 110, 112
- implementation of the services, 123
- implementing internal audits, 116
- Inclusion, 83, 92, 124, 126
- increasing interaction, 90
- independent organizations, 49
- index of human capital, 74, 83
- indispensable information, 24
- induction-deduction research methodology, 89
- influence of information technologies, 45
- Informal rules, 82
- information and communications technology, 67
- Information Technologies Division, 97–98
- innovation processes, 34, 99
- Innovation, 14, 17, 19, 30, 34, 44, 46, 65, 73, 90, 98–99, 103–104, 106, 125
- Integrated services, 75
- Integration, 7, 94, 99, 121
- interactive tools, 69
- Interdependence, 49
- interdependent processes, 96
- Intermediaries, 49
- internal
  - government activities, 71
  - market, 45
  - motivation, 30
  - network, 45
  - organizations, 9
  - struggles, 31
- internal/external environment, 26
- international context and dynamics, 44
- interoperability standards, 76
- interrelations and scope, 95
- inventory of services and information technologies, 115

- ISO systems security standards, 112
- IT areas/divisions, 98
- knowledge banks, 91, 115
- knowledge management, 114
- Knowledge-based organization, 45
- lack of information, 24
- Lack of training, 23
- lack of transparency, 23
- Lateral organization, 46
- Legal constraints, 82
- Legal obstacles, 23
- Legal regulations, 23
- level of authority, 46–47
- levels of execution, 11
- levels of progress, 78
- life cycle process, 32
- local public administration, 55, 104, 113
- local regulatory frameworks, 118
- logical structuring, 88
- long-term implementation, 121
- projections, 114
- survival, 28
- management of resistance, 24
- management policies, 117
- management support, 114
- managerial responsibility, 39
- Market mechanisms, 49
- market-based structural configurations, 49
- materialization of innovations, 35
- matrix structure, 34, 42, 58, 62, 71, 72
- methodologies and strategies, 90
- Mexican Republic, 55–56
- Middle line, 9–11, 14. *see also* components of the organization
- municipal sphere, 117
- national administrations, 74–75
- national and international research centers, 115
- National Institute of Statistics and Geography (INEGI), 83
- national territory, 53
- N-form, 46
- Nonhierarchical, 68
- nonrenewable resources, 73
- normal decision process, 20
- normative foundation, 69
- normative framework, 93, 119
- Normative strategies, 92
- objective of the change, 24
- occupational specialties, 40
- online administrators, 16

- Online Services Index, The, 75
- online services, 73, 75–77, 115
- operation of e-government, 55, 66, 69
- operational base, 14
- operational complexity, 126
- Operations core, 9, 11. *see also* components of the organization
- oppose resistance, 25
- ordinances and agreements, 117
- organization chart, 46
- Organizational Life Cycle Model, 26, 32
- organizational life cycle, 26, 30, 32
- organizational network structure, 48–49, 91
- organizational structures, 5–13, 15, 17, 19, 21, 26, 36, 39, 44–48, 50–51, 53–54, 62–63, 67, 88–89, 91–93, 98, 124. *see also* administrative theories; organizational functioning
- per capita income indicators, 83
- perceptions of decision makers, 18
- permanent virtual organizations, 52
- phases of development, 32
- Political autonomy, 117
- political consequences, 118
- Post-bureaucratic form, 46
- Post-industrial organization, 45
- Principles of bureaucracy, 31
- quantifiable information, 88
- quantitative methods, 56
- regulatory framework, 55, 78, 93, 99, 113, 116–119, 124
- representative participants, 56
- research activities, 89
- Research Methodology, 89–90
- research products, 115
- Resistance to change, 21, 24, 82
- Result-based orientation, 30
- Security and privacy of information, 78
- Simple structure, 14, 39, 43, 51, 58, 71
- smart computing, 115
- Social dimension, 72
- Sources of Resistance, 21–22
- specialized tasks and services, 11

- Stability, 13, 19, 21, 30
- State-of-the-art  
information  
systems, 49
- statistical tools, 53
- strategic decision making,  
98
- Strategic summit, 9–10. *see*  
*also* components of  
the organization
- structural systemic  
methodology, 90
- structure of an  
organization, 9. *see*  
*also* components of  
the organization
- supply chain management,  
15
- Support staff, 9–11, 14. *see*  
*also* components of  
the organization
- sustainable development, 72
- systematization of  
administrative  
processes, 92
- systematization of  
knowledge, 89
- systems of strategies  
support, 92
- systems theory, 7
- Techno structure, 9,  
11, 14. *see also*  
components of the  
organization
- Technocracy, 45
- technological  
conceptual models, 93  
improvement, 113  
infrastructure, 48, 50,  
95  
innovation, 90, 98  
modernization, 92  
platforms, 113  
system, 14, 63
- telecommunications  
infrastructure,  
73–74
- temporary virtual  
organizations, 52
- T-form, 46, 48
- t-form company, 48
- T-form organizational  
structure, 48
- Theoretical quantity of  
elements, 56
- Transactional services, 69,  
75
- UN evolution indicators,  
93
- United Nations  
Organization, 78
- use of technologies, 34–35
- vertical disaggregation, 49
- vertical organizational  
structure, 47
- virtual departments, 97,  
115
- Virtual organization, 45,  
50–52