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Titolo	Strategic change management in the public sector [[electronic resource]] : an EFMD European case book / / edited by Francesco Longo and Daniela Cristofoli
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Altri autori (Persone)	LongoFrancesco CristofoliDaniela
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Nota di contenuto	Strategic Change Management in the Public Sector; CONTENTS; PREFACE; ABOUT THE CONTRIBUTORS; CHAPTER 1: MANAGING PUBLIC REFORMS EFFECTIVELY: A STRATEGIC CHANGE MANAGEMENT APPROACH; INTRODUCTION; A CLASSIFICATION OF PUBLIC REFORMS AND CHANGE MANAGEMENT; FEATURES OF PUBLIC REFORMS AND CHANGE PROCESSES; THE ROLE OF THE ORGANIZATIONAL STRUCTURE AND THE MANAGERIAL TOOLS IN REFORMS AND CHANGE PROCESS; A COMPREHENSIVE STRATEGIC APPROACH TO DESIGNING AND IMPLEMENTING REFORMS AND MANAGING CHANGE; HOW TO DESIGN AND MANAGE A PROCESS OF CHANGE; REFERENCES; CHAPTER 2: A GUIDE THROUGH THE CASE BOOK CHAPTER 3: THE BRUSSELS PORT AUTHORITY'S CONTAINER TERMINAL:

THE UPS AND DOWNS OF PUBLIC-PRIVATE PARTNERSHIPSINTRODUCTION; CHALLENGES AND STRATEGIC ISSUES; THE CONTAINER TERMINAL PROJECT; OPERATING THE CONTAINER TERMINAL: FROM START-UP TO FAILURE . . . AND RESTART; APPENDIX; CHAPTER 4: MANAGERIAL CHANGES AT ESTONIAN HOSPITALS; INTRODUCTION; THE NORTH ESTONIA REGIONAL HOSPITAL; THE NERH FORMAL REFORM PROCESSES; THE CHANGE MANAGEMENT PROCESSES IN TERMS OF STRATEGIC OBJECTIVES, ACTIONS AND RESULTS; GAP BETWEEN THE PLANNED AND IMPLEMENTED STRATEGIC CHANGE HOW TO MAKE THE STRATEGIC CHANGE SUCCESSFULREFERENCE; CHAPTER 5: LOLF AND CHANGES IN THE FRENCH PUBLIC SECTOR. THE CASE OF PAUL CEZANNE UNIVERSITY - AIX-MARSEILLE III; INTRODUCTION; UPCAM's ORGANIZATION AT THE OUTSET OF LOLF REFORMS; A HISTORICAL ACCOUNT OF UPCAM's EXTERNAL GOVERNANCE RELATIONS; LOLF DESCRIPTION; ANTICIPATED EFFECTS OF LOLF REGULATIONS OVER THE PUBLIC SECTOR LINKS; EXPECTED CHANGES IN UPCAM's MANAGEMENT; THE CHANGE PROCESS; OUTCOMES, EXPECTATIONS AND CONCLUSIONS; CASE REQUIREMENTS; REFERENCE; APPENDIX 1: ORGANIZATIONAL CHART OF PAUL CEZANNE UNIVERSITY APPENDIX 2: OUTCOMES OF THE 2004 LOLF REFORMS - 38 INTERVIEWS WITH EARLY EXPERIMENTERS FROM ALL PUBLIC SECTORSAPPENDIX 3: GENERAL ARCHITECTURE OF THE LOLF BUDGET (EXCERPT); APPENDIX 4: AN ANALYSIS OF THE 2005 LOLF BUDGET; CHAPTER 6: POLITICAL AND MANAGERIAL CHANGE IN THE CITY OF COESFELD; INTRODUCTION; THE CITY OF COESFELD; THE REFORM GOALS AND PROCESSES; THE REFORM ACTIVITIES; THE RESULTS OF THE REFORM PROGRAMMES; WINNING AWARDS; HOW TO MANAGE THE FUTURE?; CHAPTER 7: IMPLEMENTING EQUAL IN MEGARA MUNICIPALITY; INTRODUCTION; GREECE AND THE EUROPEAN DIMENSION; MEGARA MUNICIPALITY THE EU INITIATIVE EQUALLESSONS LEARNED FROM PRIOR EU PROGRAMMES AND TRANSFER INTO EQUAL; MEGARA'S INVOLVEMENT IN THE EQUAL PROGRAMME; OUTPUTS OF THE EQUAL PROGRAMME; INTERPRETATION OF EQUAL OUTPUTS; LESSONS LEARNED FROM EQUAL; REFERENCES; CHAPTER 8: CHANGE MANAGEMENT PROCESS IN THE CITY OF AMERSFOORT; INTRODUCTION; LOCAL GOVERNMENT IN THE NETHERLANDS; THE CITY OF AMERSFOORT; HOW TO SUCCESSFULLY RESTRUCTURE AN INTERNAL DEPARTMENT; THE CHANGE PROCESS AND THE DEPARTMENT REORGANIZATION; APPENDIX: BRIEF OVERVIEW OF RESPONSIBILITIES OF THE MAIN ACTORS, ACTIVE IN DUTCH LOCAL GOVERNMENT CHAPTER 9: MILAN MUNICIPALITY AND THE GOVERNANCE OF MUNICIPAL ENTERPRISES

Sommario/riassunto

The ability to manage change-management processes depends on individual skills and organisational culture. These skills have to be increased and practiced; in this perspective, the reading and analysis of this casebook can generate mental training about innovation. In order to look for common problems and solutions for implementing managerial development, a rich portfolio of European cases, with at least one representative for every European component, is presented. Typically comparative works select different countries according to criteria such as English speaking, countries from the same

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