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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 PARTNERSHIPS
 INTRODUCTION; 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 SUCCESSFUL
 REFERENCE;
 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 SECTORS
 APPENDIX 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
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 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 EQUAL
 LESSONS 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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