

1. Record Nr.	UNISA996390145403316
Titolo	By the King. Hauing occasion at this time to deliberate vpon diuers great and weightie affaires highly tending to the continuance and further settling of the peaceable gouernment and safetie of this our kingdome, .. [[electronic resource]]
Pubbl/distr/stampa	Imprinted at London, : by Bonham Norton, and Iohn Bill, printers to the Kings most excellent Maiestie, 1620
Descrizione fisica	1 sheet ([1] p.)
Altri autori (Persone)	James, King of England, <1566-1625.>
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Initial. "Recommending election of experienced, worthy, and uncontentious members for the coming parliament." -- STC. Title taken from caption title and first lines of text. At end of text: Giuen at Our court at Theobaldes the sixth day of Nouenber, in the eighteenth yeere of Our reigne of Great Brittain, France and Ireland. Steele notation: and at go-; Arms 11 (without I R at head). Reproduction of original in the British Library.
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Autore	Olmstead Joseph A. <1921->
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Nota di contenuto	Cover -- Creating the Functionally Competent Organization -- Contents -- Tables and Figures -- TABLES -- FIGURES -- Preface -- Chapter 1 Introduction -- RATIONALE -- Essential Human Factors -- THE ORGANIZATION CONCEPT -- CHANGE MANAGEMENT -- THE PLAN OF THIS BOOK -- Part I-Functionally Competent Organizations: Theory -- Part II-Requirements for Performance -- Part III-Functionally Competent Organizations: Application -- Part I Functionally Competent Organizations: Theory -- Chapter 2 Organizations and Their Functions -- INTRODUCTION -- Conditions in the Modern World -- ORGANIZATIONAL EFFECTIVENESS -- Required Capabilities -- ESSENTIAL HUMAN FACTORS -- THE TYPICAL ORGANIZATION -- Organizational Structure -- Leaders -- Command and Control -- Organizational Process -- PROBLEMS IN ORGANIZATIONAL FUNCTIONING -- Some General Pitfalls -- Effects of Operating Pressures -- Coping with Pressures -- CONCEPT OF ORGANIZATIONAL

COMPETENCE -- Dangers of Overcontrol -- INDIVIDUAL COMPETENCIES -- GROUP COMPETENCIES -- THE COMPETENCE MODEL -- MANAGING CHANGE -- RELEVANCE FOR ORGANIZATIONS -- Rapid-Response Organizations -- Other Organizations -- Chapter 3 Theoretical Background -- STRUCTURAL THEORIES -- GROUP THEORIES -- INDIVIDUAL THEORIES -- Fitting the Person to the Organization -- Fitting the Organization to the Person -- DECISION THEORIES -- THE ISSUES AND A RESOLUTION -- GENERAL SYSTEMS THEORY -- ORGANIZATIONAL PROCESSES -- Chapter 4 Research Results -- ORGANIZATIONAL COMPETENCE -- The Research Context and Strategy -- THE COMPETENCE MODEL -- Components of Competence -- Organizational Processes -- TESTS OF THE MODEL -- Project FORGE -- Method -- Results -- Conclusions -- Project Cardinal Point -- Method -- Process Performance: Observation and Feedback -- Data -- Results -- Process Performance and Combat Outcomes -- Impact of Feedback -- Conclusions.

HEW Studies -- Method -- Impact Variables -- Results -- Determinants of Agency Performance -- Organizational Competence -- Determinants of Competence -- Significance of Organizational Competence -- IMPLICATIONS -- Chapter 5 Functionally Competent Organizations -- ORGANIZATIONAL ATTRIBUTES -- COMPONENTS OF ORGANIZATIONAL COMPETENCE -- INDICATORS OF QUALITY -- DETERMINANTS OF COMPETENCE -- The Role of Integration -- Conditions Conducive to Integration -- Factors Affecting Integration -- Roles -- Goals -- Norms -- Group Relations -- IMPLICATIONS -- The Competence Model -- Part II Requirements for Performance -- Chapter 6 Performance of Individuals -- INDIVIDUAL COMPETENCIES -- Competency Defined -- Utility -- Rationale -- Research on Competencies -- Performance of Individuals -- ELEMENTS IN PERFORMANCE -- DETERMINANTS OF PERFORMANCE -- Factors within an Individual -- Factors within the Leaders or Supervisors -- Factors within the Work Situation -- AN IMPACT MODEL OF PERFORMANCE -- UTILITY OF THE IMPACT MODEL -- Some Competencies for Rank-and-File Personnel -- Chapter 7 Performance of Groups -- GROUP: A DEFINITION -- EFFECTS OF COHESIVENESS -- Implications for Training -- CHARACTERISTICS OF AN IDEAL GROUP -- ORGANIZATIONS AS SYSTEMS OF GROUPS -- Determinants of Effectiveness -- Tasks and Organization -- Superordinate Goals -- Similarity of Personnel -- Common Experiences -- Success Experiences -- Organizational Stability -- Communication -- Interpersonal Conflict -- Cooperation and Competition -- Reward System -- Administrative Practices -- Effects of Group Size -- IMPLICATIONS -- Group Competencies -- Part III Functionally Competent Organizations: Application -- Chapter 8 Integration in Organizations -- BASIC CONCEPTS -- Organizational Effectiveness -- ESSENTIAL ORGANIZATIONAL PROPERTIES -- DEVELOPING ORGANIZATIONS AS SYSTEMS.

The Essence of Organizational Management -- Conditions Conducive to Performance -- Developmental Activities -- Organizational Properties -- A Clear Role System -- Common Superordinate Goals -- Shared Norms of Performance and Behavior -- A Stable and Efficient Communications System -- Effective Group Relations -- A Stable and Efficient Organizational System -- Purposes Served by Properties -- REQUIRED MANAGER FUNCTIONS -- Formulating Objectives and Roles -- Developing Core Personnel -- Formulating Ground Rules for Working -- Developing an Effective Communication System -- Developing a High Level of Motivation -- Setting Standards of Performance -- A MODEL FOR ORGANIZATIONAL INTEGRATION -- Assessment of Training and Development Models -- Attributes of a

Practical Training and Development Model -- CONCEPT OF INTEGRATION -- THE INTEGRATION MODEL -- Necessary Organizational Properties -- Necessary Developmental Activities -- Assessment Issues -- Manipulability -- Measurability -- Evaluation of the Integration Model -- IMPLICATIONS -- Chapter 9 Competence Operationally Defined -- THE NATURE OF ORGANIZATIONAL COMPETENCE -- Organizational Attributes -- Concept of Organizational Competence -- IMPLEMENTING ORGANIZATIONAL COMPETENCE -- Identifying Critical Environments -- Sensing -- Search and Acquisition -- Processing -- Storing -- Interpreting -- Quality Requirements -- Communicating Information -- Quality Requirements -- Decision Making -- Quality Requirements -- Stabilizing -- Quality Requirements -- Communicating Implementation -- Aborted Decisions -- Quality Requirements -- Coping Actions -- Quality Requirements -- Feedback -- Quality Requirements -- CRITERIA OF QUALITY -- IMPLICATIONS -- Chapter 10 A Model for Organizational Effectiveness -- AN ORGANIZATIONAL EFFECTIVENESS MODEL -- Organizational Conditions -- Training Activities. Cognitive Role Training -- Experiential Training -- Operations Training -- Integration -- Role/Process Performance -- Teamwork/Process Performance -- Utility of the Model -- Potential Uses -- IMPROVING COMPETENCE IN EXISTING ORGANIZATIONS -- The Adaptive-Coping Cycle -- Analyzing and Assessing Organizational Performance -- A General Framework for Analysis -- Questions about Organizational Competence -- Define the Organization -- Identifying the Processes -- ASSESSING ORGANIZATIONAL COMPETENCE -- Qualitative Assessment -- Quantitative Assessment -- Public Comparisons of Scores between Units Are Not Recommended -- An Alternative Procedure -- DEVELOPMENTAL ACTIVITIES -- Developing Favorable Conditions -- Importance of Leadership -- TRAINING ACTIVITIES -- Special Role Training -- Experiential Training -- Operations Training -- IMPROVING COMPETENCE -- IMPLICATIONS -- Chapter 11 Elements of Organizational Effectiveness -- THE CONTEXT OF WORK -- Components of the Work Context -- Developing Favorable Work Contexts -- Structural Aspects -- Climate -- Conditions Conducive to Performance -- Implementation Requirements -- FACTORS THAT CONTROL PERFORMANCE -- Effective Use of Human Resources -- Effective Management -- Effective Leadership -- Effective Training -- IMPLICATIONS -- Chapter 12 Summary and Conclusions -- SOME BASIC CONCEPTS -- Organizational Effectiveness -- Organizations as Open Systems -- Organizational Competence -- Competence as Flexibility -- Integration -- FACTORS AFFECTING INTEGRATION -- Roles -- Goals -- Norms -- Group Relations -- Teamwork -- TRAINING AND DEVELOPMENT -- CONCLUSION -- RELEVANCE FOR RAPID-RESPONSE ORGANIZATIONS -- RELEVANCE FOR OTHER ORGANIZATIONS -- Annotated Bibliography -- Author Index -- Subject Index -- About the Author.

Sommario/riassunto

Olmstead writes from an open systems perspective—a viewpoint of organizations that adapt quickly to turbulent, uncertain business environments—offering an integrated, understandable, and highly practical way to analyze, assess, and improve organization performance. He demonstrates how organizations actually function, and shows how they can identify and overcome obstacles by creating organizational competence—the critical elements that give organizations the ability to perform effectively in the modern business world. Upper level students, scholars, and teachers will find Olmstead's book an important addition to their academic reading lists. For practitioners, particularly those in rapid response organizations, this

book will be an indispensable aid in the struggle to keep their organizations up to date and abreast of the competition.
