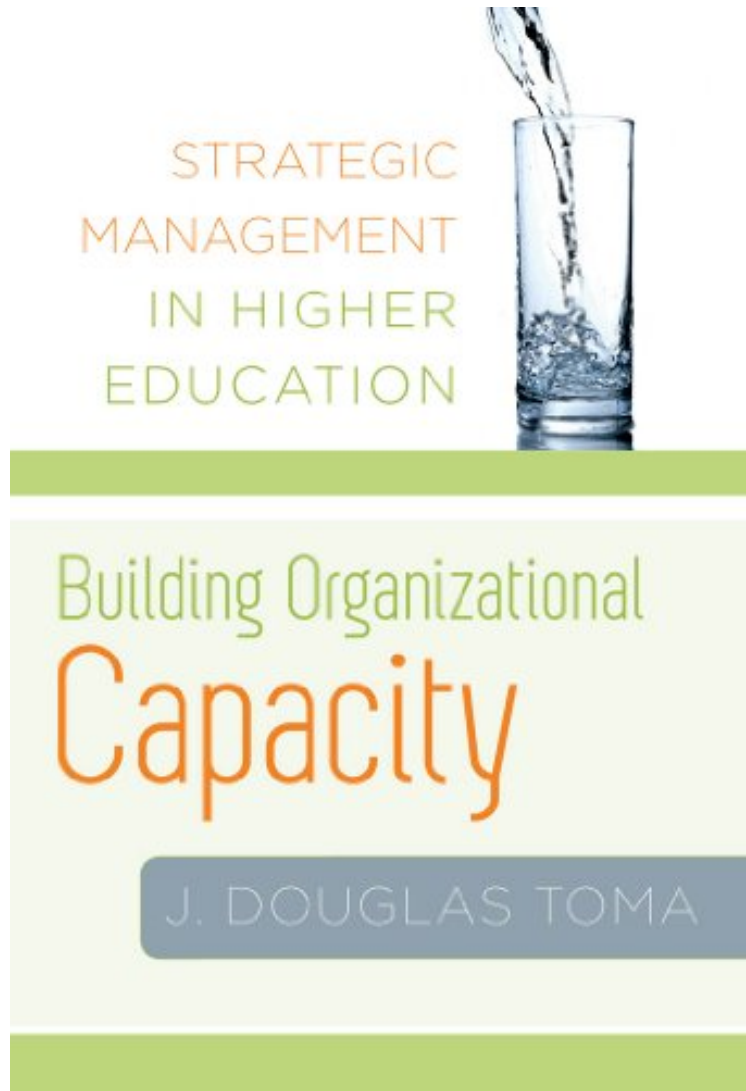


Building Organizational Capacity

J. Douglas Toma

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J. Douglas Toma : Building Organizational Capacity before purchasing it in order to gauge whether or not it would be worth my time, and all praised Building Organizational Capacity:

2 of 2 people found the following review helpful. ClassBy Go 4 itI needed to buy this book for a doctoral class. We had to create or find a higher ed initiative and apply the BOC model to the initiative. The explanations are good and the model is easy to apply.2 of 4 people found the following review helpful. No GoodBy MichaelIf you are looking for how to manage a college. This is not going to help. It gives you a lot of cases but lacks of abstraction of principles and theories. Like most social science books, it is a junk.2 of 2 people found the following review helpful. Where's the Content?By William A. RossThe majority of this book is case studies that focus on the implementation of the "Building Organizational Capacity" (BOC) approach. But strangely, the first fifty pages prior to the first case study fail

almost entirely to actually explain what that approach is. I am dumbfounded, but relatively certain that there is no explicit statement about just what "it" is or how to apply it. Most of the introductory pages consist of an outline of *other* approaches and how the BOC is kind of like but kind of unlike them. There is one diagram. That's it, other than occasional ambiguous and generally unhelpful statements such as "Strategic management is best portrayed as a web of relationships among elements of equal importance. It deemphasizes structure, framing it as one essential element among several," and it works best "in a more process-centered, collective manner" (46). Perhaps I'm too thick for this one, but as far as I can tell, this book does not actually set forth what it then goes to pains to demonstrate.

Every university or college president envisions bold initiatives -- big projects intended to change the nature of an institution with significant implications across all sectors. How can leaders and senior managers charged with implementing reforms effectively frame their work and anticipate potential pitfalls? No organization can maximize its capacity, defined as the administrative foundation essential for establishing and sustaining initiatives, without considering its core elements individually and in concert, according to J. Douglas Toma. This book examines eight essential organizational elements -- purposes, structure, governance, policies, processes, information, infrastructure, and culture -- and illuminates their influence in strategic management through case studies at eight institutions. *Building Organizational Capacity* situates strategic management within the context of higher education, providing practitioners with the tools to better understand institutional challenges in accomplishing its missions and realizing its aspirations. Toma's clear and well-integrated review of the latest research, as well as his advice for decision makers applying the book's lessons in practice, ensures this volume's place in the growing literature on strategy and management in higher education.

"Toma achieves the stated goal of the book. With practical concepts and real-world examples, he convincingly proposes *Building Organizational Capacity* as fundamental for creating and sustaining initiatives to improve institutions of higher education." (Jeffrey W. Alstete of Higher Education) About the Author J. Douglas Toma is an associate professor at the Institute of Higher Education, University of Georgia.