



Achieving Performance Excellence in University Administration: A Team Approach to Organizational Change and Employee Development

Manuel London

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Human resource strategies for organization development include team-building methods to improve communication and reduce interpersonal conflict among university administrators. London describes the formation of a team of top administrators who focus on how to resolve conflict, develop employees, and involve them in decision making. The book considers performance problems such as marginal performance and abusive managers. It describes methods for enhancing attention to employee development through appraisal and feedback. New techniques such as the ratingless appraisal and 360 degree feedback are covered. Overall, it shows how to maintain and enhance organizational vitality in an environment of tight resources and external pressures.

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