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### KEY=EUROPE - LOGAN WILEY

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#### SYSTEMS THINKING IN EUROPE

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*Springer Science & Business Media* The theme of the conference at which the papers in this book were presented was 'Systems Thinking in Europe'. Members of the United Kingdom Systems Society (UKSS) were conscious that the systems movement flourishes not only in the UK, America and the Antipodes, but also in continental Europe, both East and West, and in the USSR, a nation increasingly being welcomed by the European community. Membership of the UKSS had not perhaps had the opportunity, however, of hearing important new ideas from continental Europe, and this conference provided an opportunity to do so. Some interesting papers are to be found here from both the West and the East, if the editors may be forgiven for perpetuating what may be an increasingly irrelevant dichotomy. One lesson to be learned from this conference, though, is that systems thinking is truly international. This is not to say that there is one systems paradigm uniformly applied, however. Perhaps the core of systems thinking is that one is interested in complex 'wholes' with emergent properties, to which cybernetic ideas can be applied. Examples of such systems thinking can be found in these proceedings, for example in the section entitled "Applications of Systems Thinking". Attempts to bring about change with these ideas, however, have given rise to a diversity of approaches, as is evidenced by the papers dealing with the application of methodologies in the 'hard' and 'soft' systems traditions.

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#### THINKING IN SYSTEMS

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##### A PRIMER

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*Chelsea Green Publishing* In the years following her role as the lead author of the international bestseller, *Limits to Growth*—the first book to show the consequences of unchecked growth on a finite planet—Donella Meadows remained a pioneer of environmental and social analysis until her untimely death in 2001. *Thinking in Systems*, is a concise and crucial book offering insight for problem solving on scales ranging from the personal to the global. Edited by the Sustainability Institute's Diana Wright, this essential primer brings systems thinking out of the realm of computers and equations and into the tangible world, showing readers how to develop the systems-thinking skills that thought leaders across the globe consider critical for 21st-century life. Some of the biggest problems facing the world—war, hunger, poverty, and environmental degradation—are essentially system failures. They cannot be solved by fixing one piece in isolation from the others, because even seemingly minor details have enormous power to undermine the best efforts of too-narrow thinking. While readers will learn the conceptual tools and methods of systems thinking, the heart of the book is grander than methodology. Donella Meadows was known as much for nurturing positive outcomes as she was for delving into the science behind global dilemmas. She reminds readers to pay attention to what is important, not just what is quantifiable, to stay humble, and to stay a learner. In a world growing ever more complicated, crowded, and interdependent, *Thinking in Systems* helps readers avoid confusion and helplessness, the first step toward finding proactive and effective solutions.

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#### NAMING AND THINKING GOD IN EUROPE TODAY

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##### THEOLOGY IN GLOBAL DIALOGUE

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*Rodopi* Is there a new need and place for God-talk in Europe? The present volume both confirms this and opens up new questions for discussion. It shows how different traditions of naming and thinking God in Europe draw on various theoretical and philosophical foundations that are in competition with one another in many ways. Due to socio-cultural, historical and political divides between Eastern and Western Europe, these theological traditions often suffer from isolation and mutual misunderstanding. Can the inherent tensions and conflicts be understood more adequately? While exploring a variety of approaches in Europe on the topic, several authors also ask: How can God be named and thought in Europe, which finds itself in the midst of complex cross-cultural and interreligious processes - particularly as immigration increases and peoples of non-Christian faith traditions name and think God in ways that differ from and sometimes conflict with Europe's dominant religion(s) and secular culture? What function and impact will traditional God-talk have in a globalizing Europe as religions such as Islam, Hinduism, and Buddhism move into the foreground? This volume not only reveals the broad spectrum of its topic but also documents the vivid seeking undertaken by a new generation of European theologians and scholars of religion who openly engage the question of how to live and believe in Europe today, facing complex global challenges.

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#### SYSTEMS THINKING FOR EUROPEAN STRUCTURAL AND INVESTMENT FUNDS MANAGEMENT

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##### GUIDE TO PROCESS EVALUATION AND LEAN FUND MANAGEMENT. TECHNICAL DOSSIER NO. 5, MAY 2018

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This guide to process evaluation and lean fund management outlines the perspective of Systems Thinking in the management of EU Structural and Investment Funds (ESIF). It is based on practical experience of applying the approach described in this volume, accumulated mainly in the Czech Republic. While the operational programmes process vast quantities of information from both applicants and beneficiaries, there has never been a major evaluation of the process of administering ESIF either in the Czech Republic or in similar countries. This publication takes inspiration from the methodological recommendations articulated by John Seddon and his colleagues, known as the Vanguard Method. The approach is client-driven. Its core idea is that when the functioning of service organisations is designed, an analytical phase should precede decision-making. The Vanguard Method makes it possible to identify which of the organisation's characteristics have an impact on aspects such as relations with clients, administrative burden and performance.

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#### RE-THINKING EUROPE

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##### LITERATURE AND (TRANS)NATIONAL IDENTITY

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*BRILL* Re-Thinking Europe sets out to investigate the place of the idea of Europe in literature and comparative literary studies. The essays in this collection turn to the past, in which Europe became synonymous with a tradition of peace and tolerance beyond national borders, and enter into a critical dialogue with the present, in which Europe has increasingly become associated with a history of oppression and violence. The different essays together demonstrate how the idea of Europe cannot be thought apart from the tension between the regional and the global, between nationalism and pluralism, and can therefore be re-thought as an opportunity for an identity beyond national or ethnic borders. Engaging contemporary discourses on hybrid, postcolonial, and transnational identity, this volume shows how literature can function as both a vital tool to forge new identities and a power subversive of such attempts at identity-formation. Like Europe, it is always marked by the tension between integration and resistance. The book will be of interest to students and scholars of modern literature, comparative literature, and European studies, as well as people concerned with cultural memory and the relation between literature and cultural identity.

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#### COMMON EUROPEAN LEGAL THINKING

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##### ESSAYS IN HONOUR OF ALBRECHT WEBER

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*Springer* Common European Legal Thinking emanates from the existence of a shared European legal culture as especially reflected in the existence of a common European constitutional law. It denotes a body of individual constitutional principles - written and unwritten - that represent the common heritage of the constitutions of the Member States. Taking into account the two major European organisations, the Council of Europe and especially the European Union, the essays of this Festschrift discuss a range of constitutional principles, including the rule of law, democracy, and the exercise of political power in a multilevel system which recognises fundamental rights as directly applicable and supreme law. Other essays examine the value of pluralism, the commitment of private organisations to uphold public values, principles or rules, and the objectives and methods of a transnational science of administrative law. These articles highlight the fact that the *Ius Publicum Europaeum* Commune is "politically" in the making, which can often be seen in the shape of general legal principles. The publication recognises the role of Albrecht Weber as a forerunner of Common European Legal Thinking.

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#### THINKING EUROPE

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##### A HISTORY OF THE EUROPEAN IDEA SINCE 1800

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*Berghahn Books* Presenting a new historical narrative on European integration and identity this title examines how the concept of Europe has been entangled in a dynamic and dramatic tension between calls for unity and arguments for borders and division. Through an in-depth intellectual history of the idea of Europe, Mats Andren interrogates the concept of integration and more recent debates surrounding European identity across the nineteenth and early twentieth centuries and the post-war period. Applying a broad range of original sources this unique work will be key reading for students and researchers studying European History, European Studies, Political History and related fields.

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## ECRM 2018 17TH EUROPEAN CONFERENCE ON RESEARCH METHODS IN BUSINESS AND MANAGEMENT

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*Academic Conferences and publishing limited* These proceedings represent the work of researchers participating in the 17th European Conference on Research Methodology for Business and Management Studies (ECRM) which is being hosted this year by Università Roma TRE, Rome, Italy on 12-13 July 2018.

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### THINKING EUROPEAN(S)

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#### NEW GEOGRAPHIES OF PLACE, CULTURES AND IDENTITIES

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*Cambridge Scholars Publishing* Unthinking prejudice is a major challenge in an ever-changing, pluralist Europe where local and global identities intermingle and contested pasts clash. The new geographies constructed in response to this are at the core of Thinking European(s). It has been written to bring these geographies alive and to foster active and reflective citizens who are able to work productively within Europe's changing cultural environment. This integrated work provides a framework to stimulate students' critical thinking and to prompt reflection. It seeks to stir geographical imaginations through case studies carried out in Austria, Bulgaria, Finland, Ireland, Poland, Portugal, Spain, Turkey, the United Kingdom and the United States. The authors of Thinking European(s) cross cultures, religions, languages, genders, ideologies and political boundaries; they stress dialogue, negotiation and value multiple geographical knowledges. University teachers and undergraduates will find Thinking European(s) a valuable resource for courses on Europe, Regional Geography, European Integration, European Studies, Cultural Studies, Social Studies or Area Studies.

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### SYSTEMS THINKING

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#### CONCEPTS AND NOTIONS

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*Springer Science & Business Media* There is no generally accepted, clearly delineated body of knowledge concerning systems thinking. The multiplicity of thinking is well illustrated by the various names such as: (general) systems theory, systems thinking, systems approach, systems analysis, systems synthesis, systems engineering, etc. These terms refer to various fields of knowledge that either overlap or are completely different. For this reason we consider it useful to try to develop a common language, a common set of concepts. In this book we have tried to launch such a common language. We shall try to develop a set of coherent concepts and notions. We have consciously tried to make the minimum use of mathematical or logical symbols in our descriptions and definitions. This promotes more positive access to the concepts. We think that the language of the formal sciences, mathematics, can only be partly of use to us in considering the application of systems thinking in complex empirical situations. Our set of concepts is based on various descriptions known from the literature. In order to explain the concepts and ideas as clearly as possible, we have illustrated them with examples from various academic fields such as sociology, psychology, business, management, economics, technology and the natural sciences. In the main, we have chosen relatively simple examples.

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#### ASSESSING CHRONIC DISEASE MANAGEMENT IN EUROPEAN HEALTH SYSTEMS

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#### COUNTRY REPORTS

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This book systematically examines experiences of 12 countries in Europe, using an explicit comparative approach and a unified framework for assessment to better understand the diverse range of contexts in which new approaches to chronic care are being implemented, and to evaluate the outcomes of these initiatives. The study focuses in on the content of these new models, which are frequently applied from different disciplinary and professional perspectives and associated with different goals and does so through analyzing approaches to self-management support, service delivery design and decision-support strategies, financing, availability and access. Significantly, it also illustrates the challenges faced by individual patients as they pass through the system.

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#### ECEL 2019 18TH EUROPEAN CONFERENCE ON E-LEARNING

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*Academic Conferences and publishing limited*

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#### EBOOK: HEALTH SYSTEMS AND THE CHALLENGE OF COMMUNICABLE DISEASES: EXPERIENCES FROM EUROPE AND LATIN AMERICA

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*McGraw-Hill Education (UK)* "This is an excellent book, well-written and well-documented. The editors have succeeded to bring together a large number of knowledgeable authors to cover comprehensively the vast area ... public health actors dealing with infectious diseases both at central and local level, whether in research, teaching or practice as well as professionals working in diagnostic and therapeutic health services, notably in microbiology and infectious diseases could greatly benefit from reading the book. Politicians and lay administrators with responsibility in the field would be well advised to do the same." *European Journal of Public Health* Health systems everywhere face constant change as they seek to respond to evolving patterns of disease. This is especially true with communicable diseases where humanity is engaged in a constant evolutionary struggle with micro-organisms that are able to adapt rapidly to a changing world. This problem can be, for example, exemplified recently by the growth of antibiotic resistant infection. This fascinating book confronts this challenge, looking at two regions where the pace of change is especially rapid, Europe and Latin America - places where health systems, many themselves undergoing rapid organisational transition, must find ways of adapting to an ever changing context. The book begins with an historical overview, recalling how humans and micro-organisms have always competed, at times with profound historical consequences, before examining the current status of this evolutionary struggle. It assesses the extent to which human societies and their governments are prepared for the challenges ahead and reviews the experiences of countries in Europe and Latin America in developing effective responses. Health Systems and the Challenge of Communicable Diseases will be of interest to those engaged in the development of health policy in high and middle income countries, and to those who are studying the creation and implementation of health policy.

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#### ETHNONATIONALISM AND POLITICAL SYSTEMS IN EUROPE

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#### A STATE OF TENSION

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*Leiden University Press* In the last five years, fifteen new European states have been created on the basis of claims by previously little-known ethnonational groups. This book explains this development. It examines the cases of four European states (Bulgaria, the former Czechoslovakia, Belgium, and Finland) and focuses particularly on the impact of political systems on the development of ethnonational relations.

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#### ECRM2014-PROCEEDINGS OF THE 13TH EUROPEAN CONFERENCE ON RESEARCH METHODOLOGY FOR BUSINESS AND MANAGEMENT STUDIES

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#### ECRM 2014

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*Academic Conferences Limited*

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#### CHANGES IN STUDENT ACHIEVEMENT ASSESSMENT SYSTEM IN SELECTED EUROPEAN COUNTRIES

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#### A COMPARATIVE STUDY

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#### THE CIVIL LAW TRADITION

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#### AN INTRODUCTION TO THE LEGAL SYSTEMS OF EUROPE AND LATIN AMERICA

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*Stanford University Press* This is a concise history and analysis of the civil law tradition, which is dominant in most of Europe, all of Latin America, and many parts of Asia, Africa, and the Middle East. This new edition deals with recent significant events - such as the fall of the Soviet empire and the resulting precipitous decline of the socialist legal tradition - and their significance for the civil law tradition.

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#### THE ARCHAEOLOGY OF IBERIA

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#### THE DYNAMICS OF CHANGE

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*Routledge* For many archaeologists, Iberia is the last great unknown region in Europe. Although it occupies a crucial position between South-Western Europe and North Africa, academic attention has traditionally been focused on areas like Greece or Italy. However Iberia has an equally rich cultural heritage and archaeological tradition. This groundbreaking volume presents a sample of the ways in which archaeologists have applied theoretical frameworks to the interpretation of archaeological evidence, offering new insights into the archaeology of both Iberia and Europe from prehistoric time through to the tenth century. The contributors to this book are leading archaeologists drawn from both countries. They offer innovative and challenging models for the Paleolithic, Neolithic, Copper Age, Iron Age, Roman, Early Medieval and Islamic periods. A diverse range of subjects are covered including urban transformation, the Iron Age peoples of Spain, observations on historiography and the origins of the Arab domains of Al-Andalus. It is essential reading for advanced undergraduates and those researching the archaeology of the Iberian Peninsula.

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#### THE EAGLE AND THE DRAGON

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#### GLOBALIZATION AND EUROPEAN DREAMS OF CONQUEST IN CHINA AND AMERICA IN THE SIXTEENTH CENTURY

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*John Wiley & Sons* In this important new book the renowned historian Serge Gruzinski returns to two episodes in the sixteenth century which mark a decisive stage in global history

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and show how China and Mexico experienced the expansion of Europe. In the early 1520s, Magellan set sail for Asia by the Western route, Cortes seized Mexico and some Portuguese based in Malacca dreamed of colonizing China. The Aztec Eagle was destroyed but the Chinese Dragon held strong and repelled the invaders - after first seizing their cannon. For the first time, people from three continents encountered one other, confronted one other and their lives became entangled. These events were of great interest to contemporaries and many people at the time grasped the magnitude of what was going on around them. The Iberians succeeded in America and failed in China. The New World became inseparable from the Europeans who were to conquer it, while the Celestial Empire became, for a long time to come, an unattainable goal. Gruzinski explores this encounter between civilizations that were different from one another but that already fascinated contemporaries, and he shows that our world today bears the mark of this distant age. For it was in the sixteenth century that human history began to be played out on a global stage. It was then that connections between different parts of the world began to accelerate, not only between Europe and the Americas but also between Europe and China. This is what is revealed by a global history of the sixteenth century, conceived as another way of reading the Renaissance, less Eurocentric and more in tune with our age.

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## PRACTICAL SYSTEMS THINKING

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*Cengage Learning* This textbook examines three principal methods of applied systems thinking: systems failures, hard and soft systems methods. Other systems methodologies are described briefly. The book is written in an open learning style with activities, exercises and case studies with an emphasis on practice and technique. It is supported by numerous illustrations, in keeping with the diagramming techniques of systems work. This textbook examines three principal methods of applied systems thinking: systems failures, hard and soft systems methods. Other systems methodologies are described briefly. The book is written in an open learning style with activities, exercises and case studies with an emphasis on practice and technique. It is supported by numerous illustrations, in keeping with the diagramming techniques of systems work.

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## PHILOSOPHY AND POLITICAL CHANGE IN EASTERN EUROPE

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*Open Court Publishing Company*

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## THINKING AFTER EUROPE

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## JAN PATOCKA AND POLITICS

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*Rowman & Littlefield* A comprehensive exposition and analysis of Jan Patočka's political philosophy, in particular his idea of Europe and concept of 'post-Europe', and its continuing relevance to philosophy and contemporary politics.

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## SYSTEMS THINKING

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## INTELLIGENCE IN ACTION

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*Springer Science & Business Media* The core belief underlying this book is that the most useful and effective models to strengthen our intelligence are system ones, developed following the logic of Systems Thinking. Such models can explore complexity, dynamics, and change, and it is the author's view that intelligence depends on the ability to construct models of this nature. The book is designed to allow the reader not only to acquire simple information on Systems Thinking but above all to gradually learn the logic and techniques that make this way of thinking an instrument for the improvement of intelligence. In order to aid the learning and practice of the Systems Thinking discipline, the author has abandoned a rigid formal language for a more discursive style. He writes in the first person, with an ample number of citations and critical analyses, and without ever giving in to the temptation to use formal mathematics.

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## EUROPE AFTER ENLARGEMENT

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*Routledge* The enlargement of European-based organisations has reached a near terminal point. The Council of Europe and the Organisation for Security and Cooperation in Europe (OSCE) currently cover virtually all states of Europe (Belarus still remains excluded from the first of these). The EU and NATO have experienced extensive processes of enlargement and the scope for continuing enlargement is now limited largely to the Balkans and the European neutrals. Given this state of affairs it is now pertinent to think of a Europe characterised not by enlargement but by post-enlargement. In International Relations (IR) conceptual thinking on Europe (as opposed just to the EU) has been undertaken using a range of scholarly tools. In this volume, attention to Europe proceeds from English School (ES) thinking, and specifically its three-fold distinction between international system, international society and world society. It is the international society element (the development/institutionalisation of shared interests and identities buttressed by rules and norms) which signifies in their most concrete form different patterns of interaction or integration between states. This book will be of interest to international relations scholars, as well as practitioners within the European Union and other intergovernmental institutions. It was published as a special issue of the Journal of European Integration.

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## SYSTEMS ENGINEERING, SYSTEMS THINKING, AND LEARNING

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## A CASE STUDY IN SPACE INDUSTRY

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*Springer* This book focuses on systems engineering, systems thinking, and how that thinking can be learned in practice. It describes a novel analytical framework based on activity theory for understanding how systems thinking evolves and how it can be improved to support multidisciplinary teamwork in the context of system development and systems engineering. This method, developed using data collected over four years from three different small space systems engineering organizations, can be applied in a wide variety of work activities in the context of engineering design and beyond in order to monitor and analyze multidisciplinary interactions in working teams over time. In addition, the book presents a practical strategy called WAVES (Work Activity for an Evolution of Systems engineering and thinking), which fosters the practical learning of systems thinking with the aim of improving process development in different industries. The book offers an excellent resource for researchers and practitioners interested in systems thinking and in solutions to support its evolution. Beyond its contribution to a better understanding of systems engineering, systems thinking and how it can be learned in real-world contexts, it also introduces a suitable analysis framework that helps to bridge the gap between the latest social science research and engineering research.

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## NEW THINKING AND DEVELOPMENTS IN INTERNATIONAL POLITICS

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## OPPORTUNITIES AND DANGERS

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*University Press of Amer* This book explores the provocative question, 'What has been, and will be, the impact of new thinking and developments upon international politics?' The essays discuss the new possibilities resulting from new thinking. These are: the end of the Cold War and the advent of a peaceful, prosperous Europe closely tied to the United States; an invigorated United Nations; a shift of attention to the new challenges posed by patterns of violence in areas of the world divorced from the Cold War; and the prospect of global democratization and greater global economic and ecological health. Essays include: Implications of Soviet New Thinking for International Politics: Clues from Eastern Europe; Remodeling NATO and Europe: Continuity and Change in European Security in the 1990s; Toward a New and Invigorated United Nations; Violent Conflict in the International System of the 1990s; International Economics in the 1990s; Information Revolution and the Shaping of a Democratic Global Order. Co-published with the Miller Center of Public Affairs.

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## ORGANISATIONAL PROBLEMS IN EUROPEAN MANUFACTURE: PT. 2. PRODUCTION IN THE FUNCTIONAL SYSTEM. PT. 3. PRODUCTION IN THE HUMAN RESOURCES SYSTEM

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## AMERICA AND WESTERN EUROPE

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## PROBLEMS AND PROSPECTS

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*Lexington, Mass. : Lexington Books*

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## CHINESE AND INDIAN WAYS OF THINKING IN EARLY MODERN EUROPEAN PHILOSOPHY

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## THE RECEPTION AND THE EXCLUSION

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*Bloomsbury Publishing* An investigation into the reasons for the inclusion and exclusion of Chinese and Indian philosophical thought in 17th-and-18th-century Europe

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## SYSTEMS OF HOUSING SUPPLY AND HOUSING PRODUCTION IN EUROPE

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## A COMPARISON OF THE UNITED KINGDOM, THE NETHERLANDS AND GERMANY

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*Ashgate Publishing Company* This is a comparison of three European states - the United Kingdom, the Netherlands and Germany. The book investigates the effect of different policy stances on the volume and tenure of new housing production and examines a number of contemporary theories. The methodology considers the role of markets, political systems and cultural factors in explaining why housing production outcomes differ.

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## GOVERNANCE OF HOSPITALS IN CENTRAL AND EASTERN EUROPE

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*Springer* This book presents a novel view of healthcare system transition in post-communist countries. It is the first region-wide comparative study of hospital governance in Eastern Europe. Comprehensive new material shows the evolution and significance of governance, complementing recent publications on the topic from industrialised countries. Throughout the book, governance is described and substantiated as a major component that, together with provider payment mechanisms, defines the hospital sector's operations. This view subscribes to the economists' growing appreciation of extra-financial aspects in the discussion of incentives and regulation of healthcare markets. In particular, the book explains

how governance arrangements may affect the outcomes of healthcare financing reforms, and should thus be seen as a critical determinant of their success or failure. This new model of thinking about healthcare system transition emerges from an analysis of 22 countries over the course of two decades. While the primary focus of the study is on developing the hospital sector, an extensive background chapter provides a standalone introduction to the dynamically changing landscape of healthcare in Eastern Europe and an overview of the various problems and challenges the region is facing. Practitioners, policy-makers, academics and students interested in Eastern European healthcare systems, their origins, current status and ways forward, will appreciate the book's reflections on the problem complexity, the clarity of its concepts, and its accessible style of presentation.

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## ENDING EUROPE'S WARS

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### THE CONTINUING SEARCH FOR PEACE AND SECURITY

*Century Foundation Press* "In *Ending Europe's Wars*, Jonathan Dean, a widely recognized expert on European security issues, evaluates the prospects for peace in Europe as a test case for world security. Dean analyzes the current and potential conflicts in Europe and assesses the performance of the multilateral security institutions active in Europe - the North Atlantic Treaty Organization (NATO), the Conference on Security and Cooperation in Europe (CSCE), the Western European Union (WEU), and the United Nations itself - in coping with these challenges. He presents a wide range of innovative proposals for dealing with continuing nuclear dangers in Russia, for bringing NATO, WEU, and CSCE together in a single effective European security organization, and for defusing the ethnic hatreds that have already caused at least five bloody wars." "Ending Europe's Wars traces the dramatic course of change in Europe - perestroika, the liberation of Eastern Europe, the collapse of the Soviet Union - to uncover the roots of today's problems. The author shows how these positive developments have also brought real or potential threats to European security: the Russian confrontation with Ukraine; the uncertainties surrounding Russian military intervention in neighboring republics; the possibility that Russia's nuclear arsenal could get out of control; massive population movements sparking racism and intolerance in Western Europe; tragic, unresolved ethnic conflicts in the former Yugoslavia and the states bordering Russia; a resurgent Germany; and growing confrontation with fundamentalist Islam." "Dean describes the numerous military constraints, cooperative procedures for conflict prevention, and organizational changes that have made European security institutions and the confidence-building measures and arms limitations they are based on the most comprehensive and ambitious regional security system in recorded history. He demonstrates why these institutions have nonetheless coped inadequately with Europe's emerging wars, especially in the former Yugoslavia, and how they can be radically improved. Dean concludes that the job of constructing an effective European security system is only half done. The present system could move either toward greater control over conflict or toward slow collapse and renationalization and the expansion of the armed forces of individual European countries. Either outcome will have a decisive effect on the future of the United Nations and global security."--BOOK JACKET.Title Summary field provided by Blackwell North America, Inc. All Rights Reserved

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## SKILLS, NOT JUST DIPLOMAS

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### MANAGING EDUCATION FOR RESULTS IN EASTERN EUROPE AND CENTRAL ASIA

*World Bank Publications* Future growth in the countries in Eastern Europe and Central Asia (ECA) will increasingly depend on innovation. And innovation requires skills. This makes it important, as countries plan for recovery, to undertake reforms to reduce the skills shortages that the previous growth episode exposed. Education systems have a very important role to play in creating the right skills. But education systems in the region fall short of the demands of their economies in two major ways. The first is that despite high levels of enrollment they do not produce enough graduates with the right skills. Students graduate with diplomas, not with skills, because the quality of the education for many students is poor. In large part this is because education systems remain focused on providing an excellent education to a few at the expense of improving the quality of learning for the majority. Moreover, the systems are still making the transition from teaching the basics to inculcating higher order skills such as critical-thinking and problem solving. The second way in which education systems fall short is that outside of a few countries in the EU there are few opportunities for adults to retrain, or acquire new skills. This book argues that generating more of the right skills requires a fundamental change of approach in the education systems in the region so that they aim for, and deliver, higher quality education for the vast majority of students (not just diplomas but skills). To start with, education systems need to turn the lights on and take seriously the measurement of what students actually learn as opposed to measurement of the inputs into the education process on the implicit assumption that learning follows. Policy makers also need to move away from the focus on inputs and processes and increase the emphasis on incentives.

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## GUIDANCE POLICIES IN THE KNOWLEDGE SOCIETY

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### TRENDS, CHALLENGES AND RESPONSES ACROSS EUROPE : A CEDEFOP SYNTHESIS REPORT

The key contribution which career guidance can make to the achievement of four public policy goals - lifelong learning, social inclusion, labour market efficiency and economic development - is increasingly widely acknowledged both within Europe and internationally. Such public policy goals are fundamental to the attainment of the Lisbon Council (2000) aim of making Europe the most competitive economy and knowledge based society in the world by 2010. The draft Interim Report on the Implementation of the Lisbon Strategy, Education and Training 2010: the Success of the Lisbon Strategy Hinges on Urgent Reforms (2004), identifies career guidance as one of four key actions to create open, attractive and accessible learning environments. It calls for the strengthening of the role, quality and co-ordination of career guidance services to support learning at all ages and in a range of settings, empowering citizens to manage their learning and work. In order to achieve this, the report calls for the development of common European references and principles to support national policies for career guidance as a matter of priority. In 2001 the OECD launched a review of policies for career information, guidance and counselling services in which fourteen OECD countries took part. On the request of the European Commission's Directorate General for Education and Culture, in 2002 CEDEFOP and the ETF extended the review to cover the remaining Member States and future Member States. In 2002, the World Bank also undertook a related review of career guidance policies in seven middle-income countries. Drawing on this extensive body of research, this Cedefop synthesis report outlines significant developments, trends, challenges and issues, as well as strengths and weaknesses of information and guidance systems and policies across 29 European countries. The report identifies interesting practice illustrated with examples taken from the range of countries involved in the review. Policy-makers and practitioners will thus be able to benchmark their own systems in relation to those of others, and to review their practices in the light of the efforts and experiences of colleagues across Europe. Annexed to the main report is a short paper comparing and contrasting the career guidance policy situation in Europe with that of some middle-income countries and some non-European developed countries. -- EU Bookshop.

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## COMPLEX PROBLEM SOLVING

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### THE EUROPEAN PERSPECTIVE

*Psychology Press* This volume presents a state-of-the-science review of the most promising current European research -- and its historic roots of research -- on complex problem solving (CPS) in Europe. It is an attempt to close the knowledge gap among American scholars regarding the European approach to understanding CPS. Although most of the American researchers are well aware of the fact that CPS has been a very active research area in Europe for quite some time, they do not know any specifics about even the most important research. Part of the reason for this lack of knowledge is undoubtedly the fact that European researchers -- for the most part -- have been rather reluctant to publish their work in English-language journals. The book concentrates on European research because the basic approach European scholars have taken to studying CPS is very different from one taken by North American researchers. Traditionally, American scholars have been studying CPS in "natural" domains -- physics, reading, writing, and chess playing -- concentrating primarily on exploring novice-expert differences and the acquisition of a complex skill. European scholars, in contrast, have been primarily concerned with problem solving behavior in artificially generated, mostly computerized, complex systems. While the American approach has the advantage of high external validity, the European approach has the advantage of system variables that can be systematically manipulated to reveal the effects of system parameters on CPS behavior. The two approaches are thus best viewed as complementing each other. This volume contains contributions from four European countries -- Sweden, Switzerland, Great Britain, and Germany. As such, it accurately represents the bulk of empirical research on CPS which has been conducted in Europe. An international cooperation started two years ago with the goal of bringing the European research on complex problem solving to the awareness of American scholars. A direct result of that effort, the contributions to this book are both informative and comprehensive.

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## SYSTEMS THINKING FOR SCHOOL LEADERS

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### HOLISTIC LEADERSHIP FOR EXCELLENCE IN EDUCATION

*Springer* This book presents a new approach to school leadership - Holistic School Leadership, whereby school leaders lead schools through systems-thinking concepts and procedures. Facing growing complexity, change and diversity, school leaders need to regularly apply the systems view and perform at the systems level. This book proposes a holistic approach, providing school leaders with systemic principles of action for excellence in education. "What a wonderful book - once I started it, I couldn't put it down. The book masterfully makes a systems leadership perspective accessible and grounded in the reality of the daily life of educators. Holistic School Leadership is a "must read" for anyone who has the responsibility for making schools better places, from professors to emerging teacher leaders." Karen Seashore (Louis), Regents Professor of Organizational Leadership, Policy and Development, University of Minnesota "Shaked and Schechter have constructed a much needed bridge to the future of educational leadership, a future of systemic thinking and positivity." Joseph Murphy, Professor of Education and Public Policy, Peabody College of Education, Vanderbilt University "Shaked and Schechter offer a comprehensive yet concise account of the meaning of systems thinking. The authors systematically develop their Holistic School Leadership approach with compelling examples, carefully attending to the perennial challenge of implementation. Important reading for scholars and practitioners of school leadership and management!" James P. Spillane, Olin Professor in Learning and Organizational Change, Northwestern University "This is the most important book on systems thinking since Senge's (1990) seminal work on learning organizations. Shaked and Schechter demonstrate the critical and practical utility of systems thinking for school leaders—a must read for all reflective practitioners." Wayne K. Hoy, Professor Emeritus, The Ohio State University. "Holistic School Leadership provides an innovative and exciting look into a new perspective on educational leadership that holds tremendous potential in reshaping educational research, policy, and practice. The idea of interdependence alone makes this powerful new book required reading for anyone concerned with the future of education and educational leadership in particular. Give yourself, your colleagues, your students, and your system the gift of the wisdom in this book." Alan J. Daly, Chair and Professor, Department of Education Studies, University of California, San Diego "In this informative book, Shaked and Schechter offer a fresh application of systems thinking to

schools and to the work of school leaders. This book is a useful addition to the bookshelves of both those who prepare and those who support school leaders.” Megan Tschannen-Moran, Professor of Educational Leadership, College of William and Mary

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#### SYSTEMS THINKING FOR SUPPORTING STUDENTS WITH SPECIAL NEEDS AND DISABILITIES

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##### A HANDBOOK FOR CLASSROOM TEACHERS

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*Springer Nature* This book provides school leaders and teachers with research-based theories and models on systems thinking and on inclusive education. It offers the ‘why’, ‘what’ and ‘how’ of inclusive teaching and learning with specific references to a range of special needs. It discusses topics such as a sustainable approach to inclusion, differentiation of learning programs and activities, and a range of assessment approaches to support teaching and learning. The book also presents the social aspects of inclusion and encourages teachers and school leaders to focus not only on the academic aspects of education but the social and emotional growth of the student. It highlights the value of parent input and promotes the forming of parent partnership to enhance student learning and wellbeing. Part One of the book gives practical suggestions on how school leaders can apply systems thinking to mobilise the school and school community to contribute to the ideals of Education For All. Part Two discusses a range of disabilities with each chapter covering the medical definitions and characteristics of the condition, the challenges faced by the student, their parents and teachers, and presents evidence-based strategies and classroom management tips to help teachers with their everyday classroom needs. The book helps to heighten school leaders’ awareness on how to use systems thinking to mobilise the school community to action. It strengthens teachers’ confidence and builds their capacity in providing all students with access to flexible learning choices to help them achieve educational goals and develop a sense of belonging.

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#### INEQUALITY AFTER THE TRANSITION

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##### POLITICAL PARTIES, PARTY SYSTEMS, AND SOCIAL POLICY IN SOUTHERN AND POSTCOMMUNIST EUROPE

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*Oxford University Press* *After the Transition* is an all-encompassing examination of the origins, increase, and persistence of inequality in new democracies. It challenges the conventional thinking found in much of the democratization-inequality literature, and offers a new theory. It speaks simultaneously to literature of democratization, party systems, social policy, and inequality to explain why democracies are not able to fulfill their promise to the disadvantaged and why they cannot achieve income equality. It investigates social policy programs such as pensions, unemployment benefits, and other social transfers in Poland and the Czech Republic in Post-Communist Europe, and Turkey and Spain in Southern Europe. The volume traces the origins and development of social policy, from the formation of nation-states to the present, and considers how different political regimes, whether totalitarian; post-totalitarian; or authoritarian, designed welfare policies to prioritize civil servants and the working classes in formal sectors at the expense of the majority poor. It then demonstrates how these legacies perpetuate and widen disparities in access to welfare policies, and thus income inequality in countries where low mobilization by the poor and unstable party systems prevail. This study employs interviews with Polish, Czech, Turkish, and Spanish union leaders; bureaucrats; and business people while also conducting an original survey in Turkey to dissect the linkage between organized groups and parties. Employing a multi-method approach, two paired case studies on these countries also demystify why and how new populist parties have successfully appealed to voters and affected the trajectory of social policy, party systems and inequality. *Comparative Politics* is a series for researchers, teachers, and students of political science that deals with contemporary government and politics. Global in scope, books in the series are characterised by a stress on comparative analysis and strong methodological rigour. The series is published in association with the European Consortium for Political Research. For more information visit: [www.ecprnet.eu](http://www.ecprnet.eu). The series is edited by Emilie van Haute, Professor of Political Science, Université libre de Bruxelles; Ferdinand Müller-Rommel, Director of the Center for the Study of Democracy, Leuphana University; and Susan Scarrow, John and Rebecca Moores Professor of Political Science, University of Houston.

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#### SYSTEMS THINKING FOR HEALTH SYSTEMS STRENGTHENING

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*World Health Organization* Many developing countries are looking to scale-up what works through major systems strengthening investments. With leadership, conviction and commitment, systems thinking can facilitate and accelerate the strengthening of systems to more effectively deliver interventions to those in need and be better able to improve health in an equitable way. Systems thinking is not a panacea. Its application does not mean that resolving problems and weaknesses will come easily or naturally or without overcoming the inertia of the established way of doing things. But it will identify, with more precision, where some of the true blockages and challenges lie. It will help to: 1) explore these problems from a systems perspective; 2) show potentials of solutions that work across sub-systems; 3) promote dynamic networks of diverse stakeholders; 4) inspire learning; and 5) foster more system-wide planning, evaluation and research. And it will increase the likelihood that health system strengthening investments and interventions will be effective. The more often and more comprehensively the actors and components of the system can talk to each other from within a common framework --communicating, sharing, problem-solving -- the better chance any initiative to strengthen health systems has. Real progress will undoubtedly require time, significant change, and momentum to build capacity across the system. However, the change is necessary -- and needed now. This report therefore speaks to health system stewards, researchers and funders and maps out a set of strategies and activities to harness these approaches, to link them to these emerging opportunities and to assist systems thinking to become the norm in design and evaluation of interventions in health systems. But, the final message is to the funders of health system strengthening and health systems research who will need to recognize the potential in these opportunities, be prepared to take risks in investing in such innovations, and play an active role in both driving and following this agenda towards more systemic and evidence-informed health development.

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#### BAILING OUT THE SYSTEM

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##### REFORMIST SOCIALISM IN WESTERN EUROPE, 1944-1985

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