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RareBooksClub. Paperback. Book Condition: New. This item is printed on demand. Paperback. 56 pages. Original publisher: Washington, D. C. : U. S. General Accounting Office, 2003 OCLC Number: (OCoLC)53875242 Subject: Government purchasing -- United States. Excerpt: . . . As a starting point for its core-competency emphasis, a work group commissioned by the Senior Executive Council chose a business concept 17 outlined in a 1990 Harvard Business Review article. The article provides several examples of corporations that identified their core competencies, helping them to become more successful than their competitors. The authors likened a diversified corporation to a business tree. For example, the trunk and major limbs are core products; the smaller branches are business units. While admitting this concept is difficult to apply to DOD, the Senior Executive Council nonetheless translated that business tree to a military application - the core services were described as the set of activities that actually contribute to the value of the end product (land, sea, and air operations), the business units were the units of a component command, the end products were military effects, and the customer was the combatant commander employing forces and resources. In adapting the definition of core from the Harvard Business Review article to the DOD environment, the Senior Executive Council defined core as A complex harmonization of individual technologies and production (employment, delivery) skills that create unique military capabilities valued by the force employing commander in chief ! Several additional definitions were provided in the Councils April 2002 memo to help clarify the readers understanding of the definition (see app. III). According to the memo, however, there are three themes common to each definition: (1) the knowledge and experience acquired by people, (2) the discrete and finite set...



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