Why does public management—the art of the state—so often go wrong, producing failure and fiasco instead of public service, and what are the different ways in which control or regulation can be applied to government? Why do we find contradictory recipes for the improvement of public services, and are the forces of modernity set to produce worldwide convergence in ways of organizing government? This study aims to explore such questions, which are central to debates over public management. It combines contemporary and historical experience, and employs grid/group cultural theory as an organizing frame and method of exploration. Using examples from different places and eras, the study seeks to identify the recurring variety of ideas about how to organize public services—and contrary to widespread claims that modernization will bring a new global uniformity, it argues that variety is unlikely to disappear from doctrine and practice in public management. The book has three parts. Part I, Introductory, has three chapters that discuss various aspects of public management. Part II, Classic and Recurring Ideas in Public Management, has four chapters that discuss various ways of doing public management. Part III, Rhetoric, Modernity, and Science in Public Management, has three chapters that discuss the rhetoric, and culture of public management, contemporary public management, and the state of the art of the state.

Public Management Reform Defined
Luiz Carlos Bresser-Pereira

in Democracy and Public Management Reform: Building the Republican State
The basic idea is that activities that use state power should be within the state organization; the state should mainly finance social, cultural, and scientific activities involving externalities and dealing with basic human rights, and public non-state service organization should execute them. Additionally, public management reform is concerned with the democratic character of government officials’ decisions. Thus, while it emphasizes more autonomy for government officials in their decisions, given the complexity of the problems that government faces today and the speed required for some decisions, it demands, as a trade-off, greater transparency and accountability in the decision-making process. Finally, public management reform’s objective is not just to make the state organization more efficient but to build state capacity.

Calamity, Conspiracy, and Chaos in Public Management
Christopher Hood

In The Art of the State: Culture, Rhetoric, and Public Management
Published in print: 2000 Published Online: November 2003
Item type: chapter

In Chapters 2–3 of the Introduction, the cultural-theory framework is used to explore two central problems of public management—the analysis of the characteristic ways in which different forms of organization can collapse and fail (this chapter), and the analysis of the range of forms of control and regulation (in the broadest sense) available in public management (the next chapter); in both cases, an examination through the lens of cultural theory can add an extra dimension or an alternative perspective to the analysis. Aims to show how a cultural-theory perspective can assist the analysis of public management failure and collapse in two ways. First, such a perspective can help bring out some of the varying and contradictory attitudes towards scandal or catastrophe in public management, in the sense of who to blame or how to put matters right. Second, the four basic organizational ways of life that cultural theory identifies (as introduced in the first chapter) can each be expected to have its own characteristic pattern of in-built failure. The different sections are Responses to Public-Management Disasters; Four Types of Failure and Collapse; Private Gain From Public Office; Fiascos Resulting from Excessive Trust in Authority and Expertise; Unresolved Conflict and Internecine Strife; Apathy and Inertia: Lack of Planning, Initiative, and Foresight; and Accounting for Failure in Public Management.
Public Management: Seven Propositions
Christopher Hood
in The Art of the State: Culture, Rhetoric, and Public Management
Published in print: 2000 Published Online: November 2003
Item type: chapter

Discusses three conventional assumptions that are made about public management: that it is in the throes of a millennial transformation to a new style; that today's ‘new’ public management ideas differ sharply from those of earlier eras; and that the favoured doctrines of contemporary public management tend to be dubbed as economic rationalism. Goes on to point out that the book looks at public management from a different perspective, and reduces its arguments to seven related propositions, discussed in the remainder of the chapter that: grid/cultural theory captures most of the variety in both current and historical debates about how to organize public services; application of a cultural-theory framework can illuminate many of the central analytic questions of public management; if we look across time and space, we can identify ideas about how to organize government and public services that correspond to each of the four polar categories contained in cultural theory; no one of those recipes for good organization has a clear claim to be considered more modern than any of the others and each has in-built weaknesses; variation in ideas about how to organize in government is not likely to disappear; the dimensions identified by cultural theory enable analysis of organizational variety to be pursued at a range of levels; and the understanding of cultural and organizational variety, within a historical perspective, merits a central place in the study of public management. These seven propositions overlap, and some of them are given more space than others in the book; this chapter concentrates mainly on the first proposition, and aims to introduce grid/group cultural theory in the context of public management, but the other six propositions are also discussed more briefly, as a way of setting the scene for the remainder of the book.

Process-Based Organizations in the UK Public Services? Prospects for the Future
Terry McNulty and Ewan Ferlie
in Reengineering Health Care: The Complexities of Organizational Transformation
Published in print: 2004 Published Online: October 2011
Publisher: Oxford University Press
DOI: 10.1093/0198297653.003.0001
Item type: chapter
This chapter discusses whether process-based organization and the notion of New Public Management (NPM) complement or contradict each other. We re-visit the earlier analysis of the UK NPM and consider its implications for the emerging Labour government for the organization and management of UK public services. With this, we analyse how the process-based model of organization complies with the features of current public service organizations. The chapter describes how the UK NPM movement evolved in the late 1990s and draws attention to the issues that came out during this period by presenting the four subtypes of the NPM. This chapter concludes that there is a tension between the process and functional principles in organizing. Thus, we see how reengineers were not able to establish a set of core processes to facilitate corporate change. This particular case of BPR brought about change but not organizational transformation.

Repairsing Our Public and Private Institutions
Thomas H. Stanton

in Why Some Firms Thrive While Others Fail: Governance and Management Lessons from the Crisis

Chapter 1 is the introduction and overview. It introduces the core questions of the book: Why did so many major firms fail to protect themselves and their shareholders from failure in the financial crisis? What were key differences in governance and management between firms that weathered the crisis and those that succumbed? And what can be done to improve both public and private organizations in the future? The chapter introduces the idea of “constructive dialogue” as a critical indicator of the quality of governance and management of a firm. This book is not only about the financial crisis: it provides lessons about organization, governance and management of private and public organizations more generally and the need to strengthen the institutions upon which all of us depend for our safety and economic well being.
The case for social marketing

Jeff French

in Social Marketing and Public Health: Theory and practice

Published in print: 2009 Published Online: February 2010 Publisher: Oxford University Press
Item type: chapter

This chapter explores why social marketing is increasingly being applied by governments and public sector institutions when developing interventions to bring about social good. It argues that citizens' views and wants will and should assume more prominence in planning and delivery of all social programmes. This transfer of power will lead to more effective interventions, and increasingly empowered and demanding citizens. Such a change will mean that governments and their agencies will increasingly look to enhance legislation and education as well as other forms of state intervention with approaches that encourage, engage, and enable people to act to improve their own health and the well-being of others. Among such new forms of intervention, social marketing offers an approach that is citizen-centric and also focused on delivering measurable return on investment. It is probable, therefore, that social marketing will increasingly become an integral part of state-funded endeavours to promote health and social good.

Measuring to learn

Christian Bason

in Leading public sector innovation: Co-creating for a better society

Published in print: 2010 Published Online: March 2012 Publisher: Policy Press
Item type: chapter

With limited resources and rapidly growing needs, public organisations must invest in activities that create the desired value for society. To that end, organisations must measure whether they contribute positively to that change. Why is there a need to measure? It's because there is a need to understand the value of one's work so people can improve upon it, and to be accountable, informing public policymaking and funding priorities. This chapter considers three distinct perspectives on measuring and learning in the context of public sector innovation: assessing the organisation's potential to innovate, learning from the individual innovation processes, and measuring the value of innovation. Further, to determine an organisation's total innovation potential is to
analyse how it is faring on each of the four Cs, or dimensions of the innovation ecosystem.

Media and public accountability: typology and research agenda
Sandra Jacobs and Thomas Schillemans

in Media and Governance: Exploring the Role of News Media in Complex Systems of Governance

The role of the media in public accountability has often been discussed. This is especially the case for public sector organisations, whose accountability relations have changed in the shift from government to governance. In this paper, we develop a typology of the ways mass media are involved in public accountability processes. Media can stimulate actors to reflect on their behaviour, trigger formal accountability by reporting on the behaviour of actors, amplify formal accountability as they report on it or act as an independent and informal accountability forum. To explore the presence of these roles in practice, we focus on public sector organisations in the Netherlands. Our quantitative and qualitative analysis in the Netherlands suggests that the media primarily serve an indirect role in public accountability, either by invoking pre-emptive self-criticism in public organisations in anticipation of potential media scrutiny or by triggering formal accountability demands from MPs.

The Organizational Forms of Counterpublic Knowledge
David J. Hess

in Undone Science: Social Movements, Mobilized Publics, and Industrial Transitions

The chapter reviews literature in social movement studies on resource mobilization, mobilizing structures, and organizations, then it examines a parallel literature in science and technology studies on networks. It suggests a way to build on these literatures by analyzing the organizational dimension of counterpublic knowledge, and it argues that three are four main types of organizational forms. Scientific and
intellectual movements involve attempts to reform research agendas within the scientific field; science associations and public interest science organizations involve means by which scientists communicate with the public and political field; citizen-science alliances involve collaborative projects between citizen groups and scientists; and citizen science involves research projects by lay communities.

The Role and Functioning of Public-Interest Legal Organizations in the Enforcement of the Employment Laws
Christine Jolls

in Emerging Labor Market Institutions for the Twenty-First Century

The American legal system affords a significant array of protections to employees. Although most workers in the United States do not enjoy a general right to be dismissed only for cause—a right characteristic of many European countries and now of one American state, Montana—they benefit from a host of specific prohibitions on arbitrary or inappropriate behavior by employers. This chapter examines some of the distinctive public-interest legal organizations that exist to help to enforce the employment laws in the United States. It focuses on two broad categories of such organizations: national issue organizations and legal services organizations. The emphasis is on “enforcement” (or “implementation”) of existing laws, rather than “enactment” of new laws. It supports Paul Burstein's argument that litigation is an important element of social movement. The chapter also describes why the usual mechanism for protecting legal rights—retention of a private lawyer by the aggrieved party—is of limited effectiveness in the employment context.

The Legal Regulation of Organized Civil Society
Nicole Bolleyer

in The State and Civil Society: Regulating Interest Groups, Parties, and Public Benefit Organizations in Contemporary Democracies

This introduction specifies the central questions addressed in this study—namely, what are the legal environments (as constituted by binding
legal regulation) that have been created in long-lived democracies to steer the behaviour of membership-based, voluntary organizations—interest groups, parties, and public benefit organizations—that constitute organized civil society? And why do democracies adopt more or less constraining regulation in this sphere, in which state intervention is generally considered contentious? Having done so, it addresses three fundamental issues stressing the importance of these themes: first, why bother writing a book-length study on the legal regulation of voluntary organizations in particular? Second, why not focus on one particular type of organization (for example, interest groups or parties), as earlier cross-national studies have done? And, finally, what do we gain substantially and analytically by comparing the nature of legal regulation not only across a variety of countries but also across distinct organizational types and why focus on the three types of interest groups, parties, and public benefit organizations and not others?

Nursing the Nation
Shawn Michelle Smith

in Imagining Illness: Public Health and Visual Culture

Published in print: 2011 Published Online: August 2015
DOI: 10.5749/Minnesota/9780816648221.003.0008
Item type: chapter

This chapter explores visual representations of public health nurses who belonged to the National Organization for Public Health Nursing (NOPHN) in the 1930s, with particular emphasis on how the work of these women was quite literally “envisioned.” It first considers the NOPHN’s interest in visual culture and education during the period before discussing how new nursing uniforms worked symbolically to signal the nurse’s modernity. It then examines two of the most often-reproduced iconic images of public health nurses—the visiting nurse arriving at someone’s home, and the nurse within the home tending to a newborn—and suggests that these oft-repeated scenes depicted the public health nurse as a link, or mediator, between public and private institutions. Thus, the public health nurse emerged as a new kind of modern, mobile, independent young woman charged with securing the health of the nation.
Amnesia
Michael E. Meeker

in A Nation of Empire: The Ottoman Legacy of Turkish Modernity
Published in print: 2002 Published Online: May 2012
Publisher: University of California Press
DOI: 10.1525/california/9780520225268.003.0001

This chapter discusses the author's arrival in the Turkish district of Of, where he conducted the first part of his fieldwork during the 1960s, revealing that two major families in the district have been monopolizing the higher official positions for over a century and examining the public organizations present in the district. The author also considers the notion of a clan-society that is divided from the state system. Next, the chapter presents an ethnographic analysis of the two major families—the Selimoğlu and Muradoğlu families—in order to understand them as local social formations. This analysis is able to identify the missing features of these two families that would have marked them as a political system based on unilineal descent groups. The chapter also addresses the issue of the exact foundation of these social formations in terms of daily interpersonal interactions and association.

Introduction
Brian Fitzgerald, Jay P. Kesan, Barbara Russo, Maha Shaikh, and Giancarlo Succi

in Adopting Open Source Software: A Practical Guide
Published in print: 2011 Published Online: August 2013
Publisher: The MIT Press
DOI: 10.7551/mitpress/9780262516358.003.0001

This introductory chapter discusses the theme of this book, which is about the adoption of open source software (OSS). The book explores the adoption of OSS in different public organizations, examining how and why people adopted OSS and what consequences followed. It provides five case studies on OSS adoption and identifies the differences in motivation, strategies, technologies, and socioeconomic aspects of the OSS adoption process. The book also discusses the factors that can affect the decision to adopt OSS and who benefits from OSS adoption.

Adopting Open Source Software
Brian Fitzgerald, Jay P. Kesan, Barbara Russo, Maha Shaikh, and Giancarlo Succi

Published in print: 2011 Published Online: August 2013
Publisher: The MIT Press
Government agencies and public organizations often consider adopting open source software (OSS) for reasons of transparency, cost, citizen access, and greater efficiency in communication and delivering services. This book offers five real-world case studies of OSS adoption by public organizations. The authors analyze the cases and develop an overarching, conceptual framework to clarify the various enablers and inhibitors of OSS adoption in the public sector. The book provides a resource for policymakers, practitioners, and academics. The five cases of OSS adoption include a hospital in Ireland; an IT consortium serving all the municipalities of the province of Bozen-Bolzano, Italy; schools and public offices in the Extremadura region of Spain; the Massachusetts state government's open standards policy in the United States; and the ICT department of the Italian Chamber of Deputies. The book provides a comparative analysis of these cases around the issues of motivation, strategies, technologies, economic and social aspects, and the implications for theory and practice.

Studying Legal Regulation of Organized Civil Society Cross-Nationally
Nicole Bolleyer

in The State and Civil Society: Regulating Interest Groups, Parties, and Public Benefit Organizations in Contemporary Democracies

This chapter defines the basic concepts this study builds on (state privilege and constraint; legal inclusiveness and complexity) and, on this basis, proposes an analytical framework allowing for the cross-national analysis of the legal regulation applicable to the three types of voluntary organizations: interest groups, parties, and public benefit organizations. Specifically, the framework proposes a study organization-centred legal regulation by capturing regulation in the three stages of organizational formation, operation (organizations’ constitutive function and resources), and dissolution, by going beyond regulation that explicitly names the three organizational types (for example, political party), that uses a particular legal concept (for example, charity), or that regulates central organizational functions (for example, lobbying). This analytical framework underpins the construction of cross-national indicators across a wide range of regulatory target areas, which is detailed alongside the
methods for analysis and the rationale for selecting the nineteen long-lived democracies covered.

The Regulation of Interest Groups and Public Benefit Organizations
Nicole Bolleyer

in The State and Civil Society: Regulating Interest Groups, Parties, and Public Benefit Organizations in Contemporary Democracies
Published in print: 2018 Published Online: December 2018
Item type: chapter

This chapter presents a detailed empirical assessment of cross-country variation in the regulation of interest groups and public benefit organizations in the operation stage—covering the regulation of these organizations' constitutive functions as well as of resource access—across nineteen long-lived democracies. Regarding regulation of organizations' constitutive functions, it covers areas such as lobby regulation, third-party regulation, and other legal restrictions on groups' political activities. In terms of resource regulation, it covers aspects such as tax benefits for donors and organizations themselves as well as the regulation of fundraising. The chapter concludes with an assessment of the monitoring and supervision structures in charge of implementing group regulation. The analysis shows how interest groups and public benefit organizations have to operate within a complex web of legal regulation, which fundamentally affects their ability to engage in political activities and access state resources.

Health impact assessment in Canada
Louise St-Pierre and Anika Mendell

in Health Impact Assessment: Past Achievement, Current Understanding, and Future Progress
Published in print: 2012 Published Online: January 2013
Item type: chapter

This chapter discusses the development of health impact assessment (HIA) in Canada. The practice and institutionalization of HIA in Canada has been characterized by highs and lows. At both the federal and provincial levels, significant gains have been made but have not necessarily been sustained. However, over the last two decades there
has been HIA-related activity at all levels of government and in various sectors. The federal government has produced an internationally recognized guide, two provinces (Quebec and British Columbia) have legislated HIA within the context of renewed Public Health Acts, and various public health units are exploring the implementation of HIA in their regions. Some public health organizations use what is called the ‘expert-driven model’ of HIA, while the Quebec provincial government has structured HIA practice built on the ‘decision-support’ model.

Social Clustering

Luigi Tomba

in The Government Next Door: Neighborhood Politics in Urban China

Published in print: 2014 Published Online: August 2016
Item type: chapter

This chapter addresses the social clustering and classification that accompanied the recent housing privatization, which resulted in significant flexibility in the governing strategies. It compares different types of neighborhood and how their residents are differently exposed to techniques of government. It finds that, in gentrified residential areas inhabited by “high suzhi” (upper middle class) citizens, residents enjoy a significant autonomy to govern themselves and successfully avoid the direct control of public neighborhood organizations. In socially troubled neighborhoods, however, the presence and visibility of the state has often increased after the reform and rapid urbanization of the last decade. The practices described by this phenomenon are referred to as “social clustering,” and it is argued that the deployment of such a specific form of government is made possible by a spatial and social classification of social groups to which both public and private actors have contributed.