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The mission of the book series is to be consistent with the mission statement of the International Public Management Network (IPMN) that will sponsor the series. The mission of IPMN and the book series is to provide a forum for sharing ideas, concepts and results of research and practice in the field of public management and to stimulate critical thinking about alternative approaches to problem solving and decision making in the public sector. The book series editors will seek to facilitate exchange and cooperative work among scholars interested in transformational change in the public sector in individual nations and around the world.

In addition, we want the series to appeal to members of the Public Sector section of the Academy of Management and to the members of the Association for Public Policy Analysis and Management. Both editors belong to and participate actively in AOM and APPAM.

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IAP - Information Age Publishing, PO Box 79049, Charlotte, NC 28271
tel: 704-752-9125 fax: 704-752-9113 URL: www.infoagepub.com
This book examines the cases of implementation failure of the Indonesian Anticorruption Law 1971 of the authoritarian New Order regime, and of the Anticorruption Law 1999 of the democratic Reform Order regime. It investigates to what extent and for what reasons the implementation of these Laws failed to attain the policy objectives of eradicating corruption in the public sector under the two different political systems.

The book concludes that combating corruption in a developing country undergoing political transition from an authoritarian to a democratic political system is problematic and difficult. When corruption has systematically infected and distorted the institutional structures and processes of the government, in particular the law enforcement mechanisms, implementing anticorruption laws is expected to be suboptimal and subsequently fail. To overcome this problem, the factors contributing to the policy implementation failure must be eliminated.


This book explores trust in government from a variety of perspectives in the Asian region. The book is divided into three parts, and there are seven Asian countries that have been covered by ten chapters. The first part contains three chapters which focus on two East Asian governments – Hong Kong and Taiwan. The second part includes case studies from two Southeast Asian countries – Thailand and Philippines. The third part consists of four chapters dealing with two South Asian countries – India and Bangladesh. The last chapter analyzes governance failure (i.e., the absence of trust) as uncertainty from a theoretical perspective.

CONTENTS: Preface: Exploring the Dilemma of Trust and Governance, Milan Tung-Wen Sun, Clay G. Wescott, L. R. Jones. PART I: TRUST, LEGITIMACY, NETWORKS AND E-GOVERNMENT. 1 Trust and Governance in the Philippines and Singapore: A Comparative Analysis, Jon S. T. Quah. 2 In Search of Trust and Legitimacy: The Political Trajectory of Hong Kong as Part of China, Anthony Cheung. 3 Trust and Transparency in Network Governance: The Implications of Taiwan’s Anti-Corruption Activities, Mei-Chiang Shih. 4 The Effects of E-Government on Political Trust and Efficacy: A Case Study of Taiwan, Don-yun Chen, Tong-yi Huang, Naiyi Hsiao, and Yu-chin Chien. PART II: RESTORING TRUST AND PERFORMANCE CAPACITY. 5 Government Interference, Trust, and the Capacity to Perform: Comparing Governance Institutions in Thailand, Bidhya Bowornwathana. 6 Restoring Trust and Building Integrity in Government: Issues, Concerns and Reform in the Philippines, Alex B. Brillantes, Jr. and Maricel T. Fernandez. PART III: ANTI-CORRUPTION
A myth from the colonial period was that Americans could defend themselves by keeping a rifle in the closet and when needed, grab it, and march off to battle in times of crisis. Unfortunately, providing national defense is more complicated that that; indeed it was more complicated even during the Revolutionary war. General George Washington’s struggles to form a standing army supported by workable logistics and supply processes and to get funding for both from the Revolutionary Congress are well documented. Financing national defense requires planning and resourcing in advance. Reacting at the instant of crisis is too late. Building an educated, highly trained and capable Armed Forces and the acquisition of defense weapons and weapons systems has long lead times and involves making decisions the consequences of which are likely to last for decades. These decisions include how to recruit and retain military and civilian personnel as well as designing, buying and fielding a vast array of ground weapons, ships, aircraft and other weaponry. A decision to buy a major defense weapons system for example sets in motion a chain of other decisions that will affect the U.S., its allies and enemies around the world. Implementation of such decisions is financed through the U.S. federal government and Department of Defense budget processes in a planned yet highly and pluralistic and disaggregated system for determining how to advocate, acquire and allocate scarce resources in a manner that culminates in congressional and presidential approval. In this book we examine the concepts and practices of defense financing, provide a detailed description and analysis of resource policy decision making, financial management and budget execution processes, and analyze the most significant features of the national defense and U.S. federal government resource decision and management system. The book assesses the numerous factors, including those that characterize the complex budget review and appropriation decision making dynamics of Congress, that make U.S. defense finance and budgeting different from any other system in the world. In addition, in a concluding chapter the book compares U.S. defense policy and budgeting to other nations in different regions of the globe, drawing conclusions about the effects of U.S. defense policy and defense financing abroad in regions including Europe, Russia, the Middle-East and Asia.

servants need in their careers. Governing Fables turns to narratology, the inter-disciplinary study of narrative, for a conceptual framework that is applied to a set of narratives engaging life within public organizations, focusing on works produced during the last twenty-five years in the US and UK. The genres discussed include British government narratives inspired by and reacting to Yes Minister, British appeasement narratives, American political narratives, the Cuban Missile Crisis narrative, jury decision-making narratives, and heroic teacher narratives. In each genre lessons are presented regarding both effective management and essential narrative skills.

Governing Fables is intended for public management and political science scholars and practitioners interested in leadership and management, as well as readers drawn to the political subject matter and to the genre of political films, novels, and television series.


Outcome-Oriented Public Management
A Responsibility-Based Approach to the New Public Management
Kuno Schedler, University of St. Gallen; Isabella Proeller

After the New Public Management had evolved in English speaking countries, it became a role model for the reform of public administration all throughout the world. Although there were obvious similarities in terminology used in different countries, the model was usually adapted to the cultural and political context in which it had to be embedded. This also resulted in significant conceptual differences, so that nowadays, there is no one single NPM in the world.

In contrast to the original NPM model, this version puts emphasis on responsibility rather than accountability of public managers; it is strictly focused on the outcomes of public services rather than the output level; and it is grounded on the Rechtsstaat tradition of Continental European countries. Thus, the label that has been used in German ever since, Wirkungsorientierte Verwaltungsführung, is consequently translated into ‘outcome-oriented public management’ (OPM).

This book is an English version of a German classic teaching book. In its original form, it was first published in 2000 and constantly revised according to latest developments in practice. Currently, it’s 4th edition is selling in German speaking countries. Written for students and practitioners in public administration, the book describes the OPM model and its roots, and it discusses benefits and drawbacks of this model in practice. It is a perfect introduction into the new thinking of outcome orientation in the public sector.

Arming America at War
A Model for Rapid Defense Acquisition in Time of War

Seth T. Blakeman; Anthony R. Gibbs; Jeyanthan Jeyasingam; Lawrence R. Jones, Naval Postgraduate School


This book follows the evolution of a model for quick and efficient national defense war fighting asset acquisition during time of war. It documents the case of a critically important war fighting acquisition program from initial needs identification and program start in 2006 through production and fielding in the period 2007-2010. The analysis focuses on the entire process of acquisition and contracting from concept development through getting the weapons system into action in Iraq, Afghanistan and elsewhere. The Mine Resistant Ambush Protected vehicles program (MRAP) is a rapid acquisition program procured within the context of the US Department of Defense's Acquisition Management and Joint Capabilities Integration and Development System (JCIDS) framework.

The analysis in this book answers the following question: What are the key factors that explain the success of the MRAP program, with success defined as meeting program objectives and warfighter needs? In addition, this book addresses the critical trade-offs made within the MRAP program to develop it rapidly, and some of the potential long-term impacts of these decisions, both positive and negative, for rapid defense asset acquisition in time of war.


The Legacy of June Pallot
Public Sector Financial Management Reform

Susan Newberry, University of Sydney


This book brings together a selection of June Pallot's most significant work. Written from a country (New Zealand) that led the world in many aspects of its financial management reforms, this work provides thoughtful comment on matters that remain of crucial importance today, especially the constitutional need to carefully monitor and respond to the reform initiatives and motives of executive government. Revisiting accounting issues and developments in the public sector, and reminding readers that the fundamental purpose of government accounting is different from that for the business sector, this book provides a timely reminder of the need for caution when considering the application in the public sector of accounting techniques devised for business purposes. June Pallot's legacy challenges accountants in the public sector to find better ways of addressing "collective decision-making under new governance approaches", proposes ways forward and offers suggestions for future research. This book, prepared by her colleague Susan Newberry, is a tribute to June's work.

Volunteer management has many challenges, not the least of which is how we study it and view it. Academics examine it from a variety of disciplines and practitioners experience it in a variety of contexts. However both approaches have limitations. In academia we go to public administration schools to learn about public and nonprofit management, to business schools to apply the principles of private enterprise to nonprofit management, to sociology departments to study the phenomena of volunteerism, to psychology departments to understand the motives of volunteers, and economics departments to examine the value or economic worth of volunteerism. The liability of the academic approach is the segmentation of study and research into departmental areas. The study of volunteers and volunteerism needs to cross all of these organizational and discipline boundaries to be fully appreciated and understood as a field of interest. In contrast, practitioners view volunteer management from their own unique experiences. They try to gauge success in volunteer management based on what they have encountered in particular organizations, towns, cultures, and countries in which they work. As important as these insights are, they are difficult to generalize beyond local settings. Just because an individual has been successful in working with volunteers, it does not mean that the lessons learned in one situation can be translated to others under all conditions.

The target audience for this volume is anyone who manages volunteers. The goal of the volume is to demonstrate the breadth of thought on volunteer management, both across disciplines and a wide range of settings in which volunteers work.


Budgeting, Financial Management, and Acquisition Reform in the U.S. Department of Defense

Lawrence R. Jones, Naval Postgraduate School; Jerry L. McCaffery, Naval Postgraduate School


In this book we introduce the basics of the federal budget process, provide an historical background on the foundation and development of the budget process, indicate how defense spending may be measured and how it impacts the economy, describe and analyze how Planning, Programming, Budgeting, and Execution System (PPBES) operates and should function to produce the annual defense budget proposal to Congress, analyze the role of Congress in debating and deciding on defense appropriations and the politics of the budgetary process including the use of supplemental appropriations to fund national defense, analyze budget execution dynamics, identify the principal participants in the defense budget process in the Pentagon and military commands, assess federal and Department of Defense (DoD) financial management and business process challenges and issues, and describe the processes used to resource acquisition of defense war fighting
assets, including reforms in acquisition and linkages between PPBES and the defense acquisition process.


**Communicable Crises
Prevention, Response, and Recovery in the Global Arena

Deborah E. Gibbons, Naval Postgraduate School


This volume makes a significant contribution to the crisis management literature. It also adds to our inchoate understanding of network governance: temporary teams and task forces, communities of practice, alliances, and virtual organizations. It hints that the distinction between networks and organizations may be somewhat spurious, a matter of degree rather than kind. Indeed, it seems that this distinction may derive more from mental models in which we consistently reify organizations than anything else. Finally, the volume emphasizes the functional importance of leadership in network governance and puzzles over its provision in the absence of hierarchy. As such, it adds to the contributions made by Marc Granovetter (1973), John Seeley Brown and Paul Duguid (1991), Bart Nooteboom (2000), Paul J. DiMaggio (2001), John Arquilla and David Ronfeldt (2001), Laurence O'Toole and Ken Meier (2004), and others, as well as Nancy Roberts' seminal work on wicked problems and hastily formed teams. The result is a product the editor and the contributors can be proud of. Overall, it is one that will edify, surprise, and delight its readers.

**From Bureaucracy to Hyperarchy in Netcentric and Quick Learning Organizations
Exploring Future Public Management Practice

Fred Thompson, Willamette University; Lawrence R. Jones, Naval Postgraduate School


This book focuses on the inherent contradiction between bureaucracy, hierarchy, and the vision inspired by the architecture of modern information technology of a more egalitarian culture in public organizations. We agree with Evans and Wurster and others who have argued that, in the future, knowledge-based productive relationships will be designed
around fluid, teambased collaborative communities, either within organizations (i.e., deconstructed value chains), or in collaborative alliances such as those with “amorphous and permeable corporate boundaries characteristic of companies in the Silicon Valley” that is, deconstructed supply chains. In such relationships everyone can communicate richly with everyone else on the basis of shared standards and, like the Internet itself, these relationships will eliminate the need to channel information, thereby eliminating the trade-off between information bandwidth and connectivity. "The possibility (or the threat) of random access and information symmetry," they conclude, "will destroy all hierarchies, whether of logic or power."


How People Harness Their Collective Wisdom and Power
To Construct the Future in Co-Laboratories of Democracy

Kenneth C. Bausch; Alexander N. Christakis, Institute for 21st Century Agoras


We have all experienced the benefits of dialogue when we openly and thoughtfully confront issues. We have also experienced the frustration of interminable discussion that does not lead to progress. Co-Laboratories of Democracy enable large, diverse groups to dialogue and generate positive results. Many group processes engender enthusiasm and good feeling as people share their concerns and hopes with each other. Co-Laboratories go beyond this initial euphoria to:

Discover root causes; Adopt consensual action plans; Develop teams dedicated to implementing those plans; and Generate lasting bonds of respect, trust, and cooperation. Co-Laboratories achieve these results by respecting the autonomy of all participants, and utilizing an array of consensus tools including discipline, technology and graphics that allow the stakeholders to control the discussion. These are explained in depth in a book authored by Alexander N. Christakis with Kenneth C. Bausch: Co-Laboratories of Democracy: How People Harness Their Collective Wisdom to Create the Future (Information Age, 2006). Co-Laboratories are a refinement of Interactive Management, a decision and design methodology developed over the past 30 years to deal with very complex situations involving diverse stakeholders. It has been successfully employed all over the world in situations of uncertainty and conflict. On Cyprus, for example, it has been used to bridge the divide between the Turkish and Greek factions on the island. It is currently being employed on that island to help Palestinian authorities organize their government. Co-Laboratories in one day can draw together a diverse group of people on an issue, elicit authentic feelings and respectful listening, generate agreed upon language, and identify leverage points for effective action. Participants will be able to generate a consensual action plan. Co-Laboratories generate real respect, understanding, and cooperation among participants and do it rapidly.

International Public Financial Management Reform
Progress, Contradictions, and Challenges

Olov Olson, Göteborg University; Lawrence R. Jones, Naval Postgraduate School; Christopher Humphrey, The University of Manchester; James Guthrie, The University of Sydney


This book is intended to give readers detailed information and perspectives on the reform of financial management reform practices in a variety of national settings around the world. The chapters explore the reform agenda in each nation and factors that stimulated change. Each chapter addresses the extent of the influence of "New Public Management" concepts and practices on reform implementation. The nations whose experience is represented in this book are among the most

often cited examples of progressive change to be examined and perhaps emulated by governments in other nations. In the
introductory chapter the editors address the question whether and to what extent the financial management reforms
detailed in the book reveal real progress or a progression of questions and dilemmas faced but not solved over the past
several decades.

**CONTENTS:** International Developments in Public Sector Financial Management: A Question of Progress Or A
Progression Of Questions? Contradictions and Challenges, Christopher Humphrey, James Guthrie, L. R. Jones, Olov Olson.
Recent Public Sector Financial Management Change in Australia: Implementing the Market Model, Linda M English, James
Eastern European Nations and New Public Financial Management, Emidia Vagnoni. Npm and The Irish Public Sector:
From Reluctant Reformer to Statutory Codification, Geraldine Robbins, Irvine Lapsley. Public Sector Financial
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Financial Management in the Uk Public Sector: Historical Development, Current Issues and Controversies, Danny S. L.
Chow, Christopher G. Humphrey, Peter B. Miller. Contemporary Public Financial Management And Budget Reform in the
U.S. Federal Government, L. R. Jones, Jerry L. McCaffery.

**Managing the Electronic Government**
From Vision to Practice

Bernhard Schmidt, University of St. Gallen; Lukas Summerrmatter, University of St. Gallen; Kuno Schedler, University of St. Gallen


This book provides an insight into the possibilities that so-called “Electronic Government” has to offer. It demonstrates the
elements belonging to the concept of E-Government and acts as a point of reference for those aiming to implement it.
Checklists and lists of questions enable self-assessment at local, state and federal levels, highlighting opportunities for
further development. The book cannot be described as technical—programmers will not find any instructions. Instead, it is
designed to act as a point of orientation for decision makers in the field of government and politics, without the need to get
bogged down in technical details. Central to the book are the following questions: what is Electronic Government, what
advantages does it bring to those involved with it, and how can it be introduced?

**CONTENTS:** Index of Abbreviations. Index of Figures. Index of Tables. Index of Examples. Electronic Government: The
Vision of a Transparent, Efficient and Customer-Oriented Government. Four Elements Constituting a Basic Model.
Extending the Basic Model to Areas of Management. Extending the Model to Some Basic Condition. Electronic Government

**Budgeting and Financial Management for National Defense**

Lawrence R. Jones, Naval Postgraduate School; Jerry L. McCaffery, Naval Postgraduate School

978-1-59311-105-2 $95.99. eBook 9781607528265 $74.

**CONTENTS:** Acknowledgements. **Chapter I:** National Defense Policy and Resource Decision Making: Unique Challenges.
**Chapter II:** The Federal Government Budget Process. **Chapter III:** Budgeting for National Defense: Complicated but
Workable. **Chapter IV:** The Planning, Programming, Budgeting, Execution System. **Chapter V:** Congress and the Defense
Budget: From the Cold War to the War on Terrorism. **Chapter VI:** Supplemental Appropriations for National Defense.
**Chapter VII:** Defense Budget Execution. **Chapter VIII:** Budget Process Participants: The Pentagon. **Chapter IX:** Budget
Process Participants: The Claimants. **Chapter X:** Financial Management and Defense Budgeting. **Chapter XI:** Budgeting
and Management of Defense Weapons Acquisition. **Chapter XII:** National Defense and Federal Government Budgeting and
Budgeting and Financial Management in the Federal Government

Lawrence R. Jones, Naval Postgraduate School; Jerry L. McCaffery, Naval Postgraduate School


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