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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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- Trust and Governance Institutions
- Financing National Defense
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- Outcome-Oriented Public Management
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- The Legacy of June Pallot
- Challenges in Volunteer Management
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## Why did Anticorruption Policy Fail? A Study of Anticorruption Policy Implementation Failure in Indonesia

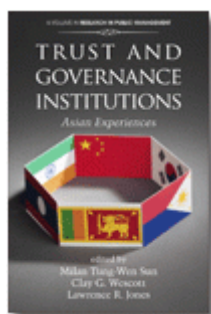
Rory Arya Brata

2014. Paperback 9781623967802 \$45.99. Hardcover 9781623967819 \$85.99. eBook 9781623967826 \$74.

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.

**CONTENTS:** Foreword. Preface. Acknowledgments. 1 Introduction. 2 Explaining Anticorruption Implementation Failure. 3 Evaluation Methodology. 4 Anticorruption Implementation Failure Under the Authoritarian New Order Regime. 5 Anticorruption Implementation Failure Under the Democratic Reform Order Regime. 6 Comparing the Anticorruption Implementation Failure Under Both Regimes. 7 Conclusions and Policy Recommendations. A Recovery Rate of the State Assets Losses from All High Prosecution Offices in Indonesia (January to December 2001). B Monetary Outputs of the Courts' Decisions on Corruption Cases (January–November 2005). C Monetary Outputs of the Legal Appeal-Related Courts' Decisions on Corruption Cases (January–December 2002). D Investigation of Corruption Cases by All High Prosecution Offices in Indonesia (January–December 2001). E Investigation of Corruption Cases by All High Prosecution Offices in Indonesia (January–December 2002). F Investigation of Corruption Cases by All High Prosecution Offices in Indonesia (January–December 2003). G Investigation of Corruption Cases by All High Prosecution Offices in Indonesia (January–December 2004). H Investigation of Corruption Cases by All High Prosecution Offices in Indonesia (January–December 2005). References. Glossary. About the Author.



## Trust and Governance Institutions Asian Experiences

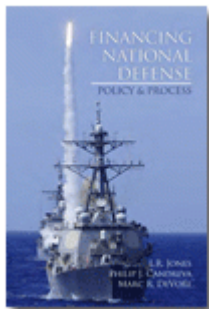
Yilin Sun, South Seattle Community College; Clay Wescott; Lawrence R. Jones, Naval Postgraduate School

2013. Paperback 9781617359477 \$45.99. Hardcover 9781617359484 \$85.99. eBook 9781617359491 \$74.

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**

**INITIATIVES, SOCIAL INTEGRATION, AND GOVERNANCE FAILURE.** 7 Designing an Anti-Corruption Strategy for Contemporary Indian Administration, *Shiladitya Chakraborty*. 8 Political Corruption in India: Coalition Dharma? *Krishna K. Tummala*. 9 Social Integration Through Rural Transport Expansion in Bangladesh: Improving Performance at a Local Government Engineering Department, *Clay G. Wescott*. 10 Governance Failures as Uncertainties: Risk Management in the Administrative Reform Era, *Milan Tung-Wen Sun*. Author Biographies.



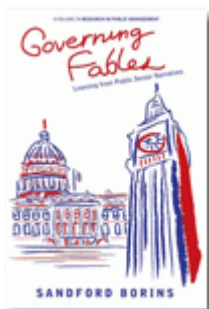
## Financing National Defense Policy and Process

Lawrence R. Jones, Naval Postgraduate School; Philip J. Candreva, Naval Postgraduate School; Marc R. DeVore, European University Institute and University of St. Gallen

2011. Paperback 978-1-61735-677-3 \$65.99. Hardcover 978-1-61735-678-0 \$95.99. eBook 978-1-61735-679-7 \$74.

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 than 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.

**CONTENTS:** Acknowledgements. 1 Budgeting in the Federal Government. 2 History and Development of Federal Government Budgeting: Executive and Legislative Branch Competition. 3 Budgeting for National Defense. 4 The Planning, Programming, Budgeting and Execution System. 5 Congress and the Defense Budget: From the Cold War to the War on Terrorism. 6 Supplemental Appropriations for National Defense and the Federal Government. 7 Budget Execution in the Federal Government and the Department of Defense. 8 Budget Process Participants in the Pentagon. 9 Financial Management and Defense Business Processes. 10 Reform of PPBES: Where to Next? 11 Restructuring, Reducing Budgets and Debt While Managing Fiscal Stress. 12 United States Defense and Budgetary Policy in the Global Context. Bibliography. About the Authors. Subject Index.



## Governing Fables Learning from Public Sector Narratives

Sandford Borins, University of Toronto

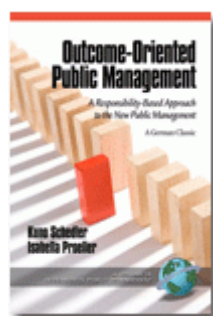
2011. Paperback 978-1-61735-490-8 \$45.99. Hardcover 978-1-61735-491-5 \$85.99. eBook 9781617354922 \$74.

*Governing Fables: Learning from Public Sector Narratives* advocates the importance of narrative for public servants, exemplifies it with a rigorously selected and analyzed set of narratives, and imparts narrative skills politicians and public

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.

**CONTENTS:** Preface Acknowledgements 1. Narrative as Object and Method of Study 2. Frontline Innovators: Transformational Teachers in America 3. The Ugly Business: British Narratives of Government 4. Churchill, Appeasement, Victory: The British Narrative of Leadership 5. Cynicism, Idealism, Compromise: American Political Fables 6. Kennedy, Cuba, History: Lessons of a Crisis Management Narrative 7. Matters of Life and Death: Two American Jury Narratives 8. Conclusion: A Story that is Just Beginning References About the Author



## Outcome-Oriented Public Management A Responsibility-Based Approach to the New Public Management

Kuno Schedler, University of St. Gallen; Isabella Proeller

2010. Paperback 978-1-61735-180-8 \$45.99. Hardcover 978-1-61735-181-5 \$85.99. eBook 9781617351822 \$74.

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.

**CONTENTS:** Preface. **PART I: INTRODUCTION AND FUNDAMENTALS.** 1 Public Administration and Outcome-Oriented Public Management. 2 Theoretical Foundations and Fundamental Premises of NPM. **PART II: STRATEGIC ELEMENTS IN THE CONCEPT OF NPM.** 3 The Strategy of NPM. **PART III: STRUCTURAL AND PROCESSUAL ELEMENTS IN THE CONCEPT OF OPM.** 4 The Decentralisation of the Management and Organisation Structure. 5 Organisation from the Points of View of Customers and Quality. 6 Outcome-Oriented Control through Performance Agreements. 7 The Reinforcement of Leadership Responsibility through One-Line Budgets and Management. 8 Competition and Market Mechanisms. 9 The Relationship between OPM and the Law. **PART IV: CAPACITIES—THE RESOURCES OF OPM.** 10 Human Resources Capacity. 11 Technical Capacity: Information Technology. **PART V: CULTURAL ASPECTS IN THE CONCEPT OF OPM.** 12 The Administrative Culture of OPM. **PART VI: REFLECTIONS ON THE MODEL.** 13 The Model of Outcome-Oriented Public Management under Scrutiny. English-German Glossary. References.



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

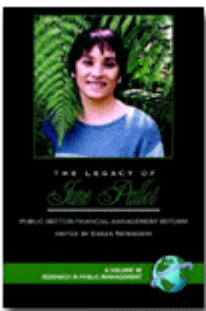
Seth T. Blakeman; Anthony R. Gibbs; Jeyanthan Jeyasingam; Lawrence R. Jones, Naval Postgraduate School

2010. Paperback 978-1-61735-061-0 \$45.99. Hardcover 978-1-61735-062-7 \$85.99. eBook 9781617350634 \$74.

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.

**CONTENTS:** 1 Introduction: A Study of the Mine Resistant Ambush Protected Vehicle as a Model for Rapid Defense Acquisition in Time of War. 2 Historical Evolution and Development of the Mine Resistant Ambush Protected Vehicle Program Requirement. 3 Program Management and Contracting Strategy. 4 Test and Evaluation Planning and Strategy. 5 Production and Integration of the MRAP. 6 MRAP Logistics Support Challenges. 7 Breaking Through Bureaucratic and Legislative Barriers to Meet Warfighter Requirements. References.



## The Legacy of June Pallot Public Sector Financial Management Reform

Susan Newberry, University of Sydney

2009. Paperback 978-1-59311-535-7 \$45.99. Hardcover 978-1-59311-536-4 \$85.99. eBook 9781607525738 \$74.

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.

**CONTENTS:** Preface: A Tribute to June Pallot, *Lawrence R. Jones*. Acknowledgments, *Susan Newberry*. June Pallot: Researcher and Commentator on Public Sector Financial Management Reforms, *Susan Newberry*. Financial Management Reform, *June Pallot*. Accounting, Auditing and Accountability, *June Pallot*. The Legitimate Concern With Fairness: A Comment, *June Pallot*. Elements of a Theoretical Framework for Public Sector Accounting, *June Pallot*. The Nature of Public Assets, *June Pallot*. Infrastructure Accounting for Local Authorities: Technical Management and Political Context, *June Pallot*. Trends, Patterns and Influencing Factors: Some Reflections, *Richard Laughlin and June Pallot*. The Role of Accounting in the Privatization of State Trading Enterprises in New Zealand, *June Pallot*. New Public Management Reform in New Zealand: The Collective Strategy Phase, *June Pallot*. Transparency in Local Government: Antipodean Initiatives, *June Pallot*. A Wider Accountability? The Audit Office and New Zealand's Bureaucratic Revolution, *June Pallot*. Freedom or Coercion? NPM Incentives in New Zealand Central Government Departments, *Susan Newberry and June Pallot*. Government or Governance? Japan's New Balance Sheet in International Perspective, *June Pallot and Kiyoshi Yamamoto*.



## Challenges in Volunteer Management

Matthew Liao-Troth, Western Washington University

2008. Paperback 978-1-59311-924-9 \$45.99. Hardcover 978-1-59311-925-6 \$85.99. eBook 9781607528319 \$74.

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.

**CONTENTS:** Foreword, *Matthew Liao-Troth*. Introduction: Challenges in Volunteer Management, *Matthew Liao-Troth*. **SECTION I: ORGANIZATIONAL CHALLENGES IN VOLUNTEER MANAGEMENT.** Management Capacity and Retention of Volunteers, *Mark Hager and Jeffrey L. Brudney*. No "One Best" Volunteer Management and Organizing: Two Fundamentally Different Approaches, *Lucas C. P. M. Meijs and Ester M Ten Hoorn*. A Typology of Short-Term and Long-Term Volunteers, *Linda Hartenian*. Streamlining Volunteer Management Through Information Communication, *Valentina Mele*. Volunteer Management in Community Currency Systems: An Examination of *Time Banks*, *Bruce Clary*. **SECTION II: THE CONTEXT OF VOLUNTEER MANAGEMENT.** Introduction: The Context of Volunteer Management, *Matthew Liao-Troth*. Organizational Models for Emerging Volunteers in State Government, *Sarah Hane Rehnborg and Thomas McVey*. Challenges of Volunteer Management in Kazakhstan, *Tamara G. Nezhina, Jeffrey L. Brudney, and Aigerim R. Ibrayeva*. Volunteer Management in Polish NGOs: Challenges of Formalization, *Angela L. Bies and Stephanie A. Curs*. Fine Lines: Design and Implementation Challenges in Employee Volunteer Programs, *Mary Tschirhart and Lyndia St. Claire*. Fraternal Involvement in Volunteering: The Membership Impact of Join Hands Day, *Robert Christensen and James L. Perry*. Conclusion: So What? And What's Next? *Victor Murray*. References. About the Authors.



## 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

2008. Paperback 978-1-59311-870-9 \$65.99. Hardcover 978-1-59311-871-6 \$95.99. eBook 9781607527367 \$74.

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.

**CONTENTS:** Acknowledgments. List of Tables, Figures, and Exhibits. 1. Budgeting in the Federal Government. 2. History and Development of Federal Government Budgeting: Executive and Legislative Branch Competition. 3. Budgeting for National Defense. 4. National Defense Spending and the Economy. 5. The Planning, Programming, Budgeting, Execution System. 6. Congress and the Defense Budget: From the Cold War to the War on Terrorism. 7. Supplemental Appropriations for National Defense. 8. Defense Budget Execution. 9. Budget Process Participants: The Pentagon. 10. Budget Process Participants: The Commands. 11. Financial Management and Defense Business Processes. 12. Budgeting and Managing Weapons Acquisition. 13. Improving Linkages between Resource Management and Acquisition Systems. 14. Budgeting and Acquisition Business Process Reform. Epilogue. Appendix A: Definition of Acronyms. Appendix B: Reducing Shipbuilding Costs. Bibliography. About the Authors



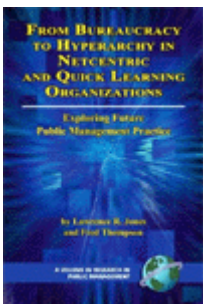
## Communicable Crises Prevention, Response, and Recovery in the Global Arena

Deborah E. Gibbons, Naval Postgraduate School

2007. Paperback 978-1-59311-607-1 \$45.99. Hardcover 978-1-59311-608-8 \$85.99. eBook 9781607528074 \$74.

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.

**CONTENTS:** Foreword, *Fred Thompson*. Preface, *Deborah E. Gibbons*. Against Desperate Peril: High Performance in Emergency Preparation and Response, *Herman B. "Dutch" Leonard and Arnold M. Howitt*. Anticipating Rude Surprises: Reflections on "Crisis Management" Without End, *Todd R. La Porte*. Technological Transformation of Logistics in Support of Crisis Management, *Richard A. Braunbeck III and Michael F. Mastria*. Improving Disaster Management Through Structured Flexibility Among Frontline Responders, *Claudia Seifert*. Asymmetric Information Processes in Extreme Events: The December 26, 2004 Sumatran Earthquake and Tsunami, *Louise K. Comfort*. Emergent Institutionalism: The United Kingdom's Response to the BSE Epidemic, *Chris Ansell and Jane Gingrich*. Maximizing the Impact of Disaster Response by Nonprofit Organizations and Volunteers, *Deborah E. Gibbons*. How Governments Can Help Businesses Weather a Cataclysmic Disaster, *Roxanne Zolin and Fredric Kropp*. Globalization and International Communicable Crises: A Case Study of SARS, *Teri Jane Bryant, Ilan Vertinsky, and Carolynne Smart*. Constraints on the U.S. Response to the 9/11 Attacks, *Alasdair Roberts*. Support for Crisis Management in Asia-Pacific: Lessons From ADB in the Past Decade, *Clay Wescott*. Synthesizing Perspectives on Management of Communicable Crises, *Deborah E. Gibbons*. About the Authors.



## 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

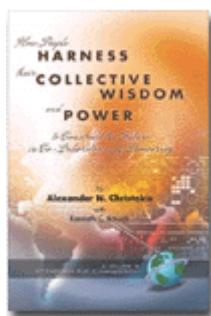
2007. Paperback 978-1-59311-605-7 \$45.99. Hardcover 978-1-59311-606-4 \$85.99. eBook 9781607525875 \$74.

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."

**CONTENTS:** Preface and Acknowledgments. Understanding Public Management as an International Academic Field. The Evolution of Public Management Reform Practice. Assessing Public Management Reform in an International Context: Performance Measurement, Managing for Results and Fiscal Devolution. Phases of Organizational Transformation and Restructuring. Changing Processes: What Works, What Does Not and Why? Implementing the Continuous Learning Cycle to Improve Strategic Planning and Organizational Productivity. Matching Institutional Structure to Strategic Planning and Positioning. Creating the Quick Learning Organization in Government. Moving From Bureaucracy to Hyperarchy and Netcentricity: Enabling the Quick Learning Organization Using IT and Modern Technology. References. Index.



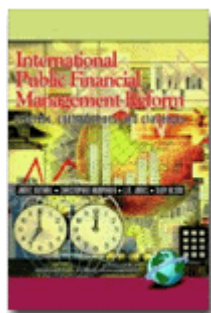
## How People Harness Their Collective Wisdom and Power To Construct the Future in Co-Laboratories of Democracy

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

2006. Paperback 1-59311-481-8 978-1-59311-481-7 \$45.99. Hardcover 1-59311-482-6 978-1-59311-482-4 \$85.99. eBook 9781607526926 \$74.

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

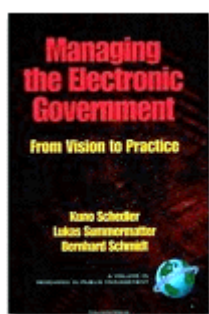
Olov Olson, Göteborg University; Lawrence R. Jones, Naval Postgraduate School; Christopher Humphrey, The University of Manchester; James Guthrie, The University of Sydney

2005. Paperback 1-59311-344-7 978-1-59311-344-5 \$45.99. Hardcover 1-59311-345-5 978-1-59311-345-2 \$85.99. eBook 9781607527718 \$74.

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 Guthrie, Lee D Parker*. New Public Management Reforms in Canada: Success and Failure? *David J Cooper, Ken Ogata*. 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 Management Reform in Italy, *Riccardo Mussari*. New Zealand Public Sector Management and Accounting Reforms: The Hidden Agenda, *Susan Newberry, June Pallot*. Public Sector Financial Management Reform in Spain, *Vicente Pina, and Lourdes Torres*. Public Sector Accounting Reforms in A Welfare State in Transition: The Case Of Sweden, *Olov Olson, Kerstin Sahlin-Andersson*. A Reflection on Accounting Reforms in Dutch Government, *Henk J. ter Bogt, G. Jan van Helden*. 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*.



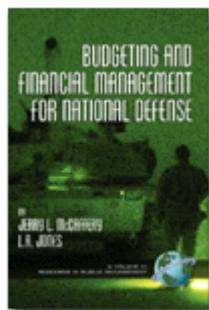
## Managing the Electronic Government From Vision to Practice

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

2004. Paperback 1-59311-244-0 978-1-59311-244-8 \$45.99. Hardcover 1-59311-245-9 978-1-59311-245-5 \$85.99. eBook 9781607529088 \$74.

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 in Relation to its Context. Glossary. References. Index.

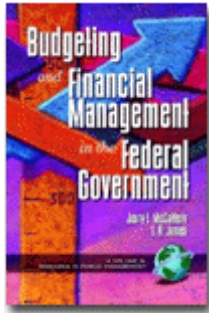


## Budgeting and Financial Management for National Defense

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

2004. Paperback 1-59311-104-5 978-1-59311-104-5 \$65.99. Hardcover 1-59311-105-3 978-1-59311-105-2 \$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

2002. Paperback 1-931576-12-2 978-1-931576-12-3 \$65.99. Hardcover 1-931576-13-0 978-1-931576-13-0 \$95.99. eBook 9781607526933 \$74.

**CONTENTS:** List of Tables, Figures, Exhibits, Graphs. Introduction. Chapter I: An Introduction to Public Budgeting and Financial Management. Chapter II: The History of Budgetary Power in the United States. Chapter III: The Structure and Process of Budgeting. Chapter IV: Budget Execution. Chapter V: Entitlements and Direct Spending Control. Chapter VI: Budget Analysis and Budget Analysts. Chapter VII: Budget Strategy. Chapter VIII: Budgeting and Restructuring under Fiscal Stress. Chapter IX: Budget and Financial Management Reform. Chapter X: Budgeting for Results. Chapter XI: Budgeting for Performance. Chapter XII: Budgeting, Contracting and Management Control. Chapter XIII: A Review of Recent Financial Management Initiatives. Chapter XIV: Contemporary Financial Management Challenges. Appendix A: A Management Control Approach to Budgeting and Financial Management Curriculum and Course Design. Appendix B: Case Study of Navy Flying Hour Program Cash Management at Commander, Naval Air Forces Pacific. Appendix C: Case Study of CFO Act Implementation in the Special Warfare Command. Bibliography.



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