

**The Ashgate
Research
Companion
To New
Public
Management**

**The Ashgate
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to New Public
Management:**

A Deep Dive into Public Sector Reform

The Ashgate Research Companion to New Public Management (NPM) stands as a seminal work exploring the transformative shifts in public administration during the late 20th and early 21st centuries. This comprehensive volume offers a critical analysis of NPM's principles, implementation, and lasting consequences, providing invaluable insights for academics, policymakers, and anyone interested in the evolution of the public sector. This article delves into the key aspects of this influential research companion, examining its core themes, impact, and ongoing relevance

in the context of modern governance. We will also explore its use in **public sector reform**, the **principles of New Public Management**, its impact on **public service delivery**, and the **critiques of NPM**.

Understanding the Core Themes of the Companion

The Ashgate Research Companion is not simply a descriptive overview of NPM; it's a critical engagement with its various facets. The editors and contributors explore NPM's origins, tracing its development from its early adoption in countries like New Zealand and the United Kingdom to its global spread. A significant portion of the companion dissects the key tenets of NPM, including:

- **Marketization:** The

application of market principles to public services, such as competition, privatization, and user charges. The companion meticulously analyzes the successes and failures of these strategies across different contexts.

- **Performance**

Management: The emphasis on measurable outcomes and accountability through performance indicators, targets, and audits. This section critiques the potential limitations of a purely performance-driven approach and the dangers of "gaming the system."

- **Decentralization:**

Shifting power and decision-making away from central government to local authorities and

agencies. The companion explores the complexities of decentralization, including issues of accountability and equity.

- **Steering, not rowing:**

This crucial principle highlights the shift from direct government provision to a more strategic role, relying on contracts and partnerships with private and third-sector organizations. The book provides case studies illuminating the challenges of this approach.

The Impact and Legacy of the Ashgate Companion

The Ashgate Research

Companion's significance lies not just in its comprehensive coverage but also in its critical approach. It doesn't shy away from examining the controversies surrounding NPM. The volume provides a platform for diverse perspectives, including critiques that challenge the assumptions and unintended consequences of NPM's implementation. For instance, concerns surrounding increased inequality, erosion of public service ethos, and the potential for corruption are thoroughly investigated. This balanced perspective makes it a valuable resource for understanding the complexities of public sector reform. The book's impact is evident in its influence on subsequent research and policy debates around public sector modernization and governance globally.

Practical Applications and Case Studies

The Ashgate Research Companion is not merely a theoretical exercise; it provides numerous real-world examples and case studies illustrating the practical applications and limitations of NPM principles. These case studies, drawn from various countries and sectors, enrich the reader's understanding by demonstrating the varied outcomes of NPM reforms in different contexts. Analyzing these case studies allows readers to critically assess the effectiveness of different approaches and understand the factors influencing success or failure. The book successfully bridges the gap between academic theory and practical application, making it relevant to both researchers and policymakers.

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Criticisms and Future Implications of New Public Management

While acknowledging the positive aspects of NPM (improved efficiency, accountability, and responsiveness in some instances), the Ashgate Research Companion doesn't shy away from its shortcomings. The contributors highlight the following critiques:

- **Focus on efficiency over equity:** The emphasis on measurable outcomes can lead to a neglect of broader social goals and exacerbate existing inequalities.
- **Erosion of public service values:** The marketization of public

services can lead to a decline in the quality of service and a shift towards profit maximization over public good.

- **Increased managerialism:** The focus on performance management can lead to an overly bureaucratic and controlling approach, stifling innovation and creativity.
- **Lack of consideration for context:** The one-size-fits-all approach of NPM often overlooks the unique circumstances of different countries and sectors.

The future implications explored in the companion suggest a move towards more nuanced and context-specific approaches to public sector reform, acknowledging the limitations of a purely NPM-

based model. This calls for a more integrated approach that balances efficiency with equity, performance with public values, and managerialism with democratic accountability.

Conclusion: A Lasting Contribution to Public Administration Scholarship

The Ashgate Research Companion to New Public Management remains a crucial text for understanding the historical trajectory, principles, and consequences of this significant movement in public administration. Its critical approach, rich case studies, and diverse perspectives make it an invaluable resource for

researchers, students, and policymakers alike. The companion's lasting contribution is its ability to stimulate critical reflection on the complexities of public sector reform and to encourage a more nuanced and context-specific approach to achieving effective and equitable governance. It serves as a potent reminder that there is no single, universally applicable solution to the challenges of public service delivery, and a balanced approach incorporating diverse perspectives is crucial for successful reform.

Frequently Asked Questions (FAQ)

Q1: What is New Public Management (NPM)?

A1: New Public Management is a broad term encompassing

various reforms aimed at improving the efficiency and effectiveness of public services. It generally involves applying market-oriented principles to the public sector, emphasizing performance measurement, decentralization, and a shift from direct provision to contracting out services.

Q2: Who would benefit from reading the Ashgate Research Companion?

A2: The companion benefits academics studying public administration, policymakers involved in public sector reform, consultants working with government agencies, and anyone interested in the evolution of public services.

Q3: What are the main criticisms of NPM as discussed in the companion?

~~A3: The companion highlights~~
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criticisms such as an overemphasis on efficiency at the expense of equity, the potential erosion of public service values, increased managerialism, and the neglect of contextual factors.

Q4: Does the companion offer solutions to the problems associated with NPM?

A4: While the companion doesn't offer prescriptive solutions, it encourages critical reflection on the limitations of NPM and promotes a more nuanced and context-specific approach to public sector reform, emphasizing the need to balance efficiency with equity and public values.

Q5: How does the Ashgate Research Companion differ from other books on NPM?

A5: The companion stands out ~~due to its comprehensive and~~
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critical approach, encompassing a wide range of perspectives and in-depth case studies from various countries, fostering a thorough understanding of the subject's complexities.

Q6: Where can I find the Ashgate Research Companion?

A6: While the original publisher, Ashgate, is no longer operational, the book may be available through used booksellers, university libraries, or online academic databases.

Q7: What are some key takeaways from the book?

A7: Key takeaways include the multifaceted nature of NPM, the importance of considering both the benefits and drawbacks of market-based reforms in the public sector, and the need for context-specific approaches to public

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sector reform. The book emphasizes that successful reform requires a balance between efficiency, equity, and public values.

Q8: How is the Ashgate Research Companion relevant to contemporary public administration?

A8: The issues raised in the companion - balancing efficiency with equity, managing performance while upholding public values, and navigating the complexities of decentralization and contracting - remain highly relevant in contemporary discussions about public service delivery and governance. Its critical analysis provides a valuable lens through which to examine current challenges and potential solutions in public administration.

Decoding the secrets of the Ashgate Research Companion to New Public Management

The volume known as the Ashgate Research Companion to New Public Management stands as a substantial contribution to the field of public administration. It's not just another treatise; it's a thorough exploration of a framework that has profoundly reshaped how we perceive the delivery of public services. This article will delve into the core tenets of this influential work, highlighting its advantages and limitations.

The Companion, through its varied chapters, offers a rich tapestry of perspectives on New Public Management

(NPM). It doesn't shy away from the intricacies of NPM's application, recognizing both its successes and its shortcomings. Instead of offering a singular narrative, the editors have masterfully combined a range of voices, reflecting different theoretical stances and national contexts.

One of the principal advantages of the Companion is its capacity to unite a vast body of literature on NPM. It doesn't merely recapitulate existing studies; it analyzes it critically, identifying new developments and outstanding issues. This assessment is highly significant for students and academics seeking a thorough comprehension of the field.

The Companion also adeptly handles the highly controversial debates surrounding NPM. In particular, it examines the

connection between NPM and accountability, analyzing whether the focus on efficiency and performance has weakened democratic values. It also deals with the obstacles of applying NPM reforms in diverse contexts, acknowledging the effect of politics and institutional factors.

The book's organization is well-organized, permitting individuals to comfortably traverse the intricacies of the subject matter. The sections are clearly written and comprehensible to a broad readership of readers, from beginning researchers to experienced scholars. The use of real-world examples further enhances the book's readability and practical relevance.

However, the Companion isn't without its limitations. Its scope can sometimes feel

overwhelming, and certain components might require substantial prior knowledge of public administration theory and practice. Moreover, given the rapid evolution of the area, some of the evaluations might already be superseded at the time of reading. Nevertheless, the book's lasting value remains incontestable.

In closing, the Ashgate Research Companion to New Public Management is an essential resource for anyone engaged in the study of public administration. It offers a rich and subtle viewpoint on NPM, acknowledging both its potential and its limitations. Its thorough coverage and critical approach make it a priceless tool for scholars, students, and practitioners alike.

**Frequently Asked
Questions (FAQs):**

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1. Who is the target audience for this Companion? The Companion is geared towards undergraduate and postgraduate students, researchers, academics, and practitioners in the field of public administration and public policy.

2. What are the key themes explored in the book? The book covers a range of topics including the origins and evolution of NPM, its theoretical underpinnings, its practical implementation across various contexts, critiques of NPM, and its ongoing relevance in the 21st century.

3. What makes this Companion unique compared to other books on NPM? Its strength lies in its comprehensive and critical approach, bringing together diverse perspectives and

offering a nuanced analysis of NPM's successes and failures.

4. Is the book suitable for someone without a strong background in public administration? While a background in public administration is beneficial, the book is written in a clear and accessible style that can be understood by readers with less specialized knowledge. However, some prior familiarity with basic concepts will enhance comprehension.

5. How can I apply the insights from this Companion in my professional work? The insights offered can help professionals in public service better understand the complexities of NPM, improve policy design and implementation, enhance accountability, and promote better service delivery.

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