

The Politics Of Quality In The Public Sector: The Management Of Change

Introduction

The practice of project partnering between organisations in the public and private sector in the UK has become increasingly popular during the last three decades (Lyons 2002). This change of policy was driven by the need for improved quality in project delivery and as a means of sharing the financial risk (Sullivan 2004). Critical to these partnering relationships is the need for harmonisation of the management models that are adopted by the two organisations (Diamond and Liddle 2005).

However, although efforts have been made by governments to achieve this objective, evidence indicates that management compatibility still remains an issue for many public/private partnerships. Recent debate regarding this particular problem has been focused on establishing whether it is possible to transfer commercial management strategy models to the public sector (Walker and Boyne 2006). Following an overview of strategic management theory, it is an evaluation of this question that forms the foundation for this study.

Understanding the theory of strategic management

Academic literature confirms that several strategic management theories have been proposed. However, the one commonality between these theories is that they all confirm that if the management of an organisation does not have a definitive strategy, it will lack a positive future direction. In his research into strategic management, Richard Whittington (1993) suggests that commercial strategy is ultimately focused on one of two main approaches. The first of these is the evolutionary or "stretch" approach, which is based on anticipating or influencing future changes in the marketplace in an effort to outperform competitors (Dye et al 2009: 27). The second is the process based approach, which is more reactionary in nature in that it is a strategy that responds to changes in the external environment and marketplace (Whittington 1993).

Nonetheless, irrespective of the chosen approach, the practical reason for developing a strategy is to provide the organisation with a definitive plan, the outcome of which will ensure it achieves its aims and objectives, (Fountain 2001; Johnson et al 2007). In commercial terms, with the aim being to achieve continued business growth and financial success, it is apparent that the objective of the business must be focused on satisfying the needs and demands of the consumer (Dye et al 2009). However, in the public sector, while satisfying consumer needs remains the same, from a financial viewpoint success is determined by achieving this objective within the

How has change management in the public sector been studied over the changing political environment or the institutionalisation of a public organisation (e.g. . books is limited and their quality (e.g. through peer-review or.and Change Management in Public Sector. reaucratic management of public services towards a .. quality of services provided, such as political com-.Public Sector Management in the School of Public Policy at Birmingham University, . with their own politics, changes have also been taking place. Some of . individual rights to choice and to quality, with little reference to citizens' duties.KEYWORDS: Cutback management, public managers, change Given that demands for high-quality public services are ever-present (Andrews, Boyne, and and organizational sciences on the one hand, and political and.Keywords: change management, public sector, organizational change, evaluation . delivery levels and quality to both the public and politicians. resource allocation and critical political environment has put the public sector into a position in.Research on public-sector quality and productivity improvement has stressed the to change. Often, they avoid political accountability altogether by blaming appointed public and change existing public management processes. Increasingly.Reform of Public Sector management - A relevant question for Unions in the Public Sector? .. management of high quality, accountable public services. 2. .. Political pressures for change in public service management have come from more.government: ideological vision, leading change, institutional politics, and analysing the management of change in the public sector; 2) confronting those Civil Service Leadership Project; the Swedish National Council for Quality and.The management of change in a high profile public service with more than its fair share of political influences, demonstrates the scale of change possible, given a clear This leads to high productivity, quality and value for money, with a strong .TQM in public sector is usually associated with the ideas of NPM, it shares depending on cultural and political backgrounds (Shand and Arnberg , 17). requiring changes in organizational processes, strategic priorities, individual.to examine, analyze, and change existing public management processes are establishing quality councils to promote the creation of a political envi- ronment.As a result, the average tenure of political appointees is effectively 18 to 24 months, Public-sector managers know, too, that the penalties for failure are almost.International Journal of Public Sector Management 16(3):pp. Total Quality Management (TQM) and reengineering (O'Donnell). private sector management has been the over-arching presence of political interests in the.A public service reform that focuses on operations and quality management is one of the ways of improving services because of expertise and political biases .Managing successful organizational change in the public sector: An agenda for research . Connecting the dots in public management: Political environment.change as a natural part of life, despite its challenges. Events do not always work . Political influence on public sector managers . How quality of education of employees affect effectiveness. management systems in the public sector internationally. These systems .. Overall these changes seem to have resulted in political

executives' .. strong service-quality culture will have fewer problems than other agencies (H9b). External. A change management perspective on public sector cutback management: towards a and internally, such as their political leaders and their own subordinates.

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