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Public Law, 2, 2013(Apr): p.240-265.
- 841 Karre, Philip Marcel, Steen, Martiyn Van der and Twist,  
Mark Van  
Joined-up government in the Netherlands: Experience with  
program ministries.  
International Journal of Public Administration, 36(1),  
2013(Jan): p.63-73.

Over the last 15 years there have been many experiments with joined-up (also known as whole of) government practices, aimed at horizontal coordination to overcome the fragmentation of vertical governmental structures due to departmentalism and New Public Management. These practices were initiated to address wicked problems and to better interact with society at large. Now that there are signs that the rhetoric of joined-up government is winding down and many joined-up government developments are being dismantled, it is time to evaluate this approach. This is especially appropriate as some suggest that the overall impact of these developments may be relatively small, despite (overly) optimistic claims made in the past. In this article we take experiences with joined-up government in the Netherlands as the departing point for a critical discussion of this approach. By comparing the Dutch experiences with those in other countries, we will draw a picture of the challenges and dilemmas of horizontal coordination in the vertical world of government. - Reproduced.

842 Markos, Solomon

Civil service reform in Ethiopia: Issues, lessons and future directions.  
International Journal of Public Administration, 36(4), 2013(Mar): p.235-247.

This article provides an in-depth review of the successes and challenges of public sector reform efforts in Ethiopia with a view to help other developing countries, particularly African countries, learn from Ethiopia's experiences in this regard so that they can improve the content of and approach to their public sector reforms. It also identifies the gaps in the existing literature and puts forward implications for further research in the area. The public sector reform program of Ethiopia has shown successes particularly in the areas of service delivery to citizens. However, the reform program is entangled with challenges such as lack of accountability and transparency on the part of implementing institutions, inadequate material and moral incentive to employees thus crippling the capacity to manage the implementation process, and participation from the side of different stakeholders. - Reproduced.

843 Mccann, Leo

Reforming public service after the crash: The roles of framing and hoping.  
Public Administration, 91(1), 2013: p.5-16.

This symposium of Public Administration explores the impact of the 'Great Financial Crisis' (GFC) on public services provision and delivery. This introductory article discusses the political and media 'framing' and

'counter-framing' of what the GFC means for reforming public service bargains. The dominant frame is that service reform and cutbacks to provision are inevitable and unavoidable. This is contrasted with the counter-frame that the GFC is being used as 'cover' for 'ideologically driven' reforms that policymakers would have wanted to introduce even if the crash had not occurred. Reform processes, however, are highly context-specific and frames and counter-frames are rhetorical and subjective. They emanate from deep-seated yet fragile assumptions about the economic, social, and moral capacities of markets and governments, and are therefore best understood as 'mechanisms of hope' rather than distinct and rational policy prescriptions. -  
Reproduced.

- 844 Milovich, L. and Ossewaarde, M.R.R.  
The public administration reform in post-war Bosnia and Herzegovina: A reform process embedded in a sovereignty paradox.  
International Journal of Public Administration, 36(2), 2013(Jan): p.75-83

As the post-war Bosnia and Herzegovina has turned its interest towards a European Union membership, it has entered an accession process requiring it, among other things, to reform its public administration system. The European Union's involvement within the reform has been placed under critique, as it has been claimed to have placed Bosnia and Herzegovina's sovereignty at risk by presenting contradicting behaviors leading to a sovereignty paradox. By examining the European Union's role in Bosnia and Herzegovina, and its possible relations to a sovereignty paradox in the process, the article finds sovereignty paradox indicators to exist along its processes. - Reproduced.

- 845 Rana, Sangram Singh  
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#### AGRICULTURAL DEVELOPMENT

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#### AGRICULTURAL PRODUCTION

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Kurukshetra, 61(8), 2013(Jun): p.3-6.
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Indian Journal of Regional Science, 44(2), 2012: p.46-55.

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Growth, welfare and fiscal discipline: The problem of incompatible objectives in budget 2013-14.  
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- 897 Shin, Tan Yee and Aslam, Mohamed  
Political economy of the budgetary process and public expenditure in Malaysia.



Asia Pacific Journal of Public Administration, 34(2),  
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#### BUREAUCRACY

898 Park, Sang-Hee

Does gender matter? The effect of gender representation of public bureaucracy on government performance. American Review of Public Administration, 43(2), 2013(Mar): p.221-242.

This article investigates gender representation in the public bureaucracy in the context of South Korea and its substantial effects on governmental performance. The past decades have seen a growing body of research on the theory of representative bureaucracy, yet the conceptual linkages remains unclear. This study, first, identifies three missing links existing in the theory of the representative bureaucracy. Second, we investigate whether the presence of women in the bureaucracy affects on the consequences of governmental activities. Using an unbalanced time-series data set for 25 years with gaps including 1978, 1983, 1986 to 2008, the investigation is conducted in terms of the media attention on women's issue social welfare budget, and the legislative success of the executive branch measured by the number of passed bills submitted to the National Assembly. The result of the autoregressive integrated moving average time series analysis (ARIMA) suggests that a representative bureaucracy influences substantive consequences on governmental performance. - Reproduced.

899 Smith, Amy E. and Monaghan, Karen R.

Some ceilings here more cracks: Representative bureaucracy in federal regulatory agencies. American Review of Public Administration, 43(1), 2013(Jan): p.50-71.

In recent decades, representative bureaucracy has been a core area of interest, both in theory and in practice, in public administration. The focus on representative bureaucracy is important because the characteristics of bureaucrats influence the nature, scope, and implementation of public policies. Integrating management literature on men and women in leadership with existing work on representative bureaucracy, this study constructed a new data set examining the distribution of women in leadership in 118 U.S. federal regulatory organizations. We find that women remain underrepresented in federal regulatory agency leadership but not in the same magnitude as in political representation and private organization leadership. Specifically, women are expected to get into leadership positions in organizations working in "feminine" policy areas and where a woman holds the

top level of leadership. In addition, the proportion of women in upper-level leadership positions is expected to increase in agencies with a higher likelihood of failure when such agencies are less visible. - Reproduced.

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Executive education in India.  
University News, 51(13), 2013(Apr): p.6-12.

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Hope to despair: The experience of organizing Indian call centre employees.  
Indian Journal of Industrial Relations, 48(3), 2013(Jan): p.471-486.
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Caller hate: The orchestrated production of western nationalism.  
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American Sociological Review, 78(1), 2013(Feb): p.1-25.

#### CENSORSHIP

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Social Scientist, 41(1-2), 2013(Jan-Feb): p.51-68.

#### CHILD LABOUR

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Asian Economic Review, 55(1), 2013(Apr): p.113-131.

#### CHILD MORTALITY

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Aid, remittances, medical brain drain and child mortality: Evidence using inter and intra-country data.  
Journal of Development Studies, 49(6), 2013: p.801-818.

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Latino families in the news of child welfare reform, and  
immigration policies: Is kinship care of lost opportunity  
Social Work, 58(1), 2013(Jan): p.91-94.
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Indian Journal of Social Work, 73(3), 2012(Jul):  
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How does childbirth after intra-household resource  
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Oxford Bulletin of Economics and Statistics, 75(3), 2013  
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Administration, 61(1), 2013: p.3-30.
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Evidence from a statewide randomized experiment.  
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Journal of Social Policy, 42(2), 2013(Apr): p.235-258.

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Children's choice of influence strategies in family  
purchase decisions and the impact of demographics.  
Vision, 17(1), 2013(Mar): p.27-40.

CIVIC EDUCATION

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Challenges facing civic education in the 21st century.  
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CIVIL SERVICE

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joint electorate.  
Mainstream, 51(6), 2013(6 Apr): p.23-29.
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The transformation of governance: Who are the new public  
servants and what difference does it make for democratic  
governance?  
American Review of Public Administration, 43(1), 2013(J  
an): p.26-49.

The latter 20th and beginning of the 21st century have ushered in new forms of governance, opening the gates to what has been variously described as a "new public service," a "multisectoral public service," and a "state of agents." As government authority is dispersed, we increasingly rely on these new public servants for service delivery and policy implementation. But who are now the agents of the state? How might the changed makeup of a new public service alter our expectations about democratic governance? The questions we investigate in this study are, first, now that the public sector has been transformed, what are the characteristics of the agents of the new governance? And are the new public servants, in the words of Charles Goodsell, "ordinary people"? We use the General Social Survey to shed light on our focal question. Our results suggest that public servants in for-profit settings resemble traditional civil servants in many ways. The growing ranks of social, health, and education public servants in nonprofit settings are distinct in many ways from civil servants and for-profit public servants. Implications of the changing composition of the public sector in an era of transformed governance are discussed. - Reproduced.

- 919 Pettibone, Craig  
What would GS system pay reform look like?  
Manager, 42(2), 2013(Spring): p.9-11.
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Building ethical capital: Perceptions of ethical climate  
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Public Administration Review, 73(2), 2013(Mar-Apr):  
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921 Taylor, Jeannette

Goal setting in the Australian public service: Effects on psychological empowerment and organizational citizenship behaviour.

Public Administration Review, 73(3), 2013(Jun): p.453-464.

Do specific and difficult job goals have a positive, negative, or negligible effect on higher levels of performance in the form of organizational citizenship behavior (OCB) among government employees? Importantly, how do they influence OCB: directly and/or indirectly through psychological empowerment? This article on a small group of Australian federal government employees draws from the goal-setting and self-determination theories to provide a better understanding of how goal setting affects OCB. Findings show that goal specificity largely influenced OCB indirectly through psychological empowerment. In contrast, goal difficulty raised OCB directly and through the partial mediating effect of psychological empowerment. Reproduced.

922 Thom, Michael

Politics, fiscal necessity or both? Factors driving the enactment of defined contribution accounts for public employees.

Public Administration Review, 73(3), 2013(Jun): p.480-489.

Recent conflicts over public sector defined benefit pension funding have inspired polarized debates about the need for reform, including the utility of replacing pensions with defined contribution accounts, which are popular throughout the private sector. Between 1996 and 2011, 15 American states enacted legislation to implement either mandatory or optional defined contribution accounts for certain public employees. What drove this process? This article investigates the role of political, budgetary, and contagion influences on the diffusion of defined contribution accounts for general state employees. Empirical results suggest that enactments were influenced by Republican legislative, but not executive, partisanship. Gains in state indebtedness also increased the likelihood of enactment independent of political and other factors. There is no evidence of policy learning based on neighboring state activity and no influence from two measures of organized labor power. Both quantitative and qualitative robustness checks largely reinforce these findings. - Reproduced.

923 Vargas, Jeffrey

Generation Y yearns for challenging and satisfying government work.

Manager, 42(2), 2013(Spring): p.15-17.

CIVIL SOCIETY

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Shifting scales of governance and civil society participation in Canada and the European Union.  
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CLIMATIC CHANGE

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Is climate change hindering economic growth of Asian economies?  
Asia-Pacific Development Journal, 19(2), 2012(Dec):  
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#### COLLABORATIONS

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Collaborative government managers succeed where a others fail.  
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#### COLLECTIVE BARGAINING

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Intra-household allocation and bargaining power: Evidence from Chile.  
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University News, 51(18), 2013(6 May): p.12-16.

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Digitivism in India: Internet advocacy and politics.  
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Can working and employment conditions in the personal services sector be improved?  
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Public sector researchers largely portray digitized government as following a maturational movement that will ultimately sustain electronic democracy. An alternate view maintains that digitized government reflects broader public policies that drift and change over time; as a result, it embraces two discrete curvilinear processes-e-



government and e-governance. This study compares these differing frameworks by employing successive evaluations published by the United Nations of member Web sites from 2003 to 2010. Partitioning appears in the findings. Countries worldwide are pushing the aggregate means higher for digitized government. Yet, disaggregate best practices among early-adopter countries exhibit significant variability, including in industrialized societies. The findings doubt the maturational view as they bear out the curvilinear construct. The conclusions demonstrate that the potential for an electronic transformation abates before the Great Recession. - Reproduced.

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Political and development correlates of social media participation in government: A global survey of national leadership websites.  
International Journal of Public Administration, 36(1), 2013(Jan): p.1-15.

This study examines the extent to which national governments are using Web-2.0 applications to increase transparency and engage citizens in decision-making processes. Based on a typology of governmental websites that distinguishes among executive office sites, government web portals and personal websites of heads of government, 160 websites from 82 different countries were examined, and results show that 70 percent of the websites do not offer any participatory services and surprisingly no positive relationships were found between e-participation and variables traditionally associated with e-government implementation. However, a difference between broadband and Internet penetration levels was found: whereas Internet was positively related to e-participation, broadband was only related to the release of information by governments, which is consistent with citizen pressure models of policy change. - Reproduced.

- 1020 Lee, Jooho  
Exploring the role of knowledge networks in perceived e-government: A comparative case study of two local government in Korea.  
American Review of Public Administration, 13(1), 2013(Jan): p.89-108.

What are the knowledge network configurations associated with effective e-government? To answer this question, a social network perspective is applied to explore the connection between e-government actors' social networks and their perception of e-government effectiveness. Specifically, this study closely looks at both Intra-organizational networks between program and IT units and inter-organizational relationships with IT vendors in the context of local e-government. Two Korean local

governments who provide online parking services through the same IT vendor were selected as comparative cases. Through the network analysis of two local governments, the study suggests preliminary findings for the knowledge network conditions for effective e-government: e-government effectiveness is likely to be enhanced (1) members of IT and program units are linked through a greater number of strong cross-unit ties; (2) they maintain strong ties with IT vendors; (3) CUBS take central positions in knowledge networks in a program unit and (4) they are embedded in high density of intra-unit networks within their units. - Reproduced.

1021 Linde, Jonas and Karlsson, Martin

The dictators new clothes: The relationship between e-participation and quality of government in non-democratic regimes.

International Journal of Public Administration, 36(4), 2013(Mar): p.269-281.

It is often assumed that the development of e-participation and e-government initiatives aimed at stimulating citizen participation in the political process and fostering more efficient governmental services harbors a great potential for improved control of corruption and government performance. Thus, it is often argued that e-participation is an efficient instrument for increasing transparency and quality of government in non-democratic and developing countries. However, this article argues that these assumptions should be questioned on theoretical, empirical, and methodological grounds. The results of the empirical time series cross-section analyses show that positive development in terms of e-participation in non-democratic countries does not lead to corresponding positive effects in terms of control of corruption and quality of government. Rather, in many cases the Internet offers political elites new opportunities in their quest for remaining in power. - Reproduced.

1022 Manoharan, Aroon

A study of determinants of county e-government in the United States.

American Review of Public Administration, 43(2), 2013(Mar): p.159-178.

As governments rapidly adopt information and communication technologies to improve their service delivery, the study of e-government has emerged as an important area of research in public administration. Researchers have studied various aspects of e-government, including the factors associated with its adoption at state and municipals levels. Literature provides limited information related specifically to counties' adoption of e-government in the United States, and although some

researchers have studied the effect of institutional and contextual factors in particular states, none have studied their influence on counties nationwide. Based on a survey of county administrators primarily responsible for e-government. As governments rapidly adopt information and communication technologies to improve their service delivery, the study of e-government has emerged as an important area of research in public administration. Researchers have studied various aspects of e-government, including the factors associated with its adoption at state and municipals levels. Literature provides limited information related specifically to counties' adoption of e-government in the United States, and although some researchers have studied the effect of institutional and contextual factors in particular states, none have studied their influence on counties nationwide. Based on a survey of county administrators primarily responsible for e-government services and a content analysis of counties' official websites, this research examines the role of institutional, contextual, and socioeconomic factors on e-government adoption at the county level in the United States. - Reproduced.

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Why were some Indian states so also to participate in the  
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In earlier research we identified the start of the growth  
turnaround in the late 1980s. This is consistent with the  
pattern of (particularly trade) policy liberalisation at  
the time. Since then there has been a remarkable  
improvement in per capita incomes. But a puzzle remains.  
The change in policy should have had a symmetric effect  
across India. Yet the participation of different states  
in the turnaround has been very uneven. In this paper we  
examine whether the relative size of shifts in growth  
across states could have been predicted from data on  
state characteristics, measured before the turnaround. We  
use the "robustness" techniques first proposed by Sala-i-  
Martin. As might be expected, higher initial literacy,  
urbanisation and access to ports all predicted stronger  
growth. But we also find that relatively high shares of  
both agriculture and registered manufacturing predicted  
weaker growth across all sectors of a given state,  
suggesting negative externalities. We guess, along with  
some other evidence, that this reflects the negative  
impact of state intervention. - Reproduced.

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From 2003, the Indian economy enjoyed a boom in growth for five years. The economy grew at a rate close to 9% per year, until it was punctured by the financial crisis of 2008. What explains that boom? Did the sustained liberal reforms finally pay off? Or was it a debt-led, cyclical boom, coinciding with an exceptional phase in the world economy? This paper contends that it was the latter case, driven by private corporate investment, financed by rising domestic savings, and topped by unprecedented inflows of foreign capital- leaving behind heightened corporate leverage, and frothy asset markets. As the global economy faces a semi-slump and precarious macroeconomic balance, how to reverse the current slowdown is at the crux of the discourse on India's policy paralysis. With the corporate sector mired in over-leverage, perhaps the most credible policy options now available are to step up public infrastructure to boost investment demand, and expand bank credit on easy terms to the informal sector and agriculture - which were throttled during the boom years - so as to ease supply constraints. - Reproduced.

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Studying higher education administrators orientation to public service.  
Public Administration Review, 73(3), 2013(Jun): p.451-452.
- 1050 Palmer, Daniel James  
College administrators as public servants.  
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This article deploys Q methodology in an exploration of the public service orientation in the context of American postsecondary leadership. Thirty-seven senior college administrators were asked to rank a series of statements regarding the administrative values, motives, and attitudes that underlie their own subjective views on administrative conduct. Analysis proceeded in two stages: (1) factor analysis of the administrative perspectives offered by participants and (2) qualitative comparison of these perspectives to extant scholarly portrayals of the public service orientation. Results indicate the existence of two dominant perspectives among participants. Factor 1, Societal Trusteeship, is fundamentally orient toward the needs of external society and expresses a willingness to leverage institutional resources to improve the human condition. Factor 2, Organizational Stewardship, by contrast, is an internally oriented perspective that emphasizes institutional performance. Importantly, the factors are not dichotomous and suggest considerable cognitive complexity in the professional orientations of college executives. - Reproduced.

#### EDUCATIONAL FINANCE

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IASSI Quarterly: Contribution to Indian Social Science, 31(1), 2012(Jan-Mar): p.84-104.

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Introduction to the special symposium on knowledge management and public administration: Good bedfellows or potential sparring partners.  
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There has been a dramatic rise in the discussions around knowledge management and innovation within the public management arena in the last six years. Advocates of the fields of research argue that they enable agility, novelty, and value creation in policy development, policy implementation, and service delivery. However, there is an argument that attention to knowledge and innovation is often overly linear and simplistic and that, if more complex or practice-based approaches were made, the potential public administration outcomes would be quite different. - Reproduced.

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From the inside out: Examining a knowledge - based practice in large public organizations.  
International Journal of Public Administration, 36(3), 2013(Feb): p.189-199.

This article outlines a study into a specific knowledge-intensive practice (Web information architecture [IA] - the organizing and structuring of information on an organization's website) across a number of large public organizations. Using a practice as the unit of analysis it is found that the practice is fledgling, fragile, and lacks legitimacy and that a mindlessness of the practice exists. These new understandings of specific practice enable organizational members within and outside the practice to provide more supportive environments for the work. The article argues that attention to practices

uncovers subtle, deeply held realities and knowledge that would otherwise remain obscured. - Reproduced.

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This review of the knowledge management literature reveals differences between mainstream and public sector literatures. This is demonstrated in the predominant representation of managerialist perspectives of knowledge in organizations in the public sector literature and the relative lack of reference to contemporary practice-based perspectives. It is argued that the resulting gap has implications for public sector innovation and effectiveness. The review underlines the paucity of public sector case studies that present organizational practices as emergent, self-organizing sites of knowledge in action. - Reproduced.

- 1279 Kennedy, Monica and Burford, Sally  
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The social life of learning theory: The ideal and "real" of reflective learning.  
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There is a growing understanding that public institutions need to be proactive in not only developing their welfare services but doing so continually through various concepts of learning. This article presents an ethnographic study of a public school that aims at working strategically with organizational learning through Donald Schön's concept of "the reflective practitioner." Schön's concepts provide the school manager with a vocabulary to criticize the destructive effects of New Public Management's linear steering technologies. The study also illustrates that expectations of reflective practitioners produce new uncertainties and managerial challenges, especially in manager-employee relations. The implications of these are discussed. Reproduced.

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The study predicts the moral identity of Ugandan public procurement staff using situational factors like leadership styles, social interactions, organizational politics and personal isomorphism, largely ignored in documented empirical literature. This study builds upon previous studies which assert that much remains to be learned about moral identity. Data were collected from staff handling the public procurement function in 105 randomly selected procuring and disposing entities (PDEs). Data relating to the study constructs were collected using self-administered questionnaires and an interview guide. The study established that workplace factors singularly and/or interactively predict moral identity of procurement staff in PDEs in Uganda. These findings have both policy and managerial implications which we discuss and present in this article. -  
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Through different forms of decentralization variables,  
this study investigates Indonesian local government

authorities' 2006 financial accountability reports in terms of local government authorities' contributing funds to political parties. Audit results by the Supreme Audit Body reveal that many articles were violated by these authorities in regard to the distributing, administrating, and reporting of assistance funds from them to political parties. Each rupiah committed by the 221 local government authorities involved in this study violated, on average, 1.8 articles, indicating a low level of compliance.

Critically, the study finds that administrative, fiscal, and political decentralization decreases discrepancies. The less administratively decentralized provincial authorities, where decision making is a level of government farther from the people, are more likely than non-provincial local government authorities to make discrepancies with political party legislation and regulations. Fiscally decentralized local government authorities, who earn a higher fraction of their revenue from local sources, also tend to have fewer discrepancies. Finally, politically decentralized authorities with a higher percentage of elected officials from the decentralized supporting ruling coalition, also have fewer discrepancies. - Reproduced.

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First put forward by Mark Moore in Creating Public Value (1995), public value continues to be the subject of conjecture and refutation across a range of academic disciplines. After presenting an account of the original theory, this article explores the contested meanings attributed to public value. We argue that while Moore's theory can be viewed, inter alia, as a post-New Public Management (NPM) paradigm, or as self-serving rhetoric for public managers, these perspectives neglect the strong ethical component of the theory. Further, we argue that an understanding of the relevance of Moore's ethical prescriptions for public managers is central to grasping his account of the relationship between politics and administration and for his project for a reinvigorated public sector. - Reproduced.

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The multiple dimensions of managerial networking.  
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Studies in public management show that agencies draw different types of support from different actors and organizations in their environment. If this is true, we would expect that managers differentiate their networking activity toward different types of external actors and organizations. However, empirical studies of the networking activities of managers do not reveal such a differentiation: these studies consistently report the existence of only one factor of managerial networking activity. The present article aims to solve this puzzle by disaggregating managerial networking into multiple scales of managerial networking activity, each related to a specific type of support from the agency's environment. A cumulative scaling analysis of the network ties of Texas school district superintendents for the years 2002 and 2005 shows the existence of three such stable and homogeneous networking scales, respectively, providing (a) political support, (b) bureaucratic coping, and (c) Co-production. We compare these results with those of the method used in previous studies: factor analysis. We illustrate the potential of cumulative scaling for the analysis of managerial networking by comparing the effect of the managerial networking factor with those of the three networking scales on the pass rates of Latino students on the Texas Assessment of Academic Skills. The article concludes with a discussion of the implications for our understanding of managerial networking. -  
Reproduced.

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Place marketing as governance strategy: An assessment of obstacles in place marketing and their effects on attracting target groups.  
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Place marketing is increasingly being used as a governance strategy for managing perceptions about regions, cities, and towns. What are the most important obstacles to implementing place marketing? Based on a survey of 274 public managers involved in place marketing in the Netherlands, this article analyzes the main obstacles as perceived by public managers. It also analyzes the effects of obstacles on perceived results of place marketing in terms of attracting target groups. A factor analysis of a variety of obstacles investigated in the survey shows three clearly demarcated obstacles: administrative obstacles within municipalities, obstacles in developing the substance of marketing campaigns, and political obstacles. Obstacles in developing the substance of the marketing campaigns have significant effects on the results of place marketing in terms of attracting stakeholders, whereas the two other obstacles have no significant influence. - Reproduced.

- 1334 Singh, Geetika  
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A three stage adoption process for social media use in government.  
Public Administration Review, 73(3), 2013(Jun): p.390-400.

Social media applications are slowly diffusing across all levels of government. The organizational dynamics underlying adoption and use decisions follow a process similar to that for previous waves of new information and communication technologies. The authors suggest that the organizational diffusion of these types of new information and communication technologies, initially aimed at individual use and available through markets, including social media applications, follows a three-stage process. First, agencies experiment informally with social media outside of accepted technology use policies. Next, order evolves from the first chaotic stage as government organizations recognize the need to draft norms and regulations. Finally, organizational institutions evolve that clearly outline appropriate behavior, types of interactions, and new modes of communication that subsequently are formalized in social media strategies and policies. For each of the stages, the authors provide examples and a set of propositions to guide future research. - Reproduced.

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#### MORAL VALUES

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#### MOTIVATION

- 1366 Andersen, Lotte Bogh, et al  
Public values and public service motivation: Conceptual and empirical relationship.

American Review of Public Administration, 43(3), 2013(May): p.292-311.

The literatures on public values (PV) and public service motivation (PSM) both address whether public service delivery is driven by something more than self-interest. They have developed separately, although they can benefit from insights developed by the other, and this article discusses conceptual and empirical relationships between them. Based on a survey of 501 public managers, we find that PSM and PV are associated empirically, but not in a manner allowing total integration. The conceptual discussion reveals how the two concepts cannot be totally separated, as values can be motivating and motivation is often oriented toward something desirable (e.g., values). This suggests that neither total separation nor integration is a fruitful strategy. Given that the concepts are related, the literatures may benefit from more awareness of the conceptual overlaps and differences. - Reproduced.

- 1367 Brander, Morten and Andersen, Lotte Bogh  
Does deployment to war affect public service motivation? A panel study of soldiers before and after their service in Afghanistan.  
Public Administration Review, 73(3), 2013(Jun): p.466-477.

Exposure to the extreme stress of warfare may affect soldiers' perceptions of others and society. Using panel data from two companies on a tour of duty to Afghanistan in 2011, this article analyzes how different dimensions of soldiers' public service motivation are influenced by deployment to war. As expected, soldiers' compassion decreased and commitment to the public interest increased, while self-sacrifice did not change systematically. Deployment to war was expected to affect inexperienced soldiers more than their experienced colleagues, but this hypothesis was only partially satisfied. The key contribution of the article is the use of panel data and the examination of motivational changes. Moreover, studying soldiers' public service motivation enables us to connect public administration and military sociology and thereby to establish a better understanding of motivation in extreme settings. - Reproduced.

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Following on from Gandhi, peace activists have created a large body of work on the strategy of non-violent protest that brings out both its strengths and advantages over and above violent insurrection. This literature has not, however, constructed a convincing history of the non-violent method. Most have depicted it as a timeless phenomenon, found in all historical societies in one form or another. Rather, it is, as this essay suggests, a

method rooted in modernity, arising out of a particular strategic reaction to the coercive and legal apparatuses of the modern state. - Reproduced.

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The interim report of the Supreme Court-appointed Technical Expert Committee (TEC) on genetically modified (GM) crops, which was submitted in late 2012, provides yet more evidence of the urgent need for effective communication between natural and social scientists. The polarisation of perceptions has posed serious questions about the role of biotechnology (read science) with regard to our agricultural crops (read society). However, the efforts for reconciliation are not discernible. In fact, the TEC's report is not the first one articulating the collective understanding and approach towards genetic manipulation. With a narrow narrative, the questions on social and economic relevance of biotechnology sound far more amplified. The report has come at a time, as critics point out, when the nation is still grappling with the moratorium on Bt brinjal, which de facto engulfed the full stream of crops awaiting approval for commercialisation. - Reproduced.

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the model to the school case provides insights into the connection between the introduction of transparency and the transformation in arrangements for safeguarding school quality. The case of the Council of the European Union highlights the role of transparency in the transformation of the council from a supranational to an intergovernmental body. The article concludes that the heuristic model, together with in-depth, longitudinal case studies, helps us understand government transparency in relation to broader transformations in the public sector. - Reproduced.

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