## Index

abstract concepts use of 230  
abuse of public authority, control for 334  
‘academic evidence’ 90  
academic hierarchies 42  
academic public administration 283  
accountability 334  
performance audit 345  
processes, 346, 348, 349  
use of public resources 334  
accounting system, public administration 285  
actions and events, contexts of 95  
‘action variables’ 93  
actors to act as ‘agents’ 282  
‘adjudication’ between rival hypotheses 404  
administrative accountability 141  
context 260  
law 46  
malfeasance 124  
reforms and contexts 131–50  
science 259  
tradition 14  
administrative inheritance, common  
Anglo-American, Napoleonic, Germanic, Scandinavian, Latin American, Postcolonial South Asian and African, East Asian, Soviet, Islamic 63  
‘adoptive’ behaviour 166  
agnosticification 149, 365  
agency 26, 282, 375–6  
and agents, interpretation flexibility 29  
for cultural standards 282  
effect of intercontextuality 31  
instability of 31  
for principle 282  
agentification 149, 282, 299, 365  
in Finland 297–8  
agents and agency types 30  
aging of population 214  
Althusser, Louis, Marxist philosopher  
‘Contradiction and Overdetermination’ 31  
American financial crisis 261  
American Political Science Association (APSA)  
‘unifying theory’, comparative politics 126  
analysis, basic unit theories 230  
Anglo-American administrative systems 198  
Anglophone countries  
common tradition 358  
diffusion of reform among 368  
history of political thought 7  
human sciences 64  
systems 368  
tradition 359, 370  
Anglo-Saxon countries  
implementation 146  
systems and reform 134–5, 137  
antropological linguistics 96  
anti-racism 41  
area studies 125  
art, new knowledge generation 175  
Asia, different context and significance in 222  
assemblage, notions of 37  
Assura Medical, for-profit company 327  
assurance provision 334  
audit arrangements 335  
bodies in legislation 343–4, 351–2  
publicising work benefits 350  
growth, decline in trust 350  
offices, key objectives 343, 352  
on public administration, Canada  
limits of action 339  
audit and context, 352–3  
at UK NAO 340
<table>
<thead>
<tr>
<th>Page Dimensions</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>442.2x663.3</td>
<td></td>
</tr>
</tbody>
</table>

**Audit Commission, UK** 336, 342, 348
abortion, 2010 336

**auditors, ‘all-purpose solution agents’** 348, 350

**audits of quality or compliance,**
Finland 302

**Anglophone** 356
post-NPM reform elements 138
Australia 358

**Australian Financial Management Improvement Program (FMIP)** 363–4

‘autonomy’, France and Spain 103, 105, 194

**autonomy of health trusts** 319
avoidance of capture New Zealand agency system 367
avoidance of top-down control UK agency system 367

**Balanced scorecard (BSC), Finland** 304

**BBC TV documentary on ill-treatment of elderly patients** 380

**Bear Stearns bankruptcy** 261

**beds in English hospitals** 379

**behavioural incentives** 272, 274

**behavouralism** 64

**Belgian hospital financing, Leuven (Belgium)** 388

**Belgian political system** 385

**Belgium, school ‘league tables’** 116 hospitals 382

**belief in rationality** 284–5

**beliefs and practices, inherited** 71

‘best practice’ 117

**Big Society, people empowerment** 325, 330

**boundary drawing, institutional** 281
boundary maintenance 101
bounded rationality 107, 158

**Brighton and Hove (city), hospitals in** 376–7

**Brighton and Leuven hospital situation comparison** 382

**Brighton and Lewes Hospital Group,**
1967, 378

**Brighton, England, general hospital,**
research 374

**Brighton events, hospitals, 1960s to 2000s** 381

**Brighton General hospital, 19th century** 377

**Brighton/Leuven comparison enrichment by contexts** 404

**British government** 58–9

**British identities, early** 65

**British nation state** 61

**Britishness of wars against France** 65

**British state, four nations** 65

**budget systems** 143

**bureaucratic organizations** 102, 238

**Cambridge School** 7

**Cameron, David, Big Society** 38

**Canada** 358

**Anglophone** 356

**influence of United States and Westminster tradition** 369

**Canada’s Increased Ministerial Authority and Accountability (IMAA) (1986)** 363

**Canadian Office of the Auditor General** 336

**case selection** 198

**case study methodology** 13
categorizations 288
causality 31, 200, 213

analysis of contextual influences 198
in probabilistic terms 199
causation concept 67, 195–6
cause and effect, simple 159

**Central and Eastern European states Western-style management reforms** 208
central government audit UK

**National Audit Office (NAO), UK** 341

**Central Surrey Health mutual loss of faith in progress and reason** 327

**Centrelink agency model, Australia** 366
chaos model 83, 85
chaotic domain of knowledge 160, 163, 166–7
child-centred pedagogies 27

**Chinese economic power,** growing 265
choice of service providers
schools, hospitals, not social care 169

**Christian Social Party (CVP), Belgium** 392
Index

CitiBank, AIG 261
citizens, diverse values, critical views of public authorities 236
social rights 296
civil aviation, Finland 306
civil liberties 58
civil service in developing societies
public administration discourse 52
civil service in UK
relations with political executive 362
‘civil society organisations’ 326
classical government perspective 235
classifications and categorizations, institutional 280
coalition framework 129
Coalition government
mutualisation of public services 325
cognitive perspectives 224
collective action 108
collectivism 6, 59
concentration of state power 59
over individualism 59
positive government 59
public good 59
social justice 59
‘command and control’ 169
Committee of Public Accounts 341, 346
commonalities of context 49
common culture 138
common currency 270
common heritage 139
common law 272
communication, sender and receiver 8
communication patterns, Anglophone countries 358
comparative (country) studies 221
comparative politics 126
comparison in analysis of contexts 415
comparisons, value of 421
competition orientation
public service organisations 183–4
competitive advantage 181
competitive tendering 326
‘complex adaptive systems’ (CAS) 168, 170–71
agents of 164–6
predictions on ‘system-changing’ behaviours 167–9
‘within system’ behaviour 167
complex domain of knowledge 161–2, 164
complexity of decision-making
value differences 236
complexity sciences, lesson, Context Rules 175–6
complexity theory 157, 164–7, 175
framework 17
nature and usefulness 211–12
complex relationships 160
complicated domain of knowledge 161
competitive climate 212
Comte, August 57
conceptual and factual contexts 9, 417
conceptual context of knowledge creation 88, 91, 93
conceptualization of context 222, 225
‘Conceptual’ mechanism
managerialization of hospital policy 399
conflict between actors 239–40, 243
conflict levels, higher
fewer network management strategies 244
Congress of Colonial Sociology, 1900 47–8
conjunctural causation 200
‘consensus management teams’ Brighton and NHS 390–91
Conservative attack on school system, 1980s 27
Conservative Co-operative Party 330
Conservative−Liberal Democrat coalition government
plans for UK civil service 208
constitutional settlement 1689 58, 65
constructivist contextuality 13
of scientific knowledge 15
‘constructivist’ notions of causality 202
‘consumerist’ ideas
re-definition of patients as consumers 396
context
and accountability 334–55
and action 397–8, 415
and audit 336
as background 35, 416
case of Finland 278
common language term 219, 223
(contextus), joining together 4
complexity theory 157–77
deciphering 229
definition 209, 357
devices for locating actions 24–6
‘economic factors’ 416
factors, size, level of conflict,
dynamics of networks 253
factual or conceptual 396
and forms of agency 22, 26
four layers of 213–14
and governance networks 233, 235
as history 55, 224
of hospitals 374–406
of an institution 109–10
interpersonal relations 213–14
as links 421–2
models 75
object of undetermined extension 44
performance audit, task, time, scale, direction 339
of strategy 82
theory and rationality 20, 124–32
variables 131, 135
versus theory 126
context-free language paradigms 75
context-related analysis
macro-, meso-, micro-levels 416
‘Context Rules’ 17
context-sensitive approaches 231
context-specific needs 183
contextual analysis 5, 279
causals 220
conditions, influence on government policy 241
dimensions 93
factors, and audit work 351
specifiers 285
variables, 219–27
contextualism of crises 266
current events 268
environmental perspective 136
historic event 20
philosophy of science 3
easpetological and methodological 4, 5
of political behaviour 158
research model 221
type of task, time, scale, direction 17
varieties of 88
contextualized generalizations 94
Continental Europe
minority coalition governments 135
contingency theories 117, 119, 229
of organisations 16, 19
contradictory combination 24
control and transparency enhancing audit work 348
‘control’ unavailability 169
control variables 200, 221
conventional meanings 8, 195
Coombs Royal Commission (RCAGA 1976) 363
Co-operative Party 319, 320–21
‘Making Healthcare Mutual’ 322
corporatives in international development 321, 330
c-co-production in public management 185
core principles of audit
independence, integrity, objectivity, impartiality, professional behaviour, care 335
corporate globalisation 24
corporate governance 235
corporatization 282, 283, 299
correlations by country, Spain, Netherlands, Taiwan 249
corruption 90, 208
cost orientation, public service organizations 183
cost productivity culture
public service organisations 184
cost reduction, structured 348
costs for hospitals, rising 403
costs of services 180
country systems, comparison
role of context 356–73
coupling, loose versus tight
performance and legitimation 307
credit agencies 261
credit crisis, Dutch response to 348
credit rating agencies 273, 282
credit unions 321
critical realism 83–4
cultural and environmental contexts 137–9
Index 427

cultural barriers 208
cultural factors, reform supportive 148
cultural studies, ‘radical contextualism’ 25
cultural theory 115–23
cultural variation, hierarchist, egalitarian, individual, fatalist 120–21
culture of non-interference 139
culture, political 119
cumulative science 127, 176
Cuoco, Vincenzo (1770–1823), lawyer, economist, political scientist 45–6
customer orientation 183
cynefin framework 160–61, 168, 176
domains of knowledge 159
data, useful vs. useless 274
decentralisation of functions and tasks to regional and local government 193–4
decision-making processes and outcomes 128, 240
decision-making structure in political administrative system 137
Declaration of Independence, USA personal freedom protection 269
decontextualisation 210
decoupling, analysis of institutions 285
 deductive approach 124–5
defensiveness, evaluations, audits 346–7
definitions of context, varied meanings 416
delegation 25
demographic changes 403
Department of Health, UK 336
dependency, importance 237
dependency of causal mechanisms on contextual factors 196
dependency upon the environment 103
dependent and independent variables 174
descriptive contextualism 12
Designing Social Enquiry, King, G.R. et al. 229
destabilisation 166
detail, attention to 341
determinate research designs 224
determination, 31, 68
closed context model 83
deterministic rhetoric ‘there is no alternative’ (TINA) 144
developing countries, technical changes 48
developmental historicism 55–7, 61, 68
development trusts 321
devolution 25, 194
differences between countries: Spain, Netherlands, Taiwan 250
direction variable 134, 135
discourse, role of 109
‘discretion’ exercise of 30
disease, changing patterns 395
disequilibrium 108
unknown context 163–4
‘dissipative’ behaviour 166
diversity with hybrid characteristics, Finland 294
doctors’ shift from hierarchy to networks 66
dominant context 81
Dow Jones Industrial Average stock market indicator 261–2
drama psychology 3
Durkheim, Emile, religious variation 120
Dutch audit office focus on specific areas 352
Dutch Audit Office, Algemene Rekenkamer limits of action 339
Dutch state audit institutions audit concerns for citizens 349
dynamics in networks 239, 253
dynamics levels, higher more employed network management strategies 244
negative influence on performance 243
economic analysis 264
economic and financial environment factual context 384
economic and fiscal context Belgium and UK hospitals 387
economic crisis, Swedish work on 348
economic recovery target 348
economics and the market 105
economy, efficiency, effectiveness Finland’s public administration 296
economy of America, at risk 265
education 169
and public policy 26
welfare, health 141
efficiency measuring, meaning in
context 79–80
elitism 127
embeddedness, importance
change in contextualist mode 195
empirical analysis 14
empirical hypotheses
and research design 242
employee mutuals 326
Employee Ownership Association 328
employee ownership benefits 321, 327
Englishness of Tudor times 65
English school inspection, history of 94
Enlightenment, cosmopolitan reason 50
Entrepreneurship, furthering reform 148
environment altering 109–10
‘environment’ or ‘context’, 157–8
environmental audit 349
environmental factors, in reform 148
environmental functions in
Netherlands
building of houses, recreational
areas 245
epistemological contextualism 88
epistemology 6
nature of knowledge 90
ethical judgements 30
ethnomethodology 96
Euro crisis 265
European Central Bank (ECB)
indpendence 262
European Common Market (ECM)
free trade zone 262
European financial crisis 261
Europeans after Communism
public administration systems 283
European Union (EU) 208, 282
competition law 299
fraud, public funds, scrutiny 349
national debt idea 269–70, 273
EU/USA financial crises 258–77, 268
evaluation work, collaborative
approach 7, 346
events, predictable 163
evidence-gathering process
performance audit 345
evolutionary positivism 57
executive agencies, UK 365–6
explanatory variables 200, 221
external audit and review
new political governance (NPG) 361
external service delivery 187
Fabian tradition 36
factual context 9–10
dependence on 11–12
of knowledge 88, 91
Fannie Mae 261
farmer co-ops 321
Faulkner, William, Intruder in the Dust 55
federalism 358
Federal Reserve System 272
feminist economist, Gibson-Graham 41
financial audit 341, 344
financial crises 18
‘Great Recession’ 260
responses in EU/USA 272
financial management 363
Financial Management Initiative
(FMI), UK 363–4
financial markets, Finland 306
Finer, Herman, Foreign Governments
at Work: Theory and Practice of
Modern Governments 60
Finland 18, 278, 409–10
Finland fisheries 294
Finland’s public administration 279
institutionalization 281, 292–3
Finnish language, no word for
‘management’ 91
First Socialist International 48
First World War impacts 95
‘fiscal crisis’ of the state 25
Flemings and Walloons
Belgian major languages groups 380
Flemish regionalism 396
foreign elements, importation
Margaret Mead on 48–9
foreign trade crisis economic problems 136
<table>
<thead>
<tr>
<th>Term</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>forensic audit</td>
<td>349</td>
</tr>
<tr>
<td>formalization processes</td>
<td>134</td>
</tr>
<tr>
<td>Foucault, Michel</td>
<td>32</td>
</tr>
<tr>
<td>subjects and subjectivity</td>
<td>230</td>
</tr>
<tr>
<td>foundation trusts, safeguards</td>
<td>324</td>
</tr>
<tr>
<td>framework contextuality</td>
<td>9, 13, 15–19</td>
</tr>
<tr>
<td>France, Cour des comptes</td>
<td>344, 347</td>
</tr>
<tr>
<td>Ecole Nationale d'Administration (ENA)</td>
<td></td>
</tr>
<tr>
<td>history and modernisation</td>
<td>337</td>
</tr>
<tr>
<td>oscillation between tradition and</td>
<td></td>
</tr>
<tr>
<td>franchise</td>
<td>58</td>
</tr>
<tr>
<td>grand corps</td>
<td>214</td>
</tr>
<tr>
<td>modernity</td>
<td>341–2</td>
</tr>
<tr>
<td>professional socialization</td>
<td>214</td>
</tr>
<tr>
<td>free-market economists</td>
<td>40</td>
</tr>
<tr>
<td>free trade zone, Europe</td>
<td>264</td>
</tr>
<tr>
<td>Frege, Gottlieb (1848–1925)</td>
<td></td>
</tr>
<tr>
<td>The Foundations of Arithmetic</td>
<td>74</td>
</tr>
<tr>
<td>context principle</td>
<td>74</td>
</tr>
<tr>
<td>French medical school in Belgium</td>
<td>386</td>
</tr>
<tr>
<td>French Revolution</td>
<td>46</td>
</tr>
<tr>
<td>universalistic claims</td>
<td>51</td>
</tr>
<tr>
<td>friendly societies</td>
<td>323</td>
</tr>
<tr>
<td>Fulton report</td>
<td>364</td>
</tr>
<tr>
<td>functionalist reasoning, explanation of</td>
<td></td>
</tr>
<tr>
<td>social facts</td>
<td>61</td>
</tr>
<tr>
<td>functional-strategic context</td>
<td>82–3</td>
</tr>
<tr>
<td>functional contextualism</td>
<td>12</td>
</tr>
<tr>
<td>fundraising, not marketing</td>
<td>185</td>
</tr>
<tr>
<td>‘fuzzy-set analysis’</td>
<td>404</td>
</tr>
<tr>
<td>garbage can model</td>
<td>129, 133</td>
</tr>
<tr>
<td>gender equality policies</td>
<td>296</td>
</tr>
<tr>
<td>public administration</td>
<td>302</td>
</tr>
<tr>
<td>generalist vs. contextualist dilemma</td>
<td>196</td>
</tr>
<tr>
<td>across time periods, language barriers</td>
<td>94</td>
</tr>
<tr>
<td>General Motors, bankruptcy</td>
<td>261</td>
</tr>
<tr>
<td>German Civil Code, 1900</td>
<td>46</td>
</tr>
<tr>
<td>Germany, educational system reform</td>
<td>116</td>
</tr>
<tr>
<td>Gianquinto, Giovanni de Gioannis, Italian</td>
<td></td>
</tr>
<tr>
<td>lawyer (1821–83)</td>
<td>46</td>
</tr>
<tr>
<td>on statutes of nation’s genius</td>
<td>47</td>
</tr>
<tr>
<td>global warming</td>
<td>163–4</td>
</tr>
<tr>
<td>Glorious Revolution</td>
<td>1688 65</td>
</tr>
<tr>
<td>‘good governance’</td>
<td>117, 334</td>
</tr>
<tr>
<td>continuous improvement promotion</td>
<td>334</td>
</tr>
<tr>
<td>interdependent actors</td>
<td>235</td>
</tr>
<tr>
<td>narrative</td>
<td>39</td>
</tr>
<tr>
<td>networks, macro, meso, micro 233, 235</td>
<td></td>
</tr>
<tr>
<td>politics of theory 35–43</td>
<td></td>
</tr>
<tr>
<td>principles, development in local context</td>
<td>52</td>
</tr>
<tr>
<td>government</td>
<td></td>
</tr>
<tr>
<td>dependence on other actors</td>
<td>238</td>
</tr>
<tr>
<td>form of 137</td>
<td></td>
</tr>
<tr>
<td>to governance</td>
<td>234</td>
</tr>
<tr>
<td>growth 59</td>
<td></td>
</tr>
<tr>
<td>limits on medical spending</td>
<td>401</td>
</tr>
<tr>
<td>performance, scepticism</td>
<td>350</td>
</tr>
<tr>
<td>and politics, study of 104</td>
<td></td>
</tr>
<tr>
<td>role, limited, libertarianism</td>
<td>59</td>
</tr>
<tr>
<td>turnover, frequent</td>
<td>199</td>
</tr>
<tr>
<td>understood in neutral terms</td>
<td>62</td>
</tr>
<tr>
<td>governmental actors and societal actors</td>
<td>235</td>
</tr>
<tr>
<td>governmentality theories</td>
<td>37</td>
</tr>
<tr>
<td>government-sponsored enterprises (GSEs)</td>
<td></td>
</tr>
<tr>
<td>Fannie Mae 273</td>
<td></td>
</tr>
<tr>
<td>GP practices, mutualisation</td>
<td>322</td>
</tr>
<tr>
<td>Greenleaf, W.H.</td>
<td></td>
</tr>
<tr>
<td>historical analysis of British government</td>
<td>58–60</td>
</tr>
<tr>
<td>Green Paper, Modernising Commissioning</td>
<td>326</td>
</tr>
<tr>
<td>green profile</td>
<td>143</td>
</tr>
<tr>
<td>‘grey literature’ 117</td>
<td></td>
</tr>
<tr>
<td>gross domestic product (GDP)</td>
<td>310</td>
</tr>
<tr>
<td>Group Health 329</td>
<td></td>
</tr>
<tr>
<td>Habermas 75</td>
<td></td>
</tr>
<tr>
<td>communicative norms</td>
<td>39</td>
</tr>
<tr>
<td>public sphere</td>
<td>39</td>
</tr>
<tr>
<td>Health and Social Care bill 2003</td>
<td></td>
</tr>
<tr>
<td>UK Parliament</td>
<td>319</td>
</tr>
<tr>
<td>health care market</td>
<td>319</td>
</tr>
<tr>
<td>health co-operatives in Japan and USA</td>
<td>329</td>
</tr>
<tr>
<td>health service management</td>
<td></td>
</tr>
<tr>
<td>performance indicators</td>
<td>116</td>
</tr>
<tr>
<td>health care policy issue resolution</td>
<td>128</td>
</tr>
<tr>
<td>Hegelianism</td>
<td>57</td>
</tr>
</tbody>
</table>
Herder, Johann Gotfried (1744–1803) on nation and identity 51
hermeneutic research 3
heterogeneity research 24
Hewitt, Patricia
Secretary of State for Trade and Industry 322
hierarchical leadership, furthering reform 148
hierarchical perspective 137
higher education reforms 134
historical and linguistic contextualism 7–8, 88, 91, 330
historical context ‘mutualisation’ of public services 319–33
historical institutionalism 108–109, 224, 375
history 5, 56
as ‘chronologies of minutiae’ 58
importance of 55, 56, 375
weight, key contextual factor 341
home mortgage defaults, Europe 263
homogeneity of a culture 50
horizontal level 194–5
horizontal relations, importance 237
horizontal specialization, four principles 141
Hospital Act, Belgium, 1963 385
hospital case study, Brighton and Leuven 419
hospital changes
social and technological changes 403
hospital development, Brighton, financial problems 379
hospitality development, new 378
hospital management as new ‘science’ 401
hospital managers, greater powers in UK 396
hospital patients, attitude changes 392–3
Hospital Plan, 1962 385
hospitals, dynamics of multiple contexts 374
civic asset for particular place 403
in Leuven (Belgium), splitting of French from 380
loss of small local 395
major source of employment 403
personal security for residents 403
power of medical estate 403
reforms 134
relocation 394
research centres, financing problems 395
social and communal focus 403
symbol of caring state 402
hospital system development 375
hospital waiting lists, manipulation 350
House of Commons Public Administration Committee, 2011 327, 328
House of Lords 58
human behaviour, abstract laws 5
human factor 214
humanism 68
human resource management 143
‘hybrid’, definition 294
hypothesis testing 125
idealists 57
ideas and doctrines, conceptual context 95, 384
identities, formation, maintenance and contestation of 281, 288
Immigration Appeals Board 141–2
impact of government turnovers 199
importance of ‘time’ 201
incentive system, performance-related pay 231
independence of Finland 295
individualism 6
self-reliance, British character 69
individuality of citizens 236
inductive approach, contextualization 210
inductive or deductive approaches, 125–6
‘inefficiency’ 170
inference in qualitative research 229
inflation fighting 262, 270
informal organisations 166
information analysis 272, 274
management 183
organization about context/environment 159
technology 237
inspection act 33
inspection, embodied, 19th century practice 27
institutional agency
  in Finland’s public administration 284, 287, 296, 300–305
institutional ‘environments’
  examination of ‘context’ 279
institutionalization 240
  in Finland’s public administration 299
  is ‘taken-for-grantedness’ 280
institutional patterns, non-transferability 51
institutional resources 272, 274
institutional transfer’ 14, 44, 49, 52
in context, and as context 101
instrumental norms 138
integral solution 248
intellectual property audit 349
International Organisation of Supreme Audit Institutions (INTOSAI) 335
intentional meanings 8
intercontextuality 31
intercontinental ballistic missile, USSR built 119
interdependences in network society 237–9
interest groups 361
interest rates, low, American financial crisis 261
interests of scholars, theoretical perspective 224
internal markets 25
internal processes and external service 187
international aid donors 117
international experience, political adaption 360
international peer country context
  Finland’s public administration 289–90
interpreting and shaping contexts of institutions 109
interpretation flexibility
  contextual conditions 29–30
  interpretive perspectives 224
interrogatives: when, where, who, what 6
‘intransigent context’ 45, 46, 51, 52
intra-organizational focus
  New Public Governance framework 180
investment and contract readiness fund 326
involvement of actors 248
isomorphic elements 136
Italian administrative orders
  building on Roman legal tradition 52
Kaiser Permanente 329
Katholieke Universiteit Leuven (KUL), 1425 377, 380
control of UZ Leuven 389
Keynesian thinking, fiscal fixes 264
knowledge accumulation 31
  claims 91
  communication 9
  creation 9, 14–15, 175
  conceptual context 10
  socially conditioned 19
  domains, simple, complex, chaotic, complicated 159–60
  standards of 4
  ‘work’ 35, 38, 39, 41
Labour government 1997 320, 2003, 323, 330
labour market shortage 214
Labour tradition 319
lack of resources 208
laissez faire economics 270
language vs. behaviour 6
law, institution of, public administration 104–105
law traditions 258
leaders’ control over change 137
leadership conflicts 148
leadership discretion 272, 274
leadership importance 109
leadership roles for central bankers
  broad vs. narrow 24
leadership understanding 117
legal transplant 44
legitimacy of policies 334
Lehman Brothers bankruptcy 261
Leuven (Belgium), ancient Flemish city 377
events, 1960s to 2000s 383
general hospital, research 374
healthy finances 388
Leuven Workshop debate 94–5
level of conflict 253
libertarianism, 59
limitations of research 252
linear relationships, road safety map 170
linguistic contextualism 88, 91
hard and soft 8
literacy levels 116
lobbyists 361
local acting with national 404
‘local communities’ control 319
local government 58
Localism Bill 326
local politics 208
Locke, John
Two Treatises of Civil Government 65
Loewenstein, Karl, 1944, on World War 2 ending 51
logical point of view 9
logical positivism 64
logic of appropriateness and consequentiality 107
logics, causal and constitutive 36
‘loose coupling’ 285
lottery design 85
Maastricht Treaty 1992
larger free trade zone 262
Macarel, Louis-Antoine (1790–1851) on principles of public administration 49
Macaulay, T.B. (1860) 71
Machiavelli, Niccolò, warring states of Italy 92
macro changes, for governments 241
macroeconomic situation 222
‘macro-environment’ 157–8
macro level of governance, network society 236
macro, meso, micro, context and mutual influence 241
Magnetic Resonance Imaging (MRI) 384
maltreatment of geriatric patients 393
management audit 349
Finland 296, 311
ideas 143
by numbers 115–23, 209
by objectives and results (MBOR) 147
power and authority distribution 391
reform 364, 369
research 35
managerial activity 242
managerial approach to public services 178
managerialism 419, 420
modern 115
in UK government 400
managing by numbers 77
market economies 129
market governance 235
marketing public services 184
market-orientation 140
market populism 24
markets, democratic legitimacy 24
market-type mechanisms (MTMs) Finland 303
Markov chains 83
Mass Observation, 1945 323
Maude, Francis, Minister for Cabinet Office 325, 327
Mead, Margaret 44
World Federation for Mental Health 48
meaning as mechanistic 83
means-end thinking 137
measurement as static 83
measuring activity 78
impact on behaviour 78
measuring by numbers 77
mechanism 20
‘mediating professions’ 30
medical audit 349
medical drug safety, Finland 306
medical profession 141
medical technologies development 393
change in hospitals 394
medicine, modern scientific 395–6
Members of Parliament decline in independence 61
mergers, collaborations, networks focus post-NPM reforms 147
Mertonian idea, middle-range theory 17
meso level
social relations, government and societal organizations 237
meta-contextualism 90
methodological contextualism 88
methodological issues
data collection in three countries 244
methodology 228
Mexico constitution, US federative principle 47
micro and macro aspects 197, 202, 224
micro-institutionalization of Finland's public administration 280, 287, 288, 294–5, 310
micro-institutional traditions and transformations nomenclature 288
micro level impact 240
‘micro-level’ theoretical frameworks 193, 197
middle-level theory, of policy making 128
military organizations, arms race provoking 110
Mill, John Stuart 57
‘Minister for Civil Society’ charities, social enterprises, voluntary organisations 325
mixing and hybridity 121
model of publicly-desired outcomes 171
model of space 23
models of testable propositions 9, 231
modernist empiricism 55–6, 60, 66, 67, 230
or philosophical idealism 58
modes of enquiry, analytical and atomistic 61
monarchy 58
monetarism 264
Alan Greenspan 269
money 268
monopoly of knowledge engineers, doctors 81
moral narrative 61
Monte Carlo methodology 85
MPs’ expenses, misuses of public money 349
multi-contextual interactions Royal Sussex County Hospital (RSCH), 2005 397
multi-contextuality of individuals and groups 30
multi-divisional corporations, Finnish 295
multi-level governance 23
multi-party government coalitions Finland's public administration 288
multiple and intersecting, contexts 417
multiple causality 200
multiplicity 24
multivariable analysis 285
mutualism 410–11
mutuality in policy-making 14, 321, 325
mutual organisations, low member participation 324 weaknesses 323
mutuals, public sector 328
Mutuals Taskforce 326–8
naming and shaming schools, hospitals, polluting industries 231
Naples, failed public revolution 1799 45–6
‘Napoleonic’ administrative systems 51, 103, 193, 198, 202
narrative, justification by 330
National Audit Office (NAO), UK 336–7, 346
developments and contextual factors 411
outsider approach 344
reports on all government activity 352
national character of British traditions passion for liberty, pragmatism, trading enterprise 69
national characters 70
national cultures Western and Asian differences 237
National Health Insurance scheme 323
National Health Service (NHS) 320, 322, 336, 380, 385
foundation trusts 342
mutualisation foundation trusts 322
national historical-institutional context 136
nationalisation of banks 348
national reforms, uniqueness 136–7
national traditions 69
nation building 66
nations as organic peoples
formation by common traditions 69
nation state 57, 65
forging of 67
native administrative bodies,
importance 48
‘NATO model’ of capabilities of
government 129
natural science success 67
neo-institutionalism 279, 285
public administration, Finland 278, 291
rational choice, historical,
sociological 278
neo-liberalism, impact in US and UK
24
Netherlands, descriptive statistics 246
governance networks 233
non-departmental public bodies 342
Pechtold motion ‘auditability’
 improvement 349
survey data 244
Netherlands, Spain, Taiwan,
comparison 407
network characteristics 243
as background 253
context variables 240
network management activity 242, 244,
246–8, 252
network performance
in governance processes 18
New Economics Foundation 321
new attitudes and values 214
new institutionalism 36
New Labour 36, 118
‘Cool Britannia’ 65
technocratic governance style 38
‘new mutualism’ 320–21
response to 330
new political governance (NPG),
Australia 359, 362
New Zealand 359, 362
open government 361
in Westminster systems 359, 361
New Public Governance 106, 179
New Public Management (NPM) and
context 105–108, 132–3, 137, 180,
220, 294, 359, 368
audit in public sector 348
post-NPM reform elements 136
reform in New Zealand 139, 144, 147
reform research 219–27
New Public Service 106
new sciences 60
New Zealand 358
Anglophone 356–73
dissimilarity, individualism 140
post-NPM reform elements 138–9
trade with Asia 144
Next Steps
critique of progress with
management reform 364
executive agencies 365, 367
nomenclatures 280
non-linearity in public service systems
170
normative institutionalism 107, 278
Norway, employment service 142–3
jurist domination of civil service 143
national welfare agency 142
pensions service 142–3
reluctance to reform 140
social services 142–3
Norwegian hospital reforms 149
Norwegian state administration
structural changes 133, 145, 146
notions of causality 202
public management reforms 193
numbers
context for, distance and relation
75, 77
quantified words 76
objectivity 85
obsolescence of hospitals, Brighton
377
Occupy Wall Street movement 39, 265
Office for Civil Society 325
Office for Standards in Education
(Ofsted) 94
failing schools, poor teachers 28
school inspection, governing at a
distance 27
‘old Commonwealth’ 358
online work processes 42
ontological contextualism 6, 88
ontology 6
nature of reality 88
Index

operations management 186
organicism 20, 57
Organisation for Economic Co-operation and Development (OECD) 359
*Government at a Glance*, 2009 76
reforms of regulations 134
organizational and professional cultures
factual context 384
in hospitals, Belgium and Brighton 392
organizational behaviour 143
organizational structure 117
organization understanding context as central 117
outsourcing 25
over-determination, actions 31
overestimation 222
ownership context 82
*Oxford English Dictionary*, definition of ‘contexts’ 75
*Oxford Handbook of Contextual Political Analysis* 92–3
Oxford Radcliffe Trust
Nigel Crisp, Chief Executive 320
parameter estimation by country 251
whole sample, Spain, Netherlands, Taiwan 249
partisan-political staff increased role and influence 361
party government 14
passive consumers 181
passive measuring context 78
path dependency 213, 375, 376, 417
‘pathfinder mutuals’ 325
Pathfinder Programme 326
patterns of dynamics 239
patterns of interactions 239
patterns of interdependencies 238
pay-for-performance measures, Norway 148
People’s Parties in European nations 39
performance, driver for reform 75
performance audit 15, 77, 334–55, 336, 341, 352
accountability context 346–7
drivers and constraints 342–3
quantitative data 345
value for money audit 335
performance indicators 115
performance information, generation of 78
performance management 75, 147, 180, 208, 347
performance numbers 76–7
meaning in context 79–80
three-dimensional contextual space 82
performance reality
context of performance numbers 80
performance targets adoption 116
personal passions in public services 32
personnel regulation 193–4
philosophy 5, 96
placebo version of measuring activity 79
places as singularities 23
Platonic perspective 89
pluralism of contexts 52
financial emergencies 266
plurality 24, 126
point of view of logic 9
police shift from hierarchy to networks
specific dilemmas 66
policy and delivery, vertical separation 365
policy formation
separation from implementation 361, 365, 367
policy narratives and historical referencing 330
policy style, confrontational 140
political accountability 141–2
political-administrative culture,
Norway 146
political-administrative system crisis 147
political advisers, introduction, 1960s 360
political crisis in Belgium
French dominance, splitting 385
political environment
and New Public Management (NPM) 347
*Political/Economic/Social/Technological Ecological/Legislative (PESTEL)* 158
political science 56, 102
quantitative techniques 61
political science and history 58, 143
political situation in Belgium 386
political system, Leuven, Brighton 383–4
politicians and doctors, communication in Belgium 386–7
politics and economics 404
politics and political science 104
politics of intervention 38
‘politics of theory’ 35
Pollitt’s contextual variables’ 140–49, 115
population and populism 5, 127
positivism, collapse of notion of tradition 57, 69
‘positivist’ notions of causality 202
post-NPM reform elements 137
power concentration, in PM’s office 361
power dispersion, libertarianism 59
powers of organizations, factual context 384
pragmatic truth criteria 3
pre-school learning groups 321
pressure group activities 61
primary care trusts (PCTs), mutualisation 322
primary health care 169
prime-ministerial power 362
Private Finance Initiative (PFI) 399
private/public interrelationships 272
privatization 25, 145
as reform tool, Norway 148
process and result combinations 133–4
process, contents and context 195
processes and mechanisms 420
process-oriented approaches, public management 202
process research in strategy formation 197
process rules 247
production and consumption simultaneous in service 181
productivity increasing, possible contexts 80
professional bureaucracy 141–2
‘professional management’ in hospitals
Belgian and UK hospitals 394, 396, 402
profit-making companies 327
Programme for International Student Assessment (PISA)
educational performance rankings 116
programme working or failing 231
progress as contingent 60
propositions, context of 74 93
psychology 3, 5, 96
psychological-subjective dimension 78
psychotherapists 282
public management reforms
Australia, Canada, New Zealand 411–12
public agencies and autonomy 103
public administration 16, 75, 259
as embedded institutions 102
generalization 49–50
legal profession in Germany 104
public as a nation and spatial entity 38–9
Public Audit Forum, consistency of practice 351
public benefit societies 324
public choice theory 24
public control vs. discretion of private third parties 273
public debt in Europe 262
public decision-making processes
transformative approach 135
public engagement 40
public establishments for education of people 50
public expenditure 327, 349
public institutions as context-embedded
politics, law, economy 209
public investment for hospitals, Brighton 387–8
public management 197
by numbers 119
reform 40, 192, 196, 198–203, 335
research and context 223
theory 180, 187
public ownership 322
Index

437

public policy 35
  global economic and fiscal crisis 409
public–private partnerships 235, 274, 283
  Finland 305
public resource use 335
  ‘public’ role of research 40
public sector audit, context influence 338
public sector employment, Finland 294
Public Sector Management (PSM) 203
public sector performance 16, 349
public sector reform 5, 7, 9, 14, 66
  transition to democracy, Spain 194
public service-dominant approach 180, 187
  to marketing 185
public service
  ethos, ‘Working Together’ 138
  innovations 186–7
  management practice 182
  motivation (PSM) 198, 214
  neutrality, Australia 362
  organisations 39, 178–9, 183, 212
  risky under Big Society 328–9
  strategic orientation 184
  service-dominant context 178–91
  standards, raising 118
Public Service Motivation (PSM) 192
public spending on health care, international problem 401
purpose, process, clientele, geography
  horizontal specialization 141
qualitative case design
  descriptive-narrative elements 222, 224
qualitative research 127
  ‘quality’ publications 42
quantitative research 127
racial and gender differences 65–6
racist mobilisations against immigrants
  London 41
‘radical agency’
  ‘time ploys’, ‘time tactics’ 287
radical constructivism 83, 85
‘radical contextual’ approach 418, 419
radical historicism 55–6, 95
  critique of positivism 64
  loss of faith in progress and reason, 63
  versus ‘developmental historicism’ 68
  versus ‘modernist empiricism’ 66
radical humanism 71
radical institutional change
  Finland’s public administration 286, 308–309
rational calculation 137
rational choice, and comparative politics 125–6
rational choice institutionalism 108
rational choice theory 36, 126
rationality, lack of 329–30
rationalization, global 134
rationalization of hospitals
  ‘economies of scale’ 395
rationalized myths 284, 286
realism vs. constructivism 6
  ‘real things Aristotelian’ 89
‘reasonable context’ 49
‘received views’ 10
referential contextuality 13–14
reform context 357
  literature, scale and scope 134
  processes 131, 149, 222, 370
  programmes 146–7
  trajectories 195
reforms and technical problems 136
  Norway 145, 146
regional reform 149
regression analysis 159, 174
  for whole sample 248
regulated industry, capture of regulators 105
regulatory resources 272
reification 67–8
reindeer herding, Finland 294
relationship management tools
  public service organizations 183
  ‘relationship marketing’ 185
research by interview and reading 376
research designs and methods 220–21
research, future potential 222–3
researching context 220
researching culture
  in public management 223
research model results
Spain, Netherlands, Taiwan 250
research questions on Finland
micro-institutionalization of public administration, Finland 278
resource allocation in Belgium
new or modernization of hospitals 399
political process 399, 419
Resource Allocation Working Party (RAWP)
NHS revenue funds allocation 388
‘resource dependency’ 103, 239
risk assessments 341, 352
road accident rates
traffic flows, vehicle speeds, weather conditions 161
road safety examples, predictable contexts 161−2
roads, bridges, canals, public authorities’ provision 50
Rochdale Conservative Co-operative Society 330
role of context for public management 225
Roman Catholic hierarchy in Belgium
hospital as Christian institution 386
Roman legal tradition 52
Royal Sussex County Hospital (RSCH) 378
19th century 377, 387
budgetary overspend 380
financial and management crisis 397
medical elite failure on resource allocation 398
Rule of Law, libertarianism 59
rules, patterns of institutionalization 240
Russell, Bertrand, criticism by Wittgenstein 74
theory of types, Principia Mathematica 74−5
Scandinavia, public organizational culture 140
Saussure, Léopold (1866−1925)
French scholar and racist 48
scale and scope 342
scale and space 23
Scandinavian reform features 137
Scandinavian systems
minority coalition governments 135
school curricula, liberal 27
school inspection 32, 94
definition 28−9
governing at a distance 26−7
professionalism 28
school ‘league tables’ 115−16
school literacy targets, New Labour 116
Schools Inspectorate 27
Science, context-free knowledge 175
science ‘progress’ 10
scientific discovery, analysis models 124−5
scientific knowledge 3, 5
in public administration
contextualities 8, 11
scientific orthodoxy 83
scientization 283, 286, 309
Scottish Enlightenment 56−7
scrutiny activity 349−50
‘securitization’ 272−3
Security Exchange Commission (SEC) 272
security management, assaults on hospital staff 393
self-governing hospitals, schools, social enterprises 322
self-reflections of context 19
self-regarding action, libertarianism 59
senior civil service 368
senior public service 361
separate strategies of autonomous actors 241
separation of psychological from logical 74
sequencing 213
service-culture 139
service delivery networks, less conflictual 240
service delivery process 238
user role 181
service-dominant approach 182, 184, 212
innovation in public services 186−7
main applications 182
service management, effective 181−2
service promotion, not marketing 185
Index

service redesign 169
service users, interconnectedness 170
Shared Management Agenda, Canada 369
shared purpose, USSR, 1930s 121
simple domain of knowledge 161
single case studies 221
single currency, euro 262
single-party government in UK and NHS 390
size of network
dynamics of networks 253
negative influence on performance 243
skill shortages 208
social action, and over-determination 30, 31, 105
social/technological change, in hospital services 401
social anthropologists 44
social attitudes for hospitals changes in hospitals 403
social backgrounds, effects of 214
social bonds, individualizing, diminishing of 236
social constructionism
to understand public sector 62–3
social-democratic characteristics 183
social detachment and isolation 121, 321
social explanation, view of 56
social goals of government action 50
social inclusion 185
social network theory 239
social organicism 57
social reality 10

factual context 9
social research, contextual analysis 285

Finland 312
social sciences 3, 22, 23, 35, 56, 103, 203, 210
constitutive power 36
cultural variation 119–20
‘modernist’ 36
regimes of governing 35
research 129, 201, 228
social scientists, 37, 143
history as source of data 62
social theory 120, 127
political action 38

social workers 282
society 105
pluralistic 62
sociocognitive perspective of context 219
sociolinguistics 96
sociological institutionalism 224, 278
sociological interpretive perspectives 224
sociologist, Sasha Rosenail 41
sociology 26
solar flares on public infrastructure unpredictability 163
Soviet Russia target regime
economic development, 1930s 116
Soviet target system 118
space, first person in USSR 119
Spain descriptive statistics 246
governance networks 233–55
survey data 244
Spain (Catalonia)
urban renewal public policy projects 245
spatial and environmental policy 238
spatial and urban planning projects 244–5
special advisers in Britain 360
specialization in organizational structures 119
specialization of society 237
special operations agencies (SOAs) Canada 366
Spencer, Herbert, functionalist reasoning 61
stability of UZ Leuven
Christian-based university hospital 391

staff pensions 327
standardisation and codification 341
standardization processes 134
state audit institutions (SAIs) 336, 347, 352
accountability processes 335
differences between countries 352
‘insider’ approach 344
limitations of 338–9
role and duties 337–8

topic selection for examination 351
stateless state, networks of peoples 65
state ‘monopoly’ provision 27
State Services Act 1988 New Zealand 363

state traditions
Anglo-Saxon, Germanic, Napoleonic, Scandinavian 63

strategic management
in complex adaptive system 165

strategic orientation service-dominant approach 182–3
‘street-level bureaucrats’ 30, 103

structural devolution 145
structural contexts 138
structure and agency 26

subjectivity and objectivity 83, 85

substantive interventions, focus 230–31
success-to-failure sequences

English educational system 209

Soviet planning 209

supervisory ministries, Finland 294

surrounding environment (context) 101

Sussex hospitals 378

sustainability in future 248

‘synergy’ 170, 174

systematic analysis of contextual factors 225

system behaviour 168

systemic autonomy 273

systemic reforms 272, 274

systemic centralization
vs. agency decentralization and autonomy 273

systems theory in political science 101

Taiwan
city environment for metropolitan cities 245
dercriptive statistics 246
governance networks 233–55

survey data 244
taken-for-granted understanding 281
target systems 119
‘task environment’ 118
task nature, importance for audit 341
tasks
complex 210
focus 132–3
path dependency 142
repetitive, performance indicators 210

specialization 141, 143
time scale, direction 339–40
task type as structural variable 135

teaching audit 349

teaching experience 28

teamwork within groups, competition 121

Tea Party movement 265
technical administrative matters 141
technical context 81–2
technical criteria 184
technical environment, pressure from 143, 147
technological context in hospitals 394
technological issues 183, 212
technologies, changing, factual context 384
technology and social change 5, 404
telecommunications, Finland 306
telecommunications devices, changes in hospitals 394
temporal interconnectedness
change in past, present and future time 195
tenant-controlled housing 322

thematic conceptualization in Western countries 222
theory formulation 12–13

thermometer model 78

thinking contextually 31

think tanks 117, 361
‘tight coupling’ 286
time
as context variable 135
in empirical research 192, 193, 194
in ‘information’ societies 10
policy and management 133
treatment of 196
time dimension, significance of 341
timing in Norwegian reforms 145

Toqueville, Alexis de 258
Total Quality Management (TQM) 89–90, 208, 357, 420

Tractatus 25

trade unions 321, 327
traditions and beliefs 52, 70

transaction costs 108

transfer of engagement rules (TUPE) 326

transfer pricing, Finland 302
transformative approach 135, 138, 140
translative theories 37
Trans-Tasman relations 358
Trichet, Jean-Claude, anti-inflationary stance 269
Transparency International 282
trust in society
specialization, dispersion of information 236
trust, patterns of 240

UK National Health Service non-medical managerialism 400
UK public services, external inspection 349
under-determination, actions 31
‘underfunding’ in Brighton 388
uniqueness of a culture 50
unitary systems of government 358
United States, administrative reorganization 144–5
unit of analysis in context understanding 174
Universal Exposition in Paris, 1900 48
‘universal’ generalizations 95
universals, like ‘dog’ 89
University Hospital Leuven (UZ Leuven) 380
urban planning decision-making conflictual 240
urban politics, American political science, 127–9
USA as exemplar of ‘modern society’ 23
US-centred corporate capitalism ‘Market populism’ 24
US Government Accountability Office (GAO)
audit work 342
UZ Leuven, 2010 best teaching hospital 392
hospital development crises 398
managers in medical profession 400
UZ Leuven and RSCH Brighton comparison 401

value conflicts
negative influence on performance 243
Value for Money (VFM) Audits 339, 344
value for money reports, audit work 342, 343
variables and contextual variables 196
dependent variable, network performance 245
and events, distinction 201
network characteristics 245
network managerial activities 245
and research design 244
vertical linkages, analytical purposes 194
Virgin Group 327
Von Gneist, Rudolf, professor
Japanese constitution on German model 47
Von Savigny, Friedrich Carl (1779–1861)
on constitutional models 47
on German code valid for all German states 46
professor of Roman law, Berlin 46
water management in Netherlands 245
Webb, Sidney, revolutionary positivism 92
London School of Economics, 1895 57
Weber, Max 258
welfare administrative reform 142–3
welfare citizenship
age, gender, race, ethnicity, sexuality 25
welfare state 149, 323
Finland 311
welfare state, 1940s 319
Westminster 61, 140, 358, 365
Westminster-type political systems 135
Wilson, Harold
political advisers, introduction, 1960s 360
Wittgenstein, Ludwig (1889–1951) Tractatus 74
women, multi-generational study 41
Workers’ Educational Association 321
World Bank 282  
World Federation for Mental Health 44  
world views  
hierarchist, egalitarian, individual,  
fatalist 120  
World War II, UK 121  
World War One impact 60, 63  
challenge to nation state 62