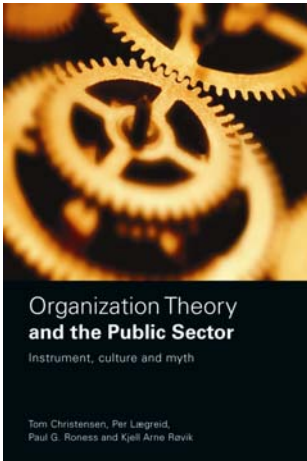


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# Organization Theory and the Public Sector

## Instrument, culture and myth

**Tom Christensen, Per Læg Reid, Paul G. Roness and Kjell Arne Røvik**



Public sector organizations are fundamentally different to their private sector counterparts. They are multi-functional, follow a political leadership, and the majority do not operate in an external market. In an era of rapid reform, reorganization and modernization of the public sector, this book offers a timely and illuminating introduction to the public sector organization that recognizes its unique values, interests, knowledge and power-base.

Drawing on both instrumental and institutional perspectives within organization theory, as well as democratic theory and empirical studies of decision-making, the book addresses five central aspects of the public sector organization:

- goals and values
- leadership and steering
- reform and change
- effects and implications
- understanding and design.

The book challenges conventional economic analysis of the public sector, arguing instead for a democratic-political approach and a new, prescriptive organization theory. A rich resource

of both theory and practice, *Organization Theory for the Public Sector: Instrument, Culture and Myth* is essential reading for anybody studying the public sector.

**CONTENTS:** 1. Organization Theory for the Public Sector 2. An Instrumental Perspective 3. A Cultural Perspective 4. A Myth Perspective 5. Goals and Values 6. Leadership and Steering 7. Reform and Change 8. Effects and Implications 9. Understanding and Design

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