THE NEW PUBLIC MANAGEMENT
IN ACTION

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NPM MODELS

- NPM MODEL 1: The Efficiency Drive
  - financial control
  - management by hierarchy, a command and control
  - extension of audit
  - increase responsiveness to consumers
  - deregulation of the labour-market
  - some empowerment of less bureaucratic
  - new forms of corporate governance.
• NPM MODEL 2 : Downsizing and Decentralization

- quasi-markets as the mechanism for allocating resources within public sector
- management by contract
- contracting-out of non-strategic functions
- delayering and downsizing
- increase role for network forms of organizations
- service system characterized by more flexibility and variety
• NPM MODEL 3 : In Search of Excellence
  - emphasis on organizational development and learning
  - managed culture change programmes

• NMP MODEL 4 : Public Service Orientation
  - concern with service quality
  - a concept of citizenship
  - stress on the development of societal learning