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A contingency approach to representative bureaucracy: power, equal opportunities and diversity.  
In this article we develop a contingency approach to representative bureaucracy. We argue that representative bureaucracy is a multidimensional and changing concept, and that in the academic and policy debate on representative bureaucracy three different dimensions are intermingled: power, equal opportunities and diversity. These dimensions not only reflect a particular view on the role of the state and the relation between the state and citizens, they also diverge in the motives for making the bureaucracy representative. Even the conception of what representation means can be totally different. We conclude that modern diversity management approaches alone may not contribute to nation-building because these mainly emphasize organizational performance. Approaches to representative bureaucracy in nation-building must also be built on moral arguments and underline the exemplary role of the state. In addition, the political viability of managerial and moral approaches needs to be taken into account through acknowledging political realities and existing distributions of power in society.

- Reproduced.

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Leopold S. Amery, Secretary of State for India from 1940 to June 1945, has compared the then Prime Minister Winston Churchill with Adolf Hitler in his manuscript The Regeneration of India: Memorandum by the Prime Minister. This article dwells on the circumstances of this remark by Amery. It finds that Churchill's idea of redesigning Indian society by terminating the babu class and money lenders and his policy towards Bengal famine and the War Cabinet meetings provoked Amery to make such an explosive comment. - Reproduced.

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Migration, remittances, and children's schooling in Haiti

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Gender differences between Mexican migration to the united states and Paraguayan migration to Argentina.

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Forging an identity: an insider-outsider study of processes involved in the formation of organizational identity.

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A multi-project model of key factors affecting organizational benefits from enterprise systems.

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195  Bosc, Marc
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198  Seaward, Paul
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201 Burchardt, Hans-Jurgen
The Latin American paradox: convergence of political participation and social exclusion.

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202 Bale, Tim, Hanley, Sean and Szczerbiak, Aleks
May contain nuts? the reality behind the rhetoric surrounding the British conservatives' new group in the European parliament.

203 Layman, Geoffrey C. et al.
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204 Black, Antony
Religion and politics in western and Islamic political thought: a clash of epistemologies?

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205 Roques, Xavier
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206 Birch, Sarah and Allen, Nicholas
How honest do politicians need to be?

POLITICS AND GOVERNMENT

207 Puri, Luv
Kashmir: local self-governance as the key to a solution.

208 Singh, Randhir
A note on the current political situation: some issues and a conclusion.

By way of explanation the author, one of the most successful teachers in the University of Delhi as a Professor of Political Theory (now retired), writes: "The opening section of this note dealing with the most important issue in the current political situation - the Maoist" or the Naxal issue - sets the context for the argument that follows, which deals with issues involved in understanding this situation. I reproduce some key passages, marginally modified and compressed in one case, from my 2008 T. Nagi Reddy Memorial lecture - now
available as Indian Politics today published by Aakar Books, New Delhi - touching upon these issues; a little reason and ability to interconnect is all that is needed to recognise the issue involved. I conclude with a brief summing up of the argument." - Reproduced.

209 Sobhan, Zafar
Bangladesh in the aftermath of 1/11.

PREGNANCY

210 Pau, Lopamudra and Chellan, Ramesh
Delivery care for scheduled tribe women in India: a disaggregated regional analysis.

PROJECT MANAGEMENT

211 Larson, Erik and Drexler, John A., Jr.
Project management in real time; a service-learning project.

This article describes a service-learning assignment for a project management course. It is designed to facilitate hands-on student learning of both the technical and the interpersonal aspects of project management, and it involves student engagement with real customers and real stakeholders in the creation of real events with real outcomes. As such, it helps students internalize project management principles and value project management tools. Student teams design and implement plans for events intended to result in significant contributions in
support of various charitable organizations. They create the planning and execution documents required of project management teams. The article describes the assignment and its results and discusses some cautions and alternatives. - Reproduced.

212 Volkema, Roger J.
Designing effective projects: decision options for maximizing learning and project success.

In recent years, more and more business schools have introduced team-based projects into their curricula as a means of addressing corporate, small business, and community-service issues while teaching students a variety of project management skills (technical and socio-cultural). In designing a project-oriented course, an instructor has a number of options available with respect to project identification, project focus and scope, team size, composition and leadership, course content, content, delivery, and student project evaluation. This article discusses the advantages and disadvantages of these various options, as well as the factors that are most likely to moderate an instructor's choices in seeking to maximize student learning and project success. - Reproduced.

PUBLIC ADMINISTRATION

213 Cook, Brian J.
The organ of experience: a defense of the primacy of public administrators in the design and reform of policy and law.
Building on Wilsonian foundations, this article presents the normative case for a special, central role for public servants in the design and redesign of public law, including constitutions. Central to the author's argument are Wilson's characterization of public administration as "State's experiencing organ" and his contention that public administration is the primary institution engaged day to day in negotiating the dynamic tension between public and private in a liberal democracy. The author identifies and counters three probable objection to public administrator's fulfilling this distinctive role. He concludes with a defense of this role conception for public administration, stressing the obstacles to full realization, and the obligations it imposes on future scholars and public servants. - Reproduced.

214 Garrett, Terence M.
Inter-organizational collaboration and the transition to the Department of Homeland security: a knowledge analytic interpretation.

The Department of Homeland Security (DHS) transition has shown problems between executive political leadership, management, associations, and labor unions, despite "collaborative efforts", resulting in bureaucratic inertia. This means slower incremental changes for proposed personnel reforms based on private business models advocated by presidential administrations in recent years. The author submits that collaborative organizational reforms advocated by those at the top of the pyramid have been stymied by differences in knowledges between executives, managers, and workers in the DHS. The executive level of knowledge continues
dominating public organizations at the continued expense of workers through management initiatives such as the new public management and collaborative public management movements. - Reproduced.

215 Ormond, Derry
First things first: sustaining political will for public governance change.

This revised text of the Braibant lecture delivered in Helsinki addresses the widely shared difficulty of creating enough political will to reform public institutions, before crisis strikes and not after, and then to sustain the reforms through to completion. There is virtually no incentive for politicians or governments to do this: interests (including the administration itself) will most likely be hostile; meaningful change is only measured in years; few votes can be won. Yet the complex problems faced today by both individual countries and at planetary level, summarized in the beginning of the article, are so serious that it is vital to find ways to alleviate this difficulty without which all public policies and programmes suffer. The principal means must be much sharper and more articulately organized pressures for change so as to make it politically inconvenient to ignore them, and thus provide a genuine incentive to act. Nine propositions are made. - Reproduced.

216 Shukla, Amitabh
The role of social institutions in strengthening good governance.
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