

## **Public Management Reform and Corruption – Conceptualizing the Unintended Consequences**

**Patrick VON MARAVIC**  
**Department of Public Management & Governance,**  
**Zeppelin University**

**Abstract:** This paper transforms assumptions found in the NPM-Corruption literature into a systematic framework that helps to guide systematic empirical case study research. For the analysis of corruption in the context of public management a dynamic approach is needed. "Mainstream" economic concepts for the analysis of corruption such as purely Rational-Choice based approaches do not pay tribute to the dynamic of corruption fostering situations, which arise as an unintended consequence of contracting out, decentralization, and the promotion of institutional change. Actor-Centered Institutionalism offers an alternative by combining Sociological Institutionalism with Rational Choice analysis. The "MOP-framework" analysis of corruption, which stands for the motivation, opportunity and possibility of corruption, integrates cultural, socio-psychological as well as organizational factors as unanticipated consequences of the reform concept itself or the "failed" implementation process.