



Quản Lý Công

Bài 12: Quản lý công trong thế kỷ 21 - Thách thức và đáp ứng

Nội dung

Quản lý công ngày nay: Tác động toàn cầu và khu vực

Nhà quản lý công thế kỷ 21

Thảo luận: [Emerging COVID-19 Success Story: Vietnam's Commitment to Containment](#)

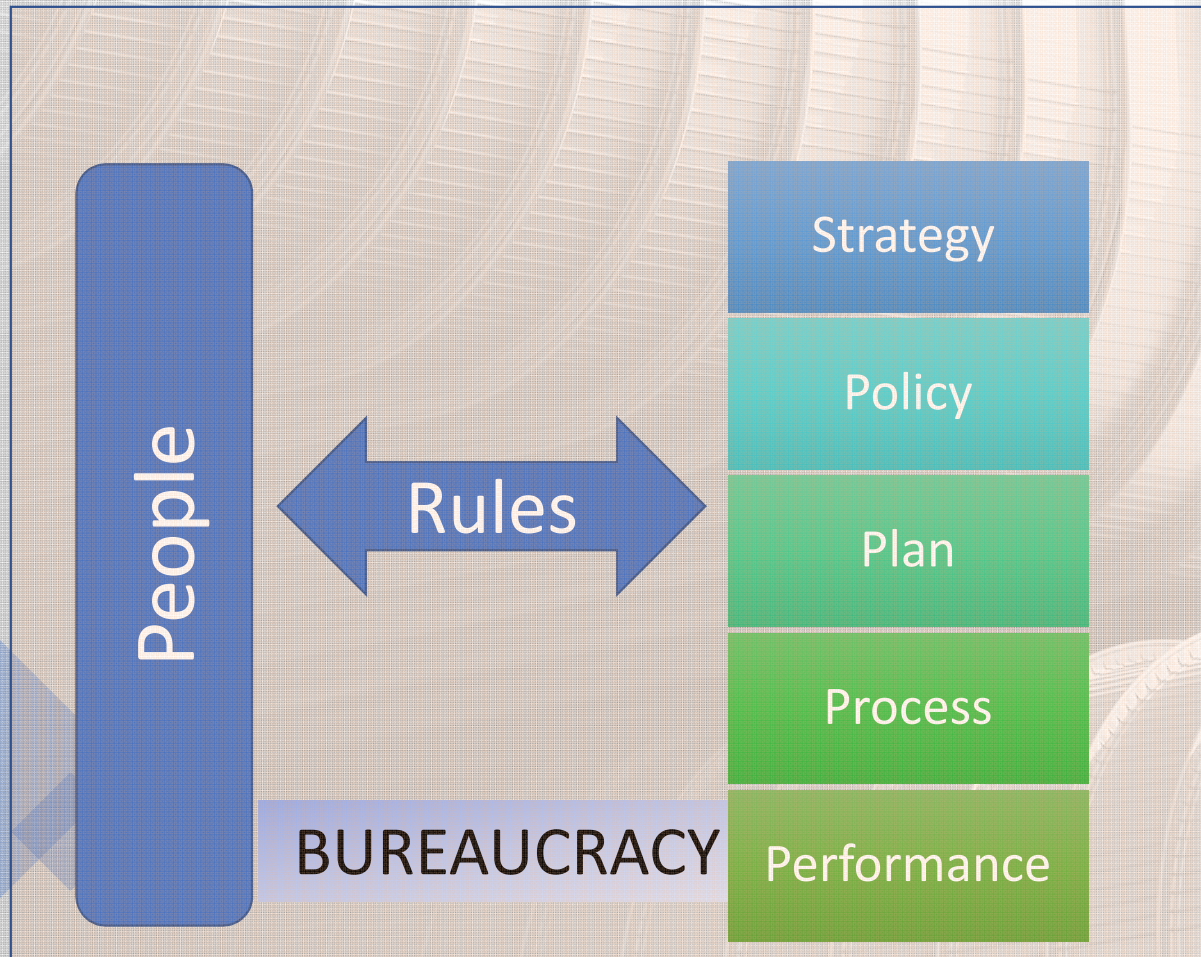
Quản lý công
ngày nay: Tác
động từ toàn
cầu và khu vực

Quản lý công: Chính sách – Công
việc - Con người – Bối cảnh

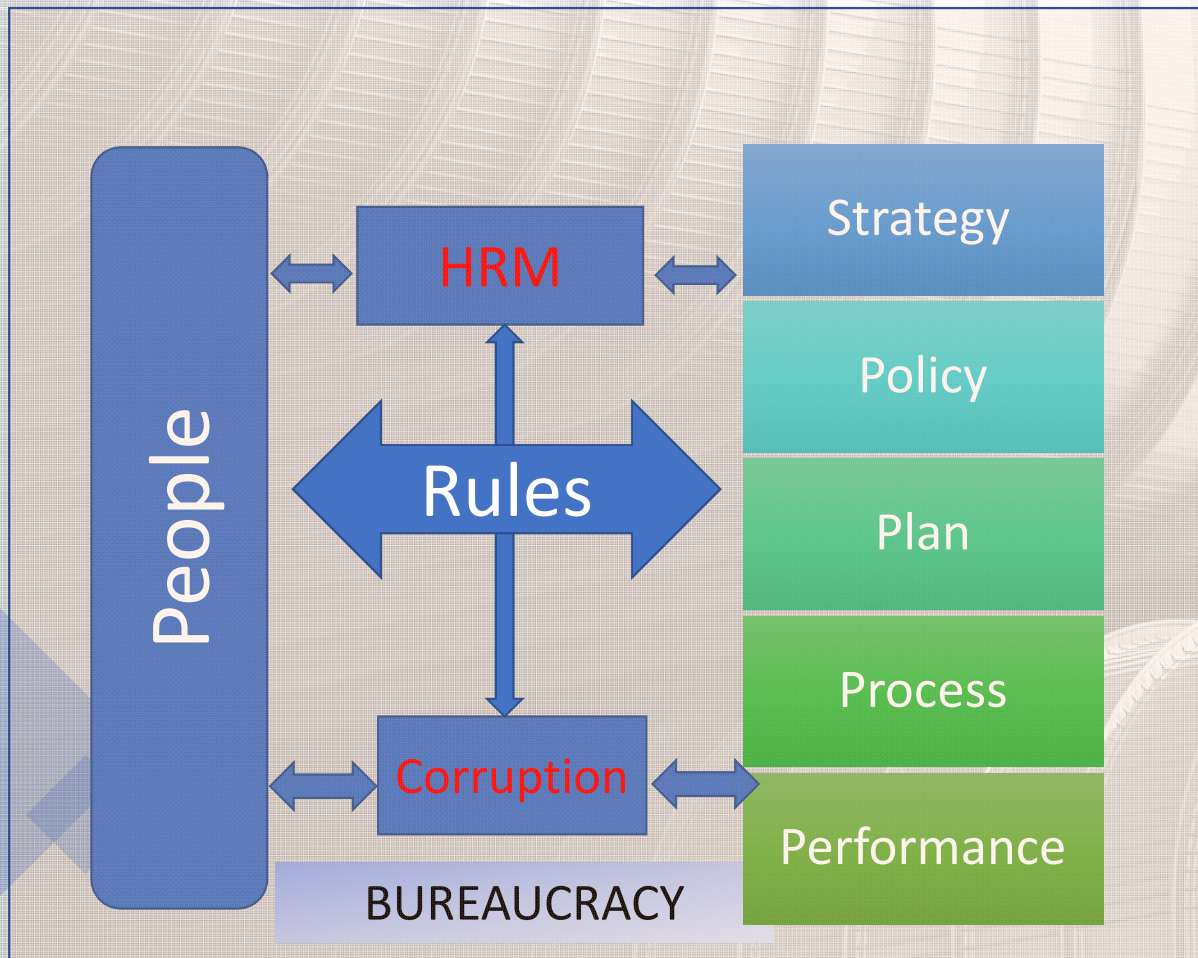
Khung PESTEL

3 cấp độ phân tích

Chính sách – Công việc - Con người

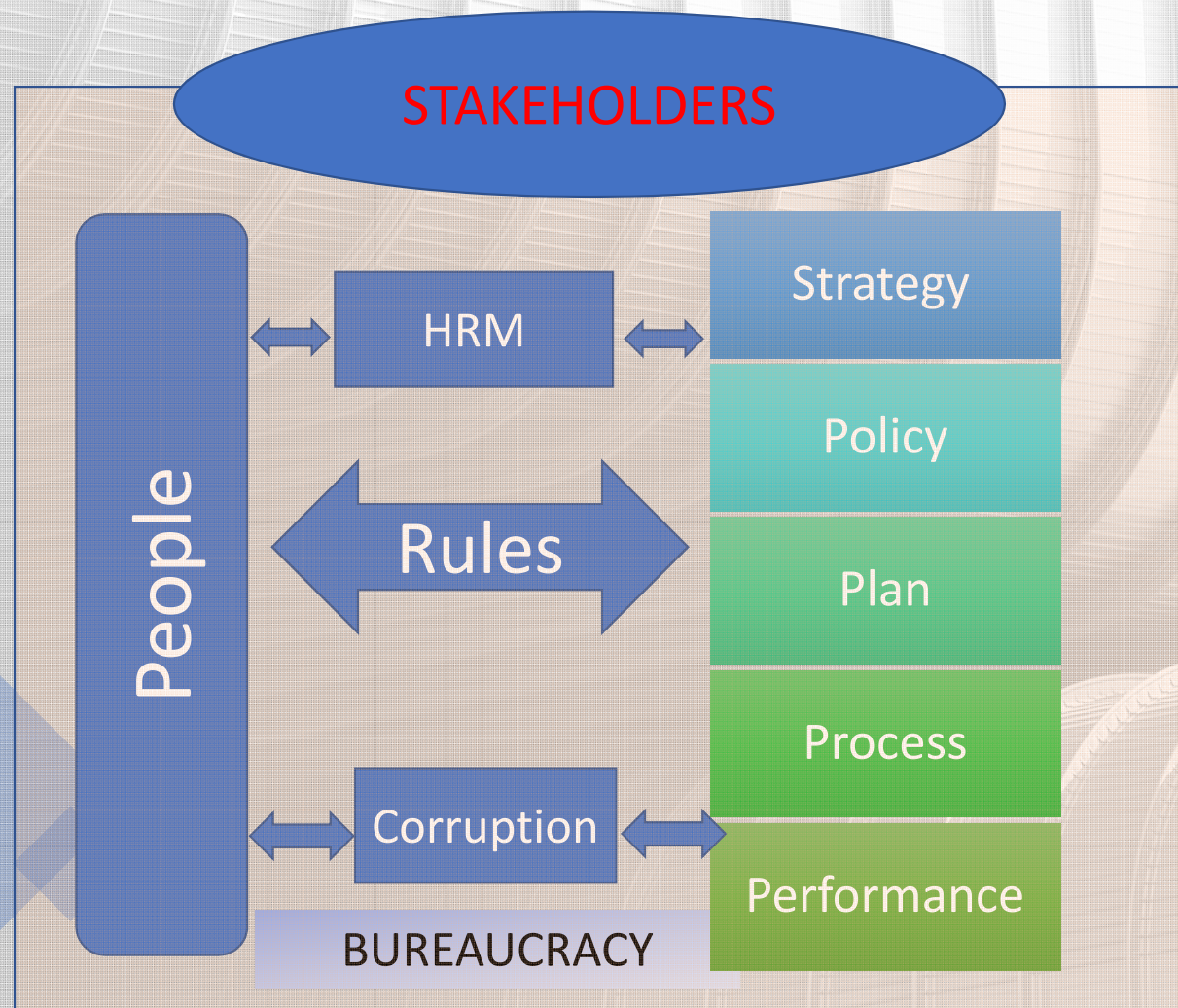


Chính sách – Công việc - Con người

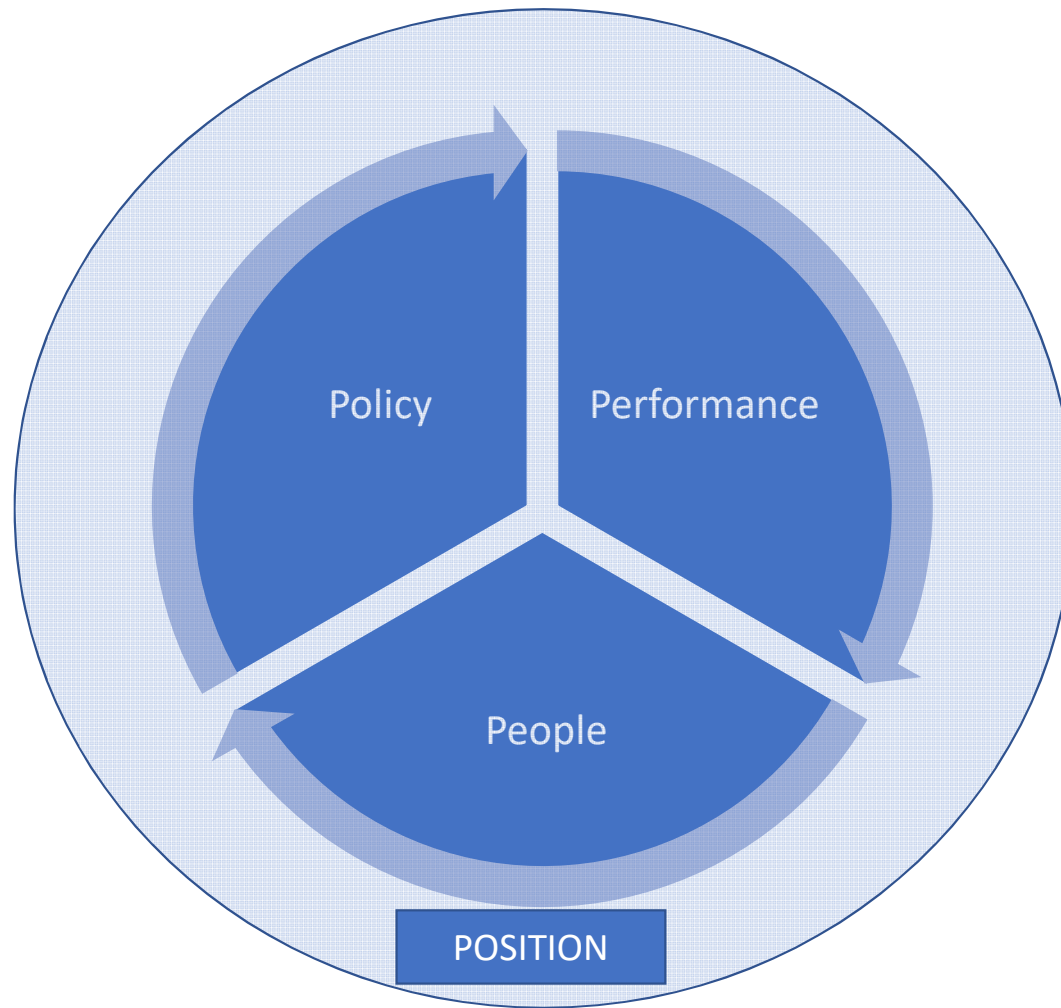


Chính sách – Công việc - Con người

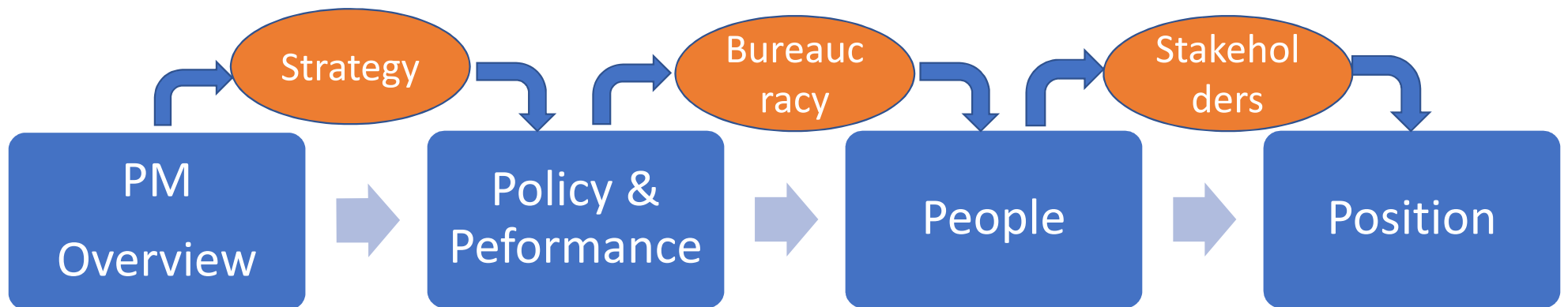
STAKEHOLDERS



Public Management: from 3P to 4P



Structure of the course



GLOBAL

NATIONAL

Stakeholders

People

Rules

Strategy

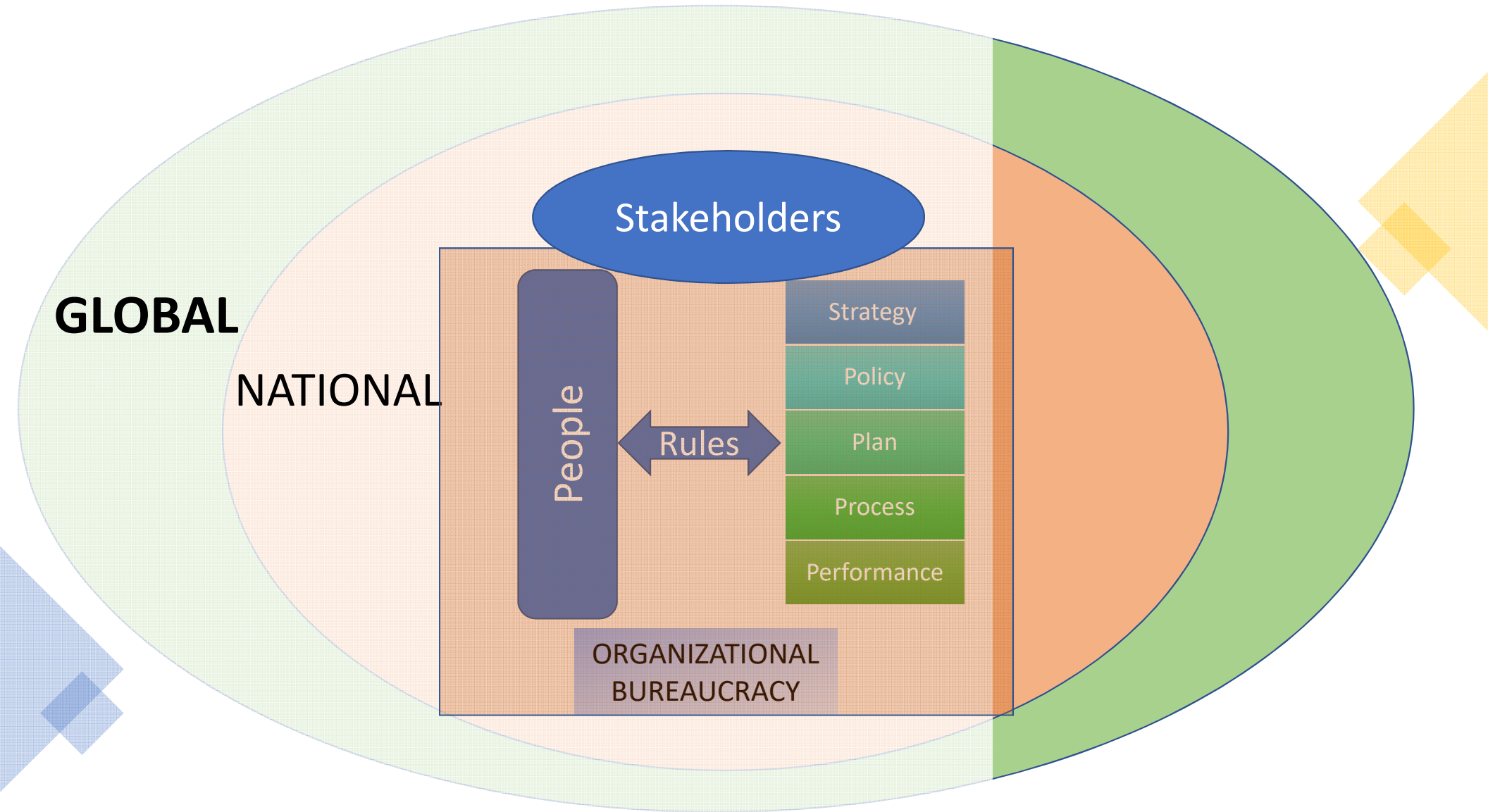
Policy

Plan

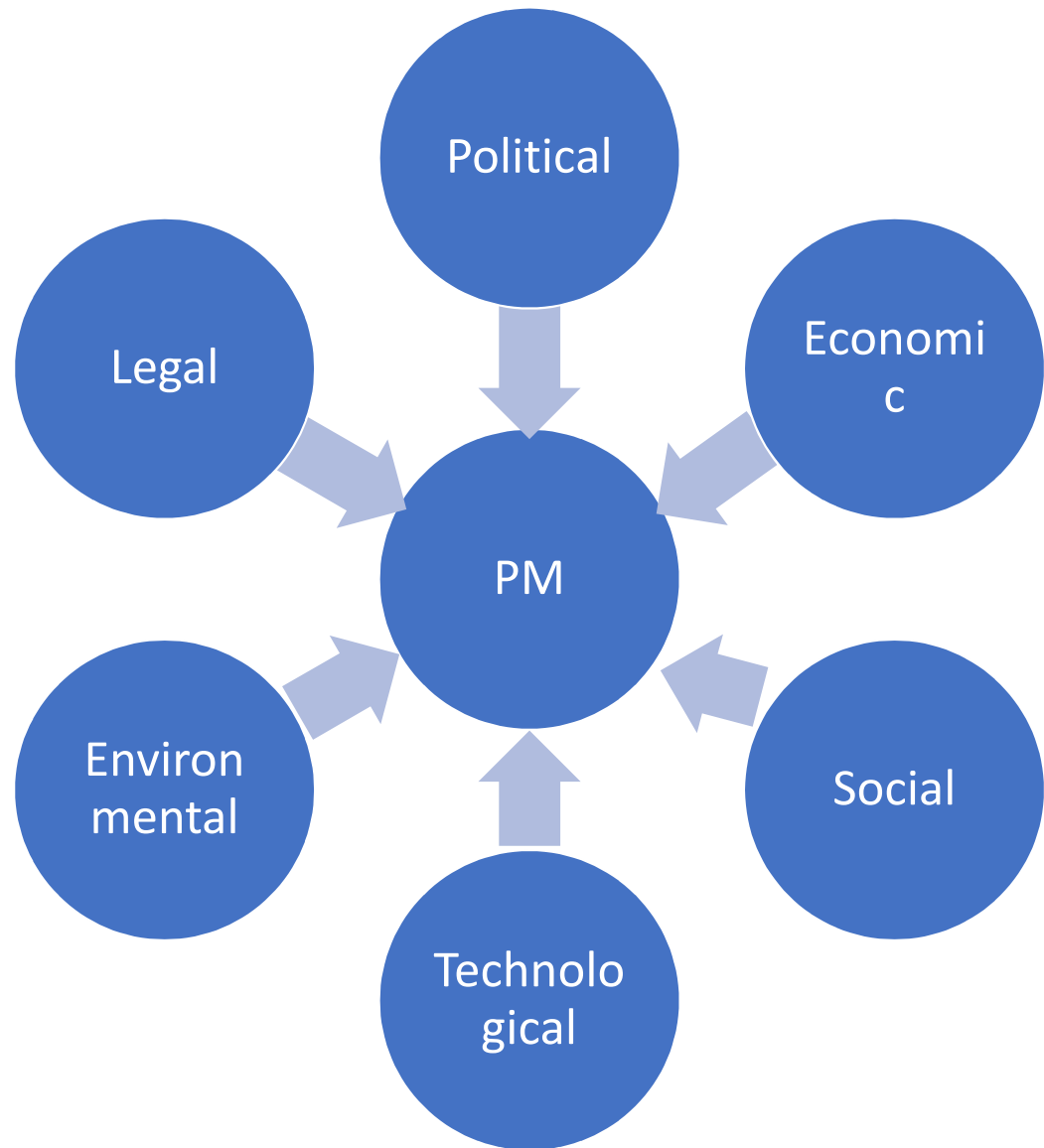
Process

Performance

ORGANIZATIONAL
BUREAUCRACY



How to analyze
the context:
PESTEL
framework
(B&L)



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Khung PESTEL

Political

- New political and social movements: world trade, the global environment and attitudes to civil liberties;
- Stakeholders: insistence about public accountability, transparency; engagement during policy-making and policy implementation processes;

Economic/financial

- Decreasing proportions of the 'economically active' population;
- Economic recession.

Social

- Changes of traditional institutions: the family and social class;
- Economic migrants;
- Ageing society.

Technological

- Public policies: major innovations in delivering services;
- Information society;
- Concern about the efficacy of 'hi-tech' solutions.

Environmental

- Increasing concerns with global warming and climate change;
- Reduce nonrenewable energy sources and recycle waste materials;

Legal/legislative

- Increasing influence of supra-national bodies – UN, World Bank, IMF, WTO, EU – in driving national legislative or policy change;
- Public discontent about influence of supra-national or foreign governments on domestic policy;
- Legal challenge in the courts to decisions made by government.

3 levels of analysis

(Raadschelders)

Operational level: the day-to-day operations of government.

Collective level: the decision-making arenas, legislators and institutional arrangements that facilitate the participation of stakeholders and the decision-making processes.

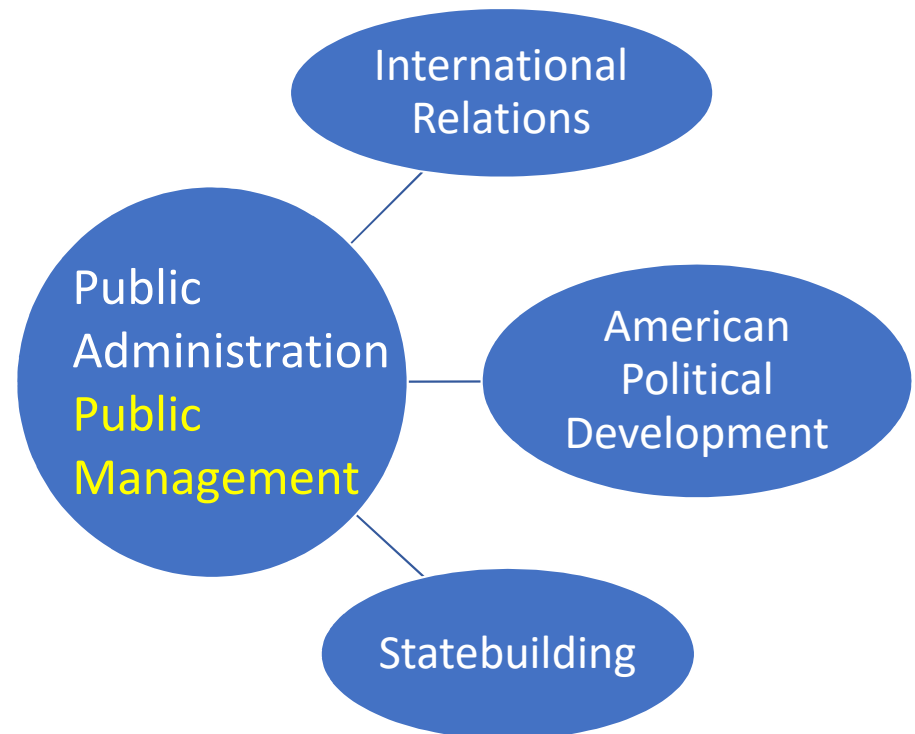
Constitutional level: foundations, including both formal legislation and the values and norms shared in a society.



Many governmental challenges can no longer be managed without cross-national collaboration: economy, climate change, pandemic, security, terrorism, technological revolution.

And an interdisciplinary approach

- The **disciplinary structure** of academia today is **not useful** when attempting to understand a social phenomenon such as government that deals with **complex, wicked problems** and realities rather than only with simple problems and realities.
- The study of **public administration** is an **umbrella study** under which the partial understandings of the various **social sciences, humanities, and natural sciences** can be subsumed.




The 21st Century Public Manager

(Van der Wal, Z. 2017)

What does a 21st century public manager look like?

How to become, develop, and train a 21st century public manager

Enabling organizational environments

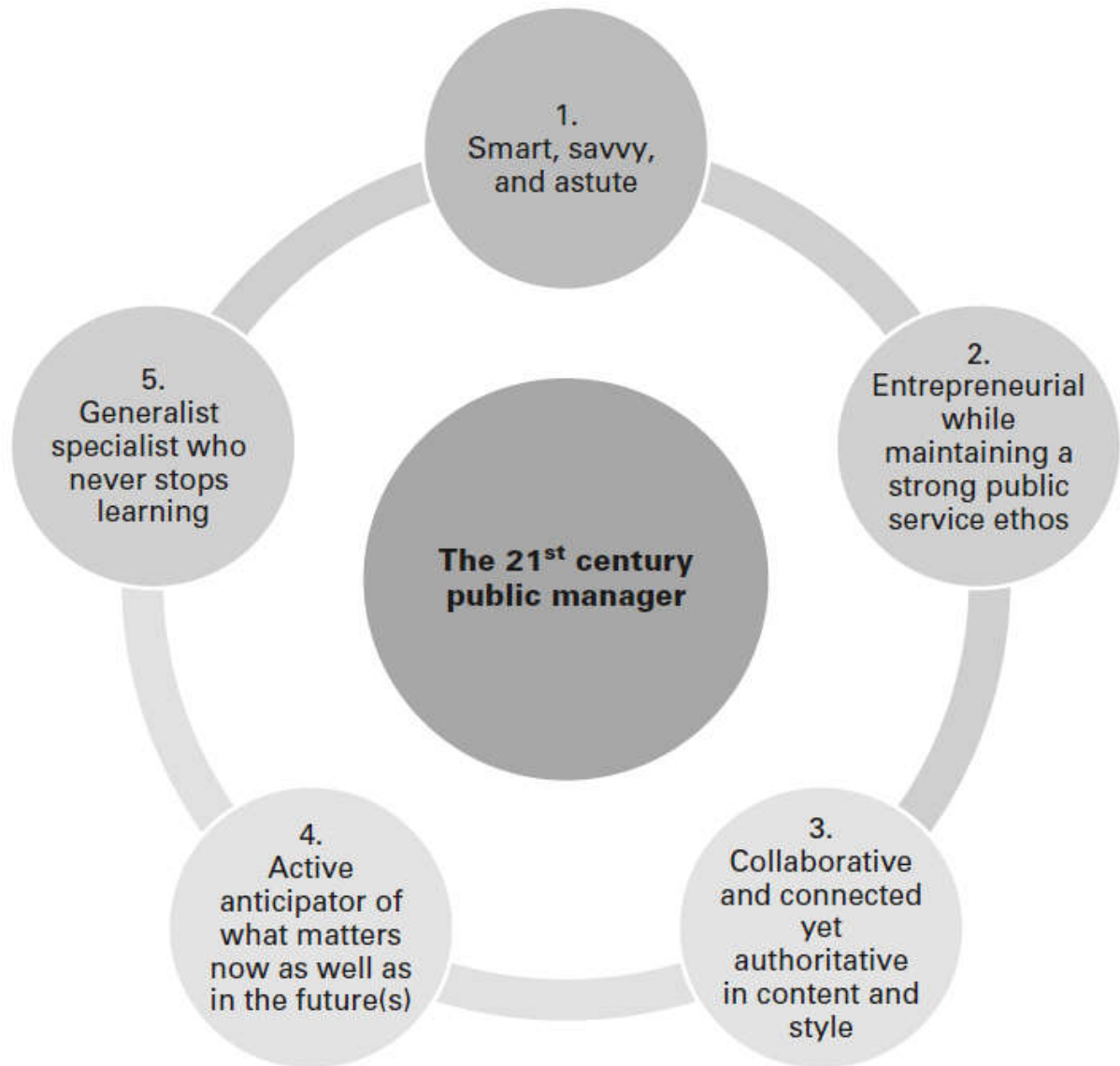
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Profile of the 21st century public manager

The ability to turn complex, emerging challenges into opportunities for public value creation.



Key characteristics of new public managers



How to become, develop, and train a 21st century public manager

- The amount of time spent in the field or in a specific agency.
- “training is important, experience is king.”
- (Reverse) mentoring: hands-on opportunities to experience how systems operate and identify skills gaps and training and development needs.
- Rotational opportunities and experiences: widen the views of public managers, challenge current assumptions, and provide exposure to potential collaborators, competitors, or adversaries in other sectors and countries.
- Appraisal: Critical, transparent, and high-quality feedback and appraisal systems that combine qualitative and quantitative assessment to produce more competent and conscious managers.

Ten golden characteristics of the 21st century public organization

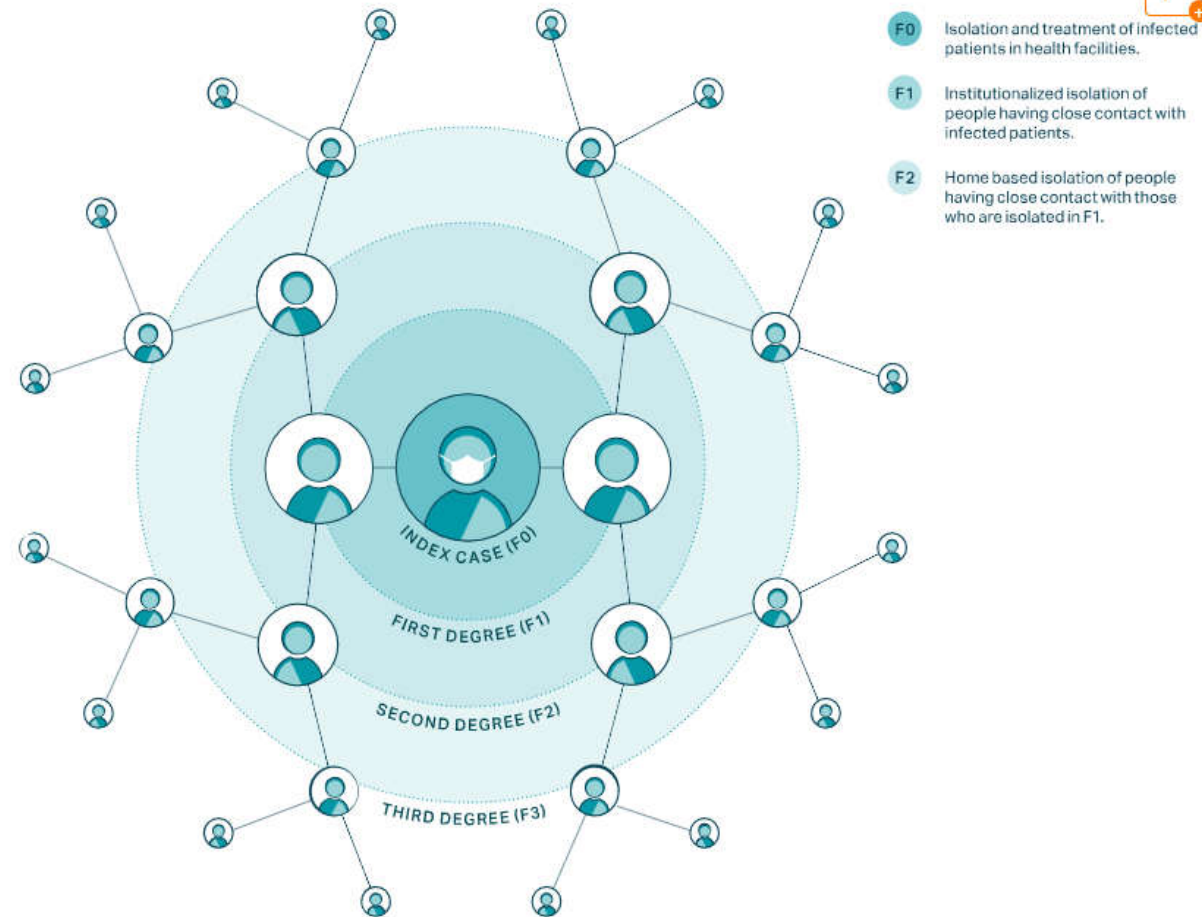
1. Value-driven:
2. Process-conscious, results-oriented:
3. Cost-conscious:
4. Self-consciously serving:
5. Time sensitive:
6. Smart:
7. Learning:
8. Flat:
9. Porous: as few 'walls' as possible between 'inside' and 'outside'
10. Able to separate 'bulk' from 'tailored' tasks:

Source : 't Hart 2014b: 33–34.

Thảo luận: “Emerging COVID-19 Success Story: Vietnam’s Commitment to Containment”

1. Đây là những thách thức đối với nhà quản lý công trong thế kỷ 21? Có gì khác so với trước?
2. Vai trò của quản lý công trong việc đối phó với COVID của Việt Nam? (VUCA?)
3. Thách thức từ COVID có điểm gì giống/khác so với những vấn đề công phổ biến từ trước đến nay?
4. Nếu bạn là người đứng đầu chiến dịch chống COVID, bạn sẽ làm gì khác?

Third Degree Contact Tracing in Vietnam



[Source: Vietnam \(exemplars.health\)](https://www.exemplars.health/)