

# Public Management 2022



# Session Overview

- Session 1 is a topic under Part I “Basics of Public Management”
- Why do we study ‘public’ management
- Big questions of public management – 3 purposes of public management
- Notes on Class Requirements

# What is “Public” Management?

- Is public management, ‘management’? – Business schools’ curriculum is all about what managers should know and how to use a set of tools.
- Is public management similar to what business schools teach? Yes or No?

Business Schools teach:

Strategy (strategic planning)  
Marketing  
Organization theory & behavior  
Human resources (HR)  
Financing and accounting  
Research Methods  
IT

Largely  
similar

Public Management Schools teach:

(selected)  
Public economics  
Finance and accounting  
Human resource management  
Organizational theory  
IT (e-Government)  
Public Policy

Maybe or  
Maybe  
not

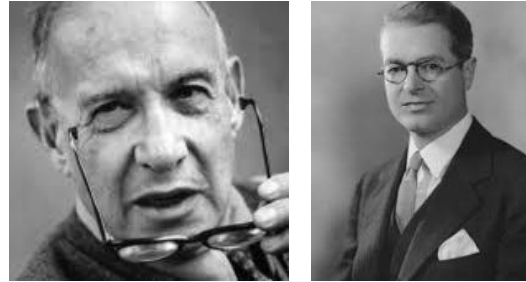
# Depends on Government's Action

(e.g.)

Business management vs. public management  
nonprofit management vs. public management

- **Public** sector: there are other sectors (private, and nonprofit sectors)
- **Public** means that public sector is for the public, public value, or public interests.
- **Management** means that an organization mobilizes factors such as money (finance), manpower (human resource), etc. to achieve its purpose.

# POSDCORB



- Peter Drucker (1953) – a set of general management skills (common functions or task for all managers), **POSDCORB**
- Many public administration scholars agreed (W. Wilson, L. Gulick, etc.)

## Higher-level Functions:

**P**lanning  
**O**rganizing  
**S**taffing  
**D**irecting

## Lower-level Functions:

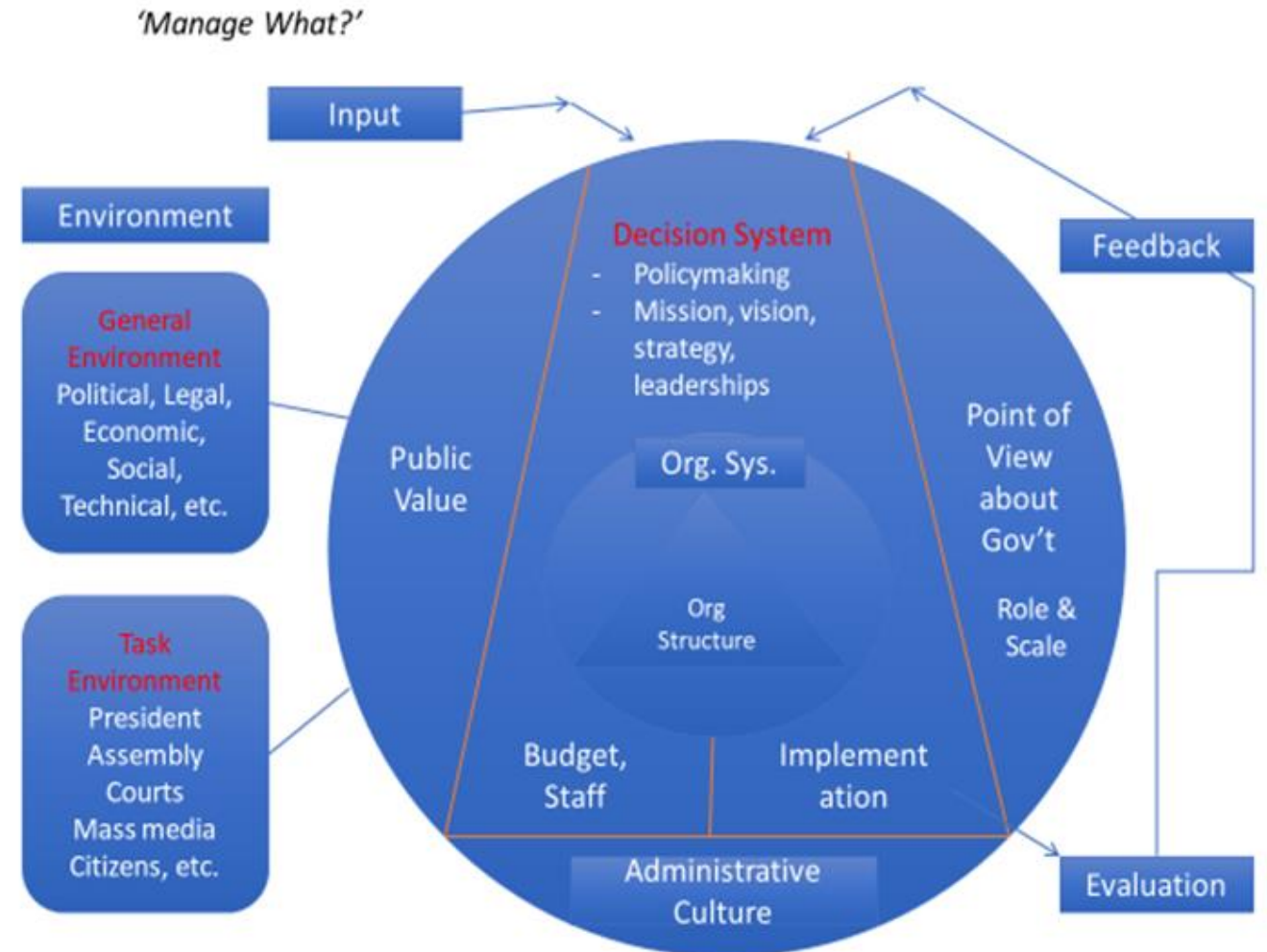
**C**oordinating  
**R**eporting  
**B**udgeting

# Question

- Are POSDCORB what government agencies do? Are public and private management generically similar?
- What about the following function of government?
  - Distribution of wealth, resource, service? (welfare, e.g.)
  - Regulation (sanction – reward or punishment)
  - Permission, approval, etc.
  - Management of natural resources (preventing overexploitation)

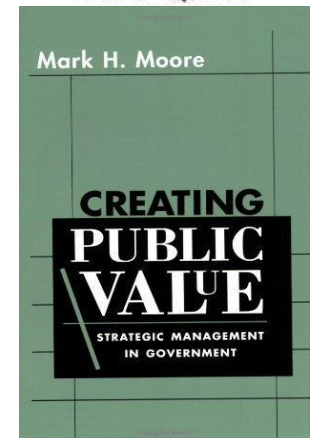
# PM is more than simple administration

- More than simple administration:
  - ✓ Public value
  - ✓ Decision-making System with mission and goals
  - ✓ Bureaucratic culture
  - ✓ Managing external stakeholders and environment strategically
  - ✓ Etc.



# Mark Moore (1984)

“Our conception of ‘public management’ adds responsibility for goal setting and political management to the traditional responsibilities of public administration...Our conception of public management adds some quintessential executive functions such as setting purpose, maintaining credibility with overseers, marshaling authority and resources, and positioning one’s organizations in a given political environment as central components of public manager’s job (Moore, 1984: A Conception of Public Management, p.2-3).





*What do we study in Public Management?*  
*- Big Questions -*

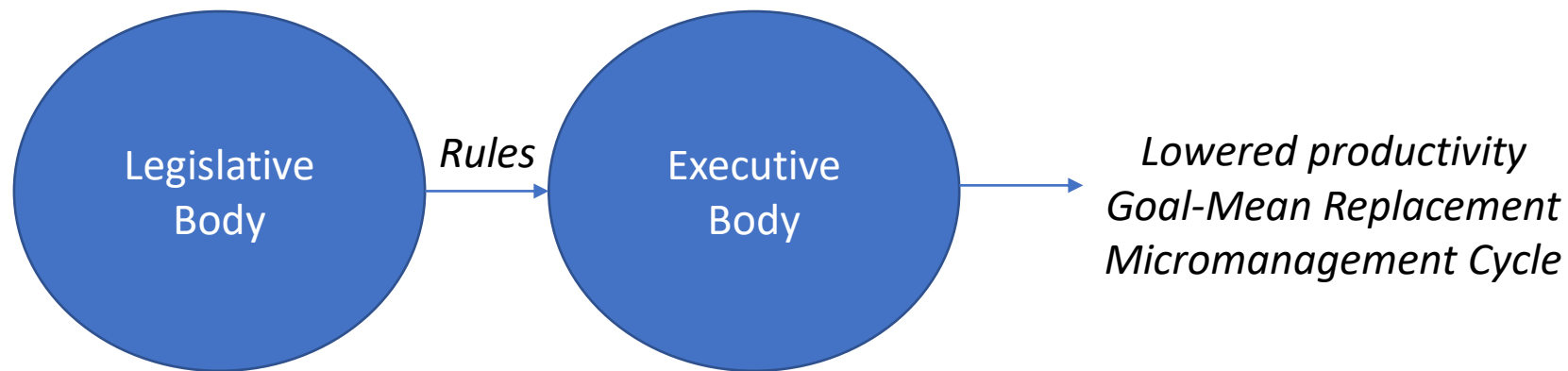
# Big Questions of Public Management



- Robert D. Behn (1995) suggested three big questions. Why do we study public management? For what purposes?
- **Big questions define the discipline:** Understanding the behavior of public agencies and improve the performance of these agencies.
- Prescriptive questions – Why they do it and how to fix it?
- Producing knowledge that can actually be used by public managers – ‘improvement’ of the *status quo*.  
(e.g.) Vietnam – good governance indicator (rank 99 out 200)

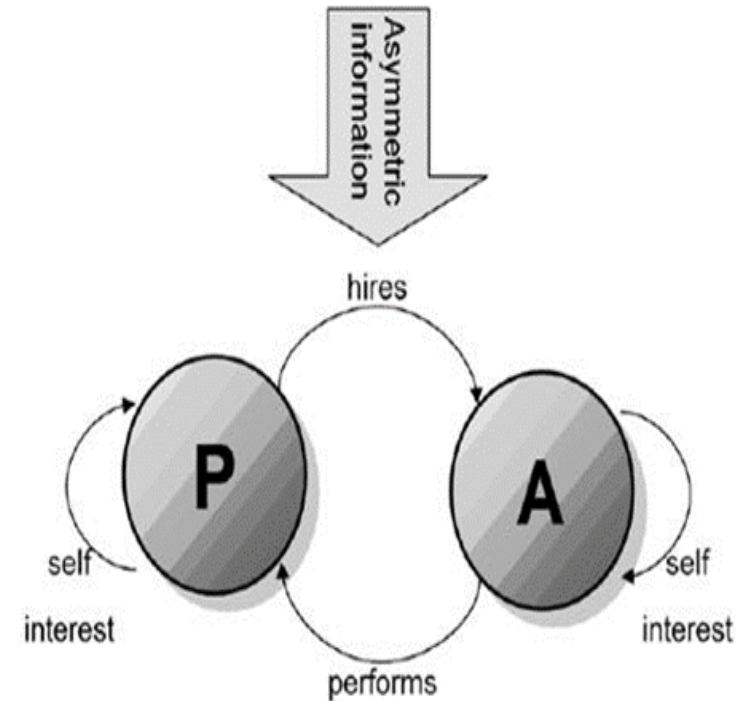
# The Micromanagement Question (1)

- How can public managers break the micromanagement cycle – an excess of rules?
- E.g. Legislative *constraints* on public agencies through many rules, procedures.
- Question: What would happen if the legislative body emphasize rules and procedures too much?



# Related Questions

- [Trust question](#): How can public managers reduce the distrust that appears to be inherent in the relationship between the legislature and executive branches of government?
- [Governance question](#): How can public managers help clarify how legislators, political executives, and career civil servants should share responsibilities for policy-making and implementation?
- [Entrepreneurship question](#): How can public managers define and develop an entrepreneurial approach to public management that is not only necessary but also legitimate and ethical?



# Motivation Question (2)

- How can public managers motivate public employees (and citizens too) to pursue important public purposes with intelligence and energy?
- Promotion / Recruitment / Rewards (e.g. bonus) – constitutionally or legally constrained in public organizations.
- Limits of control-oriented assumptions (e.g. Principal-Agent theory).
- Trap of 'rational actor' assumption
- Rise of 'human factor' (e.g. human relationship)

# Measurement Question (3)

- Must define and measure what accomplishment might contribute to a good job.
- How can public managers measure the accomplishments of their agencies and of themselves?

Then, why do we need big questions in studying public management?



# Good governance indicators

- International Organizations (e.g. World Bank) promoting “Good Governance Indicators”
- *Participation*
- *Rule of Law* (Impartial enforcement of law)
- *Transparency* (decisions are done in a manner that follows rules and regulations)
- *Responsiveness* (try to serve all stakeholders)
- *Consensus oriented* (mediation of different interest)
- *Equity & inclusiveness, Effectiveness and Efficiency, Accountability*

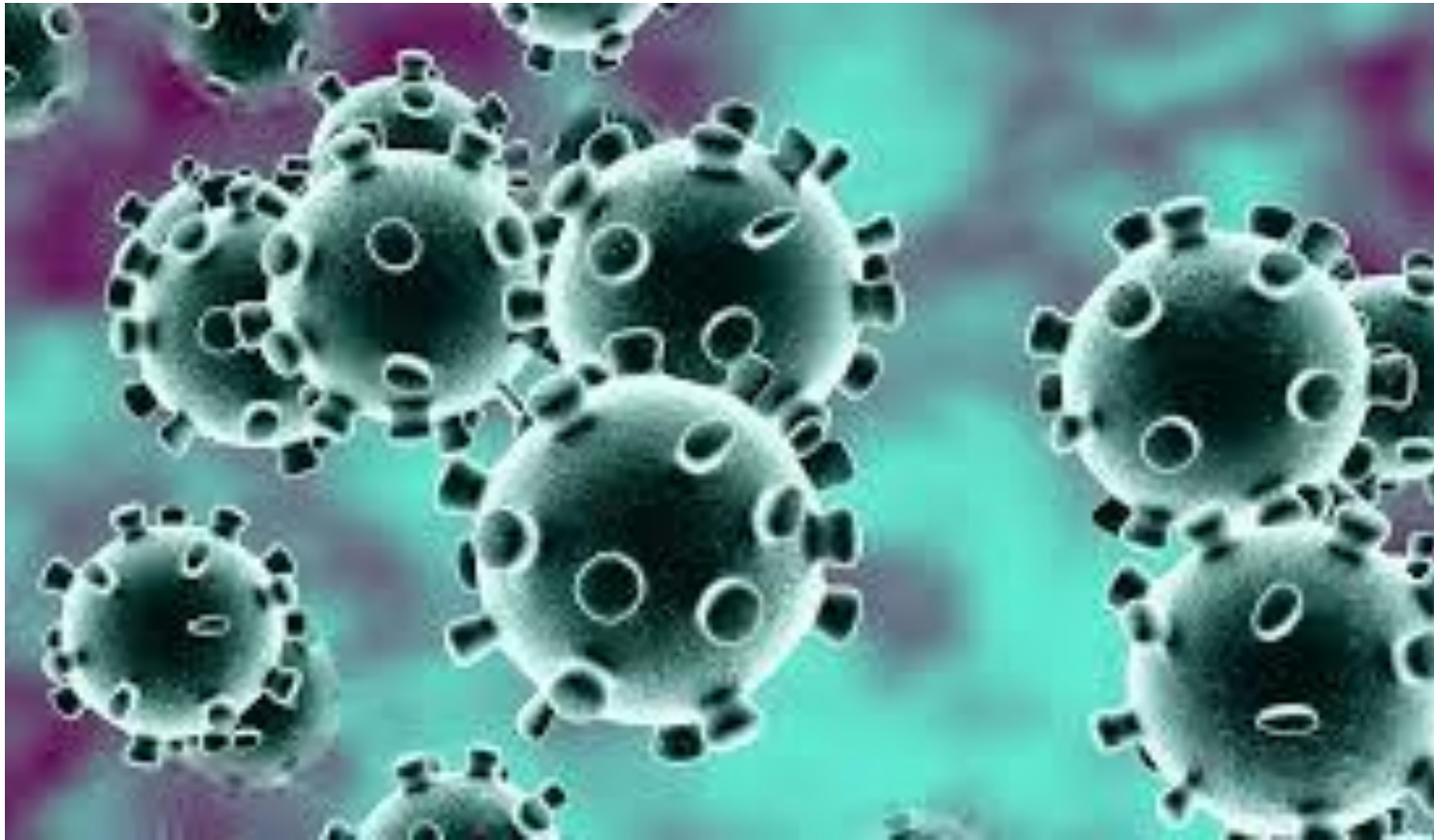




# In-Class Discussion

- According to the author (Brett Davis, 2016), what have been perceived mal-practice of public officials in Vietnam? What is the main 'public management' problems in Vietnam?
- This article was written based on the survey for 14,000 general public in Vietnam. Do you agree with the author's claim? If disagree, what is the most important public management problem in Vietnam Share your view?
- *Café Tien* – is this public management problem?





# COVID-19

- Many people have praised Vietnam's fast reaction to the Novel Corona Virus lately. Vietnamese government reacted to the crisis very fast and was successful. Certainly this is in incredible achievement.
- In your view, what was the basis of this intermediate success? (we don't know what would happen later).

# Course Structure

- Throughout the sessions, we will tackle the following themes:

## Part I

Introduction

Context and Shape of the  
public Sector

**Good Government**

New Thinking Skills

## Part II

Public Orgs and  
Bureaucratic Structure

Organizational Culture

Corruption

Public Leadership

Digital Government

## Part III

Recruitment

Motivating Civil Servants

Salary, Rewards

## Part IV

Performance Management

Nonprofit Management

Stakeholder Analysis