



FULBRIGHT
UNIVERSITY
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FULBRIGHT SCHOOL OF
PUBLIC POLICY AND MANAGEMENT

DEVELOPMENT POLICY

SESSION 2

“Big Questions of Public Management”



Session 2

- Finish the first session – the origin of public management research
- Big questions of public management field
- What are three big questions of public management and why are they important?
- How can we address important questions of public management?

Big Questions of Public Management

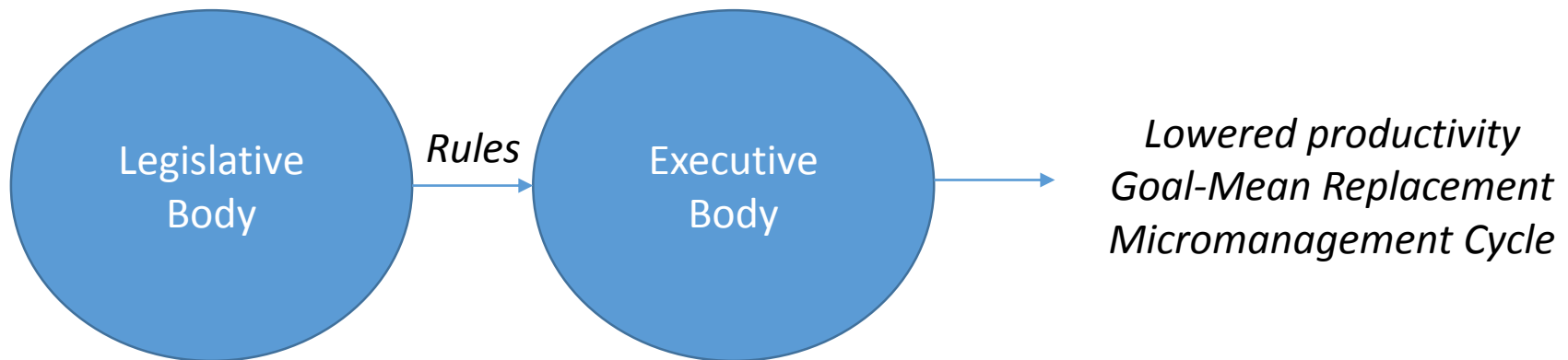


- Robert D. Behn (1995) suggested three big questions. Why do we study public management? For what purposes?
- Understanding the behavior of public agencies and improve the performance of these agencies.
- Prescriptive questions
- Producing knowledge that can actually be used by public managers – ‘improvement’ of the status quo.
- Three types of questions: 1) Micromanagement, 2) Motivation, 3) Measurement



The Micromanagement Question

- 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

- 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

- 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 government? -

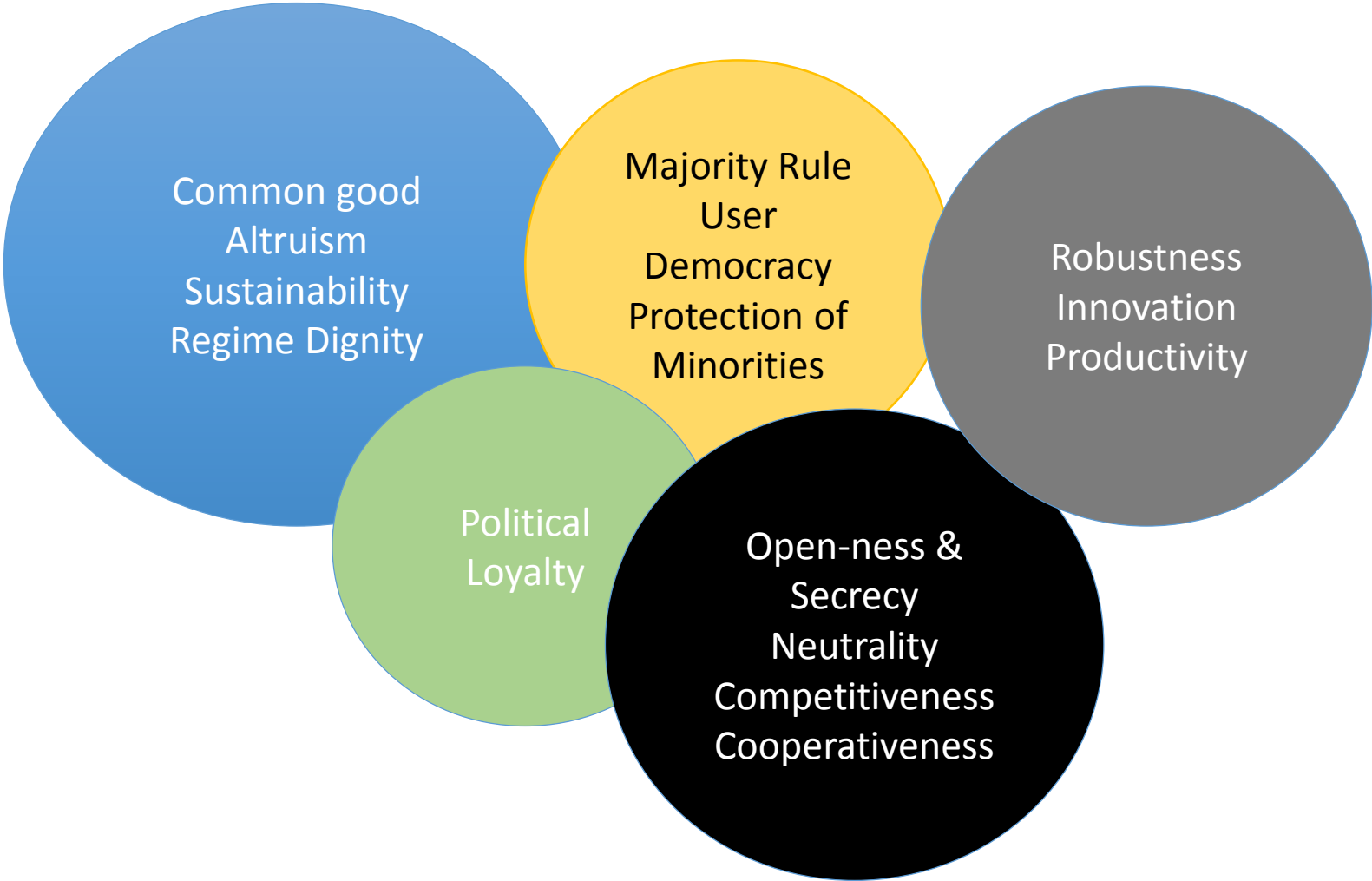


Public Value Inventory

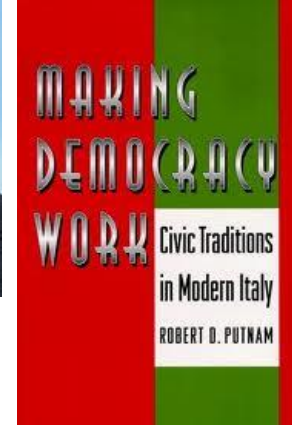
- Five Categories (Jorgensen and Bozeman, 2007):
 - Public Sector's Contribution to Society (1)
 - Transformation of Interests to Decisions (2)
 - Relationship between public administrators and politicians (3)
 - Relationship b/w public administrators and environment (4)
 - Intra-organization aspects of public administration (5)



Public Value Universe



Case of Italy



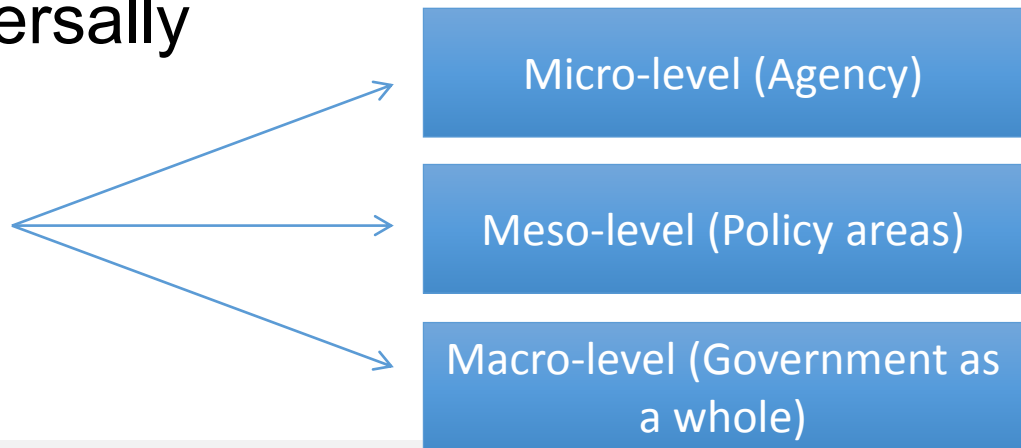
- In 1993, American political scientist, Robert Putnam surveyed Italy to identify *good government* (Government Performance)
- Used 12 indicators
- Expenditures, Services → all related to effectiveness and efficiency

Cabinet Stability
Budget Promptness
Statistical and Information Services
Reform legislation
Legislative Innovation
Day Care Centers
Family Clinics
Industrial Policy Instruments
Agricultural Capacity
Local health unit expenditure
Housing and Urban development
Bureaucratic responsiveness

What is good government? (Conceptualization)



- What is typical image of 'good government'?
- How do we measure the concept 'good government'?
- Is the concept 'good government' universally applicable?
- ...on what level?





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



Quality of Government



- Rothstein and Teorell (2008) – “existing definition of QoG is narrow or misleading”
- QoG as “**Impartiality**” – this focuses more on the output side of government action
- “More precise definition of QoG is based on the idea that democracy in the form of political equality on the input side must be complemented with impartiality on the output side of the political system, in the exercise of public authority.”
- **Impartiality** is the first and foremost an attribute of the actions taken by the governing institutions



Corruption
Clientelism
Patronage
Nepotism
Political
Favoritism
Discrimination
Particularism

- Impartiality is a procedural concept
- It is impartiality in the exercise of power (the ought to treat equally principle) that is the central component of Quality of Government
- Traditional literature was pessimistic about the concept of impartiality – extremely difficult to achieve
- Bureaucratic behavior – likely to be influenced by many factors
- “No one can adopt a point of view that is completely impersonal and dispassionate, completely separated from any particular context and commitments”



Next Week

- We will focus on the similarities and differences between the private and the public sector.
- Again, the trend is weakening of ‘publicness’ or ‘public value’ – strengthening business ideas in public organizations.
- How do we identify ‘the nature of public management’ by comparing with the private management? How can we save ‘public value’ in the wave of privatization?



Q&A



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