



FULBRIGHT
UNIVERSITY
VIETNAM

FULBRIGHT SCHOOL OF
PUBLIC POLICY AND MANAGEMENT

PUBLIC MANAGEMENT

SESSION 5

Public Management Old and New



Session 5

- Recap: Old Public Management
- Public Manager 1.0, 2.0., 3.0. & 21st Century Ethos
- Discussion – Vietnam's case
- Future of Public Management

The Federal Bureaucracy





Pathologies of bureaucracy

- Unlike Weber's ideal type of bureaucracy, many problems in reality emerged. Now it became a target of reform.
- Legalism (Goal displacement): Inflexibility
- Over-conformity (opportunism)
- Complacency (risk-aversion)
- Red Tape
- Sectionalism
- Imperialism / Waste

“Government is
the Problem”
(R. Reagan)



E.g. NOKIA



- Finland's global company, NOKIA once dominated global cell-phone market.
- A former employee presented about a touch screen, internet ready handset in 2004
- <http://www.nytimes.com/2010/09/27/technology/27nokia.html>.
- Bureaucratically complacent – killed innovative plan





E.g. Before September 11



Collected prior information about the attack



July 4th, 1977, Philadelphia



- Celebrating Independence signing day (1776) at Independence Mall, Philadelphia
- 3-level 650 car garage
- Hundreds of motorists returned to their cars and started their engines.
- Not sufficient exit lanes
- Ventilation system was not enough to accommodate hundreds cars.
- Cashier's duty – collect parking fee.
- Many people were obviously passing out from the exhaust fumes.
- Over 60 people → hospitals



Bureaucratic impersonality



- Max Weber referred to Bureaucracy's 'special virtue' as 'dehumanization.'
- Dehumanization – the elimination from official business of love, hatred and all purely personal, irrational, and emotional elements.
- Advantages: 1. Increase organizational effectiveness. 2. Efficiency 3. Produce evenhanded rule application (Procedural justice)

Is Bureaucratic Impersonality Bad?

What are possible problems?



How to prevent the bureaucratic mishaps?
What are potential problems of old public management?
How to motivate bureaucrats under new environment?



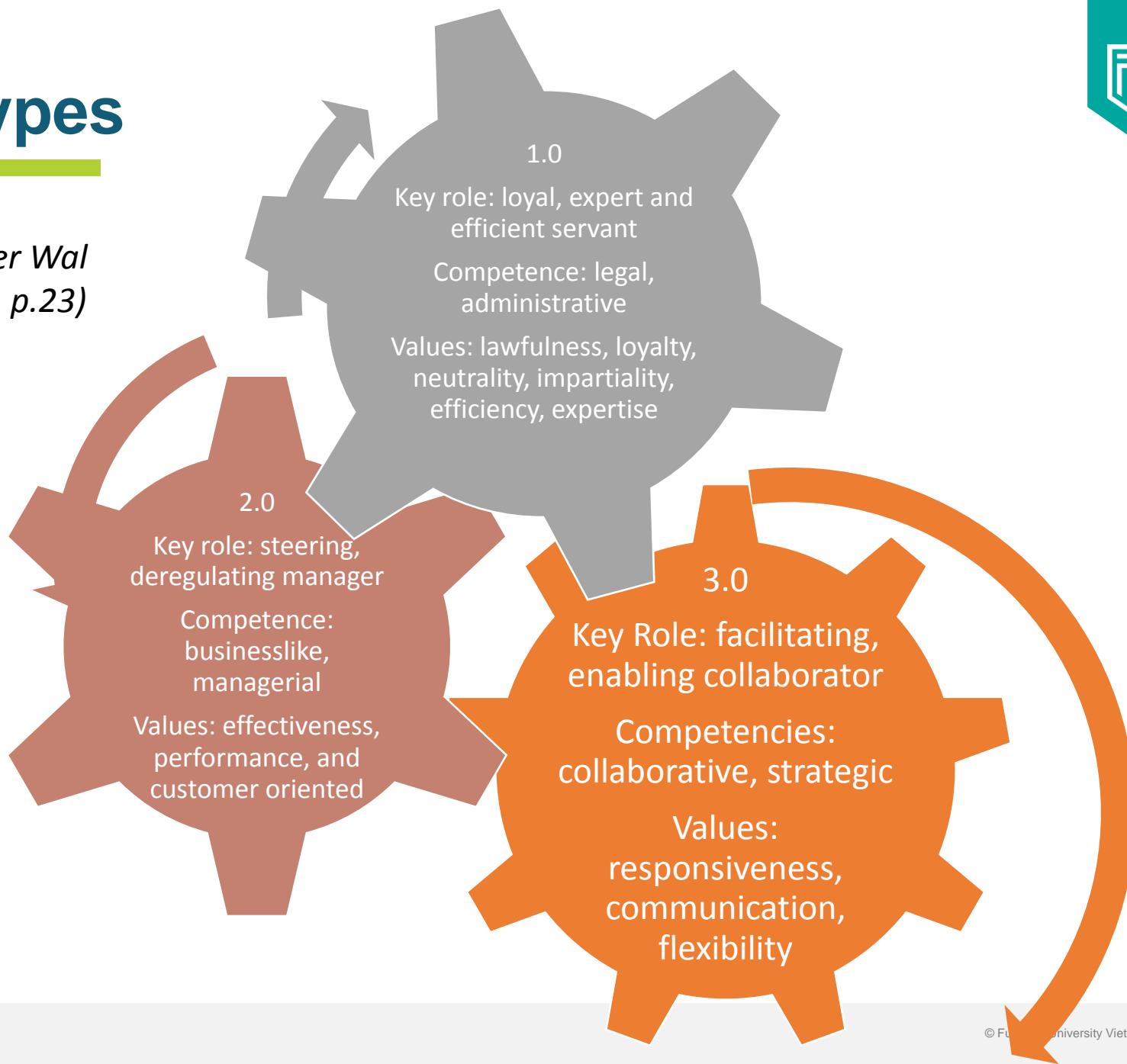
Public Service Approaches

	Problem	Approach	Main Action Period
1	How can we put government on an orderly efficient footing?	Weberian public administration and capacity-building	Post-independence
2	How can we get government closer to the grassroots	Decentralization	1970s to present
3	How can we make government more affordable?	Pay and Employment Reform	1980s to 1990s
4	How can we make government perform better and deliver on our key objectives?	New Public Management	1990s to present
5	How can we make government more honest?	Integrity and anti-corruption reform	1990s to present
6	How can we make government more responsive to citizens?	Bottom-up reforms	Late 1990s to present



3 Types

*Van der Wal
(2017, p.23)*





Hybrid Reality

- The trend of 1.0, 2.0, 3.0 has been cyclical. A process of recycling, alternation, and re-balancing.
- Effective public managers combine the various repertoires in complementary ways.
- The trend – depends on key events, context, crises, etc. (e.g. Global Economic Crisis, 2008).
- Type 1.0 is still prevalent around the globe.
- Type 2.0 still present public management reform programs by United Nations, World Bank, Asian Development Bank, etc.
- Context-dependent



Future Public Sector Workforce

- Entrepreneurial, locally minded, interpersonal, and commercial savvy, master collaboration and communication, lead and manage change, deliver projects and programs, etc.
- Operate in cross-sectoral, international, co-producing networks
- Emergence of non-routine and spontaneous teamwork, remote and virtual office settings, increase in simulation and experimentation
- Social media literacy / big data analytical skills

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Read the article

What are possible problems?



Q&A



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