

- **Four Year Undergraduate Programme Subject: Political Science Semester:**
- **3rd Semester Course Name: POL 03-01: Perspectives on Public Administration (Core)**
- **Unit-I: Public Administration as a Discipline**
 - a. Meaning, Dimensions and Significance
 - b. Public and Private Administration
 - c. Evolution of Public Administration
- **Unit-II: Theoretical Perspectives**
 - a. Scientific Management (Frederick Winslow Taylor)
 - b. Administrative Management (Luther Gulick, Lyndall Urwick and Henri Fayol)
 - c. Ideal-Type Bureaucracy (Max Weber)
 - d. Human Relations Theory (George Elton Mayo)
 - e. Ecological Approach (Fred Warren Riggs)
- **Unit-III: Personnel Administration**
 - a. Recruitment-Training-Promotion
 - b. Public Service Commission: Need, Role and Independence
 - c. Neutrality in the Public Service
- **Unit -IV: Major Approaches in Public Administration**
 - **a. New Public Service Approach**
 - **b. New Public Management**
 - c. Good Governance
 - d. Feminist Perspective

New



‘NPM has variously been defined as a vision, an ideology or a bundle of particular management approaches and techniques (many of them borrowed from the private, for profit sector)’. NPM is managerial thought or based on ideas in the private sector and brought into the public sector. Many of these reforms have similarities with the modernization component of good governance.

No one can claim monopoly on NPM ideas and no single work seems to capture them all.

NPM is not a well-defined idea. NPM is hybrid in character and is an umbrella term used for a collection of trends.

UK played an important role in developing the concept of New Public Management (NPM) and can claim to have been its 'birth place'. Indeed, the seminal paper which coined the term.

NPM was the product of the UK experience (Hood,1991). The work done by Osborne & Gaebler (1992) also contributed considerably. The financial Institutions like the World Bank also have been spreading the principles of NPM after they found governance issues as key factors for economic development and investment expansion.

Osborne and Gaebler (1992) in their work 'Reinventing Government' emphasizes the principles for making government entrepreneurial. They are:

- **The Catalytic Government:** The government should concentrate on catalyzing the public sector, private sector and voluntary/non-governmental sector into action to solve the societal problems and not just providing services.
- **Community Owned Government:** The government should strengthen and empower the citizens, families and communities to

solve their own problems. Hence the government should take out various services from the control of bureaucracy.

- **Competitive Government:** Competition should be injected between different service providers. This increases performance and reduces cost.
- **Mission driven Government:** Government should be driven by goals and not by its rules and regulations. It involves the transformation of the rule-oriented government into goal-oriented government.

- **Results-oriented Government:** The government should find outcomes by encouraging target achievement and mission directive efforts.
- **Customer-Driven Government:** the government should regard the clients as customers. It should work towards customer satisfaction.
- **Enterprising government:** The government should lay emphasis on earning money rather than spending. It should put its energy into resource mobilization.

- **Anticipatory Government:** The government should identify the problem rather than cure them after they occur.
- **Decentralized Government:** The government should decentralize authority from higher to lower levels.
- **Market oriented Government:** The government should opt for market mechanism rather than bureaucratic mechanism



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Features New Public Management (NPM)

The fundamental principle of New Public Management (NPM) is to "Let Public Managers manage." The key characteristics of New Public Management are:

1. NPM emphasises management over policy. It takes a managerial perspective on public administration and applies management solutions to its problems, worries, and issues.
2. It has to do with turning governmental bureaucracy into organisations that interact with one another for a price.

3. Redefining the role of the government: It promotes competition between the public and private sectors by contracting out and using quasi-markets.
4. Enhancing Performance: It places a focus on output and offers financial incentives for better performance. Quick remedial action is required, and both organisational and individual performance is rewarded.

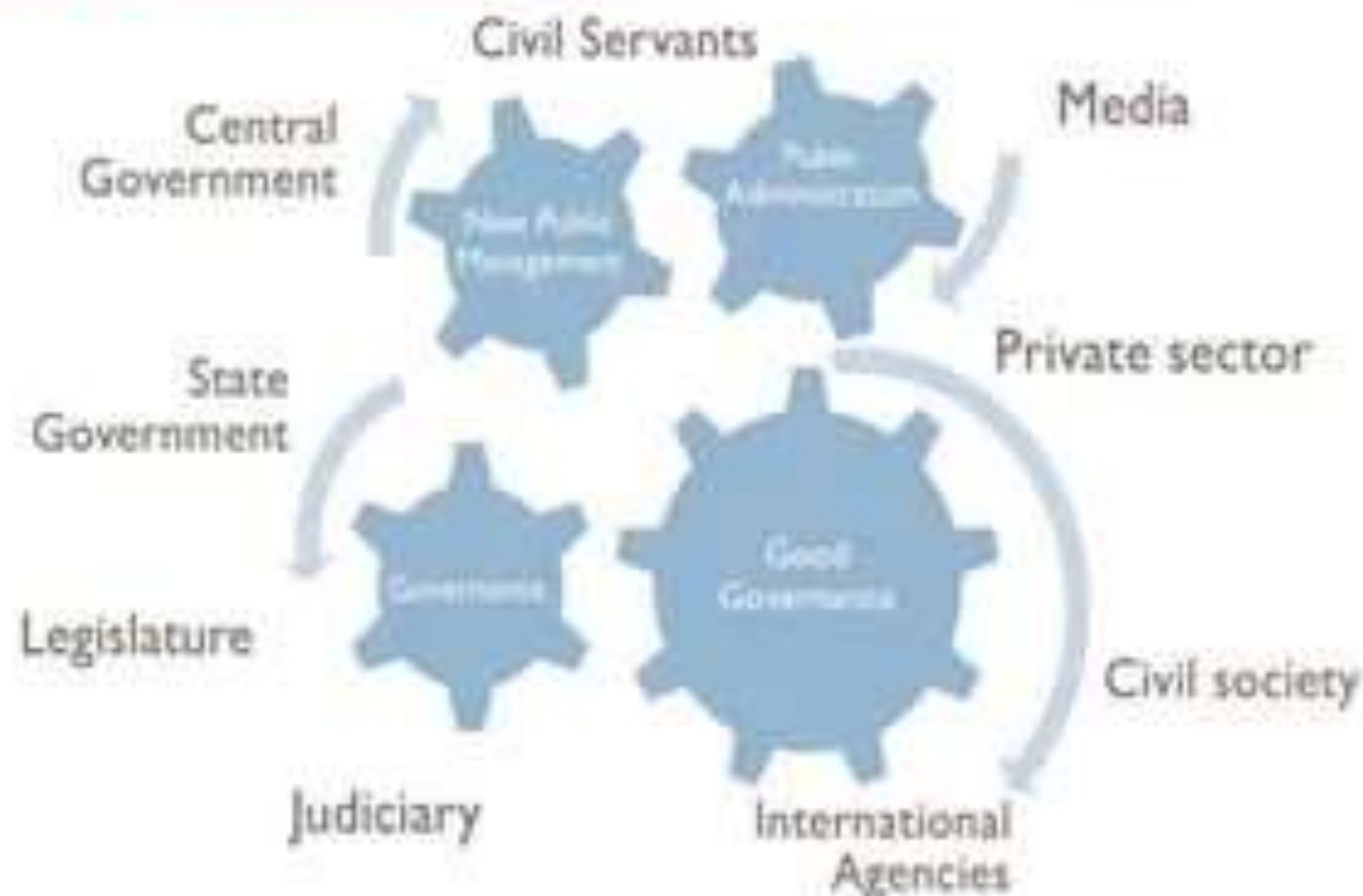


5. Focus on the client: It highlights the part public managers play in delivering high-quality services that the public loves. The idea of the consumers has changed from being passive recipients to becoming engaged customers.
6. Greater decentralisation: To improve performance, managers require more freedom, which NPM supports.

7. Flexibility: Greater flexibility in working conditions, such as contractual appointment, workplace bargaining, etc., is being allowed to utilise more knowledge, employee creativity, and allow exploration of more cost-effective delivery systems.
8. In NPM, organisational structures are streamlined and hierarchies are leveled to create strong leadership that is more constructive and fruitful.

9. It acknowledged the significance of giving managers the technological and human resources they require to meet their performance goals.
10. Fostering competition: Public organisations are designed to operate in a market-like setting that is competitive. Their prices can be compared with market prices and prices charged by other public organisations. NPM strengthens ties between the public and business sectors, NGOs, volunteer groups, and civil society.

Role of the NPM



FOCUS OF NPM

It is well established that efficiency is not a function of ownership but of management system and methodology. Hence there is a need to change the management, system of public organizations.

- Thus NPM focuses on:
- **1.Achieving three essentials:** (Three E's)
- Efficiency,
- Economy and
- Effectiveness— a triangle with three essential on each pillar.

2.It focuses on management, not on administration, because administration connoted certain degree of superiority, hierarchy, control etc. while management is more participative in nature. Thus there should be public Management and not Public Administration.

3.Consumers interests, stakeholders interest, quality of service.

4.Entrepreneurial role-

5. Converting inward looking organizations to outward looking organizations.

6. Synergizing relationship between public sector, private sector, NGOs, voluntary organizations, civil society etc.

- **ANTI-GOALS**
- NPM rejects the various concepts and principles of traditional public administration. These are:
 - 1) Politics-administration dichotomy
 - 2) Hierarchy ridden organisation
 - 3) Over-centralisation

4)Supremacy of rules in administration

5)Rationality in decision making

6) Impersonal nature

7) Rigidity in administrative process

8) Inward-looking

- **WHAT IS THE DIFFERENCE BETWEEN ADMINISTRATION AND MANAGEMENT ?**

Within an organisation, management is a methodical approach to handling both people and things. A group of persons administering the entire organisation is referred

to as the administration. Administration is a high-level activity, whereas management is a corporate and functional level activity.

Public management is often mistakenly believed to be the same as public administration. While there is some overlap, the two disciplines actually make use of different sets of professional duties. Public administration focuses on producing public policies and coordinating public programs. Public management is a sub-discipline of public administration that involves conducting managerial activities in public organizations.

Master of Public Administration degree programs largely covers both topics, resulting in a mix of skills that are competitively positioned for the job market.

Public administration is a field of political science that plans, organizes, directs, coordinates, and controls operations at government, public sector, and non-profit organizations. The government grants public administrators the authority to advise policymakers based on observations of constituent populations and society. Public administrators coordinate with civil servants to write public policy and achieve policy objectives.

Public managers carry out the managerial operations of public organizations. In practice, public management is meant to improve the quality and efficiency of services delivered by public organizations.

Public managers can operate in two different areas: the internal and external management of public organizations.

Internally, public managers must understand how to manage risk and change within their respective organizations.

Externally, public management entails leading efforts to collaborate with private groups to support the adoption of public policy.

Public Administration vs. Public Management: Similarities-

- Both concerned with public policy and how it can be used to improve societal conditions.
- . Both specialties are active in supporting the adoption and implementation of public policy.

- Use the same essential techniques - professional skills including knowledge of public finance, leadership abilities, interpersonal communication skills, and strategic thinking.

Public Administration vs. Public Management:

Differences-

1. Management is concerned with planning and taking action, while administration relates to the application of policies that dictate how management personnel should act.

2. The rules of public administration are instrumental in the process of developing policy, providing a measure of guidance as to how those policies should be introduced to societies. In contrast, the rules of public management dictate how civil servants should implement those policies.
3. Public management is a hands-on approach that focuses on the daily tasks involved with rolling out policies, whereas public administration prioritizes controlling the hierarchies, rules, and regulations that contribute to instituting the public policy.

New Public Service (NPS) and New Public Management (NPM) differ in their approaches to public service, with NPS focusing on serving citizens and NPM focusing on efficiency and market orientation:

Focus

Prioritizing citizens above enterprise, serving the public interest, and addressing their needs are the main goals of NPS.

Viewing citizens as "customers" and public employees as public managers, NPM places a strong emphasis on efficiency and market orientation.

- **Management**

NPS places a strong emphasis on the management ideals of equality, justice, accountability, and ethics as well as the roles that public administrators play in social transformation.

For public managers, NPM employs incentive-based motivation techniques including pay-for-performance and explicit performance goals.

- **Implementation**

Public participation, engaged citizens, and the creation of people's councils or public consultation councils are all ways to implement NPS.

NPM can be used in situations like performance agreements, corporatization or privatization, force reduction, and budget cuts.