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| **Oum El Bouaghi University**  **Faculty of Law and Political Sciences**  **Political Sciences Department**  **First Year, Master P/Policy**    **March, 2024** |

**Emergence of New Public Management**

New Public Management is a vision, an ideology or a bundle of particular management approaches and techniques. In the 1980s, the drivers of change, particularly financial pressures, pushed most Western countries towards a focus on making the public sector more competitive and public administrators more responsive to citizens by offering value for money, flexibility of choice and transparency. This movement was referred to later as New Public Management by academics. Some practitioners and academics created the science of public administration in the 1920s on the fundamentals of the progressive reform successes, particularly the presupposition of loyal bureaucrats, honest politicians, and the politics-administration dichotomy.

These reformers, the new scientists of public administration, built a theory of organization that they supplemented with the concept of management. These principles were: the principle of division of work and specialization, the principle of homogeneity, the principle of unity of command, the principle of hierarchy with respect to the delegation of authority, the principle of accountability, the principle of span of control and the staff principle. The reformers expected public managers, working within organizational structures built on these principles, to perform the following functions: Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting-or, in Luther Gulick's shorthand: POSDCORB.

The reformers also advocated reorganization to streamline and consolidate organizations and to standardize administrative procedures. After World War II, academics began to reassess and question the principles of classical public administration. One of the most rigorous critics was Herbert Simon, whose work set the tone and direction for neoclassic public administration. His dissertation, with the title Administrative Behavior: A Study of Decision-Making in Administrative Organization, contained the buzzwords of the era: behavior, decisions, and organization. Simon said that the principles of administration are not scientific, but inconsistent proverbs that were drawn from common sense.

The adoption of new forms of public management means the emergence of a new paradigm in the public sector and traditional public administration discredited theoretically and practically. Public management poses a direct challenge to several of what had previously been regarded as fundamental principles of traditional public administration. (1) Government should organize themselves according to the hierarchical, bureaucratic principles most clearly enunciated in the classic analysis of bureaucracy by the German sociologist Max Weber. Although adopted by business and other institutions, these precepts were carried out far more diligently and for longer in the public sector. (2) One-Best-Way of working and procedures were set out in comprehensive manuals for administrators to follow. Strict adherence to these scientific management principles would provide the single best way of operating an organization. (3) Once government involved itself in a policy area, it also became the direct provider of goods and services through the

bureaucracy. (4) The administration would be an instrument merely to carry out instructions, while any matters of policy or strategy were the preserve of the political leadership (Hughes, 2003). (5) The motivation of the individual public servant was assumed to be that of the public interest; in that service to the public was provided selflessly. (6) Public administration was considered a special kind of activity and, therefore, required a professional bureaucracy, neutral, anonymous, employed for life, with the ability to serve any political master equally. (7) The tasks involved in public service were indeed administrative in the dictionary sense that is, following the instructions provided by others without personal responsibility for results.

***Questions:***

***Text Comprehension:***

1/ the New Public Management emerged due to **some factors**. *Mention them,* according to **the first paragraph ?**

2/ based on **the second paragraph**, ***why* reformers are seen as the new scientists of public administration ?**

3/ ***paraphrase*** the following:

“Public choice provided alternatives, the most obvious being to allow competition and choice and to return as many activities as possible to the private sector.”

3/ “Some ***practitioners*** and ***academics*** created the science of public administration in the 1920s on the fundamentals of the progressive reform successes”.

*What is* ***the difference*** *between them?*

4/ **summarize** the last paragraph.

5/ **Explain** ***the idea of the paragraph*:**

“ For too long, public sector organizations failed to concern themselves with their outputs (i.e. the quality of services). Rather, the focus was on inputs, given that political debates on public sector matters usually revolved around the question of resources. Under the new public management, the focus is shifted to that of results.”

***Mastery of Language:***

1/ Turn into **Passive voice:**

* Move away from traditional public service ethics to more flexible pay, hiring, rules !
* Public service agencies should adopt reward structures for their employees.
* Parliament members were exploiting the time of crisis to influence the government.

2/ **correct the mistakes** if found:

New drastic measures would have been taken, if the minister did not accomplish his task.

3/ **fill** in **the** **gaps**:

**Performed – framework – formulated - Thomas Kuhn -**

Paradigm means a philosophical and theoretical ………… of any scientific school or discipline within which theories, laws, and generalizations and the experiments ……….. in support of them are ……... But ……….. (1996) himself did not consider the concept of paradigm as appropriate for the social sciences.

**Translation:**

1/ Translate the following into **Arabic**:

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| English | Arabic |
| Hays and Kearney found that most of the studies on NPM had mentioned five core principles of NPM and thus concluded that they represent the most important philosophy of the discipline: (1) downsizing - reducing the size and scope of government; (2) managerialism - using business protocols in government; (3) decentralization - moving decision making closer to the service recipients; (4) debureaucratisation - restructuring government to emphasize results rather than processes; and (5) privatization - directing the allocation of governmental goods and services to outside firms |  |
| **Principles of New Public Management (NPM)**  New Public Management (NPM) is the most dominant paradigm in the discipline of public administration. It conjures up an image enmeshed with a minimal government, debureaucratization, decentralization, market orientation of public service, contracting out, privatization, performance management, etc. These features signify a marked contrast with the traditional model of administration, which embodies a dominant role of the government in the provision of services, hierarchical structure of organization, centralization and so forth. |  |

2/ Translate the following into **English**:

الفساد مستشرٍ في الحكومة الجديدة، شأنها شأن الحكومة السابقة.

يمثل المجلس المنتخب قاعدة اللامركزية ومكان مشاركة المواطنين في تسيير الشؤون العمومية.

السلطة المطلقة مفسدة مطلقة.

Your teacher/ I. Benammar