



# Paradigm Shifts in Public Administration

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# New Public Administration(NPA)

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- Stirred intellectual thinking towards democratizing Public Administration
- Emphasised the need to draw inputs from various disciplines to reform Public Administration in its outlook and functioning
- The attempt was to construct a relevant discipline integrating with other disciplines – to make it multi-disciplinary in nature



# NPA

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- “The New Public Administration movement not only reaffirmed the breakdown of the traditional emphasis on techniques of administration but also stressed the obligations of public administrators to be concerned with values, ethics and morals and to pursue a strategy of activism in coping with the problems of the society”- Ferrel Heady



# Extension of the Discussion...

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- What new dimension did Public Choice theory advocate?
- How virtues of private management gained prominence?
- What is unique about Minnowbrook II Perspective and how it impacted Public Administration?

## Public Choice theory(1974 -Vincent Ostrom - “The Intellectual Crisis in American Public Administration” )



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- Presents a serious challenge to traditional public administration
- Public-choice theory tends to be individualistic, atomistic and economic in its assumptions.
- Locates Public Administration within the domain of politics - also regarded as economics-based approach to administrative analysis.
- Argues for dispersal of decision making authority, people's participation and debureaucratization of all administrative units

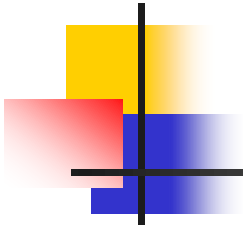
# Shift From Citizen to Customer Centric



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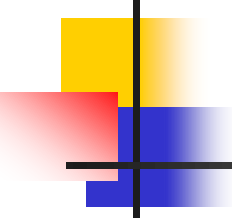
- Critical of monocentric, hierarchical and traditional bureaucratic administration
- Bureaucratic structures are necessary but not sufficient structures for a productive and responsive public service economy
- Protagonists of Public Choice Theory- demand public agencies and organisations to give the people what they want – laid emphasis on the element of choice of the citizen who is a consumer and rational utility maximiser

# Public Choice Theory/Approach.....



- Focusses on Institutional(or organisational Pluralism) – hinting at different organizational arrangements i.e. plurality of governments, decentralized market systems which can be used to provide different goods and services coordinated through multilateral arrangements
- Argue that no single agency can possibly be aware of all individual utility preferences for the purpose of achieving maximum efficiency
- Actions of government should be consistent with the values and interests of citizens

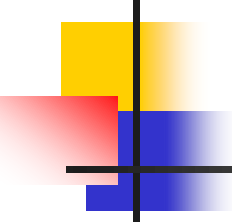
# New Perspective - Virtues of Private Management



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- Structural adjustments/stabilization programmes promoted by Brettonwoods institutions(IMF and World bank) during 1980s and 1990s advocated policy prescriptions and standard reform package for developing countries to reform public sector
- Emphasised the need for trade and financial liberalisation, privatisation and deregulation
- This market centered strategy is referred to as Washington Consensus.



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- Sought to merge the core values of business administration in the domain of public administration aiming at efficiency, economy and effectiveness in the performance of public sector
  - Washington Consensus – is all about **one-size-fits-all** solution to the problems of development.
  - Focused primarily on macroeconomic policies in trying to foster economic growth and stability without realizing and factoring in the importance of institutional and legal reform.


# Minnowbrook II(1988)Perspective



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- The conference made an attempt to examine the theory and practice of public administration in the changing scenario.
- Tried to project a future vision for Public Administration by balancing the business and public sector
- Perspective was marked by cynicism towards Big Government and increasing preference for less directly performing government
- State underwent a change from the welfare to the regulatory state
- Effort was on rebuilding the Public Sector

# Cont...



While Minnowbrook I – challenged Public Administration to become proactive to social issues, Minnowbrook II – along with ethics, human relations, social equity also focused on the themes such as technology, policy, leadership, economic and legal perspectives.

- More privatization, outsourcing and contracting out
- The basic concern was how to renew the administrative capacity to cope with the emerging problems ?
- It is in this context that the public personnel policies came in for scrutiny

# Management Orientation in Public Administration



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- Government to be Performance oriented
- Making Public Administration customer driven
- Changing the overall public administrative culture towards flexibility, innovation, entrepreneurialism as opposed to rule bound process orientation
- Focusing on achieving results rather than confirming with processes
- Government need not be gigantic with inefficient bureaucracy



## Conclusion...

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- Paradigm Shifts – Part of evolutionary process, but the goals and essentials of public administration remain the same
- The notion of ‘public’ in Public Administration acquiring new dimensions
- Many Actors in play for large interests of societal good.



# Quiz....

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- (1) Which theory presented a serious challenge to traditional public administration?
- (a) Classical
  - (b) Public Choice
  - (c) Decision Making
  - (d) Bureaucratic



Cont....

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(2) What is organizational pluralism?

(a) Functions delivered by single agency

(b) Market Systems

(c) Different Organizational Arrangements

(d) Reform Strategy



Cont....

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(3) What is referred to as market centered strategy ?

(a) New Public Administration

(b) Minnowbrook Perspective

(c) Washington Consensus

(d) Policy Prescriptions





# References

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THANK YOU