



# SAMPLE LITERATURE REVIEW FOR DISSERTATION

## New public management

### NEW PUBLIC MANAGEMENT

In order for an administrative system to perform its basic tasks in a democratic transition well, it is necessary to undergo a proper transformation in order to find new organizational forms and functional forms. In developed countries, management development has gone through several stages. In this context, one can see the shift from studying classical management models (Verbalism and Taylorism) to new approaches emerging from the paradigm of new public management. The concept of new public management affirms the principles of efficiency, productivity, competitiveness and profitability of public administration. The values promoted by new approaches have greatly influenced the way and forms of transformation of public administration. Experience has shown that managers need to focus more and more on the internal issues of the organization on external issues, and they must increasingly devote themselves to strategic planning. Strategic planning is one of the core and significant activities of an organization that needs to trace the way to success. If the strategic plan is well-conceived, the organization has a great chance of successfully achieving the other phases in its work, which will ensure market survival and growth and development.

Priorities must be established to determine success and control. Organizations involved in policy proposals should be separated from those directly providing services. Adequate forms of games in the public sector should be introduced and work on it as much as possible to adapt to methods used in the private sector.



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A higher level of resource-efficiency should be achieved. State administration should be "the market as much as it can and as much as it needs". Public management is defined as a strategic and tactical planning, targeting, coordination, monitoring and control of public administration and public sector activities run by public managers, with personal responsibility for the result. Public management characterizes the specificity of staffing, tighter reception conditions, the process of public budgeting, a stable organization that protects the public and does not satisfy the private interest and a special system of personal responsibility. New public management should be based on several key ideas: 1. The government should provide a high quality service that will satisfy the citizens. 2. The autonomy of public managers, especially central bodies, needs to be increased. 3. Organizations and individuals should be valued and rewarded on the basis of how successful they are to reach the desired goals. 4. Managers must ensure that adequate human and technological resources are in place to meet the set goals. 5. Public sector managers have to compromise the value of the competition and keep open access to what is in the private sector rather than the public sector. Within the above framework of key ideas, one can outline the definition of improved public sector functioning and high quality service that will satisfy citizens while the other four suggest a way to go to the above. In the last two decades public administration has hit the wave of reforms. The traditional model has encountered criticism of citizens, but also those from the private sector, as well as theoreticians of organization and management of the state (Van de Walle & Hammerschmid, 2011). Basically, these reforms were the view that the country became bulky and with too much jurisdiction, and that the market offers more sophisticated mechanisms for more efficient supply of public goods and services.



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The lowest level managers within the organization on which individuals are accountable for the work of others, lead all employees without a stake in management; they do not control other managers. Primary manager of the first line is a factory manager or factory supervisor, a factory supervisor in the factory, a technical supervisor in the research department, and a staff supervisor in the administration. The lowest level managers are often called supervisors. Mid-level managers or mid-management can cover multiple levels within the organization. Mid-level managers run the work of lower-level managers, and sometimes the workforce's work. Middle-level managers of the organization's hierarchy respond to other managers, and sometimes for the work of employees, they also report to senior managers. Major managers, a relatively small group of people, are in charge of complete organization management. These managers are usually called directors. They identify business policy and manage co-operation between the organization and its environment.

Typical titles for these managers are the general manager, the president and the vice president. Managers in the public sector perform their activities in specific conditions. They have less rights and freedoms than their counterparts in the private sector, because their performance is narrowed to demands and constraints by public interest holders. Public sector managers are also responsible for both legislative and executive authorities, as the Republic of Montenegro or the local self-government unit as the founder of a public company. Public sector managers must take into account the interests of different subjects when making decisions. It is necessary to realize the general interests of citizens for which public companies are established and then the interests of founders in terms of budget inflows realized by providing services to citizens and



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at the end of the interests of self employed in public companies in the sense that good business will imply higher personal income. New public management is characterized by the following principles (Gruening, 2001): Functionalization and reduction of costs by increasing efficiency through removal of unnecessary jobs and duplication; Minimization (downsizing, retrenchment), reduction of the number of state administration bodies; Managerialization. Increasing application of the private sector working method in the work of the state administration. Decentralization. Maximizing the decision-making process for users. Privatization. Taking over some of the public affairs and tasks of the public sector bodies and organizations; De-bureaucracy. Improving citizens' relations and transforming public administration into customer service. Restructuring state administration and applying new methods such as managing goals and managing results, benchmarking - best practice analysis in other areas. Use the results that come with economic analysis.

Modern management is predominantly focused on providing services and management, not control. The public administration changes the character, from the control gradually becomes serviceable. Control is usually determined by post festum, subsequently, ex-ante ex ante, beforehand. Results, not processes are controlled. Ex ante previous control means suspicion in every citizen. It is alleged that a citizen's law will be violated if it is not strictly limited by regulations and direct control. Under the conditions of modern administration, the conditions or standards that a user needs to fulfill are determined. Only if he does not do it, and the control determines it, followed by a sanction. Monitoring, monitoring, with the use of information technology solutions with the help of citizens in eliminating mistakes, ensures the efficiency of the system. At the same time, the cult of respecting legal,



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organizational and moral norms also arises. Individual freedom develops through self-limitation, bounded by freedom and the rights of others. Mentality and behavior change. Transition processes require strong political support, a new national training strategy, new knowledge and skills, adequate absorption capacity, and the ability and motivation to introduce a new organizational culture. Achieving these goals requires time, energy, good planning and inventive management. The new public administration should be based on national culture and values, not just on imported models. Foreign knowledge only facilitates continuous improvements and profound changes. Public Managers continuously use the results of the latest development of organizational theory, constantly introducing improvements, planning and carefully organizing changes. Traditional management rests on a hierarchical principle: a manager or a functionist determines what will be done on the basis of his / her authority and authority established by normative acts, and they shall do so also on the basis of his / her own competence. Success is achieved by the exact description and arrangement of tasks and tasks, by determining who will work. Conditions are also created to make the teams of experts and specialists in the administration as much as they can in performing them, doing their jobs and doing things, providing public services.

Contemporary leadership rests on inspiration for constant changes and quality adaptation to changed environments, empowering and motivating associates to learn and progress, to continually improve themselves and the part of the organizational process they are working on. It is a process whereby associates accept personal responsibility for the success of the task and fulfill the goals of the whole organization. It assumes a much wider delegation of authority, initiative, a process of continuous learning, a horizontal organization with the extension of authority to those in the fiery line.

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Modern management of organs or organizations celebrates these principles: Organizations are systems that seek to achieve organizationally significant results. It consists of intra-organizational relationships and interaction, cooperation among employees to achieve organizational goals. The organization is not defined solely by mission, size, people, or just legal norms that regulate competence, but the ability to achieve the result. Organ or organization must have a strategic plan. Managers work with associates to determine the vision, values, mission, organization design, structure, and the best use of resources. Strategy is the property of everyone who participated in its creation; The management system must be stable, rules known to everyone; All are trained in management. Co-workers need to understand the responsibilities of public managers and management processes, contributors better understand the managers if they themselves participate in the analysis of goals. Work results are perceived as common property. Everyone is responsible for restoring the state of the organization, everyone must together acquire knowledge and skills adapting to the speed of change in the environment. Neither recruiting new managers is easier from the workplace, new managers are better prepared for management tasks; Delegation. All civil servants in the organ or employees in the organization shall acquire the right and the ability to take action on the basis of delegated powers. The position of an expert is strengthened. If they have passed the appropriate training, it is unlikely that the powers will be exceeded. Monitoring serves to track the execution, preventing deviations from the overall goal of the organization; Principle of rewards. Only those who individually, once achieved the result, are rewarded. It should be left to the work or project team to determine who works best. It is also a rule that those who are constantly working on their own training for this will be especially rewarded, because they will have the most benefit from that body;





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Monitoring and monitoring is indispensable. Leaders are the means and inputs, activities and results, follow the work and evaluate the quality of execution. They focus on day-to-day business quality information at the established checkpoints of the system; Permanent change. The responsibility of the leader is to inspire constant changes. The world of information society is not standing up, with the advancement of technology progressing and organization of work. Continuous improvement of the work organization is necessary, a condition for absorbing the pressure of technology and the pace of labor productivity development.

The progress of information technology turns every long vacation or overly relaxation into a dangerous lag. Leaders inspire associates to build each one through continuous learning, all teammates exchanging ways and ways of co-operation in fulfilling the tasks and mission of the body. Managed by results. It does not matter who works, but what does it achieve. Corrective actions allow continuous adaptation of the organs or organization's work to the environment. □ Reforms can overcome the absorption capacity of those who are performing. First, learning time must be tailored to the speed of adoption. It is also important to take into account emotional reactions as well as care about those who have to change their jobs or jobs. The social protection network must always be part of the plan of change, just as much more stimulating rates for those who remain to bear the burden of change. Lastly, changes must always be completed, and not just start. Not only because of the effect, but also of the fatigue of reform.

Management needs to focus on the organization's results and performance. The first task of management is to define the results and



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the performance of an organization, and this is how it can accommodate everyone who worked on it, one of the most difficult, most controversial but most important tasks in itself. Accordingly, a specific management function is to organize organization resources in the direction of outcomes outside the organization. There is a management for the result of the institution. It must start from intentional results and organize resources of the institution to achieve results. It is the body that allows the institution to be a company, church, university, hospitals or shelter for vulnerable women, to produce results beyond their own frame. All the traditional premises have led to one conclusion: the internal organization is a part of the management. It should be obvious from the outset that management and entrepreneurship are just two different dimensions of the same task. An entrepreneur who does not learn how to manage will not take it. Management that does not learn to innovate will not last too (Drucker, 2003).





## References

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