



SIG: PUBLIC MANAGEMENT

The Public Management Strategic Interest Group aims at providing a wide-ranging, authoritative and internationally-focused forum to discuss major developments and key debates in the field of governance, organization and management of public administrations and public services. Current themes include, but are not limited to: network management, e-government, human resources management, ethics and trust, performance management, quality improvement, budgeting and accounting, etc. Its activities are coordinated by Dr Denita Cepiku, Prof. Jane Broadbent, Prof. Robert Fouchet, Prof. Marco Meneguzzo, Prof. Riccardo Mussari and Prof. Reto Steiner

TRACK 14: Public Management

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Public management is an academic area that contains several species of topic. It includes long-standing debates on foundational issues (for example accountability, bureaucracy, financial management and budgeting), technical issues registering innovations in techniques and methods (such as human resources management, quality management, contracting out) and also emerging new topics and theories (as in the debates on strategic thinking, the rigor – relevance gap, etc.).

The borders of public management – governance, organization and management of public administrations and public services – as an academic area are frequently vague but it is nonetheless a fertile field of study especially after the public sector reforms of the eighties that have attracted management as an academic discipline to the study of public administration and contributed to move its academic base from law to political science departments to business and professional schools.

In the past decade, the academic literature has expanded to include public governance aspects as public decision-making and the production of public services have undergone fundamental changes, the public sector has become more fragmented and because citizens expect different types of information and are keener to engage in policy making and service delivery. Public governance pays a lot of attention to networks and collaboration but it also involves competition and conflict management. It raises issues such as stakeholder engagement and co-production, equity, ethics and integrity, accountability and sustainability.

The Public Management track would provide a wide-ranging, authoritative and internationally-focused track to discuss the major developments and key debates within the field of governance, organization and management of public administrations and public services. It aims at gathering papers that investigate the role of public management within public governance. Current themes include, but are not limited to: public-private partnerships, network management in the public sector, e-government,

human resources management, system thinking, ethics and trust, performance management, quality improvement, budgeting and accounting, etc.

The Public Management track will be structured in 8 themed sessions, described below, and 24 papers approximately. Papers not addressing the sessions' themes are also welcome. 2-3 key-note speakers will be invited.

Performance management

Chairs: Prof. Anne **DRUMAUX** (Université Libre de Bruxelles) & Dr Julio **GÓMEZ-POMAR** (Instituto de Empresa, Madrid)

Performance management – enhanced by the New Public Management Reforms and revised following the Public Governance framework – affects several areas of public management such as budgeting, audit and managerial controls, human resources management, organizational change, regulatory simplification, inter-governmental relations, public-private partnerships, etc.

This sub-track aims at gathering papers focusing on the evolution of the approach to performance management in the past two decades (eg. more participatory and focusing on outcomes as an alternative of outputs), providing insights on organizational barriers to introducing a performance management system and on how performance is measured and used (eg. evidence-based management and policy), undesired effects, etc. instead of papers simply dealing with performance management tools (balanced scorecard, EFQM & Common Assessment Framework, etc.).

Modernising budgeting and accounting in the Public Sector: the role of IPSAS

Chairs: Prof. Antonio **CHIRICO** (University of Tor Vergata) & Prof. Giuseppe **FARNETI** (University of Bologna) & Prof. Riccardo **MUSSARI** (University of Siena) & Prof. Francesco **RANALLI** (University of Tor Vergata)

This sub-track will analyse the extent and the impact of changes in the accounting of public bodies and the role performed by the International Public Sector Accounting Standards Board (IPSASB) in terms of accounting harmonization. It aims at gathering papers investigating:

- the evolutionary trend of international accounting standards in the public sector and the emerging trends and innovations in relation to the accounting reporting systems;*
- the existing accounting models in the Italian and European public administrations in order to highlight the lack of information available in the public accounting models, and any emerging weakness in the light of the international accounting standards adoption;*
- the appropriateness of a possible convergence between the national institutional setting, which often promotes a widening of the margins of public bodies autonomy, and the trend towards the international accounting standardization;*
- the extent of the adoption of international accounting standards and their impact on the performance measurement and the financial reporting of the public administrations;*
- the effects and the implications that the change in the concept of public accountability entails in the content and form of the financial and non-financial reporting systems of the public administrations.*

Organizational change and HRM

Chairs: Prof. Martial **PASQUIER** (Swiss Graduate School of Public Administration) & Dr Daniela **CRISTOFOLI** (University of Lugano)

Reforming organization and introducing innovative human relation practices have been long-standing topics in the NPM and post-NPM era. Many governments all around the world issued reform laws to restructure the “bureaucratic machinery and motivate civil servants”. Despite this sensational effort, the results of the introduction of innovative organization and human relation practices have often been disputed. Different factors have been identified as predictors of success or failure. Public management literature focused above all on the presence of enforcement mechanisms, economic concerns, managerial skills, etc. Few studies, instead, investigated the role of the main stakeholders (politicians, senior civil servants, civil servants) in supporting the change processes, which will be the aim of this sub-track.

In this perspective, papers exploring the role of politicians, senior civil servants and civil servants in supporting or constraining the introduction and implementation of innovative organization and human relation practices are welcome. More specifically, we welcome papers dealing with the following topics: which practices are introduced in different countries to reform organization and human relation management?; how did innovative organization and human relation practices evolve over time?; what are the predictors of the introduction of innovative organization and human relation practices? what are the results of innovative organization and human relation practices? do politicians/senior civil servants/civil servants play a role in supporting or constraining organizational change and/or the introduction of innovative human relation practices?; does the network of relationships between politicians-senior civil servants-civil servants affect the introduction of innovative organization and human relation practices? Authors wishing to present a paper on other issues related to organizational change and human relation management in the public sector should not hesitate submitting their paper proposals.

Destination governance

Chairs: Prof. Harald PECHLANER (Catholic University of Eichstaett-Ingolstadt)

Destination Governance describes a form of self-organization of tourist destinations, in essence based on the cooperation of the persons and companies involved, and shaped by the institutional context as well as rules of organization and code of conduct. The debate on Destination Governance is still in its early stages, even though the theoretical principles are being developed. A great number of more detailed questions of research are still unsettled and worthy of scientific discussion. These include the consequences of spatial or cultural changes on the actual organization of Destination Governance, the influence of structural changes or the optimization of the interplay of coordination offices and persons and companies involved. Also the practical implementation is still in its infancy. This sub-track is designed to deal with current questions of research and matters of practical concerns for Destination governance: - How is governance produced? Identify governance types/ typologies (e.g. participative, corporative, roles of private and public institutions); - Who governs? Identify actors and institutions and their roles and interactions; discuss individual, institutional, cultural, political perspectives of governance; analyze the influence of local culture and politics on governance; - What does governance comprise? Differentiate dimensions of governance mechanisms (information and interaction among actors and institutions, influence taking and coordination, decision taking norms and rules, etc.); - How do we recognize governance? Present cases and objects of governance (e.g. land use planning and real estate, traffic and logistic systems in the destination, major investments and projects affecting the long-term development of a destination); respectively reflect governance with the help of concrete cases.

e-Government

Chairs: Prof. Toshio OBI (Waseda University) & Dr Luca BUCCOLIERO (Bocconi University)

The e-Government track aims at addressing the main issues of concern within e-Government, including socio-economic aspects of ICT enabled systems in the public sector. The track seeks a broad range of case studies and research papers relevant to e-government policy and planning, e-government applications, e-government adoption and e-government impacts as well as the papers addressing new emerging issues such as e-inclusion, e-accessibility, human resource development for CIO, applications of information technology in campaigns, elections (e-democracy and e-participation). Papers may be on any aspect of e-Government, ranging from local to national and international initiatives and developments.

System thinking & system dynamics in the public sector

Chairs: Dr Stefano ARMENIA (University of Rome La Sapienza – CATTID) & Dr Keivan ZOKAEI (Cardiff University) & Prof. Habib SEDEHI (SYDIC / University of Rome La Sapienza)

The sub-track on System Thinking and System Dynamics will focus on the state of the art in the theory and application of system dynamics and system thinking in the public sector. It will contribute to enhance the understanding and evaluation of public policies as well as the analysis of potential impacts of public

management decisions on governance dynamics, emphasizing high-impact applications and research on the difficult issues at the leading edges of the field. Papers will have to show how by means of qualitative methods it will be possible to identify, study and understand the main underlying relationships which define the system's behaviour among its key variables, as well as to eventually build a model in order to study potential impacts of new policies, thus supporting public decision-makers in better understanding short and long terms effects and policy resistance phenomena that may prevent the desired outcomes of the implemented strategies. Quantitative methods could also be used such as statistical process analysis.

Public management Practitioner-Academia Platform

Chairs: Dr Pia **MARCONI** & Dr Sabina **BELLOTTI** (Italian Department of Public administration) & Prof. Harald **PLAMPER** (Deutsche GTZ, Amman & Zeppelin-University in Friedrichshafen)

Modern public managers must simultaneously manage upwards, downwards and outwards, need reliable access to high-quality evidence bases and advanced skills, as all their decision-making is future oriented. Academia can contribute through research, by shaping conceptual systems that public managers use to guide their actions, and through skill-building, by providing professional education.

Several voices call for research efforts to place considerable weight on understanding and responding to the challenges articulated by public management practitioners. It has also been stated that the survival of public management as a field of study will depend on the ability to develop techniques, concepts, rhetoric and vision which are of perceived use to governments and public servants.

This sub-track aims at providing a place for academics and practitioners working together and at contributing to a new approach to research (co-production), based on early and continuous practitioner engagement in the whole research cycle (from inception / problem definition to dissemination).

Public management and governance in transitional countries

Chairs: Dr Penelope **JONES** (Bristol Business School) & Dr Denita **CEPIKU** (University of Tor Vergata) & Dr Gunter **WALZENBACH** (University of the West of England)

The sub-track focuses on issues associated with public management in transition countries in Central, Eastern and South-East Europe, including (but not limited to) public management reform, ethics, the changing role of civil servants, and changes in local government.