

## **Toward a Theory of the Public for Public Administration**

H. George Frederickson

In American public administration there is neither an extensive literature on the public nor an agreed on conception of the public. Five conceptions on the public in public administration are offered, including the pluralist, public choice, legislative, client, and citizenship perspective. Building on these five conceptions of the public, a set of requisites for general theory of the public in public administration is offered.

## **Reforming the State to Fight Poverty**

Bernardo Kliksberg

The conceptual framework assumed in "Reforming the State to Fight Poverty" involves replacing the mechanical and simplistic approach of execution with the broader, multifaceted approach of management science and public policy implementation analysis. It aims at providing elements that will facilitate judgment of certain central aspects in the broad agenda of questions posed by this approach. It first deals with the most relevant aspects of the State social sector's current situation; it then offers a series of guidelines for reforming the social sector and examines management resources. Rather than covering all the points mentioned, its intent is to offer some non-traditional considerations to encourage reflection and debate.

## **Organization Theory and Public Administration. A Broken Relationship**

Eduardo Ibarra Colado & Luis Montaña Hirose

The core of this paper offers an analysis, from the perspective of organizational interpretation, of the evolution and development of Public Administration, emphasizing the influence of organizational theories based on a simplistic, rationalist and linear perception. The authors propose recuperating the complexity category and its method, and advocate tearing

down the walls between disciplines in order to accede to broader and richer visions of Public Administration by redefining the public, private and state sectors. Organizational Theory would thus enable us to establish a multidisciplinary arena for reflection in order to study the diversity and multiplicity of the areas that Public Administration organizes, so allowing us to respond to the demands imposed in the public and state sectors by the present changes.

### **From Ancient Cultures to Postmodern Concepts?**

Stewart R. Clegg

At the heart of this paper is the concept of "culture", how to conceptualize it in comparative organization analysis and how one "ancient" culture, in particular, may be related to the newest cultural idea around, that of the "postmodern". The central cultural concept in this paper is that of "economic culture", a term explicitly introduced by Peter Berger (1987) in his book *The Capitalist Revolution*. The general concept of "culture" is etymologically derived from husbandry; consequently we may characterize Berger's (1987) concept as an explicit concern with economic husbandry. It is one which resonates with recent reference to ideas of an "enterprise culture" (Mrs. Thatcher in the UK; a term also used by the government in Australia, as well as the notion of a "productive culture"). In academic, as opposed to popular usage, the concept has achieved its most prolific contemporary application with respect to what have been called the "post-Confucian" economic cultures of East Asia (Kahn, 1979). These applications are critically considered through a review of some of the relevant literature on East Asia. Argument from conceptions of culture which assume that it is a unitary and metaphysical phenomenon are questioned. Against these is advocated a concept of economic culture implicated within institutional frameworks, particularly those stressed by Weber (1930) in his focus on accounting and financial conventions. As a result, the concept of economic culture is re-formulated as a concern with "institutional frameworks" and the types of practical economic reasoning which they sustain on the part of key economic actors. This is explored in the Japanese case by means of a systematic grid as an aid to understanding. The "Japanese model" is assessed in terms of its postmodern possibilities.

### **Planning Practices in Municipal Governments**

José Mejía Lira

Change in municipal governments is a result of a more important role in administrative activities having been assigned. In connection with this, the application of adequate regulations and the use of such mechanisms as negotiated settlements, consensus-building and (particularly) compromise becomes essential and requires that the municipal authority makes qualitative and quantitative improvements in its administrative capacity.

Municipal governments suffer from shortages and display great ingenuity in responding to the needs and demands of the communities they serve. This paper attempts to indicate the planning and implementation methods used in different municipalities; these methods, which are not always interconnected, fall in line with general administrative practices.

A total of 47 plans were studied, but the sample included several municipalities without plans. This study of planning practices reveals that the municipal authorities are indeed aware of some of the problems to be dealt with, but that in the light of the form assumed by their diagnosis, a comprehensive and general understanding of the municipality's situation cannot always be asserted.

The organizational designs follow formal patterns, in accordance with the tenets of administration, but in practice administrative action is implemented more frequently by trouble-shooting teams and problem-solving groups.

### **Deregulation in Europe: Telecommunications and Transportation**

Gunter Knieps

This paper deals with five subjects related to the reasons for the increased debate surrounding deregulation in these areas. Secondly, it discusses the arguments explaining the presence of state monopolies or the existence of detailed legislation. Mechanisms that would allow nations to continue participating transparently and within a deregulated framework are proposed. Thirdly, the communications experiences of the USA, Japan and Great Britain are examined, and the implications of these experiences for

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the deregulation of the European telecommunications market are analyzed. Finally, the problems of the transportation sector are studied and a critical evaluation of European deregulation policies is presented, together with an overview of the US experience as drawn on by the Europeans. Worthy of special note is the extensive bibliography attached to the paper which covers the areas referred to therein.