

# **New Public Management, a Key Paradigm for Reforming Public Management in Romanian Administration**

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**Abstract:** In modern society the public sector is increasingly effected by the environment in which it operates. The organization of government, the government bureaucracy, is no longer a closed system but is changing into an open system which becomes involved in continuous exchange relations with the environment. This environment includes the political system, in which political authorities operate as principals of bureaucratic agents, as well as society as a whole, in which individual citizens and their organizations operate as the consumers of the services and products provided by the bureaucrats. The external relations maintained by the bureaucrats with on the one hand the political managers and on the other hand the clients are subject to turbulent processes of change. By consequence, the 'external management of government becomes more important. This development afflicts the organizations of government (pure public organizations) as well as the institutions of non-commercial private institutions (semi-public organizations).

Citizens did not longer accept a big government which does cost large amounts of taxpayers money and does not solve the problems it is expected to solve. Citizens do also not longer accept that government organizations treat them as passive objects of public policies, instead of as active consumers, clients and even co-makers of public policies. Just as in modern society, in modern government the vertical and hierarchical command model of organization is no longer valid. This classical model is substituted by a more modern model of horizontal and democratic organization of government, in which negotiation and consultation are vehicles for decision-making (see Ostrom, 1973). Modern government is changing in reaction to the changing environment of government, i.e. modern society.

The paper contains some major changes already implemented in some OECD countries which must take place in the content of public management from the Romanian public administration.

Most of the changes and also the examples which will be presented in this paper show that there is a clear content of the next steps already defined and must became reality in our public sector. In this context the New Public Management, as it has been called by the British experts, offer a clear schedule for starting an effective reform process inside the Romanian public sector.

The paper presents and explains from a comparative perspective, what the specialists are understanding by New Public Management and what kind of similarities and differences are between their views. Anyhow, as we see in the paper there is not a unique mode of changing the system. It depends on what kind of political, social and economic environments exist in each country.