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Sustainability of Public Management in the Developing Countries: the Case of Lebanon

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Abstract

Management is the art of maximizing value from natural resources and human capital. It reflects the results of political, social, economic, and environmental policies adopted by national leaders. Far from neglecting the environmental, financial and economic matters, this research focuses upon the sustainable management of human resources in developing countries, selecting Lebanon as an example. Furthermore, instead of going deep into utopian theories, this research assumes pragmatism in highlighting the deficiencies of management in the developing countries and in recommending policies to be reviewed and possibly adopted. Managing human capital is heavily based on the leader's ability to effectively communicate and transform his/her team members into creative doers. Sustainable public management is based on healthy policies and objectives that must be diligently pursued by managers irrespective of what, in certain cases, the internal and external environment may otherwise dictate. The aim is to maximize the value produced by the available resources.

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1. Sustainability of Management in Developing Countries: The Case of Lebanon

1.1. Introduction

Managing the public sector may be compared to the director of a musical concert who demonstrates his/her art by knowing and leading every instrument, tune, and musician in his/her team. He/she is the maestro of the art. Similarly, the public management leader is the authority responsible for managing the physical, social, political, economic, and human resources of the country to reach to the optimum level of creativity and production. He/she orchestrates the tools and talents to drive the country towards development, wealth, and citizens' security at all levels. He/she is like a captain who sails the ship either to safety or to destruction often in very unfavorable and calamitous conditions impacted by internal or external events and trends.

The public management has come to rule considering open part change by professionals and scholastics alike. Some have hailed it as another worldview (Osborne and Gaebler 1992; Borins 1994; Hughes 1998). Public management changes, it is said, are a typical reaction to basic weights—open antagonistic vibe to government, contracting spending plans, and the objectives of globalization.

There are contrasting translations of what that normal reaction comprises of. In any case there is general understanding that key parts incorporate deregulation of line administration; transformation of common administration offices into unsupported organizations or endeavors; execution based responsibility, especially through contracts; and focused components, for example, contracting-out and inward markets (Aucoin 1990; Hood 1991). Different creators likewise incorporate privatization and scaling back as a component of the bundle (Ingraham 1996; Minogue 1998).

Public management enacts and applies laws, policies, and innovative techniques. It engages human doers to harvest and sustain the overall resources of the country they manage.

Whether in the short or long run, public management objectives revolves around the creation of equilibrium between the consumption and the replenishment rates of resources resulting in an ecosystem balance. Consequently, in order to effectively develop and sustain the needed management process for national growth, it is not allowed that human managers of public life in the developing countries, such as members of parliament (MPs), ministers, directors, governors, and so forth remain forcibly entrenched in the office for over 40 years, or even their entire lives, using antiquated techniques and policies. This often dictatorial and monopolizing behavior negates the foundations for the sustainability of productive management, for it blocks the way for young and innovative human managerial talents to assume public responsibilities.

The classic definition of sustainability reads: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- *The concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given; and*
- *The idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs"(Brundtland report).*

In this research sustainability relates not only to managing natural resources but also to managing the future of society as a whole, the industry, available natural resources, and the quality of human life in general. The key terms to this sustainability are: strategy, innovation, adequate tools, far-sighted vision, transforming leadership, and power to make decisions. The manager must be highly skilled and able to administer four types of capitals: (a) Human capital; (b) Financial capital; (c) environmental capital; (d) Technological capital. (Sara Parkin) Most important among them is the human capital, for "you can't do business on a dead planet" (David Brower). This human capital is the focal point of this research.

Numerous creating nations are likewise trying different things with different things on the new open administration menu. The most widely recognized activity separated from privatization and conservation—to be sure, maybe the most well-known, given the sketchy execution of these other two components—is that of

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