

Governance by Objectives

Universities between Market and Bureaucracy

Christoph Biester

Leibniz University Hanover
c.biester@ish.uni-hannover.de

6-8. November 2008
UNIVER-CITIES: TRANSLATION, LANGUAGES AND INTERNATIONALIZATION
Allicante, Spain

- 1 Introduction
- 2 Governance by Objectives
- 3 Market, Organization and Gemeinschaft: Efforts and Failures
- 4 Slide Control Model of Social Action
- 5 Conclusion and Further Questions

Introduction

state / ministry of science



University Professor

state / ministry of science



University Director

Faculty/Department (Dean)

University Professor

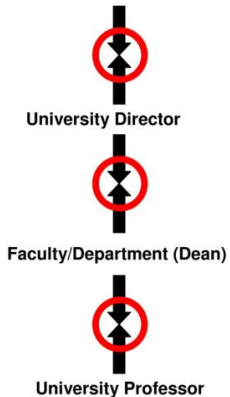
Introduction

state / ministry of science



University Professor

state / ministry of science



University Director

Faculty/Department (Dean)

University Professor

GOVERNANCE

political science

doing governance
governance
styles between
public and private
global, local,
regional
good governance

economics

institutional
settings that
govern (market)
transactions

sociology

management of
interdependent
(social) action and
actors

What are the means of coordinating social action?

GOVERNANCE

political science

doing governance
governance
styles between
public and private
global, local,
regional
good governance

economics

institutional
settings that
govern (market)
transactions

sociology

management of
interdependent
(social) action and
actors

What are the means of coordinating social action?

GOVERNANCE

political science

doing governance
governance
styles between
public and private
global, local,
regional
good governance

economics

institutional
settings that
govern (market)
transactions

sociology

management of
interdependent
(social) action and
actors

What are the means of coordinating social action?

GOVERNANCE

political science

doing governance
governance
styles between
public and private
global, local,
regional
good governance

economics

institutional
settings that
govern (market)
transactions

sociology

management of
interdependent
(social) action and
actors

What are the means of coordinating social action?

GOVERNANCE

political science

doing governance
governance
styles between
public and private
global, local,
regional
good governance

economics

institutional
settings that
govern (market)
transactions

sociology

management of
interdependent
(social) action and
actors

What are the means of coordinating social action?

coordination of social action by...

markets

- enables mutually beneficial relations
- homo oeconomicus
- unrestricted entry & exit
- variable sum game

organization

- legal based authority
- hierarchy
- disposable membership
- continuous reliability
- specific trust

gemeinschaft

- unspecific trust
- emotion

... of the coordination of social action by markets

efforts

freedom
unrestricted entry
& exit options
homo
oeconomicus

failures

moral hazard
opportunism

... of the coordination of social action by organizations

efforts

legal based
authority
hierarchy
reliability
specific trust

failures

iron cage

... of the coordination of social action by gemeinschaft

efforts

unspecific trust
personal identity
imbalance of
exchange

failures

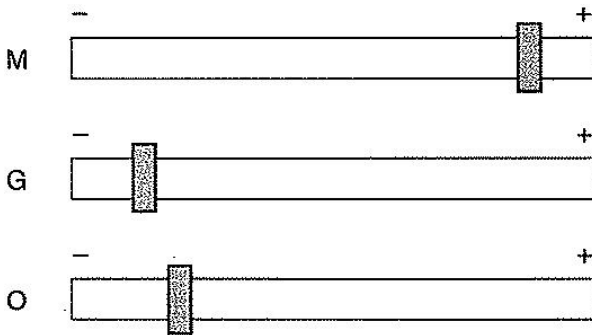
cognitive closure
peer pressure

Summary so far...

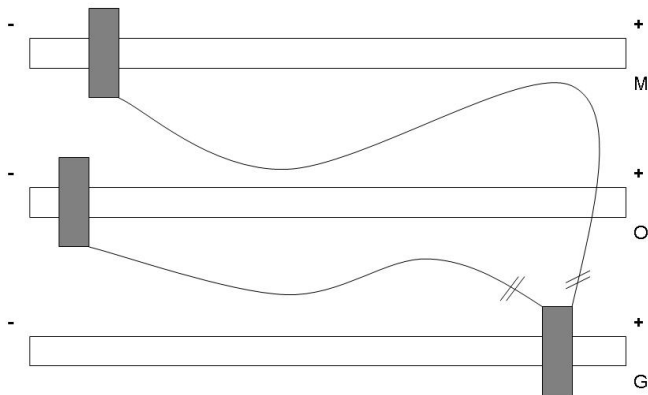
	„market“	„organization“	„Gemeinschaft“
means of coordination	unrestricted entry&exit	specific reliability	unspecific trust
actors' sovereignty			
<i>factual</i>	+	-	+
<i>time</i>	+	+	-
<i>social</i>	+	-	-
stability of the relation			
shadow of the past	-	+	+
specific effort	innovation efficient	reliability	personal identity
specific failure	opportunism	iron cage	cognitive closure

(Wiesenthal, 2005, p.250)

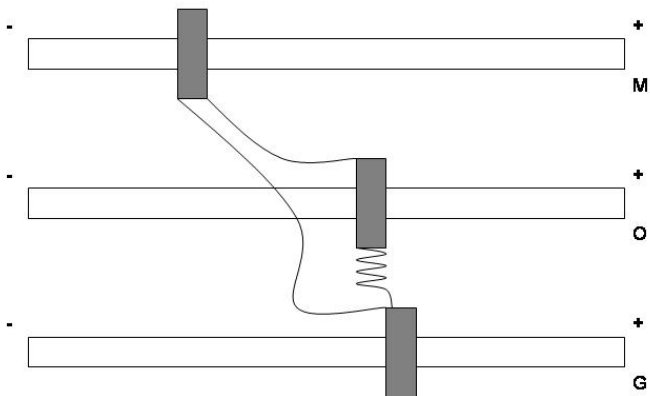
Slide control setting “purchase a car“



The old governance model



The new governance model



- Governance from a sociological perspectives focuses on the coordination of social action.
- Governance by Objectives, as Governance principle has to consider that social action is coordinated by markets, organizations and gemeinschaft.
- In the university today coordination by market and organization have been improved and gemeinschaft have been impaired.

- Performance measurement of mostly unknown knowledge is virtually impossible.
- What is good science?
- What are the unintended consequences?

Thanks a lot!

Thank you very much for your attention!

The presentation can be found on

<http://www.biester.info/>