

Editors' Notes

As we approach the next millennium, this double issue of the *Philippine Journal of Public Administration* features several articles delving on the emergence of new forms of organizational structures in a shrinking world brought about by new technologies. Some of the articles, though more focused on social realities facing the Philippines, also touch topics of global significance such as the transnational corporations and the pharmaceutical industry. Another piece deals with a significant aspect of governance, i.e. public expenditure.

Ma. Oliva Z. Domingo highlights the impact of advances in telecommunications in shaping the current forms and contexts of contemporary organizations in her article "Globalization, Organizations, and Public Administration." In view of these global changes, she argues that organizations have to continuously update themselves and adapt to the new demands of contemporary societies, thereby transforming themselves into learning organizations.

In the remarkable treatise "Public Sector Reengineering: Practice, Problems and Prospects," Danilo R. Reyes discusses the rationale, evolution, practice, bottlenecks and prospects of the reengineering fad in governance circles. He dissects numerous writings on the topic to drive home the point that like the other management trends in vogue, reengineering has its own share of strengths and weaknesses. After so much has been said and done, reengineering has made an impact on the existing management literatures, the implications of which cannot simply be discarded.

Joel V. Mangahas and Ma. Daryl L. Leyesa discuss "Improving Government Administration through TQM." Though the seminal ideas and behavioral/management practices emanated from the United States, TQM or Total Quality Management is a distinctly Japanese innovation. They argue that TQM can be applied to the government setting with equally successful results as seen in the private sector. TQM puts primacy on the client, the people, which brings back government administrators to the basic premise of the existence of government—to serve the people.

A Filipina administrator and an Australian professor, Angelina Angeles and Brian Dollery, scrutinize the Philippine government's spending pattern in their historical article "An Analysis of the Pattern of Growth of Public Expenditure in the Philippines, 1965-1995." From a theoretical presentation of possible explanations for the growth of public expenditures, the authors painstakingly elaborate on a voluminous and detailed financial statistics covering two decades of Philippine expenditure patterns. They offer various explanations for the expansion and structure of government spending.

Leonora Romblon Pedroso discusses "The Social Development Impact of TNCs in the Philippines." In this article, the author delves on the topic of globalization in a different light—globalization as a term that obscures the phenomenon of transnational corporations (TNCs) dominating the weak economies of the less developed world. Despite the much vaunted benefits of attracting foreign investments and corporations into the country, it is claimed that the host country continuously suffers from high unemployment rate and meager salaries. The article also touches on the social dimensions of employment generated by TNCs in the Philippines such as conditions in the workplace and enjoyment of other benefits offered by the TNC employers.

Policy formulation is a black box that Edna Estifania A. Co demystifies in her article "Management of Policy Formulation: The Generics Act of 1988." While the passage of the Generics Act in the Philippines is a milestone in terms of promoting the people's health, the dynamics that characterized the policy formulation process marred and diminished its actual strength. The research process, which the author/researcher herself adopted, is a major contribution to the literature on stakeholders' analysis.

Alex B. Brillantes, Jr. writes about "Global Forces and Local Governments in the Philippines: Challenges and Responses." Local governments cannot be isolated nor insulated from global events and developments. It is up to the local leadership to harness the potentials brought about by new available information technologies to their advantage. The current atmosphere facilitated by the implementation of the Local Government Code of 1991 provides the requisite backdrop for experimentation and innovation. Indeed, the next century offers vast opportunities for the development of local government units.

Finally, this issue contains two reviews of recent books of significance. The first one is written by Belinda A. Aquino, who reviews *Joseph Ejercito "Erap" Estrada: The Centennial President* written by Aprodicio A. Laquian and Eleanor Laquian. In her piece entitled "Joseph Ejercito "Erap" Estrada: The Centennial President (1998)," she criticizes the westernized Filipino scholars' myopia in telling tales of the presidential campaign without subjecting them to rigorous analytical thinking.

In the second book review, Eric S. Casiño's brief "Management and the Tao: Organization as Community" reviews Leonardo R. Silos' book *Management and the Tao: Organization as Community*. He commends the author for his significant contribution to the literature, which according to him, deserves to be pondered upon by serious Western and Asian managers, social scientists, and philosophers.