

Victoria University of Wellington



**MASTER OF PUBLIC ADMINISTRATION
(Exec)**

PADM 505

Governing by the Rules

2005 Course Outline
(First Trimester course – 24 points)

This course is co-ordinated and delivered by the Australian New Zealand School of Government (ANZSOG) of which Victoria University is a participating partner.



GOVERNING BY THE RULES

Subject Outline

Overview of the Subject

Governing by the Rules is essentially about ‘rules’, broadly defined, and their application to and by public managers. These rules may be ‘formal’ including black letter law, directives, permissions, conventions and expert judgments, and their application. These rules may be ‘informal’ and include influence, persuasion, advocacy, negotiation and ‘arm twisting’. Public managers are subject to the imposed rules from ‘above’ and also apply rules ‘below’ in the discharge of their duties. The rules in both cases can be formal or informal. Public managers must then apply the rules in a way that accords with the ‘rule of law’ but also meets accountability requirements. This calls for discretionary judgments by public managers. This discretionary aspect of ‘governing by the rules’, beyond black letter law, is a high-risk practice for public sector managers.

Once, ‘rules’ were analysed as prescribed by government authorities. In this ‘*legal/formal*’ approach, prescribed legislation would be drafted upon the assumption that these prescribed ‘rules’ would operate and would be enforceable in practice.

Today, analysis of ‘rules’ is more complex than assumed in the *legal/formal* approach, although, of course, public service practitioners must know the ‘law,’ must apply it properly, and must not break it. Three competing analytical approaches treat formal ‘rules’ as problematic either because the ‘rules’ may be of varying ‘quality (the ‘regulatory quality’ approach) dependent on interpretation (the ‘interpretive’ approach), or closely linked to the authorising environment (the ‘new institutionalism’ approach) for their prescriptive impact.

Part One: Analytical Frameworks for this subject (Topics 1, 2, 3 and 4)

The first part of our course explores these four analytical traditions:

Topic 1: The Legal / Formal approach

This formal approach to ‘rules’ focuses on the law as a prescriptive tool. It has confidence in the law, the letter of the law, compliance and enforcement of the law, legal process, legal argument and legal adjudication. If something is wrong it is probably because the law is not clearly articulated, is misapplied, subverted or poorly drafted. The ‘law’ is sound although its practice may be imperfect. Legal instruments such as constitutions, various Acts and statutes are the substance of this approach.

Topic 2: The Regulatory Quality approach

This practical approach to ‘rules’ focuses on the ‘quality’ of regulation as the following quote from Australia’s Office of Regulatory Review (ORR) demonstrates:

“Regulation, like spending and taxing’ is a fundamental policy tool used by governments. Regulations shape incentives and influence how people behave and interact, helping societies with difficult economic, social and environmental problems. Although some degree of regulation is essential for a properly functioning society and economy, regulations also impose costs.

High quality regulation is both *effective* in addressing an identified problem and *efficient* in terms of minimising necessary compliance and other costs imposed on the community. The best regulations achieve their objectives and at the same time deliver the greatest net benefit for the community. By contrast, poor quality regulation may not achieve its objectives and can impose unnecessary costs, impede innovation or create unnecessary barriers to trade, investment and economic efficiency.”

In this approach, regulation is taken as a given; what caused it to come about is not considered. By contrast, the third and fourth approaches aim to explain the antecedents to regulation and the law.

Topic 3: The Interpretive approach

These analysts have grown weary of the ‘positivism’ assumed in ‘*institutional*’ approaches, although they still value traditional institutional meanings given to ‘rules’. However, it is the interpretation of these traditions through beliefs, narratives and dilemmas that now dominate the work of the interpretive approach. The interpretive approach ranges from reformed institutionalists, to network analysts to post-modernists arguing for deliberative democracy. They all have in common a desire to explain current practices in terms of their deeper meaning. Their academic frameworks vary however, from political science, post structuralism, sociological and/or linguistic perspectives

Topic 4: The New Institutionalism approach

Emerging out of transaction cost economics and public choice theory, the New Institutionalism sees rules as co-operative behaviours undertaken through institutional forms that exist because the cost of violating these rules by the individual is too high. According to North (1990) *Institutions, Institutional Change and Economic Performance* New York, Cambridge, rules may be broken down into formal rules (statute law, common law, regulations), informal constraints (conventions, norms of behaviour, and self-imposed codes of conduct), and the enforcement characteristics of both. North’s framework thus equates with the notion of rules authorised from above and then applied or enforced below. The New Institutionalism contains diverse origins ranging from mild versions using market or non-market concepts, to public choice, to various forms of rational choice analysis including game theory and quite complex mathematical formulae. They all have in common that they seek logical constructs drawn from economics and mathematics to explain institutions and rules.

Part Two: Risk, uncertainty and the institutional void (Topic 5)

Two of the above approaches (the ‘third’ and ‘fourth’) collapse ‘institutions’ but institutions are where practitioner public servants work. The new levels of uncertainty within the public service are a reflection of uncertainty and loss of meaning in the society more broadly. We live in a risk society and public managers must manage risk everyday in their work. However, the structure of many public sector organisations – hierarchical, multiple layers of accountability etc – rarely provide realistic support for risk taking. Most public sector managers work in risk adverse organisations. This fundamental challenge of risk management has made risk analysis necessary and popular in public sector organisations to the point where Power (2004) argues that we try to risk manage everything.

There is no doubt that risk management is prevalent and that risk is everywhere but what is new is that the level of uncertainty is creating an institutional void. Hajer (2004) writes that we are trying to do ‘policy’ without ‘polity’, where there are no generally accepted rules or norms. If this is true, practitioners may turn away from rules – formal and informal - and turn to reputation and risk management, coping with uncertainty by strengthening internal institutional processes of risk management.

Part Three: The Case Method (Topic 6)

Each day of the subject is an extended conversation about ‘rules’ and the governing of them. This conversation ranges over different daily themes and contexts. A special feature is the culmination of each day in a case method discussion of the theme for the day.

Part Four: The practical context (Topics 7 – 22)

To prove or disprove this argument, that the dominant feature of governing by the rules is risk, uncertainty and an institutional void, we need a thorough study of diverse practical contexts. We need to test our argument case by case, examining:

- **The legal / formal rules and uncertainty (Topics 7, 11, 15, and 20)**
In particular, examining the role and impact of the formal rules that are imposed on public managers from ‘above’. This will include: the origins and structure of government, constitutional frameworks, legislation, separation of powers, courts and tribunals, international laws and frameworks, intergovernmental frameworks, administrative arrangements, and the concept of the rule of law.
- **Informal rules and their limits (Topics 8, 12, 16 and 21)**
The informal or unwritten rules that apply to managers from ‘above’. This will include Cabinet and its conventions, relations between the legislature and the executive branches of government conventions, relations with ministers and their advisers.
- **The risk, uncertainty and institutional void in each diverse context (Syndicate work and Topic 17)**
This applies especially the interpretation and application of rules by managers in the discharge of their duties including the uncertainty faced and risks apparent. This will focus on the role of the manager in decision-making, and in administering, advising upon and formulating regulation as an instrument of public policy.
- **The ethical implications (Topics 9, 13, 18 and 22)**

In particular, an analysis of the discretionary capacity of public managers where no rules appear to apply. This will include a consideration of the ethical dimensions of this area of decision – making and the role of codes of conduct,

- **The international comparisons (Topic 10, 14, 19)**
The comparisons that may inform current practice and demonstrate alternative approaches to similar international and comparative challenges.

The Daily Program

The program has a modular theme for each day. These themes allow us to study 'rules' in diverse practical contexts. They are contemporary topics in the five ANZSOG jurisdictions.

Day One - The theme for the first day is *Human Rights*. This is used to contextualise the four approaches, to demonstrate that no one approach to Governing by the Rules is sufficient. It is also a very useful topic to display the legal/formal, regulatory management and explanatory approaches of interpretive analysis and public choice.

Day Two – The theme for the second day is governing by the rules in the area of *law and constitution*. This has been chosen as an example of governing by the rules in the area of law and constitution.

Day Three - The theme for the third day is *Health Practice and Performance*.

Day Four - The theme for the fourth day is *executive government*. *The relationship between ministers, ministerial advisers and public servants* has been chosen as an example of governing by the rules in the area of executive government.

Day Five - The theme for the fifth day is *Public Sector Corporate Governance*.

Educational format

This subject will be taught intensively from Monday to Friday. It will utilise a variety of educational formats, including case studies and case method teaching, small group discussions, exercises and speaker panels and syndicate presentations. The program involves a lot of participation by students, which in turn means that it is important for students to read and prepare cases.

The teaching framework of *Governing by the Rules* is diverse, ranging through instruction by a presenter, syndicate group work and case analysis. An important distinction in this subject is between ‘case study’ and ‘case method’. Case study is what you are familiar with from other EMPA subjects and involves points to be drawn out of case material. This case study approach is used in a number of topics about ethical and international aspects throughout the week. The Case method is different, a tutorial equivalent with a focus on participant analysis and self-expression. The Case method is used every day, except Friday.

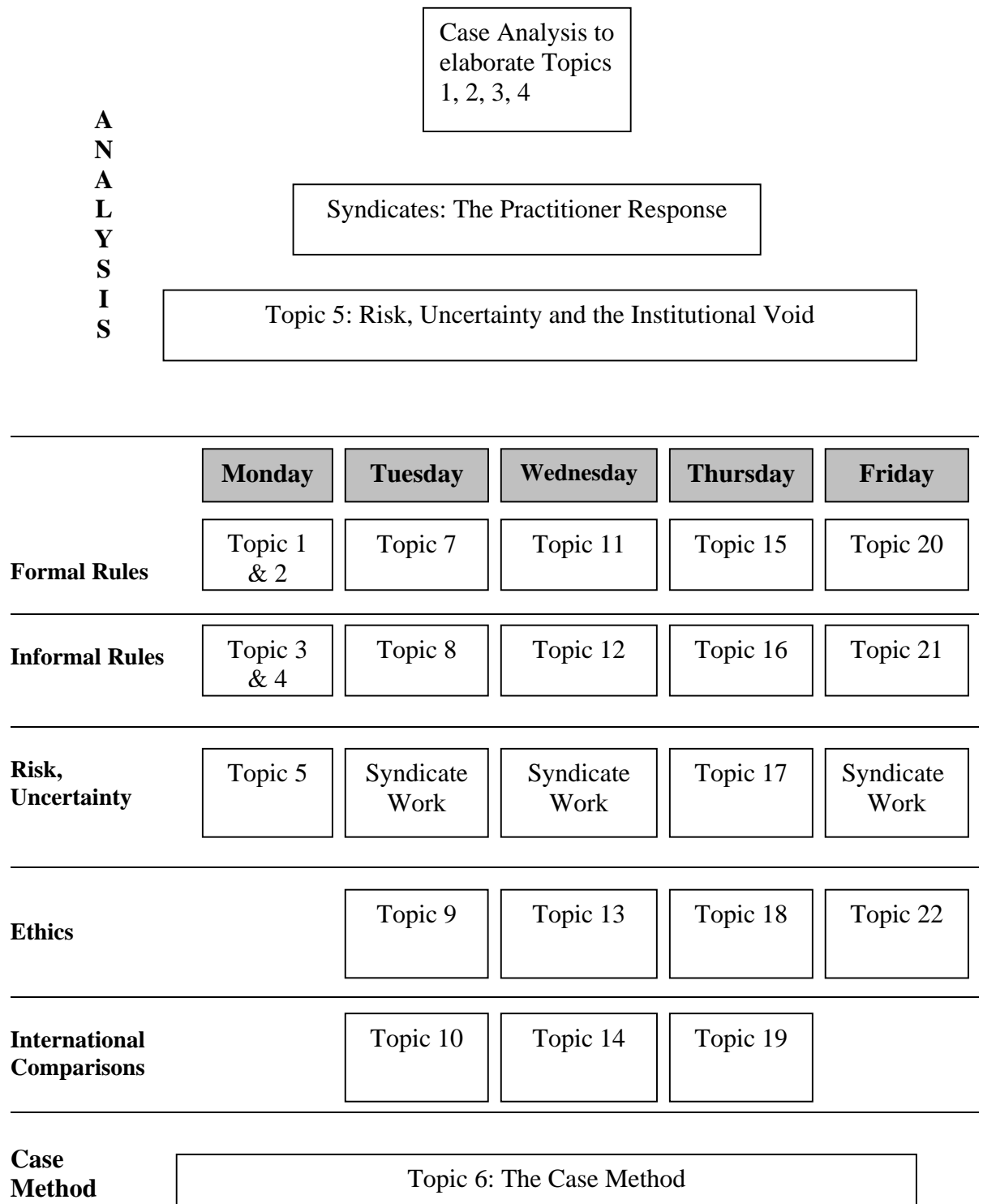
Subject Outcomes

The subject seeks to provide participants with a guide to formal and legal rules, information practices and the associated risks and ethical considerations, which arise in governing in an age of uncertainty. To do this, the course will ensure that participants:

- Understand the idea of the rule of law as socially constructed and the limits of formal rules
- Understand the regulatory frameworks and informal practices operating in diverse practical contexts
- Can analyse ‘rules’ – formal and informal - to assess their salience and can manage risks associated with uncertainty
- Will behave ethically in all rule-making situations
- Will be able to apply complex theories of rules in five jurisdictions
- Understand relationships between public managers and
 - (i) Other publics
 - (ii) The political executive,
 - (iii) Key players in the political environment and
 - (iv) Other key stakeholders

in terms of governing by the rules.

Figure 1: Diagrammatic Overview of Subject



Topic List

Topic 1: The Legal/Formal approach

Topic 2: The Regulatory Quality approach

Topic 3: The Interpretive approach

Topic 4: The New Institutionalism approach

Topic 5: Risk, uncertainty and the institutional void

Topic 6: The Case Method

Topic 7: Formal rules and uncertainty in indigenous land law

Topic 8: Informal rules and the authorising environment in indigenous land law

Topic 9: Ethics in indigenous land law

Topic 10: International case study on indigenous land law

Topic 11: Formal rules and uncertainty in health practice performance

Topic 12: Informal rules and the authorising environment in health practice and performance

Topic 13: Ethics in health practice and performance

Topic 14: International case study in health practice and performance

Topic 15: Formal rules and uncertainty in executive government

Topic 16: Informal rules and the authorising environment in executive government

Topic 17: Risk, uncertainty and the institutional void in executive government

Topic 18: Ethics in executive government

Topic 19: International case study on executive government

Topic 20: Formal rules and uncertainty in public sector corporate governance

Topic 21: Informal rules and the authorising environment in public sector corporate governance

Topic 22: Ethics in Public Sector Corporate Governance

Assessment Requirements

			Canberra	Sydney
(1) First individual assignment	500 words	15%	Mon 14 March 5.00pm	Tues 29 March 5.00pm
(2) Second individual assignment	4000 words	55%	Mon 18 April 5.00pm	Mon 2 May 5.00pm
(3) Self assessment	100 words	15%	Fri 4 March 5.00pm	Fri 18 Mar 5.00pm
(4) Syndicate assignment	3 x 500 words = 1500 words	15%	Thurs 24 March 5.00pm	Mon 11 April 5.00pm

Assessment Tasks

(1) First Individual Assignment

Reading: National Guideline Clearing House
www.guidelines.gov

Task: Guidelines are developed to guide practice. Imagine you are a practitioner working in one of our themes. Drawing on the case method discussion, present some guidelines for governing by the rules on that theme.

Details: In formulating guidelines, the analyst should do the following:

- document the purpose for which the guidelines are to be developed;
- describe the context for which the guidelines are to be used;
- identify situations where any recommendations might not apply;
- detail the probable outcomes;
- ensure that the guidelines are comprehensive and flexible;
- describe the support services that may be required for each element of the guidelines;
- include information, for decision makers and stakeholders, on any special program requirement;
- compare the costs associated with the various options;
- provide a statement of the evidence on which the guidelines were developed and clearly specify the level, quality, relevance and strength of the evidence on which the recommendations are based;
- document the uncertainty associated with any conclusions; and
- document the economic appraisals used in formulating the guidelines.

Length: 500 words

Marks: 15%

(2) Second Individual Assignment

Task:

This is your main assignment. It is to be written in one of our five topics – human rights, indigenous land law, health practice and performance, executive government or public sector corporate governance.

The main challenge of the assignment is to achieve the highest-level analysis possible. Place less emphasis on description and historical surveys and more emphasis on explanation.

There are four explanatory frameworks presented in class – the legal / formal approach, regulatory approach, interpretive approach and New Institutionalism approach. The analytical task in this assignment is to address the content by way of an argument between two of these approaches as each tries to convince it has the best explanation for the content area.

The assignment is based on academic conventions, thoroughly researched and with acknowledged sources.

Length: 4000 words

Marks: 55%

(3) Self-Assessment

Task: There will be a case method discussion at the end of each day except Friday. Your task is to assess your own level of participation in the four case discussions, using the form on the next page.

Details:

The four Case Method Cases for Case Discussion are:

1) Human Rights

Case: “Testing the Reach of International Law: The Effort to Extradite General Pinochet to Spain”

2) Indigenous Land Law

New South Wales Land Council (2003) *Investigation Report*

3) Health Practice and Performance

Adverse events at Camden and Campbelltown hospitals and the New South Wales Government response.

4) Executive Government

The Hutton Inquiry

Length: 500 words in total

Marks: 15%

Class Contribution Self-Assessment Form

page 1 of 3

Name: _____

Please rate your class contribution for each case by marking yourself using the following scale. For comparison purposes the class average could be expected to be in the mid-60s range.

Scoring

00	Absent without prearrangement
01-50	No constructive interaction with professor or classmates, negative/impeding interaction
51-64	Minimal contribution, raised hand, made a comment, asked a question, have an opinion
65-74	Added in one or two facts, asked a pertinent question, engaged minimally in discussion
75-84	Added several clarifications, asked insightful questions, engaged in meaningful debate
85-100	Provided numerous examples of integration, synthesis, counterpoints, contributions

Monday - Case Method 1 – Human Rights**Score:** _____**Comments:**

Tuesday - Case Method 2 - Indigenous Land Law

Score: _____

Comments:

Wednesday - Case Method 3 - Health Practice and Performance

Score: _____

Comments:

Thursday - Case Method 4 - Executive Government

Score: _____

Comments:

(4) Syndicate Assessment

Task: The assessment relates to three syndicate sessions. These syndicate sessions are:

- Tuesday (12.00 – 1.00) - Risk, Uncertainty and the Institutional Void in Indigenous Land Law
- Wednesday (12.00 – 1.00) - Risk, Uncertainty and the Institutional Void in Health Practice and Performance.
- Friday (10.15 – 11.15) - Risk, Uncertainty and the Institutional Void in Public Sector Corporate Governance.

Your task for syndicate assessment is to build on the materials developed in the syndicate sessions.

You are undertaking an analysis. You will analyse the formal rules, then the informal rules and then determine what integrity the relevant institutions have. After that, the task is to simulate the risk calculations made by practitioners and affected parties. This analysis will be a group submission by the syndicate.

One analysis will be done for each of the three sessions. Syndicate groups should specialise in each of these sessions using three of the four approaches: formal/legal, regulatory quality, interpretive, and new institutionalism.

Length: 3 x 500 words = 1500 words in total

Marks: 15%

Reading Priorities

This reading pack contains a significant amount of reading for you to do.

We would like you to read as thoroughly as you can before the program, but we also recognise that there is a lot to get through. We suggest the following *priority order* for the reading.

1st

You will need to read the chapters presenting the four analytical theories. You are asked to apply two of four theories to your **second individual assignment**.

The Legal/Formal approach – represented by Charlesworth (2002).
Reading to be found behind cover sheet for Monday, 9.30am session.

The Regulatory Management approach – represented by Argy and Johnson (2003). Reading to be found behind cover sheet for Monday, 11.00am session.

The interpretive approach – represented by Bevir, Rhodes and Weller (2003). Reading to be found behind cover sheet for Monday, 1.45pm session.

The New Institutionalism approach – represented by North (1991). Reading to be found behind cover sheet for Monday, 11.00am session.

It is very important that you read these last two readings. They will be analysed in a syndicate group where your participation is essential.

2nd

You will need to become familiar with the issue of ‘risk’, ‘risk management’ and the claim practitioners have with risk. This will help your **second individual assignment** and your **syndicate activities** - represented by Power (2004). Reading to be found behind cover sheet for Monday, 4.15pm session.

To complete the analytical feedback loop, you will need to consider the relationship between rules, risks and institutions - represented by Hajer (2003). Reading to be found behind cover sheet for Monday, 4.15pm session.

It is very important that you read these two articles as you will be required to analyse content in syndicate work from the perspective of risk, uncertainty and the institutional void as presented in these two works.

3rd

You will need to become familiar with the construction of practice guidelines. This will help you with your **first individual assignment**.

Explore the web pages at the “National Guideline Clearing House”, www.guideline.gov for some background on this.

4th

Other readings for assigned topics that will focus on the themes for the modules. These readings are listed on the relevant cover sheets. In particular please ensure that you read the materials for the case method exercise held each day

Electronic Resources

These are general resources some students may wish to refer to for interest or further research.

1. Australian Public Policy Online
www.apo.org.au
2. Australian Public Service Commission
www.apsc.gov.au
3. Association for Public Policy Analysis and Management (US association of public policy researches, analysts and educators)
<http://www.appam.org/index.shtml>
4. The Brookings Institution (major US think tank):
<http://www.ips.org.sg/>
5. Institute of Policy Studies, Singapore:
<http://www.ips.org.sg/>
6. OECD Public Management (the OECD's public policy and management organisation)
<http://www.oecd.org/puma>
7. Office of Management and Budget / USA
www.whitehouse.gov
8. Policy Library (a social, economic and foreign policy resource with international links)
<http://www.policylibrary.com/index.html>
9. Public Policy Forum / Canada
www.ppforum.com
10. Public-Policy.org (US clearing house for policy issues, including international)
<http://www.public-policy.org/web.public-policy.org/index.php>
11. SSC (NZ State Services Commission)
www.ssc.govt.nz/
12. United Kingdom Cabinet Office/Policy Hub
www.policyhub.gov.uk

About the Subject Leader Dr Randal G Stewart

Dr. Randal G. Stewart is a policy scientist with an extensive background in public policy, public affairs and strategic planning.

His key areas of expertise are in policy formulation, institutional design, policy and issues management and selected policy areas such as industrial policy, economic policy and regional development. He is an expert in regulatory issues.

He completed a PhD at the Australian National University in 1987 after graduating with First Class Honours in Arts from the University of Queensland. Stewart is the author/editor of eight books and thirty scholarly articles on policy issues. A recent book is a book called “Public Policy – Strategy and Accountability” (1999) and an edited collection called Government and Business Relations In Australia (1994). In 1996 a second edition of his co-authored textbook Politics One was published.

In 1991 he was awarded a senior Fulbright award to study in the United States of America and has held senior positions in the Economics Faculty at the University of Sydney.

Stewart has extensive experience in overseas policy environments having undertaken work in Korea and the United States on comparative industrial policy in recent years. He has been Visiting Fellow at the University of California, Berkeley and at George Washington University in Washington D.C.

Stewart is an experienced executive trainer with an excellent record of exemplary evaluations and he is frequently asked to develop specific programs for government agencies all over Australia. He is much sought after as a consultant and strategic planner.

Book Publications

1. STEWART, R.G. 1999 Public Policy – Strategy and Accountability, Macmillan.
2. STEWART, R.G. and Ward, I. 1996 Politics One, Second Edition. Macmillan.
3. STEWART, R.G. ed., 1994 Government and Business Relations in Australia, Sydney, Allen and Unwin.
4. STEWART, R.G. 1992. Coffee - The Political Economy of an Export Industry in Papua New Guinea. Boulder Col: Westview Press.
5. STEWART, R.G. and Ward, I. 1992. Politics One, Macmillan.
6. Jennett, C. and STEWART, R.G. eds. 1990. Hawke and Australian Public Policy - Consensus and Restructuring, Macmillan.
7. Jennett C. and STEWART, R.G. eds. 1989. Politics of the Future - The Role of Social Movements, Macmillan.
8. Jennett, C. and STEWART, R.G. eds. 1987. Three Worlds of Inequality - Race, Class and Gender, Macmillan.

Timetable

Monday

Basic concepts and frameworks using Human Rights to illustrate the four approaches 1) Legal/Formal 2) Regulatory Management 3) The Interpretive Approach 4) New Institutionalism

Time	Session
10.00 -10.30	Registration
10.30 – 11.00	Introduction to the Subject (Stewart)
11.00 – 12.00	Governing by the Rules from a Legal/ Formal approach (Topic 1)
12.00 – 12.10	<i>Stretch break (and snack)</i>
12.10 – 1.40	Governing by the Rules from a Regulatory Quality approach (Topic 2)
1.40 – 2.30	<i>Lunch</i>
2.30- 3.15	Syndicate work Governing by the Rules from an Interpretive approach (Topic 3) Governing by the Rules from a New Institutionalism approach (Topic 4)
3.15 – 3.45	Syndicates report back
3.45- 4.15	<i>Afternoon Tea</i>
4.15 – 5.45	Risk, Uncertainty and the Institutional Void (Topic 5)
5.45 – 6.45	Case Method discussion(Topic 6) Human Rights
6.45 – 7.00	<i>Buses to Rydges Hotel</i>
7.00 – 8.00	<i>Dinner</i>

Tuesday

Law and Constitution – Indigenous Land Law

Time	Session
8.30 – 10.30	Formal Rules and Uncertainty in Indigenous land law (Topic 7)
10.30 – 11.00	<i>Morning Tea</i>
11.00 – 12.00	Informal Rules and the Authorising environment in Indigenous land law (Topic 8)
12.00 – 1.00	Syndicate Work Analysis of Risk, Uncertainty and the Institutional Void in Indigenous Land Law
1.00 – 1.45	<i>Lunch</i>
1.45 – 2.30	Syndicates report back
2.30 – 3.30	Ethics in Indigenous land law (Topic 9)
3.30 – 4.15	International Case Study on Indigenous land law (Topic 10)
4.15 – 4.45	<i>Afternoon Tea</i>
4.45 – 7.00	Syndicates: Case Method preparation Indigenous land law.
7.00 – 8.00	<i>Dinner</i>
8.00 – 9.00	Case Method discussion(Topic 6) (2 streams) Indigenous land law

Wednesday

Health Practice and Performance

Time	Session
8.30 – 10.30	Formal Rules and uncertainty in health practice performance (Topic 11)
10.30 – 11.00	<i>Morning Tea</i>
11.00 – 12.00	Informal Rules and the Authorising environment in health practice and performance (Topic 12)
12.00 – 1.00	Syndicate Work Analysis of Risk, Uncertainty and the institutional Void in health practice and performance
1.00 – 1.45	<i>Lunch</i>
1.45 – 2.30	Syndicates report back
2.30 – 3.30	Ethics in health practice and performance (Topic 13)
3.30 – 4.15	International Case Study in health practice and performance (Topic 14)
4.15 – 4.45	<i>Afternoon Tea</i>
4.45 – 7.00	Syndicates: Case Method preparation Health Practice and Performance
7.00 – 8.00	<i>Dinner</i>
8.00 – 9.00	Case Method discussion(Topic 6) (2 streams) Health practice and performance

Thursday

Executive Government - the relationship between ministers, ministerial advisers and public servants

Time	Session
8.30- 10.30	Formal Rules and Uncertainty in Executive Government (Topic 15)
10.30 – 11.00	<i>Morning tea</i>
11.00 – 12.00	Informal rules and the Authorising environment in Executive Government (Topic 16)
12.00 – 1.00	Risk, Uncertainty and the institutional void in Executive Government (Topic17)
1.00 – 2.00	<i>Lunch</i>
2.00 – 3.00	Ethics in Executive Government (Topic 18)
3.00 – 4.00	International case study on executive government (Topic 19)
4.00 – 4.30	<i>Afternoon tea</i>
4.30 – 5.30	Syndicates: Case Method preparation Executive government
5.30 – 6.30	Case Method discussion(Topic 6) (2 streams) Executive government
6.30	<i>Free Evening</i>

Friday

Public Sector Corporate Governance

Time	Session
8.00 – 9.00	Formal Rules and Uncertainty in Public Sector Corporate Governance (Topic 20)
9.00 – 10.00	Informal Rules and the Authorising environment in Public Sector Corporate Governance (Topic 21)
10.00 – 10.15	<i>Morning tea</i>
10.15– 11.15	Syndicate Work Analysis of Risk, Uncertainty and the Institutional Void in Public Sector Corporate Governance
11.15– 12.00	Syndicates report back
12.00 – 12.10	<i>Break</i>
12.10 – 1.00	Ethics in Public Sector Corporate Governance (Topic 22)
1.00 – 1.30	Subject conclusion/overview
1.30-1.45	Participant evaluations
1.45	<i>Finish</i>

NB A boxed lunch will be provided at the finish so that students can leave for the airport.