



Subject outline

Overview of the subject

This subject, the first in the EMPA, focuses on the essential management task of delivering value to the public. It is squarely based on the recognition that although it is possible to draw on concepts and methods from the private sector, public sector management is *different* in important respects. This involves neither rejection nor uncritical imitation of business techniques, but rather *adapting* them to take account of the differences.

The subject is loosely based on a strategic framework which conceptualises public sector management in terms of three different sets of factors, providing categories within which contending views of value, strategy and service delivery can be explored, drawing on a variety of theoretical perspectives. Each category is a public sector analogue of factors in play in the private sector:

1. the *value* created by the organisation (conceived more broadly than the products delivered by private companies, to include public as well as private value);
2. the *authorising environment* surrounding the organisation, that is, the political environment of formal and informal stakeholders who can give or withhold 'permission' and resources for what the organisation is doing, which is different from the market environment facing private firms;
3. the *operational capabilities* utilised in creating or delivering value, many of which are external to the organisation, with the manager having only shared or indirect authority over them. These capabilities can be analysed through the notion of the 'public value chain', encompassing all of the capabilities (both internal and external) available to managers for achieving outcomes in the public sector.

The first day and a half of the program (Sunday and Monday) canvas different ways of thinking about these issues in an overall strategic sense, then the following three days (Tuesday to Thursday) zero in on the operational capabilities, considering both internal and external ones. Here the aim is to provide an expansive view of the means for delivering public value. The subject goes beyond the assumptions of the traditional bureaucratic, managerialist and contractualist models of the last two decades, by positing a broader variety of ways of creating public value than simply internal production or external contractors, and a broader set of motivations for people to do so than simply money or punishment. The final day (Friday) brings these concepts together in a wider concept of public value-creation.

Figure 1 (below) sets out a diagrammatic overview of the subject topics.

Subject objectives

The objectives of this subject are that students will:

1. appreciate the different kinds of value created by public sector organizations for citizens and clients;
2. understand how the political environment affects organizational objectives;
3. be aware of the various kinds of operational capabilities available to public sector managers, and how they can be mobilized;
4. know how to recognize problems from symptoms, identify opportunities for action and manage risks in delivering value to the community;
5. enhance their skills in people and knowledge management, contracting, partnering and inter-organisational collaboration in the public sector;
6. be able to think strategically about delivering public value.

Educational format

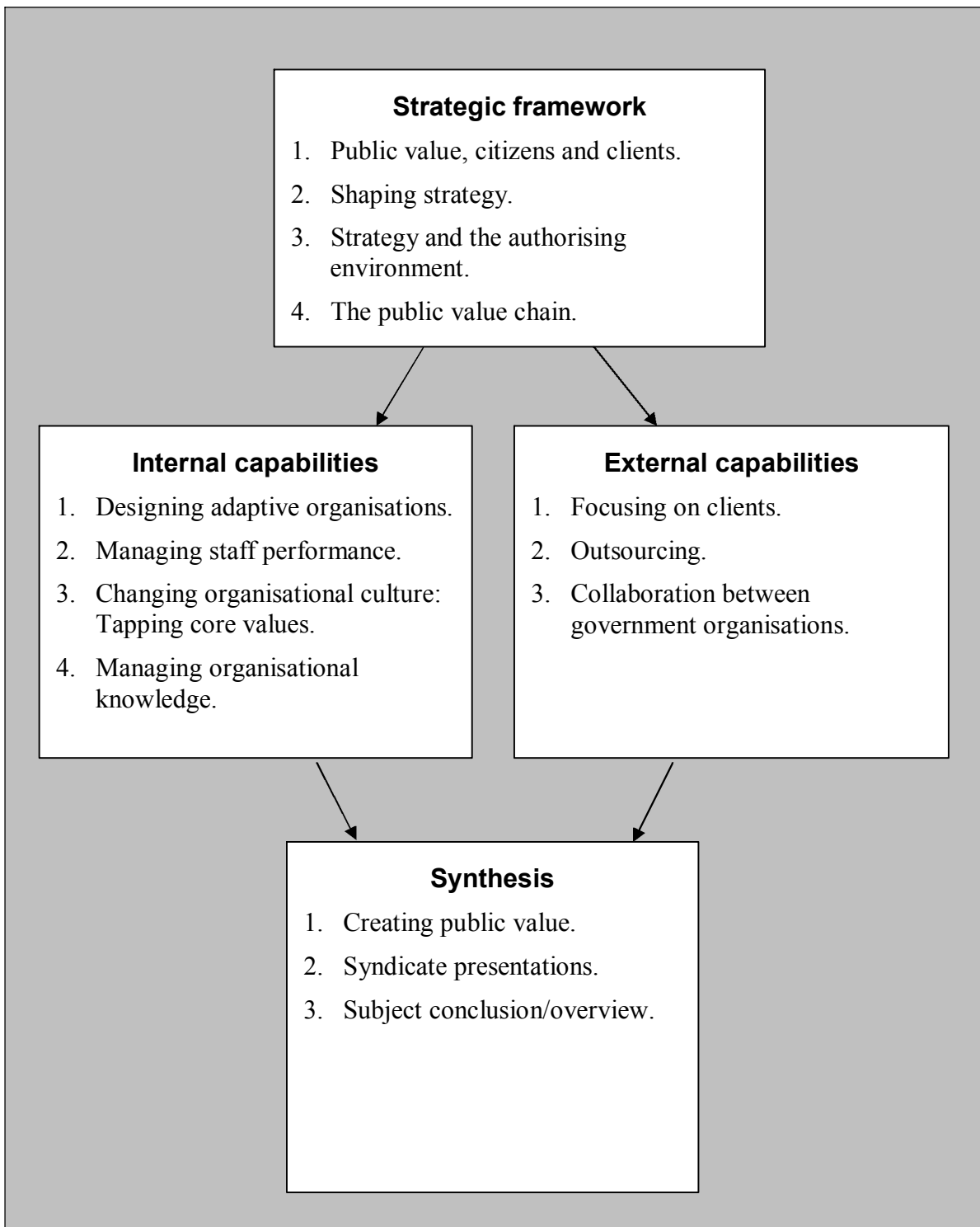
The subject will be taught intensively from Sunday, 4 February to Friday 9 February. It will utilise a variety of educational formats, including case study teaching, small group discussions, exercises and role plays, speaker panels and syndicate presentations. The program involves a lot of participation by students, which in turn means that it is important for students to read and prepare set cases and exercises.

Assessment requirements

(see details later in this Reading Pack)

Task	Length	Marks	Due date
First individual assignment	1000 words	20%	4 February
Second individual assignment	2000 words	40%	19 March
Syndicate assignment (2 parts):			
• Presentation	(15 mins + questions)	10%	9 February
• Written report	4000 words	30%	5 March

Figure 1: Diagrammatic overview of subject



Streams, syndicates and project teams

To maximise cross-cohort engagement and networking, each student will be in two types of streams and two types of small groups, as follows:

Streams

In addition to plenary sessions involving the entire cohort, there will be two streams of 60+ each. These will be denoted alphabetically, as Streams 1 and 2.

Syndicates and project teams

All small groups will comprise 5 or 6 students. Each student will be a member of two types of groups, mixed differently:

1. ***Syndicates*** will meet at times scheduled in the timetable, and work on preparation tasks for specific sessions, such as case questions. They will be mixed between jurisdictions, agency types, occupations and genders.
2. ***Project teams*** will meet as agreed among their members during the program, and will work on developing the presentations to be made on the morning of Friday, 9 February, as well as on the project assignment after the one-week intensive. Project teams will also have a mixture of diverse types. In particular, they will be designed so that, after the intensive week, they operate on a virtual basis, i.e. they are spread across multiple jurisdictions.

Notification

You will be notified of your streams, syndicates and project teams upon arrival at the program on Sunday, 4 February.

DELIVERING PUBLIC VALUE

Assessment tasks

First individual assignment

Reading: J. Alford, 'Defining the Client in the Public Sector: A Social Exchange Perspective,' *Public Administration Review*, 62(3), 2002, 337-346.*

O. Hughes, *Public Management and Administration: An Introduction*, MacMillan, 3rd edition, 2003, 71-80.*

(* Provided with reading pack.)

Task: Consider the organisational unit or program for which you are responsible, or in which you work. (The scope of your program or unit should be defined so that it is of a scale small enough to be manageable as a focus of investigation, but large enough to be interesting.) Utilising concepts from the reading, *analyse what types of value the unit/program is responsible for providing, and who 'consumes' that value*. In your analysis, take account of both public and private value.

Length: 1000 words, typed on A4, double-spaced, with ample margins.

Date due: Sunday, 4 February, at registration.

Marks: 20%

Second individual assignment

Task: Revisit the organisational unit or program you considered for the first individual assignment. Utilising relevant concepts from the course, *analyse the organisational (i.e. internal) capabilities* of that unit/program, including but not necessarily limited to:

- structure: where the unit/program sits in the larger organisation, as well as how it is structured internally;
- technology (broadly defined);
- skills; and
- culture, in particular the core values and beliefs which seem to prevail among staff in the unit/program.

Consider the extent to which these organisational capabilities are the right ones for the value the unit/program is responsible for providing, and suggest ways any misalignments might be addressed.

Length: 2000 words, typed on A4, double-spaced, with ample margins.

Date due: Monday, 19 March, by 5 pm.

Marks: 40%

Syndicate assignment

The syndicate assignment has two parts, the first to be completed during the one-week intensive program, the other afterwards.

Part 1: Strategy presentation

Task: On arrival at the program, you will be provided with material setting out a situation for a particular organisation. Utilising relevant concepts from the course, each syndicate is to prepare and deliver a concise presentation putting forward a proposed strategy, assessing its pros and cons against other options. The audience will comprise at least one senior public servant and one academic.

Length: Up to 15 minutes for presentation (5-7 projector slides,* with dot points in legibly large type); 25 minutes for questioning by audience. It is anticipated that 2 or 3 members of the syndicate will do the presentation, while the whole syndicate will deal with the questions.

(*NB Slides not compulsory).

Maximum total time: 40 minutes.

Date due: Friday, 9 February, in scheduled presentation sessions.
(N.B. Each syndicate will also do a trial presentation on Wednesday afternoon.)

Marks: 10%

Part 2: Strategy justification

Task: Utilising *relevant* concepts from the course, provide a critical theoretical analysis of and rationale for your recommended strategy. Be careful to focus only on those concepts which are relevant.

Length: 4000 words, typed on A4, double-spaced, with ample margins.

Date due: Monday, 5 March, by 5 pm.

Marks: 30%