

School of Government

PADM 501
DELIVERING PUBLIC VALUE
(24 POINTS)

Trimester One 2009

COURSE OUTLINE

CONTACT DETAILS

Victoria University of Wellington

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Course Dates, Times and Location

Residential course in Melbourne. .

Sunday 1st February – Friday 6th February 2009 inclusive.

Location and class times to be advised by ANZSOG.

Withdrawal Dates

Withdrawal notice must be in writing to School of Government, Victoria University of Wellington. Ceasing to attend or verbally advising a member of staff will not be accepted as notice of withdrawal.

Course Objectives, Course Content, Expected Workload, Group Work, Readings, Materials and Equipment, Assessment Requirements, Penalties, Mandatory Course Requirements, Communication of Additional Information

Refer to the subject outline supplied by ANZSOG.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) – FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours, call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) – FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building on the ground floor (EA 005). This counter is the first point of contact for:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours, call the Student and Academic Services Office on (04) 463 5376.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine www.turnitin.com. Turnitin is an online plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting mis-referencing, misquotation, and the inclusion of unattributed material, which

may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied. See the Victoria University Calendar or go to www.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca, under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria University and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at www.victoria.ac.nz/home/studying/plagiarism.html

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria University. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or telephone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or telephone (04) 463 5842.

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 morning (Friday) brings these concepts back together by canvassing 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 organisations for citizens and clients;
2. understand how the political environment affects organisational objectives;
3. be aware of the various kinds of operational capabilities available to public sector managers, and how they can be mobilised;
4. know how to recognise 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

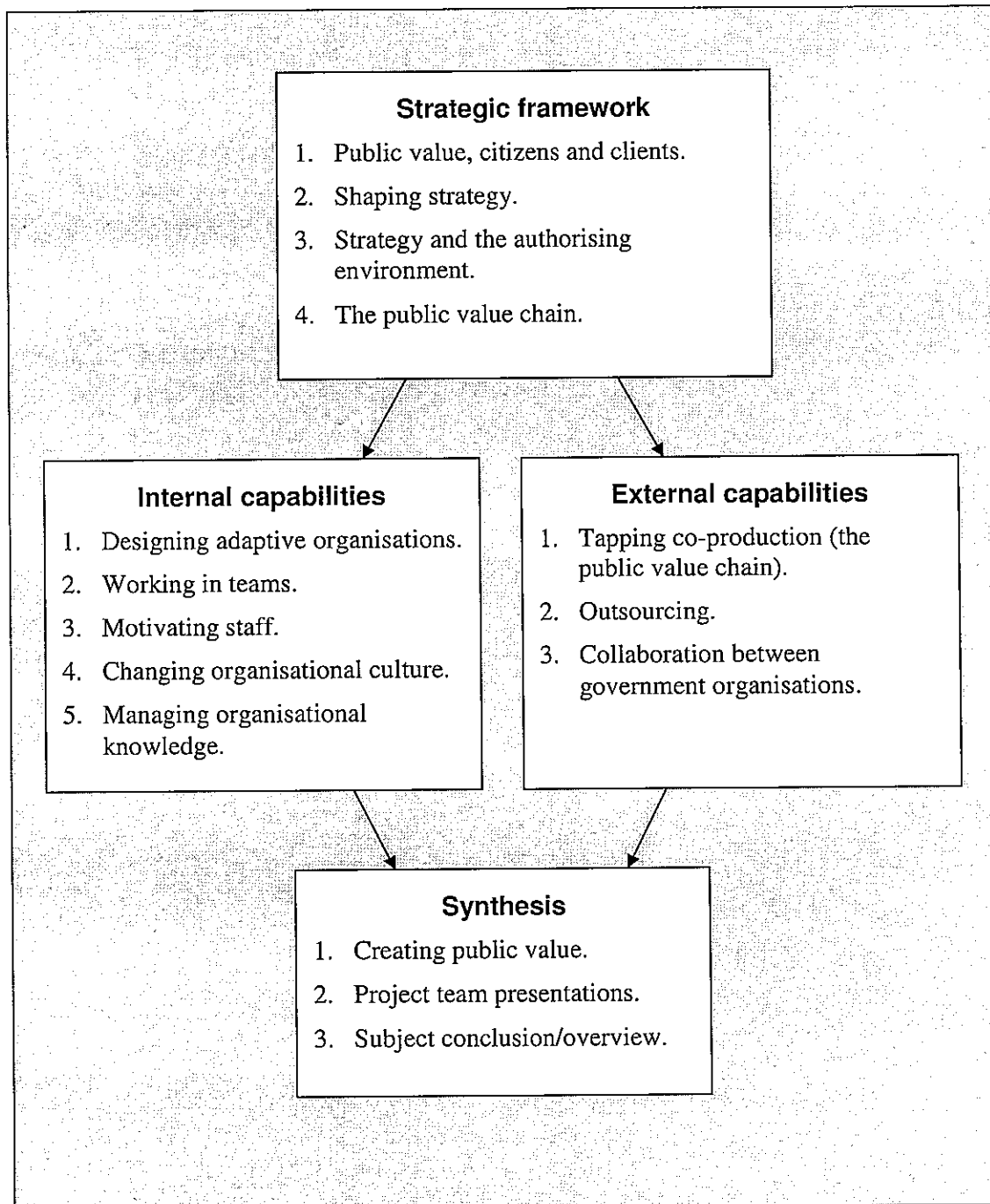
The subject will be taught intensively from Sunday, 1 February to Friday 6 February. It will utilise a variety of educational formats, including case study teaching, small group discussions, exercises and role plays, speaker panels and project team presentations. The program involves a lot of participation 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%	1 February
Second individual assignment	2000 words	40%	16 March
Project team assignment (2 parts):			
• Presentation	(15 mins + questions)	10%	6 February
• Written report	4000 words	30%	2 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 known 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, 6 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, 1 February.



DELIVERING PUBLIC VALUE

Assessment tasks

First individual assignment

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

Hughes, O. (2003), *Public Management and Administration: An Introduction*, MacMillan, 3rd edition, pp. 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. Please present without plastic covers or bulldog clips – i.e. just A4 pages stapled at the top left-hand corner.

Date due: Sunday, 1 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, 16 March, by 5 pm.

Marks: 40%

Project Team assignment

The team 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 team is to prepare and deliver a concise presentation considering a strategy for the organisation, 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 two or three members of the team will do the presentation, while the whole team will deal with the questions.

(*N.B. Slides not compulsory).

Maximum total time: 40 minutes.

Date due: Friday, 6 February, in scheduled presentation sessions.
(N.B. Each team 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, 2 March, by 5pm.

Marks: 30%

ASSESSMENT GUIDELINES

Under ANZSOG policy, grades will be moderated across jurisdictions to a common mean in order to establish consistency across cohorts and jurisdictions. Component assessments will be marked to the nearest whole number and then aggregated for reporting to partner universities (after moderation across jurisdictions).

Assignments should be typed or neatly presented and submitted directly to ANZSOG by close of business on the date due. Submit your assignments at assignment@anzsog.edu.au. You will receive confirmation of receipt within a day of submission.

Non-completion / late submission of assessment

All assessable work is compulsory and completion of all components of assessment is required to pass the subject. If, because of illness, a participant is unable to complete work or complete the exam at the scheduled time, a medical certificate must be produced. Other exceptional circumstances (e.g. bereavement, highly abnormal work obligations) affecting capacity to complete assessment should be discussed with the lecturer and separate or make-up assessment may need to be substituted to achieve the same learning outcomes. Supporting attestation, for example a work supervisor's written explanation, may be required. Penalties will apply where no adequate exception is established. Refer below for procedure.

Timely completion of assessable work is also expected. A penalty of 5% of the total mark for an item of assessment will be applied for each day late unless waiver for good reason is arranged with the subject leader beforehand. The ANZSOG Student Guide, given to all students, states:

“Extensions are normally granted only for medical or other serious reasons. Work related reasons are not normally accepted, as all students are required to balance hectic work schedules and are advised at the commencement of each subject of assessment requirements.”

Applications for exception or extensions must be made before the due date. Students should complete the *EMPA application for assessment extension* form that can be found on the ANZSOG website and email it to the Student Coordinator (l.losanno@anzsog.edu.au). The Student Coordinator will consult the Subject Leader and you will be contacted about any decision reached.

Word limits

Note that text in excess of any stipulated word length may be ignored by the instructor. Word count does not include footnotes, references or appendices, but excessive use of supplementary material in turn may be penalised.

Referencing

In all assessable work, full acknowledgement of sources used is required – both for general referencing and for quotation. This includes acknowledgement of any internal documents or web sources relied upon. Where extracts are used directly these must be quoted and cited, where ideas are relied upon more broadly referencing is still needed. Please include a full reference list at the end of the assignment, listing in alphabetical order all references cited in the assignment, and in a standard format. The Harvard citation style is preferred and can be found at <http://www.lc.unsw.edu.au/onlib/ref1.html>.

Plagiarism

Plagiarism remains unacceptable in any format for the purposes of this subject. Students should be aware that software (e.g. "Turn-it-in") may be used at the discretion of ANZSOG to review material submitted. Serious penalties may be applied in cases of plagiarism.

Return of marks and Assignments

ANZSOG is aiming at assessment turn-around of three weeks for the team project and the individual assignment.