

School of Government

## **PUBL 302 MANAGING THE PUBLIC SECTOR**

Trimester Two 2009

### **COURSE OUTLINE**

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#### **Names and Contact Details**

Course Coordinator:

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#### **Trimester Dates**

Teaching Period:

Monday 13 July to Friday 16 October 2009

End of Year Study Period:

Monday 19 October to Monday 26 October 2009

Examination Period:

Tuesday 27 October to Saturday 14 November 2009 (inclusive)

**Note:** Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

**Withdrawal dates:** Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx>

## Course Learning Objectives

Learning objectives for this course are to:

1. Identify and describe elements that differentiate public from private management;
2. Evaluate theories of public management against current practice;
3. Critically evaluate current governmental management in the context of the history of the public sector in New Zealand;
4. Describe and critically evaluate the management arrangements surrounding a specific example of government policy or service delivery;
5. Discuss the concept of public trust in the context of ethical conduct in the public sector;
6. Describe in detail the legal and institutional arrangements surrounding personnel and financial management in the public sector;
7. Analyse the concept of managing for outcomes, and locate it within the context of public performance management.

## Course Delivery

This course will be delivered through two one-hour lectures per week, plus one one-hour tutorial per week. There will be limited opportunity for discussion during each lecture. The lecture outline gives an indication of the topics to be covered, but that may vary to accommodate guest speakers or to follow new and specific issues. Tutorials provide an opportunity for interactive discussions and debate. These will focus on a previously given question, a topical issue or a topic arising from lectures that warrants further exploration.

## Class Times and Room Numbers

### Lectures

Monday	10:30 a.m. – 11:20 a.m.	RWW 413 (Pipitea)
Wednesday	10:30 a.m. – 11:20 a.m.	RWW 413 (Pipitea)

### Tutorials

Monday	11:30 a.m. – 12:20 p.m.	RWW 415 (Pipitea)
Wednesday	11:30 a.m. – 12:20 p.m.	RWW 413 (Pipitea)

## Expected Workload

Students are expected to undertake on average between three and four hours of self-directed study per week for each contact hour. Assuming three contact hours for a course, between nine and 12 hours per week of additional study should be undertaken.

## Course Content

This course comprises a survey and comparison of government management reforms designed to promote greater transparency, efficiency, and to redefine the relationship between the state and its citizens primarily in OECD countries.

Week	Date	Lecture
<b>One</b>	13 July 2009	Introductions, Course Organisation; Comparative Methodology
	15 July 2009	
<b>Two</b>	20 July 2009	Politics and Markets; Politics and Management; The Nature of Reform
	22 July 2009	
<b>Three</b>	27 July 2009	Managing Performance
	29 July 2009	
<b>Four</b>	3 August 2009	Managing Money
	5 August 2009	
<b>Five</b>	10 August 2009	Managing Risk
	12 August 2009	
<b>Six</b>	17 August 2009	Managing People
	19 August 2009	
<b>Mid Trimester Break</b>	24 August 2009	No classes
	6 September 2009	
<b>Seven</b>	7 September 2009	Transparency, Ethics, Accountability
	9 September 2009	
<b>Eight</b>	14 September 2009	Citizens and the State
	16 September 2009	
<b>Nine</b>	21 September 2009	Strategic Management
	23 September 2009	
<b>Ten</b>	28 September 2009	Sub-National Government
	30 September 2009	
<b>Eleven</b>	5 October 2009	Reform: Government and Governance
	7 October 2009	
<b>Twelve</b>	12 October 2009	Emergent Trends; Course Review
	14 October 2009	

## Readings

There is no text for this course, but a set of course notes can be obtained from VicBooks' Pipitea Campus bookshop in Rutherford House.

Required readings are contained in the course notes. The readings listed under each week are required *for that week*.

## Week 1

### *Required reading:*

Hantrais, Linda (2007) "Contextualization in cross-national comparative research," in Hantrais, Linda and Mangen, Steen (Eds) *Cross-National Research Methodology & Practice*, Routledge, Oxon, pp. 3 – 18. ISBN: 0-415-41140-8.

### *Additional reading:*

Wilson, James Q. *Bureaucracy: what government agencies do and why they do it*.

Hult, Karen M. and Walcott, Charles. *Governing public organizations: politics, structures, and institutional design*.

Miller, Raymond (Ed). *New Zealand government and politics*.

## Week 2

### *Required reading:*

Lindblom, Charles (1977) "Comparing Systems", Ch. 1 in *Politics and Markets: The World's Political-Economic Systems*, Basic Books Inc., pp. 3 – 13. ISBN: 0-465-05958-9.

Christensen, Tom and Lægreid, Per (2007) "Introduction – Theoretical Approach and Research Questions," Ch. 1 in Christensen, Tom and Lægreid, Per (Eds) *Transcending New Public Management: The Transformation of Public Sector Reforms*, Ashgate Publishing Ltd, Hampshire, pp. 1 – 16. ISBN: 978-0-7546-7117-6.

Hughes, Owen (2003) "The Role of Government", Ch. 4 in *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan, Hampshire, pp. 71 – 93. ISBN: 0-333-96188-9.

Boyne, George (2002) "Public and Private Management: What's the Difference?" *Journal of Management Studies*, Vol. 39, No. 1, January, Blackwell Publishers, Oxford, pp. 97 – 122. ISSN: 0022-2380.

Halligan, John (2005) "Public Management and Departments: Contemporary Themes – Future Agendas," *Australian Journal of Public Administration*, Vol. 64 No. 1, March, Blackwell Publishing, pp. 25 – 34. ISSN: 0313-6647.

## Week 3

### *Required reading:*

Lambright, W. Henry and Pizzarella, Carla (2008) "The Space Station and Multinational Collaboration: A Merger of Domestic and Foreign Policy," Ch. 12 in Bingham, Lisa Blomgren and O'Leary, Rosemary (Eds) *Big Ideas in Collaborative Public Management*, M.E. Sharpe Inc., New York, pp. 230 – 246. ISBN: 978-0-7656-2119-1.

*Additional Reading:*

Downs, George W. and Larkey, Patrick D. *Search for government efficiency: from hubris to helplessness*.

Week 4

*Required reading:*

Gruening, Gernod (2001) "Origin and Theoretical Basis of New Public Management," *International Public Management Journal*, Vol. 4, Issue 1, Routledge, pp. 1 – 25. ISSN: 1096-7494.

Schwartz, Herman (1994) "Public Choice Theory and Public Choices: Bureaucrats and State Reorganization in Australia, Denmark, New Zealand, and Sweden in the 1980s," *Administration and Society*, Vol. 26, No. 1, May, Sage Publications Inc., pp. 48 – 77. ISSN: 0095-3997.

*Additional reading:*

Preston, Noel (Ed) *Ethics for the public sector: education and training*.

Bowman, James S. and Elliston, Frederick A. (Eds) *Ethics, government, and public policy: a reference guide*.

Week 5

*Required reading:*

Savas, E.S. (2000) "Alternative Arrangements for Providing Goods & Services", Ch. 4 in *Privatization and Public-Private Partnerships*, Seven Bridges Press, New York, pp. 63 – 107. ISBN: 1-56643-073-9.

Toonen, Theo A.J. (2003) "Administrative Reform: Analytics," in Peters, B. Guy and Pierre, Jon (Eds) *Handbook of Public Administration*, Sage Publications Ltd, London, pp. 467 – 477. ISBN: 0-7619-7224-2.

Week 6

*No assigned reading.*

## Week 7

### *Required Reading:*

Löffler, Elke (2003) “The Administrative State in Western Democracies,” in Peters, B. Guy and Pierre, Jon (Eds) *Handbook of Public Administration*, Sage Publications Ltd, London, pp. 477 – 488. ISBN: 0-7619-7224-2.

## Week 8

### *Required Reading:*

Blum, Jürgen and Manning, Nick (2009) “Public management reforms across OECD countries,” in Bovaird, Tony and Löffler, Elke (Eds) *Public Management and Governance*, Second Edition, Routledge, Oxon, pp. 41 – 58. ISBN: 978-0-415-43043-2.

Schiavo-Campo, Salvatore and McFeron, Hazel (2008) “Public Administration Reform in Developed Countries”, Ch. 15 in *Public Management in Global Perspective*, M.E. Sharpe Inc., New York, pp. 451 – 464. ISBN: 978-0-7656-1726-2.

Pollitt, Christopher and Bouckaert, Geert (2004) “Problems and responses: a model of public management reform”, Ch. 2 in *Public Management Reform: A Comparative Analysis*, Second Edition, Oxford University Press, Oxford, pp. 24 – 38. ISBN: 978-0-19-926849-8.

## Week 9

### *Required Reading:*

Moore, Mark (1995) “Defining Public Value”, Ch. 2 in *Creating Public Value: Strategic Management in Government*, Harvard University Press, Massachusetts, pp. 27 – 56. ISBN: 0-674-17558-1.

Cole, Martin and Parston, Greg (2006) “Zeroing In on Outcomes”, Ch. 2 in *Unlocking Public Value: A New Model for Achieving High Performance in Public Service Organizations*, John Wiley and Sons Inc, New Jersey, pp. 19 – 42. ISBN: 0-471-95945-6.

## Week 10

*No assigned reading.*

## Week 11

### *Required Reading:*

Ketl, Donald (2005) "Reform as Governance", Ch. 5 in *The Global Public Management Revolution*, Second Edition, Brookings Institution Press, Washington D.C. pp. 60 – 76. ISBN: 0-8157-4919-8

### *Additional Reading:*

Bhatta, Gambhir (2003) *Post-NPM Themes in Public Sector Governance*, Working Paper No. 17, SSC, Wellington, accessed from [http://www.ssc.govt.nz/upload/downloadable\\_files/Post-NPM\\_Themes\\_In\\_Public\\_Sector\\_Governance.pdf](http://www.ssc.govt.nz/upload/downloadable_files/Post-NPM_Themes_In_Public_Sector_Governance.pdf)

## Week 12

*No assigned reading.*

## **Materials and Equipment**

Other than the course notes, no additional material is required for this course. Additional materials will be provided in class or delivered via Blackboard.

## **Assessment Requirements**

Summary of Assessment Requirements				
Assignment	Type	Indicative length	Due Date	Percentage of Overall Mark
Essay	Written	2,500 words	12 August 2009	20 percent
Wiki	Online	3,000 words	30 September 2009	30 percent
Final Examination	Written	Three hours	TBA*	50 percent

\* The final examination for this course will be scheduled at some time during the period from Tuesday 27 October to Saturday 14 November 2009.

Assignment 1 concentrates on Learning Objectives 1, 2, 3, 4, and 6.

Assignment 2 relates to Learning Objectives 2, 4, 5, 6, and 7.

### Essay One

Drawing on the experience of jurisdictions similar to New Zealand, prepare a Cabinet Domestic Policy (DOM) paper from the Minister of State Services outlining and analysing the policy options for preserving public sector capacity during a time of fiscal restraint.

Cabinet Paper format and requirements may be found at <http://cabguide.cabinetoffice.govt.nz>

The essay should be submitted electronically using Blackboard. Essays incorporating comments and grades will be returned electronically via e-mail. Students should retain an electronic copy of submitted assignments.

### Wiki Assignment

Working in groups, prepare a wiki page on an OECD country of the group's choice describing the public management reforms undertaken. The following areas should be covered:

- A geographic/demographic overview;
- An overview of government structure and scope
- Performance management;
- Financial management;
- Personnel management;
- Transparency;
- Accountability.

The Wiki assignment is to be completed using Blackboard. Assessment of this exercise will be based on individual input to the group project. No grades will be assigned for group work. Group wikis will be made available to the whole class upon completion of the assignment. This will provide a valuable resource for the final exam.

### Final Examination

The final examination of three hours will comprise a selection of short essay questions relating to material covered in lectures, tutorials and the group-constructed wikis.

The final examination for this course will be scheduled at some time during the period from Tuesday 27 October to Saturday 14 November 2009.

*Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.*

### **Group Work**

Group work is required. Some provision will be made for this in tutorials. While there is a group-based project for this course, there is no group assessment.

### **Penalties**

Penalties will be incurred for late submission of work, or for work submitted that is excessively long. Late assignments will have their mark reduced by 0.5 of a mark for each day it is overdue unless there is a very good reason why it was late. Assignments will not be accepted that are over a week late, unless an extension has been granted. Formatting and



writing quality standards will be strictly enforced for Essay one based on the Cabinet Office guidelines for Cabinet Papers.

### **Mandatory Course Requirements**

To fulfil the mandatory course requirements for PUBL 302 you must:

1. Complete both assignments;
2. Attend 9 out of 12 tutorials; and
3. Obtain at least 40 percent in the final exam.

Students who fail to satisfy the mandatory requirements for passing this course, other than the requirement to obtain a C grade overall, will not receive a graded result, and their records will show a “K” (fail due to not satisfying mandatory course requirements, even though the student’s course requirements reached the level specified for a pass).

### **Communication of Additional Information**

Additional information will be provided through Blackboard, e-mail to all students, or written information provided in class.

### **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine<<http://www.turnitin.com>> Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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.

**For the following important information follow the links provided:**

#### **Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

#### **General University Policies and Statutes**

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

#### **Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

#### **Manaaki Pihipihinga Programme**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)