TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Government

PUBL 211 INTRODUCTION TO PUBLIC MANAGEMENT

Trimester 1, 2016

COURSE OUTLINE

Prescription

This course explores the implementation of public sector programs and policies. Students develop fundamental skills of relevance for managing departments, programs and interfaces with politics, citizens and organised groups. The course blends theoretical insights pertaining to public integrity, accountability and leadership, with professional practice examples from New Zealand and abroad.

Course Learning Objectives

1. Illustrate and interpret public value and public integrity in diverse public management contexts.
2. Explain theories of public management and leadership and assess their relevance for practical challenges.
3. Identify best practice examples and show how public management can be enhanced in other jurisdictions to address comparable societal challenges.
4. Define and differentiate approaches to the management of people, finances and technology in public agencies.
5. Identify challenges and opportunities in the changing nature of the public sector and its political context.
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This course will provide the fundamentals required to understand modern public management; the theories, concepts and current ideas that underpin the relationships between the state, the private sector and the voluntary sector. Students will begin to develop skills that will be important in their working lives, such as concise report writing, in-depth research of management problems, and the ability to critique and explore issues associated with the challenges of decision-making in public service management.

Trimester Dates

Teaching Period: Monday 29th February – Friday 3rd June
Study Period: Monday 6th June – Thursday 9th June
Examination Period: Friday 10th June – Wednesday 29th June (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 11th March 2016.

2. The standard last date for withdrawal from this course is Friday 13th May 2016 After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks or online.

Names and Contact Details

Course Coordinator:	**Senior Lecturer Barbara Allen** Room RH 809, Level 8, Rutherford House, Pipitea Campus Telephone: (04) 463 5709 Email: Barbara.Allen@vuw.ac.nz
Administrator:	**Robyn McCallum** Room RH 821, Level 8, Rutherford House, Pipitea Campus Telephone: (04) 463 6599 Fax: (04) 463 5454 Email: Robyn.McCallum@vuw.ac.nz

Class Times and Room Numbers

Monday and Thursday 2.10-3.00 pm
Location: CO LT122, Kelburn

Course Delivery

The course will be delivered by two 50 minute lectures each week followed by a 50 minute tutorial. Students are expected to attend their assigned tutorial each week. Tutorials are interactive sessions whereby students will lead discussions and exercises, develop skills and prepare for assessments. *It is therefore imperative students who attend, come prepared.* Readings for each tutorial will be available on blackboard along with lecture material.

Name	Event	Dates	Day	Start	End	Room
PUBL211-28262-Tut/02	Tutorial	Trimester 1	Thursday	4:10 p.m.	5:00 p.m.	KP24/201
PUBL211-28262-Tut/03	Tutorial	Trimester 1	Thursday	5:10 p.m.	6:00 p.m.	KP24/201
PUBL211-28262-Tut/01	Tutorial	Trimester 1	Friday	3:10 p.m.	4:00 p.m.	KK104

Please enrol in a tutorial group

To enrol in your desired tutorial group, you will need to log onto Myallocator. The PUBL211 signup will open at 2:00 pm on Monday 29 February and close at 4:00pm on Friday 5 March. Tutorials will begin during the week of ***Monday 7 March***. If you have any serious problems selecting a tutorial group, please contact the Course Co-ordinator.

Readings

You are *not* required to buy a textbook for this course. Readings for lectures and tutorials will be available through a library reading list (link in Blackboard) and indicated in class.

The following books however will be of great use to you during your courses on public management.

Bovaird T and E Loffler Eds. (3rd ed. 2015) (2nd ed. 2009) *Public Management and Governance*, Routledge: London

Benington, J. and Moore, M.(eds.) (2011) *Public Value: Theory & Practice*. Basingstoke, Palgrave Macmillan.

Christensen, T., and Lægreid, P.(2011), *The Ashgate Research Companion to New Public Management*, Surrey, Ashgate.

Erik-Lane J (2000) *New Public Management*, Abingdon, Routledge

Ferlie, E., Lynn, LE. Jr., and Pollitt, C.(2005) *The Oxford Handbook of Public Management*, Oxford, Oxford University Press (ebook available through university library)

Flynn N (2007) *Public Sector Management*, London, Sage

Hood, C.(2000) *The Art of the State: Culture, Rhetoric and Public Management*. Oxford, Oxford University Press. (ebook available through university library)

Lynn L E (2006) *Public Management: Old and New*, Abingdon, Routledge

McLaughlin K, Osbourne S. and Ferlie E. (eds.) (2002) *New Public Management: Current Trends and Future Prospects* Routledge: London.

You must do the readings associated with each week, *ahead of the lecture* to get the most out of each session.

Mandatory course requirements

An overall pass mark of 50% must be achieved. This means your average, when all assessments are taken into consideration, must be 50%+

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice as soon as possible.

If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

Expected Workload

The expected workload for this course is approximately 200 hours. You are expected to undertake on average between three and four hours of self-directed study per week for each contact hour. This course has three contact hours per week. Therefore, the expectation is that you will be investing no less than twelve (12) hours per week, inclusive of class time. It is important that you read the material assigned for each weekly class in advance of class discussion as well as come prepared to tutorials.

Assessment

The Assessment Handbook will apply to all VUW courses: see http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf.

There are three elements to the assessment in this course.

Assessment and length	Date due	Weight	Learning objectives
Test (in-class)	07/04/2016	30%	2,3,4
Management Plan(3 pages, format will be prescribed)	02/06/2016	30%	1,2,3
Final examination (open book, 2 hours)	Exam period	40%	1,2,3,4

Examinations

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the following period:

Friday 10th June – Wednesday 29th June (inclusive)

Penalties

Marks will be deducted at the rate of five per cent (5%) for every day by which the assignment is late and no assignments will be accepted after five working days beyond the date they are due. For example, if you get 65% for an assignment, but you handed it in on Monday when it was due the previous Friday, you will get a mark of 50%.

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 submitted to Turnitin. A copy of submitted materials will be retained 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.

Student feedback

This is a new course and we will be looking for feedback at the end of the term.

Student feedback on University courses may be found at:
www.cad.vuw.ac.nz/feedback/feedback_display.php.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

Communication of Additional Information

Blackboard will the main method of communication for this course.

Link to general information

For general information about course-related matters, go to
http://www.victoria.ac.nz/vbs/studenthelp/general-course-information

Note to Students

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Course Content

Week 1 – Day 1 (Monday 29 Feb)

Theme: Introduction

During this initial session we will take a first look at the course topics and lay out expectations.

Week 1 – Day 2 (Thursday 3 Mar)

Theme: What is Public Management?

This session will examine the links between Public Management, Public Policy, and a number of other fields in order to situate the subject matter.

No tutorial. Tutorials start in Week 2.

Week 2 – Day 1 (Monday 7 Mar)

Theme: Building blocks in Public Management (1) - Traditional Public Administration (TPA)

This session will explore the public management paradigm that involves the concepts of Traditional Public Administration (TPA), New Public Management (NPM) and Networked Governance (NG). We will begin to unravel the nature of TPA and its features such as bureaucracy and state-centred production.

Week 2 – Day 2 (Thursday 10 Mar)

Theme: Building blocks in Public Management (2) - Traditional Public Administration (TPA) (2)

In this session we will explore TPA further with an initial introduction to the theory of public goods.

Tutorial 1 (Thursday 10 Mar or Friday 11 Mar)

What is bureaucracy – what are the advantages and disadvantages of bureaucratic government?

Week 3 – Day 1 (Monday 14 Mar)

Theme: Building blocks in Public Management (3) - New Public Management (1)

This session will explore the emergence of New Public Management as a concept and explanatory framework in public management.

Week 3 – Day 2 (Thursday 17 Mar)

Building blocks in Public Management (4) - New Public Management (2)

In this session we will look into NPM in more depth, exploring the notion of market-based governance and the purchaser-provider relationship. We will introduce the theory of principal-agency, a fundamental idea in public management.

Tutorial 2

How is the concept of principal-agency revealed in public management problems?

Week 4 – Day 1 (Monday 21 Mar)

Building blocks in Public Management – New Public Management (3)

In this session we will look at the issues that arise with accountability in a context of NPM, and discuss in relation to TPA and bureaucracy.

Week 4 – Day 2 (Thursday 31 Mar)

Building blocks in Public Management (6) – Networked Governance (1)

In the final part of the public management paradigm being introduced in this course, we will explore how the concept of Networked Governance has become a way in which to explain the effort to understand growing complexity in public management and the public environment. In this session we will start to look at this idea and unravel how the notion of 'need' has impacted on organising for services.

Tutorial 3 Week 4

What are the challenges to public accountability in a context of New Public Management?

Week 5 – Day 1 (Monday 4 Apr)

Building blocks in Public Management (7) – Networked Governance (2)

The evolution of civil society and how it interacts with the state is an important element of understanding Networked Governance. In this session we will begin to look at partnerships between civil society and government.

Week 5 – Day 2 (Thursday 7 Apr)

In class Test (30%)

This test will assess key concepts and students' ability to apply them.

Tutorial 4 Week 5

This tutorial will be an initial opportunity for students to develop their Management Plan, the next assessed piece of work in the course.

Week 6 – Day 1 (Mon 11 Apr)

Issues in Public Management (1) - Choice and Personalisation (1)

Choice for service users and personalised services have become key design issues in public management in recent years. This session will look at the development of these ideas and provide some examples of what choice means in the public management context.

Week 6 – Day 2 (Thurs 14 Apr)

Issues in Public Management (2) – Choice and Personalisation (2)

We will delve further into the issues of choice and personalisation and also introduce the idea of user involvement.

Tutorial 5 Week 6

What are the possibilities and the limitations of choice and personalisation in public management and public services?

Week 7 – Day 1 (Mon 18 Apr)

Issues in Public Management (2) – Commissioning and Contracting (1)

Commissioning has increasingly become a strategic management approach for the planning, delivering and evaluation of public services. This session will introduce the concept and provide examples of how the practice of commissioning is related to various kinds of services.

Week 7 – Day 2 (Thurs 21 Apr)

Issues in Public Management (2) – Commissioning and Contracting (2)

We continue to explore commissioning in this session and also investigate the connection between commissioning and contracting – especially in terms of the financial implications of contracting-out.

Tutorial 6 Week 7

How does commissioning help us to understand modern 'public management' and service design and delivery?

Week 8 – Day 1 (Mon 2 May)

Issues in Public Management (3) – Equality and Diversity (1)

Equality and Diversity are fundamental issues in everyday public management. Here we look at what the terms mean with respect to service design and delivery and consider questions of equality and diversity in New Zealand.

Week 8 – Day 2 (Thurs 5 May)

Issues in Public Management (3) – Equality and Diversity (1)

In this session we will look at mini-cases of how equality and/or diversity have impacted on how government operates.

Tutorial 7 Week 8

Do equality and diversity pose limitations to effective public management or do they provide new opportunities for positive change in public management?

Week 9 – Day 1 (Mon 9 May)

Issues in Public Management (4) - Performance Management (1) Professor Evan Berman

In this session, we look at the theory of performance management and the increased use of strategic planning, with a few examples from New Zealand.

Week 9 – Day 2 (Thurs 12 May)

Issues in Public Management (4) - Performance Management (2) Professor Evan Berman

We continue our discussion of performance management by discussing a few international examples as well as a focus on practices of developing and using performance measurement.

Tutorial 8 Week 9

What performance measures would you use for running programs with which you are familiar, including your own degree program?

Week 10 – Day 1 (Mon 16 May)

Issues in Public Management (5) – Managing People (1)

This session will involve gaining basic knowledge about the differences between managing people in public and private sectors. We will begin to explore key approaches at the root of how organisations manage their human resources.

Week 10 – Day 2 (Thurs 19 May)

Issues in Public Management (5) – Managing People (2)

This session will involve undertaking a mini-case study to look at how managing people concepts are applied in real situation.

Tutorial 9 Week 10

Are people fundamentally motivated to work? Or do they need to be incentivised to work? How do Managing People concepts help us to understand the motivations of those who work in the public sector?

Week 11 – Day 1 (Mon 23 May)

Issues in Public Management (6) - E-Government (1) – Shared services Assoc Prof Karl Lofgren

Week 11 – Day 2 (Thurs 26 May)

Issues in Public Management (7) - E-Government (2) – Digital co-production – Assoc Prof Karl Lofgren

Tutorial 10 Week 11

How has e-government enabled better public management? Or has it? We will explore the opportunities and challenges to elements of digital government.

Week 12 – Day 1 (Mon 30 May)

Synthesis of course (1)

This session will undertake a high-level review of the course and students will be discussing key concepts.

Week 12 – Day 2 (Thurs 2 Jun)

Synthesis and Discussion

The session will consider what we have learned in the course about public management and what students take forward.

Tutorial 11 Week 12

Exam review – led by students

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