

School of Government

PUBL 311
EMERGING PERSPECTIVES IN PUBLIC MANAGEMENT

Trimester 2, 2016
 (CRN 28265)

COURSE OUTLINE

Prescription

This course investigates recent theories in public management, public leadership and strategic management. It examines new and innovative practices relating to public governance and the relationships between different actors and forms of practice. Students enhance their public management skills by understanding how to operate in hybrid organisations, public-private-partnerships, and community governance

Course Learning Objectives

LEARNING OBJECTIVES By studying PUBL 302 you should be able to:	PUBLIC POLICY MAJOR ATTRIBUTES The learning objective relates to these MAs:
1. Compare and contrast contemporary theories of public management, public governance and public sector leadership	MA4. Exhibit critical thinking about the role of the state and the conceptual and practical implications of different governance modes (e.g. hierarchical, network, market and collaborative).
2. Critique shifting relationships between public sector agencies and other actors, and judge implications for public managers in various public sector settings	MA6. Critically assess the respective contributions of state and non-state actors (including business, civil society and community organizations) to the design and implementation of public policy.
3. Differentiate new and innovative organizational forms and assess their potential to enhance performance	MA5. Demonstrate an understanding of the challenges to democratic governance in the context of complexity, path dependence, risk and uncertainty, including the nature, role and limits to scientific and other kinds of evidence.
4. Draw on recent thinking and practice in public management to creatively design strategic plans for implementing actors	MA4; MA5
5. Work collaboratively with others to establish implementation plans	MA4; MA5; MA6

Course Content

WEEK	DATE	LECTURE THEMES
One	11 July	Thinking critically about public management
<p>This session will look at three things: (1) introduce PUBL 311 and deal with the housekeeping; (2) look at some of the ways in which we can and do think critically; (3) review knowledge from previous courses to fulfil expectations in the class.</p>		
<p>Required Reading None for this week</p>		
Two	18 July	Knowledge, power and myth in public management
<p>Following on from the previous week this session looks at the types of knowledge claims that surround public management in New Zealand and beyond. What do we know about management? What can we know? What constitutes evidence and how is this spun into myth?</p>		
<p>Required reading</p> <ul style="list-style-type: none"> • C. Pollitt and P. Hupe (2011) 'Talking About Government the role of magic concepts' <i>Public Management Review Volume 13, Issue 5, 2011</i> • M Macaulay (2015) 'Discourses of deceit: political myth and ideological capital in public administration' in A. Lawton, Z. Van Der Wal and L. Huberts eds. <i>Ethics in Public Policy and Management A Global Research Companion</i> London: Routledge 51-67 • M. Stewart (2006) 'The Management Myth' <i>The Atlantic</i> June 2006 		
Three	25 July	Public strategy
<p>This session will introduce the concept of strategy and will critically analyse both the foundational ideas of strategy and its application in the New Zealand context. It will highlight key strategic tools that will be workshopped in class.</p>		
<p>Required reading</p> <ul style="list-style-type: none"> • Strategic tools to be given in class 		
Four	1 August	Strategic public value
<p>Picking up from last week this session looks specifically at the public value theory of strategy. It will identify the strategic triangle; the public value chain; and identify ways in which complex environments and wicked problems can be managed.</p>		
<p>Required reading</p> <ul style="list-style-type: none"> • J. Alford and J. O'Flynn. 2009. 'Making Sense of Public Value: Concepts, Critiques and Emergent Meanings', <i>International Journal of Public Administration</i>, 32 (3): 171-191. 		
Five	8 August	Working strategically with external agencies
<p>This session develops the themes from week four and looks at <i>when</i> and <i>how</i> to work with external agencies, as well as the necessary steps to ensure public accountability. It will identify recent cases where issues went wrong (such as private prisons) and look at the risks as well as the strategic value in working with external partners.</p>		
<p>Required reading</p> <ul style="list-style-type: none"> • J. Alford and J. O'Flynn. 2012 <i>Rethinking Public Service Delivery: Managing with External Providers Chapter 4</i> (Palgrave MacMillan) 		

Six	15 August	Guest lecture: Social Investment
Barbara Allen will lead this session, which is one of the most controversial topics in NZ public management and policy right now.		
Required reading		
<ul style="list-style-type: none"> • Deloitte (2016) <i>The State of the State New Zealand 2016: Social investment for our future</i> • Bill Rosenberg (2015) 'The Investment Approach is not an Approach' <i>Policy Quarterly</i> (11) 4 – November 2015 		
Mid- Trimester Break	22 August – 4 September	No Lectures
Seven	5 September	New forms of management? Citizens, clients, customers and co-producers
This session seeks to reconcile all of the previous perspectives by looking through a different lens: that of the role of people. It will suggest that citizenship has changes and that different approaches to public management rely on different views of what citizens should, or should not be. In particular it will look at the role of co-production and community management.		
Required reading		
<ul style="list-style-type: none"> • H. Voorberga, V. J. J. M. Bekkersa & L. G. Tummersb (2015) 'A Systematic Review of Co-Creation and Co-Production: Embarking on the social innovation journey' <i>Public Management Review</i>, 17 (9) 		
Eight	12 September	New forms of management? New Zealand trends
This session looks at some of the key innovations occurring in New Zealand right now. It will look at the notion of stewardship and the impact that it may have on public managers; it identifies the concept of organisational health as an issue for critical discussion; and it will frame the debate in terms of the outcomes-based approach that is still being pioneered within the country.		
Required reading		
<ul style="list-style-type: none"> • Jonathan Ayto (2014) 'Why Departments Need to be Regulatory Stewards' <i>Policy Quarterly</i> (10) 4 		
Nine	19 September	New forms of management? Digital collaboration
This is a guest session from Karl Löfgren, who will discuss the latest trends in digital governance and collaborative networks around the world.		
Required reading		
TBA		
Ten	26 September	New forms of management? Good governance
This session will look at the 'governance triumvirate' of accountability, transparency and integrity. It will draw on recent research on New Zealand's <i>National Integrity System</i> and also explain how this fits into the latest international developments, notably the <i>Open Government Partnership</i> .		
Required reading		
<ul style="list-style-type: none"> • R Gregory (2014) 'Assessing "Good Governance" and Corruption in New Zealand: "Scientific" Measurement, Political Discourse, and Historical Narrative', <i>Policy Quarterly</i>. 		

10, 1: 15-25		
Eleven	3 October	New forms of management? Hybridization and cross-sectoral working
This session looks further afield at the range of organisations that public managers now work with: from public-private-partnerships (PPPs) to collaborative and co-productive groups, to hybrid organisations.		
Required reading		
<ul style="list-style-type: none"> Chris Skelcher and Steve Rathgeb Smith (2015) "Theorizing Hybridity" <i>Public Administration</i> (93) 2, 2015 (433–448) 		
Twelve	10 October	Course review and revision
This session is dedicated to reviewing the course and preparing you for the exam. There will not be any element of the exam that has not been covered by the course at some stage (whether in lectures or tutorials) so this is an opportunity to sit back and refresh your knowledge, while asking any questions that you feel have not been fully addressed as yet.		

Trimester Dates

Teaching Period: Monday 11th July – Friday 14th October
Study Period: Monday 17th October – Thursday 20th October
Examination Period: Friday 21st October – Saturday 12th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 22nd July 2016.
2. The standard last date for withdrawal from this course is Friday 23rd September 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: **Dr Michael Macaulay**
Room Rutherford House, Level 8, Room 810,
Phone: (04) 463 5307
Fax: (04) 463 5454
Email: michael.macaulay@vuw.ac.nz

Administrator **Robyn McCallum**
Room Rutherford House, Level 8, Room 821
Phone (04) 463 6599
Email robyn.mccallum@vuw.ac.nz

Class Times and Room Numbers

Lecture: **Mondays 13:40-15:30 OGB GBLT4**

Tutorials: **There are no tutorials for PUBL 311**

Readings

There is no essential textbook for this course. Readings may change to reflect current articles and recent developments. If anybody is desperate to look at a text book there are some good ones to choose from:

- J. Alford and J. O'Flynn. 2012 *Rethinking Public Service Delivery: Managing with External Providers* (Palgrave MacMillan)
- T. Christensen and P. Laegreid (Eds.). 2010. *The Ashgate Research Companion to New Public Management* (Farnham, Ashgate).
- Tony L Doherty and Terry Horne. 2014. *Managing Public Services - Implementing Changes: A thoughtful approach to the practice of management 2nd ed.* (London: Routledge)
- Owen Hughes. 2012. *Public Management and Administration 4th ed.* (London: Palgrave Macmillan)

I genuinely don't think you need to buy one though.

All of the *required readings* for lectures are available will be made available through **TALIS** so that you can easily access it. I will also include a range of recommended readings as well, although in direct response to feedback from previous years this will be limited to key texts.

The joy of scholarship is in discovering things for yourselves so please use the online resources as much as possible. My personal recommendation is to start with *Business Source Complete (EBSCO)*, which is easily accessible through the library website.

Mandatory course requirements

Students must achieve an overall pass mark of at least 50%.

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. There will be two hours of contact time per week, plus additional hours for assignment workshops. 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

Assessment

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Assessment items and workload per item		%	CLO(s)
1	Strategy Background Paper (1,500 words)	20%	1,2,3
2	Implementation Plan (2,500 words)	30%	4,5
3	Final exam (3 hours)	50%	1,2,3,4,5

1. *Assessment 1* builds on ideas in weeks 1-5 and will ask you to outline a strategy paper that asks you to identify:

- The public value of the strategy
- The main agents of your authorising environment
- The components of the production environment
- A recommendation of strategic tools and frameworks for you to use in making future decisions.

A template for the background paper will be provided.

Due date is **19th August** via BlackBoard

2. *Assessment 2* builds on ideas in weeks 7-11 and will ask you to outline an implementation plan for your previous strategy, and will ask you to identify:

- Engagement strategies for key stakeholders
- The ethical dimensions of your strategy
- Proposals for collaboration
- Proposals for externalization
- Proposals for cross-sectoral work

A template for the implementation plan will be provided.

Due date is **14th October** via BlackBoard

3. The exam will be based entirely on themes from lectures and will include questions on every substantive topic.

Exam date **TBA**

n.b. Late submissions and essays that go against the expected word count will be dealt with on a case-by-case basis.

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 21st October – Saturday 12th November (inclusive)

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

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

Any additional information about the course will be posted on Blackboard. Please ensure that you check Blackboard on a regular basis for notices.

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.
