Course Overview:
This course is a review of government reform and modernization efforts. The course focuses on the issues and practices related to public sector reform such as the old and new public management, public value and policy design. It will addresses core issues surrounding the concept of bureaucracy, the context of public administration and some of the core functions of public sector management where the ‘public sector’ has evolved and expanded from government bureaucracy to include other domains of public activity and administration.

The course outlines the complexity of the tasks before public administrators and the tensions between different notions of good practice and efficiency. We will begin with discussion on the nature of public administration and governance alongside the increasingly blurred frontiers of the public sector, then move to organization theory and the effects of government structure on executive behavior. We will also examine the “people” side of government organizations and leadership in organizations.

Course Objectives:
The objective is to help you think, act, communicate and cooperate in fast moving and fluid public sector environments.

1. Evaluate administration of policies.
2. Compare and contrast effective versus non-effective leadership and management;
3. Identify the public sector as a rapidly changing environment.

Part A of Public Administration is worth 2 credits.

Part B of Public Administration – which will run in the Winter Semester – is also worth 2 credits. Part 2 will be with Dr Achim Kemmerling.

It is necessary to complete both Part A and Part B to fulfill the requirements of the course.

The course is structured into three main parts, after the Introductory session:
A. Introduction

B. Public Administration for Evolving Society and Economy
   - NPM, Core Executive and Executive Agencies
   - Beyond Market and State 1: Non Profit Management & Partnership
   - Beyond Market and State 2: Networks
   - Internationalizing Public Sector and Transnational Administration

C. Public Administration Arenas: Inside Bureaucracy
   - Leadership in Public Organisations
   - Management and Measurement in the Public Sector
   - Organisational Cultures and Control: Why Management Matters
   - ‘Public Value’ in an Era of Austerity

D. Design Principles in Public Administration
   - Carrots, sticks and sermons (incentives, sanctions or norms).
   - Tools of Administration
   - Design Dilemmas: Wicked Problems, Innovation & Policy Termination

Readings

The reading for the discussion each week is listed. Everybody is expected to read this material. Additional readings – and web-sites – on the subject for each week are provided and which are useful starting points for essays. Seminar participants are expected to come with questions based on the reading, as well as from your own web-searches.

There is no text, but some of the recommended or further readings will draw from two well known texts:


Nevertheless, there are many other valuable Public Administration texts on the market that are also worth consulting and can be found in CEU Library.

Seminar Chair and Discussant

Each week one student had to take care of leading the discussion, distributing the readings and giving additional input and structure to the discussion. Depending on student numbers, this means that each student does this twice – and possibly three
times – a semester. Feedback on your role as discussant and chair of the seminar session will also be provided in order to facilitate improvement throughout the course.

You are expected to read beyond the set reading of the week and to consult additional sources in order to guide discussion and facilitate debate as well as cover key concepts and research questions. Feed-back will include comments on the basis of, but not limited to:

1. Time management
2. Inclusiveness
3. Structuring discussion of the topic
4. Argument

This type of exercise is useful if any of you go on to higher education teaching positions, but also good practice for future academic conferences and general meeting management.

**Assessment.**

<table>
<thead>
<tr>
<th>Element</th>
<th>Weight</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar Chair</td>
<td>40%</td>
<td>Allocations in first week</td>
</tr>
<tr>
<td>Essay</td>
<td>60%</td>
<td>Due 5.00pm 20th December 2016</td>
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**Semester 2**

The course will continue in semester 2 with Dr Achim Kemmerling who will cover the following topics (not necessarily in this order) some of which cross connect with semester 1 topics:

1) Normative Theories of Bureaucracy
2) Economic Theories of Public Administration
3) The Political Economy of Public Administration
4) Development and Bureaucracy
5) Bureaucracies in Developing Countries
6) Recruitment, Motivation and Performance
7) Corruption in Public Services
8) Federalism and Multiethnic Societies
9.) Fiscal Federalism and (Fiscal) Decentralization
10) Privatization and Contracting
11.) Budget Making
12) Wrapping up: Can We Make Public Administration ‘Smarter’?
**Week 1. Classic Concepts in Public Administration**

- Introductions. Assessment and allocation of seminar presentation
- Max Weber and Bureaucratic power; The Wilsonian Tradition and Minnowbrook
- Public Administration as Profession


**Further Reading:**


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**Week 2. Public Sector Reform Modalities**

- What are the important distinctions between the ‘old’ and the ‘new’ public management?
- Managerialism – what is it?
- Core executive and Executive Agencies - what are the benefits, disadvantages and tensions?
- Whole of government approach


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**Further Reading:**


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**Week 3. The Non Profit Sector, Partnerships and Public Administration**

- Definitions: what are the different meanings to the terms third sector, independent sector; voluntary sector, non- and not-for-profit sector?
- In what manner is the ‘third sector’ a part of the ‘public sector’?
- What are the challenges of managing non-profit/hybrid organisations?


**Further Reading:**


Web-sites on Non profit resources:

Center for Non Profit Management: http://www.cnm.org/
Charity Village: http://charityvillage.com/
Independent Sector: http://www.independentsector.org/
International Center for Not-for-profit Law: www.icnl.org
Week 4 Beyond State and Market 2: Networks and Administration

- Networks as administrative structures
- Administering networks
- What are the specific challenges related to network management compared to traditional bureaucratic management of government agencies?


Further Reading:


9


Lewis, JM (2011) ‘The future of network governance research: Strength in diversity and synthesis’ (Introduction to symposium of papers on network governance research), *Public Administration* 89(4): 1221-1234


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**Week 5. International Public Sector Management and Transnational Administration**

- Is the concept of transnational administration a new conceptual departure, or an incremental step from comparative public administration?
- How do global/regional dynamics impact upon and alter administrative realms?


Further Reading:


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**Week 6. Leadership in Public Organisations**

- Vision and charisma: can these attributes be acquired through professional experience?
- Can ‘leadership’ be taught? What is the role for leadership training in public sector organisations?


Further Reading:


Web-sites:

Week 7. Management and Measurement

- Do targets/benchmarking/ranks improve administration?
- Measurement as the de-politicisation of public administration?
- Digital era administration


Further Reading


Web-sites:

World Bank:

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**Week 8. Organizational Cultures and Control / Managerial Responsibility**

- How can managers change or channel organisational culture? Consider the following factors:
  - Individual behaviour: Personality and motivation
  - Groups and teams in organisations
  - Power and conflict in organisations
  - Networking skills and emotional intelligence

- Are public managers best considered as administrative actors executing Innovation and Creativity; Expertise; or Experience


Kelman, Steven (2007) 'Chapter 5: Public Administration and Organization Studies', The Academy of Management Annals, 1:1,225 — 267


**Further Reading**


**Web-site**

Kathryn A. Baker, ‘Organizational Culture’
http://www.sc.doe.gov/sc-5/benchmark/Ch%2011%20Organizational%20Travel%20Culture%2006.02.pdf

Culture and Complexity:
http://www.new-paradigm.co.uk/culture-complex.htm
Week 9: Public Value in Administrative Realms

- Public value for whom?
- Austerity and the impacts of the GFC on public administration


Further Reading:


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**Week 10. Design Principles in Public Administration: Carrots Sticks and Sermons**

- Carrots, Sticks and Sermons in administrative practice plus Nudge
- How are the roles and responsibilities of bureaucrats conceived in relation to the design and construction of public sector programs and service delivery?


**Further Reading on Policy Design:**


**Further Reading on ‘Nudge’:**


**Web-site**

Week 11. Design Principles 2: Tools and Instruments

- Financial tools (taxes & subsidies; mechanisms of financial oversight eg. audit)
- Regulatory tools
- Information tools

**Essential Reading:**


**Further Reading:**


Chris Yiu (2012) *A Right to Data: Fulfilling the Promise to Open Public Data in the UK.* London: Policy Exchange:

Web-site
Best-In-Class Regulator: https://www.law.upenn.edu/institutes/ppr/bestinclassregulator/

Evidence for Policy Design (Harvard):
http://www.hks.harvard.edu/centers/cid/programs/evidence-for-policy-design


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**Week 12. Design Mixes for Wicked Problems, Innovation and Policy Termination**

- Instrument mixes
- Sequencing, patching and innovating
- Designing the end (termination)


**Further Reading:**


