

PUBLIC MANAGEMENT

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1. Course description

The Public Management course addresses some central issues related to the management of public sector organizations, ranging from organizational, small scale issues, like organizational culture, trust or capacity, to broader concepts like strategic management, public marketing, post new public management trends and so forth.

The class aims not only to provide some basic knowledge about how public sector organizations work and are managed, but also to raise questions about the overall elements interacting with the way public organizations operate. Is there any difference between public and private organizations? How are public organizations kept accountable? What is the product public organizations “sell”?

The course brings into discussion some recent developments in the field of public administration, like privatization and public entrepreneurship and innovation. These are important concepts because students need not only to have a broad understanding of public sector management, but to be capable of decoding the present day discourse promoted by politicians and bureaucrats; to discriminate between the seen and the unseen.

The core concept of the class is the idea of PARTICIPATION. Students are strongly encouraged to actively participate in class and in fulfilling individual or team tasks.

Course objectives

- Familiarize students with the major topics of public administration
- Development of critical and analytical thinking
- Development of documenting/researching skills (finding credible/valid/solid data)
- Increase the capacity to argue and debate
- Develop and / or enhance public speaking / presentation skills
- Acquire the ability to write and present papers according to specific formal and content requirements
- Team work
- Time management
- Development of performance/result oriented attitudes

2. Class schedule

1. Introductory class – syllabus, evaluation methods explained

2. Defining organizations – what organizations are and how do they function

- Scott, W. R., *Organizations. Rational, Natural and Open Systems*, Prentice Hall, 2003, Chapter 1, p. 3-30

3. Essential concepts in public management. Public vs private management

- Boyne, G. (2002). `Public and Private Management: What's the Difference?`, *Journal of Management Studies*, 39(1), 0022-2380
- Rainey, H.G., *Understanding and managing public organizations*, San Francisco: Jossey-Bas, 2009, pp. 97 – 122.

4. Public Management Reform: New Public Management

- Public Management in Central and Eastern Europe: The Nature of the Problem, in Tony Verheijen, *Innovations in Public Management*
- Osborne, D., *Reinventing Government*, *Public Productivity and Management Review*, vol. 16, no. 4, pp. 349-356, 1993
- O'Flynn, J., „From New Public Management to Public Value: Paradigmatic Change and Managerial Implications”, 2007, *The Australian Journal of Public Administration*, vol. 66, no. 3, pp. 353–366
- Lynn Jr. Laurence E., *What is a Neo-Weberian State? Reflections on a Concept and its Implications*, The University of Chicago, 2008, available online at [http://fsv.cuni.cz/ISS-50-version1-080227_TED1_Lynn_Whats_neoweberian_state.pdf]
- Bozeman B., *Public-Value Failure: When Efficient Markets May Not Do*, *Public administration Review*, 2002, vol. 62, no. 2, p. 145-161

5. Public Management Reform: New Public Governance, New Weberian State

- Public Management in Central and Eastern Europe: The Nature of the Problem, in Tony Verheijen, *Innovations in Public Management*
- Osborne, D., *Reinventing Government*, *Public Productivity and Management Review*, vol. 16, no. 4, pp. 349-356, 1993
- O'Flynn, J., „From New Public Management to Public Value: Paradigmatic Change and Managerial Implications”, 2007, *The Australian Journal of Public Administration*, vol. 66, no. 3, pp. 353–366
- Lynn Jr. Laurence E., *What is a Neo-Weberian State? Reflections on a Concept and its Implications*, The University of Chicago, 2008, available online at [http://fsv.cuni.cz/ISS-50-version1-080227_TED1_Lynn_Whats_neoweberian_state.pdf]

6. Public Marketing

- Kotler, P., Lee, N., *Marketing in the public sector : a roadmap for improved performance*, Upper Sadler River: Wharton School Publishing, 2007, pp. 1 – 39
- Kotler P., *A generic concept of marketing*, 1972, *Journal of Marketing*, vol. 36, pp. 46-54.

- Laing. A., *Marketing in the public sector: Towards a typology of public services*, 2003, *Marketing Theory*, no. 3, pp. 427-445.

7. Strategic Management and Strategic Planning

- Hințea, C., *Management Public*, Cluj-Napoca: Accent, 2007, pp. 89-124
- Osborne D., *Reinventing Government: What A Difference a Strategy Makes*, 7th Global Forum on Reinventing Government, Building Trust in Government, 26-29 June 2007, Vienna, Austria.
- Poister Theodore H, Streib Gregory D, *Strategic Management in the Public Sector: Concepts, Models, and Processes*, *Public Productivity & Management Review*, Vol. 22, No. 3. (Mar., 1999), pp. 308-325.
- Poister Theodore H., *The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance*, *Public Administration Review*, Special Issue, December 2010, pp. 246 - 254
- Rider, R.W., „Making Strategic Planning Work in Local Government”, in Bryson, J.M. (ed.), *Strategic Management in Public and Voluntary Services: A Reader*, Pergamon, 1999

8. Organizational Culture 1

- Denison, D.R., Mishra, A.K., „Toward a theory of organizational culture and effectiveness”, 1995, *Organization. Science*, Vol. 6, pp. 204–223.
- Schein E. H. (2004), *Organizational Culture and Leadership*, 3rd ed., San Francisco, Jossey-Bass – Chapter 1 –the Concept of Culture, Chapter 2 – The levels of culture, pp. 3-37
- Cameron, S.K., Quinn, R.E., *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework, Third edition*, San Francisco: Jossey-Bass, 2011, pp. 27 – 73

9. Organizational Culture 2

- Denison, D.R., Mishra, A.K., „Toward a theory of organizational culture and effectiveness”, 1995, *Organization. Science*, Vol. 6, pp. 204–223.
- Schein E. H. (2004), *Organizational Culture and Leadership*, 3rd ed., San Francisco, Jossey-Bass – Chapter 1 –the Concept of Culture, Chapter 2 – The levels of culture, pp. 3-37
- Cameron, S.K., Quinn, R.E., *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework, Third edition*, San Francisco: Jossey-Bass, 2011, pp. 27 – 73

10. Motivation & Human Resource Management

- Rainey, H. G., (2009), *Understanding and managing public organizations*, 4th ed., San Francisco, Jossey-Bass – Chapter 10 - Theories of Work Motivation and Work - Related Attitudes
- Agnès Festré GREDEG, Pierre Garrouste - Motivation, incentives and performance in the public sector, 2008, available online at [http://hp.gredeg.cnrs.fr/Pierre_Garrouste/Festre_Garrouste_2008_Motivations_incentives_Perf_PS_rev.pdf]

11. Innovation and public sector entrepreneurship. Can it truly happen?

- Osborne, S.P., Brown, K., *Managing Change and Innovation in Public Service Organizations*, NY: Routledge, 2005, pp. 115 - 168
- Ross, B., Segal, C., *Breakthrough Thinking for Nonprofit Organizations. Creative Strategies for Extraordinary Results*, San-Francisco, Jossey-Bas, 2002, pp. 73 – 111
- Kim, Y., „Stimulating Entrepreneurial Practices in the Public Sector: The Roles of Organizational Characteristics”, 2010, *Administration & Society*, vol. 42, 7: pp. 780-814.

12. Decision making in the public sector

- Stilman R. J., (1996), *Public administration: concepts and cases*, 6th ed., Boston, Houghton Mifflin Company – Chapter 8: Decision making: the concept of incremental choice, pp 234-250

13. Leadership in the public sector

- William Deresiewicz, *Solitude and leadership*, the American Scholar, available online [<http://theamericanscholar.org/solitude-and-leadership/#.UUSIixxmh8E>].
- Harvey M., (2006) *Leadership and the human condition*, in Goethals G. R., Sorenson G. L. J., *The quest for a general theory of leadership*, Massachusetts, Edward Elgar Publishing pp. 39 – 46.
- Northouse P. G.,(2007), *Leadership. Theory and Practice*, Thousand Oaks, California, SAGE Pub., pp. 1-13
- Andrews, R.S., Boyne, G., „Capacity, leadership, and organizational performance: Testing the black box model of public management”, 2010, *Public Administration Review*, Volume 70, Issue 3, pp. 443–454.

14. Final class (exam)

1. Readings

For every course the instructor will indicate the **mandatory** and the optional readings. If not specified, all readings are mandatory.

2. Grading and Evaluation

Course attendance is not mandatory. In case students are absent from class they are solely responsible of obtaining class handouts, materials or notes.

- **Quizzes: 20%**. Several short unannounced quizzes during the course
- **Assignments: 20%**. Individual and/or group assignments. Students will receive the instructions at least one week in advance. The papers will be submitted on Moodle and/or presented during the seminar
- **Final exam: 60%**. Students will receive an exam consisting of about 20 multiple choice questions.

In order to pass the class students must achieve a minimum final grade of 5 or above at the end of the class.

3. Course policies

Attendance

Seminar attendance is mandatory (75%). Students that do not meet the criteria cannot take the exam and will fail the class. If students are absent from class they are solely responsible for obtaining class handouts, materials or notes.

Re-examination

For re-examination all grades (and their weights) remain the same, the only grade that any student can change is the one for the exam, by retaking it.

Assignments

All students will submit the assignments in at the agreed deadline date; otherwise, the points for the assignments will be lost.

Plagiarism

Academic integrity is very important in this course. The instructor is interested in your own thinking, thus any work you submit must be the result of your own effort not the work of others. Plagiarism and any other types of academic fraud will be sanctioned according to [FSPAC Students' Code of Ethics](#) (see the document on Moodle).