



# Laurea / B. A. in Global Governance

Academic Year 2019-2020

Syllabus

Public Management – FINAL VERSION, 18 April 2020

CFU 6

Prof. Reto Steiner

## Course Description

Public management has been part of the globalization process, as attested by public sector reform models such as New Public Management in the late 1980s and Public Governance in the early 1990s. These new paradigms have affected almost every country in the world, albeit at various levels of pace and with different approaches. In developing countries, development organizations such as the United Nations with its Development Programme (UNDP) and the World Bank realized that economic performance depends on an effective and efficient public sector, leading them to adopt and promote the New Public Management model.

This course examines the theoretical frameworks underlying the public sector reforms of the past 40 years, their implementation, and their impact.

Topics addressed in this course refer to the ways in which the purpose, structure, and steering of public administration have changed. A key element of the course is a (critical) analysis of the most common management instruments.

Each teaching unit includes a lecture providing a summary of basic concepts and methods. In addition, the class will work on case studies.

## Teaching Method

“Public Management” is an online course. The classroom can be reached through the following link:

<https://zoom.us/my/aulagg2economics>

The course material is uploaded on a regular basis to this page:

<https://economia.uniroma2.it/ba/globalgovernance/corso/lezioni/1506/>

The course includes lectures, discussions on texts from the reading list, and group work on case studies.

At the end of the course, students will be able to describe, explain, and provide a critical assessment of public management reforms and instruments.

## **Course Structure / Topics**

*18 March 2020, 14.00-18.00*

### **Chapter 1: Introduction**

Origins of Management

Private vs. Public Management: What Are the Differences?

*19 March 2020, 09.00-13.00 and 15.00-17.00*

### **Chapter 2: (New) Public Management**

Origins of New Public Management and Public Governance

Steering Instruments of New Public Management

Exercise: What Are Output, Outcome, and Impact?

Case Study 1: Performance Contract with a Public Vocational School

*20 March 2020, 09.00-13.00*

### **Chapter 3: Organization of Public Service Provision**

Organizational Design of the Public Sector

*8 April 2020, 14.00-18.00*

Public Corporate Governance

Case Study 2: Creating a Legally Autonomous Public Service Provider

*9 April 2020, 09.00-13.00 and 15.00-17.00*

Public Private Partnership (including a short movie)

Decentralization and Local Governance (including a short movie)

*10 April 2020, 09.00-13.00*

Case Study 3: A Merger of Two Municipalities

### **Chapter 4: Internal Organization of Public Administration**

Organizational Units in Public Administration (Part 1)

*15 April 2020, 14.00-18.00*

Organizational Units in Public Administration (Part 2)

Case Study 4: Organization of a Public Enterprise

Process Management in Public Administration (Part 1)

*16 April 2020, 09.00-13.00 and 16.00-18.00*

Process Management in Public Administration (Part 2)

## **Chapter 5: Strategic Management**

Do Politicians and Top-Level Bureaucrats Matter?

Strategic Public Management

Performance Management (Quality Management With a Focus on the Common Assessment Framework)

*17 April 2020, 09.00-13.00*

Performance Management (Balanced Scorecard and Benchmarking)

Case Study 5: University Rankings

## **Chapter 6: The Role of Citizens**

Citizen Engagement

*For Self-Reading*

## **Chapter 7: State- and Capacity-Building**

Good Governance from a Public Management Perspective

State- and Capacity-Building in the Public Sector

## Reading Material and Textbook

For each chapter of the course, some additional articles are being uploaded on the platform (see Table of Content on the platform). If you read these articles, you will have a better understanding of the content of the slides presented in class.

The Routledge Handbook of Global Public Policy and Administration goes beyond the content of the slides. It links the basic concepts presented in class with current global challenges:

The Routledge Handbook of Global Public Policy and Administration, 2017  
<https://www.routledge.com/The-Routledge-Handbook-of-Global-Public-Policy-and-Administration/Klassen-Cepiku-Lah/p/book/9781138845220>

Attending students must study: Chapters 1, 13, 14, 15, 16, 25, 26, and 27, the PowerPoint slides, and the case studies.

Non-attending students: in addition to the above: Chapters 2-5 & 11

## Exam

The performance assessment for this course is an exam with the following parameters:

- The exam takes place on 22 April 2020 from 09.00 to 12.00 for attending students and from 09.00 to 13.00 for non-attending students.
- At the start of the exam, sit in front of your computer with Zoom switched on. Enter the following room: <https://zoom.us/my/aulagg2economics>. When entered, you must 'rename' yourself using the following format: surname\_first name\_student enrollment number (e.g., Miller\_John\_1237654).
- Be ready to show a valid photo ID (personal ID or student card) to prove your identity.
- The use of a headset, earphones, earbuds, or a similar device is forbidden, and their use will lead to your exam being declared invalid.
- The webcam and microphone must remain ON until the end of the exam to enable the monitoring of participants' behavior and environment. The room where the exam is being taken must be kept absolutely quiet.
- After the identity of all participants has been verified, the exam will be sent to you through the chat function of Zoom. Please download the PDF file.
- This will be an open-book exam. You can use the Internet, books, and all course materials.
- You will receive one assignment and will have to write an essay about this topic. You will have to apply the theories discussed in the course.
- If you use direct quotations, add a footnote with the reference.
- The exam is three hours long (180 minutes). After that period, you must submit the essay by email to [reto.steiner@zhaw.ch](mailto:reto.steiner@zhaw.ch) as a WORD file or PDF. Use your full name as the file name. You will immediately receive an email confirmation. Please stay at your computer until you have received this confirmation.
- Non-attending participants (less than 80% presence in the virtual classroom) must answer one additional question in their essay. They have one additional hour (60 minutes) for this task.
- Students experiencing serious technical problems will be able to redo the exam in another session.
- You are allowed to go to the toilet during the exam.
- Once you have finished taking the exam, do not leave the virtual classroom and do not switch off the video, mute the microphone, or get up until the exam is officially over. The examiner will make an announcement to that effect.
- During the exam, problems related to the exam or other requests can be communicated using the chat function (send a PERSONAL message to Prof. Reto Steiner), sending an email to [reto.steiner@zhaw.ch](mailto:reto.steiner@zhaw.ch), or calling him on +41 79 690 16 71.
- All essays will be checked by a dedicated antiplagiarism software.

## Contact

By e-mail: Prof. Reto Steiner, [reto.steiner@zhaw.ch](mailto:reto.steiner@zhaw.ch)

Please note that online session attendance is required from the very first lesson. You are required to attend at least 80% of the course to be considered an attending student.