



Academic Year 2020-2021

Syllabus

Public Management

CFU 6

Prof. Denita Cepiku

Course Description

The course aims at providing general knowledge of public management, which has been part of the globalization process as attested by public sector reform models such as the New Public Management in the late 1980s and Public Governance in the early 1990s that have affected, although with different pace and approaches, almost every country in the world.

In developed countries, the mid-1970s crisis stimulated an international conversation, led by the OECD Public Management Committee that public sector reform should be a policy field in its own right. In developing countries, development organizations such as the UNDP and the World Bank realized that economic performance depended on an effective and efficient public sector and adopted and promoted the New Public Management model as well. Finally, also post-communism countries joined the managerial wave of modernization.

While the latest global (economic and health) crises have highlighted the fact once again that economic performance hinges on an effective public sector, models of reform have changed shifting from market-type mechanisms to networked and participatory approaches.

The course examines both the theoretical frameworks underlying public sector reforms in the past thirty years and the empirical evidence gathered so far.

Issues addressed during the course refer to the way in which globalization affects structure and purpose of governments, administrative reforms implemented to respond to globalization and their impact. Emerging theories guiding public management at the global level will also be discussed such as networks and public-private partnerships, co-production and open innovation. The issues of trust in government, ethics, conflicts of interest and fight of corruption will be discussed.

Finally, the potential contribution of strategic foresight in public management will be discussed, as an approach able to overcome the main weaknesses of the previous modernization attempts and as a way to enhance preparedness and resilience in public administrations.

Teaching method

The course includes lectures, case study discussions involving out of the class readings, simulations and group work on selected problems, followed by presentation of main findings.

This course will provide students with a mixture of theoretical and class discussion on global trends as they relate to public management and public administration.

At the end of the course, students will be able to:

- Describe, explain and provide a critical assessment of public management reforms at the global level.
- Analyse international policy networks around public sector reform and policy dynamics.

Schedule of Topics

1. Introduction to the course. What is management? Origins of Management. Private vs. public management: what are the differences? Collective problems and tentative answers at the global level. Private, public, non-profit organizations: specificities in terms of management.
2. Public management as a policy field. Global trends: New Public Management and the Public Governance.
3. Public sector reforms and innovations in OECD countries in the past three decades.
4. Leadership and strategy in the public sector. Exercise: the Bronx case study.

5. Performance management. Data at the global / international level. OECD GAAG databases. Performance indicators in EU countries. Exercise: what are outputs, outcomes, and impact?
6. Collaborative governance: networks. Simulation: network management.
7. Collaborative governance: co-production. The Tigray case study.
8. Collaborative governance: open innovation.
9. Trust in government, ethics, conflicts of interest and fight of corruption.
10. Quality management systems. The EU Common Assessment Framework.
11. Non profit management.
12. Social enterprises and hybrid organizations.

Textbook:

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: [chapters 1, 13, 14, 16, 25, 26, 27] and ppt slides.

Non attending students: in addition to the above: chapters 1-5 & 11.

Additional non-compulsory readings

- Materials made available through the course website.
- Hood, C. (1995). The “New Public Management” in the 1980s: variations on a theme. *Accounting, organizations and society*, 20(2), 93-109.
- Matheson, A., & Kwon, H. S. 2003. Public sector modernisation: A new agenda. *OECD Journal on Budgeting*, 3(1), 7-24.
- Frederickson, H. G. (2005). Whatever happened to public administration. Governance, governance everywhere. Chapter 12, *The Oxford Handbook of public management*, 282.
- Kettl, D. F. 2000. *The global public management revolution: A report on the transformation of governance*. Brookings Institution Press. Second Edition.
- Osborne, S. P. (ed.). 2010. *The New Public Governance?: Emerging Perspectives on the Theory and Practice of Public Governance*. Abingdon, UK: Routledge.
- Pollitt, Christopher and G. Bouckaert. 2000. *Public Management Reforms: A Comparative Analysis*. Oxford: Clarendon Press.

Assessment

The final grade will be 100% based on the written exam.

Office hours

Upon appointment by email: Prof. Cepiku cepiku@economia.uniroma2.it

NOTE: Erasmus or non-Global Governance students who would like to attend one or more courses and take one or more exams need to contact the Secretariat of Global Governance by e-mail global.governance@uniroma2.it for registration and inform the Professor of the course. They are required to sign a code of conduct like all Global Governance students, accepting all values and rules. Please read it carefully before enrolling.

Notice that attendance is required from the very first lesson and you need to attend at least 80% of the course to be considered an attending student.