# Public management

## Prof. Eugenio Anessi Pessina

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course will introduce students to the basic principles and recent developments in the field of public administration and management. The public sector is a crucial component of the economy and public management has changed enormously in recent years as a result of reform initiatives in many countries. Therefore, the course will cover the fundamentals of public administration and management; it will then examine both empirical developments and new theories of public management from an international perspective.

By the end of the course, students will:

* achieve a better understanding of both public administration and management as a field of study and of the environment of public-sector organisations (knowledge);
* be knowledgeable about the fundamentals of public administration and management, with specific respect to the foundations, features, and limitations of both Traditional Public Administration and New Public Management (knowledge);
* be knowledgeable about the recent theoretical and empirical developments that have emerged as a reaction to the limitations of New Public Management (knowledge);
* develop theoretical and conceptual knowledge on the design and use of managerial practices and techniques to drive ethical behaviours and decision making in public-sector organisations (knowledge);
* apply theoretical and conceptual knowledge to the effective design and implementation of managerial solutions in public-sector organisations, taking into due account the peculiar goals and features of such organisations (practical skill);
* develop critical decision making by identifying public management issues, outline sustainable responses, and identify the main advantages and disadvantages of each potential response (transferable skill).

***COURSE CONTENT***

*Theories and logics*

* Taxonomy of public sector activities and organisations.
* The traditional model of public administration.
* The role of government and the nature of public management.
* Public and private management: Definitions and implications. The underlying assumptions about the ethics and motivations of politicians and bureaucrats.
* New Public Management: privatisation, decentralisation, managerialism.
* Post NPM: Public governance, Public value, Whole of government, Neo-Weberianism.

*Developments and emerging practices*

– Introduction to policy analysis and program evaluation.

– Strategic management.

– Organisational design.

– Management control and performance management.

– Personnel management.

– Financial management and accounting.

*Conclusions: Accountability in public-sector organisations*

***READING LIST[[1]](#footnote-1)***

*Required readings*

Hughes, Owen E., Public management and administration: An introduction, Palgrave, New York, 2017 (5th ed.) (ISBN: 978-1-137-56007-0).

Further readings and case studies will be posted on *Blackboard* or will be available through library resources.

***TEACHING METHOD***

Teaching methods include formal lectures as well as the discussion of cases and exercises. Students will be expected to study all assigned materials and to complete specific homework assignments prior to each class meeting.

The instructor will normally devote a part of each class period to the discussion of the homework assignments and of other selected items from the course materials. The objective of these discussions is to clarify and elaborate on certain items because of their special relevance or difficulty.

Class participation is recommended. In particular, students are encouraged to ask questions and to request that particular points be explained in more detail if they remain confused or uncertain about specific issues.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment ruote. In both cases, grading will be based on written tests.

More specifically, students who choose the *multiple assessment route* are expected to take a mid-term test and an end-term test, respectively covering the first and the second parts of the course and each counting for 50% against the final grade. The mid-term test will be offered only once. The end-term test will be offered twice, but it can only be taken once. Students who (i) choose not to take these tests, (ii) fail at least one of these tests, or (iii) choose to retake the exam despite passing both tests, will be offered a written comprehensive final exam (*single assessment route*) according to the official exam schedule.

All exams (be they mid-term, end-term, or comprehensive) are composed of essay questions (75%) and exercises (25%).

The final grade achieved in the written exam(s) may be improved by voluntarily taking the lead in the preparation and discussion of homework assignments, consisting of case studies and exercises. These assignments are intended to improve the students’ ability to identify public management issues, outline and assess possible responses, and effectively design and implement managerial solutions in public-sector organisations. Volunteering students will hand in a written report at least 24 hours before class; in class, they will then lead their classmates in the plenary discussion of the assignment. For this activity, these students will receive an overall score ranging from -3 to +3 depending on the quantity and quality of their work. This score will be added to the grade achieved in the written exam(s) to produce the final grade.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published on Blackboard.

***NOTES AND PREREQUISITES***

N. ECTS – 8

Enrollment requirements – Basic knowledge of management is required. Students who do not have such knowledge are responsible for acquiring it to the extent necessary during the course.

Language of instruction – English

Time – II term; 7.5 hours per lecture week (7.5 x 8 weeks = 60 hours in total).

Attendance – Even though attendance is not mandatory for a PASS, it is strongly recommended.

Associated courses – Performance measurement

International dimension – International teaching materials are used throughout the course.

Business connection – The course makes extensive use of contemporary cases and examples.

Professional context – In professional life, public management issues are naturally associated with at least three perspectives. Managers and professionals working in public sector organisations are responsible for the proper design and implementation of managerial practices and techniques to drive ethical behaviours and effective decision making. Consultants, advisers, and other suppliers of goods and services to public-sector organisations are supposed to master public administration and management issues to properly interact with them. Similar considerations apply to private sector managers in regulated industries.

Further information – Additional information regarding the course schedule and delivery, learning assessments, expectations and policies, general announcements, and additional course materials will be posted on Blackboard.

1. I testi indicati nella bibliografia sono acquistabili presso le librerie di Ateneo; è possibile acquistarli anche presso altri rivenditori. [↑](#footnote-ref-1)