Study Abroad Programme

The module description below is from the 2019/20 academic year and is subject to change, and for the use of study abroad students only.

Module name	Management of the Public Sector
Module code	
School	Cass Business School
Department or equivalent	Undergraduate Programme
UK credits	15
ECTS	7.5
Level	

MODULE SUMMARY

Module outline and aims

The aim of this module is to introduce you to the key concepts and principles in the management and governance of public organisations. It will provide knowledge, skills and understanding required in leading and managing public organisations and enable

you to both think and act strategically in solving management problems.

You will study key theories of management within a variety of government and public contexts and will use this knowledge to investigate management practices within a framework relevant to your career goals.

Content outline

To enhance your learning experience modules are designed to reflect contemporary issues in the business and financial world. As such, a degree of flexibility is expected in

the exact content in terms of scope and coverage to ensure relevance to current circumstances.

You will study:

- Theories of public management including the 'New Public Management'

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- Theories of public governance and stewardship
- Key differences between managing in the public sector to managing in business
- including delivery to achieve social policy, as opposed to financial, goals
- Managing public money including the concepts of efficiency, effectiveness,
- economy, prudence and retaining public trust
- Understanding risk as applied to public management
- Ethics and the standards of public service including the concepts of regularity
- and propriety, social inclusion and community cohesion.
- Legal and accounting principles for public management
- Key differences between management in:
  - o Central government
  - o Local government
  - o Non-departmental government bodies and agencies
- International governmental bodies (eg the EU and UN)
- Examples of good and bad practice including contemporary case studies
-

Pre-requisites

None

WHAT WILL I BE EXPECTED TO ACHIEVE?

Learning outcomes should capture what the student is expected to know or be able to demonstrate by the end of the module and should:

- *be written at threshold level and at the credit level to be studied*
- *be styled so as to complete the sentence below*
- *be matched to specific content and/or assessment tasks*

On successful completion of this module, you will be expected to be able to:

Knowledge and understanding:

- Critically evaluate key theories of public management
- Discuss the parallels and differences between public and private sector management
- Critically evaluate the differing challenges of managing at different levels of local, national and international government

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- Discuss the role of non-governmental bodies in the delivery of public and social goals
- Critically evaluate the key ethical dilemmas of public management
- Contribute to contemporary debates on public management issues

Skills:

- Demonstrate good academic practice in writing clear and concise reports distilling knowledge from a range of sources
- Develop team working skills in delivering reports and assignments
- Critical evaluation of written and oral sources in producing concise reports within a public management context
- Demonstrate enhanced oral communication skills
- Integrate the use of electronic sources within the overall learning context
- Appreciate the differing cultural and political contexts of public management across differing international jurisdictions
- Demonstrate an understanding of the roles of change and performance management within the public sector

Values and attitudes:

- Critically evaluate the key ethical principles involved in public management
- Appreciate the cultural and diversity issues relevant to public management
- Demonstrate an appreciation of forms of democracy and ethical issues (for example corruption) as they relate to both the subject matter and the wider business world.
- Demonstrate an appreciation of ethical issues as they relate to both the subject matter and the wider business world.

HOW WILL I LEARN?

A variety of learning and teaching methods will be used in this course.

Lectures are used to introduce context, concepts and techniques illustrated with practical and current examples. You will also have the opportunity to participate in class discussions and work through examples and exercises with the support of the lecturer. It is strongly recommended that you attend ALL lectures.

Lectures will be a mixture of:

- 'Traditional' style lectures which will cover key theories and ideas

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- Case studies led by external speakers with significant senior level experience of management in the public sector. Whilst a majority of examples and external lecturers will be taken from the UK context the module is designed to be applicable to all countries.
- Group work that will tackle specific key issues.

Guided visits to a small number of key institutions possibly including the UK Parliament, Civil Service College and the UK Defence Academy.

Key learning and teaching resources will be put on the module website on Moodle.

In the independent study time you are encouraged to read widely and in depth around particular topics in preparation for lectures and tutorials. You may also spend time working through sample exercises and questions. In addition you will be preparing and undertaking your coursework assignments and preparing for your final examination.

Teaching pattern:

Teaching component	Teaching type	Contact hours (scheduled)	Self-directed study hours (independent)	Placement hours	Total student learning hours
Lecture	Lecture	30	85		115
Tutorial	Tutorial	10	25		35
Totals		40	110		150

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessments

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The module description below is from the 2019/20 academic year and is subject to change, and for the use of study abroad students only.

This module is assessed by Coursework and Examination.

- Coursework will be in the form of practical skills assessment via a team exercise in solving a management problem written in a format for elected officials and presented in front of the group.

At the end of the module you will sit one final 135 minute exam during the University exam period.

Assessment pattern:

Assessment component	Assessment type	Weighting	Minimum qualifying mark	Pass/Fail?
Coursework	Written assignment, including essay	30%	0	N/A
Final Exam	Written exam	70%	0	N/A

Assessment criteria

Assessment criteria are descriptions of the skills, knowledge or attributes you need to demonstrate in order to complete an assessment successfully and Grade-Related Criteria are descriptions of the skills, knowledge or attributes you need to demonstrate to achieve a certain grade or mark in an assessment. Assessment Criteria and Grade-Related Criteria for module assessments will be made available to you prior to an assessment taking place. More information will be available in the UG Assessment Handbook and from the module leader.

Feedback on assessment

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Following an assessment, you will be given your marks and feedback in line with the University's Assessment Regulations and Policy. More information on the timing and type of feedback that will be provided for each assessment will be available from the module leader.

Assessment Regulations

The Pass mark for the module is 40%. Any minimum qualifying marks for specific assessments are listed in the table above. The weighting of the different components can also be found above. The Programme Specification contains information on what happens if you fail an assessment component or the module.

INDICATIVE READING LIST

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Books

Bovaird T and Loeffler E: (eds) (2016), *Public management and governance*, London, Routledge

Ferlie, E; Lynn, L E. and Pollitt, C (eds) (2009), *The Oxford Handbook of Public Management,* Oxford, Oxford University Press

Flynn, N (2012), *Public Sector Management (6th edition)*, London and Los Angeles, Sage

Hughes, O E. (2012), *Public management and administration: an introduction (4th edition),* Basingstoke, Palgrave Macmillan

McLaughlin, K, Osborne, S P, and Ferlie, E (2002), *New Public Management,* London and New York, Routledge

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The module description below is from the 2019/20 academic year and is subject to change, and for the use of study abroad students only.

Poister, T H., Aristigueta, M P, and Hall, J L. (2015), *Managing and Measuring Performance in Public and Nonprofit Organizations: An Integrated Approach,*

San Francisco, Jossey-Bass

Journals

Levy, R (2010), 'New Public Management: End of an era?', *Public Policy and Administration,* 25: 2, pp 234-40

Public Money and Management, Special Issue: Risk and Crisis Management in the Public Sector, Oct-Dec 1998

Wamsley, G L. and Zald, M N. (1973), 'The Political Economy of Public Organizations', *Public Administration Review,* 33: 1, pp 62-73

Government publications

HM Treasury (2013), *Managing Public Money,* https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454191/Managing_Public_Money_AA_v2_-jan15.pdf