

**Public Policy Analysis and Management****2015/2016**

Code: 42271

ECTS Credits: 10

Degree	Type	Year	Semester
4313335 Political Science	OB	0	1

**Contact**

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**Use of languages**

Principal working language: english (eng)

**Teachers**

Francesc Xavier Ballart Hernández

**Prerequisites**

As a minimum level, students should hold a Bachelor's Degree or equivalent, in any knowledge area within social sciences.

Students should have read, prior to the start of the course the following readings:

Colebatch, H. 2002. *Policy*. London: Open University Press. 2nd edition.

Hill, M. ed. 1997. *The policy process. A reader*. Hertfordshire. Prentice Hall/Harvester Wheatsheaf. 2nd edition.

Kingdon, J. 1995. *Agendas, alternatives, and public policies*. New York. HarperCollins. 2nd edition.

Sabatier, P. ed. 1999. *Theories of the policy process*. Oxford. Westview Press.

Stone, D. 2002. *Policy paradox. The art of political decision making*. London. Norton. 2nd edition.

**Objectives and Contextualisation**

To understand the main theoretical debates in public policy and methodological analysis and management.

To provide with an overview of the main issues currently alive in debates on social policy, public administration reform and in public management

To learn how to apply those theoretical and methodological models in order to carry out research in this field.

To understand how to apply that knowledge to the analysis of and intervention in complex social and political problems.

To comprehend how similar issues and public policy dilemmas are expressed differently in different national contexts

To acquire the knowledge and the necessary skills to apply it within organizational environments in the field of politics and public management.

To be able to have an informed opinion of the current tensions between fiscal and social policies that in the current context of austerity many countries are faced with.

**Skills**

- Analyse public policies in different sectors.
- Applied theoretical knowledge acquired from the analysis of real situation and using political analysis generate useful orientations for decision-making.
- Demonstration reading comprehension for specialist texts in English.
- Possess and understand knowledge that provides a basis or opportunity for originality in the development and/or application of ideas, often in a research context
- Recognise the complexity of politics today, its diversity and the tensions to which it is exposed, with special emphasis on the Spanish and European contexts.
- Student should possess the learning skills that enable them to continue studying in a way that is largely student led or independent
- Work in international and interdisciplinary teams whose members have different origins and backgrounds.

## Learning outcomes

1. Analyse public policies independently of their sectorial specialisation
2. Anticipate the consequences of designing a specific public policy.
3. Apply the main theories for the analysis of processes for drawing up, implementing and evaluating public policies
4. Demonstration reading comprehension for specialist texts in English.
5. Design instruments to evaluate a specific public policy.
6. Identify the different agents involved in the definition of a policy, its scope for action, interests and resources
7. Identify the different factors and variables that may be involved in the definition and results of public policy
8. Identify the importance of specific political contexts when designing policies.
9. Identify the main agents involved in the generation and design of policies, with special emphasis not only on their particular complexity but also that of the interrelated network environments.
10. Possess and understand knowledge that provides a basis or opportunity for originality in the development and/or application of ideas, often in a research context
11. Student should possess the learning skills that enable them to continue studying in a way that is largely student led or independent
12. Work in international and interdisciplinary teams whose members have different origins and backgrounds.

## Content

### Public Administration Sessions

#### 1. Bureaucracies and post bureaucracies

Dr. Xavier Ballart

Required reading:

De Vries, M.; Nemeč, J. 2013 "Public Sector Reform: An Overview of Recent Literature and Research on NPM and Alternative Paths", *International Journal of Public Sector Management*, 26(1):4-16.

Optional reading:

Olsen, J. P. 2005 "Maybe It is Time to Rediscover Bureaucracy", *Journal of Public Administration Research and Theory*, 16:1-24

Pollit, C. 2009 "Bureaucracies Remember; Post-Bureaucratic Organizations Forget", *Public Administration*, 82 (2): 198-218

Brewer, G. A., Walker, R.M. 2009 "The Impact of Red tape on Governmental Performance" *Journal of Public Administration Research and Theory*, 20:233-25

#### 2. Public leadership and strategic management

Dr. Xavier Ballart

Required reading:

Heifetz R. A. Linsky, M. 2002 *Leadership on the Line*. Boston, Mas: Harvard Business School Press. Pages 9-30

Kotter, J.P. 2001 "What Leaders Really Do". Harvard Business Review, December

Optional reading:

Bryson, J.M. Crosby B.C. Bryson J.K. 2013 "Understanding Strategic Planning and the formulation and implementation of Strategic Plans as a Way of Knowing: the Contributions of Actor-Network Theory" International Public Management Journal, 12(2) 172-207

### 3. Organizational configurations. From hierarchy to networks

Dr. Xavier Ballart

Required reading:

Koffijberg, J. De Bruin, H. Priemus, H. 2012 "Combining Hierarchical and Network Strategies: Successful Changes in Dutch Social Housing" Public Administration, 90 (1):262-275

Optional reading:

Isett, K.R. Mergel, I. A. LeRoux K. Mischen, P.A. Rethemeyer, R.K. 2011 "Networks in Public Administration Scholarship" Journal of Public Administration Research and Theory, 21:157-173

McGuire, M Agranoff, R. 2011 "The Limitations of Public Management Networks" Public Administration, 89 (2):265-284

Menahem, G. Stein, R. 2013 "High-Capacity and Low-Capacity Governance Networks in Welfare Services Delivery: A Typology and Empirical Examination of the Case of Israeli Municipalities" Public Administration, 91 (1):211-231

### 4. Objectives and performance information

Dr. Xavier Ballart

Required reading:

Moynihan, D. P. Pandey, S. K. 2010 "The Big Question for Performance Management: Why Do Managers Use Performance Information" Journal of Public Administration Research and Theory, 20:849-866

Optional reading:

Taylor, J. (2011) "Factors Influencing the Use of Performance Information for Decision making in Australian State Agencies" Public Administration, 89 (4):1316-1334

Moynihan, D.P. 2005 "What Do We Talk About When We Talk About Performance? Dialogue Theory and Performance Budgeting" Journal of Public Administration Research and Theory, 16: 151-168

### 5. Human Resources Management

Dr. Xavier Ballart

Required reading:

Truss, C. 2008 "Continuity and Change: The Role of the HR Function in the Modern Public Sector" Public Administration, 86 (4):1071-1088

Optional reading:

Weibel A., Rost, K., Osterloh, M. "Pay for Performance in the Public Sector-Benefits and Hidden Costs" Journal of Public Administration Research and Theory 20: 387-412

Latham, G.P., Borgogni, L., Petitta, L. 2008 "Goal Setting and Performance Management in the Public Sector" International Public Management Journal, 11(4) 385-403

Page, E. Hood, C. Lodge, M. 2005. "Conclusion; Is Competency Management a Passing Fad" Public Administration, 83 (4): 853-860

### 6. Contract like relations and bringing in the third sector

Dr. Xavier Ballart

Required reading:

Askim, J. Christensen, T. Fimreite, Laegrid, P. 2010 "How to Assess Administrative Reform. Investigating the Adoption and Preliminary Impacts of the Norwegian Welfare Administrative Reform" Public Administration, 88 (1):232-246

Optional reading:

Kelly, J. 2007 "Reforming Public Services in the UK: Bringing in The Third Sector" Public Administration, 85 (4):1003-1022

Milward, H.B. Provan. K.G. (2000) "Governing the Hollow State" Journal of Public Administration Research and Theory 10 (2) 359-379

7. Public Service Motivation

Dr. Xavier Ballart

Required reading:

Perry, J. Hondeghem, A. Wise L.R. 2008. "Revisiting the Motivational Bases of Public Service: Twenty Years of Research and an Agenda for the Future" *Public Administration Review* 70 (5): 681-690

Optional reading:

Vandenabeele, W. 2008 "Government calling: Public Service Motivation as an Element in Selecting Government as an Employer of Choice", *Public Administration* 86 (4): 1089-1105

8. Publicservice use and perceived performance

Dr. Xavier Ballart

Required reading:

Van Ryzin, G. G. Charbonneau 2010 "Public Service Use and Perceived Performance; an Empirical Note on the Nature of the Relationship" *Public Administration*, 88 (2): 551-563

Van Ryzin, G. G. Immerwahr, Altman, S. 2008 "Measuring Street Cleanliness: A Comparison of New York City's Scorecard and Results from a Citizen Survey" *Public Administration Review* March -April: 295-303

9. Public management and innovation

Dr. Xavier Ballart

Required reading

Borins, S. 2014 *The persistence of innovation in government*. Ash Center and Brookings Institution Press: Washington DC

Optional reading

10. Citizen participatory instruments and public consultation

Dr. Xavier Ballart

Required reading:

Font, J., Navarro. C. 2013 "Personal Experience and the Evaluation of Participatory Instruments in Spanish Cities", *Public Administration*, 91 (3):616-631

Optional reading:

Van Damme, J. Brans, M. 2012 "Managing Public Consultation: a Conceptual Framework and Empirical Findings from Belgian Case Studies" *Public Administration*, 90 (4):1047-1066

Public Policy sessions

Session 1. Concepts and instruments: defining Public Policy, and the approaches to the study of Public Policy

Readings:

Smith, K. y C. Larimer (2009), *The Public Policy Theory Primer*, Westview Press, Chapter 1 pp. 1 to 25. Optional chapter

Chapter 20 by Knill and Tosun "policymaking" in Caramani, D. *Comparative Politics* 2008 OUP

Sabatier, Paul (ed.) 2001 *Theories of the Policy Process*

Lindblom, C. 1980. *The policy-making process*. Engle-woods Cliffs: Prentice-Hall

Questions:

1 What is "public policy"?

2 What does it mean to study the "policy process" vs. "policy impact"?

3 Think of a public problem and the policy that tries to do something about it. What is its basic rationality?

Session 2 and 3: Methodologies in Public Policy

Readings:

Landman, T., *Issues and methods in Comparative Politics: An Introduction*. London: Routledge, 2003, cap. 2 (or 2008 edition), 23-48

Keman, H. "Comparative research methods" in Caramani, D. 2008 *Comparative Politics*,

Chapter 4 "Economic development and democracy" in Landman *Issues and Methods in Comparative Politics*

2000 London & NY Routledge

Lipset, S.M. 1994 "The Social Requisites of Democracy Revisited" *American Sociological Review*, 59 (February): 1-22

Chapter 2 Rueschemeyer, Stephens and Stephens *Capitalist Development and Democracy*, Cambridge: Polity Press

Question for discussion: Is there a relationship between economic development and democracy?

Session 4 and 5: Democracy and the Welfare State

Readings:

Dwyer, P. (2000) *Welfare rights and responsibilities. Contesting social citizenship*. Cambridge University Press.

Huber, Rueschemeyer and Stephens 1997 "The paradoxes of contemporary democracy: formal, participatory and social dimensions". *Comparative Politics* vol. 29, n. 3 (available at JSTOR)

Film and Short readings for class discussion:

Ken Loach *The Spirit of 45'*

V. Schmidt and M. Thatcher - Neoliberal policy as the dominant approach to policymaking <http://bit.ly/18B7Rtk>

A. Larsen - *The Rise and Fall of Social Cohesion* [bit.ly/1aMsEe2](http://bit.ly/1aMsEe2)

D. Binder - *Attitudes towards welfare and welfare recipients are hardening* <http://bit.ly/1ot5xPh>

Session 6 and 7. Social Investment and the Welfare State (Margarita León)

Readings:

The Heckman Equation: [www.heckmanequation.org](http://www.heckmanequation.org)

Morabito, Vandenbroeck and Roose (2013) 'The Greatest of Equalisers': A Critical Review of International Organisations' Views on Early Childhood Care and Education, *Journal of Social Policy* Vol. 42 (3) 451-467 (available at JSTOR)

Della Porta, Donatella (2013) *Can Democracy Be Saved?: Participation, Deliberation and Social Movements*. Polity Press.

Short readings for class discussion:

The Heckman Equation: [www.heckmanequation.org](http://www.heckmanequation.org)

Session 8: Policy changes: retrenchment, resilience and recalibration

To analyse comparatively the trajectories of change: resilience (Pierson 1998); retrenchment (Streeck and Thelen, 2005) and recalibration (Ferrera et al. 2000, Bonoli and Natali, 2012 Looking at differences in the types of institutional design

Level of influence of the EU through formal instruments (European Semester "adjustment processes") and also informal procedures (backroom diplomacy)

Session 9: From Austerity to Permanent Strain (2) : Italy, Spain, Greece and the Troika (2)

Readings and videos:

[https://www.youtube.com/watch?v=Pee\\_w3RwHhs](https://www.youtube.com/watch?v=Pee_w3RwHhs)

De la Porte and Heins "The sovereign debt crisis, the EU and welfare state reform" *Comparative European Politics* ISSN: 1472-4790

Petmesidou and Guillén (2014) *Economic crisis and Austerity in Southern Europe: Threat or opportunity for a sustainable welfare state?* *South European Society and Politics*

<http://www.tandfonline.com/doi/full/10.1080/13608746.2014.950369#abstract>

Pavolini, E.; León, M.; Guillén, A.M.; and Ascoli, U. (2014) "From Austerity to Strain: welfare state reform in Italy and Spain" *Comparative European Politics* ISSN: 1472-4790

Session 10: concluding session

## Methodology

Learning is based on the reading and discussion about theoretical and empirical knowledge. The aim of learning is to acquire the capacity to formulate questions and answers -always provisional ones. To this end, students will have to be active and autonomous in searching and selecting relevant information, in reading and reflecting in order to create a rich and informed dialogue with the lecturer.

In this course, this autonomous effort will be required previously to each session, via reading and essay writing. This work will then be complemented with seminar discussions and oral presentations, which will help to better understand both theory and practice-based knowledge as well as to question it.

Class teaching will combine lectures and seminar/case discussions on theoretical and empirical knowledge -always trying to find the applicability of theory to empirical cases. Tutorial teaching will focus on the preparation of essays and presentations.

## Activities

Title	Hours	ECTS	Learning outcomes
<b>Type: Directed</b>			
Seminars and tutorials	50	2	2, 5, 6, 7, 8, 10, 11, 12
<b>Type: Supervised</b>			
Reading, essay writing and solving exercises	70	2.8	2, 4, 5, 6, 7, 8, 10, 11, 12
<b>Type: Autonomous</b>			
Lectures -attendance and participation	125	5	2, 4, 5, 6, 7, 8, 10, 11, 12

## Evaluation

Evaluation will be an ongoing process and will be based on the outputs of the different activities in which students will have to engage to show whether they have achieved the expected competencies. Such activities and outputs include:

1. 4 practical exercises proposed in class (public management sessions) (25% of the final grade).
2. One critical essay (from public policy sessions) (25% of the final grade).
3. Take home exam -48 hours (50 % of the final grade).

## Evaluation activities

Title	Weighting	Hours	ECTS	Learning outcomes
Practical exercises and critical essay	50%	2.5	0.1	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
Synthesis tests	50%	2.5	0.1	2, 4, 5, 6, 7, 8, 10, 11, 12

## Bibliography

Albi, E.; González-Páramo, J.; López Casasnovas, G. 1997. *Gestión pública*. Barcelona. Ariel.

Aguilar, L. 1992. *La hechura de las políticas públicas*. México. M.A. Porrúa. 4 vols.

- Ballart, X. 1992 *¿Cómo evaluar programas y servicios públicos?* Madrid. Ministerio para las Administraciones Públicas.
- Barzelay, M.; Gallego, R. 2006. 'From "new institutionalism" to "institutional processualism": Advancing knowledge about public management policy change'. *Governance*, 19, 4:531-557.
- Brugué, Q.; Subirats, J. 1996. *Lecturas de gestión pública. Selección de textos*. Madrid. Ministerio para las Administraciones Públicas.
- Colebatch, H. 2002. *Policy*. London: Open University Press. 2nd edition.
- Hill, M. ed. 1997. *The policy process. A reader*. Hertfordshire. Prentice Hall/Harvester Wheatsheaf. 2nd edition.
- Kingdon, J. 1995. *Agendas, alternatives, and public policies*. New York. HarperCollins. 2nd edition.
- Knoepfel, P.; Larrue, C.; Varone, F. 2001. *Analyse et pilotage des politiques publiques*. Basel. Helbing and Lichtenhahn.
- Lane, J. 1993. *The public sector. Concepts, models and approaches*. London. Sage.
- Loseke, D. 2003. *Thinking about social problems*. New Jersey. Aldine Transaction. 2nd edition.
- Mény, Y.; Thoenig, J. 1989. *Las políticas públicas*. Barcelona. Ariel. (traducció 1992)
- Moore, M. 1995. *Gestión estratégica y creación de valor en el sector público*. Paidós. Barcelona. (traducció 1998).
- Pressman, J.; Vildavsky, A. 1984. *Implementation*. Berkeley. University of California Press. 3rd edition.
- Sabatier, P. ed. 1999. *Theories of the policy process*. Oxford. Westview Press.
- Stone, D. 2002. *Policy paradox. The art of political decision making*. London. Norton. 2nd edition.
- Subirats, J. 1989. *Análisis de políticas públicas y eficiencia de la administración*. Madrid. Ministerio para las Administraciones Públicas.