

**Public Policy Analysis and Management**

Code: 42271  
ECTS Credits: 10

Degree	Type	Year	Semester
4313335 Political Science	OB	0	1

**Contact**

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**Teachers**

Francesc Xavier Ballart Hernández

Raquel Gallego Calderón

Carolina Galais Gonzalez

**Use of languages**

Principal working language: english (eng)

**External teachers**

Lara Maestriperi

**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.

**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	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.		reading :
Optional		reading :
Olsen, J. P. 2005 "Maybe It is Time to Rediscover Bureaucracy", Journal of Public Administration Research and Theory, 16 : 1 - 24		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 ) : 2 6 5 - 2 8 4  
 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 ) : 2 1 1 - 2 3 1
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 : 8 4 9 - 8 6 6  
 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 ) : 2 3 2 - 2 4 6  
 Optional reading :  
 Kelly, J. 2007 "Reforming Public Services in the UK: Bringing in The Third Sector" Public Administration, 85 ( 4 ) : 1 0 0 3 - 1 0 2 2  
 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): 6 8 1 - 6 9 0  
 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>

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
Participation in class	10%	0	0	4, 10, 12
Practical exercises and critical essay	50%	2.5	0.1	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
Synthesis tests	40%	2.5	0.1	2, 4, 5, 6, 7, 8, 10, 11, 12

## Bibliography

- Albi, E.; González-Páramo, J.; López Casanovas, 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.
- 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.
- Moore, M. 1995. *Gestión estratégica y creación de valor en el sector público*. Paidós. Barcelona. (traducción 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.