

Degree	Type	Year	Semester
4313500 Public Management	OB	0	1

Contact

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Use of Languages

Principal working language: catalan (cat)

External teachers

Antonio Morales

Carles Ramió

David Sancho

Miquel Salvador

Prerequisites

General knowledge on public administration and public management

Objectives and Contextualisation

1. To encourage and promote in students an interest in learning about the elements that make up the structure and components of public administration management and organizational systems.
2. To provide students with an understanding of the main theoretical models for analysing the various components of public administration organizational systems.
3. To help students learn about the nature and methods applicable to the study of public administration organization, human resources and management systems.
4. To cultivate a spirit of critical analysis in students that allows them to evaluate the various national and international political and administrative contexts.
5. To provide students with an understanding of how to apply this knowledge to analyse and address the main issues faced by public administrations.
6. To equip students with the necessary knowledge and skills to apply their knowledge in public-sector organizational systems.
7. To help students master the basic concepts in the fields of organization and civil service.

Competences

- Address complex public intervention situations, possibly involving ethical dilemmas, on the basis of proposals founded both on explicit values and on conceptual and methodological rigour.
- Apply concepts, theories and models from various disciplines in the exercise of public administration duties.
- Continue the learning process, to a large extent autonomously
- Design and evaluate processes of public intervention in specific social, political and sectorial situations and problem areas.
- Identify, understand and analyse complex social and political phenomena that are important to the exercise of public administration duties.
- Propose innovative solutions to solve social and political problems.
- Use acquired knowledge as a basis for originality in the application of ideas, often in a research context.

Learning Outcomes

1. Address complex public intervention situations, possibly involving ethical dilemmas, on the basis of proposals founded both on explicit values and on conceptual and methodological rigour.
2. Analyse management systems through simulation techniques that encourage improvements to the working of the organisation.
3. Analyse processes of innovation
4. Apply instruments of human-resource management in public administration and associated organisations.
5. Apply strategies for innovation and change in organisations
6. Continue the learning process, to a large extent autonomously.
7. Design internal communication systems.
8. Design strategies to evaluate the management models of organisations.
9. Evaluate communication strategies
10. Identify and define different human resources policy instruments.
11. Identify factors affecting the implementation of these policies.
12. Know the techniques of legal analysis.
13. Negotiate processes to implement change in organisations.
14. Propose guidance programmes on innovation and change processes in the management of public organisations.
15. Propose innovative solutions to solve social and political problems.
16. Use acquired knowledge as a basis for originality in the application of ideas, often in a research context.

Content

Topic 1. The institutional problems of public administrations. Lecturer: Carles Ramió (support materials will be provided to work on after the session). 10/01/2020

Topic 2. The public administration of the future. Lecturer: Carles Ramió (support materials will be provided to work on after the two sessions and an activity will be assigned). January 17

Topic 3. The organizational dimensions of public administration. Lecturer: Carles Ramió (support materials will be provided to work on after the two sessions and an activity will be assigned). Jan 24

Topic 4. Strategic management of organizations. Lecturer: David Sancho (support materials will be provided to work on after the session and two activities will be assigned). Jan 31

Topic 5. Organizational analysis from a quality perspective. Lecturer: David Sancho (support materials will be provided to work on after the session and two activities will be assigned). Feb 7

Topic 6. Innovation areas in public management (to be specified at the start of the subject). Previous editions have included institutional visits to consulting firms and specific sessions on innovation or digital competences, amongst other things. Feb 14

Topic 7. The personnel function in public organizations. Lecturer: Miquel Salvador (support materials will be provided to work on after the session and a group activity will be assigned). Feb 21

Topic 8. Emerging areas in human resource management. Lecturer: Miquel Salvador (support materials will be provided to work on after the session). Feb 28

Topic 9. Organizational and civil service law. Lecturer: Antonio Morales (support materials will be provided to work on after the session). March 6

Topic 10. Administrative law. Lecturer: Antonio Morales (support materials will be provided to work on after the session and a final activity will be assigned). March 13

The standard timetable for all sessions is from 9 a.m. to 2 p.m., at the Public Administration School of Catalonia (EAPC) (except the 15 February session, which will be held from 9 a.m. to 1 p.m.).

Syllabus

The syllabus consists of nine topics and one special session on innovation, which will be organized around the main content to be presented and discussed. The aim of the learning process is for students to finish each topic having acquired the basic knowledge and operational tools to address each of the presented areas of organization, human resources and management. This learning process will result from the recommended reading and from listening to the lecturers' presentations, discussing all content and applying it to case studies.

Topic 1. The institutional problems of public administrations

Lecturer: Dr Carles Ramió

- Evolution of public administrations since 1977
- Public administration models: clientelist, bureaucratic and managerial
- Institutional problems
- Institutional successes
- Corruption
- Clientelism
- The lack of institutional quality

Topic 2. The public administration of the future

Lecturer: Dr Carles Ramió

- Technological, economic, social and political changes
- Governance and meta-leadership
- Future public administration scenarios

Topic 3. The organizational dimensions of public administration

Lecturer: Dr Carles Ramió

- The socio-technical dimension, the political and cultural dimension, and the control and improvement dimension of public organizations
- Informal organization management, intraorganizational conflict management and administrative culture management. Tools for managing and motivating public employees.

Topic 4. Strategic management of organizations

Lecturer: Dr David Sancho

- Organizational strategy: definition of organizational goals and relational networks at public institutions
- Structure: divisionalization, agencies and new organizational formulae

Topic 5. Organizational analysis from a quality perspective

Lecturer: Dr David Sancho

- Information and communication technology procedures and impact
- Modernization and change: market strategies, outsourcing, leadership and change
- Control of the organization: service quality control, control and impact assessment

Topic 6. Innovation areas in public management

Lecturers: Drs David Sancho and Miquel Salvador

- Innovation in public management and information and communication technologies
- E-government, e-administration and e-governance. The dimensions of e-government and e-administration

Topic 7. The personnel function in public organizations

Lecturer: Dr Miquel Salvador

- The concept of the personnel function in public organizations
- Personnel management and people management
- An integrated vision of the personnel function: personnel policy, management and administration

Topic 8. Emerging areas in human resource management

Lecturer: Dr Miquel Salvador

- The areas or subsystems of the personnel function and their interconnections: planning, jobs and competency-based management; recruitment and selection; mobility and civil service careers; training and socialization; human resource assessment in public administrations
- Human resource management assessment systems: methodologies and experiences

Topic 9. Organizational and civil service law

Lecturer: Dr Antonio Morales

- Rules limiting the government's power to self-organize
- The government and its bodies. In particular: rules of procedure of corporate bodies and the distribution of powers amongst bodies
- The different administrations: territorial, corporate and institutional. In particular: the proliferation of independent entities or private forms of personification
- Classification of personnel who provide services to the government
- Civil servant statute
- Civil servant situations and responsibility regimes for the exercise of their offices
- Senior officials

Topic 10. Administrative law

Lecturer: Dr Antonio Morales

- Principles governing the activity of administrative agencies
- Main types of administrative activities
- In particular: the activity of limitation through authorization
- In particular: the activity of providing citizen services

- In particular: the activity of promotion
- In particular: the activity of inspection and sanction

Methodology

Learning is based on the review, questioning and constant construction of theoretical and practical knowledge. The learning objective is to acquire the ability to generate questions and give (provisional) answers. To achieve this objective, students must play an active role in the autonomous approach to the information, reading and reflecting on what they have read in order to establish an informed and enriching dialogue with the teacher.

In this module, this preliminary autonomous work will be required, in the form of reading and the writing of short papers, for each topic. This work will be supplemented with seminar discussions and the preparation and presentation of oral presentations, as well as case studies and presentations of real-life experiences to better consolidate students' knowledge and ability to reconsider it.

The learning time is organized around a combination of face-to-face time and autonomous work: 25 hours of student work per ECTS credit (total of 250 hours), of which 20% (50 hours) will be face-to-face, 30% (75 hours) will not be face-to-face but will be supervised by the teacher, and 50% (125 hours) will not be face-to-face and will consist of autonomous work by the student.

Teacher-supervised face-to-face learning will consist of a combination of master classes and discussion seminars on both theoretical aspects and their application to both real and simulated case studies. Teacher-supervised non-face-to-face learning will consist of specific tutoring for the short papers and preparation of oral presentations.

Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Lectures	50	2	1, 3, 2, 5, 4, 9, 12, 8, 7, 11, 10, 13, 14, 15, 6, 16
Type: Supervised			
Seminars and tutoring	75	3	1, 3, 2, 5, 4, 9, 12, 8, 7, 11, 10, 13, 14, 15, 6, 16
Type: Autonomous			
Elaboration of essays	125	5	1, 3, 2, 5, 4, 9, 12, 8, 7, 11, 10, 13, 14, 15, 6, 16

Assessment

The assessment will be continuous and based on demonstration by the student of the competences acquired during the following activities and the corresponding results:

1. Preparation of short papers throughout the module (60% of the mark).
2. Participation in the seminar and case-discussion sessions (20% of the mark).
3. Oral presentations (20% of the mark).

Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
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Oral presentations	20%	0	0	1, 3, 2, 5, 4, 9, 12, 8, 7, 11, 10, 13, 14, 15, 6, 16
Participation in the seminar and case-discussion sessions (20% of the mark).	20%	0	0	1, 3, 2, 5, 4, 9, 12, 8, 7, 11, 10, 13, 14, 15, 6, 16
Preparation of short papers throughout the module	60%	0	0	1, 3, 2, 5, 4, 9, 8, 7, 11, 10, 13, 14, 15, 6, 16

Bibliography

The following bibliography is of an introductory nature for the entire module and is organized into generic reading, reading by policy sector and recommended journals. For each topic, the lecturers will recommend specific reading, which will mainly consist of excerpts from some of these references, but may also include other texts.

BARZELAY, M. *La nueva gestión pública. Un acercamiento a la investigación y al debate de las políticas*. Mexico City: Fondo de Cultura Económica, 2004.

BOZEMAN, B. 'Los fundamentos de la gestión estratégica'. In: Brugué, Q. and Subirats, J. *Lecturas de gestión pública*. Madrid, 1997.

BRUGUÉ, Q. 'Modernitzar l'administració pública des de l'esquerra'. In: Quaderns *El Pensament i l'Acció*. Barcelona: Fundació Nous Horitzons, 2004.

BRUGUÉ, Q.; SUBIRATS, J. *Lecturas de gestión pública*. Madrid: INAP, 1997.

DENHARDT, J.; DENHARDT, R. *The New Public Service. Serving, not Steering*. New York: M.E. Sharpe, 2003.

FERLIE, E.; ASHBURNER, L.; FITZGERALD, L.; PETTIGRE, A. *The New Public Management in Action*. Oxford: Oxford University Press, 1996.

FLYNN, N. *Public Sector Management*. London: Harvester & Wheatsheaf, 1990.

FOX, J.; MILLER, H. *Postmodern Public Administration*. London: Sage, 1995.

KETTL, D. *The Global Public Management Revolution*. Washington DC: Brookings, 2005.

LÓPEZ, E. *Técnica de control de ejecución en la dirección estratégica de la administración pública*. Madrid: INAP, 1989.

LÓPEZ, J.; GADEA, A. *Servir al ciudadano. La gestión de la calidad en la administración pública*. Vitoria: IVAP, 2000.

- *Una nueva administración pública*. Oñati: IVAP, 2001.

MAS, J.; RAMIÓ, C. *La auditoría operativa en la práctica*. Barcelona: Marcombo Boixareu Editores, 1997.

OSBORNE, D.; GAEBLER, R. *La reinención del gobierno: la influencia del espíritu empresarial en el sector público*. Barcelona: Paidós, 1994.

PARRADO, S.; SALVADOR, M. 'The institutionalization of Meritocracy in Latin American Regulatory Agencies'. *International Review of Administrative Sciences*, 77(4), 2011. P. 715-742.

POLLIT, C. *The Essential Public Manager*. Maidenhead: Open University Press, 2003.

POLLIT, C.; BOUCKAERT, R. *Public management reform. A comparative analysis*. Oxford: OUP, 2004.

POLLITT, C. *Managerialism and the Public Service*. Oxford: Blackwell, 1993.

RAMIÓ, C. *La renovación de la función pública. Estrategias para frenar la corrupción política en España*. 1a. ed. Madrid: Catarata, 2016.

RAMIÓ, C. *Administración pública y crisis institucional. Estrategias de reforma e innovación para España y América Latina*. 1a.ed. Madrid: Tecnos, 2015.

RAMIÓ, C.; SALVADOR, M. *Instituciones y nueva gestión pública en América Latina*. Barcelona: Fundación CIDOB, 2005.

RAMIÓ, C.; SALVADOR, M. *El fenómeno de la externalización en la administración pública*. 1a. ed. Mérida: Universidad de los Andes y Centro de Estudios Políticos y Sociales en América Latina (CEPSAL), 2011.

RAMIÓ, C.; SALVADOR, M. 'Provisión de servicios públicos en el contexto de la Administración local de España: el papel de los factores políticos e institucionales y la externalización de los gobiernos locales'. *Gestión y Política Pública*, 21(2), 2012. P. 375-405.

SALVADOR, M. *Polítiques de funció pública: l'avaluació de recursos humans*. Barcelona: Escola d'Administració Pública de Catalunya. Generalitat de Catalunya, 1997.

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