

COURSE
Introduction to Public Management

Instructors:

Javier Fuenzalida (jafuenza@dii.uchile.cl)

Mario Weissbluth (mariow@dii.uchile.cl)

Start date
November 4th

End date
November, 18th

AFTER THIS COURSE STUDENTS WILL BE ABLE TO:

- Lead modernization processes in public organizations
- Understand and discuss cutting-edge public management conceptual frameworks, as well as use such frameworks to analyze social phenomena in government
- Understand basic public management concepts to address the natural complexities and challenges of institutional change in public agencies

TOPICS

Lecture 1. Introduction and motivation

Date: November 4, from 11.15 AM to 1 PM

Instructor: Javier Fuenzalida

Contents: Introduction of the course to students, discussion about the importance of the course in contemporary public-sector institutional settings

Readings

- Fukuyama, F. (2004). The Imperative of State-Building. *Journal of Democracy*, 15(2), 17-31.
- Andrews, M., Pritchett, L., & Woolcock, M. (2017). The big stuck in state capability. En *Building State Capability: Evidence, Analysis, Action* (pp. 10-28). Oxford: Oxford University Press.

Lecture 2. Distinguishing key concepts in public management

Date: November 4, from 2 PM to 4 PM

Instructor: Javier Fuenzalida

Contents: Discussion about several concepts sometimes employed as synonyms. In particular, this clarification will help students to understand the differences between public administration public management, new public management, as well as differences found in the literature when comparing public vs. private management.

Readings

- Rainey, H. & Han Chun, Y. (2005). Public and Private Management Compared. En E. Ferlie, L. Lynn & C. Pollitt (Eds.), *The Oxford Handbook of Public Management* (pp. 72-102). Oxford: Oxford University Press.
- Riccucci, N. (2010). Identity crises in the social sciences. In *Public Administration. Traditions of Inquiry and Philosophies of Knowledge* (pp. 31-39). Washington DC: Georgetown University Press.

Lecture 3. Basic conceptual approaches in public management

Date: November 4, from 4.15 PM to 6 PM

Instructor: Javier Fuenzalida

Contents: Discussion about the foundations that have predominated in the public management discipline, from the bureaucratic model of Weber (1922) to complex systems approaches (see Cook & Piret, 2016). This class will not only address the most important conceptual frameworks, but also how they relate to each other.

Readings

- Weber, M. (2004). Bureaucracy. In J. M. Shafritz & C. Hyde (Eds.) *Classics of Public Administration* (5^a edition, pp. 50-55). Boston, MA: Wadsworth. (Original published in 1922).
- Frederickson, G. (2012). Toward a New Public Administration. In J. M. Shafritz & C. Hyde (Eds.) *Classics of Public Administration* (5^a edition, pp. 315-327). Boston, MA: Wadsworth. (Original publicado en 1971).
- Hood, C. (1991). A Public Management for all Seasons? *Public Administration*, 69(1), 3-19.
- Moore, M. H. (1995). Managerial Imagination. In *Creating Public Value: Strategic Management in Government* (pp. 13-23). Cambridge, MA: Harvard University Press.
- Moore, M. H. (1998). Defining public value. In *Creating Public Value: Strategic Management in Government* (pp. 27-56). Cambridge, MA: Harvard University Press.
- Frederickson, G. (2005). Whatever Happened to Public Administration? Governance, Governance Everywhere. In E. Ferlie, L. Lynn & C. Pollitt (Eds.), *The Oxford Handbook of Public Management* (pp. 282-304). Oxford: Oxford University Press.
- [C] Wilson, W. (1887). The Study of Administration. *Political Science Quarterly*, 2(2), 197-222.
- [C] Taylor, F. (2012). Scientific Management. In J. M. Shafritz & C. Hyde (Eds.) *Classics of Public Administration* (pp. 43-45). Boston, MA: Wadsworth. (Original published in 1912).
- [C] Meier, K. & Capers, J. (2007). Representative Bureaucracy: Fours Questions. In B. G. Peters & J. Pierre (Eds.), *The SAGE Handbook of Public Administration* (pp. 370-380). Thousand Oaks, CA: SAGE Publications.
- [C] Dunleavy, P., Margetts, H., Bastow, S., & Tinkler, J. (2006). New Public Management is Dead—Long Live Digital-Era Governance. *Journal of Public Administration Research and Theory*, 16(3), 467-494.
- [C] Cook, J. & Piret Tõnurist, P. (2016). *From Transactional to Strategic: Systems approaches to public service challenges*. Paris: OECD.

****Readings preceded by “[C]” are supplementary**

Lecture 4. Complex systems in the public sector

Instructor: Mario Waissbluth

Date: November 6, from 11:15 AM to 1 PM

Instructor: Mario Waissbluth

Contents: Introduction to the foundations of complex systems. This will contribute to address the challenges of institutional change

Readings

- Klijn, E. H. (2008). Complexity theory and public administration: What's new? Key concepts in complexity theory compared to their counterparts in public administration research. *Public Management Review*, 10(3), 299-317.
- [C] Christensen, T., & Lægreid, P. (2007). The whole-of-government approach to public sector reform. *Public Administration Review*, 67(6), 1059-1066.
- [C] Sargut, G., & McGrath, R. G. (2011). Learning to live with complexity. *Harvard Business Review*, 89(9), 68-76.
- [C] Sullivan, T. (2011). Embracing complexity. *Harvard Business Review*, 89(9), 88-92.

****Readings preceded by “[C]” are supplementary**

Lecture 5. Excellence institutions, public management and change management

Date November 6, from 14 PM to 16 PM

Instructor: Mario Waissbluth

Contents: Public management, state modernization, performance management, public policy implementation, public marketing, how to build a strategy to sustainably get resources. Branding in the public sector, best practices

Readings

- RBSGroup (2013). The 8-step process for leading change. Dr. Kotter’s methodology of change leadership
- [C] Kotter, J. P. (1995). Leading change: Why transformation efforts fail.

****Readings preceded by “[C]” are supplementary**

Lecture 6. Public sector innovation

Date: November 18, from 16.15 PM to 18 PM

Instructor: Mario Waissbluth

Contents: Definition of innovation in the public sector, why should the public sector innovate? types of public sector innovation, implementation of public sector innovation.

Readings

- Ernst & Young (2017). Public Sector Innovation: From ideas to action.
- [C] Cook, J. & Piret Tõnurist, P. (2016). *From Transactional to Strategic: Systems approaches to public service challenges*. Paris: OECD.

****Readings preceded by “[C]” are supplementary**

GRADING

Final paper. Students will submit a short final paper answering specific questions to be determined by the instructors during the last class (on Monday). The responses must integrate the concepts discussed in class, as well as students’ professional experience. The extension of the paper is 2 pages, single-spaced. To pass this course, students should have a grade of 4.0 or above.