

Course code (filled in by the Office for Education)	
Course title	Strategic Management in the Public Sector
Module title	Public Governance and Political Science
Level of the Course	MA
Institute/Department responsible for course	Institution of State Governance and Public Policy
Course director	Eva Kovacs PhD
Name of the Lecturer(s)	Eva Kovacs PhD
Number of the ECTS credits	5 ECTS
Teaching methodology	50% lecturing + 50% case study analyses and problem solving through cases
Language of instruction	English
Prerequisite(s) for the course	Fluency in English
Semester	spring semesters
Course description	<p>State reform and modernizing public administration have been crucial and permanent elements of governments' rhetorics and practices all around the world. Public administration and public services across the world are undergoing changes that affect the organization of the public administration systems in general, and the management of those organizations, in particular. Public organizations are required to continuously find better ways to compete in the rapidly changing social, political and legal environment. It is widely accepted that the managerial decisions and actions affect the performance and survival of public organizations. Hence these triggering factors enhanced the significance of emerging public management trends such as the transfer of private sector models and management techniques to the public sector, strengthening the coordination within the government (joined- up or whole of government model) or widening the cooperation with societal actors such as civil, professional and international organizations (network governance). But different public administration forms rely on different management techniques and modes. That is why this course aims to highlight different approaches and techniques of public management that enhances the more strategical way of thinking and acting within public organizations. The relevance of this study can be underline by the fact that public organizations operate in a very dynamic political and institutional environment so strategic management is essential for strengthening the long-term viability and effectiveness of public sector organizations in terms of both substantive policy and management capacity.</p>
Learning outcomes and course competences	<p>This course introduces the key concepts, tools, and principles of public management, strategy formulation and strategic management within the public sector and public organizations. It will cover areas such as different schools of public management, resource and performance management in public sector, and the understanding of the linkages between strategic management and public sector performance, the role of citizens and the social community in public service management.</p> <p>By the end of the course the student should be able to:</p> <ul style="list-style-type: none"> Identify the difference between public and business sphere Identify the major waves and trend in public management Be critically aware of the limitation and potential of the adabtation of business management techniques Be critically aware of factors involved in strategy making Assess the resources and constraints for strategy making in a public context Explain the opportunities and limitations of the monitoring strategic objectives in public administration throught performance measurement.
Weekly content of course	<ol style="list-style-type: none"> 1. Introduction: What is public administration? 2. The study of public administration. 3. Approaches of public administration

	<p>3. The development of public management I.: The old and the new public administration.</p> <p>4. The traditional model of public administration</p> <p>5. Transferring private sector management techniques to the public sector</p> <p>6. The concept of strategy and strategic management.</p> <ul style="list-style-type: none"> • Strategy as a process • Strategy as content • Introducing different strategic management techniques (e.g. SWOT, PESTEL, MOST) <p>7. The development of public management II.: Network based and collaborative models of public management</p> <p>8. Context matters': managing strategically public organizations in differner politico - administrative contexts.</p> <p>9.The transformative effects of administrative reforms and strategic management</p> <p>10. Understanding the linkages between strategic management and public sector performance.</p> <p>11. Strategic management techniques and tools in public policy making</p> <p>12. Introduction of Performance Measurement Techniques in Public Management</p> <p>13. Managing resources in Public Organization: HR management</p> <p>14. Managing resources in Public Organization: Financial management</p> <p>15. Wrap -up session</p>
Compulsory and recommended reading materials	<p>Owen E. Hughes (2003) Public Management and Administration, Third Edition: An Introduction. Palgrave Macmillan, 2002. Ch. 1,2,6.</p> <p>Ferlie - Ongaro (2015): Strategic Management in Public Services Organizations: Concepts, Schools and Contemporary Issues. Oxon, UK: Routledge Ch. 4, 6,7</p> <p>Chan , J. (2003): Changing roles of public financial management. Ch. 8. In. Bovaird,T. and Löffler, E. (2003). Public Management and Governance, Third Edition. London : Routledge</p> <p>OECD (2015): Value for Money in Government Building on Basics. Human Resource Management. Ch. 8.</p> <p>KLIJN - KOPPENJAN- TERMEER (1995): MANAGING NETWORKS IN THE PUBLIC SECTOR: A THEORETICAL STUDY OF MANAGEMENT STRATEGIES IN POLICY NETWORKS. In: Public Administration Vol73 Autumn 1995 (437-454)</p> <p>Pollitt, C(1995): Justification by Works or by Faith? Evaluating the New Public Management</p> <p>2. Theodore H. Poister and Gregory D. Streib(1999):Strategic Management in the Public Sector: Concepts, Models, and Processes. Public Productivity & Management Review, Vol. 22, No. 3 (Mar., 1999), pp. 308-325</p> <p>John Isaac Mwita (2000) Performance management model. A systems-based approach to public service quality. The International Journal of Public Sector Management, Vol. 13 No. 1, 2000, pp. 19-37.</p> <p>Van Thiel, S., & Leeuw, F. (2002). The Performance Paradox in the Public Sector. Public Performance & Management Review, 25(3), 267-281.</p>
Assessment methods and criteria	Individual presentations (25%), Course attendance / activities (25%),written exam (50%).
Grading	Five scale grading
office hours/contact details	2 hours/week; kovacs.eva@uni-nke.hu