

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Public Policy  
with effect from Semester B 2015/16**

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**Part I Course Overview**

**Course Title:** International Public Management

**Course Code:** POL6101

**Course Duration:** One semester

**Credit Units:** 3 credits

**Level:** P6

**Medium of Instruction:** English

**Medium of Assessment:** English

**Prerequisites:** Nil  
*(Course Code and Title)*

**Precursors:** Nil  
*(Course Code and Title)*

**Equivalent Courses:** Nil  
*(Course Code and Title)*

**Exclusive Courses:** Nil  
*(Course Code and Title)*

## Part II Course Details

### 1. Abstract

This course aims to identify significant recent and current international trends and developments in public management theories and practices; examine the processes and related debates about the nature and impact of globalization, internationalization, diffusion and transfer in public sector management and reform; illustrate and analyse the diversity, complexity and dynamics of public sector management through the study of key public management reforms in the international arena and in the Asia-Pacific and European regions in particular; recognize the importance, strengths and weaknesses of the activities of transnational and regional organizations such as the World Bank, OECD, etc., in the development, dissemination and evaluation of public management reforms; and encourage the development of the academic skills needed to organize, summarize, interpret, evaluate and discuss critically, both orally and in writing, scholarly articles, factual information and official data relating to the development and implementation of specific public management developments in a variety of different jurisdictions.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Compare critically the changing nature of strategies, trends and international practices, and processes entailed in successful public management in recent decades;			√	
2.	Recognize and deconstruct critically key ideas/themes from current debates about the nature and impact of globalization, internationalization, diffusion and transfer in public sector management and reform;			√	
3.	Identify and critically appraise the specific challenges facing public managers internationally;		√	√	
4.	Identify and critique the importance, influence, benefits and problems associated with the public management-related activities of transnational and regional organizations such as the World Bank, ADB, OECD, European Union, UNDP, ASEAN, EROPA, etc;		√	√	
5.	Present in a structured and integrated manner findings of analyses of the nature, implications and applications of selected key developments in public management theories and practices outside of Hong Kong;		√	√	√
6.	ssSummarize, interpret critically and discuss international developments in public management theories and practices.		√	√	√
		100%			

A1: Attitude

*Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.*

A2: Ability

*Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.*

A3: *Accomplishments*  
*Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5	6	
Readings	Students are encouraged to read widely. Core required readings from the recent literature on international public management will be assigned. For their written papers students will be required to engage in a critical analysis of developments in international public management.	√	√	√	√	√	√	
Lectures	Lectures will help students to acquire knowledge and to improve their understanding of key public management definitions, concepts, theories and methods.	√	√	√	√	√	√	3 hours/week
Seminars	During seminars, individual students will present key points from their written papers, based on a critical analysis of relevant academic materials on key recent developments and practices related to international public management. They will answer questions raised by other seminar participants.	√	√	√		√	√	
Oral and Written presentations	Students will demonstrate their ability to communicate clearly the findings of their independent readings and analysis about a particular set of reforms both orally to the class and by writing an essay that adheres to all academic conventions.	√		√		√	√	
In-class test	Students will have a 2-hour written in-class test.	√	√	√	√	√	√	2 hours

### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5	6		
Continuous Assessment: <u>100</u> %								
Group term paper (2,300-2,500 words)	√		√		√	√	35%	
Group presentation of term paper + seminar attendance	√		√		√	√	15%	
In-class test (2 hours, the in-class test will be held in Week 13)	√	√	√	√	√	√	50%	
							100%	

## 5. Assessment Rubrics

*(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)*

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Adequate (C+, C, C-)	Marginal (D)	Failure (F)
1. Group presentation	1.1. Analytic and interpretive ability to apply relevant theories, concepts, and skills to the issue of public and private human resource management.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	1.2. Ability to explain in detail and with accuracy.					
2. Group term paper	2.1. Capacity to organize ideas, and to write logically.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	2.2. Ability to explain in detail (e.g., procedures and methodology) and with accuracy.					
3. In-class test	3.1. Understanding important ideas and critical interpretation of main settings, issues, and techniques of public and private human resource management from the lectures.	High	Significant	Moderate	Basic	Not even reaching marginal levels

### Part III Other Information (more details can be provided separately in the teaching plan)

#### 1. Keyword Syllabus

(An indication of the key topics of the course.)

International public management; globalization and public sector reform; privatisation, private sector involvement and partnerships, social enterprise, contractualism and de-regulation; transnational organizations; modernising and world class government; consumerism; risk management; information technology and e-government; corporate governance; standards in public life and the control of corruption; 'best value' and best practices; performance management; managing change.

#### 2. Reading List

##### 2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Abakholwa, Moses Sindane (2004) 'Public administration versus public management: parallels, divergences, convergences and who benefits?' <i>International review of Administrative Sciences</i> 70 (4): 665-672.
2.	Ashworth, Rachel, Ferlie, Ewan, Hammerschmid, Gerhard, Moon, M. Jae, and Reay, Trish (2013) 'Theorizing contemporary public management: International and comparative perspectives', <i>British Journal of Management</i> , Vol. 24: S1-S17.
3.	Berman, E. M. (ed) (2011) <i>Public Administration in Southeast Asia: Thailand, Philippines, Malaysia, Hong Kong and Macao</i> . Boca Raton, FL: CRC Press.
4.	Bhatta, G. (2006). <i>International Dictionary of Public Management and Governance</i> . Armonk, N.Y.: M.E. Sharpe.
5.	Boin, Arjen, Kuipers, Sanneke and Overdijk, Werner (2013) 'Leadership in times of crisis: A framework for assessment', <i>International Review of Public Administration</i> Vol.18, No.1: 79-91.
6.	Borins, S. (2001) 'Public Management Innovation In Economically Advanced and Developing Countries' <i>International Review of Administrative Sciences</i> Vol. 67 No. 4:715-731.
7.	Cheung, A. B. L. and Scott, I. (eds) (2002) <i>Governance and Public Sector Reform in Asia: Paradigm Shifts or Business As Usual?</i> , London: Curzon Press.
8.	Chorev, Nitsan and Babb, Sarah (2009) 'The crisis of neoliberalism and the future of international institutions: A comparison of the IMF and the WTO', <i>Theory and Society</i> 38: 459-484.
9.	Drechsler, Wolfgang (2009) 'The rise and demis of the New Public Management: Lessons and opportunities for South East Europe', <i>Uprava, letnik VII</i> , 3: 7-24. <a href="http://www.dlib.si/stream/URN:NBN:SI:DOC-C0FNCFVE/.../PDF">www.dlib.si/stream/URN:NBN:SI:DOC-C0FNCFVE/.../PDF</a> (viewed 30 October 2013)
10.	Edelenbos, Jurian, Klijn, Erik-Hans, and Steijn, Bram (2011) 'Managers in governance networks: How to reach good outcomes?' <i>International Public Management Journal</i> , Vol. 14, No. 4: 420-444.
11.	Erakovich, Rod and Aderson, Trisha (2013) 'Cross-sector collaboration: Management decision and change model', <i>International Journal of Public Sector Management</i> , Vol. 26, No. 2: 163-173.
12.	Farazmand, Ali (2009) 'Building administrative capacity for the age of rapid globalization: a modern prescription for the twenty-first century', <i>Public Administration Review</i> , Vol. 69, No. 9: 1007-1020. & Cheung, Anthony B.L. (2009) 'A response to "Building administrative capacity for the age of rapid globalization: a modest prescription for the twenty-first century"', <i>Public Administration Review</i> , Vol 69, No. 9: 1034-1036.
13.	Fyfe, Toby (2004) 'Alternative service delivery – responding to global pressures', <i>International Review of Administrative Sciences</i> 70 (4): 637-644.
14.	Gray, Andres and Jenkins, Bill (2006) 'From public administration to public management: Reassessing a revolution?' <i>Comparative Public Administration: The Essential Readings, Research in Public Policy Analysis and Management</i> , Vol 15: 543-572.
15.	Gualmini, Elisabetta (2008) 'Restructuring Weberian bureaucracy: Comparing managerial reforms in Europe and the United States' <i>Public Administration</i> Vol. 86, No 1: 75-94.

16.	Jancsics, David and István Jávör (2012) 'Corrupt government networks', <i>International Public Management Journal</i> , Vol. 15, No. 1: 62-99.
17.	Koike, Osamu (2013) 'Institutionalizing performance management in Asia: Looking East or West?' <i>International Journal of Public Sector Management</i> , Vol. 26, No. 5: 347-360.
18.	Levy, Roger (2010) 'New public management: End of an era?' <i>Public Policy and Administration</i> , Vol. 25, No. 2: 234-240.
19.	Linna, Paula and Pekkola, Sanna, Juhani, Ukko, and Helinä, Melkas (2010) 'Defining and measuring productivity in the public sector: managerial perceptions', <i>International Journal of Public Sector Management</i> , Vol. 23, No. 3: 300-320.
20.	Lynn Jr. Laurence E. (2006) 'The new public management as an international phenomenon: A skeptical view', <i>Comparative Public Administration: The Essential Readings, Research in Public Policy Analysis and Management</i> , Vol. 15: 573-591.
21.	Maor, M. and Lane, J.E., (eds) (1999) <i>Comparative Public Administration</i> , Aldershot, Ashgate/Dartmouth.
22.	Monfardini, Patrizio (2010) 'Accountability in the new public sector: A comparative case study', <i>International Journal of Public Sector Management</i> , Vol. 23, No. 7: 632-646.
23.	Nay, Olivier (2011) 'What drives reforms in international organizations? External pressure and bureaucratic entrepreneurs in the UN response to AIDS', <i>Governance: An International Journal of Policy, Administration and Institutions</i> , Vol. 24, No. 4: 689-712.
24.	Obi, T. (ed) (2007). <i>E-governance: A Global Perspective on a New Paradigm</i> . Amsterdam, Washington DC: JOS Press.
25.	Ongaro, Edoardo (2013) 'The administrative reform trajectory of the European Commission in comparative perspective: Historical new institutionalism in compound systems', <i>Public Policy and Administration</i> , Vol. 28, No. 4: 346-363.
26.	Pearce, Jone L, Xin, Katherine M., Xu, Quimei Jane, and Rao, Alaka N. (2011) 'Managers' context: How government capability affects managers', <i>British Journal of Management</i> , Vol. 22: 500-516.
27.	Pollitt, C. and Bouckaert, G. (2009). <i>Continuity and Change in Public Policy and Management</i> . Cheltenham: Edward Elgar.
28.	Pollitt, C. and Bouckaert, G. (2011). <i>Public Management Reform: A Comparative Analysis: new public management, governance, and the neo-Weberian state</i> . 3rd ed. Oxford, Oxford University Press.
29.	Savoie, Donald J (2006) 'What is wrong with the new public management?' <i>Comparative Public Administration: The Essential Readings, Research in Public Policy Analysis and Management</i> , Vol. 15: 593-602.
30.	Spicker, Paul (2012) "'Leadership": A perniciously vague concept', <i>International Journal of Public Sector Management</i> , Vol. 25, No. 1: 34-47.
31.	Steane, P., Jones, L., Guthrie J., (eds) (2001). <i>Learning From International Public Management Reform</i> . Emerald Group Publishing Limited.
32.	Wong, H.K. and Chan, H. S. (eds) (1999) <i>Handbook of Comparative Public Administration in the Asia-Pacific Region</i> , New York: Marcel Dekker.
33.	Wæraas, Arild and Byrkjeflot, Haldor (2012) 'Public sector organizations and reputation management: Five problems', <i>International Public Management Journal</i> , Vol. 15, No 2: 186-206.
34.	Zhao, Yongfei and B. Guy Peters (2009) 'The state of the state: Comparing governance in China and the United States' <i>Public Administration Review</i> , 69, S1: 122-128.
35.	Zweifel, T.D. (2006). <i>International Organizations and Democracy: Accountability, Politics, and Power</i> . Boulder CO: L. Rienner.

## 2.2 Additional Readings

*(Additional references for students to learn to expand their knowledge about the subject.)*

1.	World Bank (various) The World Development Report, at: 1. <a href="http://www.worldbank.org/wdr/">http://www.worldbank.org/wdr/</a> 2. <a href="http://www.worldbank.org/html/extdr/thematic-alpha.htm#p">http://www.worldbank.org/html/extdr/thematic-alpha.htm#p</a> 3. <a href="http://www.gov.hk">http://www.gov.hk</a> 4. <a href="http://aric.adb.org/">http://aric.adb.org/</a> 5. <a href="http://forum.europa.eu.int/irc/euradmin/eubenchmarking/info/data/en/ebnsite/page1b.htm">http://forum.europa.eu.int/irc/euradmin/eubenchmarking/info/data/en/ebnsite/page1b.htm</a> 6. <a href="http://www.benchmarking.gov.uk">http://www.benchmarking.gov.uk</a> 7. <a href="http://www.oecd.org/maintopic/0,2626,en_2649_201185_1_1_1_1_1,00.html">http://www.oecd.org/maintopic/0,2626,en_2649_201185_1_1_1_1_1,00.html</a> 8. <a href="http://www.apsc.gov.au">http://www.apsc.gov.au</a> 9. <a href="http://www.oecd.org/document/15/0,2340,en_2649_201185_35405455_1_1_1_1,00.html">http://www.oecd.org/document/15/0,2340,en_2649_201185_35405455_1_1_1_1,00.html</a> 10. <a href="http://www.oecd.org/document/12/0,2340,en_2649_201185_37688524_1_1_1_1,00.html">http://www.oecd.org/document/12/0,2340,en_2649_201185_37688524_1_1_1_1,00.html</a>
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