

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Public Policy  
with effect from Semester B 2017/18**

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**Part I Course Overview**

<b>Course Title:</b>	<u>Comparative Public Sector Management</u>
<b>Course Code:</b>	<u>POL6303</u>
<b>Course Duration:</b>	<u>One Semester</u>
<b>Credit Units:</b>	<u>3</u>
<b>Level:</b>	<u>P6</u>
<b>Medium of Instruction:</b>	<u>English</u>
<b>Medium of Assessment:</b>	<u>English</u>
<b>Prerequisites:</b> <i>(Course Code and Title)</i>	<u>Nil</u>
<b>Precursors:</b> <i>(Course Code and Title)</i>	<u>Nil</u>
<b>Equivalent Courses:</b> <i>(Course Code and Title)</i>	<u>Nil</u>
<b>Exclusive Courses:</b> <i>(Course Code and Title)</i>	<u>POL6903 MAPPM Dissertation POL6903A MAPPM Dissertation POL6904 Capstone Project</u>

## Part II Course Details

### 1. Abstract

Enable students to understand, discover, and evaluate critically alternative management and policy implementation strategies for organizing and delivering public services. During the course, students will develop critical skills and innovative ideas in comparative analysis in relation to a variety of approaches to effective public sector management, governance and regulation. Opportunities are provided for focused, in-depth comparative study of issues and topics drawn from areas such as: modernising disciplined services; managing heritage, leisure and cultural services; the delivery of family and social service programmes; performance evaluation and audit; private and third sector (NGO and not-for-profit) involvement in public services delivery and in social enterprise; crisis management and also logistics. The selection of topics addressed each year may vary.

### 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.	Examine critically key theories and practices relating to the contemporary organization, delivery, regulation and governance of public sector activities including those delivered through joint sector collaboration;		√	√	
2.	Search for, appraise critically and synthesize comparative evidence about the rationales for and relative effectiveness of different management strategies in the delivery of specific public services such as those relating to disciplined services (eg. police, immigration, customs and correctional services); family and social services; heritage, cultural and leisure services; etc.;		√	√	
3	Apply appropriate data sources and utilise skills in comparative research and writing, communication, team work, discussion and presentation in relation to selected aspects of the management issues and public services being studied.		√	√	√
		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	
Readings	Reading of two to three papers/chapters every week on average	√	√	√	
Lectures to:	Explain concepts, theories and current practices in public sector management; Analyse approaches to the organization, monitoring and evaluation of specific services and issues in public service management.	√	√	√	
Seminars to enable students to:	Raise questions and make critical observations on the concepts and methods introduced by the lectures; Debate and apply knowledge and methods to the analysis of particular public management issues and to compare the approaches used by different countries in managing various public services.	√	√	√	
Group project	Work in groups to investigate a real case in a comparative method. Students will be expected to integrate theories with application.	√	√	√	
Essay Writing:	To write an individual paper (about 1,000 words) as a personal reflection of the research undertaken and its relation to the issues studied in class.	√	√		

### 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		
Continuous Assessment: 100%					
Group project	√	√	√	80%	
Individual Essay	√	√		20%	
				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-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
		High standard of knowledge of comparative public management theories and practices. Strong ability to identify strategies and capacities to achieve organizational goals. Excellent research, writing, and communication skills	Fairly good knowledge of comparative public management theories and practices. Ability to identify strategies and capacities to achieve organizational goals. Good research, writing, and communication skills	Some knowledge of comparative public management theories and practices. Some ability to identify strategies and capacities to achieve organizational goals. Some research, writing, and communication skills	Weak knowledge of comparative public management theories and practices. Weak ability to identify strategies and capacities to achieve organizational goals. Weak research, writing, and communication skills	No knowledge of comparative public management theories and practices. No ability to identify strategies and capacities to achieve organizational goals. No research, writing, and communication skills

### 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.)

Public sector management, innovation, governance and regulation. Comparative public management; programme delivery; performance evaluation and audit; private and third sector (NGO and not-for-profit) involvement; social enterprise, social capital and empowerment.

#### 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. Audit Commission, (2001) *Change Here*, London: Holbrooks Printers Ltd.
2. Blondel J. (1995), *Comparative Government* (2<sup>nd</sup>. ed.), Hemel Hempstead: Prentice Hall/Harvester Wheatsheaf.
3. Borins, S. (2001) 'Public Management Innovation In Economically Advanced and Developing Countries' *International Review of Administrative Sciences* Vol. 67 No. 4:715-731.
4. Carnall, Collin A. *Managing Change In Organizations* (3<sup>rd</sup> ed.); Hemel Hempstead : Prentice Hall Europe, 1999
5. Cheung A. B. L. (ed) (2004) *Public Service Reform in East Asia: Reform Issues and Challenges in Japan, Korea, Singapore and Hong Kong*, Hong Kong: Chinese University Press.
6. Cheung, A. B. L. (2002) "Public Enterprises and Privatization in East Asia: Paths, Politics and Prospects", *Public Finance and Management*, Vol. 2, No. 1, January, pp. 67-96.
7. Cheung, A. B. L. and Scott, I. (eds) (2002) *Governance and Public Sector Reform in Asia: Paradigm Shifts or Business As Usual?*, London: Curzon Press.
8. Chief Secretary for Administration (2007) *Serving the Community by Using the Private Sector*. Hong Kong: Printing Department.
9. Flynn N and Strehl F (eds.) (1996), *Public Sector Management in Europe*, Hemel Hempstead: Harvester Wheatsheaf / Prentice Hall.
10. Kickert, W. J. M. (ed) (1997) *Public Management and Administrative Reform in Western Europe*, Cheltenham: Edward Elgar.
11. Maor, M. and Lane, J.E., (eds) (1999) *Comparative Public Administration*, Aldershot, Ashgate/Dartmouth.
12. McCourt, W. and Minogue, M. (eds) (2001) *The Internationalization of Public Management : Reinventing the Third World State* Cheltenham: Edward Elgar.
13. McLaughlin, K., Osborne, S. and Ferlie, E. (eds) (2002) *The New Public Management: Current Trends and Future Prospects*, London: Routledge.
14. Minogue, M., Polidano, C. and Hulme, D. (eds) (1998) *Beyond the New Public Management: Changing Ideas and Practices in Governance*, Cheltenham: Edward Elgar.
15. Pierre J (ed.) (1995), *Bureaucracy in the Modern State: An Introduction to Comparative Public administration*, Cheltenham: Edward Elgar.
16. Pollitt C., Girre X., Lonsdale J., Mul R., Summa H. and Waerness M (1999) *Performance or Compliance? Performance Audit and Public Management in Five Countries*, Oxford: Oxford University Press.
17. Pollitt, C. and Bouchaert, G. (2004) *Public Management Reform: An International Comparison* (2<sup>nd</sup> ed.), Oxford: Oxford University Press.
18. Prime Minister and Minister for the Cabinet (1999) *Modernising Government* London: The Stationery Office
19. *Public Finance and Management* (2002), "Symposium on Turn-of-the-Century Trends and

- Future Prospects in Public Enterprises and Privatization: Contexts, Structures and Dynamics", 2(1), January.
20. Rose, Aidan and Lawton, Alan (eds) *Public Services Management*. Harlow : Financial Times: Prentice Hall, 1999.
  21. Wong, H.K. and Chan, H. S. (eds) (1999) *Handbook of Comparative Public Administration in the Asia-Pacific Region*, New York: Marcel Dekker.
  22. Yeatman, A.(2001), 'Contracting Out and Public Values: A Symposium', *Australian Journal of Public Administration*, 60(2):71-73.
  23. Zifcak, S.(2001), ' Contractualism, Democracy and Ethics', *Australian Journal of Public Administration*, 60(2):86-98.
  24. Berman, Evan, M. Jae Moon and Heungsuk Choi. 2010. *Public Administration in East Asia: Mainland China, Japan, South Korea, and Taiwan*. Boca Raton FL: CRC Press
  25. Rainey, Hal G. 2009. *Understanding and Managing Public Organizations*. 4<sup>th</sup> Edn. San Francisco: Jossey-Bass.
  26. Bouckaert, Geert and John Halligan. 2008. *Managing Performance: International Comparisons* London: Routledge.
  27. Christensen Tom and Per Læg Reid. Eds. 2011. *The Ashgate research companion to new public management*. Farnham, Surrey: Ashgate
  28. Ewan Ferlie, Laurence E. Lynn, and Christopher Pollitt. 2005. *The Oxford Handbook of Public Management*. Oxford: Oxford University Press.
  29. Goldfinch, Shaun F. and Joe L. Wallis. 2009. *International Handbook of Public Management Reform*. Cheltenham: Edward Elgar.
  30. Hughes, Owen. 2003. *Public Management and Administration: An Introduction*. New York: Palgrave
  31. Lane, Jan-Erik. 2009. *State Management: An Enquiry into Models of Public Administration*. New York: Routledge.
  32. OECD. 2005. *Modernizing Government*. OECD: Paris.
  33. Peters, B. Guy and Jon Pierre. Eds. 2003. *Handbook of Public Administration*. London: Sage.
  34. Other literature deemed proper by instructors

#### Online Resources:

World Bank (various) *The World Development Report*, at:

1. <http://www.worldbank.org/wdr/>
2. <http://www.worldbank.org/html/extdr/thematic-alpha.htm#p>
3. <http://www.gov.hk>
4. <http://aric.adb.org/>
5. <http://forum.europa.eu.int/irc/euradmin/eubenchmarking/info/data/en/ebnsite/page1b.htm>
6. <http://www.benchmarking.gov.uk>
7. [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)
8. <http://www.apsc.gov.au>
9. [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)
10. [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)

Additional, specific topic reading lists will also be supplied by the lecturers concerned

## 2.2 Additional Readings

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