UCL SUMMER SCHOOL

Governance and Public Management

Key Information

Module code ISSU0061
Taught during Session One: Monday 1 July - Friday 19 July 2019
Module workload 45 teaching hours plus approximately 100 study hours
Module leader Dr Christian Schuster
Department Department of Political Science, Faculty of Social & Historical Sciences
Credit 15 UCL credits, 7.5 ECTS, 4 US
Level Level 2, second year undergraduate
Pre-requisites Standard entry requirements
Assessment Group presentation (25%), memorandum (75%)

Module Overview

Many central and local governments around the world are under stress. Austerity has cut into their budgets, and citizens distrust governments, yet demand an increasing array of services from them. Governments thus need to do more with less, putting a premium on effective management. Yet, public management is uniquely challenging. For example, how do you set strategy and performance targets without a clear for-profit bottom line as in private businesses? Or how do you motivate staff if you cannot pay performance bonuses? This course equips students with the requisite foundational knowledge and skills for effective management in such public sector and non-profit contexts. Blending scholarship with real-world case applications, the course introduces students to key public management techniques and provides them with an understanding of how changing governance contexts shape what works in public management. It is suitable for anyone aspiring to work in or currently working in public or non-profit organizations.

Week One
- What is Governance and Public Management?
- Setting Goals and Strategy
- Managing Up and Out: Political Management and External Accountability

Week Two
- Managing Performance
- Motivating Staff
- Controlling Organizations
- Designing Organizational Structures

Week Three
- Coordinating Public Sector Organizations

Please note that this module description is indicative and may be subject to change.
Public-Private Partnerships and Contracting out Public Services
Decentralizing Public Services
Citizen Participation in Public Management

Module Aims
This course seeks to equip students with the requisite foundational knowledge and skills for effective management in public sector and non-profit contexts. It does so by introducing students to key public management techniques and concepts, and by providing them with an understanding of how changing governance contexts shape what works in public management. Given the course’s focus on solving real-world public management problems, students are exposed and work through real-world public management challenges for each topic. The course is suitable for undergraduate students aspiring to work in public or non-profit organizations, but equally for graduate students and professionals currently working in central, local or international public or non-profit organizations.

Teaching Methods
Interactive lectures and seminars. Seminars will focus on real-world case applications, through class and small group discussions, group work and group presentations. Private study and reading outside of class. Reading lists and real-world cases will be available online via the UCL library site and Moodle. Students will be directed towards class materials, further support and discussion forums on Moodle.

Learning Outcomes
Upon successful completion of this module, students will:
- Understand the unique challenges in managing people and organisations in the public sector
- Apply management techniques to effectively address internal public management challenges, such as staff motivation
- Apply management techniques to effectively address external public management challenges, such as coordination with other public sector organizations
- Evaluate how changing governance contexts shape what works in public management
- Draw on research to formulate evidence-based solutions to public management challenges

Assessment Methods
- Group presentation (25%)
- 2.500-word memorandum (75%)

Module Leader
Dr Christian Schuster is an Associate Professor in Public Management and Head of Teaching at UCL’s School of Public Policy, where he teaches on MPA, EMPA and MSc programs. Dr Schuster previously taught at the London School of Economics (LSE) and at Sciences Po, and has won UCL Awards for Outstanding Contributions to Education at UCL and Outstanding Teaching in the School of Public Policy. Beyond his academic work, Dr Schuster has worked as an Economist for the World Bank and a Visiting Scholar for the Inter-American Development Bank, and is frequently advising national governments and international organisations on public management reforms. He obtained his PhD in Government from the London School of Economics (LSE).

Key Texts
Osborne, D and Gaebler, T (1992) *Reinventing Government* (Reading MA, Addison-Wesley)

