

**COURSE**  
**Introduction to Public Management**

**Instructors:**

Javier Fuenzalida (jafuenza@dii.uchile.cl)

Macarena San Martín (luz.san@uchile.cl)

**Start date**  
August 11<sup>th</sup>

**End date**  
August 22<sup>nd</sup>

**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**

**\*\*Readings preceded by “[M]” are mandatory and “[S]” are supplementary.**

**Lectures 1 & 2. Introduction and motivation**

**Date:** August 11<sup>th</sup>, from (GMT-4) 10:00 AM to 11:30 & from 12:00 to 13:30 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**

- **[M]** Fukuyama, F. (2004). The Imperative of State-Building. *Journal of Democracy*, 15(2), 17-31.
- **[M]** 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 3. Distinguishing key concepts in public management**

**Date:** August 12<sup>th</sup>, from (GMT-4) 10:00 AM to 11:30 AM

**Instructor:** Javier Fuenzalida

**Contents:** Discussion of several key terms relevant to public management. We will particularly address the differences between public administration public management, new public management, and empirically-based differences between public vs. private management.

**Readings**

- **[M]** 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.
- **[M]** 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.

#### **Lectures 4. Basic conceptual approaches in public management**

**Date:** August 12<sup>th</sup>, from (GMT-4) 12:00 AM to 13:30 PM

**Instructor:** Javier Fuenzalida & Macarena San Martin

**Contents:** Discussion about the foundations that have predominated in the public management discipline, from the bureaucratic model of Weber (1922) to governance approaches. This class will address the most critical conceptual frameworks and how they relate to each other.

#### **Readings**

- **[M]** Weber, M. (2004). Bureaucracy. In J. M. Shafritz & C. Hyde (Eds.) *Classics of Public Administration* (5<sup>a</sup> edition, pp. 50-55). Boston, MA: Wadsworth. (Original published in 1922).
- **[M]** Frederickson, G. (2012). Toward a New Public Administration. In J. M. Shafritz & C. Hyde (Eds.) *Classics of Public Administration* (5<sup>a</sup> edition, pp. 315-327). Boston, MA: Wadsworth. (Original publicado en 1971).
- **[M]** Hood, C. (1991). A Public Management for all Seasons? *Public Administration*, 69(1), 3-19.
- **[M]** Moore, M. H. (1995). Managerial Imagination. In *Creating Public Value: Strategic Management in Government* (pp. 13-23). Cambridge, MA: Harvard University Press.
- **[M]** Moore, M. H. (1998). Defining public value. In *Creating Public Value: Strategic Management in Government* (pp. 27-56). Cambridge, MA: Harvard University Press.
- **[M]** Lynn Jr, L. E., Heinrich, C. J., & Hill, C. J. (2000). Studying governance and public management: Challenges and prospects. *Journal of Public Administration Research and Theory*, 10(2), 233-262.
- **[M]** Bryson, J., Crosby, B. & Bloomberg, L. (2015). Introduction. In *Creating Public Value in Practice* (pp. 1-17). Boca Raton, FL: CRC Press.
- **[M]** OECD (2017). Systems approaches in the public sector: From theory to practice. In *Systems Approaches to Public Sector Challenges: Working with Change* (pp. 11-32). Paris: OECD Publishing.
- **[S]** 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.
- **[S]** Wilson, W. (1887). The Study of Administration. *Political Science Quarterly*, 2(2), 197-222.
- **[S]** 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).
- **[S]** 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.
- **[S]** 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.

#### **Lecture 5. Complex systems in the public sector**

**Date:** August 17<sup>th</sup>, from (GMT-4) 10:00 AM to 11:30 AM

**Instructor:** Macarena San Martín

**Contents:** Introduction to complex systems. This will contribute to address the challenges of institutional change, to understand emergent properties and some pathologies.

## Readings

- [M] 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.
- [S] Christensen, T., & Lægreid, P. (2007). The whole-of-government approach to public sector reform. *Public Administration Review*, 67(6), 1059-1066.
- [S] Sargut, G., & McGrath, R. G. (2011). Learning to live with complexity. *Harvard Business Review*, 89(9), 68-76.
- [S] Sullivan, T. (2011). Embracing complexity. *Harvard Business Review*, 89(9), 88-92.
- [S] Zimmerman, B. (2013). Embracing complexity, connectivity, and change. Conference at Stanford University. <https://www.youtube.com/watch?v=F310ieRmd3U>

## Lecture 6. Understanding public institutions and public management's role

**Date:** August 17<sup>th</sup>, from (GMT-4) 12:00 AM to 13:30 PM

**Instructor:** Macarena San Martín

**Contents:** Public management, state modernization, performance management, public policy implementation.

### Readings

- [M] Pink, D. (2010) "Drive: The surprising truth about what motivates us". <https://www.youtube.com/watch?v=u6XAPnuFjJc>
- [M] Mintzberg, H. (1996) Managing government, governing management. *Harvard Business Review*, May-June issue.
- [S] OECD (2001) Public sector leadership for the 21st century. Pages 7-20.
- [S] Esteve, M. & Schuster, C. (2019) *The art of motivating public employees in Practice*. In *Motivating Public Employees*. Chapter 4, 57-72.
- [S] Stacey, R. & Griffin, D., Eds. (2006) Complexity and the experience of managing in public sector organizations: Introduction, pages 1-14.
- [S] Pink, D. (2012) "Drive: The surprising truth about what motivates us." GBH Forum Network. <https://www.youtube.com/watch?v=LFlvor6ZHdY>

## Lecture 7. Building excellence institutions

**Date:** August 19<sup>th</sup>, from (GMT-4) 10:00 AM to 11:30 AM

**Instructor:** Macarena San Martín

**Contents:** Public marketing, how to build a strategy to sustainably get resources. Branding in the public sector, best practices.

### Readings

- [M] Lemay, R. (2008) *Book review: Collins, J. (2005) Good to great and the social sectors*. *The Public Sector Innovation Journal*, Volume 13(1), 2008, Article 12.
- [S] Edmonson, A. (2016) Wicked problem solvers. *Harvard Business Review*, June issue, pp. 52-59

## Lecture 8. Change management

**Date** August 19<sup>th</sup>, from (GMT-4) 12:00 AM to 13:30 PM

**Instructor:** Macarena San Martín

**Contents:** Change management, typical errors, resistance to change and steps to intervene

### Readings

- [M] RBSGroup (2013). The 8-step process for leading change. Dr. Kotter's methodology of change leadership
- [M] Fernandez, S. & Rainey H. Managing Successful Organizational Change in Public Sector. *Public Administration Review*. Mar-Apr 2006. 66(2), 168-176
- [S] Burke W.W. (2017). Health Care and Government Organizations. In Organization change: Theory and practice (Chapter 13). SAGE Publications.
- [S] Kotter, J. P. (1995). Leading change: Why transformation efforts fail. March-April issue, pp.59-67.

## Lecture 9. Public sector innovation

**Date:** August 22<sup>nd</sup>, from (GMT-4) 12:00 AM to 14:00 PM

**Instructor:** Macarena San Martín

**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

- [M] Ernst & Young (2017). Public Sector Innovation: From ideas to action.
- [S] Cook, J. & Piret Tõnurist, P. (2016). *From Transactional to Strategic: Systems approaches to public service challenges*. Paris: OECD, pages 6-23.
- [S] OPSI – OECD. *Embracing Innovation in Government: Global Trends 2018*, pages 2-15.
- [S] Begovic, M., Oprunenco, A., Campbell, D. *Growing government innovation Labs. An insider's guide*. UNDP, pages 20-27.

## GRADING

**Final paper.** Students will submit a short final paper answering specific questions to be determined by the instructors. 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.