



Course title	Public Administration and New Public Management
Course Code	GOV406.1
Category (core/elective)	Core
Level	MA in Governance
Duration (semesters)	1
Semester when taught (autumn/spring)	Spring
ECTS	7.5
Prerequisites	None
Responsible	Dr Daphne Athanasouli & Dr Stella Ladi Visiting Lecturer: Dr Vasilis Leontitsis
Course objectives	
<p>The course will look at this ongoing evolution of public administration and the ways policy is formulated through internal and external drivers. It will examine the role of bureaucracy and different approaches to public administration and evaluate their impact. It will then look at how policy change can occur at the country level by examining corruption and e-government as a tool governments have used to promote transparency and tackle bureaucratic corruption. The course will then look at the external drivers for change and the occurrence of policy making outside the boundaries of the state, and examine the Europeanization of public policy and the conceptual framework for a transnational administration.</p>	
Course Description	

The study of public administration and public management as a field of study has witnessed a rapid rise over the past two decades. The course will be looking at the evolution of the approaches to public administration and management, and analyze different paradigms. It will start by exploring traditional models of public administration and the role of bureaucracy, the different forms of bureaucratic influence and the challenges it creates in shaping public policy. The course will then proceed in the discussion of public policy change, and will examine change through three different lenses. First, it will look at organizational change in the different approaches to public administration. Different and competing approaches will be examined; New Public Management, New Public Governance, and more citizen-centric approaches as well as the role of the third sector in policy making. Second, change will be analyzed in the context of policy reforms at the country level. The efforts of governments to achieve more transparency and curtail different forms of corruption, at the level of politicians and the level of bureaucrats will be discussed. The costs, consequences and challenges corruption presents will be evaluated and e-government will be considered as a way governments have responded to demands for more transparency. The development of e-government could act as a tool to strengthen transparency and curtail corruption and decrease the discretionary power of public officials. Performance management and present challenges will then be discussed as measuring performance is a key theme in contemporary public management. Finally, change will be approached through the analysis of external drivers for change. Specifically, the Europeanization of public administration will be analyzed, as well as new modes of public policy and the proliferation of administrative practices and processes of policy-making and policy delivery beyond the boundaries of the state.

Course Outline

1. Approaches to public administration and public management
2. Policy and institutional change
3. The role of administration in the policy cycle
4. Power and control of Bureaucracy
5. New Public Management
6. Co-production and New Public Governance
7. Role of Third Sector
8. Corruption
9. Promoting transparency and e-government
10. Measuring performance challenges
11. Europeanization of public administration
12. Global public policy transnational administration

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Educational Outcomes	
By the end of this course students should be able to	
<ul style="list-style-type: none"> • Explain key approaches to public administration • Point to key differences among earlier paradigms of public administration and new paradigms • Understand the role of bureaucracy, its influence on policy making and challenges presented • Interpret the different drivers of policy change and how change can occur through internal and external drivers • Evaluate country level reforms for transparency and understand the costs and challenges of corruption • Critically review new modes of public policy and policy delivery beyond the boundaries of the state • Grasp of some of the traditional and contemporary literature on public administration and public management and analyze empirical findings throughout the course 	
Basic Textbook(s)	<p>O. Hughes, <i>Public Management and Administration: An Introduction</i> (Basingstoke: Palgrave, 2012; 4th ed.).</p> <p>T. Bovaird and E. Loffler (eds), <i>Public Management and Governance</i> (London: Routledge, 2009).</p>
Basic Bibliography	<p>Recommended key texts</p> <p>Andrews M, 2013, <i>The limits of institutional reform in development: changing rules for realistic solutions</i>, Cambridge: Cambridge University Press.</p> <p>Greener I, 2009, <i>Public management: a critical text</i>, Basingstoke: Palgrave Macmillan</p> <p>E. Ferlie, L. Lynn and C. Pollitt (ed.), <i>The Oxford Handbook of Public Management</i> (Oxford: Oxford, 2005).</p> <p>Christopher Pollitt, <i>The Essential Public Manager</i> (Buckingham: OU Press, 2003)</p> <p>Holzer, M. and Schwester, R.W., 2015. <i>Public administration: An introduction</i>. Routledge.</p> <p>Ferlie E, Lynn LE jnr and Pollitt C, eds, 2005, <i>The Oxford handbook of public management</i>, Oxford: Oxford University</p>

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Press.

Stevenson A, ed, 2013, *The public sector: managing the unmanageable*, London: Kogan Page.

Flynn N, 2012, *Public sector management*, 6th edn, London: Sage

Kuhlmann S and Wollmann H 2014, *Introduction to comparative public administration: administrative systems and reforms in Europe*, Cheltenham: Edward Elgar.

Massey A and Johnston K, eds, 2015, *The international handbook of public administration and governance*, Cheltenham: Edward Elgar.

Pollitt C and Bouckaert G, 2011, *Public management reform – a comparative analysis: new public management, governance and the neo-Weberian state*, 3rd edition, Oxford: Oxford University Press.

(International, with particular relevance to developing countries)

Wilson, J.Q., 1989. *Bureaucracy: What government agencies do and why they do it.*

More advanced reading

Andersen, T. (2009). E-Government as an anti-corruption strategy. *Information Economics and Policy*, 21(3), pp. 201–210.

Andersen, T. B., & Rand, J. (2006). *Does e-Government Reduce Corruption?* University of Copenhagen.

Andersen, T. B., Bentzen, J., Dalgaard, C., & Selaya, P. (2011). On the Impact of Digital Technologies on Corruption: Evidence from U.S. States and Across Countries. *The World Bank Economic Review*, 25(3), pp. 387–417.

Andrews, R. and Van de Walle, S., 2013. New public management and citizens' perceptions of local service efficiency, responsiveness, equity and effectiveness. *Public Management Review*, 15(5), pp.762-783.

Athanasouli, D., & Goujard, A. (2015). Corruption and Management Practices; Firm-level Evidence. *Journal of*

Comparative Economics.

Brunetti, A., & Weder, B. (2003). A Free Press is Bad News for Corruption. *Journal of Public Economics*, 87 (7-8), pp. 1801–1824.

Christensen T and Laegrid P, eds, 2013, *The Ashgate research companion to new public management*, Aldershot: Ashgate.

Defourny, J. and Borzaga, C., 2001. *From third sector to social enterprise* (pp. 1-28). London: Routledge.

Delavallade, C. (2006). Corruption and Distribution of Public Spending in Developing Countries. *Journal of Economics and Finance* , 30(2), pp. 222–239.

Dunleavy, P., Margetts, H., Bastow, S. and Tinkler, J., 2006. New public management is dead—long live digital-era governance. *Journal of public administration research and theory*, 16(3), pp.467-494.

Frederickson HG and Smith KB, 2003, *The public administration theory primer*, Boulder, Colorado: Westview Press.

Hellman, J.S., Jones, G. & Kaufmann, D., 2003. Seize the state, seize the day: state capture and influence in transition economies. *Journal of Comparative Economics*, 31(4), pp.751-773.

Ladi, S., 2014. Austerity politics and administrative reform: The Eurozone crisis and its impact upon Greek public administration. *Comparative European Politics*, 12(2), pp.184-208.

Mauro, P. (1995). Corruption and growth. *The Quarterly Journal of Economics*, 110(3), pp. 681–712.

Peters BG, 2009, *The politics of bureaucracy: an introduction to comparative public administration*, 6th edn, London: Routledge.

Peters BG and Pierre J, eds, 2012, *The Sage handbook of public administration*, London: Sage.

Rose-Ackerman, S. (1999). Political Corruption and Democracy. *Connecticut Journal of International Law*, 14(2), pp. 363–365.

Shleifer, A., & Vishny, R. (1993). Corruption. *The Quarterly Journal of Economics*, 10(3), pp. 599–617.

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	<p>Stone, D. and Ladi, S., 2015. Global public policy and transnational administration. <i>Public Administration</i>, 93(4), pp.839-855.</p> <p>Treisman, D. (2007). What Have We Learned About the Causes of Corruption from Ten Years of Cross-National Empirical Research? <i>Annual Review of Political Science</i>, 10, pp. 211–244.</p> <p>West, D. M. (2004). E-government and the transformation of service delivery and citizen attitudes. <i>Public administration review</i>, 64(1), pp. 15–27.</p> <p>West, D. M. (2005). <i>Digital government: Technology and public sector performance</i>. Princeton University Press.</p>								
Teaching Methodology	<table border="1"> <tr> <td>Lectures</td> <td>12 x 2 = 24h</td> </tr> <tr> <td>Tutorials</td> <td>12 x 1 = 12 h</td> </tr> <tr> <td></td> <td>Total = 36 h</td> </tr> </table>	Lectures	12 x 2 = 24h	Tutorials	12 x 1 = 12 h		Total = 36 h		
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Final Exam	%								
Course Participation	%								
Paper(s)	%								
	100%								
Language	English								
Traineeship	No								
Location	Plaka								
General note	While the ‘Course Objectives’ and ‘Educational Outcomes’ above remain immutable, the ‘Course Content’ and ‘Course Outline’ may be altered in order to accommodate students’ needs and individual professors’ approaches. Bibliography and reading materials may vary accordingly.								

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