



## COURSE SYLLABUS

### 1. Information about the program

1.1 Higher Education Institution	<b>Babeş-Bolyai University</b>
1.2 Faculty	<b>European Studies</b>
1.3 Department	<b>European Studies and Governance</b>
1.4 Field of study	<b>International Relations and European Studies</b>
1.5 Study level	<b>Bachelor</b>
1.6 Programme of study/ Qualification	<b>International Relations and European Studies (English line of study)</b>

### 2. Information about the discipline

2.1 Module	<b>PUBLIC MANAGEMENT</b>						
2.2 Course holder	<b>Associate Prof. PhD. Diana REIANU</b>						
2.3 Seminar holder	<b>Associate Prof. PhD. Diana REIANU</b>						
2.4 Year of study	<b>III</b>	2.5 Semester	<b>6</b>	2.6. Type of assessment <sup>1</sup>	<b>E</b>	2.7 Type of module <sup>2</sup>	<b>OB</b>

### 3. Total estimated time (teaching hours per semester)

3.1 No. of hours per week	4	3.1 of which for course	2	3.3 of which for seminar	2
3.4 Total no. of hours in the curriculum	48	3.5 of which for course	24	3.6 of which for seminar	24
Time distribution:					Hours
Study by using handbook, reader, bibliography and course notes					35
Additional library/specialised online research, field research					35
Preparation of seminars/laboratories, homework, projects, portfolios and essays					26
Tutoring					4
Examinations					2
Other activities: .....					-

<sup>1</sup> E - exam, ME - multi-term examinations, C - collocutional examination/assessment test

<sup>2</sup> OB - core module, OP - elective module, F - extracurricular module

3.7 Total no. of hours for individual study	102
3.8 Total no. of hours per semester	150
3.9 No. of ETCS credit points	6

#### 4. Prerequisites (where applicable)

4.1 of curriculum	• -
4.2 of competencies	• -

#### 5. Conditions (where applicable)

5.1 For the development of the course	• <b>projector</b>
5.2 For the development of the seminar/laboratory	• <b>projector</b>

#### 6. Specific skills acquired

<b>Professional skills</b>	<p><b>C3, C4</b></p> <p>C4.1 Selecting fundamental concepts to analyze political and institutional developments</p> <p>C4.2 Recognition of the fundamental methods for the explanation and interpretation of the processes and the strategies specific to this area</p> <p>C4.3 Applying the acquired knowledge to given situations and empirical assessment of evaluated data</p> <p>C3.3 Using theories and methods in the design of solutions for solving given crisis situations</p>
<b>Interdisciplinary skills</b>	<p><b>CT1; CT2</b></p> <ul style="list-style-type: none"> <li>❖ Management of information specific to solving complex tasks in context (reception, transmission, processing, stocking information in profile documents)</li> <li>❖ Application of effective work techniques in multidisciplinary teamwork corresponding to various hierarchical levels</li> </ul>

#### 7. Course objectives (based on list of acquired skills)

7.1 General objective	<ul style="list-style-type: none"> <li>• Ensure knowledge and understanding of those aspects regarding theories, concepts and methods that explain the management of public institutions</li> </ul>
7.2 Specific objectives	<ul style="list-style-type: none"> <li>❖ Familiarize with the main concepts of public management</li> <li>❖ Critical analysis and analytical knowledge related to the implementation of public management</li> <li>• Expertise in using key terms and concepts associated with public management</li> <li>• A deep understanding of fundamental elements of public management</li> <li>• Knowledge of methods and techniques specific to public management</li> </ul>

#### 8. Contents

8.1 Course	Teaching methods	Observations
1. Introductory remarks		
2. Understanding public management and governance; the traditional model of public administration; public	Interactive presentation	Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3 <sup>rd</sup> edition, Routledge, London, 2016, pp. 33-90;

management: a history of the field		Ferlie, Ewan, Lynn, Laurence E. Jr., Pollitt, Christopher (eds.), <i>The Oxford Handbook of Public Management</i> , Oxford, New York, 2007, pp. 43-70; Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 <sup>rd</sup> edition, Palgrave Macmillan, 2003, pp. 17-43; Lynn, Laurence E. Jr., <i>Public Management Old and New</i> , Routledge, New York, 2006, pp. 104-157; Pollitt, Christopher, Dan, Sorin, "The impacts of the New Public Management in Europe: a meta-analysis", COCOPS working paper, 2011, www.cocops.eu; Rainey G., Hal, <i>Understanding and managing public organizations</i> , 4 <sup>th</sup> edition, Jossey Bass, San Francisco, 2009, pp. 24-57
3. Public management vs. public administration; Public management reforms; New public management	Interactive presentation	Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 <sup>rd</sup> edition, Palgrave Macmillan, 2003, pp. 44-53
4. Public enterprises	Interactive presentation	Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 <sup>rd</sup> edition, Palgrave Macmillan, 2003, pp. 54-70
5. Strategic management in public sector organizations	Interactive presentation	Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3 <sup>rd</sup> edition, Routledge, London, 2016, pp. 121-144; Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 <sup>rd</sup> edition, Palgrave Macmillan, 2003, pp. 132-148; Rainey G., Hal, <i>Understanding and managing public organizations</i> , 4 <sup>th</sup> edition, Jossey Bass, San Francisco, 2009, pp. 188-192
6. Marketing in public sector organizations	Interactive presentation	Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3 <sup>rd</sup> edition, Routledge, London, 2016, pp. 151-168
7. Human resource management	Interactive presentation	Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3 <sup>rd</sup> edition, Routledge, London, 2016, pp. 216-239; Ferlie, Ewan, Lynn, Laurence E. Jr., Pollitt, Christopher (eds.), <i>The Oxford Handbook of Public Management</i> , Oxford, New York, 2007, pp. 612-628;

		Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 <sup>rd</sup> edition, Palgrave Macmillan, 2003, pp. 149-164
8. Performance management	Interactive presentation	Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3 <sup>rd</sup> edition, Routledge, London, 2016, pp. 271-293; Ferlie, Ewan, Lynn, Laurence E. Jr., Pollitt, Christopher (eds.), <i>The Oxford Handbook of Public Management</i> , Oxford, New York, 2007, pp. 580-610; Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 <sup>rd</sup> edition, Palgrave Macmillan, 2003, pp. 149-164
9. Financial management in public sector organizations	Interactive presentation	Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3 <sup>rd</sup> edition, Routledge, London, 2016, pp. 198-211; Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 <sup>rd</sup> edition, Palgrave Macmillan, 2003, pp. 165-181
10. E-government	Interactive presentation	Ferlie, Ewan, Lynn, Laurence E. Jr., Pollitt, Christopher (eds.), <i>The Oxford Handbook of Public Management</i> , Oxford, New York, 2007, pp. 473-499; Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 <sup>rd</sup> edition, Palgrave Macmillan, 2003, pp. 182-201
11. Public leadership	Interactive presentation	Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3 <sup>rd</sup> edition, Routledge, London, 2016, pp. 480-504
12. Conclusions		
<b>Bibliography</b> <ol style="list-style-type: none"> <li>1. Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i>, 3<sup>rd</sup> edition, Routledge, London, 2016</li> <li>2. Ferlie, Ewan, Lynn, Laurence E. Jr., Pollitt, Christopher (eds.), <i>The Oxford Handbook of Public Management</i>, Oxford, New York, 2007</li> <li>3. Hughes, Owen E., <i>Public Management and Administration: an introduction</i>, 3<sup>rd</sup> edition, Palgrave Macmillan, New York, 2003</li> <li>4. Lynn, Laurence E. Jr., <i>Public Management Old and New</i>, Routledge, New York, 2006</li> <li>5. Pollitt, Christopher, Dan, Sorin, "The impacts of the New Public Management in Europe: a meta-analysis", COCOPS working paper, 2011, <a href="http://www.cocops.eu">www.cocops.eu</a></li> <li>6. Rainey G., Hal, <i>Understanding and managing public organizations</i>, 4<sup>th</sup> edition, Jossey Bass, San Francisco, 2009</li> </ol> <b>Optional readings</b> <ol style="list-style-type: none"> <li>7. Christensen, Tom, Lægreid, Per (eds.), <i>Transcending New Public Management: The transformation of public sector reforms</i>, Ashgate Publishing Limited, 2007</li> </ol>		

8. Eliassen, Kjell A., Sitter, Nick, *Understanding Public Management*, Sage Publications, 2008
9. Joyce, Paul, Drumaux, Anne (eds.), *Strategic management in public organizations: European practices and perspectives*, Routledge, New York, 2014
10. Kuperus, Herma, Rode, Anita, "Latest trends in top public management in the European Union", in *Eipascope* 2010/1, [www.eipa.eu](http://www.eipa.eu)
11. Matei, Lucica, *Romanian Public Management Reform: Theoretical and Empirical Studies*, vol. 1, Editura Economică, București, 2009
12. Pollitt, Christopher, van Thiel, Sandra, Homburg, Vincent (eds.), *New Public Management in Europe: Adaptation and alternatives*, Palgrave Macmillan, New York, 2007
13. Pollitt, Christopher, "Future trends in European Public Administration and Management: An outside-in perspective", COCOPS, 2014, [www.cocops.eu](http://www.cocops.eu)
14. Raczkowski, Konrad, *Public Management. Theory and Practice*, Springer International Publishing, Switzerland, 2016

8.2 Seminar / Laboratory	Teaching methods	Observations
1. Public management and administration	Text analysis Discussion and debate	Eliassen, Kjell A., Sitter, Nick, <i>Understanding Public Management</i> , Sage Publications, 2008; Raczkowski, Konrad, <i>Public Management. Theory and Practice</i> , Springer International Publishing, Switzerland, 2016
2. New Public Management	Text analysis Discussion and debate	Christensen, Tom, Lægreid, Per (eds.), <i>Transcending New Public Management: The transformation of public sector reforms</i> , Ashgate Publishing Limited, 2007
3. Top Public Management in Europe: latest trends	Text analysis Discussion and debate Case Study	Joyce, Paul, Drumaux, Anne (eds.), <i>Strategic management in public organizations: European practices and perspectives</i> , Routledge, New York, 2014; Kuperus, Herma, Rode, Anita, "Latest trends in top public management in the European Union", in <i>Eipascope</i> 2010/1, <a href="http://www.eipa.eu">www.eipa.eu</a> Pollitt, Christopher, van Thiel, Sandra, Homburg, Vincent (eds.), <i>New Public Management in Europe: Adaptation and alternatives</i> , Palgrave Macmillan, New York, 2007; Pollitt, Christopher, Dan, Sorin, "The impacts of the New Public Management in Europe: a meta-analysis", COCOPS working paper, 2011, <a href="http://www.cocops.eu">www.cocops.eu</a>
4. Future trends in European Public Administration and Management	Text analysis Discussion and debate	Pollitt, Christopher, "Future trends in European Public Administration and Management: An outside-in perspective", COCOPS, 2014, <a href="http://www.cocops.eu">www.cocops.eu</a>
5. Romanian Public Management Reform	Discussion and debate Case Study	Matei, Lucica, <i>Romanian Public Management Reform: Theoretical and Empirical Studies</i> , vol. 1, Editura Economică, București, 2009

6. Romanian Public Management Reform	Discussion and debate Case Study	Matei, Lucica, <i>Romanian Public Management Reform: Theoretical and Empirical Studies</i> , vol. 1, Editura Economică, București, 2009
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### Bibliography

1. Christensen, Tom, Lægreid, Per (eds.), *Transcending New Public Management: The transformation of public sector reforms*, Ashgate Publishing Limited, 2007
2. Eliassen, Kjell A., Sitter, Nick, *Understanding Public Management*, Sage Publications, 2008
3. Joyce, Paul, Drumaux, Anne (eds.), *Strategic management in public organizations: European practices and perspectives*, Routledge, New York, 2014
4. Kuperus, Herma, Rode, Anita, "Latest trends in top public management in the European Union", in *Eipascope* 2010/1, [www.eipa.eu](http://www.eipa.eu)
5. Matei, Lucica, *Romanian Public Management Reform: Theoretical and Empirical Studies*, vol. 1, Editura Economică, București, 2009
6. Pollitt, Christopher, van Thiel, Sandra, Homburg, Vincent (eds.), *New Public Management in Europe: Adaptation and alternatives*, Palgrave Macmillan, New York, 2007
7. Pollitt, Christopher, Dan, Sorin, "The impacts of the New Public Management in Europe: a meta-analysis", COCOPS working paper, 2011, [www.cocops.eu](http://www.cocops.eu)
8. Pollitt, Christopher, "Future trends in European Public Administration and Management: An outside-in perspective", COCOPS, 2014, [www.cocops.eu](http://www.cocops.eu)
9. Raczkowski, Konrad, *Public Management. Theory and Practice*, Springer International Publishing, Switzerland, 2016

### 9. The correspondence between the content of the course and the expectations of the academic community, professional associations and representative employers in the field:

The course is a logical module, its introductory part trying to set out the role of the public sector and how it evolved in the last years, and then exploring the main managerial functions. Its contents are designed to provide basic knowledge about public management, from assimilation of its content to its implementation. This discipline is contributing to a complex understanding of the structure, organization and functioning of public institutions. Completion of this course will enhance the students in their skills to understand the organization, functioning and leadership of public organizations, to be aware of the changing expectations towards governments and of the new reform agendas, to understand the context and content of each of the model discussed, to understand how processes are measured and optimized and the challenges that process management entails for the public sector.

### 10. Assessment

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course	Summative assessment that takes into account: Answer the exam questions related to course material	- Evaluation based on a predetermined algorithm Written exam	70%
10.5 Seminar/Laboratory	Summative assessment that takes into account: - Participation in seminars and involvement in ongoing discussions within each seminar - Participation in solving		30% (15%)

	the case studies during the class - Project elaboration (strategic management plan/Plan your city)		(15%)
10.6 Minimum standard of performance			
For grade 5: ❖ Attendance to at least 50% of seminar activities ❖ Written examination and solving at least half of the subjects for this test		For grade 10: ❖ Attendance to at least 80% of course and seminar activities ❖ Active participation during classes and seminars ❖ Written exam and solving all the related topics ❖ Completion of compulsory bibliography ❖ Presentation of your individual project	

Date

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Course holder signature

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Seminar holder signature

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Date of departmental approval

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Head of department signature

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