



Course Syllabus Academic year 2023-2024

1. Information about the program

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

2. Information about the discipline

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|--------------------|------------|--|----------|--------------------------------------|----------|---------------------------------|-----------|
| 2.1 Title | | PUBLIC MANAGEMENT | | | | | |
| 2.2 Course holder | | Associate Prof. PhD. Diana REIANU | | | | | |
| 2.3 Seminar holder | | Associate Prof. PhD. Diana REIANU | | | | | |
| 2.4 Year of study | III | 2.5 Semester | 6 | 2.6. Type of assessment ¹ | E | 2.7 Type of module ² | OB |

3. Total estimated time (teaching hours per semester)

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|---|-----------|-------------------------|------------|--------------------------|-----------|
| 3.1 No. of hours per week | 3 | 3.1 of which for course | 2 | 3.3 of which for seminar | 1 |
| 3.4 Total no. of hours in the curriculum | 36 | 3.5 of which for course | 24 | 3.6 of which for seminar | 12 |
| Time distribution: | | | | | Hours |
| Study by using handbook, reader, bibliography and course notes | | | | | 23 |
| Additional library/specialised online research, field research | | | | | 15 |
| Preparation of seminars/laboratories, homework, projects, portfolios and essays | | | | | 20 |
| Tutoring | | | | | 4 |
| Examinations | | | | | 2 |
| Other activities: | | | | | - |
| 3.7 Total no. of hours for individual study | | | 64 | | |
| 3.8 Total no. of hours per semester | | | 100 | | |
| 3.9 No. of ETCS credit points | | | 4 | | |

4. Prerequisites (where applicable)

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| 4.1 of curriculum | • - |
| 4.2 of competencies | • - |

5. Conditions (where applicable)

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| 5.1 For the development of the course | • projector |
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¹ E - exam, ME - multi-term examinations, C - collocutional examination/assessment test

² OB - core module, OP - elective module, F - extracurricular module



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| 5.2 For the development of the seminar/laboratory | <ul style="list-style-type: none"> projector |
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6. Specific skills acquired

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| Professional skills | <p>C3, C4</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> |
| Interdisciplinary skills | <p>CT1; CT2</p> <ul style="list-style-type: none"> ❖ Management of information specific to solving complex tasks in context (reception, transmission, processing, stocking information in profile documents) ❖ Application of effective work techniques in multidisciplinary teamwork corresponding to various hierarchical levels |

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

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

8. Contents

| 8.1 Course | Teaching methods | Observations |
|--|--------------------------|---|
| 1. Introductory remarks | | |
| 2. Understanding public management and governance; the traditional model of public administration; public management: a history of the field | Interactive presentation | <p>Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i>, 3rd edition, Routledge, London, 2016, pp. 33-90;</p> <p>Ferlie, Ewan, Lynn, Laurence E. Jr., Pollitt, Christopher (eds.), <i>The Oxford Handbook of Public Management</i>, Oxford, New York, 2007, pp. 43-70;</p> <p>Hughes, Owen E., <i>Public Management and Administration: an introduction</i>, 3rd edition, Palgrave Macmillan, 2003, pp. 17-43;</p> |



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| | | 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 th edition, Jossey Bass, San Francisco, 2009, pp. 24-57 |
| 3. Public management vs. public administration | Interactive presentation | Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 rd edition, Palgrave Macmillan, 2003, pp. 44-53 |
| 4. Public management reforms; New public management | Interactive presentation | Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 rd edition, Palgrave Macmillan, 2003, pp. 54-70 |
| 5. Public enterprise | Interactive presentation | Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 rd edition, Palgrave Macmillan, 2003, pp. 54-70 |
| 6. Strategic management in public sector organizations | Interactive presentation | Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3rd edition, Routledge, London, 2016, pp. 121-144; Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 rd edition, Palgrave Macmillan, 2003, pp. 132-148; Rainey G., Hal, <i>Understanding and managing public organizations</i> , 4 th edition, Jossey Bass, San Francisco, 2009, pp. 188-192 |
| 7. Personnel management | Interactive presentation | Hughes, Owen E., <i>Public Management and Administration: an introduction</i> , 3 rd edition, Palgrave Macmillan, 2003, pp. 149-164 |
| 8. Human resource management reforms | Interactive presentation | Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3rd 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 |
| 9. Performance management | Interactive | Bovaird, Tony, Löffler, Elke (eds.), <i>Public</i> |



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| | presentation | <i>Management and Governance</i> , 3rd 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 rd edition, Palgrave Macmillan, 2003, pp. 149-164 |
| 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 rd edition, Palgrave Macmillan, 2003, pp. 182-201 |
| 11. Public leadership | Interactive presentation | Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i> , 3 rd edition, Routledge, London, 2016, pp. 480-504 |
| 12. Conclusions | | |
| Bibliography | | |
| <ol style="list-style-type: none"> 1. Bovaird, Tony, Löffler, Elke (eds.), <i>Public Management and Governance</i>, 3rd edition, Routledge, London, 2016 2. Ferlie, Ewan, Lynn, Laurence E. Jr., Pollitt, Christopher (eds.), <i>The Oxford Handbook of Public Management</i>, Oxford, New York, 2007 3. Hughes, Owen E., <i>Public Management and Administration: an introduction</i>, 3rd edition, Palgrave Macmillan, New York, 2003 4. Lynn, Laurence E. Jr., <i>Public Management Old and New</i>, Routledge, New York, 2006 5. Pollitt, Christopher, Dan, Sorin, "The impacts of the New Public Management in Europe: a meta-analysis", COCOPS working paper, 2011, www.cocops.eu 6. Rainey G., Hal, <i>Understanding and managing public organizations</i>, 4th edition, Jossey Bass, San Francisco, 2009 | | |
| Optional readings | | |
| <ol style="list-style-type: none"> 7. Christensen, Tom, Lægreid, Per (eds.), <i>Transcending New Public Management: The transformation of public sector reforms</i>, Ashgate Publishing Limited, 2007 8. Eliassen, Kjell A., Sitter, Nick, <i>Understanding Public Management</i>, Sage Publications, 2008 9. Joyce, Paul, Drumaux, Anne (eds.), <i>Strategic management in public organizations: European practices and perspectives</i>, 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 11. Pollitt, Christopher, van Thiel, Sandra, Homburg, Vincent (eds.), <i>New Public Management in Europe: Adaptation and alternatives</i>, Palgrave Macmillan, New York, 2007 12. Pollitt, Christopher, "Future trends in European Public Administration and Management: An outside-in perspective", COCOPS, 2014, www.cocops.eu | | |



13. Raczkowski, Konrad, *Public Management. Theory and Practice*, Springer International Publishing, Switzerland, 2016

| 8.2 Seminar / Laboratory | Teaching methods | Observations |
|---|------------------|--------------|
| <p>During the seminars, the students will have to deliver an individual project on one of these two topics:</p> <p>1. Strategic Management Plan for a public institution (the plan should include the description, objectives, mission and organizational structure of the chosen institution; also, based on data collected, the student should develop a SWOT analysis for that institution and proposals to improve its work); or</p> <p>2. 2050 City Management Plan (the plan should include snapshots of the city, population, economy, main companies, projects implemented at local level; also, based on data collected, the student should develop a SWOT analysis and include his/her own vision for that city, as it should look like in 2050).</p> | | |

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: answers at the exam questions related to course material | Written exam | 70% |
| 10.5 Seminar/Laboratory | Project elaboration (strategic management plan / Plan your city) | Oral presentation (during the seminars) | 30% |
| Note: The same requirements will be applied for the repeating exam(s). | | | |
| 10.6 Minimum standard of performance | | | |
| For grade 5: ❖ Attendance to at least 50% of seminar activities ❖ Participation at the written examination and solving correctly at least half of the subjects for this test | | For grade 10: ❖ Attendance to at least 80% of course and seminar activities and completion of seminar tasks 100% ❖ Active participation during classes and seminars ❖ Participation at the written exam and solving correctly all the related topics ❖ Completion of compulsory bibliography | |



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Date
19.09.2023

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Date of departmental approval

Head of department signature