

PPOL 5170
Public Management and Leadership
Spring 2025

Dates: Thursdays 06/02/2025-08/05/2025
Venue and Time: Tower 1, Millennity, Rm. 1, 30/F, 10:30-13:20
Academic Building Room 6602, 18:30 – 21:20

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Teaching Assistant: Morning session: Olivia PANG (opang@connect.ust.hk)
Evening session: Ian VARELA SOARES (ivsaa@connect.ust.hk)

COURSE DESCRIPTION

The study, and more importantly, the practice of policy practitioners does not end once decisions are taken. In fact, most of the hard work occurs in the details of how policy gets implemented, day to day, in the messy and conflicting real world. Many a beautiful piece of policy legislation has resulted in an unwieldy, ineffective mess; in other situations, effective public services have muddled along, under circumstances of neglect or outright disfavour at the decision-making level. For many MPP's, they will find themselves working in, or with, public organizations that are responsible for implementing policy on a day-to-day basis.

This course aims to equip you with a rigorous theoretical as well as practical understanding of the kinds of policy decision making and implementation activities that occur in varying institutional contexts at different levels. You will become familiar with the sectors, organizations, and groups who are participants in public management, including those beyond the traditional confines of government. They will also critically examine the concept of 'leadership' in public organizations- where it is located, and how it is related to the task of policy implementation. Building on that, the course will also explore how approaches to public management differs from organization to organization per its type. This course will help prepare you to undertake continuous learning, flexible adaptation, and creative innovations as core components of policy systems and processes under situations of complexity and uncertainty.

COURSE OBJECTIVES

By the end of the course, you will be able to:

1. Understand key concepts and doctrinal debates in public management and leadership.
2. Point to the conceptual differences across literature and their application in public management.
3. Develop rigorous understanding on some of the most important areas in public management with an applied approach.
4. Apply public management concepts to real world cases, especially those characterized by complexity and uncertainty.

ASSESSMENT

The details of the assignments and different graded components of the class will be announced during class and via Canvas. The overall structure and points assigned to each are as follows:

<i>Component</i>	<i>Weight</i>
Attendance	10%
Class Participation	15%
Reading Quizzes	25%
Assignments Weeks 1-6	25%
Assignments Weeks 7-12	25%

EXPECTATIONS:

This is a required course for MPP students. By this point in your academic career, I expect that you are responsible, independent students and adults. At the same time, some the topic matter may be new to a good portion of you. This means that class discussion, analysis, exercises and participation will be crucial for your understanding and processing of the material. ***Attendance is mandatory, and the expectation is that you will do the readings for each session before class.*** I am committing to be in class, each day, and on time (and earlier in my office when possible), ready to guide and support you through the course. I ask that you make the same commitment to yourselves and to your learning. **Every unexcused absence, late arrivals and leaving early will have an impact on final grades. More than 3 absences, excused or unexcused, will result in a 0 in attendance (10% of your grade).**

Our lectures will consist of a mix of theory (lecture), discussion, and application. Public policy is a cooperative, interdisciplinary endeavour, and working through the material together is as much an element of the course as the subject matter itself. The structure of the course gives multiple ways for students to develop your skills by contributing orally and in writing. But working on oral skills is an important element of the class, and the expectation is that ***all students will come to class prepared to participate.***

At HKUST, we have a wonderful diversity of students. They bring with them a wealth of perspectives and experiences. So, while vigorous discussion is encouraged, disrespect, inside of the classroom or out, will not be tolerated. We will work under Chatham House rules- what is said in the classroom stays in the classroom. Furthermore, under no circumstances will any student resort to personal attacks, however dry or wit. Any disrespectful or disruptive students will be asked to leave the class.

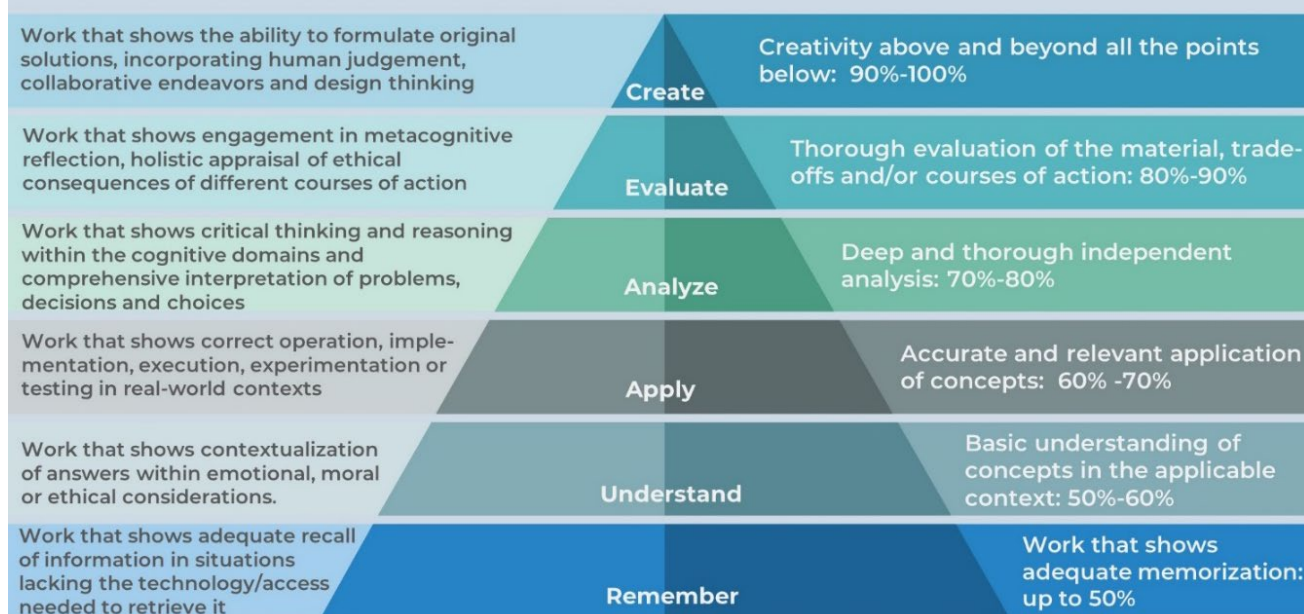
Finally, please note that only students who have successfully enrolled or those with expressed permission from the instructor to audit it, may attend this course (no friends, assistants, spouses, etc.).

GRADING:

For each assignment, we will provide the outline and general marking rubrics. But for all assignments, it will be helpful to keep Bloom's Taxonomy in mind. In general, the different levels relate to grades as follows (but keep in mind, different assignments may have particular requirements that need to be met which may change this a bit):

The Cognitive Process Dimensions: Evaluation of Student Work

(Adapted from: Anderson and Krathwohl, 2001, pp. 67–68 and Oregon State University Ecampus: Bloom's Taxonomy Revisited)



ACADEMIC INTEGRITY

All work must be entirely your own. Please **cite** the relevant work whenever you borrow ideas from others, using the proper reference format (e.g., APA, MLA). Examples of violations of the academic integrity code include but are not limited to: *failure to use quotation marks when quoting, failure to give full credit when paraphrasing, use of others' ideas or work products, submission of work prepared through impermissible collaboration, and submission of work prepared by you for another class.* (Your work in this class may be related to your work in another class, but the work you submit for this class should not duplicate that submitted for another class. If you anticipate an exception, please do not hesitate to ask.) Violation of the Academic Integrity Code may result in failure in the course, as well as more serious academic sanctions. For details about the academic integrity code, please refer to <https://acadreg.ust.hk/generalreg.html>.

Please check for plagiarism before you turn in each homework, for example using the anti-plagiarism software Turnitin available on Canvas. **A rule of thumb is that the similarity score should not exceed 15%, excluding references.** But it is entirely possible to have a similarity score below 15% and still commit plagiarism! Look holistically and check for accidental copying/cut and paste, missing references, or even insufficient paraphrasing (i.e. just changing word order or minor words, as opposed to summarizing in your own words). If you have any questions, the Instructor and TA are more than happy to discuss.

GENERATIVE AI

In this course, you are expected to produce original and authentic work that reflects your own understanding and creativity. The use of generative AI tools, such as ChatGPT, Bing Chat, Claude, Google Bard, or any other automated assistance, to complete any part of your assignments is strictly prohibited, unless you have a written permission from the instructor, or we are expressly using such tools in class. Generative AI tools are not reliable sources of information, and they may produce inaccurate, misleading, or plagiarized content. Using these tools without proper citation and acknowledgment **is a form of academic dishonesty, and it will result in serious consequences, such as a failing assignment grade, a report to the dean, or even a failing final grade.** Therefore, you are strongly advised to avoid using generative AI tools for your coursework, and instead, rely on your own skills, knowledge, and resources.

LATE HOMEWORK POLICY

Late assignments will incur a penalty for each day they are late, except in cases where extensions have been granted by the instructor. Except for emergencies, extensions are much more likely to be granted when they are requested *well in advance*, with strong justification. If you are struggling to complete your coursework, please come discuss it with us sooner rather than later, as it is always easier to adjust things before there is a crisis.

READING MATERIAL

There is no single book that covers all the topics of this course. Essential material is provided via Canvas. You are not expected to read everything on the reading list. Aim to read the required readings for each class meeting. Further reading provides for alternative sources as well as opportunities for more in-depth study for assignments.

We will also, when appropriate, make use of other media, including film, podcasts, etc. These will be provided via the library, freely available links, or viewing sessions, depending on the source.

CLASS SCHEDULE (Subject to topic adjustment as necessary)

<i>Thursdays</i>	<i>Week</i>	<i>Title</i>
6-Feb-25	1	Introduction to Public Management: Public vs Private Sectors
13-Feb-25	2	Ethics and Accountability
20-Feb-25	3	Street-Level Motivations and Discretion + Leadership
27-Feb-25	4	Case
6-Mar-25	5	The State, Strategy, and the Public Sector + Administrative Burdens and the Politics of Access
13-Mar-25	6	Performance Measurement and Management
20-Mar-25	7	Case
27-Mar-25	8	Stakeholder Engagement and Transparency
3-Apr-25	9	NO CLASS
10-Apr-25	10	Collaborative Governance/PPPs
17-Apr-25	11	Organizational Change
24-Apr-25	12	Case
8-May-25	13	Crisis Management