

## **MAN 676: Managers in the Public Sector**

*Chair of Business Administration, Public & Nonprofit Management*

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## 1 Course description

Drawing from public management research and theory, this course will highlight and discuss current issues in public management. The course readings will focus on developing an understanding of current academic research as applied to practice. Key topics will include street-level bureaucracy, sector comparisons, technology use in government, managerial motivation, diversity and inclusion, and representative bureaucracy.

## 2 Learning and qualification outcome

By the end of the module students will be able to:

1. Outline the challenges facing modern public managers
2. Critically analyze scientific papers
3. Understand and describe the ways in which academic research can be applied in practice
4. Assess the ways in which forces that are external to bureaucratic organizations – such as politics, the economy, and public opinion – have shaped the structure and functions of public managers
5. Describe the ways in which sector differences, social expectations, and external constraints shape public management
6. Describe trends and the challenges associated with technology use in government
7. Evaluate the role of public values and social context in shaping public management challenges

Moreover, key competencies such as presentation competence and engaging in course discussion will be acquired

## 3 Organizational information

Course timetable:	13 <sup>th</sup> May 2019 to 20 <sup>h</sup> May 2019, 08:30 am–12:00 pm, library ( <i>presence required</i> )
Form of assessment:	Exam (45 % of grade), written analysis of scientific paper (20 %) + oral presentation of scientific paper (20 %) + class participation and discussion (15%)
Date of the exam:	May 22 <sup>nd</sup> 2019, 09:00–10:00 am
Registration:	The registration is administered centrally via the Portal2 (official registration period in February 2019).
Course materials:	ILIAS

Credits: 6 ECTS (= 180 working hours: attendance of seminar (ca. 25) + course preparation (35) + written analysis of scientific paper (ca. 35) + oral presentation of scientific paper (ca. 35) + exam preparation (ca. 50)

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**4 Schedule**

This course aims to provide a review of current research topics in public management. We will draw from classic and contemporary research that tests and advances theory investigating key topics in public management including

1. Sector comparisons
2. Research on public manager motivation
3. Technology use in government
4. Street-level bureaucracy and front-line workers
5. Groups, diversity, and inclusion in public organizations
6. Representative bureaucracy

The lecturers will provide an introduction to the fundamental theoretical arguments for each topic. Following the lecture, students will present individual scientific papers for group discussion. The remainder of each course session will be dedicated to the discussion of the key research topics and application to practice.

Students will complete two assignments for the course and one final exam. Students will select two scientific papers that apply the theories covered in the course: (1) a paper for which the student will conduct a written analysis and (2) a second paper for oral presentation to the class. Before the start of the course, the instructor will provide a list of papers from which the students can select two that best fit their interests. A final exam will assess overall comprehension and critique of the research topics.

Oral presentations (e.g., powerpoint slides or notes) should be submitted to the instructor electronically. Written assignments are to be submitted in both printed (stapled, single copy) and digital form (Word or pdf-file). The final exam will be administered May 22, 2019, 09:00–10:00 am

#### 4.1 *Evaluation*

Assessments will include in-class presentations, a reading critique, and a final exam.

Analyze a scientific paper (one-page)	20%
Student presentations of class reading	20%
Class participation	15%
Final Exam (60 minutes)	45%

#### 4.2 *General Requirements of the Students*

The contents of the seminar will be developed through selection of readings, lectures, student presentations, student critique, and discussion. The instructor will provide a full list of all readings for the course. Students will select two readings for oral presentation and written analysis. The written critique will help prepare the student to serve as lead discussant on another student's oral presentation.

Reading the required assignment and individual selections (2 papers) is required for participation in the course discussion. In addition to being prepared for class discussion and individual presentation, students are expected to come to class ready to engage the material, the instructor, and the other students in thoughtful discussion. Consequently, we expect proper preparation and active attendance of all students during the seminar sessions.

The lectures and scholarly literature are in English. Competency of the English language, as well as the readiness to critically deal with topic-specific practical challenges and scientific literature, are prerequisites of the attendance of the seminar.

Prerequisite for successful completion of the seminar is active participation. Participation requires attendance.

#### 4.3 *Requirements for the Scientific Paper Presentation*

Each student will present one research article to the class. Key research question, research methods, analytical approach, and findings should be reported. The presentation should critically reflect and discuss the strengths and weaknesses of the research. Students are welcome, but not required, to use power-point. Students are allowed to a handout (max. 1 page) to accompany the presentation. The duration of the presentation is limited to 15 minutes. Assessment criteria are the content, structure, and delivery of the presentation as well as effectively handling questions and feedback.

#### 4.4 *Requirements for the Written Analysis of Scientific Paper*

Students will prepare a 1 page written analysis of the scientific paper of their choice. The written analysis reflects the student's ability to present and analyze academic research

succinctly. Students are encouraged to use visuals, tables, or models to present the paper's key concepts. The written analysis must note the research question, method, and results and include a critique of the research. Assessment criteria are the content, systematic approach, creativity, and accuracy of the analysis.

#### *4.5 Requirements for Class Discussion*

To improve the learning experience of all students, research presentations are followed by a guided discussion of the presented material. Students who have conducted a written analysis of the paper being presented are expected to actively engage the speaker in a discussion of the research. Students who have not read the paper are expected to engage the presenter to better understand or connect the presented research to other readings in the course.

Discussion and participation are assessed based on active, thoughtful, respectful engagement of the research and ideas to advance the learning of all course participants.

## **5 Literature**

To be assigned by the instructor.