

Government and Administration (Course Outline)

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Introduction & Brief Description of the Course:

The understanding of government and administration is complex and requires a sophisticated appreciation for the interconnections that sustain it. The jurisdictional, political, economic, and legal contexts shape its contours and constrain its actions. Everything that government does must first pass through a sieve that blends connections between levels and branches of government, partisan politics with substantive mission, economic efficiency with constitutional constraints, and tacit agreements between business, government, and nonprofit enterprises about their mutual intersections and boundaries. This course provides an in-depth analysis of the role of government and how to administer things in this context.

Course Objectives

This course aims to:

1. Introduce you to some of the best scholarship on government and administrative behaviors and inculcate a sense of critical appreciation.
2. Help you develop knowledge about the popular governmental reforms
3. Understand the constraints and challenges faced by public managers
4. Help you develop a creative research agenda

Class Activity/ Weekly presentation:

For one selected week, each group would choose to present an activity either related with the topic of the week or chosen by students. The group has an open choice to demonstrate the week's topic such as conducting a role play, showing a movie clip, leading the class activity, capturing a major historical Pakistani or international event through news clippings or any other activity that could describe the topic in its best possible way.

The group would submit a one page description of the presentation too.

Evaluation

The course will be mainly delivered by lectures, encouraging student participation and discussion. Class participation is highly critical. It does not require mere presence in class, rather active participation in the ongoing discussions. Additionally, speaking for the sake of it does not contribute significantly, and valuable participation will be judged for making up of the class participation scores. Creativity and thinking "out of the box" will be highly encouraged and appreciated during the entire course. Research paper holds lots of significance. The details have been included in course outline, however, further details shall be conveyed in class. The individual component comprises of Mid-term and Final term exams, the format of which shall be conveyed well before in the classroom.

The break-up of the evaluation is as following:

Mid-Term: 15%

Final Term: 35%

In class assignment- 3%

Weekly Thematic Presentation = 12%

Quizzes= 10%

Class Participation & attendance: 10%

Final Project/ Paper: 15%

REQUIRED TEXTS:

Christensen, T., Lægreid, P., Roness, P. G., & Rovik, K. A. (2007). *Organization theory and the public sector: instrument, culture and myth*. Routledge.

Rainey, H. G. (2009). *Understanding and managing public organizations*. John Wiley & Sons.

Reference Material:

1. Public Administration in South Asia: India, Bangladesh, and Pakistan", by Sabharwal, Meghna & Berman, Evan, M. CRC Press.
2. Waterman, Richard, Amelia Rouse and Robert Wright. 2004. *Bureaucrats, Politics, and the Environment*. University of Pittsburg Press.
3. Kettl, Donald F. 2005. *The Global Public Management Revolution*, second edition. Washington, D.C.: Brookings Institution Press.
4. King, et. al. 2011. *Government is Us 2.0*. M. E. Sharpe.
5. Global Public Management

Other Readings

A number of research articles and book chapters will be used. Some of the material will be made available by the instructor on the course website; you will be responsible for obtaining others from the library.

Brief Outline

I. INTRODUCTION

1. Introduction to Course

2. Introduction to Public Organizations and Organization theory

Rainey Chapter 2: Understanding the Study of Organizations: A Historical Review

II. INSTITUTIONAL PERSPECTIVES OF GOVERNMENT AND ADMINISTRATION

3. Instrumental Perspective

Christensen et al. chapter 2: An instrumental perspective

4. Cultural Perspective

Christensen et al. chapter 3: A Cultural Perspective

Azhar, Aisha., Manzoor, Azhar. (2014). "Public Administration education in Pakistan: Does it add value in the public interest?" *Journal of Public Affairs Education*, 20(2)

5. Myth Perspective

Christensen et al. chapter 4: A myth perspective

Paul DiMaggio, and Walter Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields" *American Sociological Review* 48: 147-60

III. CHARACTERISTICS/ ASPECTS OF GOVERNMENT AND ADMINISTRATION

6. Goals and Values

Christensen et al. chapter 5: Goals and Values

Rainey, chapter 6: Organizational goals and effectiveness

7. Leadership in public sector organizations

Christensen et al. chapter 6: Leadership and Steering

Rainey chapter 11: Leadership, managerial roles, and organizational culture from pp.314-324

8. Reform and change

Christensen et al. chapter 7: Reform and change

Articles available in course pack

Jadoon & Jabeen. 2013. "Administrative reforms in Pakistan" (2013) in "Public Administration in South Asia: India, Bangladesh, and Pakistan", by Sabharwal, Meghna & Berman, Evan, M. CRC

Jabeen & Jadoon, "Civil Service System and Reforms in Pakistan" (2013) in "Public Administration in South Asia: India, Bangladesh, and Pakistan", by Sabharwal, Meghna & Berman, Evan, M. CRC

9. Effects and implications (problems of politics & control, problems of responsibility, problems of performance measurement, problems of reporting, problems of follow up)

Christensen et al. chapter 8: Effects and implementations

10. Understanding and design (context contribution in ambiguities prevailing in PO)

Christensen et al. chapter 9: Understanding and design

Jadoon, Jabeen & Rizwan. 2012. "Agencification" in Government Agencies: Practices and lessons from 30 countries. Article available in course pack..

IV. CONTEMPORARY IDEAS IN MANAGING PUBLIC ORGANIZATIONS

11. Administrative behavior and Public service motivation

Rainey chapter 9: Understanding People in Public Organizations: Values and Motives

Rainey chapter 10, Understanding People in Public Organizations: Theories of Work Motivation and Work-Related Attitudes

12. Organizational culture in public organizations

Rainey chapter 11: Leadership, managerial roles, and organizational culture from pp.324-358.

Christensen et al. chapter 3: A cultural perspective

V. COMPARATIVE PUBLIC ADMINISTRATION

13. International and comparative perspective

Readings available on Moodle

Hofstede “Introduction: The rules of the social game”, and

Thomas Friedman “While I was Sleeping”