



Lahore University of Management Sciences

MGMT 243 – Public Administration Fall Semester 2016

Instructor	Mohsin Bashir
Room No.	312
Office Hours	By appointment via email
Email	Mohsinb@lums.edu.pk
Telephone	8412
Secretary/TA	Bilal Alvi
TA Office Hours	TBA
Course URL (if any)	suraj.lums.edu.pk/~ro/

COURSE BASICS				
Credit Hours	3			
Lecture(s)	Nbr of Lec(s) Per Week	2	Duration	75 min
Recitation/Lab (per week)	Nbr of Lec(s) Per Week		Duration	
Tutorial (per week)	Nbr of Lec(s) Per Week		Duration	

COURSE DISTRIBUTION	
Core	
Elective	
Open for Student Category	SDSB(Sophomores, Juniors & Seniors), Open for All in phase II
Close for Student Category	Freshman

COURSE DESCRIPTION
<p>This course introduces future pursuers of careers in the Public Administration to things they would need to understand in order to become successful at their new jobs. In addition to learning how Government organizations are created and operated, they will also observe how public administration practices compare and contrast across different sectors. Learning these concepts will also benefit people that would consider continuing to graduate school for Public Administration/Policy or other related fields.</p> <p>Course Overview</p> <p>There used to be a time in Pakistan when a fresh graduate from a leading university would not even consider a job outside of large corporations. Salaries in public service jobs used to be prohibitively low for anyone that did not intend to make money through kickbacks. However there seems to be a change in the pattern. Hiring statistics from the past few years show that graduates from places like LUMS are finding employment in government organizations. The public sector in Pakistan is going through major reforms resulting in several new Government- or Government-owned organizations, better pay scales and hence better job opportunities.</p> <p>With energy, security and political concerns stunting growth of the business sector jobs, it is only logical that future LUMS graduates think seriously about landing Public sector jobs. However, public administration is quite a different ball park as things are not about making money. It is a world where public policy drives organizational goals rather than shares prices and bottom lines.</p> <p>In this course, the students will get to read and discuss texts written by some of the most recognizable names in the fields of Public Administration (which does not hurt at all if you'd like to impress an interviewer or grad school application reader). The classes will be interactive and the theoretical readings will be complemented with discussion over a number of real life situations from Pakistan and around the globe.</p>



Lahore University of Management Sciences

COURSE PREREQUISITE(S)	
	NA

COURSE LEARNING OBJECTIVES	
1.	Developing an understanding of the distinctive characteristics of Government organizations
2.	Developing an understanding of the role of Administrators in the operations and services of public sector organizations
3.	Preparing students for jobs and graduate studies related to the public sector

LEARNING OUTCOMES	
	By the end of the course, the students should be able to: <ol style="list-style-type: none">1. Compare and contrast salient characteristics of public and private organizations.2. Demonstrate a know-how of managerial skills required in effective management of public sector organizations3. Think critically about public administration issues in Pakistan

UNDERGRADUATE PROGRAM LEARNING GOALS & OBJECTIVES	
	<p><u>General Learning Goals & Objectives</u></p> <p>Goal 1 –Effective Written and Oral Communication Objective: Students will demonstrate effective writing and oral communication skills</p> <p>Goal 2 –Ethical Understanding and Reasoning Objective: Students will demonstrate that they are able to identify and address ethical issues in an organizational context.</p> <p>Goal 3 – Analytical Thinking and Problem Solving Skills Objective: Students will demonstrate that they are able to identify key problems and generate viable solutions.</p> <p>Goal 4 – Application of Information Technology Objective: Students will demonstrate that they are able to use current technologies in business and management context.</p> <p>Goal 5 – Teamwork in Diverse and Multicultural Environments Objective: Students will demonstrate that they are able to work effectively in diverse environments.</p> <p>Goal 6 – Understanding Organizational Ecosystems Objective: Students will demonstrate that they have an understanding of Economic, Political, Regulatory, Legal, Technological, and Social environment of organizations.</p> <p><u>Major Specific Learning Goals & Objectives</u></p> <p>Goal 7 (a) – Program Specific Knowledge and Understanding Objective: Students will demonstrate knowledge of key business disciplines and how they interact including application to real world situations.</p> <p>Goal 7 (b) – Understanding the “science” behind the decision-making process (for MGS Majors) Objective: Students will demonstrate ability to analyze a business problem, design and apply appropriate decision-support tools, interpret results and make meaningful recommendations to support the decision-maker</p>



Lahore University of Management Sciences

PROGRAM LEARNING GOALS AND OBJECTIVES	COURSE LEARNING OBJECTIVES	COURSE ASSESSMENT ITEM
Goal 1 –Effective Written and Oral Communication	Objective 2	Class Participation Written Assignments Project Presentations
Goal 2 –Ethical Understanding and Reasoning	Objective 1	Class Participation in Panel Discussions
Goal 3 – Analytical Thinking and Problem Solving Skills	Objective 2	Class Participation Team Project
Goal 4 – Application of Information Technology	Objective 2	Team Project
Goal 5 – Teamwork in Diverse and Multicultural Environments	Objective 2	Team Project
Goal 6 – Understanding Organizational Ecosystems	Objective 1	Assignments Team Project
Goal 7 (a) – Discipline Specific Knowledge and Understanding	Objectives 1, 2 and 3	
Goal 7 (b) – Understanding the “science” behind the decision-making process		

GRADING BREAKUP AND POLICY

The course grade is based on the following criteria:

Source	% of Total
Assignments (Fieldwork 15%, Reflection 5%)	20
Project	15
Class Participation	15
Quizzes	10
Mid Term Examination	25
Final Examination	15
Total	100

Communication:

- The instructor and TA will always be available to see you in person. All you have to do is to email and make an appointment.
- All course related communication (syllabus sharing, assignments, announcements and reading or session related updates etc) is done using LMS (lms.lums.edu.pk).
- Please make sure to check the “Announcements” section on LMS before every class.
- On days when LMS is down, email will be used to communicate.
- While sending emails to the instructor or the TA, make sure you draft formal messages. Informal emails will not be responded to.
- Your emails will be replied to within 24 hours on working days and 48-72 hours during weekends and holidays. Please account for these response times when asking questions related to assignments with upcoming deadlines.

Assignment(s):

- Assignments submitted late but within 24 hours of the deadline lose 40% of the assignment’s grade.
- Submissions are not accepted later than 24 hours after the deadline.

Quiz(es):

- Quizzes will mostly be unannounced and will serve as reading spot checks.
- Make up quizzes will only be offered to absentees with proper medical documentation.



Lahore University of Management Sciences

Class Participation:

- CP is graded between 0-5 points each day for each student, points are given on a quantitative as well as qualitative basis.
- Failure to make good CP in response to a “cold call” results in negative marking.

Attendance Policy:

- You will not be allowed to enter the class once the session has started.
- Being away from class for more than 5 minutes gets you marked half absent and being away for more than 10 minutes counts as a full absence.
- It is understandable that during the semester, one might end up having to skip a class or two due to various reasons including family commitments, interviews, not feeling well, just oversleeping or clashes during the add/drop period.
- Keeping this in mind, you are allowed to miss 4 classes during the semester without having to provide any documentation etc.
- You lose one percentage point each from the overall course grade for the 5th and 6th absence, two percentage points each for 7th, 8th and 9th absence and 3 percentage points for any further absences.
- Having more than 10 absences in the course usually results in an F grade.

EXAMINATION DETAIL

Midterm Exam	Yes/No: Yes Combine Separate: Separate Duration: 90min Preferred Date: Exam Specifications: TBA
Final Exam	Yes/No: Yes Combine Separate: Separate Duration: 90min Exam Specifications: TBA

COURSE OVERVIEW

SESSION	TOPICS	RECOMMENDED READINGS	OBJECTIVES/ APPLICATION
Module 1: Introduction			
1.	Introduction to the course: Scope and Purpose of Public Administration		
2.	Theories of Public Administration	Defining Public Administration: Shahfritz. Chapter 1: Defining Public Administration. <i>Keynote: Go Tell The Spartans.</i> Pages 1-29	Understanding key concepts of public administration



Lahore University of Management Sciences

3.	Understanding the Government Organization	<p>The Dynamics of Bureaucracy: Johnson. Chapter 5: The Dynamics of Bureaucracy. Pages 99-124.</p> <p>“Reforming Bureaucracy” in The News on Sunday, June 28th, 2015 http://tns.thenews.com.pk/refor ming- bureaucracy/#.VbU4zc5a ww</p>	<p>Being able to answer why the government organization exists.</p> <p>Understanding how the Government organization differs from the business organization.</p>
Module 2: Pakistan’s Administrative Infrastructure			
4.	Public Administration and Pakistan’s Constitution	<p>Administrative History of Pakistan: Imam, A., Dar, E.A. Chapter 3: Administrative History of Pakistan. <i>Democracy and Public Administration in Pakistan</i>. Pages 43-71</p>	Understanding how public administration in Pakistan derives legitimacy from its constitution
5.	History and Context of Public Administration in Pakistan	<p>History and Context of Public Administration in Pakistan: Ahmad, M. Chapter 18: History and Context of Public Administration in Pakistan. <i>Public Administration in South Asia</i>. Pages 371-393.</p> <p>"In Pakistan, Policy Making is Largely Done by Bureaucracy" in the News on Sunday, January 26, 2014 http://tns.thenews.com.pk/pakis tan-policy-making-largely-done- bureaucracy/#.U8B8wflmMVB</p>	<p>Getting acquainted with the history and concepts of Administration in general.</p> <p>Understanding the need for studying Public Administration</p>
6.	Administrative Structure of Pakistan	The Government Structure of Pakistan (Page 1-8)	Understanding the levels and areas in which the Pakistani government works
7.	Administrative Structure of Pakistan Guest Speaker Session		
Module 3: Managing Money			
8.	Managing Money in the Public Sector	<p>Financial Administration: Niazi, H.A. Chapter 9: Financial Administration. <i>Government and Administration in Pakistan</i>. Pages 452-496</p> <p>Punjab Citizen’s Budget 2016</p>	Learning how budgets translate into administrative decisions



Lahore University of Management Sciences

9.	Revenue and Expenditure Sharing in Government Organizations	Introduction to Provincial Taxation in Pakistan	Understanding how money translates into government functions
Module 4: Managing People			
10.	Decision Making and Knowledge Management	Administrative Decision Making: Johnson, Chapter 8: Administrative Decision Making. Pages 173-198.	Understanding who runs government organizations and how.
11.	Human Resource Management in the Public Sector	Human Resources in Government: Johnson Chapter 10: Human Resources in Government. Pages 227-252. The Government Structure of Pakistan (Page 8 till the end)	Understanding how people are hired and maintained in Public Sector Organizations
12.	Movie Session	<i>Recommended but not Required Reading:</i> <i>Naxal Movement in India</i>	Connecting popular culture with theory is not only an effective and fun way of understanding the application of theory, but is also a postmodern research technique in contemporary Public Administration.
13.	Public Leadership	Public Executives - Leading and Managing: Johnson, Chapter 7: Public Executives - Leading and Managing. Pages 149-172	Seeing how administrative decision-making in Pakistan compares and contrasts with what the readings prescribe.
14.	Civil Service and Public Leadership in Pakistan	“Dwindling Prestige of the CSS” in The Express Tribune, May 21 st , 2015 http://tribune.com.pk/story/889603/dwindling-prestige-of-the-css/ “The Archaic Civil Service of Pakistan” in Pakistan Today, January 27 th , 2015 http://www.pakistantoday.com.pk/2015/01/27/comment/the-archaic-civil-service-of-pakistan/ “Reforming the Civil Services of Pakistan” in The Daily Times, February 23 rd , 2015 http://www.dailytimes.com.pk/opinion/23-Feb-2015/reforming-the-civil-services-of-pakistan	Getting an overview of public leadership in Pakistan. Contemplating on what makes a good public leader



Lahore University of Management Sciences

15.	Mid Term Synthesis		
16.	Mid Term Exam		
Module 5: Public Service Ethics			
17.	Ethics in Government	<p>Public Service Ethics in Pakistan: Jafri, A.R. Chapter 21: Public Service Ethics in Pakistan. <i>Public Administration in South Asia</i>. Pages 429-438.</p> <p>Good Governance in the Public Sector—Consultation Draft for an International Framework. Pages 11-12 http://www.ifac.org/system/files/publications/files/Good-Governance-in-the-Public-Sector.pdf</p> <p>“Countering Corruption” in The News, July 25th, 2015 http://www.thenews.com.pk/Todays-News-9-330551-Countering-corruption</p>	Learning how governments become corrupt and how corruption can be countered
18.	Guest Speaker Session: Gender and Public Administration in Pakistan		
Module 6: Managing Performance in Public Service			
19.	Technology in Government	<p>eGovernment: A Driving Force... http://aei.pitt.edu/14694/1/20100519110452_Eipascope_2010_1_eGovernment.pdf</p> <p>Learning What Makes Government Work in the 21st Century: Chapter 2: Learning What Makes Government Work in the 21st Century. <i>Logged On</i>. Pages 50-54, including Box 2.8.</p>	Learning about the role of E-Governance, Bio Technology and Information and Communication Technologies in contemporary public administration
20.	Public Performance Management Around the Globe—Benchmarking	<p>Performance Measurement and Benchmarking: Ammons, D.N. Chapter 2: Performance Measurement and Benchmarking. <i>Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards</i>. Pages 10-18.</p>	Learning about the process and significance of benchmarking and comparing performance.



Lahore University of Management Sciences

21.	Public Performance Management Around the Globe—Dashboards	Use of Dashboards in Government Pages 4-18 and 34-35	Learning about the contemporary practices of public service delivery not only through government offices but also by collaborations with the private sector.
22.	Public Performance Management – Local	Brief Note on Planning Commission Proformae	Learning about the performance management practices in Pakistan
Module 7: Delivering Effective Public Services			
23.	Improving Public Service in Pakistan	Identifying Core Areas of Improvement: Imam, A., Dar, E.A. Chapter 7: Identifying Core Areas of Improvement and Recommendations for a Lasting Democracy in Pakistan. <i>Democracy and Public Administration in Pakistan</i> . Pages 177-212 “An Alternative Democracy” in The Nation, July 25, 2015 http://nation.com.pk/columns/25-Jul-2015/an-alternative-democracy	Discussing the Pressing Public Service Issues in the Nation and the Role of Public Administrators in those
24.	Participatory Public Service in Pakistan	“ Social Private Partnerships Emerging in Pakistan ” in The Express Tribune, July 21 st , 2014 http://tribune.com.pk/story/738409/social-private-partnerships-emerging-in-pakistan/ Irrigation Reforms in Punjab http://pida.punjab.gov.pk/system/files/gmtm_paper_dec2006.pdf	Realizing the promise of participative governance in Pakistan
25.	Guest Speaker Session: Government and the Media		Understanding how contemporary media shapes the practice of Public Administration in Pakistan
26.	Field Visit		Seeing a government organization in action
27.	Presentations		
28.	Presentations		
29.	Presentations and Course Wrap-up		



Lahore University of Management Sciences

TEXTBOOK(S)/SUPPLEMENTARY READINGS

--