



Lahore University of Management Sciences

MGMT 244 - Reforming the Public Sector

Fall Semester 2016

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COURSE BASICS

Credit Hours	3			
Lecture(s)	Nbr of Lec(s) Per Week	2	Duration	75 minutes
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	Yes
Open for Student Category	SDSB(Sophomores, Juniors & Seniors)
Close for Student Category	-

COURSE DESCRIPTION

The Course is designed for students who have preferably been exposed to various key areas of public management policy framework. After looking at some of the foundational aspects of the policy framework and implementation regime, it underlines the need for reforms to meet the multiple challenges of service delivery on a sustainable basis. It aims at identifying some critical connects between the public and the private sector with a view to meet the overall objective of growth and development. It tends to develop students interest and keeness in the public sector management with a view to opt it as a career while broadening their profile.

Overview

The course aims at providing exposure and an understanding to the students about the working of public sector institutions as key drivers of growth, development and delivery system. It underlines the need and role of some critical dynamics and a process of reforms enabling the institutions to bring more efficiency and transparency in the delivery of public services. This also includes the role of leadership in initiating and managing change.

The course also aims at familiarizing the students with the institutional framework at the three critical tiers of Governance in the context of Pakistan; federal, provincial and the local level. Some related case studies are included in the module to provide insight into the actual performance of public enterprises, identify some nagging gaps and make an attempt to address them through various institutional mechanisms.

Thematic content has been carefully selected, modules cascading into a composite whole to provide the students with a critical thinking to analyze the policy issues in a detached manner.

Module on international experiences provides with a cross cultural flavor of the public policy dynamics while at the same time suggesting baseline to learn from these experiences , if not replicate them .

The course also lays emphasis on institutional analysis through Group Presentation.



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COURSE PREREQUISITE(S)	
	NA

COURSE LEARNING OBJECTIVES	
1.	Improving clarity and understanding about the working of the Government and grasp the breadth of multiple activities performed by public sector institutions.
2.	Understanding the nature and complexity of Public Sector Service delivery System with a view to use corporate strategies and innovative techniques for problem solutions.
3.	Building capacity while learning from international experiences.

UNDERGRADUATE PROGRAM LEARNING GOALS & OBJECTIVES	
	<p>General Learning Goals & Objectives</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>Major Specific Learning Goals & Objectives</p> <p>Goal 7 (a) – Discipline Specific Knowledge and Understanding Objective: Students will demonstrate knowledge of key business disciplines and how they interact including application to real world situations (Including subject knowledge).</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>

Indicate below how the course learning objectives specifically relate to any program learning goals and objectives.

PROGRAM LEARNING GOALS AND OBJECTIVES	COURSE LEARNING OBJECTIVES	COURSE ASSESSMENT ITEM
Goal 1 –Effective Written and Oral Communication		<i>Individual Assignment and Policy Presentation</i>
Goal 2 –Ethical Understanding and Reasoning	Objectives 1, 2 and 3	Assignments and Policy Presentation
Goal 3 – Analytical Thinking and Problem Solving Skills	Objectives 2 and 3	Midterm and Final Exams



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Goal 4 – Application of Information Technology		
Goal 5 – Teamwork in Diverse and Multicultural Environments	Objectives 1 and 3	Policy Presentation
Goal 6 – Understanding Organizational Ecosystems	Objectives 1, 2 and 3	Individual Assignment
Goal 7 (a) – Discipline Specific Knowledge and Understanding	Objectives 1, 2 and 3	All instruments
Goal 7 (b) – Understanding the “science” behind the decision-making process	Objective 2	Policy Presentation

GRADING BREAKUP AND POLICY

Attendance/CP: 5%
 Midterm Examination: 30%
 Final Examination: 30%
 Assignment/Quiz: 20%
 Grand Presentation: 15%

You will identify a policy question (different than the ones discussed in class), critically analyze it and share your analysis through a 15 minute PPT presentation.

EXAMINATION DETAIL

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

COURSE OVERVIEW

WEEK/ LECTURE/ MODULE	TOPICS	RECOMMENDED READINGS	SESSION OBJECTIVE(S)
Module 1: Introduction			
1.	Introduction		Taking a synoptic View of the Course our line.



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2.	Public Sector institutions , nature and their working	Neo, Boon Siong and Chen, Geraldine Chapter 1,Dynamic Governance,2012, Singapore, World Scientific Publication	(I)identifying dynamics of policy formulation and implementation (II) Underpinning determinants of Change and improvement in the processes and their outcome
3.	Conceptual Foundations	Neo, Boon Siong and Chen, Geraldine Chapter 2: Governance, Institutions and Capabilities	
4.	Policy Execution	Neo, Boon Siong and Chen, Geraldine Chapter 5: Developing and Implementing Paths	
5.	Public Service Delivery systems	Humphrey, Peter C.1988, P 6-45, Dublin, Ireland, Institute of Public Administration.	Understanding the nature of public sector delivery system ;identifying gaps and steps to make it more efficient and responsive
6.	Reforming Public sector institutions	Boyne. George A. , Farrell. Catherine, 2003. Evaluating public Management reforms, Principles and Practice, p 1-27 Open University Press, Buckingham	Identifying bench marks to evaluate the Reform process
Module 2: Leadership and Change management			
7.	Framework for Change Guest Speaker: Dr Zafar Iqbal Qureshi	Leading Change by John P. Kotter Case: Corporate Renewal and Future Direction at Asia Petroleum Limited (APL) by Zafar Iqbal Qureshi	To expose students to different theoretical framework for change management.
8.	Cracking the code of Change Guest Speaker: Dr Zafar Iqbal Qureshi	Cracking the code of Change by Michael Beer and Nitin Nohria P 137 - 154	To expose students to soft and hard approaches to change
Module 3: Public sector institutions in Pakistan			
9.	An overview of the Civil services in the Subcontinent	Mahmud, Tariq.(2014 forth coming) Evolution of Civil Service In the Subcontinent- Philosophic Underpinnings and Control Steelframe ASP-LUMS.	Familiarizing with the evolution of the Civil services as a premier institution of Governance ,identifying some key moral precepts i.e, merit, generalist tradition ,providing continuity and a centrality in the administrative scheme of things
10.	Civil Services Reforms in Pakistan	Mahmud, Tariq, (2014 forthcoming) Civil Services Alignment and Process of Reforms, Lahore, ASP-LUMS.	Undertaking critique of Civil Service Reforms in Pakistan; underlining the need to make the reforms an ongoing process with emphasis on service



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			delivery, resilient and adaptive structures.
11.	Corporate Structures and State owned Enterprises I	OECD Guidelines on Corporate Governance of State- Owned Enterprises : Organization for Economic Co-Operation and Development	Understanding the key role of Public Sector enterprises , statutory bodies, as partners in development
12.	.Corporate Structures and State owned Enterprises II. (Case study of PIA)	(i) Plane Truths, How costly is to keep PIA flying, Herald , Karachi, March 2014, pp55-62) (ii) Strategic Management in Public Sector Enterprises in Pakistan, The case of PIA, Fazal Abbas Maken, National Management College, Lahore, July 2011.	Under taking a critique of the National Airline with measures to improve its position
13.	Energy Sector and institutional responses	Role of IPPs in present Energy Crisis in Pakistan , Malik Khuda Buksh Awan , 91 course, National Management College, ND.	Critical appraisal of working of Electricity Generating Companies ; grasping the scale of energy crisis in the country with a way out
14.	Midterm Exam		
15.	Institutional Accountability I	Accountability and Corruption P 81 - 106	Understanding the nature and the need for the process of Accountability with an emphasis on the role of some key institutions
16.	Institutional Accountability II. (Case Study of National Accountability Bureau)	Effectiveness of NAB and FIA, A comparative study , by Muhammad Ali, Pakistan Administrative Staff college, Lahore ,2002	Familiarizing with the working and operations of NAB ,its effectiveness in tackling corruption and promoting transparency ; underlining areas of improvements
17.	Managing responses to issues of Governance	Establishment of the: Office of Wafaqi Mohtasib (Ombudsman) order, 1983 The Punjab Transparency and Right to information act 2013(Act XXV of 2013)	Identifying key elements of Access to information , as a mechanism for redressal of public grievances to promote the objectives of Good Governance
18.	Local Government institutions	Mahmud, Tariq. (2013 Forth coming) Decentralised Institutions in Pakistan, Evolution and Planning, Lahore, ASP-LUMS.	Familiarizing with the working and process of reforms in the local Government system ; their impact analysis
19.	Punjab Public Service Commission	ASP LUMS, Tariq Mahmud	Under taking critique of the working of TMA s as a service delivery mechanism at the local level; constraints and the way out.



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Module 4: International Experiences

20.	India: Transforming Service Delivery, Department of Registration And Stamps , Maharashtra (case study)	Chand, Vikram.k.2006, p125-156	Understanding some key processes and sub processes for achieving bench marks through the case study
21.	Singapore: Government intervention in Public Transportation and Car ownership Scheme	Neo, Boon Siong; and Chen ,Geraldine.2012 Dynamic Governance,Ch 6, (Policy Adoption: Embedding Learning and Adjusting Paths) Singapore, World Scientific Publication	Familiarizing with critical interventions in the sector in a land constrained and densely populated city state as a replicable model
22.	Singapore: Intervention in the Health care through Central provident Fund mechanism		Understanding working of the Health care system ,making it sustainable through institutional ownership by the citizens
23.	Malaysia: 23. Small and Medium Enterprises in Malaysia	Awakening The Abdullah Badawi years in Malaysia by Bridget Welsh and James U.H. Chin Promoting Entrepreneurial SMEs (Policy, Institutions, Incentives) by Edmund Terence Gomes	Identifying nexus between the SME s with the Public Sector institutions in promoting growth and development

Module 5: Group Presentations and Final Exam

24.	Group Presentations		
25.	Group Presentations		
26.	Group Presentations		
27.	Group Presentations		
28.	Group Presentations		

TEXTBOOK(S)/SUPPLEMENTARY READINGS

Students will be required to read the prescribed readings for each session before coming to the class. I may recommend additional readings/resources on need basis.