

The Institute of Commercial Management

SUBJECT SYLLABUS



PUBLIC SERVICES MANAGEMENT

(0706)

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PART A: THE CONTEXT OF PUBLIC SERVICES MANAGEMENT

Political Context - Social and Economic Context

- Social Context of Change
- Economic Context of Change
- Implications for Public Service Managers

New Technologies and Public Management

- Information in its Context
- Public Management in an Information Polity

Distinctiveness of Public Management

- Social Role of Public Services
- Political Choices
- Change
- Assessing the Public-Private Interface

Accountabilities

- Concept of Accountability
- Accountability in Public Sector Organisations and Private Organisations
- Different Dimensions of Accountability
- Changes in Accountability

Bureaucracy and Markets

- Bureaucracy and the Public Services
- Strategy and Structure
- New Decentralised Organisations
- The Core and the Periphery

PART B: THE MANAGER'S TASK

Strategic Management

- The Strategic Approach
- Strategic Analysis Implementation Issues

Managing Human Resources

- People at Work and Motivation
- Rewards
- Leadership
- Unions and Human Resources

Financial Management

- Planning and Budget Setting
- Approach to Resource Allocation
- Budgetary Control
- Devolving Budgets and Delegating Financial Management Responsibilities
- Distinctive Features of Financial Management in Public Service Organisations
- Ensuring Value for Money

Marketing Public Services

- Public Services Environment
- Strategy and Marketing
- Public Services Markets
- The Marketing Mix
- Behavioural Aspects of Public Services Markets
- Move to Customer Orientation
- Customer Segmentation

Managing Networks

- Networks and Partnerships
- Community Focus
- Network Characteristics
- Managing Interorganisational Relationships

Managing Performance

- Definitions
- Performance Indicators
- Process
- Changing Performance
- Putting Performance Management to Work

Managing Change

- Models of Change
- Learning Organisation and Change
- Managing and Implementing Change

PART C: THE PUBLIC SERVICES ASSESSED**Public Service Culture**

- Organisational Culture
- Culture in Organisation and Management Studies
- Models for Understanding Organisation Culture
- Public Service Culture
- Trying to Change Public Service Culture

Ethics Management

- Ethical Issues
- Theory and Principles
- Ethical Theories
- The Public Service Ethos
- Organisational Dimension
- The Individual Roles and Relationships
- Guidelines for Conduct

Responsive Public Services

- Organisations and their Environment
- Emerging Dimensions of Responsiveness
- Social Entrepreneurship

Comparative Public Service Management

- Comparative Methodology
- Comparative Practice and New Public Management
- Public Administration Reform in Transitional States

Reading List**Main Text**

Aidan Rose and Alan Lawton, Public Services Management (FT Prentice Hall, 1999, ISBN 0273625241)