

Proposal for Academic Development

New course or amendment to an existing course

Faculty/Board of Studies: Australian and New Zealand School of Government (ANZSOG)

Contact person: Professor Owen Hughes

Note: Differing nomenclature is used at participating institutions. For the purposes of this proposal, all terminology is that used at the University of Sydney eg. course and unit of study not program and subject.

Section 1

1. Name of Award course(s)

Executive Master of Public Administration

2. Abbreviated name

EMPA

3. Date of introduction

May 2003

4. Purpose of the proposal

The proposed course is the product of the Australian and New Zealand School of Government (ANZSOG) – a collaborative venture of several state governments, the Commonwealth Government and the New Zealand Government with nine universities and business schools.

It is proposed that the course will be jointly-badged and administered with the University of New South Wales.

The course is designed to:

- increase the number of highly qualified senior public sector managers in New Zealand and Australia available for appointment to Chief Executive and similar leadership positions;
- enhance public sector career opportunities;
- increase public sector managers' expertise in public administration, management and policy analysis;
- promote the inter-change of ideas and expertise across the public sector in Australia and New Zealand; and
- increase the range of courses available in Australia and New Zealand that are dedicated to developing the capability of public servants and public sector agencies.

The establishment of ANZSOG and the introduction of the EMPA are designed to foster:

- world class public sector managers who have a broad view of, and excellent skill base in, management; service delivery; and policy analysis across the spectrum of public sector activities;
- managers who demonstrate a critical understanding of the central concepts and literature from the fields of public administration and public management;
- managers who can undertake critical analyses of public sector issues using multidisciplinary perspectives and engage in informed debate about these issues;
- managers who understand and can apply research methods and undertake independent research;
- managers who are prepared for and committed to a long term public service career path; and
- managers who can improve service delivery and policy outcomes across all levels of the public sector in Australia and New Zealand.

Core curriculum will be multi-disciplinary and application oriented, and will emphasise technique, experience, judgement, and values – in short, the 'trade-craft' of government. It will build on an explicit recognition that there is a corpus of knowledge, skills and values which are essential for effectiveness in Australian and New Zealand governments; ANZSOG programs will be exclusively directed to imparting these knowledge, skills and values.

Knowledge will be organised around students' real-world roles as managers and policy advisers, rather than requiring students to integrate from discipline silos. The teaching style will be interactive and innovative, and will make extensive use of case studies, guest speakers, simulations and other teaching methods which will increasingly draw on 'real-life' Australian and overseas experience.

5. **Justification**

The University is a member of ANZSOG and in signing the Heads of Agreement, agreed to offer the EMPA course. ANZSOG involves an alliance with state government and the Commonwealth Government of Australia, the New Zealand Government and universities and business schools in Australia and New Zealand. Further developments under ANZSOG are expected to include executive development courses, and research and consultancy which will involve government and University members.

The proposed course offered in collaboration with ANZSOG provides future managers in the public sector with the ability to broaden their educational experience. The course will bring together the best emerging public sector leaders from Australia and New Zealand with outstanding teachers and practitioners to enhance participants' knowledge and capability to drive improved public sector performance.

6. **Consultation and External References**

ANZSOG provided the University with the course proposal and outlines of the units of study to be offered by ANZSOG. This material was reviewed, in the first instance, by the Chair of the discipline of Government and International Relations in the Faculty of Economics and Business, and the Chair of the Graduate Studies Committee.

Following feedback, further work was undertaken to ensure that the proposal met all University of Sydney requirements before being further considered and referred to the Graduate Studies Committee for consideration and a recommendation to the newly established ANZSOG Joint Committee of Academic Boards of University of Sydney and UNSW.

The course is designed so that elective units of study are taken from existing courses at participating institutions, such as the University's existing Master of Public Policy.

The course is not comparable to any offered at other institutions, and benchmarking partners are also participants in ANZSOG and will be offering the same course.

The Boston Consulting Group study conducted an extensive survey across Australia and internationally of best practice in the field of public policy and management education, including close examination of the top ten schools in the field in the USA. The process of designing the curriculum has drawn on the expertise of public sector practitioners and academics.

7. **Course structure**

The EMPA has been developed as a two year, part-time postgraduate qualifications consisting of:

- 6 core units of study (taught by ANZSOG);
- 1 required unit of study relating to public sector financial management (taught by the University of Sydney or UNSW);
- 2 electives (taken from electives offered by the University of Sydney or UNSW and chosen to enhance the core curriculum and individuals students' development needs) and
- a substantial work-based project.

Core units of study (unit of study outlines appendix two)

Delivering Public Value

Designing Public Policies and Programs

Choices and Challenges for Government in a Market Economy

Decision Making Under Uncertainty

Governing by the Rules

Leading Public Sector Change

Work-based Research Project

Required unit of study

To be determined by the Joint Committee, possible GOVT6327 Managing Public Expenditure.

Elective units of study

To be determined by the Joint Committee

8. Proposed teaching/delivery methods

During intensive units, academic staff will be present throughout the units to provide assistance to students. They will also be available by e-mail and telephone during subsequent weeks where assessment is undertaken. During semester-length units, academics will engage at least weekly with students in face-to-face lectures. They will also be available for consultation with students at set times to be agreed with ANZSOG. Provision of a minimum level of academic support to students will be a condition of engagement of adjunct faculty.

9. Assessment procedures

Students will be expected to complete a range of assignments, projects, case studies and examinations that will enable a clear demonstration of their ability to understand the main concepts and theories as indicated in the overall course objectives, and more specifically in each unit of study outline.

Assessment procedures will be overseen by the Quality Assurance Committee of ANZSOG, a body established under the Heads of Agreement.

10. Overall Student workload

Give details of the expected student workload in terms of the total time involved, including lectures, tutorials, practical experience, independent study, reading and work for assessment.

11. Attributes of graduates

The EMPA will bring together the best emerging public sector leaders from Australia and New Zealand with outstanding teachers and practitioners to enhance participants' knowledge and capability to drive improved public sector performance. ANZSOG EMPA graduates will:

- be familiar with fundamental theory underpinning effective performance in public sector management and policy development;
- have a good feel for the difficulties of delivering results in government;
- be skilled in applying theory and analysing data to solve real world management and policy problems; and
- have well-developed personal and leadership skills.

12. Marketing and recruitment

Detailed market research has been carried out by the Boston Consulting Group, and this has been reported to the Board of ANZSOG. Marketing and recruitment will be undertaken by ANZSOG.

13. Course administration

The University of Sydney and UNSW Academic Boards has established a Joint Standing Committee to oversee the course. Further administration issues will be agreed by the Joint Committee.

14. Plans for monitoring and evaluation

In addition to normal quality assurance procedures, all EMPA subjects are surveyed at the end of each semester to obtain student feedback.

Assessment procedures will be overseen by the Quality Assurance Committee of ANZSOG, a body established under the Heads of Agreement.

15. Planning Support Office

This proposal has not been the subject of a profile discussion with the Planning Support Office.

16. Transitional arrangements

The proposed course does not replace or amend an existing course, therefore no transitional arrangements are required.

17. University calendar and proposed Resolutions

Proposed Resolutions are being developed by the Secretariat and Corporate Information Unit.

Specific selection criteria will be established by the Joint Committee.

Section 2

17. Availability of teaching and support staff

ANZSOG staff are academics on secondment from partner institutions. The first staff members include professors from Monash, ANU, Melbourne Business School, and Victoria University of Wellington, and are under the leadership of Professor Alan Fels, formerly a professor at Monash and latterly Chairman of the Australian Competition and Consumer Commission.

ANZSOG staff will be responsible for the delivery of the core units of study. No additional academic staffing requirements have been identified for the University of Sydney for the delivery of the elective units of study.

18. Availability of teaching space and other required facilities

There have been no issues identified in relation to teaching space and other facilities. A Library Impact Statement is not included as a separate service level agreement will govern the use of this service (see Fees).

19. Timetabling arrangements

No additional timetable arrangements are required.

20. Equipment

(1) Computer Technology

No additional computer technology is needed to support this course.

(2) Other Equipment

No additional equipment, other than computer equipment, is needed to support this course.

21. Fees

Financial arrangements have been set in place following work carried out by the Boston Consulting Group. The financial risk is taken by ANZSOG not by university participants. For the first three years government partners have committed substantial funds to this venture.

The financial arrangements are specified by the Heads of Agreement. Liability is limited under the Agreement to \$50. The main contribution made by the University of Sydney is that ANZSOG students who choose to participate through this University will have access to existing courses for electives and the return to the University of Sydney is dependent on how many students opt for Sydney rather than the other participating universities.

Other services, such as library, will be contracted separately through a service level agreement. It is likely that ANZSOG will reimburse the University for students undertaking elective units of study at the normal rate set by the Faculty for the unit of study concerned, however further details will be considered by the Joint Committee.

22. Student numbers

Student numbers are governed by the Heads of Agreement and will be overseen by the Joint Committee. In the first instance there will be no international students, although the course is designed to be international in its scope and content.

23. Dean's Signature

Professor Judyth Sachs
Chair, Academic Board

24. Academic Dress
To be advised

Appendix One

Availability of library resources

A Library Impact Statement is not required as ANZSOG will develop a separate service-level agreement with the Library as required.

Appendix Two

Core units of study

Information on the core units of study provided by ANZSOG

Delivery Public Value

Information on the core units of study provided by ANZSOG:

PROPOSED DATE OF INTRODUCTION AND REGULARITY OF OFFERING:

To be offered as a one-week intensive subject.

First offering: May 2003

Offered once per year thereafter in January.

LOCATION:

On-campus, to be delivered at ANZSOG premises and not on a Monash campus

UNIT OBJECTIVES:

On completion of this subject, candidates will have a thorough knowledge of the theory and application in public sector contexts to:

- appreciate the different kinds of value created by public sector organizations for citizens and clients;
- understand how the political environment affects organizational objectives;
- be aware of the various kinds of operational capabilities available to public sector managers, and how they can be mobilized;
- know how to recognize problems from symptoms, identify opportunities for action and manage risks in delivering value to the community;
- enhance their skills in people and knowledge management, contracting, partnering and inter-organisational collaboration in the public sector; and
- be able to think strategically about delivering public value.

LEARNING/TEACHING METHODS AND RELATIONSHIP TO OBJECTIVES:

The unit will be taught as an intensive unit with 39 contact hours. The main teaching methods and learning activities will be:

- *case teaching*: discussions led by the lecturer of purpose-written case studies of actual managerial situations, designed to enable explanation, exploration and/or application of relevant concepts.
- *syndicates*: small group discussion and assignment work, to supplement large group sessions and to form part of assessment.
- *experiential learning*: exercises or simulations in which students interact in ways which elucidate relevant concepts, within frameworks set and led by the lecturer.
- *action learning*: application by the student of course concepts, at key points during the program, to issues or structures in the student's own work situation.
- *lectures*: presentations by lecturers utilizing audio-visual aids such as PowerPoint projector slides.

Students will have access to resources supplied directly to them before, during or after the one-week program:

- a reading pack supplied at least three weeks prior to the program, to be supplemented by additional readings to be distributed during the program.
- handouts of lecture slides and other materials during the program.
- materials to be supplied via the web.
- access to the library of the student's home university.

ASSESSMENT AND RELATIONSHIP TO OBJECTIVES:

Assessment tasks will be as follows:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.

- Assignment 1 will apply objectives Nos 1 to 3 to students own work-situations, whereas assignments 2 and 3 will relate to all the objectives. The syndicate assignment will also enable development of team and inter-personal skills as well as cognitive knowledge objectives.

RESOURCE AND STAFFING REQUIREMENTS AND STUDENT SUPPORT:

ANZSOG core units will not draw on staff or facilities other than by commercial arrangement and by agreement. ANZSOG facilities in Parkville will be used for teaching and IT purposes for Melbourne-based students.

CHIEF EXAMINER:

Professor John Alford, ANZSOG and University of Melbourne

CONTACT HOURS AND FORMAT:

The subject is offered in a residential intensive mode. Total contact hours will be 39 hours

LOCATIONS & MODES OF ENROLMENT:

The course will be a one-week residential intensive, and utilize ANZSOG facilities in Parkville for Melbourne-based students

WORKLOAD REQUIREMENT:

39 hours of contact, 78 hours of private study

PREREQUISITES:

None

COREQUISITES:

None

OUTLINE:

This unit examines the theory and application in public sector contexts of organisational structure, purpose and rules; political purposes and institutional arrangements; risk identification and management; operational planning; and interdependencies and connections between policy and service delivery and between policies and programs. Utilising the theoretical perspectives of the management disciplines, the course will be practically oriented towards delivering outcomes for government, applying available resources efficiently and managing people and operations to deliver those outcomes.

Topics include:

- Organisational structure, purpose and rules
- Mission, constitution and function in organisational design
- Organizational and operational planning;
- Managing people;
- Skill and knowledge formation and maintenance (knowledge management)
- Political purpose and institutional arrangements;
- Harnessing technology;
- Partnering and contracting
- Performance measurement

Assessment tasks will be as follows:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.

Designing Public Policies and Programs

PROPOSED DATE OF INTRODUCTION AND REGULARITY OF OFFERING:

To be offered as a one-week intensive subject.

First offering: May 2003

Offered once per year thereafter in January.

LOCATION:

On-campus, to be delivered at ANZSOG premises and not on a Monash campus

UNIT OBJECTIVES:

On completion of this subject candidates will have developed, within the generic policy solutions that can provide starting points for crafting specific policy alternatives:

- the skills required for designing, developing, analysing and evaluating public policies and programs with good prospects for successful implementation and the skills required for providing constructive advice to government.
- substantial knowledge and understanding of policy tools for:
 - applied problems solving;
 - evidence-based policy making;
 - policy analysis and evaluation;
 - modeling outcome bottom lines;
 - external constraints on policy and program design;
 - stakeholder engagement, consultation and management; and
 - social and environmental impact analysis.

LEARNING/TEACHING METHODS AND RELATIONSHIP TO OBJECTIVES:

The unit will be taught as an intensive unit with 39 contact hours. The main teaching methods and learning activities will be:

- *case teaching*: discussions led by the lecturer of purpose-written case studies of actual managerial situations, designed to enable explanation, exploration and/or application of relevant concepts.
- *syndicates*: small group discussion and assignment work, to supplement large group sessions and to form part of assessment.
- *experiential learning*: exercises or simulations in which students interact in ways which elucidate relevant concepts, within frameworks set and led by the lecturer.
- *action learning*: application by the student of course concepts, at key points during the program, to issues or structures in the student's own work situation.
- *lectures*: presentations by lecturers utilizing audio-visual aids such as PowerPoint projector slides.

ASSESSMENT AND RELATIONSHIP TO OBJECTIVES:

Assessment tasks will be as follows:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.
- Assignment 1 will apply objectives Nos 1 to 3 to students own work-situations, whereas assignments 2 and 3 will relate to all the objectives. The syndicate assignment will also enable development of team and inter-personal skills as well as cognitive knowledge objectives.

Students will have access to the following resources:

- the set textbooks
- a reading pack supplied prior to the start of the program
- handouts of lecture slides and other materials during the unit.
- access to the library of the student's home university.

RESOURCE AND STAFFING REQUIREMENTS AND STUDENT SUPPORT:

ANZSOG core units will not draw on staff or facilities other than by commercial arrangement and by agreement. Melbourne-based students will use ANZSOG facilities and IT support in Parkville.

CHIEF EXAMINER:

tba

CONTACT HOURS AND FORMAT:

The unit is in a residential and intensive mode. Total contact hours will be 39 hours

LOCATIONS & MODES OF ENROLMENT:

The unit will be residential and intensive, and utilize ANZSOG facilities in Parkville.

WORKLOAD REQUIREMENT:

39 hours of contact, 78 hours of private study

PREREQUISITES:

None

COREQUISITES:

None

OUTLINE:

Rationales for public policy are counter- balanced by a range of limitations to *effective* public policy. Public sector entrepreneurialism, innovation and creativity are influenced by the organisational, political, legal and economic foundations of government. Within the generic policy solutions that can provide starting points for crafting specific policy alternatives, the skills required range from structuring problems and solutions, measuring costs and benefits, anticipating and influencing political and organisational feasibility, and designing programs with good prospects for successful implementation. The subject will draw largely on the knowledge bases of management, finance and economics, and will identify practical tools for applied problems solving.

Topics include:

- Public policy
- Benefit-cost analysis
- Applied problems solving
- Evidence-based policy making
- Policy analysis and evaluation
- Modeling outcome bottom lines
- External constraints on policy and program design
- Stakeholder engagement, consultation and management; and
- Social and environmental impact analysis
- Other approaches to public policy

Assessment tasks

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.

Choices and Challenges for Government in a Market Economy

PROPOSED DATE OF INTRODUCTION AND REGULARITY OF OFFERING:
Semester 1 2004 and once per year after that

LOCATION:

On-campus, to be delivered intensively at three locations at ANZSOG premises.

UNIT OBJECTIVES:

On completion of this subject candidates will have better understanding of the economic role of government in mixed economies, both theoretically and practically. This means:

- understanding both how markets work and how they can fail – balanced with an appreciation of how government can add value and also how government can fail
- an appreciation of the insights that economics can offer many aspects of government activity and where choices must be made with little or no assistance from economics
- exposure to components of economic theory of major importance to what government does and how it is done, and
- illumination of areas of government responsibility little influenced by the logic and discipline of the market.

Students will develop an understanding of the contribution and limitations of economics in the collective domain and their ability to use both normative and positive models to guide efficient and effective government decision-making.

LEARNING/TEACHING METHODS AND RELATIONSHIP TO OBJECTIVES:

The unit will be taught as an intensive unit with 39 contact hours. The main teaching methods and learning activities will be:

- *lectures*: presentations by lecturers utilizing audio-visual aids such as PowerPoint projector slides.
- *case teaching*: discussions led by the lecturer of purpose-written case studies of actual managerial situations, designed to enable explanation, exploration and/or application of relevant concepts.
- *syndicates*: small group discussion and assignment work, to supplement large group sessions and to form part of assessment.
- *experiential learning*: exercises or simulations in which students interact in ways which elucidate relevant concepts, within frameworks set and led by the lecturer.
- *action learning*: application by the student of course concepts, at key points during the program, to issues or structures in the student's own work situation.

ASSESSMENT AND RELATIONSHIP TO OBJECTIVES:

Assessment tasks will be as follows:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.
- Assignment 1 will apply objectives Nos 1 to 3 to students own work-situations, whereas assignments 2 and 3 will relate to all the objectives. The syndicate assignment will also enable development of team and inter-personal skills as well as cognitive knowledge objectives.

Students will have access to the following resources:

- the set textbooks
- a reading pack supplied prior to the start of the program
- handouts of lecture slides and other materials during the unit
- access to the library of the student's home university.

RESOURCE AND STAFFING REQUIREMENTS AND STUDENT SUPPORT:

ANZSOG core units will not draw on staff or facilities other than by commercial arrangement and by agreement. ANZSOG facilities in Parkville will be used for teaching and IT purposes.

CHIEF EXAMINER:

Professor Glenn Withers, ANU

CONTACT HOURS AND FORMAT:

The subject is offered in an intensive mode. Total contact hours will be 39 hours

LOCATIONS & MODES OF ENROLMENT:

The subject is residential and intensive; Victorian participants will utilize ANZSOG facilities in Parkville

WORKLOAD REQUIREMENT:

39 hours of contact, 78 hours of private study

PREREQUISITES:

None

COREQUISITES:

None

OUTLINE:

A more outward-looking public sector culture calls for a robust understanding of what is valuable individually and collectively, and how that value is affected by the workings of markets, governments or other institutions. This means understanding both how markets work and how they can fail – balanced with an appreciation of how government can add value and also how government can fail. In many areas of government activity, market-related disciplines do not apply, increasing the risks that real costs will be opaque or disguised. Central to understanding the opportunities and constraints affecting Government is an appreciation of the insights that economics can offer many aspects of government activity and where choices must be made with little or no assistance from economics. The curriculum will expose students to components of economic theory of major importance to what government does and how it is done, and illuminate areas of government responsibility little influenced by the logic and discipline of the market.

The subject will draw heavily, but not exclusively, from the discipline of economics and will include: the workings of markets:

- supply and demand
- value in the collective realm
- ‘public goods’ and externalities
- information and market failure
- signaling, moral hazard, adverse selection
- the economic role of government: creating markets, beyond markets
- the character of non-market determination
- ‘public goods’ and ‘public choice’.

Assessment tasks will be as follows:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.

Decision Making Under Uncertainty

PROPOSED DATE OF INTRODUCTION AND REGULARITY OF OFFERING:

To be offered as a one-semester subject.

First offering: second semester, 2003

Offered once per year thereafter normally in first semester..

LOCATION:

On-campus, to be delivered at ANZSOG premises.

UNIT OBJECTIVES:

On completion of this unit, students will:

- Be aware of the main techniques of quantitative and qualitative analysis particularly within a governmental setting
- Understand how to apply quantitative and qualitative techniques to real world problems
- Be able to accurately use and interpret data for decision making
- Develop judgment in drawing inferences from data and analysis.

LEARNING/TEACHING METHODS AND RELATIONSHIP TO OBJECTIVES:

The main teaching format will be lectures, which will include:

- presentations by lecturers utilising audio-visual aids such as PowerPoint projector slides.
- problem-solving exercises
- case applications.

There will be some syndicate work, applying concepts to real-world situations.

Students will have access to the following resources:

- the set textbooks
- a reading pack supplied prior to the start of the program
- handouts of lecture slides and other materials during the unit.
- access to the library of the student's home university.

ASSESSMENT AND RELATIONSHIP TO OBJECTIVES:

Assessment tasks will be as follows:

- A short (1 hour) mid-term exam, worth 20% of the marks.
- An individual assignment of up to 2000 words, worth 40% of the marks.
- A 2-hour end-of term exam, worth 40% of the marks.

RESOURCE AND STAFFING REQUIREMENTS AND STUDENT SUPPORT:

ANZSOG core units will not draw on staff or facilities other than by commercial arrangement and by agreement. ANZSOG facilities in Parkville will be used for teaching and IT purposes.

CHIEF EXAMINER:

tba

CONTACT HOURS AND FORMAT:

The subject will entail 3 hours of teaching per week for 13 weeks (evenings).

LOCATIONS & MODES OF ENROLMENT:

The course will be taught in Melbourne, Sydney, Canberra and Wellington. Classes will have a maximum of 40 students.

WORKLOAD REQUIREMENT:

39 hours of contact, 78 hours of private study

PREREQUISITES:

None

COREQUISITES:

None

OUTLINE:

This course introduces and examines quantitative reasoning techniques for addressing policy problems, including probabilistic analysis, sampling, data analysis and statistical inference, decision making under uncertainty, modelling, and constrained optimisation. It also considers qualitative research techniques including formulating research questions and objectives, research ethics, data collection techniques, and the analysis and evaluation of qualitative data. The course is practically oriented towards identifying strategies for data collection and principles for critically evaluating the data collected by others.

Topics include:

- Techniques of quantitative analysis:
- Probabilistic analysis, sampling, statistical inference and data analysis.
- Modelling, constrained optimisation,
- Decision-making under uncertainty.
- Techniques in qualitative research:
- Formulating research questions and objectives.
- The ethics of research (informed consent)
- Data collection techniques.
- Analysis and evaluation of qualitative data.

Assessment tasks will be as follows:

- A short (1 hour) mid-term exam, worth 20% of the marks.
- An individual assignment of up to 2000 words, worth 40% of the marks.
- A 2-hour end-of term exam, worth 40% of the marks.

Governing by the Rules

PROPOSED DATE OF INTRODUCTION AND REGULARITY OF OFFERING:

To be offered as an intensive subject.

First offering: November 2003

Offered once per year thereafter in January.

LOCATION:

On-campus, to be delivered at ANZSOG premises

UNIT OBJECTIVES:

On completion of this subject students will have acquired:

- an enhanced knowledge and understanding of the applicable elements of law, convention, practice and ethics is fundamental to any consideration of public policy
- an applied appreciation of the role of legislation, regulations and conventions, their importance to good government
- greater understanding of how the authority of the State is appropriately used to deliver Government objectives in accord with the underpinnings of our system of government.
- knowledge of systems of ethics, personal responsibility and accountability.

LEARNING/TEACHING METHODS AND RELATIONSHIP TO OBJECTIVES:

The unit will be taught as an intensive unit with 39 contact hours. The main teaching methods and learning activities will be:

- *lectures*: presentations by lecturers utilizing audio-visual aids such as PowerPoint projector slides.
- *case teaching*: discussions led by the lecturer of purpose-written case studies of actual managerial situations, designed to enable explanation, exploration and/or application of relevant concepts.
- *syndicates*: small group discussion and assignment work, to supplement large group sessions and to form part of assessment.
- *experiential learning*: exercises or simulations in which students interact in ways which elucidate relevant concepts, within frameworks set and led by the lecturer.
- *action learning*: application by the student of course concepts, at key points during the program, to issues or structures in the student's own work situation.

ASSESSMENT AND RELATIONSHIP TO OBJECTIVES:

Assessment tasks will be as follows:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.

Students will have access to the following resources:

- the set textbooks
- a reading pack supplied prior to the start of the program
- handouts of lecture slides and other materials during the unit.
- access to the library of the student's home university.

RESOURCE AND STAFFING REQUIREMENTS AND STUDENT SUPPORT:

ANZSOG core units will not draw on staff or facilities other than by commercial arrangement and by agreement. ANZSOG facilities in Parkville will be used for teaching and IT purposes for Melbourne-based students.

CHIEF EXAMINER:

tba

CONTACT HOURS AND FORMAT:

The subject is offered in a residential intensive mode. Total contact hours will be 39 hours

LOCATIONS & MODES OF ENROLMENT:

The unit will be residential and intensive , and utilize non-Monash facilities in Parkville

WORKLOAD REQUIREMENT:

39 hours of contact, 78 hours of private study

PREREQUISITES:

None

COREQUISITES:

None

OUTLINE:

An enhanced knowledge and understanding of the applicable elements of law, convention, practice and ethics is fundamental to any consideration of public policy. It can be the difference between success and failure for the practical bureaucrat, politician, or manager of a contracted provider. Many intrinsically reasonable statutory initiatives fail in operation through lack of 'administerability'. Knowing how the law applies, how to read it, how it works as a system, conditions for reasonable performance in operation, and knowing how to successfully navigate through the complexities of government is vital for public sector managers.

The subject will address:

- origins of government and the notion of authority and legitimacy - the constitution, 'the platform', 'the mandate' statute, regulation, administration and review;
- uses and abuses of authoritative text; principles of administrative law;
- power as an operational control system;
- powers, instruments, management, and 'administerability';
- the role and force of conventions;
- institutional cultures in Courts, tribunals and governments; and
- ethics, personal responsibility and accountability.

Students will develop an applied appreciation of the role of legislation, regulations and conventions, their importance to good government, and how the authority of the State is appropriately used to deliver Government objectives in accord with the underpinnings of our system of government.

Assessment tasks:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.

Leading Public Sector Change

PROPOSED DATE OF INTRODUCTION AND REGULARITY OF OFFERING:

To be offered as a one-week intensive subject.

First offering: May 2003

Offered once per year thereafter in January.

LOCATION:

On-campus, to be delivered at ANZSOG premises

UNIT OBJECTIVES:

Over the past 30 years, an array of global and local pressures has significantly changed the challenges facing government. Public sector managers now operate in an environment where citizens are better informed and demand more responsive and accountable services, commonly delivered once-removed from direct government control. Public servants are expected to develop complex, multi-faceted policy in increasingly contested environments where process can more powerfully influence outcomes than substantive merit. And they are expected to deliver ambitious outcomes against a constant demand to achieve more with less. Yet many of the opportunities and constraints have changed little. Public servants continue to work within an environment where there is divergence between the things governments say (and even believe) are important to them, the things they actually do, and the things they really get excited about. The same is true of the electorate, where there is a similar divergence between the things said to be important and the things that dominate media coverage and shape the mood of the electorate. Balancing and adjusting the often conflicting and contradictory pressures within a rapidly changing environment is the daily challenge facing public sector leaders working to deliver the Government's agenda.

This subject will combine examination of the theoretical underpinnings of leadership with practical personal development tools, in the context of the social anthropology of government and the key drivers of public sector change. The program will examine:

- leadership – public/private/community comparisons;
- development of leadership capabilities;
- drivers of public sector change;
- aligning organisational culture;
- change management;
- communication;
- entrepreneurship in the public sector, and
- values, morality and professionalism.

Students will develop an applied knowledge of leadership, people management, change management and communication methods, and will be given the opportunity to reflect on the strengths and weaknesses of their own leadership and communication skills, and those of their managers and colleagues.

LEARNING/TEACHING METHODS AND RELATIONSHIP TO OBJECTIVES:

The unit will be taught for three hours per week over thirteen weeks. The main teaching methods and learning activities will be:

- *case teaching*: discussions led by the lecturer of purpose-written case studies of actual managerial situations, designed to enable explanation, exploration and/or application of relevant concepts.
- *syndicates*: small group discussion and assignment work, to supplement large group sessions and to form part of assessment.
- *experiential learning*: exercises or simulations in which students interact in ways which elucidate relevant concepts, within frameworks set and led by the lecturer.
- *action learning*: application by the student of course concepts, at key points during the program, to issues or structures in the student's own work situation.
- *lectures*: presentations by lecturers utilizing audio-visual aids such as PowerPoint projector slides.

Students will have access to resources supplied directly to them before, during or after the one-week program:

- a reading pack supplied at least three weeks prior to the program, to be supplemented by additional readings to be distributed during the program.

- handouts of lecture slides and other materials during the program.
- materials to be supplied via the web.
- access to the library of the student's home university.

ASSESSMENT AND RELATIONSHIP TO OBJECTIVES:

Assessment tasks will be as follows:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.

Students will have access to the following resources:

- the set textbooks
- a reading pack supplied prior to the start of the program
- handouts of lecture slides and other materials during the unit.
- access to the library of the student's home university.

RESOURCE AND STAFFING REQUIREMENTS AND STUDENT SUPPORT:

ANZSOG core units will not draw on staff or facilities other than by commercial arrangement and by agreement. ANZSOG facilities in Parkville will be used for teaching and IT purposes.

CHIEF EXAMINER:

Professor John Alford, ANZSOG and University of Melbourne

CONTACT HOURS AND FORMAT:

The subject is offered in a one-week residential intensive mode. Total contact hours will be 39 hours

LOCATIONS & MODES OF ENROLMENT:

The course will be a one-week residential intensive, and utilize non-Monash facilities in Parkville

WORKLOAD REQUIREMENT:

39 hours of contact, 78 hours of private study

PREREQUISITES:

None

COREQUISITES:

None

OUTLINE:

Over the past 30 years, an array of global and local pressures has significantly changed the challenges facing government. Public sector managers now operate in an environment where citizens are better informed and demand more responsive and accountable services, commonly delivered once-removed from direct government control. Public servants are expected to develop complex, multi-faceted policy in increasingly contested environments where process can more powerfully influence outcomes than substantive merit. And they are expected to deliver ambitious outcomes against a constant demand to achieve more with less. Yet many of the opportunities and constraints have changed little. Public servants continue to work within an environment where there is divergence between the things governments say (and even believe) are important to them, the things they actually do, and the things they really get excited about. The same is true of the electorate, where there is a similar divergence between the things said to be important and the things that dominate media coverage and shape the mood of the electorate. Balancing and adjusting the often conflicting and contradictory pressures within a rapidly changing environment is the daily challenge facing public sector leaders working to deliver the Government's agenda.

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Assessment tasks will be as follows:

- A brief individual assignment to be written and submitted during the program (1000 words), worth 20% of the total marks.
- An individual assignment to be submitted by a set date after the program (2000 words), worth 50% of the total marks.
- A syndicate assignment to be submitted by a set date after the program (4000 words), worth 30% of the total marks.
- Undertaking this subject at the 5000 level will require additional assessment in the form of completion of the Syndicate assignment as an individual with the assessment of that work to be at the 5000 level.

Work-based Research Project

PROPOSED DATE OF INTRODUCTION AND REGULARITY OF OFFERING:

LOCATION:

On-campus, to be delivered at ANZSOG premises

UNIT OBJECTIVES:

The work-based project will provide students with the opportunity to apply and integrate the skills and knowledge they have gained in other parts of the MPA. The project will be undertaken by small teams of up to five students, and will address a substantive public sector issue.

On completion of this unit, students will be able to:

- Define a 'real-life' problem,
- Design a strategy for addressing the problem,
- Gather data, formulate and evaluate options and
- Make recommendations to government.

Students will develop an applied knowledge of leadership, people management, change management and communication methods, and will be given the opportunity to reflect on the strengths and weaknesses of their own leadership and communication skills, and those of their managers and colleagues.

LEARNING/TEACHING METHODS AND RELATIONSHIP TO OBJECTIVES:

The work-based Project will be supervised by an academic staff member involving regular meetings equivalent to 39 contact hours.

ASSESSMENT AND RELATIONSHIP TO OBJECTIVES:

The assessment is that of a research project, assessed by two academic staff other than the supervisor. The word length is 6000 words per person or equivalent for papers with a substantial empirical component.

RESOURCE AND STAFFING REQUIREMENTS AND STUDENT SUPPORT:

ANZSOG core units will not draw on staff or facilities other than by commercial arrangement and by agreement. ANZSOG facilities in Parkville will be used for teaching and IT purposes.

CHIEF EXAMINER:

tba

CONTACT HOURS AND FORMAT:

The subject is undertaken as a research project over a semester with an academic supervisor allocated by ANZSOG supervisor. Total contact hours is equivalent to 39 hours

LOCATIONS & MODES OF ENROLMENT:

The course will be undertaken over a semester and conclude with a 2 ½ day residential component, where students will have the opportunity to present the outcomes of their project to ANZSOG faculty and their MPA colleagues.

WORKLOAD REQUIREMENT:

The equivalent of 39 hours of contact, 78 hours of private study

PREREQUISITES:

This unit cannot be undertaken prior to completing at least four core subjects in the MPA.

COREQUISITES:

None

OUTLINE:

The work-based project will provide students with the opportunity to apply and integrate the skills and knowledge they have gained in other parts of the MPA. The project will be undertaken by teams of up to five students, and will address a substantive public sector issue identified by the ANZSOG faculty or a scholarship sponsor. Students may also identify a project in consultation with ANZSOG faculty.

Projects will test the team's ability to define a 'real-life' problem, design a strategy for addressing the problem, gather data, formulate and evaluate options and make recommendations. Students wishing to complete the work-based project alone will need to apply to the ANZSOG faculty for approval and will be allocated a supervisor.

The work-based project will conclude with a 2 ½ day residential component, where students will have the opportunity to present the outcomes of their project to ANZSOG faculty and their MPA colleagues.

Assessment

- The assessment is that of a research project, assessed by two academic staff other than the supervisor. The word length is 6000 words per person or equivalent for papers with a substantial empirical component.