Chapter 1 : Case Studies in Public Budgeting and Financial Management, Revised and Expanded - Google

Case Study In Public Administration. Case Study #1 How Kristin Died The case study "How Kristin Died" exhibits the obvious problems that come from neglect of the bureaucratic system and what types of tragedy can occur, as a result.

Career Opportunities in Health Care Management: Shanks, PhD, has extensive experience in the health care field. For 12 years she worked as a health services researcher and health policy analyst and later served as the executive director of a grant-making, fund-raising foundation that was associated with a large multihospital system in Denver. During the last 15 years Dr. Shanks has been a healthcare administration educator at Metropolitan State College of Denver, where she has taught a variety of undergraduate courses in health services management, organization, research, human resources management, strategic management, and law. His experience as a physician leader and manager in two major community hospitals in Baltimore is augmented by his time spent as Professor and Vice Chair of the Department of Surgery at the Chicago Medical School in North Chicago, Illinois. Buchbinder has been elected to several surgical societies including the American College of Surgeons and the Society for Clinical Vascular Surgery. The construction of this book gets students engaged and very much into active learning. It allows instructors to hit the ground running by providing extremely useful rubrics and instructional materials. Sharon Buchbinder and Nancy Shanks are no strangers to education, having taught for years and having already authored several books and papers in the field. They know what we need in the classroom. Joined by Dale Buchbinder, the three have compiled Cases in Health Care Management, which will be engaging for students specific to health care, as well as useful for those peripheral to the field such as business administration, law, public administration and public health. The economy and job situation today have caused a more serious learner to emerge. I have found the case studies in the book written by Sharon B. Shanks, and Dale Buchbinder offer the best and most realistic case studies available. What is being taught in the classroom comes alive when discussing and reviewing the concepts and theories in the applicable case studies. These case studies contain current and relevant situations representative of those events that occur daily in the healthcare environment. The case studies are divided into 8 content areas. The case studies are timely and save the instructor planning time by already having available the following: This new book is full of user friendly, thought provoking, and fun reads for students. I have found the books written by these authors to be the best available to meet the needs of our program and students. It is full of user friendly, thought provoking and fun cases, and provides an active learning tool for instructors. Students expect health management faculty to offer "real world" experience, and these cases do not disappoint. They cover a variety of management content areas, and are designed to engage students in critical thinking and conversation. This is an indispensable addition to any health care management course.

Teaching public administration with cases When I did my MBA coursework at The University of British Columbia, we used the case study method for several courses. In particular, we (students) purchased a course packet with photocopies of Harvard case studies, produced by the Harvard Business School.

Passive to automate organizations e. Politicians are responsive to the needs of citizens; they collaborate and facilitate change through governance Processes Results-oriented Outcome-oriented In Table 1 the roles of technology, citizens, politics, policy, and public management influence on the three theories of public administration is examined. This table can be used to view the role that technology plays in the organization along with the other dimensions of organizational change and reform. Technology in OPA is viewed as a way to automate production of public service delivery. An example of an emblematic technology for OPA is the use of transaction processing systems for payroll. The focus on OPA is on providing more outputs for a given input; there is no concern in this theory for achieving results. While for NPM the role of technology for government is to be more responsive to its customers. Governments can use e-government technology to provide more services to citizens and satisfy their service delivery needs. You will notice in Table 1 for NPM there is no role for citizens and democratic governance. The role of citizens comes out fully in NPS, where citizens are viewed as the drivers of policy change. Governments do not merely respond to customers by providing more services. Social media sites are examples of empowering citizens to use technology for transformation change of government. E-government provides citizens with the ability to collaborate with government in the policy making process. This book is composed of three distinct parts. The first part of the book examines the policy and politics of public information management and e-government adoption. If there is no support politically for e-government, the chances of it being successfully implemented will be slim. In addition, there must be an examination of the policy making process of e-government. What role does the policy-making process have on the adoption of e-government? The case studies in this book show the importance of policy and politics on the adoption of IT in public sector organizations. Besides the importance of politics and policy, the management of IT in public sector organizations is also viewed as critically important for a book on this subject. In addition, the underlying technical issue of e-government adoption is shown in these case studies, which public managers must understand the technical as well as the social dynamics for successful implementation. Any case study book would not be complete without a discussion of some of the topical issues in the area such as mobile government m-government , wireless Internet access to government, and Global Positioning Systems GPS , among others, and their impact on government. These technologies are the future of e-government and will impact its adoption. We recognize in this book that one cannot understand e-government adoption without knowing the three core areas. Politics and Policy The first part of this books deals with the politics and policy of public information management and e-government adoption. Chapter 1 by Dedeke examines the important issue of open standards in public sector organizations through an examination of IT developments and policy in the state of Massachusetts in the United States. This case study discusses some of the issues that public sector organizations face in the movement to open standards in IT architecture. This case study addresses the importance of the consideration of politics in the process of selecting a vendor for open source software, where there are various vested interests that prevent an easy option path. This case study shows the importance of IT in public organizations, since funding for these projects rest with the legislative branch, which involves politics. As the case study illustrates it was in the late s that government agencies throughout the world were became more concerned about the issue of un-integrated IT infrastructures. The issue is that when you do not have open standards it is difficult to have scalable systems that grow with the organization. As the authors mention their case study shows the extent in which e-government has a major impact on public sector reforms. NPM had an influence on governments that wanted to adopt more open standards for their IT infrastructure. This case study shows the importance of

understanding the political situation for e-government reform, where there was much turnover in state government CIOs as a result of a new administration coming to office and having a different agenda than the previous. Chapter 2 the case study by Wang discusses the importance of democratic deliberation in the formulation of a new policy on casinos in Singapore. This case shows the importance of the Internet for civic engagement through social media sites and other web-based forums. Singapore is an interesting case study of e-government because it shows an increase in the use of the Internet, but there are also issues of the government using censorship and control of the Internet. This government used an online consultation portal to get feedback on this policy idea. The findings from this study indicated that the online consultation forum might have the potential to become a place for civic engagement and consensus building. Participates were able to make comments on casino gambling, but making their comments they rarely referenced sources other than their own experiences and values. The author suggests that perhaps a moderator of the discussion would have been helpful to provide more focus on the conversation. The key contribution of this study is seen through the examination of NPS, in which citizen involvement is the key for successful e-government adoption. In Chapter 3 Misra points out one of the greatest challenges for developing countries is to address issues of the digital divide and generally low usage of the Internet for e-governance. Another challenge that has not been addressed as much in the literature is that of the rural versus urban digital divide. Efforts in e-governance are county specific, depending upon the national level policies, the socio-economic situation, and governmental system. India is a country according to many reports that needs dramatic improvements to bridge the digital divide. One of the most important issues that this chapter addresses is the idea of e-inclusion. These are the efforts governments are taking to address the challenges of lack of infrastructure, integration, and transformation of government through e-governance. The author points out that the livelihood of rural citizens is dependent on providing more access to e-governance in these communities. Therefore, this case study falls under the framework of NPS since it shows the importance of citizens in the adoption of e-government. Chapter 4 by Aspland discusses the important topic of the use of IT to support surveillance and intelligence gathering by private policing. For example, the use of Closed Circuit Television CCTV by private police organizations can help to fight crime, but there are also privacy issues as well that should be acknowledged. CCTV is used to monitor public and private spaces, which has been a critical component of law enforcement for years. However more recently, CCTV has enabled the private policing of large numbers of areas to practice proactive policing. A major concern is the anonymity of the individual and their right to privacy has been diminished. Therefore, the greatest concern with CCTV is the misuse of this information and invasion of privacy for those unaware that they are being observed. For example, in the United Kingdom there are 4. This case study shows the importance of NPM on the adoption of this technology for society, in that its use reflects a serious concern of using private entities to assume the role of public law enforcement. Kamel in Chapter 5 provides a case study that examines the evolution and issues with the National Post Organization in Egypt. Postal organizations throughout the world had to change the way that they do business as a result of the Internet. Egypt is trying to implement an aggressive strategy to modernize the National Post Organization for the purpose of economic development, with IT being used for these efforts. Three important initiatives adopted by the Egyptian government are citizen-centric service delivery, community participation, and efficient allocation of government resources that are reflected in postal reforms. Through IT the post offices can provide innovative and secure services, with products and services that citizens and businesses want. Many of the IT reforms involve providing electronic means of processing mail, and other methods to improve the efficiency and effectiveness of business operations. Chapter 6 by Molinari et al. Their chapter examines the feasibility of having a Trans-European service integrated to produce greater e-democracy. Their methodology can be used so that citizens can co-design and co-produce e-government services. The power of the Internet is that it enables users to get involved in the production of public service delivery. These authors stress that politicians are being to realize that connecting directly with citizens to shape policy is becoming possible and important as a result of e-government. There is a movement from government merely providing

information online, to consultation, and ultimately active participation of citizens in public policy. The key contribution is that the authors show how this is feasible with e-government; this is consistent with NPS and the importance of citizens for enhancing democracy. Public Management Issues The second part of this book examines chapters that deal with important public management issues. Chapter 7 by Ko, Kovacs, and Gabor discuss the importance of knowledge management in public administration. Knowledge management is critically important for governments because public sector agencies need this resource to manage their programs. In order to manage the proliferation of knowledge, special knowledge management software must be used in these organizations. As the authors discuss, knowledge management is a strategic resource for public sector organizations. They discuss a case study of a project in the European Union to show the importance of knowledge management for the utilization of more efficient and effective public administration, which is consistent with the principles of NPM. Fugini, Cesarini, and Mezzanzanica in Chapter 8 discuss one of the most important things to consider for the public sector organization is effective database management. There are both administrative databases that are good for administrative purposes, but these databases may be faulty for statistical analysis. This is a result of the presence of errors in the data, duplications, inconsistencies, and instability in the database. These databases can look up information on citizens for public service delivery, but provide inaccurate information for the analysis of the statistics of the populations that they serve. Sometimes these errors go undetected by the administrative agencies, as the authors in this chapter explain. The solution to this problem is to provide data cleansing in order to correct for errors and duplication in the data. This case study reminds us that data can have two purposes, one being the day-to-day operations and the other is knowledge management and examining trends in agency operations and performance. The first use can sometimes be perceived as more important because it is immediate, but the statistical analysis is equally important for policy making and management, impacting the long-term viability of the public sector organization. This case study shows the importance of NPM principles of providing for more efficiency and effectiveness in database management for public sector organizations. Other countries like the U. In Chapter 10 Demirbas discusses the importance of fiscal transparency in a case study of Turkish Websites. The Internet offers governments an unprecedented ability to increase the level of transparency in their operations. The Internet has enabled governments to make fiscal information more easily accessible, in a cost effective way to a large audience of citizens and business users. Fiscal transparency is part of the NPM reforms efforts, with governments offering more of these types of accountability reforms since the s. The authors mention some important obstacles to fiscal transparency in their case study of Turkey, which are lack of leadership and coordination, funding issues, the digital divide, and the lack of public interest in fiscal information. Chapter 11 Suomi and Krebs discuss the issue of vision impairment and access to e-government. These authors argue that since e-government in intended for the masses, it leaves out a small minority of the population, those being vision impaired. This case shows the importance of e-government research addressing the digital divide, or the inequality in access to online public services. This chapter discusses some of the activities that governments are using to assist vision-impaired individuals in e-government in Finland and Germany. These authors conclude by saying that the technology currently exists to aid those that are vision impaired to access e-government, however, the technology has not been used to the full extent that it should. This case study shows the importance of NPS in e-government adoption, in that citizens can be left out of e-government adoption, if governments just follow what the majority of what citizens want through NPM. The authors compare some of the differences between public and private sector organizations as being important to know to understand the constraints that public sector CIOs face.

Sell, buy or rent Cases in Public Administration and Management: A South African Perspective , we buy used or new for best buyback price with FREE shipping and offer great deals for buyers.

See Related Articles at the end of this piece for a link to Part I. Then, register as a reader of our site so that you can comment on this, or any other, article. Mordu Serry-Kamal Case Two: The Electronics Store In this case, the writer was in search of a cleaner for the tape deck in his car when he decided to patronize an electronics store that was in close proximity to his private residence. When he entered the store, there were some difficulties in not only getting personnel to provide assistance, but also once he had articulated his request, there appeared to have been additional difficulties in locating the tape deck cleaner. The clear indication was that the personnel did not know whether the item was available in the premises or not. Eventually, after a frantic search in the front and back of the store, the cleaner was said not to be available in those premises but that another store of the same company might have consignments of the good. A phone call was made and the cleaner was located in another store. The writer was about to leave the premises, after having given his name and phone number in order that he may be contacted when the cleaner would have been received, when the manager who had done absolutely nothing hithertofore to assist in the situation suddenly entered the scene. In typical management style, he indicated to the employee that the customer should first of all pay for the cleaner prior to ensuring its shipment from the other store. The customer had a few doubts about this strategy, but then decided to comply with it because he had been having difficulties locating this particular product. Further, that a phone call would be made notifying the customer of its arrival. With this apparent mutual understanding having been established, the customer departed the store. However, several days passed and the customer did not receive any phone call. After having waited for approximately one week from the day of the order, the concerned customer decided to initiate a call to the store only to be told that the cleaner had not yet arrived. Then another week elapsed and there was still no contact received whatsoever. Therefore, rather than wait for one more week, the customer decided to re-visit the store exactly at the end of the second week of waiting. When the customer arrived at the store the salesperson, who appeared to have forgotten about the transaction, finally indicated that the cleaner had not yet arrived. Realizing the folly of this gesture, the customer respectfully requested a refund. Without further ado, the refund was granted and the customer proceeded to depart from the premises, vowing to himself never to return for another transaction. In this case, there may have been some measure of management but, given the outcome or result of the transaction, a case can be made that there was certainly no leadership because the goal of selling a product, which was available within the company, was never accomplished. The evidence, to support this claim, is provided in the analyses below. Analyses An attempt will be made, in this section, to compare and contrast the behavior of the personnel in these case studies by employing the concepts of management and leadership as benchmarks for analysis. Specifically, the analysis will attempt to address the issue as to the rationale underlying the effectiveness of the car wash in its goal accomplishments, as compared to the electronics store which appears to be struggling to achieve the same or similar accomplishments. These are itemized below. By integrating himself into the task of washing cars, he provided motivation to his employees through demonstrating that he, himself, was able and willing to perform the tasks which the workforce performed. In other words, he might not ask an employee to perform a task which he himself might not be inclined to perform. In this regard, the owner was certainly leading by example and in the process appeared to have captured the confidence and respect of the workforce which he managed and led. In addition, the leader appeared not to place himself over and above the other organizational members, such as one would notice in a rigid hierarchy. This was a clear case of collegiality which, it seemed, enabled this leader to influence the workforce into accepting his vision for the organization which has generated dividends for his company. For example, as a small start-up business unit, he had chosen to broaden his clientele through the imposition of charges that are low enough to attract

customers who would soon discover that the services offered, in terms of quality, may actually exceed the charges imposed. As a result, it therefore appeared as if this form of clientele expansion has enabled him to continue keeping his charges relatively low and competitive, while maintaining high productivity standards. Additionally, since there appeared to be no rigid hierarchy, individual workforce members hold conversations casually with their customers as they perform their respective services. The customer also noticed that in order to facilitate the process of car washing, the team used language that was not necessarily familiar to the customers. This behavior left an indelibly positive impression on this customer and ultimately motivated him to conduct this writing. He had also employed a female, from a racial category different from his, that performed the following functions: The owner had informed this customer that this particular strategy has expanded his clientele base. Second, in the case of the electronics store, it was clear that there was a practical absence of leadership on the part of the manager. The specific reasons for arriving at this conclusion are addressed below. Therefore the manager, by virtue of his behavior, appeared to have assumed that the employee should have known how to fulfill his responsibilities without any managerial prompting. Therefore, assessed from this perspective, this would imply that the manager was deficient in both leadership skills and the stated aspect of managerial skills. The combination of these two malfunctions appeared to have exacerbated the problem. These professional standards are addressed briefly. One, he should have been able to know that the cleaner had not been shipped from the other store. Two, he should have investigated the reason for the lack of shipment of the good. Three, he should have directly involved himself in the process by contacting the other store and use his position power to ensure that the shipment was actually carried out. Four, he should have called the customer to indicate that the product will be arriving at a designated date. Fifth, he should have called the customer as soon as the product would have arrived in order to enable him to return to the store and conclude the transaction successfully. One, the customer was frustrated and his scarce time was wasted. Two, the customer will not return for another transaction because of the apparent incompetence which had been demonstrated in that organization. Three, the store wasted its own time and other scarce resources in the unproductive phone calls, the processing of the original sale which never materialized, the processing of the refund, and the costly and unnecessary paperwork that was involved in the entire process. All these malfunctions would have been prevented by a prompt managerial leadership intervention within the transaction. Additionally, such wasted time and effort could have been more productively spent in other areas of organizational activity. This brief piece has attempted to demonstrate the significance of the mutual exclusivity involving the concepts of management and leadership. The writing has also attempted to ascertain that it would not be practically possible for one to be regarded as an effective manager without an inculcation of leadership skills. The car wash case shows clearly an entrepreneur who is both a manager and a leader; whereas, the electronics case shows an entrepreneur who is certainly not a leader and who might also be regarded as a peripheral manager as demonstrated. Leadership is a very scarce commodity. Indeed, many of the problems in organizations world-wide have been rife because of a lack of effective leadership. Recently, in the United States, the problems of the Virginia Coal Mine disaster and the British Petroleum oil leak in the gulf coast are dramatic examples of such leadership malfunctions. Partly because of this scarcity, the argument continues in academic circles as to whether or not leaders are born, or whether or not they can be cultivated to become so.

Chapter 4 : Practical Case Studies in Management and Leadership, Part II - PA TIMES Online | PA TIMES

Case Studies in Public Management and Administration places the reader in highly challenging problem-solving and decision-making situations that require devising optimal, yet practical and implementable solutions, that are in the public interest.

Definitions[edit] Administrators tend to work with both paper documents and computer files: Appleby defined public administration as "public leadership of public affairs directly responsible for executive action". In a democracy, it has to do with such leadership and executive action in terms that respect and contribute to the dignity, the worth, and the potentials of the citizen. Zuck, the publication by "Woodrow Wilson of his essay, " The Study of Administration " in is generally regarded as the beginning of public administration as a specific field of study". Shields asserts that public administration "deals with the stewardship and implementation of the products of a living democracy". A living democracy is "an environment that is changing, organic", imperfect, inconsistent and teaming with values. There is much disagreement about whether the study of public administration can properly be called a discipline, largely because of the debate over whether public administration is a subfield of political science or a subfield of administrative science ", the latter an outgrowth of its roots in policy analysis and evaluation research. He argues that public administration is the public provision of public goods in which the demand function is satisfied more or less effectively by politics, whose primary tool is rhetoric, providing for public goods, and the supply function is satisfied more or less efficiently by public management, whose primary tools are speech acts, producing public goods. The moral purpose of public administration, implicit in its acceptance of its role, is the maximization of the opportunities of the public to satisfy its wants. This includes "Legislative activities, taxation, national defense, public order and safety, immigration services, foreign affairs and international assistance, and the administration of government programs are activities that are purely governmental in nature". Includes instruction in the roles, development, and principles of public administration; the management of public policy; executive-legislative relations; public budgetary processes and financial management; administrative law; public personnel management; professional ethics; and research methods. You may improve this article , discuss the issue on the talk page , or create a new article , as appropriate. February Learn how and when to remove this template message Antiquity to the 19th century[edit] Dating back to Antiquity, Pharaohs, kings and emperors have required pages, treasurers, and tax collectors to administer the practical business of government. Prior to the 19th century, staffing of most public administrations was rife with nepotism, favouritism, and political patronage, which was often referred to as a " spoils system ". Public administrators have long been the "eyes and ears" of rulers. In medieval times, the abilities to read and write, add and subtract were as dominated by the educated elite as public employment. Consequently, the need for expert civil servants whose ability to read and write formed the basis for developing expertise in such necessary activities as legal record-keeping, paying and feeding armies and levying taxes. As the European Imperialist age progressed and the militarily powers extended their hold over other continents and people, the need for a sophisticated public administration grew. The field of management may well be said to have originated in ancient China, [22] including possibly the first highly centralized bureaucratic state, and the earliest by the second century BC example of an administration based on merit through testing. The universities of Frankfurt an der Oder and University of Halle were Prussian institutions emphasizing economic and social disciplines, with the goal of societal reform. Johann Heinrich Gottlob Justi was the most well-known professor of Cameralism. Thus, from a Western European perspective, Classic, Medieval, and Enlightenment-era scholars formed the foundation of the discipline that has come to be called public administration. Lorenz von Stein , an German professor from Vienna , is considered the founder of the science of public administration in many parts of the world. In the time of Von Stein, public administration was considered a form of administrative law, but Von Stein believed this concept too restrictive. Von Stein taught that public administration relies on

many prestablished disciplines such as sociology , political science , administrative law and public finance. He called public administration an integrating science, and stated that public administrators should be concerned with both theory and practice. He argued that public administration is a science because knowledge is generated and evaluated according to the scientific method. Modern American public administration is an extension of democratic governance, justified by classic and liberal philosophers of the western world ranging from Aristotle to John Locke [29] to Thomas Jefferson. He first formally recognized public administration in an article entitled " The Study of Administration ". The future president wrote that "it is the object of administrative study to discover, first, what government can properly and successfully do, and, secondly, how it can do these proper things with the utmost possible efficiency and at the least possible cost either of money or of energy". Separation of politics and administration Comparative analysis of political and private organizations Improving efficiency with business-like practices and attitudes toward daily operations Improving the effectiveness of public service through management and by training civil servants, merit -based assessment The separation of politics and administration has been the subject of lasting debate. The different perspectives regarding this dichotomy contribute to differentiating characteristics of the suggested generations of public administration. Frederick Taylor â€" , another prominent scholar in the field of administration and management also published a book entitled The Principles of Scientific Management He believed that scientific analysis would lead to the discovery of the "one best way" to do things or carrying out an operation. This, according to him could help save cost and time. Replace rule-of-thumb work methods with methods based on a scientific study of the tasks. Scientifically select, train, and develop each employee rather than passively leaving them to train themselves. Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks. Taylor had very precise ideas about how to introduce his system approach: And the duty of enforcing the adoption of standards and enforcing this cooperation rests with management alone. The separation of politics and administration advocated by Wilson continues to play a significant role in public administration today. However, the dominance of this dichotomy was challenged by second generation scholars, beginning in the s. Gulick, Urwick, and the new generation of administrators built on the work of contemporary behavioural, administrative, and organizational scholars including Henri Fayol , Fredrick Winslow Taylor , Paul Appleby, Frank Goodnow, and Willam Willoughby. The new generation of organizational theories no longer relied upon logical assumptions and generalizations about human nature like classical and enlightened theorists. Gulick developed a comprehensive, generic theory of organization that emphasized the scientific method, efficiency, professionalism, structural reform, and executive control. Gulick summarized the duties of administrators with an acronym; POSDCORB , which stands for planning, organizing, staffing, directing, coordinating, reporting, and budgeting. Fayol developed a systematic, point treatment of private management. Second-generation theorists drew upon private management practices for administrative sciences. A single, generic management theory bleeding the borders between the private and the public sector was thought to be possible. With the general theory, the administrative theory could be focused on governmental organizations. The mids theorists challenged Wilson and Gulick. The politics-administration dichotomy remained the centre of criticism. Public Administration experienced a kind of heyday due to the successful war effort and successful post war reconstruction in Western Europe and Japan. Government was popular as was President Eisenhower. In the s and s, government itself came under fire as ineffective, inefficient, and largely a wasted effort. The costly American intervention in Vietnam along with domestic scandals including the bugging of Democratic party headquarters the Watergate scandal are two examples of self-destructive government behaviour that alienated citizens. The costly Vietnam War alienated U. Public administration would have to distance itself from politics to answer this call and remain effective. Elected officials supported these reforms. The Hoover Commission , chaired by University of Chicago professor Louis Brownlow , to examine reorganization of government. Brownlow subsequently founded the Public Administration Service PAS at the university, an organization which has provided consulting services

to all levels of government until the s. Later on, the human factor became a predominant concern and emphasis in the study of public administration. This period witnessed the development and inclusion of other social sciences knowledge, predominantly, psychology, anthropology, and sociology, into the study of public administration Jeong, In the s, new public management became prevalent throughout the bureaucracies of the US, the UK and, to a lesser extent, in Canada. The original public management theories have roots attributed to policy analysis, according to Richard Elmore in his article published in the " Journal of Policy Analysis and Management ". In New Public Management, people are viewed as economic units not democratic participants which is the hazard of linking an MBA business administration, economic and employer-based model too closely with the public administration governmental, public good sector. Nevertheless, the NPM model one of four described by Elmore in , including the "generic model" is still widely accepted at multiple levels of government e. In the late s, Janet and Robert Denhardt proposed a new public services model in response to the dominance of NPM. One example of this is openforum. Another new public service model is what has been called New Public Governance, an approach which includes a centralization of power; an increased number, role and influence of partisan-political staff; personal-politicization of appointments to the senior public service; and, the assumption that the public service is promiscuously partisan for the government of the day. Thus, the same public policy and public administration was to apply to all citizens, inclusive of disability. However, by the s, categorical state systems were strengthened in the United States Racino, in press, , and efforts were made to introduce more disability content into the public policy curricula [42] with disability public policy and administration distinct fields in their own right. Increasingly, public policy academics and practitioners have utilized the theoretical concepts of political economy to explain policy outcomes such as the success or failure of reform efforts or the persistence of suboptimal outcomes. Scholars have proposed a number of different sets of sub-fields. One of the proposed models uses five "pillars": Ethics in public administration serves as a normative approach to decision making. Policy analysis serves as an empirical approach to decision making. Public budgeting is the activity within a government that seeks to allocate scarce resources among unlimited demands. Human resource management is an in-house structure that ensures that public service staffing is done in an unbiased, ethical and values-based manner. The basic functions of the HR system are employee benefits, employee health care, compensation, and many more e. The executives managing the HR director and other key departmental personnel are also part of the public administration system. This section does not cite any sources. Please help improve this section by adding citations to reliable sources. Unsourced material may be challenged and removed.

Chapter 5 : Public administration - Wikipedia

Collaborative public management, networks, governance, and problem solving have become essential topics in most public management and public policy programs. One of the best ways to prepare students to operate in a collaborative world is through the use of case studies, simulations, and negotiation exercises. These resources were designed for use in teaching collaboration skills, and were selected through an annual competition sponsored by the Program for the Advancement of Research on Conflict and Collaboration PARCC at the Maxwell School of Syracuse University. Charles Schweik and Lucia N. Honorable mention, Best Teaching Case Competition, Building a Healthy Community As funding agencies increasingly focus on community-based projects, they often have clear ideas of how these processes should unfold. This case presents recurrent points of tension around resident representation in a community planning process and highlights important junctures where barriers to resident inclusion are confronted. Victoria Lowerson and Martha S. Feldman, University of California, Irvine. Moynihan, University of Madison, Wisconsin. A Struggle for Power and Control over Service Delivery in the Nonprofit Sector In this case, entitled "The Action Committee Collaboration Initiative," several nonprofit and government agencies struggle as they come together to develop and implement a streamline first response for victims of sexual assault and domestic violence. Connecting High-Tech Growth and Community Well-Being This case involves nonprofit, business, government, and education leaders in efforts to link social and economic development, connecting high-tech growth and community well-being. It addresses collaboration across sectors responding to new economic conditions within a geographic region. Susan Appe and Judith R. Students are thrust into the action as the Mayor of Seattle, forced to find common ground between the age-old foes of labor and business after creating a committee of stakeholders to design a new minimum wage law. Craig Thomas, Professor, and Dr. Community Engagement for Organizational Change A newly hired City of Seattle Arts Director faces the challenge of engaging community stakeholders to develop a long-term financial and organizational strategy for a venerable city-run cultural and arts center. The case provides the opportunity for students to articulate what constitutes ethical stewardship, community engagement, and participatory decision-making, particularly in settings in which racial inclusion, equity, and social justice are at stake. Alexandra Wakeman Rouse, Daniel J. Policymakers must find ways to revive these areas, both by stimulating economic development and by creating vibrant live-work communities to attract new residents. Honorable Mention, Best Teaching Case Competition, David Green- Delivering Quality Eyecare in the Developing Countries through Collaborative Systems Sustainable healthcare systems have gained prominence in recent times, and social entrepreneurs have been playing an instrumental role in addressing critical healthcare issues through cost-effective methods, innovative approaches, and collaborative interventions. This case is about American social entrepreneur David Green, who revolutionized eye care by providing low-cost Intraocular Lenses to the poor, creating in the process a ripple effect on corporate medical equipment manufacturers, governments, and the regulators of various countries. Winner of the Glendal E and Alice D. Elusive Community in South Park This case focuses on concepts that public officials and non-governmental professionals must understand in order to represent their organization and offer services effectively. Denise Rodriguez, University of Washington. The task force is advising the City Council about a proposal from the owner of the minor league soccer and baseball teams to purchase a Major League Soccer franchise if the City reconfigures the existing stadium for soccer and builds a new stadium for baseball. Imperati of the Institute for Conflict Management, Inc. From Alliance to International: The Global Transformation of Save the Children This case examines how leaders in Save the Children, a large International NGO were driven to consider major organizational transformation, how they

created a sense of urgency around the case for change, and how they created a coalition for change. It also illustrates implementation issues that may arise when large INGOs undergo significant transformation, and points to signals of early results. Guardian Ad Litem of Madison County Examining the conflict surrounding a nonprofit organization that attempts to separate into two independent agencies, this case focuses on the negotiations and obstacles to a successful transition. This case prompts readers to think critically about the factors that stimulate collaborative networks, the type of leadership that they need, and the challenge of sustaining networks. Honorable mention, Best Teaching Case Competition, Implementing the Earned Income Tax Credit at AccountAbility Minnesota This case highlights the leadership and management of a small nonprofit organization responding to predatory financial products targeted at the very customers served by the organization. A growing problem, a small organization, the risks involved and limited investment capital. Quick and Martha S. Based on real events the case is designed to present an example where multiple agencies, in the public sector, not-for-profit sector, and private sector work in a collaborative fashion to solve a problem that none of them would likely have been able to solve as a single agency. Actively Building a Public-Nonprofit Community Partnership How does a government organization engage a cultural community to reform service delivery for disadvantaged citizens? This case demonstrates how giving a cultural community an active role in addressing their problems requires a fundamental shift in the way government does business. It also provides a glimpse into the challenges of collaborative management in two organizations with dramatically different goals and methods of going about their work. First Place, Best Teaching Case Competition, Leading IslandWood In the context of an outdoor education nonprofit startup organization, this case demonstrates how managers who arrive in new positions with the aim and intention of making significant change face challenges that require the practice of strategies to effectively navigate the political, operational, and authorizing environments in which they find themselves. The PTB Case What happens when a regional savings bank and local government partner to stimulate and foster economic activities and initiatives? This case focuses on the interaction between private and public sides of the partnership and on the difficulties which can arise when collaborating across sectors. To Collaborate or Not to Collaborate As donors shift the focus of their funding, nongovernmental organizations must respond. This case presents recurrent challenges NGOs face in their work and highlights important management and governance issues that are impacted by shifts in funding, including collaboration as a strategic option. Collaborating for the Reconstruction of Teatro Petruzzelli in Bari When the Petruzzelli Theatre in Bari, Italy, was destroyed by arson in , people in the public and private sectors, representing profit and nonprofit organizations at the local and national level, took part in the public debate on about next steps and possible ways of funding the rebuilding of the theater. This case helps students explore the methods used for the construction of collaborative processes or governance and to discuss the skills of the manager in the public sector who will manage the network of people involved. The case presents the challenge of overcoming culture and vested interests to enact transformative change. Engbers, University of Southern Indiana. Provision of services by a number of voluntary, nonprofit organizations, as well as state agencies, resulted in an uncoordinated and uneven response. This case challenges students to assess what options are open to policy makers, government agencies and service organizations as they strive to meet the objective of ending homelessness. Specifically, it provides an opportunity to understand the politics of structuring interorganizational relations, and to sensitize students to the way seemingly rational interorganizational arrangements may mask processes that serve organizational interests by facilitating the selection of "good clients. Eli Teram, Wilfrid Laurier University. The case provides an in-depth analysis of how this entrenched, 70 year old water dispute was ultimately resolved through a consensus-based, multi-stakeholder, collaborative process. The End of Diversity Policy? The policy required schools to have no more than 40 percent of students on free or reduced lunch status and no more than 25 percent of students achieving below grade level. In the spring of , the Wake County Board of Education voted to end the diversity policy, claiming the policy was the cause of disruptive long-distance busing and school instability for students. The Whittier Sewer Project Case A county government, regional water authority,

sovereign Indian tribe, and church come together to develop a sewer facility. While the initial success solved an immediate problem, longer-term implementation faces significant obstacles, demonstrating how challenging collaboration is beyond initial agreement. Morse and John B. Paul and Minneapolis, this case highlights the dynamics of inter-organizational relationships â€" the dual tracks of collaboration, those which emphasizes the human process of developing shared values and trust, the those which emphasizes the technical management skills needed when developing innovations that stretch across organizational boundaries. Interstate 81, running through the heart of downtown, is rapidly deteriorating, and deciding what to do about the aging Interstate is a vexing problem that challenges lawmakers, planning officials, and citizens to make many decisions affecting their community.

Chapter 6 : The Culture of Ethics That the Public Sector Needs

CASE STUDY ONLINE RESOURCES This section has been compiled by Kaifeng Yang, Ph.D. in Public Administration Department, with Professor Marc Holzer, Rutgers University, Campus at Newark.

Smart Management The Culture of Ethics That the Public Sector Needs Formal codes of ethics are worthwhile, but there is a lot more that can be done, both in government and in schools of public administration. Svara recounts the history of codes of ethics and reviews the debates about their usefulness. This could not be more timely. Given the seemingly incessant drumbeat of scandals at all levels of government these days, the need has never been greater for a strong culture of ethical behavior in the public sector. Codes of ethics for public administrators recognize, first and foremost, that administrators are not just neutral implementers of policy. In fact, "filling in the details" of often vague legislation is often left to professional--but unelected--civil servants. As a result, the view held a century ago that bureaucrats simply carry out the details of policy in some kind of a value-free manner has been almost completely discredited. Almost everyone now recognizes that the cop on the beat, the teacher in the classroom and the doctor in a VA hospital have real power to make policy and therefore affect lives. Moreover, there is a recognition that high-profile cases of corruption and mismanagement can color public perceptions of the legitimacy and quality of government action. To that end, improving the ethical behavior of government employees is fundamental to the legitimacy of democratic governance. So it is better to be ethical than unethical. But what is the role of a code of ethics, and what should such a code include? Space does not permit the recounting of the entire ASPA code , but a few excerpts can communicate the flavor: Almost no one would argue against personal integrity, but some people would resist the notion that promoting social equity should be an affirmative goal for an unelected public servant. While everyone would agree, moreover, that the public interest should be put above private interests, definitions of the "public interest" are notoriously elastic. It is not only disagreements about content that lead some to dismiss such ethical exhortations as folly. Some have argued simply that the best way to ensure ethics among civil servants is to hire ethical people into the civil service. Certainly there is some truth to that. For this reason, those of us who teach in professional schools of public administration and public policy struggle with the question of how much we should put ethics into the curriculum. That is, how much difference will it make? Can we really "create" ethical people? To that end, I think that both leaders of public organizations and teachers in professional programs have an obligation to spend time and resources on efforts to promote ethical understanding and behavior. Codes of ethics can help, but I would not stop there. If I were a school principal or a police chief, I would try to anticipate the kinds of specific ethical dilemmas my employees might face and sensitize them to these potential conflicts. Those of us who are attempting to train those in the profession who will confront these challenges should view it as our responsibility to ensure that students understand not just the laws of economics and statistics but what acting in the public interest means. I have found that a few well-chosen case studies can illuminate ethical choices. Among other things, they can communicate that the most efficient solution is not always the best one. These efforts will not prevent all ethical breaches--they might not even stop most of them. Given the stakes, however, anything that produces even a marginal improvement in ethical behavior seems clearly worth the effort.

Chapter 7 : Case Studies in Business and Management

In the USA, there is sustained interest in the use of case studies in public administrative education in management and administrative law dates from the s. Public administration and law both turned to cases as teaching devices when their dominant intellectual traditions were no longer viable.

Chapter 8 : Case Study on Ethics in Public Administration | calendrierdelascience.com

Case Studies in Public Budgeting and Financial Management, Revised and Expanded (Public Administration and Public Policy) [W. Bartley Hildreth] on calendrierdelascience.com *FREE* shipping on qualifying offers.

Chapter 9 : Teaching public administration with cases â€" Raul Pacheco-Vega, PhD

Dr. Reeves is Regent's Professor of Public Administration at The University of New Mexico. His books include (authored and co-authored) Cases in Public Human Resources Management, Human Resources Management, Personnel Management in the Public Sector, Collective Bargaining in the Public Sector, and Politics of Peace Corps and VISTA.