

ПРАВИТЕЛЬСТВО РОССИЙСКОЙ ФЕДЕРАЦИИ

**Национальный исследовательский университет
Высшая школа экономики**

Факультет социальных наук
Департамент государственного и муниципального управления

Программа дисциплины

Научно-исследовательский семинар

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Research Seminar (НИС) “Public Administration in Moscow and Russia”

National Research University Higher School of Economics

School of Public Administration

Research Seminar (НИС)

“Public Administration in Moscow and Russia”

(2016/2017 Academic Year: 2nd year Bachelor Program)

Code: 38.03.04

Syllabus

Authors:

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Objectives

By modern public administration we understand government agencies and public servants using human resources, performance information, and financial resources in a way that is intended to improve the well-being of citizens in their community. Administrative professionals act in an environment of various constraints, and steadily changing demands and expectations from citizens, elected officials and legislatives. The course will both empower students with working techniques for efficient and high quality reading and writing skills, as well as presentation-skills in English as well as introduce essential terms and concepts from international Public Administration.

Overview

The course will inform and empower students with major academic skills:

Techniques for efficient and effective reading and writing

The course introduces a system of techniques for efficient and effective reading and writing; effective time and project management. It further introduces general information on scientific style manuals and citation methods. Students will be given opportunities to use and apply techniques of throughout the course extensively. As an example ‘Endnote’, a software for managing literature, documents and scientific projects will be introduced.

Concepts and Basic Terms of international Public Administration research

The course introduces, recalls, and refreshes basic definitions, terms and concepts of international Public Administration research. Essential international readings as well as the latest textbooks of modern administrative science will be introduced, including:

- Chester Barnard (1938) “Functions of the Executive”;
- Herbert A. Simon [1948] 1997. Administrative Behavior: A Study of Decision Making Processes in Administrative Organizations;
- James G. March and Herbert A Simon (1958) “Organizations”;
- James Q. Wilson (1989) “Bureaucracy. What government agencies do, and why they do it”.

Group work activity and classroom discussion will deepen the understanding of basic terms and concepts introduced in the lecture. Each session of the НИС will include introductory input by the course instructor, group work activity by students and classroom discussion.

Students’ own research activities

The course will provide students with extensive opportunities to apply existing and newly gained knowledge about working techniques and administrative processes to do own academic analysis and write their own homework about their results. Students will analyze documents of education policy in Russian regions; and the work of government agencies in Moscow, and Russian federal government.

Language

The whole course will be lectured in English.

Tutoring

Students will be guided through the research and writing process by extensive tutoring.

Timeplan

Lecturer	Topic	Hours
Tim Jaekel	Basic Terms and Concepts; Public Administration in Moscow	18
Valeria Utkina	Academic skills	18
Alexander Kalgin	Performance management.	16
	Total	52

Detailed description

Part 1: Basic Terms and Concepts; Public Administration in Moscow

Conveyor: Dr. Tim Jaekel, Assistant Professor, Higher School of Economics: School of Public Administration, tjekel@hse.ru

The course introduces, recalls, and refreshes basic definitions, terms and concepts of international Public Administration research, including

- Public Services, Public Policy and Public Goods
- Public Sector Organizations - Public Administration
- Goal ambiguity
- Differences between Public and Private Sector Organizations - Politics-Administration dichotomy
- Max Weber’s Model of Bureaucracy
- The three orthodox E’s: Economy, Effectiveness, Efficiency - New demands: Fairness, Equality, and Responsiveness
- Performance Measurement
- Modern Performance Management

Essential international readings as well as the latest textbooks of modern administrative science will be introduced, including:

- Chester Barnard (1938) “Functions of the Executive”;
- Herbert A. Simon [1948] 1997. Administrative Behavior: A Study of Decision Making Processes in Administrative Organizations;
- James G. March and Herbert A Simon (1958) “Organizations”;
- James Q. Wilson (1989) “Bureaucracy. What government agencies do, and why they do it”.

Group work activity and classroom discussion will deepen the understanding of basic terms and concepts introduced in the lecture. Each session of the НИС will include introductory input by the course instructor, group work activity by students and classroom discussion.

Students will do own scientific analysis. In a first step they will select a government agency of Moscow City government or another federal or regional agency. Based on their choice they will answer a list of 12 questions about this government agency, including questions on tasks of the agency, organizational structure, staff size, performance management system, strategic planning, current and archival performance. In the last section of the text students are asked to assess the strengths of the agency, and potential areas for improvement.

Suggest Readings Part 1

1. Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why they Do It*. New York: Basic Books.
2. Donald F. Kettl (2015): *Governing in an Age of Transformation*. In: *Handbook of Public Administration*. 3rd edition. James L. Perry and Robert K. Christensen (eds.). San Francisco: Jossey-Bass. ISBN 978-1-118-77555-4 (paperback), 978-1-119-00432-5 (epub), 978-1-119-00408-0 (epdf), Chapter 2: pp. 47-61.
3. Wouter Van Dooren et al. (2010, 2nd edition 2015) „*Performance Management in the Public Sector*.“ (Routledge masters in public management), Routledge. ISBN: 978-0-415-73810-1 (2nd ed. Paperback), ISBN: 978-1-315-81759-0 (2nd ed. E-book)
4. Manuel P. Teodoro (2011) „*Bureaucratic Ambition: Career, Motives, and the Innovative Administrator*” (John Hopkins Studies in Governance and Public Management); The John Hopkins University Press: Baltimore. ISBN: 978-1-4214-0245-1.
5. Robert Kramer (2015, currently under review) “*From Skillset to Mindset: A New Paradigm for Leader Development of the Senior Civil Service*”.
6. Donald Moynihan (2008) “*The Dynamics of Performance Management: Constructing Information and Reform*.” (Public Management and Change Series, Beryl A. Radin, Series Editor), Georgetown University Press, Washington D.C. ISBN 978-1-58901-194-6 (paperback; available also as a Kindle-eBook).

Part 2: Academic skills

Conveyor: Valeriya Utkina, lecturer, School of Public Administration, utkina@hse.ru

1. This part of the research seminar introduces students to basic academic skills (self-presentation skills, rules of a good presentation, academic reading, etc.) and gives students a chance to practice these new skills while working on analysis of the text given and making presentation during poster session.

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2. The topic of research seminar is public administration as a scientific field. Students will be asked to identify specific features of the scientific field as a notion and learn why public administration is a separate scientific area. Then they will work in little groups to find out object fields included.
3. All these students split into groups. The number of groups is the same that the number of object fields. Then they create a video argues for the object field as a part of public administration as a scientific area. Preparing a video provides not only competence how to use editing programs, but mostly how to present information in brief and meaningfully at the same time.
4. We will discuss we what is the students’ research project, its structure, writing algorithm and reporting form. We will talk about process of choosing the topic and how to pick up literature. How to start writing and how to organize your research activity.
5. Students get acquainted with the bases of knowledge, such as the web of knowledge and web of science, etc. it will be explained how to take off work. the result of this work is abstract most cited article, which will help in the writing of the year research project.

Part 3: Performance management: back to the future

Conveyor: Alexander Kalgin, PhD, Lecturer, Higher School of Economics: School of Public Administration, akalgin@hse.ru

1. This part of the research seminar introduces students to effective methods of collaborative academic writing (modern reference management software and useful practical tips) and gives students a chance to practice these new skills while working on an analytical text.
2. The topic of research seminar is performance management (PM) in the public sector. Students prepare literature review on the origins of modern public sector performance management and explore contemporary issues discussed in academic literature on PM.
3. Student work is organized as follows – students split into four groups and prepare literature reviews on two topics: “advantages of performance management” and “potential problems of performance management”. Students need to search academic databases for relevant English language papers and produce a 2000 word literature review covering origins of the discussion and contemporary debates.
4. Students then swap their reports and read the other group’s report and rate the quality of the other groups report according to established criteria of breath of coverage, style,

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structure and appropriate citation. Students produce “reviewer’s comments” on the other teams’ text suggesting improvements, indicating strengths and weaknesses.

5. Using the other team’s report as a basis, each group produces a final essay on the topic “Performance management: past, present, future”.
6. By engaging in this exercise students
 - a. practice their skills of academic writing,
 - b. practice academic reviewing skills and learn to give constructive feedback, c. learn to collaborate on writing an academic text,
 - d. learn to work with reference management software (including skills on how to share reference libraries, export and import citations and manage shared reference databases)

Marking criteria

The course consists of 3 parts which all have equal weight in the overall mark.

The overall mark for the course is calculated using the following formula:

$$0,3 * M_1 + 0,3* M_2 + 0,3*M_3 + 0,1 D = \text{Overall mark}$$

Where M_1 , M_2 , M_3 – marks for each part of the course, D – mark for participation in classroom discussion.

There is an exam at the end of Tim Jaekel’s part, which accounts for 50% of M_1

Assessment

Part 1	Essay + Exam
Part 2	Group project, presentation
Part 3	Essay