Lahore University of Management Sciences

MGMT 244 - Reforming the Public Sector

Summer Semester 2024

Instructor	Dr Muhammad Ajmal
Room No.	SDSB 441
Office Hours	1.5 hours after class
Email	m.ajmal@lums.edu.pk
Telephone	+923353364525
Secretary/TA	
TA Office Hours	TBD
Course URL (if any)	

COURSE BASICS				
Credit Hours	3			
Lecture(s)	Nbr of Lec(s) Per Week	2	Duration	75 minutes
Recitation/Lab (per week)	Nbr of Lec(s) Per Week		Duration	
Tutorial (per week)	Nbr of Lec(s) Per Week		Duration	

COURSE DISTRIBUTION	
Core	-
Elective	Yes
Open for Student Category	SDSB (Sophomores, Juniors & Seniors)
Close for Student Category	-

Course Teaching Methodology
Teaching methodology will include use of lectures, case studies and guest speakers. 90 minutes of session duration will include lecture, Q & A discussions and exercises. The approach will be interactive and participatory. I will remain available to students for discussion on any issue related to the course after class during office hours and online during the course duration.

COURSE DESCRIPTION
The Course is designed for students who have preferably been exposed to various key areas of public management in class or as general readers. After looking at some of the foundational aspects of the public administration, it underlines and addresses the need for reforms in public sector to meet the multiple challenges of service delivery on a sustainable basis. It aims at identifying some unique features of public sector service delivery and reform along with critical connects between the change management in public and the private sectors with a view to meet the overall objective of efficiency, effectiveness, and socio-economic development.
The course aims at deepening student's understanding about reforms in public sector institutions as key drivers of growth and development. It tends to develop students' interest and keenness in the public sector functioning, management and reform. The course will also equip participants with knowledge and analytical skills to become champions of change and reform with better understanding of the issues, strategies and processes of reforming public sector operating in a complex and changing external and internal environment. Local and international case studies have been included to show that change is possible even in the most difficult circumstances. The modules and thematic contents have been carefully selected with modules cascading into a composite whole to provide the students with content and skills to critically analyze issues related to public sector reform and recommend policy actions. Module on international experiences provides with a cross cultural flavor of the public policy dynamics while at the same time preparing the student to learn from these experiences with a firm understanding of the local dynamics.

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COURSE PREREQUISITE(S)	
	NA

COURSE LEARNING OBJECTIVES	
1.	Improving clarity and understanding about the issues being faced by public institutions
2.	Understanding the nature of reform process required to address the problems faced by public sector with a view to use strategies and innovative techniques for problem solutions.
3.	Building capacities while learning from local success stories and international experiences

UNDERGRADUATE PROGRAM LEARNING GOALS & OBJECTIVES

General Learning Goals & Objectives
Goal 1 –Effective Written and Oral Communication
   Objective: Students will demonstrate effective writing and oral communication skills
Goal 2 –Ethical Understanding and Reasoning
   Objective: Students will demonstrate that they are able to identify and address ethical issues in an organizational context.
Goal 3 – Analytical Thinking and Problem Solving Skills
   Objective: Students will demonstrate that they are able to identify key problems and generate viable solutions.
Goal 4 – Application of Information Technology
   Objective: Students will demonstrate that they are able to use current technologies in business and management context.
Goal 5 – Teamwork in Diverse and Multicultural Environments
   Objective: Students will demonstrate that they are able to work effectively in diverse environments.
Goal 6 – Understanding Organizational Ecosystems
   Objective: Students will demonstrate that they have an understanding of Economic, Political, Regulatory, Legal, Technological, and social environment of organizations.
 	
Major Specific Learning Goals & Objectives
Goal 7 (a) – Discipline Specific Knowledge and Understanding
   Objective: Students will demonstrate knowledge of key business disciplines and how they interact including application to real world situations (Including subject knowledge).
Goal 7 (b) – Understanding the "science" behind the decision-making process (for MGS Majors)
    Objective: Students will demonstrate ability to analyze a business problem, design and apply appropriate decision-support tools, interpret results and make meaningful recommendations to support the decision-maker

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

PROGRAM LEARNING GOALS AND OBJECTIVES	COURSE LEARNING OBJECTIVES	COURSE ASSESSMENT ITEM
Goal 1 –Effective Written and Oral Communication		Class participation, Midterm and Final Exams, Group Presentation
Goal 2 –Ethical Understanding and Reasoning	Objectives 1, 2 and 3	Class participation, Midterm and Final Exams and Group Presentation
Goal 3 – Analytical Thinking and Problem Solving Skills	Objectives 2 and 3	Midterm and Final Exams, Group presentation

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Goal 4 – Application of Information Technology		Group Presentation
Goal 5 – Teamwork in Diverse and Multicultural Environments	Objectives 1 and 3	Group Presentation
Goal 6 – Understanding Organizational Ecosystems	Objectives 1, 2 and 3	Individual Assignment
Goal 7 (a) – Discipline Specific Knowledge and Understanding	Objectives 1, 2 and 3	All instruments
Goal 7 (b) – Understanding the "science"	Objective 2	Policy Presentation
GRADING BREAKUP AND POLICY		

Attendance and CP: 15 % (10% Attendance and 5% participation)
- Students are required to participate and attend each session physically. Student participation will be assessed based on their **attentiveness, quality of questions and interest** demonstrated in understanding the topics covered in this course. One requirement of the course is to go through the readings carefully prior to the class session and this will be assessed and reflected in class participation marks.

Final Examination: 40%
- Final examination will be held on the announced date in examination week.

Group Project: 30% (20% written and 10% Presentation)
- In groups of 4/5 each, students will identify a public sector organization or key public services reform area (different than the ones discussed in class), critically analyze it and share analysis and recommendations through a 12 to 15-minute PPT presentation in class. Written report will be submitted of around 4000 words.
- Each group will discuss their project with me at least once during office hours.

Quizzes: 15%
- There will be four quizzes and top 3 will be counted towards overall grade. 2 quizzes will be announced and 2 unannounced.

EXAMINATION DETAIL	
Midterm Assignment/ Exam	Yes/No: Yes Combine Separate: Duration: Preferred Date: Exam Specifications: TBA

Final Assignment / Exam	Yes/No: Yes Combine Separate: Duration: Exam Specifications: TBA

COURSE OVERVIEW			
WEEK/ LECTURE/ MODULE	**TOPICS**	**RECOMMENDED READINGS**	**SESSION OBJECTIVE(S)**
**Module 1: Public sector reform and change management-conceptual foundations**		
1.	Introduction		Introduction of the course and an overview of the Course outline.
2.	Public sector governance, nature and need of reform-1	Chapter 1: "**Framework of Dynamic Governance**" (Page 22-69), in Dynamic Governance Embedding Culture, Capabilities and Change in Singapore by Boon Siong Neo and Geraldine Chen	Understanding concept of dynamic governance and reforming public sector through interaction of culture and capabilities
3.	Public sector governance, nature and need of reform-2	Chapter 2: "**Governance, Institutions and Capabilities**" in Dynamic Governance Embedding Culture, Capabilities and Change in Singapore by Boon Siong Neo and Geraldine Chen	Deepening the Understanding on the nature and need of governance, reform in government, institutions and organizational capabilities
4.	Managing change in public sector - Theoretical models 1	1. Chapter 5: "**Change Management**" in Leadership and Change Management by Keow Ngang Tang (Page 47-56) 2.Technical note written by Research Associate Sara Alvi under supervision of Dr Anwar Khurshid and Dr Abdul Karim Khan "Change Management in public sector organizations" LUMS Case study no: 05-706-2014-2	1. Understanding how to manage change. 2. Exposing students to different models and theoretical frameworks for change management such as Kotter, ADKAR, Posci etc
5.	Managing change in public sector - Theoretical models 2	**Changing Public Organizations: Four Approaches**, Carol Russaw, *Intl Journal*	1. Familiarizing students with various approaches to change management

		of Public Administration, 30: 347–361, 2007	in public sector
6.	Role of leadership in change management	1. Chapter 1: "**Leadership in business organization**" in Leadership and Change Management by Keow Ngang Tang (Page 1-8) 2. **Change management in Government**, Harvard Business Review. 2006, Frank Ostroff https://hbr.org/2006/05/change-management-in-government 3. **Change Management in Public sector**, Narita et al, 2004 (Page 8 and 9) https://jas.uitm.edu.my/images/2004_DEC/1.pdf	Augmenting understanding of the role of Leaders and change agents in public sector reform

Module 2: Reforming public sector-International experience

7.	Cuba: Transforming Health care Service Delivery	"The Health System in Cuba: Origin, Doctrine and Result", Salim Lamrani, 2021 https://journals.openedition.org/etudescaribeennes/24110	Learning how Cuban health care system, with its focus on prevention and role of family doctors enabled a third world country to achieve health indicators comparable and even better than several developed countries.
8.	India: Reform process and Institutional innovations to improve public service delivery-1	Chapter 1, Reinventing Public Service Delivery in India, Selected Case studies. Vikram K Chand, 2006	Understanding the complexity of reform process, importance of context and role of leadership in public service delivery
9.	India: Reform process and Institutional innovations to improve public service delivery-2	Chapter 1, Reinventing Public Service Delivery in India, Selected Case studies. Vikram K Chand, 2006	Deepen understanding of the key causal factors and processes involved in reform and some basic systemic issues that can complicate implementation of reforms
10.	Cambodia: Change Management in National University of Management	Case Study 2: National University of Management Cambodia in Managing Change in Public Sector Organizations (Page 33-50), Asian Productivity Organization 2021	Familiarizing students with the reform process in the setting of a university and its critical evaluation using established change management models

11.	Turkey: Public Sector reforms during Erdogan period	"Quo Vadis: The Local Government in Turkey after public management reforms" https://journals.sagepub.com/doi/10.1177/0020852317752268	Understanding how despite political difficulties Turkey was able to maintain a sustained progress in human development indicators and how public sector reforms supported modernization of economy and growth of cities
12.	Indonesia: Reforming bureaucracy	The challenge of reforming big bureaucracy in Indonesia https://www.tandfonline.com/doi/epub/10.1080/01442872.2019.1708301?needAccess=true&role=button	Understanding the dynamics of change management in a large bureaucracy
Module 3: Recurrent themes in public sector reform in Pakistan			
13.	Evolution of civil services in Pakistan and quest for reforms	1. **Evolution of Civil Service in the Subcontinent**-Philosophic Underpinnings and Control Steel frame ASP-LUMS. (Page 293-306 old course pack Mahmud, Tariq. (2014)) 2. **Civil Services and processes of reforms** (ASP LUMS), (Page 309-341 old course pack)	Familiarizing students with the evolution of civil services and the attempts for reforms to make it more egalitarian, professional and responsive to the challenges of modern times
14.	Reforming human resource management	1. How to reform civil service in Pakistan by Dr Ishrat Hussain, 2015 https://ishrathusain.iba.edu.pk/speeches/new-2014-15/How_to_Reform_the_Civil_Services_in_Pakistan.pdf 2. The Real story of reform- by Dr Ishrat Hussain, Cover story in PIDE February 2021 issue https://ishrathusain.iba.edu.pk/speeches/New/pide-magazine-civil-service-reforms.pdf	Critical analysis of the current debates on human resource management reforms in Pakistan.

15.	Reforming Public Service Delivery systems	1. **Improving public service delivery in Pakistan**, Cornell Policy Review, Mohammad Zohair javed 2. **How can we improve public service delivery systems?** Priyanka Choudhry, Tulika Avnisinha, 2021	1. Understanding the nature of public service delivery system 2. Familiarizing with various measures to make structures and processes more efficient and responsive such as government process reengineering, separating policy design from service delivery and integrated service delivery approaches.
16.	Reforming local governments	Nadeem Malik, Ahsan Rana, "The History of Local Governance in Pakistan: What Lessons to Learn?" Journal of International politics, 2019, 1(3), pp. 26-35. https://www.researchgate.net/publication/335319273_The_History_of_Local_Governance_in_Pakistan_What_Lessons_to_Learn	Developing a deeper understanding about the issues concerning establishment of a viable and inclusive local government in Pakistan
**Module 4: Reforming public sector institutions in Pakistan: challenges and prospects**
17.	Restructuring of a provincial public sector organization	Restructuring Small Industries Development Board, KP by Muhammad Ahsan Rana and Sameen Zafar, 2022	Developing the ability to critically analyze issues plaguing public sector organization in a province and proposing policy recommendations for change
18.	How to fix State-owned Enterprises (Case study of PIA)	1. Plane Truths, How costly is to keep PIA flying, Herald, Karachi, Abid Hassan, 22 December 2016 https://herald.dawn.com/news/1152862 2. State owned enterprises not burden: A case study of Pakistan International Airline by Ihsan Ullah and Hafsa Hina, Pakistan Journal of	Past, present and future of Pakistan National Airline – Critical thinking to understand the issue and undertake reform process in SOEs with PIA as a case study

		Economic Studies, 2022	
19.	How to fix State-owned Enterprises (Case study of Pakistan Railways)	1. Why not on rails? PIDE blog Ms Saba Anwar and Afrasiyab Gul, December 1, 2020 2. "Pakistan Railways in dire straits as default looms" Khalid Hasnain Dawn January 2, 2023 3. Pakistan Railways- Understanding losses, Editorial Business Recorder, July 25, 2022 4. Reforming Pakistan Railways, Global Village Space, December 5, 2019 (Guest speaker: some prominent Pakistan Railways officer)	Understanding what ails Pakistan Railways, what attempts have been made to make it a viable entity and what can be a future course of action
20.	Leadership matters - Case study of Sindh Institute of Urology and Transplantation Pakistan	Case Study 11, Idrees Khwaja, Managing change in public sector Organizations, Asian Productivity Organization, 2021	Role of leadership in bringing about a big change
21.	Urban Management reforms in Pakistan	(Guest Speaker: a noted urban specialist)	1. Undertaking the challenges in urban management, cohesive urban planning, development and services delivery 2. Identifying Overlaps in the functions of development agencies, district administration and municipal bodies 3. Strategies to address the issues, constraints and the way out.

22.	Reforming Power Sector in Pakistan	Guest Speaker- Former Federal Secretary Energy/Energy Expert	Understanding the complex and interlinked issues of energy generation, transmission and distribution in Pakistan. What is the way forward?
	Module 5: Group Presentations		
23	Group Presentations	Group project reports and presentations	Application of knowledge and concepts and cross learning
24	Group Presentations	As above	As above

TEXTBOOK(S)/SUPPLEMENTARY READINGS
Students will be required to read the prescribed readings for each session before coming to the class.

Disclaimer: The above program is tentative, and I may make suitable changes. Guest speakers where indicated will be called subject to availability. One or two more guest speakers may be invited depending upon their availability and relevance. All efforts have been made to include the most relevant material for academic purposes only. Views expressed by the author are his/her own only. I may add/delete readings/resources on need basis.