ZBUS8113 Public Service Implementation - 2024

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General Course Information

Course Code : ZBUS8113
Year : 2024
Term : Semester 1
Teaching Period : Z1
Is a multi-term course? : No
Faculty : UNSW Canberra
Academic Unit : UC School of Business
Delivery Mode : Online
Delivery Format : Standard
Delivery Location : UNSW Canberra at ADFA
Campus : UNSW Canberra
Study Level : Postgraduate
Units of Credit : 6

<u>Useful Links</u>

<u>Handbook</u> <u>Class Timetable</u>

Course Details & Outcomes

Course Description

It is widely accepted that developing good policy is only one part of delivering effective outcomes; effective implementation is also critical. In this course students are introduced to an implementation cycle, which stresses an end user focus, and the elements provide the basis for

the curriculum. Topics include: the impact of internal and external context; ways of engaging with stakeholders; success identification; system level change; capability identification and development; risk assessment and mitigation; performance and accountability management; measurement review and evaluation; enacting implementation; and continuous review. The aim is to prepare students for the messy reality of implementation through introducing the range of issues involved, and the inevitable complexity of the interactions of different public service stakeholders and organisations.

Course Aims

This course equips public service managers with knowledge and understanding of theory, concepts and approaches related to the practice of implementation in order to deliver effective policy outcomes.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Discuss the components of implementation processes and the capabilities required to support them
CLO2 : Recognise the interconnected nature of challenges and opportunities in implementation
CLO3 : Synthesise and apply a range of theoretical perspectives on implementation in order to critically evaluate implementation effectiveness
CLO4 : Identify and analyse elements of context that shape successful implementation processes

Course Learning Outcomes	Assessment Item
CLO1 : Discuss the components of implementation processes and the capabilities required to support them	• Blog • Implementation diagnosis • Implementation plan
CLO2 : Recognise the interconnected nature of challenges and opportunities in implementation	• Blog • Implementation diagnosis • Implementation plan
CLO3 : Synthesise and apply a range of theoretical perspectives on implementation in order to critically evaluate implementation effectiveness	• Implementation diagnosis • Implementation plan
CLO4 : Identify and analyse elements of context that shape successful implementation processes	• Implementation diagnosis • Implementation plan

Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

Learning and Teaching in this course

This course teaches students about public service implementation each week through theories, concepts and case studies presented in lectures and tutorial activities. There is a structured program, which it is recommended that you follow as it supports the learning needed for the assignment strategy. Students will be provided with guided readings, video clips, voiced over power point presentations for most topics, as well as discussion forums with each other and the Course Convenor.

This course utilises Class Collaborate, a virtual classroom system accessible via Moodle. There are 3 Class Collaborate sessions scheduled this semester. Students are strongly encouraged to attend the sessions. The sessions will be recorded and made available on Moodle for later review.

Workload

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

Other Professional Outcomes

Developing Program Attributes

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

1: Business knowledge

Students will make informed and effective selection and application of knowledge in a discipline or profession, in the contexts of local and/or global policy implementation.

2: Problem solving

Students will define and address business problems, and propose effective evidence-based solutions, through the application of rigorous analysis and critical thinking.

3: Business communication

Students will harness, manage, and communicate business information effectively using

multiple forms of communication across different channels.

4: Teamwork

Students will interact and collaborate effectively with others to achieve a common business purpose or fulfil a common business project, and reflect critically on the process and the outcomes.

5: Responsible business practice

Students will develop and be committed to responsible business thinking and approaches, which are underpinned by ethical professional practice and sustainability considerations.

6: Global and cultural competence

Students will be aware of business systems in the wider world and actively committed to recognise and respect the cultural norms, beliefs and values of others, and will apply this knowledge to interact, communicate and work effectively in diverse environments.

7: Leadership development

Students will develop the capacity to take initiative, encourage forward thinking and bring about innovation, while effectively influencing others to achieve policy implementation.

Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Blog Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: 26/03/2024 11:59 PM Post Date: 09/04/2024 12:00 AM
Implementation diagnosis Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 01/05/2024 11:59 PM Post Date: 15/05/2024 12:00 AM
Implementation plan Assessment Format: Individual	50%	Start Date: Not Applicable Due Date: 07/06/2024 11:59 PM Post Date: 10/07/2024 03:00 PM

Assessment Details
Blog

Assessment Overview

Select a policy that you are interested in and provide an overview of this, what it aims to achieve and what some of the challenges might be/are.

Course Learning Outcomes

- CLO1 : Discuss the components of implementation processes and the capabilities required to support them
- CLO2 : Recognise the interconnected nature of challenges and opportunities in implementation

Detailed Assessment Description

See the course Moodle site for a detailed description of this assessment. Information will be made available two weeks before the start of the course.

Permitted use of Generative AI: DRAFTING ASSISTANCE

As this assessment task involves some planning or creative processes, you are permitted to use software to generate initial drafts (or ideas, structures, etc). However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the software should not be a part of your final submission. It is a good idea to keep copies of your initial drafts to show your lecturer if there is any uncertainty about the originality of your work.

Please note that your submission will be passed through an AI-text detection tool. If your marker

has concerns that your answer contains passages of AI-generated text that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Assessment Length

600-800 words

Submission notes

Electronic

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Implementation diagnosis

Assessment Overview

This assessment is an Implementation Diagnosis. Using the same policy as Assessment 1, this first report is intended to diagnose the implementation and understand important contextual factors.

Course Learning Outcomes

- CLO1 : Discuss the components of implementation processes and the capabilities required to support them
- CLO2 : Recognise the interconnected nature of challenges and opportunities in implementation
- CLO3 : Synthesise and apply a range of theoretical perspectives on implementation in order to critically evaluate implementation effectiveness
- CLO4 : Identify and analyse elements of context that shape successful implementation processes

Detailed Assessment Description

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Assessment Length

1500 words

Submission notes

Electronic

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Implementation plan

Assessment Overview

This assignment is to develop an Implementation Plan. Using the same policy as the previous two assessments, and drawing on the learning from all of the weeks, this report plans the implementation process.

Course Learning Outcomes

- CLO1 : Discuss the components of implementation processes and the capabilities required to support them
- CLO2 : Recognise the interconnected nature of challenges and opportunities in implementation
- CLO3 : Synthesise and apply a range of theoretical perspectives on implementation in order to critically evaluate implementation effectiveness
- CLO4 : Identify and analyse elements of context that shape successful implementation processes

Detailed Assessment Description

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Please note that your submission will be passed through an AI-text detection tool. If your marker has concerns that your answer contains passages of AI-generated text that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

<u>Assessment Length</u>

2500 words

<u>Submission notes</u>

Electronic

<u>Assignment submission Turnitin type</u>

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

General Assessment Information

Referencing

It is recommended that you use the 'APA' or 'Harvard' method of referencing - i.e., the bracketed, in-text method, giving author's surname, year of publication, and relevant page numbers. You should also include, at the end of the essay text, a full list of references used. Further information on this referencing system and examples of how to cite different types of material can be found [here](#).

Extensions and Special Consideration (School of Business, Postgraduate)

For assessment due during the semester: Your course convenor may approve extensions of up to five working days by email. Extension requests exceeding five working days must be

submitted as a Special Consideration application.

For final assessments: All extension requests for final assessment items must be submitted as a Special Consideration application.

Extension requests and Special Consideration applications should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:
- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

More information
Special consideration and application process: https://www.student.unsw.edu.au/special-consideration.

Late submission of assessment
UNSW has a standard late submission penalty of:
- 5% per day,
- for all assessments where a penalty applies,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

<u>Grading Basis</u>

Standard

<u>Requirements to pass course</u>

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 26 February - 1 March	Topic	Why do policies fail? Why is paying attention to implementation important?
Week 2 : 4 March - 8 March	Topic	What are the different ways to conceptualise implementation?
Week 3 : 11 March - 15 March	Topic	What does success look like?
Week 4 : 18 March - 22 March	Topic	How can we assess and plan for risk and communication?
Week 5 : 25 March - 29 March	Topic	How can we deal with ambiguity and uncertainty in context?
Week 6 : 1 April - 5 April	Topic	How can we identify required system changes?
Week 7 : 22 April - 26 April	Topic	How can we identify types and locations of required capabilities?
Week 8 : 29 April - 3 May	Topic	Reflection week
Week 9 : 6 May - 10 May	Topic	How can we project manage effectively?
Week 10 : 13 May - 17 May	Topic	How can we plan for performance and do ongoing review?
Week 11 : 20 May - 24 May	Topic	How can we manage the politics of policy implementation?
Week 12 : 27 May - 31 May	Topic	How can we manage implementation for equity and diversity?
Week 13 : 3 June - 7 June	Topic	Course review

Attendance Requirements

Not Applicable - as no class attendance is required

General Schedule Information

Please see the course Moodle site for more information.

Course Resources

Prescribed Resources

There are no compulsory textbooks for this course. All required course readings will be made available on the course Moodle site.

Recommended Resources

Recommended reading/s will be made available on the course Moodle site.

Course Evaluation and Development

Feedback is gathered through myExperience and a suggestion box, available on the course Moodle site.

There was limited feedback for the last iteration of the course.

Some of the case studies will be changed for the next iteration of the course.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Helen Dickinson		Building 27, Room 318, School of Business, UNSW Canberra	+61 466395131	By email	Yes	Yes

Other Useful Information

Academic Information

Course Evaluation and Development

One of the key priorities in the 2025 Strategy for UNSW is a drive for academic excellence in education. One of the ways of determining how well UNSW is progressing towards this goal is by listening to our own students. Students will be asked to complete the myExperience survey towards the end of each course.

Students can also provide feedback during the semester via: direct contact with the lecturer, the "On-going Student Feedback" link in Moodle, Student-Staff Liaison Committee meetings in schools, informal feedback conducted by staff, and focus groups (where applicable). Student opinions really do make a difference. Refer to the Moodle site for your course to see how the feedback from previous students has contributed to the course development.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the Student Code of Conduct.

https://www.gs.unsw.edu.au/policy/documents/studentcodepolicy.pdf

Equitable Learning Services (ELS)

Students living with neurodivergent, physical and/or mental health conditions or caring for someone with these conditions may be eligible for support through the Equitible Learning Services team. Equitable Learning Services is a free and confidential service that provides practical support to ensure your mental or physical health conditions do not adversely affect your studies.

Our team of dedicated **Equitable Learning Facilitators** (ELFs) are here to assist you through this process. We offer a number of services to make your education at UNSW easier and more equitable.

Further information about ELS for currently enrolled students can be found at: https://www.student.unsw.edu.au/equitable-learning

Academic Honesty and Plagarism

UNSW has an ongoing commitment to fostering a culture of learning informed by academic integrity. All UNSW staff and students have a responsibility to adhere to this principle of academic integrity. All students are expected to adhere to UNSW's Student Code of Conduct. Find relevant information at: Student Code of Conduct (unsw.edu.au)

Plagiarism undermines academic integrity and is not tolerated at UNSW. It is defined as using the words or ideas of others and passing them off as your own, and can take many forms, from deliberate cheating to accidental copying from a source without acknowledgement.

For more information, please refer to the following:

https://student.unsw.edu.au/plagiarism

Submission of Assessment Tasks

Special Consideration

Special Consideration is the process for assessing and addressing the impact on students of short-term events, that are beyond the control of the student, and that affect performance in a specific assessment task or tasks.

Applications for Special Consideration will be accepted in the following circumstances only:

- Where academic work has been hampered to a substantial degree by illness or other cause;

- The circumstances are unexpected and beyond the student's control;
- The circumstances could not have reasonably been anticipated, avoided or guarded against by the student; and either:

    (i) they occurred during a critical study period and was 3 consecutive days or more duration, or a total of 5 days within the critical study period; or

    (ii) they prevented the ability to complete, attend or submit an assessment task for a specific date (e.g. final exam, in class test/quiz, in class presentation)

Applications for Special Consideration must be made as soon as practicable after the problem occurs and at the latest within three working days of the assessment or the period covered by the supporting documentation.

By sitting or submitting the assessment task the student is declaring that they are fit to do so and cannot later apply for Special Consideration (UNSW 'fit to sit or submit' requirement).

Sitting, accessing or submitting an assessment task on the scheduled assessment date, after applying for special consideration, renders the special consideration application void.

Find more information about special consideration at: https://www.student.unsw.edu.au/special/consideration/guide

Or apply for special consideration through your MyUNSW portal.

Late Submission of assessment tasks (other than examinations)

UNSW has a standard late submission penalty of:

- 5% per day,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

Electronic submission of assessment

Except where the nature of an assessment task precludes its electronic submission, all assessments must be submitted to an electronic repository, approved by UNSW or the Faculty,

for archiving and subsequent marking and analysis.

Release of final mark

All marks obtained for assessment items during the session are provisional. The final mark as published by the university following the assessment review group meeting is the only official mark.

School Contact Information

Email: Business@adfa.edu.au