Institute of Administrative Sciences
Faculty of Business, Economics, and Administrative Sciences
University of the Punjab, Lahore
Course Outline

Programme	BS Management	Course Code	MGT-331	Credit Hours	3
Course Title	**Governance, Policy and Administration**				

Course Introduction

This course is designed to impart knowledge of historical and contemporary frameworks of governance introduced at a global level. It examines a selection of topics related to the restructuring of public sector organizations for the attainment of good governance and other public policy objectives. It also focuses on the role and nature of the public sector in developing countries with special emphasis on our local contextual trends of governance. It explains the relationships and interlinking of governance, policy process, administration, and development interventions. Issues prevalent in the governance and management of Pakistan are also analyzed from both national and international perspectives. Debates during class discussions prepare students to address the question; of how nations and societies should be governed and how should public institutions and their managers be managed to achieve socioeconomic development.

Theoretical and empirical evidence reveals that the historical and socio-cultural context, economic and political conditions and the international environment are some of the key determinants of governance and development. In developing countries, the core principles of governance; efficiency, transparency, accountability, participation, and fairness have become central to analyzing and comprehending ways to improve the effectiveness and impact of development policies or to understand failures to eliminate corruption, inefficient public service delivery, poverty, and political and economic instability. While governance is a prevailing concept, after a decade dominated by structural adjustment programs, "good governance" as an idea and practice emerged in the 1990s. The concept of 'good enough governance' also emerged in response to the distinct characteristics and priority-wise requirements of various countries.

Learning Outcomes

On the completion of the course, the students will be able to:
1. Identify, analyze, comprehend, and comment on historical and contemporary issues and debates in the field of governance and public management.
2. Understand and evaluate the evolving nature of the role of the state.
3. Develop an ability to critically analyze the current prominent mainstream paradigm related to 'governance', 'good governance' and 'good enough governance'.
4. Understand the diversity of socio, economic and political structures among developing countries.
5. Use and understand a range of sources for empirical information and critically evaluate the empirical basis of different approaches to development.
6. Develop their analytical and critical skills, through the ideas discussed in the class.

Course Content		Assignments/Readings
Week 1-2	**Unit-I** 1.1 Overview of Governance and Public Management 1.1.1 Historical Evolution of Governance/Public Policy in Society	

Week 3-4	**Unit-II**
	
	2.1 Governance and Good Governance
	
	    2.1.1 Five principles of Good Governance
	        2.1.2 Governance, Good Governance and Global Governance	

Week 5-6	**Unit-III** 3.1 Governance and Development in Developing Countries/ Globalization and State-building.	
Week 7	**Unit-IV** 4.1 Governance in the age of digitization 4.1.1 Technology, Information and Social Media	

Week 8	**Unit-V**
	
	5.1 Governance and public policy
	
	    5.1.1 The Policy process: How and Who
	
	    5.1.2 The role of Politics and Politicians	

Week 9	**Unit-VI**
	
	6.1 Role of Environment in Public Governance and Public Management
	
	    6.1.1 The Changing Context of Public Policy
	
	    6.1.2 Organizational Environments: Comparisons, Contrast and Significance	

Week 10	**Unit VII.** 7.1 Public Sector Reforms 7.1.2 Structuring and Managing Government Organizations for Developmental Success	
Week 11	**Unit VIII** 8 Administrative and Civil Service Reform	

Week 12	**Unit IX**
	9.1 Decentralization
	
	    9.1.1 Decentralization and Devolution
	
	    9.1.2 Decentralized Management: Agencies and 'arm's-length' bodies	

Week 13-14	**UNIT X** 10 Governance through Partnerships	

	10.1.1 Economic Development and the Public Sector: From State Ownership to Enabling Environment 10.1.2 Partnership Working Across Public and Private Sectors	
Week 15-16	**UNIT XI** 11.1 Society and NGOs 11.1.1 Beyond the State, Beyond the Market? 11.1.2 Civil society and NGOs 11.1.3 Citizen Engagement	

Textbooks and Reading Material

Textbooks

- Bovaird, & Loeffler,E. (2016) Public Management and Governance *Routledge* (Third Edition)
- Turner et, al. (2015) Governance, Management and Development: Making the State Work. *Palgrave, Macmillan Education.* (Second Edition)
- Jadoon, M. Z. I., Jabeen, N., Bouckaert, G., & Zahra, A. (2022). Public Sector Reforms in Pakistan: Concluding Reflections. In *Public Sector Reforms in Pakistan* (pp. 349-361). Palgrave Macmillan, Cham.
- Hussain, I., Reddy, Y., & Kamil, M. S. (2018). Governing the ungovernable. *Retrieved on May, 6, 2021.*

Suggested Readings

7. Hughes, O. E. (2018). *Public management and administration: An introduction.* Palgrave Macmillan.

Journal articles/Book chapters

1. Weiss,T. (2000) Governance, Good Governance and Global Governance: Conceptual and Actual Challenges *Third World Quarterly, Vol. 21, No. 5* pp. 795-814
2. Farooqui, M. R., Salman, Y., Jadoon, Z. I., Jabeen, N., & Irfan, S. (2019). Institutional Complexity of Civil Service Reforms in Pakistan: Challenges and Impediments. Journal of Political Studies, 26(1).
3. *'The Civil Services' of* Hussain, I. (2017). *Governing the ungovernable: Institutional reforms for democratic   governance.*   Oxford University Press.
4. Khan, M., Khurram, D. S., & Zubair, D. S. S. (2020). Societal e-readiness for e-governance adaptability in Pakistan. *Pakistan Journal of Commerce and Social Sciences, 14*(1), 273-299.
5. *'The polity' of* Husain, I. (2017). *Governing the ungovernable: Institutional reforms for democratic governance.* Oxford University Press.
6. Sirajul, H. A. Q. (2015). Public policy process in Pakistan: Key causes of public policies failures. *Journal of Economic and Social thought, 2*(2), 127-131.
7. Tan, E., & Crompvoets, J. (2022). A new era of digital governance. Journal: The new digital era governance, 13-49.
8. Hafeez, M. M., Ahmed, R. N., Khan, M. D., & Safdar, M. A. (2020). What are the Crisis and Issues of Governance in Pakistan? An Analysis. Review of Applied Management and Social Sciences, 3(1), 53-59.

9. Jadoon, M. Z. I., Jabeen, N., Bouckaert, G., & Zahra, A. (2022). Public Sector Reforms in Pakistan: Concluding Reflections. In *Public Sector Reforms in Pakistan* (pp. 349-361). Palgrave Macmillan, Cham.

10. Naveed, S., Farooqi, M. R., & Jadoon, M. Z. I. (2022). Energy Sector Reforms in Pakistan: Trends and Challenges. Public Sector Reforms in Pakistan, 111-132.

11. Naveed, S., Jabeen, N., Farooqi, M. R., Javid, S., & Rizwan, A. (2021). Drivers of public enterprise reforms in Pakistan: The perspective of new institutionalism. *Governance and Management Review*, *6*(1), 1-16.

12. Khan, H., & Moazzam, A. (2022). Interagency Collaboration/Coordination in the Context of Pakistan: Case of Polio Eradication Program. In Public Sector Reforms in Pakistan (pp. 153-172). Palgrave Macmillan, Cham.

13. Paul, Z. I., & Sial, M. A. (2022). Trends in Local Government Reforms: Case of Environmental Protection Authority. In Public Sector Reforms in Pakistan (pp. 175-194). Palgrave Macmillan, Cham.

14 Suhail, A., Gohar, A., & Steen, T. (2022). Decentralization Reforms in the Public Health Sector in Pakistan. In Public Sector Reforms in Pakistan (pp. 195-222). Palgrave Macmillan, Cham.

15. Mansoor, A., & Haider, S. B. (2022). Digital Government: Transforming Sialkot into a Citizen-Friendly District. In *Public Sector Reforms in Pakistan* (pp. 303-328). Palgrave Macmillan, Cham.

16. Azhar, A. (2022). Disaster Management Reforms in Pakistan. In *Public Sector Reforms in Pakistan* (pp. 329-348). Palgrave Macmillan, Cham.

Teaching Learning Strategies

This course makes use of interactive teaching and learning strategies which engage students to promote critical and reflective thinking, research and evaluation skills that will help them become better learners and enhance their skill set. Students will use personal and social capability to collaboratively work with others in learning activities, appreciate their own strengths and abilities and those of their peers, enabling them to develop a range of interpersonal skills such as communication, negotiation, teamwork, leadership and an appreciation of diverse perspectives.

Assignments: Types and Number with Calendar

Will be decided by the course instructor

Assessment

Sr. No.	Elements	Weightage	Details
1.	Midterm Assessment	35%	Written Assessment at the mid-point of the semester.
2.	Formative Assessment	25%	Continuous assessment includes: Classroom participation, assignments, presentations, viva voce, attitude and behavior, hands-on-activities, short tests, projects, practical, reflections, readings, quizzes etc.
3.	Final Assessment	40%	Written Examination at the end of the semester. It is mostly in the form of a test, but owing to the nature of the course the teacher may assess their students based on term paper, research proposal development, field work and report writing etc.