

## PPMN90032 Managing Change and Leading Innovation

<b>Credit Points:</b>	12.50
<b>Level:</b>	9 (Graduate/Postgraduate)
<b>Dates &amp; Locations:</b>	2013, Parkville This subject commences in the following study period/s: September, Parkville - Taught on campus.
<b>Time Commitment:</b>	Contact Hours: This subject will be taught across two weekends as an intensive program in September and October, with one month in between (24 hours in total). Dates: 9am - 5pm 14, 15 September & 19, 20 October 2013. Total Time Commitment: 120 hours
<b>Prerequisites:</b>	Entry into the Master of Public Policy and Management.
<b>Corequisites:</b>	None
<b>Recommended Background Knowledge:</b>	Political Science at Undergraduate level
<b>Non Allowed Subjects:</b>	None
<b>Core Participation Requirements:</b>	For the purposes of considering request for Reasonable Adjustments under the disability Standards for Education (Cwth 2005), and Students Experiencing Academic Disadvantage Policy, academic requirements for this subject are articulated in the Subject Description, Subject Objectives, Generic Skills and Assessment Requirements of this entry. The University is dedicated to provide support to those with special requirements. Further details on the disability support scheme can be found at the Disability Liaison Unit website: <a href="http://www.services.unimelb.edu.au/disability/">http://www.services.unimelb.edu.au/disability/</a>
<b>Coordinator:</b>	Mr Nicholas Reece
<b>Contact:</b>	<a href="mailto:nicholas.reece@unimelb.edu.au">nicholas.reece@unimelb.edu.au</a> (mailto:nicholas.reece@unimelb.edu.au)
<b>Subject Overview:</b>	In this subject we will examine the theoretical foundations of managing and measuring performance, its historical antecedents, its implementation in practice, and its consequences (intended and unintended, desirable and undesirable). Understanding the underlying factors which lead to effective policy, process and program innovation in government is central to the capacity of governments to deliver better policy and better outcomes for the whole community. Despite this, research and theory development focused specifically on public sector innovation lags far behind that devoted to innovation within the private sector. Performance management and measurement have become cornerstones of how modern public sector organizations account for what they do - to governments, to their superiors within particular departments, to those who receive the services they deliver, and to citizens. This is related to New Public Management (NPM) reforms, and also to other aspects of governing in the early 21st century. Despite the advent of NPM, government continues to involve a range of managerial and technical procedures distinct in form, purpose and content to those found in private industry. It occurs in a unique institutional and environmental context. It is driven by a unique and exceedingly complex mix of institutional and individual drivers and motivations, and it faces a unique set of internal and external constraints. Against this background, this subject will explore a range of theoretical approaches advanced to discuss some possible methods and strategies for analysing performance management and measurement in the public sector and explain what drives public sector innovation and the structures, processes and individuals that promote and obstruct it. A number of different policy sectors that have been affected will be used to illustrate these governing changes, along with local and international case studies.
<b>Objectives:</b>	On successful completion of this subject students should: # appreciate the context(s) modern public sector organizations operate in and the external pressures that they are subject to;

	<ul style="list-style-type: none"> <li># understand the effects of New Public Management reforms on performance management and the emergence of new forms of governance;</li> <li># have a clear understanding of the key theoretical approaches advanced to explain public sector innovation;</li> <li># have capacities to analyse the context in which innovations are developed and implemented;</li> <li># have greater understanding of the institutional and individual level factors which drive and hinder governmental innovation; and</li> <li># be able to explain, analyse and critique performance metrics and to propose alternatives.</li> </ul>
<b>Assessment:</b>	A 2,500 word policy proposal (50%) due one month after the first weekend, and a 2,500 word research paper (50%) due during the semester 2 examination period. Hurdle Requirement: As this is an intensively-taught subject, seminar attendance is compulsory on all 4 days. Regular participation in class is required. Assessment that is submitted after the due date and up to 10 working days late without an approved extension will be marked on a pass/fail basis only. Assessment that is submitted later than 10 working days will not be accepted or marked. In-class tasks missed without approval will not be marked. All pieces of written work must be submitted to pass this subject.
<b>Prescribed Texts:</b>	A selection of readings for the subject will be placed on the LMS.
<b>Breadth Options:</b>	This subject is not available as a breadth subject.
<b>Fees Information:</b>	Subject EFTSL, Level, Discipline & Census Date, <a href="http://enrolment.unimelb.edu.au/fees">http://enrolment.unimelb.edu.au/fees</a>
<b>Generic Skills:</b>	<p>On completion of this subject, students should:</p> <ul style="list-style-type: none"> <li># be able to demonstrate competence in critical, creative and theoretical thinking through essay writing, seminar discussion and presentations, conceptualising theoretical problems, forming judgments and arguments from conflicting evidence, and by critical analysis;</li> <li># be able to demonstrate proficiency in the application of policy analysis skills to empirical problems;</li> <li># be able to demonstrate an understanding of the academic protocols of research and presentation.</li> </ul>
<b>Related Majors/Minors/ Specialisations:</b>	<p>100 Point Master of Public Policy and Management  150 Point Master of Public Policy and Management  200 Point Master of Public Policy and Management</p>