

ADMINISTRATION AND DEVELOPMENT

The context of development: the break-down in administrative traditionalism and the incorporation of the unprecedented. The great currents of thought: institutional development and administrative efficiency as the causes or consequences of development. Globalization and the new public governance: stages of development: the possibilities, limitations and the transferability of administrative know-how. The development of new competencies and skills: topics and administrative tools in diversity and interculturality.

ANALYSIS OF PUBLIC ORGANIZATIONS AND POLICIES (AOPP)

This course focuses on analysing public organizations and policies within the current Brazilian context. This analysis is carried out in light of current administrative thinking, emphasizing techniques and practices linked to organizational analysis and using a methodology aimed at putting forward different intervention options.

GOOD GOVERNANCE AND PUBLIC TRANSPARENCY

The goal of this course is to offer students a better understanding of “good governance” in the public sector, in both its theoretical and its empirical dimensions. The course has two modules. The first deals with transparency and accountability in a compared perspective, and the second looks at corruption, particularly from the Brazilian perspective. Both modules unite in their desire to identify good and bad practices, especially in the Executive branch of government, and in their desire to understand the exact definition of “good governance”, how to gauge it and how to achieve it.

FINANCIAL ACCOUNTING IN THE PUBLIC SECTOR

This course looks at the differences between the accounting policies currently used in Brazil and those that Brazilian public institutions were previously used to and prepared to adopt. It analyses the Brazilian process of convergence between local standards and the IPSASs (International Public Sector Accounting Standards) and the implementation of the IPSASs by different Brazilian federative entities. The course looks at the accounting standards established by Law No. 4,320/64, those of the IPSASs (original), “advanced” aspects of the IPSASs (original) and those of the STN (National Treasury Department). It considers other legal aspects that might influence the choice of accounting policies, the cost-benefit ratio of accounting information and looks at how one can use accounting information to guide and legitimize public policies.

DESIGNING PUBLIC POLICIES BASED ON EVIDENCE

The public sector is faced with ever-increasing demands that need to be met by a limited budget. Hence, the need to apply resources to policies that do genuinely have an impact becomes ever more important. But, what are these policies? While there is no magic formula for providing quality education to all, line-free healthcare and safety and security throughout the Country, research does offer us the possibility to identify policy designs that are either promising or that have already failed. The use of such evidence in designing public policies is increasingly being adopted in countries such as the UK, the US and Chile, but is somewhat incipient here in Brazil.

INEQUALITY, POVERTY AND POLICY

This course looks at the different normative perspectives that deal with poverty and inequality, the political aspects of income distribution and the debate over the causes of poverty, analysing their implications in the design of public policies aimed at ending poverty altogether. In parallel to these significant points, the course also introduces the notions of impact assessment through randomized controlled interventions and quasi-experimental approaches. The hope is that students develop a basic understanding of the on-going debate over policies aimed at reducing poverty, that they understand the limitations of the different approaches and that they develop an interest in the idea of assessing the impact of public policies. The first classes will be more conceptual in nature, but most of the course will examine material that is eminently empirical.

POLITICAL ECONOMY IN LATIN AMERICA

The history of Latin America is marked by alternating periods of exuberance and economic crisis, which affect and are affected by domestic political decisions. This course looks at the interaction between

political and economic factors, both national and international in order to examine the trajectory of Latin American development. It uses relevant theoretical literature and case studies to analyse the origins and the impact of the development models adopted in the region, as well as to explain their temporal variation and intra-regional patterns. Students will study the way in which the Latin American democracies worked in the period between the end of the 2nd World War and the onset of the military coups that rocked almost the entire region. The focus will be on the relationship between economic performance and the kind of government regime in power. Students will also consider the reasons behind the emergence of repressive regimes during the 1960s and 1970s, and then analyse works focusing on the re-democratization processes and economic reforms experienced in much of South America during the 1980s and 1990s, establishing the winners and the losers of such reforms. The course will look at how the perspectives of democratic consolidation are affected by changes in the development strategy adopted by different countries. Students will analyse the conventional denominations of the post-neoliberal governments in the region and compare left-wing state sponsored strategies with market-based strategies.

ENTREPRENEURISM, INNOVATION AND SUSTAINABILITY

New technologies, new possibilities, new behaviour, new business models, different needs and new challenges. Conceptual and analytical tools: understanding complexity science theory and its implications to management; using the concept of public property as a reference of effectiveness in the public sector; seeking innovative solutions with creativity; effectively serving stakeholders; the innovation process and the government's role. Sustainability: the search for a balance between strength and weakness; cooperation and competition; diversity and standardization; preservation and destruction; industry and community; and inclusion and separation.

TEACHING STRATEGY

The evolution and relevance of administration studies. Education, teaching and learning. Education in Brazil. Planning and simulating the act of teaching.

STRUCTURE AND PROCESSES WITHIN PUBLIC ORGANIZATIONS

The different natures of public and non-profit organizations. The multiple organizational structures: definition, complexity, formalization and size. New organizational formats. The impacts of the structure on organizational life and setup. Organizational processes: designing and re-designing information flows.

IN-DEPTH CASE STUDY - EAC

Debate over definitions, resources and the potential of cases linked to teaching and learning in the public sector. Differences between case studies for academic research and applied teaching. Analysis of short and long cases. Case typology, methodology and uses. How to write case studies. Planning research and the project for putting together a case study. Notions of using cases and preparing teaching notes.

ETHICS AND CULTURE

This course is aimed at enabling students to critically assess ethical and cultural issues that may arise over the course of their professional lives and help them formulate work theories and assessment methods that are essential for them to be able to effectively carry out their managerial duties in the fields of ethics and organizational culture. The topics covered in the classroom include: the field of values; the conceptual field, conceptual mapping, prototypes and archetypes; the field of ethics; ethical filiation, ethical utilitarianism, the ethics of duty, ethical relativism, ethical pluralism, ethics and responsibility; the field of culture, the field of habitus and discourse, the actors and the system, technical culture, context and trends.

MANAGEMENT AND SOCIAL CONTROL

This course aims to identify and discuss the conceptual and practical references that define and characterize the processes of management and social control in Public Administration. Students will look at: Theses on the managerial structure within the Brazilian public sector; the historical elements that led to the emergence of the meaning(s) of social management; the theoretical fundamentals of social management; deliberative citizenship as a presupposition of social management and control; social control; State, civil society and the market as operational environments in social management and control; institutional structures and practices of deliberative citizenship; inter-institutional coordination as a synchronic tool for social management; participative planning as a dialogic tool for social management initiatives; research–action as a social management study method and; experiences in social management.

COLLABORATIVE GOVERNANCE

Modern-day governance and governance networks: definitions, types, formats, distinct characteristics, dynamic. Governance network modelling: initiation, implementation, consolidation, monitoring and assessment. Inter-organizational network management: strategy, structure, processes, people, technologies, financing, interaction management (animation). M&A and communication. Managing partnerships: role, models, tools, positions and requirements.

GOVERNANCE IN PUBLIC ORGANIZATIONS AND THE THIRD SECTOR

Differentiating between management and governance. The historical definition of the firm and the emergence of modern-day organizations. Ownership, management and control. Market, organizations and hierarchical structures. Contracting and the problems of agency. The origin of the problems of governance in organizations. Governance structures. The characteristics of governance within public sector organizations. The design of the State and the structures of governance. Questions of governance in Brazilian state-owned organizations. The role of the boards and committees. The third sector in Brazil. Governance in third sector organizations. The problem of participation and representation in governance. Developing systems and directives of governance. External and internal control systems. Theoretical models associated with governance.

GOVERNANCE FOR RESULTS

Modern-day governance and managing for results. Modern-day concepts used to manage for results. Constructing a strategy: staging different scenarios and

environmental analysis; stakeholders; defining goals, results and initiatives; performance indicators. Implementing the strategy: outcomes; contracting, structure alignments, processes, people, technology and budget. Monitoring and assessing the strategy: systematic M&A, dissemination and appropriation, learning, transparency, allocation of responsibility.

GOVERNMENT, STATE AND SOCIETY

Analysis of the formation of the nation-State and of the relations between Government and leading political actors. Characterization of the structure and operation of the system of political representation, as well as the dynamic of the power relations between different social actors. Formation of the National State: the problems of federalism. Institutional structure and the Representation of Interests: Presidentialism of coalitions, electoral system and political parties. Actors and Political Dynamic: Urban workers and Trade Unionism, Industrial Business Community and Class Associations, the Military, Bureaucracy, Farm Workers, Social Movements and NGOs.

ADMINISTRATION AND PUBLIC POLICIES I AND II LAB

This course will be divided into two sections: the first will focus on topics relating to public administration and governance, and the second will look at the process of public policies, within the Brazilian context. The Labs will seek to bring students in contact with organizations and public initiatives of an innovative nature. The first part of the course will focus on the presentation, debate and analysis of modern-day topics relating to public administration and governance. Students will be encouraged to study real-life cases of innovation, adopted at the three levels of government both in a Brazilian context, as well as in an international context. Strategies aimed at more flexible public management, management and assessment by results, modern-day control systems and other management innovations and public-private partnerships will be among the examples of topics up for debate. Existing cases involving the formulation, implementation, monitoring and assessment of public policies and programs will be debated and analysed during the second part of the course. The course will concentrate on the areas of social policies, technological innovation, public finance, security and citizenship, in line with the course syllabus.

RESEARCH METHODOLOGY

Sources of information for research into administration; Importance of scientific research; Purpose of research into administration; Human investigation and sciences; Purpose of research; Knowledge claims; Investigation strategies; Research project script; The process of writing; The traditional scientific model; Theories and paradigms; Quantitative v qualitative research; The nature of causality; Critical reasoning; Conceptualization and gauging; Operationalization; Reliability and validity; Generalization and triangulation; Scales of measurement; Building scales;

The temporal dimension of investigations; Dimensions; Quantitative methods in administration research; Designing a questionnaire; Surveys and interviews; Indices and scales; Non-obstructive investigation; Qualitative methods in administration research; Case studies; Ground theory and qualitative data analysis.

CASE STUDY METHOD

Presentation of the Case Study Method and Comparison with other methods of research. Typologies of Case Studies. Components of a Case Study. The methodological structure and tests associated with the Case Study Method. Validation of the Construction. Internal Validation. External Validation. Reliability. The stages of preparing Case Studies using scientific components.

QUANTITATIVE METHODS APPLIED TO DECISION- MAKING IN THE PUBLIC SECTOR

This course seeks to train the student to identify and apply the appropriate statistical tools needed to achieve the objectives of a scientific study. The course will stress the link between the question posed by the research project and the process of statistical modelling. The scope of the course will include statistical inference techniques, applied not only to quantitative variables but also to qualitative variables. In addition to learning about the theoretical development of techniques, students will also study practical applications, such as the use of statistical software (SPSS), electronic spreadsheets (Excel) and public databanks.

BUDGET IN THE PUBLIC SECTOR

The new parameters of budgeting and the functions of planning and control in the public sector will be discussed in this course. It will also look at: the multifaceted nature of the budget and the economic and political dimensions of budgetary choices; the budgetary cycle as a sequence of decisions made in an institutional and organizational context; the search for innovation and international experience; the budget and reduction in the random nature of organizational management; quality of spending and the attributes of the budgetary process and levers for transformation.

ORGANIZATIONS, DIVERSITY AND WORKPLACE RELATIONS

This course will include classes on: how the heterogeneity of the labour force impacts the environment and workplace relations; policies aimed at the diversity of gender, ethnicity, disability and sexual orientation; multiple identities and career management; new configurations in workplace relations; leadership and managerial development; pleasure and suffering in the workplace; the meaning and significance of work; pleasure and self-fulfilment in one's work; suffering at work; work, management and subjectivity; people management; workplace relations and organizational behavior.

PLANNING OF PUBLIC ORGANIZATIONS

Strategic Reflection: mission, values and alternative views; Strategic Reformulation Tools: strategic dialogue, environmental and organizational analyses, existing and alternative future scenarios, strategic goals, recognizing critical factors and redefining strategic pathways; Organizational Reconstruction: points of focus, methods and running a process of innovation. The practice of novelty: the development and management of new ideas. Skills in managing change; Performance Analysis: adding value (social and economic), quality and innovation in the work process; efficiency, efficacy and effectiveness indicators.

BRAZILIAN POLITICS: SOCIAL POLICY

This course will analyse the main progress made in Brazil's social protection aimed at the construction of a social democracy capable of ensuring the social rights of citizens in an effective way. We identify and analyse the main challenges faced in relation to universal coverage, the standards of benefits, decentralized and network-based administration, public-private partnerships, social funding and expenditure, and participation. The course will deal with policies that come within the scope of Social Security (healthcare, state pensions and welfare, depending on the question under study).

DEFENCE POLICIES AND MILITARY ORGANIZATIONS

This course offers an insight into the formulation, implementation and performance of defence policy, understood here as a government policy aimed at ensuring peace under acceptable terms using as its prime tool, the Armed Forces. The Armed Forces, their organization, resources, quality and effectiveness: the international experience and the Brazilian experience. Civilian-military relations and conducting defence policy. The institutional apparatus and the culture of national security. The factors that determine military doctrines. Sources of military innovation. Military effectiveness.

PUBLIC POLICIES

The goal of this course is to examine political processes from a comparative perspective in order to get a better understanding of government and of the challenges and solutions facing public policy. The course begins by looking at the micro-fundamentals of political and bureaucratic behaviour, the determinants behind public policies, and the current and imminent institutional and structural challenges that are transforming what the State does and the way in which it does it. The central organizational principle of the second part of the course is the political cycle – beginning with the definition of a political agenda and followed by the formulation, adoption, implementation, monitoring and reform of public policies. The course uses a mix of theory and empirical examples from different countries to clarify the public policies employed in different spheres. Key concepts in the political process include the role of the deliberation and formulation of policy, competition, coordination, cooperation and collective action, description, delegation, quantification and assessment, transition costs and informational asymmetries.

PUBLIC POLICIES AND POPULATION

This course seeks to provide students with the theories, techniques and information that can help them formulate and assess public policies from

the perspective of a new demographic paradigm, one with a reduced pace of population growth. It presents and encourages debate on demographic indicators that can help in the process of formulating and monitoring sector-based policies. Students are also introduced to Brazil's demographic dynamic, demographic indicators for public policies and an analysis of the demographic components of certain sector-based policies.

PUBLIC POLICIES, THE ENVIRONMENT AND SUSTAINABILITY

The course on Public Policies, Environment and Sustainability encourages students to critically debate sustainable development on a global and a local scale, in the public sector, in companies and in society, and to look at its limitations and its potential. The course deals with the evolution of environmental policies, beginning with the emergence of environmental problems caused by the industrial revolution, passing on to global issues, such as water shortages and climate change and ending with the UN Conferences on the environment. Students are presented with the basic concepts of the Environment Economy and its ties to the economic system, as well as the different management tools that are applied through environmental regulation. The course also covers the main environmental management policies used in Brazil and related to the so-called brown, green and blue agendas.

REGULATORY POLICIES

It is understood that institutions are intertemporal systems of rules and formal or informal procedures that restrict opportunistic behaviour or encourage political and economic actors to undertake cooperative initiatives. Thus, institutions establish the 'rules of the game' within societies. They reduce uncertainties by providing predictability and offering stability to social inter-relations and to the process of policy formulation. The process through which policies are discussed, approved and implemented has a significant impact on the quality of public policies, especially on the capacity of political actors to provide a stable environment, to change such policies when necessary, implement them and ensure they are effective. The processes of formulating and implementing policies are very complex, thanks in good part to the multiplicity of the actors involved, with the different levels of power they yield, distinct temporal horizons and incentives, the variety of scenarios in which they operate and the great diversity of rules that govern their behavior.

PUBLIC ADMINISTRATION NETWORKS

From the Bureaucratic State to the New Public Governance: reforms and transformations. Participatory democracy and contractual relations. Partnerships with the private sector: Public-Private Partnerships and Concessions. The model of the independent regulatory agency. Partnerships with the third sector. Social Organizations and *OCSCIPS* (Civil Society Organizations of Public Interest). Analysis of sectoral experiences and case studies. Crisis management in the public sector. Networks as tools for managing complex crises.

THE BRAZILIAN POLITICAL SYSTEM: INSTITUTIONS AND PUBLIC POLICIES

The first works that highlighted the place of public administration as a distinct field of knowledge launched, at the same time, a debate over its legitimacy. Is this in fact a space that differs from that of other fields of knowledge that contribute to the analysis of the highly complex State-Government-Society relationship, such as political science, sociology and private administration?

This course seeks to develop a critical understanding of the trajectory of Public Administration as a distinct theoretical and practical space, highlighting, alongside leading theoretical landmarks and debates, its impact on reforms in the public sector that have taken place in recent decades. What is public administration? What are the prime issues that govern the most important theoretical debates in this area? How have the theoretical landmarks developed within the scope of the subject influenced the main reforms that have been brought in within the public sector? - these are some of the questions that will be discussed during the course program.

THEORY OF PUBLIC ADMINISTRATION

Public Administration: outlining a new field of knowledge/practice. Organizational theories and public administration theories. Themes and debates in the field: policy and administration/bureaucracy, efficiency and democracy/public policies and policy analysis/ public administration compared/normativism/managerialism. Theories on public administration and administrative reforms. Dilemmas of modern-day Public Administration: Public-Private relations from the perspective of governance. New forms of provision and management of public services: direct or delegated provision: decentralization, privatization, Publicization deregulation and outsourcing. Social Organizations, OSCIPs, OMPS, autonomous social services. Management contracts. PPPs. Executive agencies. Regulatory agencies. Regulation. New frontiers and legitimacy in public administration.
