



The  
University  
of Sydney



# Graduate Diploma in Public Administration

## Graduate School of Government



Graduate School of Government (GSG) at the University of Sydney offers a premier learning environment for current and future leaders in public administration in the region. GSG not only has strong academic credentials but is highly regarded by Australian and international governments.

Currently 70 students are funded annually by the New South Wales Government to undertake GSG's Graduate Diploma in Public Administration (GDPAdmin) and the ANZSOG Executive Master of Public Administration at the University of Sydney. Five of these places will now be offered to the NGO sector. The NSW Government also sponsors the ANZSOG (NSW) Director position at the University of Sydney. The Australian Government also funds students through AusAID to undertake postgraduate coursework and research at GSG. In recent years there have been participants from China, India, Malaysia, Philippines, Rwanda, South Africa, Uganda, Vietnam and Zambia.

### Equipping students as future leaders

GSG degrees are tailored and personalised - relevant to all senior public sector and NGO employees – giving administrators the knowledge and skill enhancement that allows them to respond proactively and strategically to public, economic and social needs.

Core teaching focuses on policy development, leadership, strategic administration and public sector finance. Courses are delivered employing executive style interactive teaching methods including workshops, panel discussions with expert practitioners, case studies and significant student participation. The work experience entry requirement ensures each student

is bringing valuable knowledge and experience to the classroom.

GSG builds on its strong academic program with practical skill development through its Leadership Development Assessment, Work Based Project and Mentoring program.

### Research at GSG

Associate Professor Joanne Kelly has worked with both Australian and international organisations and governments in reviewing and examining areas of government expenditure. Recent work has included a five-country study for the International Monetary Fund. In collaboration with the Victorian Department of Premier and Cabinet and the University of Victoria, NZ, A/Prof Kelly is also working on 'Shaping the Centre' and was awarded a \$100,000 research grant by ANZSOG to study the changing ways governments pursue strategic objectives and shape policy, their environment and 'whole of government' actions.

Dr Gaby Ramia has research interests across policy issues at the international, cross-national comparative and Australian levels. He recently completed a collaborative study on social security in China and is currently completing a project with colleagues at Melbourne and Monash Universities on the global education market and the social and economic security of international students. Both studies were funded by Australian Research Council, the latter a Linkage project with the Shanghai Bureau of Labour and Social Security.





## Graduate Diploma in Public Administration

The Graduate Diploma in Public Administration (GDPAdmin) is offered by GSG in the Faculty of Economics and Business. Students are required to successfully complete six units of study (subjects) usually in one year full-time or two years part-time.

The four core units include Policy in Practice: Delivering Public Value, Public Sector Leadership, Strategic Administration and Managing Public Expenditure. Students also complete one elective, offered from various faculties across the university and complete their studies with the Work Based Project.

### Policy in Practice: Delivering Public Value (GSOG6001)

Government is increasingly understood as a generator of public value, and effective policy is the central mechanism through which public value is delivered. This unit examines the design, implementation and evaluation of policy drawing on national, regional and international jurisdictions. Reflecting the varying roles of the public sector (eg: regulator, service provider, law maker etc) policy is approached not as an abstract ideal but as a practice that occurs within specific institutional, historical, political and economic contexts. Focusing on practitioner perspectives, the unit explores relevant theoretical and analytical frameworks. Through specifically tailored case studies it explores issue-identification and framing, consultation, decision-making, implementation and evaluation. National and international policy transfer, the impact of globalisation and the challenges of the information explosion will be considered.

### Public Sector Leadership (GSOG6002)

Leadership is made by followers and leaders together. It is a story that resolves these questions. What is a leader? What is the difference between leaders and managers? Are leaders made or born? What kinds of leaders are there? Who follows leaders and why? Is democratic leadership different from other kinds? How is public sector leadership different from leadership in business or community organisations? Is it different across different cultures and in different socio-political environments? Do men and women lead in the same way? In this unit, we will review and evaluate theories of leadership. Emphasis will be on the application of theories to evidence, including participants' experiences and perceptions of leadership in different contexts. The theme of leaders as decision makers, facilitators and change agents will be explored including real world examples of what, how and when to decide. Similarly, the themes of ethical practice in managing and leading people and shaping organisational culture are explored.

### Strategic Administration (GSOG6003)

Designed for advanced practitioners, the unit explores six key strategic themes in public administration. First, relevant frameworks around the macro-governance of public sectors are reviewed to gain a better understanding of legislative, regulatory and political settings. Case studies illustrate techniques and skills in managing and facilitating policy and service delivery outcomes within these frameworks. Different models and techniques to negotiate agency, cross-agency and centre of government consultation and decision processes are explored. Second, various theoretical and applied frameworks concerning ethics and policy, personal and corporate responsibility and relationships with Ministers, Governments and the

political process are examined. Third, the notion of the "Contract State" is reviewed, particularly in the context of the design and execution of complex private sector contracts. Fourth, the nature and culture of organisations particularly workforce and workplace management change is examined. Fifth, the course builds an understanding of the impact of globalisation, international business and trans-national contracting. Students will consider the response of public sectors to terrorism and crisis. Finally, theories and practical examples of adjusting to, understanding and anticipating social, political and economic change are reviewed.

### Managing Public Expenditure (GSOG6004)

Examines contemporary budgeting and financial management practices in Australia and selected comparative jurisdictions, as a continuing site of political, bureaucratic, and executive and legislative conflict. In particular, it is framed around the continuing quest to increase the 'rationality' of resource allocation. The unit traces the shift from traditional cash-based financial management to the rise of accrual-based performance budgeting, and examines issues such as the nature of 'budgeting control', the place of non-financial performance information in resource allocation, the consequences of accounting reforms for public accountability, the contested orthodoxy of applying "market discipline" in budget-dependent government services, the changing role of central budget agencies, and the influence of the accounting profession, corporate interests and international organisations on the reform agenda. At a practical level the unit provides insight into budget preparation and management techniques. These include strategies and issues around capital works procurement, asset and facilities management and management of risk. The role and application of pricing policy and strategies are also addressed with case studies.

# Skill Development

## Work Based Project (GSOG6005)

The Work Based Project is a capstone unit of study of the Graduate Diploma in Public Administration. It requires participants to examine a 'real-world' problem in public administration by applying skills and knowledge developed in previous units of study. Students will design and implement an applied research project which provides solutions to a current challenge of public administration.

A project is produced in written report format with appropriate supporting material and documentation to aid implementation or progression to approval, for example, draft cabinet minute, ministerial briefing note, internal or external discussion paper. The project content and report should involve and demonstrate some primary research, the development of proposals based on independent research into secondary sources and an in-depth examination and analysis of the project theme and related issues. The project must demonstrate the application of theory and practice in respect of policy development and the assessment of resource impacts of recommendations or proposed actions. The project report must also demonstrate the use of processes and techniques which engage others in consultation and feedback during the evolution of the report and the project.

## Mentoring Program

Mentors provide general career and development advice, advice on the student's Internship Program and can be a sounding board on course assignments. Students meet with their mentors 6 to 8 times a year for the duration of the course.

The mentor matching process considers the relevant skills of both student and mentor, development issues identified by the sponsor (employer) or the LDA process and any explicit preference by the students as to the skills or experience from which they would benefit.

Students meet their mentors at a special evening function hosted by GSG at the beginning of the course. This provides one of many opportunities for students to network with fellow students and mentors who include past and present high profile public administrators, politicians, members of the judiciary and private sector.

## Leadership Development Assessment (LDA)

The aim of the LDA is to give students the best possible information to improve their performance and achieve development goals.

Process

1. student and colleagues complete 360° survey;
2. a report of the survey is distributed to student and GSG advisors;
3. student meets with GSG advisors to discuss their report, commence personal development plan, discuss development strategies and propose wish list for mentor;
4. student communicates outcomes with workplace supervisor/sponsor (if desired);
5. personal development plan and strategies are developed over the course of the degree program with their mentor;
6. LDA administered again at end of degree program providing an opportunity for the student to identify and clarify issues from the two LDA reports upon which they wish to focus and plan their future career and development needs.

The first assessment report outlines the student's perceived strengths and weaknesses. The LDA process over the duration of the degree, with the academic units of study and the mentoring program, gives students the opportunity to enhance their strengths and mitigate weaknesses.

Students are encouraged to use the LDA process as a basis for a personal development plan.

The LDA is administered by the Workplace Research Centre (WRC) in the Faculty of Economics and Business, University of Sydney.

## Admission Requirements

An applicant for admission to the Graduate Diploma of Public Administration shall have met the following requirements:

- completed a Bachelor's Degree or equivalent at a standard acceptable to the School; and
- at least three years experience in a senior public sector position; and
- an IELTS score of 6.5 with a minimum in each band of at least 6.0 (for applicants whose matriculating secondary, post-secondary or tertiary qualification

was not conducted and examined entirely in English). OR

- completed requirements of the Graduate Certificate in Public Administration.

Candidates without a completed Bachelor's Degree may apply for the Graduate Certificate in Public Administration (GCPAdmin). Upon completion of the GCPAdmin students may upgrade to the GDPAdmin.

## Tuition Fees

The Department of Premier and Cabinet sponsors students throughout the NSW Public Sector to undertake the GDPAdmin. Please contact Leanne Howie, Executive Officer GSG, for further information.

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## Master of Public Administration

Students who have completed the Graduate Diploma may be eligible for further study in the Master of Public Administration (MPAdmin) which requires the completion of an additional two electives.

Tuition fees are not covered by the NSW Government and each student will be liable for the fees of the additional two units of study. Students can also apply through their agency to cover the cost of tuition.

GSG encourages students to complete the Research Project (GSOG6007) as an opportunity to explore interests in public policy and public administration. An additional elective is then chosen from the list on the following page.

## Research Project (GSOG6007)

The Research Project consists of a research essay under the guidance of an academic supervisor. Students apply to research a specific area of interest in public administration for their Research Project.

The Research Project provides a formal opportunity for some Masters level students to complete a research project under the proposed joint NSW Government and GSG research and policy agenda.

# Elective Units of Study

Students select one elective unit as part of the GDPAdmin. Those considering on upgrading to the MPAdmin may wish to consider choosing an elective unit towards an area of specialisation. Units of study outside of this list may be taken with the approval of the Director, GSG.

## Accounting

- ACCT5001 Accounting Principles
- ACCT6118 Public Sector Accounting
- ACCT6119 Public Sector Accounts & Accountability

## Business and Marketing

- IBUS6002 Cross-Cultural Management
- INFS6001 BIS Management
- INFS5000 Business Information Systems
- CLAW5001 Legal Environment of Business
- MKTG6005 Marketing Communications
- MKTG5001 Marketing Principles
- MKTG6003 Marketing Strategy

## Development Studies

- LAWS6812 Comparative Family Law and Society
- SSCP6900 Critical Perspectives on Development A
- SSCP6901 Critical Perspectives on Development B
- GOVT6125 Politics of the World Economy

## Economics

- ECOP6030 Debates in Political Economy
- ECOP6016 Global Employment and Migration
- ECON5002 Macroeconomic Theory
- ECON5001 Microeconomic Theory
- ECOP6103 Strategic Debates on Economic Change
- ECOP6006 Theories of Social Formations

## Education

- EDPK5015 Evidence Based Policy
- EDPA5001 Organisational Theory, Management and Administration
- EDPA6016 Organisations as Learning Communities
- EDPA6018 Social Policy Process

## Health Sciences/Public Health

- PUBH5114 Alcohol and Drug Use and Health\*
- HPOL5003 Analysing Health Policy
- HPOL5007 Global Health Policy
- PUBH5302 Health Economic Evaluation\*
- HPOL5000 History and Practice of Health Policy
- AHCD5052 Indigenous Community Health
- LAWS6848 New Directions in Public Health Law and Policy
- PUBH5017 Public Health Program Evaluation
- AHCD5053 Social Justice and Indigenous Health
- HPOL5001 Understanding Health Systems: Planning and Financing
- PUBH5416 Vaccines and Public Health\*

## Information Technologies

- INFS6001 BIS Management
- INFS5000 Business Information Systems
- IINFO5991 IT Professional Services

- INFO6007 IT Project Management
- INFO5990 Professional Practice in IT
- INFO5992 Understanding IT Innovation

## International Security

- CISS6003 Business and Security
- CISS6004 Disease and Security
- CISS6005 Ethics, Law and War
- LAWS6161 International Human Rights
- GOVT6119 International Security
- CISS6001 New Security Challenges
- CISS6008 Population and Security
- CISS6002 Strategy & Security in the Asia Pacific
- CISS6007 Terrorism in the Asia-Pacific Region

## Law

- LAWS6011 Administrative Law
- LAWS6812 Comparative Family Law and Society
- LAWS6899 Corporate Environmental Responsibility
- LAWS6044 Environmental Law and Policy
- LAWS6045 Environmental Planning Law
- LAWS6161 International Human Rights
- LAWS6167 International Law and Australian Institutions
- LAWS6112 Law of Tax Administration
- CLAW5001 Legal Environment of Business
- LAWS6848 New Directions in Public Health Law and Policy
- LAWS6926 The Business of Tax Administration
- LAWS6243 Public International Law
- LAWS6856 Terrorism/Counterterrorism Policy and Law

## Media and Communication

- ENGL6946 Communication in Professional Contexts
- MECO6901 Dealing with the Media
- ENGL6912 Issues in Mass Communications
- GOVT6115 Media and International Politics
- GOVT6336 Media Politics
- MECO6912 Political Public Relations
- MECO6913 Public Opinion, Policy and the Public Sphere

## Organisational Studies

- WORK6017 Human Resource Strategies
- WORK5002 Introduction to HRM
- WORK5003 Management and Organisations
- WORK6111 Management Consulting
- WORK6001 Organisational Analysis
- WORK6030 Performance and Rewards

## Project Management

- PMGT6869 Advanced Knowledge in Project Management
- PMGT5885 Event Management
- PMGT5875 ICT & Innovation Project Management
- INFO6007 IT Project Management
- PMGT5877 Management of Project Oriented Organisations
- PMGT6870 Master Knowledge in Project Management
- PMGT5873 Project Finance & Economics
- PMGT5871 Project Process Planning and Control

## Public Policy

- GOVT6103 Australia in Diplomacy, Defence & Trade
- GOVT5001 Business, Government and Society
- GOVT6157 Corporate Citizenship

- GOVT6318 Crises, Disasters and Public Management
- GOVT6135 Global Environmental Politics
- GOVT6123 Globalisation and National Governance
- GOVT6156 Governance and Civil Society
- GOVT6319 Governance and Public Policy Making
- GOVT6301 Government and Business Ethics
- GOVT6116 International Organisations
- GOVT6117 International Politics of Human Rights
- GOVT6331 International Public Management
- GOVT6119 International Security
- GOVT6312 Issues Management
- GOVT6320 Strategic Management and Public Affairs

## Transport and Logistics Studies

- TPTM6155 Logistics and Supply Chain Management
- TPTM6240 Public Transport Policy and Planning
- TPTM6470 Sustainable Transport & Logistics Systems Policy & Law
- TPTM6450 Transport Policy

## Research

In any area of specialisation students can also take the following research units of study:

- GOVT6139 Research Design
- GSOG6007 Research Project
- SCWK6902 Social Research

\* These units of study do not constitute a full load. Supplementary electives will need to be taken to meet the total credit point requirement of 36 (GDPAdmin). Permission is required from Director, GSG, for any of these units.

# Contact

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