INTERNATIONAL UNIVERSITY OF JAPAN
Public Management and Policy Analysis Program
Graduate School of International Relations

Advanced Public Management (PHDC330)
Fall 2017

Classroom: C-207
Date/Time: Thursday 14:40-17:50
http://www.sonsoo.org/management/advanced

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This Advanced Public Management is a required course for doctoral students in the public management cluster. If a student has not studied public management (public administration or public affairs), public policy, or equivalent in undergraduate and master programs, try to sit in DCC 5330 Public Management taught by Professor Yongjin Chang this term.

EVALUATION AND GRADING

Your performance in this course will be evaluated by:

- Midterm exam (10%): Week 5 memo
- Final exam (15%)
- Weekly memo (45%)
- Research proposal (20%)
- Participation/discussion (10%): Each student is asked to present one chapter (Taylor, Gulick, Simon, Lindblom, or Waldo) of Fry and Raadschelders (2014).

The final grade will be “Pass” if the overall average score is greater than or equal to 60 out of 100 and “Not pass” otherwise. A student may not pass this course if he/she is absent (or late longer than 1 hour) in three or more weeks.

MEMO AND RESEARCH PROPOSAL

You are expected to have read all required materials before class and have gotten ready for class discussion. You must submit weekly memos (no memo in the first week) at the start of each class. This memo highlights main themes of the readings of the week and students’ opinions. You need to identify core issues in public management and have concrete understanding of key concepts and models including their strength and weakness. Do not simply summarize readings and get below 50 points. The instructor will provide questions, if needed, so that students get some clues or hints. Use the weekly memo template file and do not exceed 3 pages (about 1,500 words will be reasonable). Try to write academic English and minimize grammatical errors and awkward expressions.

You are also asked to submit a research proposal that includes introduction, literature review, background, and data and method sections without actual data collection and analysis. First, choose a proper public management topic (an economic topic or generic managerial one is not acceptable). Take “publicness” seriously. Second, you need to highlight a specific public problem, its significance, managerial aspect of the problem that you want to focus, research
question to be answered, and scope of the research (location, institution, time frame etc.) in the introduction. Third, the background section provides basic knowledge of the public problem. The literature review section reviews journal papers, books, or book chapters (at least 5) that are closely related to your research question. You need to discuss strength and weakness of each study and highlight your point (your approach to the research question). Finally, you are expected to briefly describe necessary data, strategies to collect them, and methods to analyze data. Do not explain the method itself in detail. You don’t need to collect and analyze data. Do not forget to add the References section at the end of the paper. Use the memo template and do not exceed 10 pages (excluding references).

CLASS POLICY

All students should complete their own work and be evaluated based upon that work. Students should avoid academic dishonesty and misconduct including plagiarism, fabrication (falsification), and cheating (collaboration). The penalty for violation ranges from sanctions of 0 score for the weekly memo, exam, proposal and up to immediate “Not Pass” for final grade. All aspects of IUJ’ student code of conduct apply to this class. It is students’ responsibility to be aware IUJ’s policy on academic misconduct including sexual harassments. If you need clarification regarding this issue, contact the instructor or OAA (ofcgsir@iuji.ac.jp) immediately.

WEEKLY SCHEDULE

This schedule is tentative and subject to change. Required readings are listed after “Required:” in each week. Supplementary readings provide students with directions to their further research. This class requires following three books that are often used.


1st Week: Introduction to Public Management (10/05)

Public management is an applied science that studies how efficiently and effectively public organizations can provide public services (public goods) to citizens under political, legal, social, cultural, and other external environments. Public management is problem-solving and prescriptive in nature; public managers identify public problems, make plans and strategy to solve the problems, and mobilize resources from public and private organizations; and then direct and coordinate problem-solving activities.

Required:
- Rainey (2014) Chapter 2; Henry (1975)
- Barnard (1968) Chapter 1; Simon, Thompson, and Smithburg (1991) Chapter 1

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2nd Week: Public versus Private Management (10/12)

Public management implies that public organizations differ from private organizations in some ways. Despite similarities between two types of organizations, many public
administration scholars and practitioners have reported distinctive features of public organizations that become one of the building blocks of public management.

**Required:**
- Rainey (2014) Chapter 3
- Wilson (1887); Levine (1988) Chapter 2 (pp. 29-40)
- Perry & Rainey (1988); Rainey & Bozeman (2000)


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### 3rd Week: Democracy and Environment (10/19)

Public organizations encounter a variety of external environments including political, legal, social, economic, cultural, religious, and technological environments, which impose value criteria and constraints on them. Public organizations should keep a balance between competence values and democratic and social values.

**Required:**

- Rainey (2014) Chapter 4 and Chapter 5 (pp.109-132 only)
- Barnard (1968) Chapter 2-5 (pp. 8-61)
- Rosenbloom (2013); Moe and Gilmour (1995)
- Mosher (1982) Chapter 1


**4th Week: Structure and Bureaucracy (10/26)**

Bureaucracy is a core structure of formal organizations in which most organizational activities are organized in accordance with division of labors. Weber’s ideal type bureaucracy is a construct that is designed to maximize rationality and efficiency. His ideal type has long been used as a reference or touchstone for comparing its characteristics (e.g., hierarchy and impersonality) with those of individual organizations.

**Required:**
- Rainey (2014) Chapter 8 (pp. 208-242 only)
- Barnard (1968) Chapter 6-8 (pp. 65-113)
- Levine (1988) Chapter 1 (pp. 6-29)
- Simon et al. (1991) Chapter 6 (pp.130-149)


**5th Week: Communications and Conflict Management (11/02)**

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In response to division of labor, public organizations employ various communication channels and information technologies to manage information within and between organizations. Individual public employees need to work together in a group (team) and minimize conflicts among them to produce better performance.

**Required:**
- Rainey (2014) Chapter 12 (pp. 382-405)
- Simon et al. (1991) Chapter 10 (pp. 218-243)
- Agranoff and McGuire (2001)


**Required:**
- Pondy (1967, 1992)
- Fisher et al. (2011) Chapter 1-3 (pp. 3-57).

Conflicts are common and inevitable in organizations. Not all conflicts are destructive; some conflicts are even essential for survival. A conflict has its own story called “conflict episode.” Public managers have to manage, as opposed to eliminate, conflicts to make them constructive.

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* Midterm exam

6th Week: Public Service Motivation (11/09)

Public organizations should encourage employees to work successfully by analyzing their needs/expectations carefully and then providing constructive incentive systems and favorable work environments. The public service motivation provides an informative framework for recruitment, promotion, education, and training of government employees.

Required:
- Rainey (2014) Chapter 10
- Perry & Wise (1990) or Perry, Hondeghem, and Wise (2010)
- Perry (1996, 2000); Kim et al. (2013)

Christensen, Robert K., and Bradley E. Wright. 2011. The Effects of Public Service Motivation on Job Choice Decisions: Disentangling the Contributions of Person-


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**7th Week: Leadership and Authority (11/16)**

Public managers play a key leadership role in government. They should have not only expert knowledge but also sagacious visions and professional skills to communicate with government employees, citizens, and politicians so that all necessary resources for public services are fully mobilized in an effective manner.

**Required:**
- Rainey (2014) Chapter 11 (pp. 335-374)
- Barnard (1968) Chapter 11-12 (pp. 139-184)
- Van Wart (2013); Moynihan et al. (2012)
- Landau and Stout (1979)
- Simon et al. (1991) Chapter 8-9 (pp. 180-217)


8th Week: Performance Management (11/23)

Management of government performance has been a fashionable research agenda particularly in conjunction with administrative reform. It is valuable but not easy, especially in the public sector, to measure the extent that a public organization achieves its goals. Performance management needs understanding and cooperation of employees in additional to development of reliable measures.

**Required:**
- Rainey (2014) Chapter 6 (pp. 147-169) and Chapter 14 (pp. 469-477)
- Boyne, Meier, O’Tools (2006) Chapter 1 (pp. 1-13)
- Pidd (2012) Chapter 1 and 2 (pp. 3-53)
- Moynihan (2008) Chapter 10 (pp. 189-209)
- Heinrich & Marschke (2010)


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9th Week: Administrative Reform (11/30)

Government and its employees are often blamed for being inefficient, ineffective, wasteful, and slothful. This anti-government sentiment has driven administrative reform in the globe. Despite its rosy promises, reinvention of government is never panacea but calls for careful investigation, preparation, and incremental and democratic approaches.

Required:

- Rainey (2014) Chapter 13 (skip pp. 425-433) and Chapter 14
- Osborne and Gaebler (1992) Chapter 1 (pp. 1-24)
- Neshkova and Kostadinova (2012)
- Walker et al. (2011)
- Lindblom (1957) or (1979)


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10th Week: Privatization and Collaboration (12/07)

Privatization (deregulation) in three decades ago and new public governance nowadays recognized the important role of the private sector even in managing public organizations and thus drew vast attention of academia and practice. Despite their rhetoric, it is important to understand the potential and limitations of these movements; privatization is not a panacea.

Required:
- Rainey (2014) Chapter 14 (pp. 477-486)
- Levine (1988) Chapter 15 (pp. 223-237)
- Savas (2000) Chapter 5 (pp. 111-146) or Pack (1987)
- Donahue (1989) Chapter 5 (pp. 79-98) and 10 (pp.215-223)


* Final exam

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