

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

Advanced Public Management (PHDC330)
Fall 2017

Classroom: C-207	Instructor: Hun Myoung Park
Date/Time: Thursday 14:40-17:50	Office: 311, 779-1464
http://www.sonsoo.org/management/advanced	E-mail: kucc625 at iuj.ac.jp

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@iuj.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.

- Barnard, Chester I. 1968. *The Functions of the Executive*. Cambridge: Harvard University Press.
- Levine, Herbert M., ed. 1988. *Public Administration Debated*. Englewood Cliffs, NJ: Prentice Hall.
- Rainey, Hal. 2014. *Understanding and Managing Public Organizations*, 5th ed. Jossey-Bass.

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
- Behn (1995); Perry and Kraemer (1983) Preface and Introduction

- Behn, Robert D. 1995. The Big Questions of Public Management. *Public Administration Review* 55(4): 313-324.
- Bozeman, Barry. 1993. Introduction: Two Concepts of Public Management. In *Public Management*, edited by Barry Bozeman, 1-5. San Francisco: Jossey-Bass.
- Dahl, Robert A. 1947. The Science of Public Administration: Three Problems. *Public Administration Review* 7(1): 1-11.
- Denhardt, Robert B. 1990. Public Administration Theory: The State of the Discipline. In *Public Administration: The State of the Discipline*, edited by Naomi Lynn and Aaron Wildavsky, 43-72. Chatham, NJ: Chatham House Publishers.
- Henry, Nicholas. 1975. Paradigms of Public Administration. *Public Administration Review* 35(4): 378-386; Henry, Nicholas. 2010. *Public Administration and Public Affairs*, 11th ed. New York: Longman. Chapter 2.
- Kettl, Donald F. 2000. Public Administration at the Millennium: The State of the Field. *Journal of Public Administration Research and Theory* 10(1): 7-34.
- Lynn, Laurence E., Jr. 1987. Public Management: What Do We Know? What Should We Know? And How Will We Know It? *Journal of Policy Analysis and Management* 7(1): 178-187.
- Lynn, Laurence E., Jr. 1994. Public Management Research: The Triumph of Art over Science. *Journal of Policy Analysis and Management* 13(spring): 231-259.
- Lynn, Laurence E., Jr. 1996. *Public Management As Art, Science, and Profession*. Chatham, NJ: Chatham House Publishers.
- Lynn, Laurence E., Jr. 2001. The Myth of the Bureaucratic Paradigm: What Traditional Public Administration Really Stood For. *Public Administration Review* 61(2): 144-160.
- Perry, James L. and Kenneth L. Kraemer. 1983. The Roots of Public Management. In *Public Management: Public and Private Perspectives*, edited by James L. Perry and Kenneth L. Kraemer, ix-xii (Preface), 1-5. Palo Alto, CA: Mayfield Publishing.
- Perry, James L. 1993. Public Management Theory: What Is It? What Should It Be? In *Public Management*, edited by Barry Bozeman, 16-18. San Francisco: Jossey-Bass.
- Savas, Emanuel S. 2000. *Privatization and Public-Private Partnerships*. New York: Seven Bridges Press. Chapter 3.
- Simon, Herbert A. 1947. A Comment on 'The Science of Public Administration'. *Public Administration Review* 7(1): 200-203.
- Simon, Herbert A. 1997. *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations*, 4th ed. New York: The Free Press.
- Simon, Herbert A., Victor A. Thompson and Donald W. Smithburg. 1991. *Public Administration*. New Brunswick, NJ: Transaction Publishers.
- Stillman, Richard J., II. 1973. Woodrow Wilson and the Study of Administration: A New Look at an Old Essay. *American Political Science Review* 67(2): 582-588.
- Wildavsky, Aaron. 1990. Introduction: Administration Without Hierarchy? Bureaucracy Without Authority? In *Public Administration: The State of the Discipline*, edited by Lynn, Naomi B., and Aaron Wildavsky, xiii-xix. Chatham, NJ: Chatham House Publishers.

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)

- Allison, Graham T., Jr. 1983. Public and Private Management: Are They Fundamentally alike in all Unimportant Respects? In *Public Management: Public and Private Perspectives*, edited by James L. Perry and Kenneth L. Kraemer, 72-92. Palo Alto, CA: Mayfield.
- Boyne, George A. 2002. Public and Private Management: What's the Difference? *Journal of Management Studies* 39(1): 97-122.
- Bozeman, Barry. 2007. *Public Values and Public Interest: Counterbalancing Economic Individualism*. Washington DC: Georgetown University Press.
- Bozeman, Barry, and Stuart Bretschneider. 1994. The 'Publicness Puzzle' in Organization Theory: A Test of Alternative Explanations of Differences Between Public and Private Organizations. *Journal of Public Administration Research and Theory* 4: 197-223.
- Dewey, John. 1927. *The Public and Its Problems*. New York: Henry Holt and Company.
- Goodsell, Charles T. 2015. *The New Case for Bureaucracy*. Washington, DC: CQ Press.
- Knott, Jack. 1993. Comparing Public and Private Management: Cooperative Effort and Principal-Agent Relationships. *Journal of Public Administration Research and Theory*, 3 (January): 93-119.
- Mareschal, Patrice M., and Joel P. Rudin. 2011. E-Government versus E-Business: A Comparison of Online Recruitment in the Public and Private Sectors. *The American Review of Public Administration* 41 (4): 453-467.
- Meier, Kenneth J., and Laurence J. O'Toole. 2012. Comparing Public and Private Management: Theoretical Expectations. *Journal of Public Administration Research & Theory* 22: 623-624.
- Mintzberg, Henry. 1996. Managing Government, Governing Management. *Harvard Business Review* 74: 75-83.
- Murray, Michael A. 1975. Comparing Public and Private Management: An Exploratory Essay. *Public Administration Review* 35(4)(July/August): 364-371
- Musolf, Lloyd and Harold Seidman. 1980. The Blurred Boundaries of Public Administration. *Public Administration Review* 40 (March/April): 124-130.
- Park, Hun Myoung, and James L. Perry. 2013. The Transformation of Governance: Who Are the New Public Servants and What Difference Does It Make for Democratic Governance? *American Review of Public Administration* 43(1): 26-49.
- Perry, James L. and Hal G. Rainey. 1988. The Public-Private Distinction in Organization Theory: A Critique and Research Strategy. *Academy of Management Review* 13 (April): 182-201.
- Rainey, Hal G. 1983. Public Agencies and Private Firms: Incentive Structures, Goals, and Individual Roles. *Administration and Society* 15(2): 207-242.
- Rainey, Hal G. and Barry Bozeman. 2000. Comparing Public and Private Organizations: Empirical Research and the Power of the A Priori. *Journal of Public Administration Research and Theory* 10(2)(April): 447-469.
- Rainey, Hal G., Robert Backoff, and Charles H. Levine. 1976. Comparing Public and Private Organizations. *Public Administration Review* 36 (March/April): 233-244.

- Scott, Patrick G. and Santa Falcone. 1998. Comparing Public and Private Organizations: An Exploratory Analysis of Three Frameworks. *American Review of Public Administration* 28(2): 126-145.
- Stark, Andrew. 2011. The Distinction Between Public, Nonprofit, and For-Profit: Revisiting the “Core Legal” Approach. *Journal of Public Administration Research & Theory* 21 (1): 3-26.
- Weimer, David L., and Aidan R. Vining. 2010. *Policy Analysis: Concepts and Practices*. 5th ed. Boston, MA: Longman. Chapter 5 (pp.72-97).
- Weisbroad, Burton W. 1997. The Future of the Nonprofit Sector: Its Entwining with Private Enterprise and Government. *Journal of Policy Analysis and Management* 16(4): 541-555.
- Wilson, Woodrow. 1887. The Study of Administration. *Political Science Quarterly* 2: 197-222.
- Yates, Douglas, Jr. 1991. Management in Public and Private Organizations: Similarities and Differences. In *Public Management: The Essential Readings*, edited by J. Steven Ott, Albert C. Hyde, and Jay M. Shafritz, 39-58. Chicago, IL: Nelson-Hall.

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

- Bellone, Carl J., and George Frederick Goerl. 1992. Reconciling Public Entrepreneurship and Democracy. *Public Administration Review* 52(2): 130-134.
- Finer, Herman. 2010. Administrative Responsibility in Democratic Government. In *Public Administration: Concepts and Cases*, 9th ed., edited by Richard J. Stillman II, 447-452. Boston, MA: Wadsworth.
- Furlong, Scott R. 1998. Political Influence on the Bureaucracy: The Bureaucracy Speaks. *Journal of Public Administration Research and Theory* 8(1): 39-65.
- Golden, Melissa Martino. 1998. Interest Groups in the Rule Making Process: Who Participates? Whose Voice Gets Heard? *Journal of Public Administration Research and Theory* 8(2): 245-270.
- Kim, Doo-Rae. 2008. Political Control and Bureaucratic Autonomy Revisited: A Multi-institutional Analysis of OSHA Enforcement. *Journal of Public Administration Research and Theory* 18(1): 33-55.
- Kirlin, John J. 1996. The Big Questions of Public Administration in a Democracy. *Public Administration Review* 56(5): 416-423.
- Lasswell, Harold D. 1948. *Power and Personality*. New York: Norton and Company.
- Long, Norton E. 1949. Power and Administration. *Public Administration Review* 9(4): 257-264.

- Moe, Ronald C., and Robert S. Gilmour. 1995. Rediscovering Principles of Public Administration: The Neglected Foundation of Public Law, *Public Administration Review* 55(2): 135-146.
- Mosher, Frederick C. 1982. *Democracy and the Public Service*. New York: Oxford University Press.
- O'Leary, Rosemary, and Charles Wise. 1991. Public Managers, Judges, and Legislators: Redefining the 'New Partnership'. *Public Administration Review* 31(4): 316-327.
- Rosenbloom, David H. 2013. Reflections on "Public Administrative Theory and the Separation of Powers." *American Review of Public Administration* 43 (4): 381-396.
- Seidman, Harold. 1998. *Politics, Position, and Power: The Dynamics of Federal Organization*, 5th ed. New York: Oxford University Press.
- Thomas, John Clayton. 1993. Public Involvement and Governmental Effectiveness. *Administration and Society* 24(4): 444-469.

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)
- Weber (2010) or Fry and Raadschelders (2014) Chapter 1 (Weber)

- Adler, Paul S., and Bryan Borys. 1996. Two Types of Bureaucracy: Enabling and Coercive. *Administrative Science Quarterly* 41(1): 61-89.
- Brewer, Gene A., and Richard M. Walker. 2010. The Impact of Red Tape on Governmental Performance: An Empirical Analysis. *Journal of Public Administration Research and Theory* 20(1): 233-257.
- Crozier, Michael. 1964. *The Bureaucratic Phenomenon*. Chicago, IL: University of Chicago Press.
- Fry, Brian R., and Jos C.N. Raadschelders. 2014. *Mastering Public Administration: from Max Weber to Dwight Waldo*, 3th ed. Los Angeles: CQ Press. Chapter 7 (pp. 181-217)
- Morgan, Gareth. 2006. *Images of Organization*, 2nd ed. Sage.
- Simon, Herbert A., Victor A. Thompson and Donald W. Smithburg. 1991. *Public Administration*. New Brunswick, NJ: Transaction Publishers.
- Weber, Max. 2010. Bureaucracy. In *Public Administration: Concepts and Cases*, 9th ed., edited by Richard J. Stillman II, 54-63. Boston, MA: Wadsworth.
- Wilson, James Q. 2000. *Bureaucracy: What Government Agencies Do and Why They Do It*. New York: Basic Books.

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

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)

- Agranoff, Robert, and Michael McGuire. 2001. Big Questions in Public Network Management Research. *Journal of Public Administration Research and Theory* 11(3): 295-326.
- Bardach, Eugene. 2001. Developmental Dynamics: Interagency Collaboration As an Emergent Phenomenon. *Journal of Public Administration Research and Theory* 11(2): 149.
- Bozeman Barry, and Mary K. Feeney. 2011. *Rules and Red Tape: A Prism for Public Administration Theory and Research*. Routledge.
- Brewer, Gene A., and Sally Coleman Selden. 1998. Whistle Blowers in the Federal Civil Service: New Evidence of the Public Service Ethic. *Journal of Public Administration Research and Theory* 8(3): 413-439.
- Garnett, James L. 2010. Administrative Communication (or How To Make All the Rest Work): The Concept of Its Professional Centrality. In *Public Administration: Concepts and Cases*, 9th ed., edited by Richard J. Stillman II, 242-257. Boston, MA: Wadsworth.
- Hecl, Hugh. 2010. Issue Networks and the Executive Establishment. In *Public Administration: Concepts and Cases*, 9th ed., edited by Richard J. Stillman II, 413-422. Boston, MA: Wadsworth.
- Kaufman, Herbert. 1977. *Red Tape, Its Origins, Uses, and Abuses*. Washington, DC: Brookings Institution Press.
- O'Toole, Laurence J., Jr. 1997. Treating Networks Seriously: Practical and Research Based Agendas in Public Administration. *Public Administration Review* 57(1): 45-52.
- Rethemeyer, R. Karl, and Deneen M. Hatmaker. 2008. Network Management Reconsidered: an Inquiry into Management of Network Structures in Public Sector Service Provision. *Journal of Public Administration Research and Theory* 18(4): 617-646.
- Simon, Herbert A., Victor A. Thompson and Donald W. Smithburg. 1991. *Public Administration*. New Brunswick, NJ: Transaction Publishers.
- Thomson, Ann Marie, James L. Perry, and Theodore K. Miller. 2009. Conceptualizing and Measuring Collaboration. *Journal of Public Administration Research and Theory* 19(1): 23-56.

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.

- Brown, L. David. 1992. Normative Conflict Management Theories: Past, Present, and Future. *Journal of Organizational Behavior* 13(3): 303-309.
- Fisher, Roger, William L. Ury, and Bruce Patton. 2011. *Getting to Yes: Negotiating Agreement Without Giving In*, 3rd. New York: Penguin Books.
- Kolb, Deborah M. and Putnam, Linda L. 1992. The Multiple Faces of Conflict in Organizations. *Journal of Organizational Behavior* 13(3): 311-324.
- Lewicki, Roy J. and Spencer, Gay. 1992. Conflict and Negotiation in Organizations: Introduction and Overview. *Journal of Organizational Behavior* 13(3): 205-207.
- Lewicki, Roy J., Weiss, Stephen E. and Lewin, David. 1992. Models of Conflict, Negotiation and Third Party Intervention: A Review and Synthesis. *Journal of Organizational Behavior* 13(3): 209-252.
- Park, Hun Myoung. 2016. Moon-Young Lee's Transcendence Ethics in Conflict Management: Lee's Nonviolence, Conflict Episode, and Principled Negotiation. *World Environment and Island Studies* 6(2): 99-108.
- Pondy, Louis R. 1967. Organization Conflict: Concepts and Models. *Administrative Science Quarterly* 12(2): 296-320.
- Pondy, Louis R. 1969. Varieties of Organizational Conflict. *Administrative Science Quarterly* 14(4): 499-505.
- Pondy, Louis R. 1992. Reflections on Organizational Conflict. *Journal of Organizational Behavior* 13(3): 257-261.
- Schmidt, Stuart M., and Thomas A. Kochan. 1972. Conflict: Toward Conceptual Clarity. *Administrative Science Quarterly* 17(3): 359-370.
- Schneider, Sandra K. 1992. Governmental Response to Disasters: The Conflict Between Bureaucratic Procedures and Emergent Norms. *Public Administration Review* 52(2): 135-145.
- Sheppard, Blair H. 1992. Conflict Research as Schizophrenia: The Many Faces of Organizational Conflict. *Journal of Organizational Behavior* 13(3): 325-334.
- Thomas, Kenneth W. 1992. Conflict and Conflict Management: Reflections and Update. *Journal of Organizational Behavior* 13(3): 265-274.
- Thompson, James D. 1960. Organizational Management of Conflict. *Administrative Science Quarterly* 5(3): 389-409.

* 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-

- Organization Fit and Person-Job Fit. *Journal of Public Administration Research & Theory* 21 (4): 723-743.
- Coursey, David H. and Sanjay K. Pandey. 2007. Public Service Motivation Measurement: Testing an Abridged Version of Perry's Proposed Scale. *Administration and Society* 39(5): 547(22).
- Coursey, David, Kaifeng Yang, and Sanjay K. Pandey. 2012. Public Service Motivation (PSM) and Support for Citizen Participation: A Test of Perry and Vandenberg's Reformulation of PSM Theory. *Public Administration Review* 72 (4): 572-582.
- Hirschman, Albert O. 1970. *Exit, Voice, and Loyalty: Responses to Decline in Firms, Organizations, and States*. Cambridge, MA: Harvard University Press.
- Kim, Sangmook, Wouter Vandenberg, Bradley E. Wright, Lotte Bøgh Andersen, Francesco Paolo Cerese, Robert K. Christensen, Céline Desmarais, Maria Koumenta, Peter Leisink, Bangcheng Liu, Jolanta Palidauskaitė, Lene Holm Pedersen, James L. Perry, Adrian Ritz, Jeannette Taylor, and Paola De Vivo. 2013. Investigating the Structure and Meaning of Public Service Motivation Across Populations: Developing an International Instrument and Addressing Issues of Measurement Invariance. *Journal of Public Administration Research and Theory* 23 (1): 79-102.
- Kim, Sangmook. 2011. Testing a Revised Measure of Public Service Motivation: Reflective Versus Formative Specification. *Journal of Public Administration Research & Theory* 21 (3): 521-546.
- Kjeldsen, Anne Mette, and Christian Bøtcher Jacobsen. 2013. Public Service Motivation and Employment Sector: Attraction or Socialization? *Journal of Public Administration Research and Theory* 23 (4): 899-926.
- Kjeldsen, Anne Mette. 2014. Dynamics of Public Service Motivation: Attraction-Selection and Socialization in the Production and Regulation of Social Services. *Public Administration Review* 74 (1): 101-112.
- Moynihan, Donald P., and Pandey, Sanjay K. 2007. The Role of Organizations in Fostering Public Service Motivation. *Public Administration Review* 67(1): 40-53.
- Naff, Katherine C. 2011. Public Service Motivation: What We Know and What We Need To Learn. *Public Administration Review* 71 (3): 491-493.
- Perry, James L. 1996. Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity. *Journal of Public Administration Research and Theory* 6(1): 5-22.
- Perry, James L. 1997. Antecedents of Public Service Motivation. *Journal of Public Administration Research and Theory* 7(2): 181-197.
- Perry, James L. 2000. Bringing Society in: Toward a Theory of Public-Service Motivation. *Journal of Public Administration Research and Theory* 10(2): 471-488.
- Perry, James L., and Lois Wise. 1990. The Motivational Bases of Public Service. *Public Administration Review* 50(3): 367-373.
- Perry, James L., Annie Hondelghem, and Lois R. Wise. 2010. Revisiting the Motivational Bases of Public Service: Twenty Years of Research and an Agenda for the Future. *Public Administration Review* 70(5): 681-690.
- Perry, James L., Jeffrey L. Brudney, David Coursey, and Laura Littlepage. 2008. What Drives Morally Committed Citizens? A Study of the Antecedents of Public Service Motivation. *Public Administration Review* 68(3): 445-458.
- Wise, Lois R. 2010. Public Service Culture. in *Public Administration: Concepts and Cases*, 9th ed., edited by Richard J. Stillman II, 320-330. Boston, MA: Wadsworth.
- Wright, Bradley E. 2007. Public Service and Motivation: Does Mission Matter? *Public Administration Review* 67(1): 54-64.

Wright, Bradley E., and Adam M. Grant. 2010. Unanswered Questions About Public Service Motivation: Designing Research to Address Key Issues of Emergence and Effects. *Public Administration Review* 70 (5): 691-700.

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)

Bavelas, Alex. 1960. Leadership: Man and Function. *Administrative Science Quarterly* 4(4): 491-498.

Behn, Robert D. 1998. What Right Do Public Managers Have To Lead? *Public Administration Review* 58(3): 209-224.

Fairholm, Matthew R. 2004. Different Perspectives on the Practice of Leadership. *Public Administration Review* 64(5)(September/October): 577-590.

Fry, Brian R., and Jos C.N. Raadschelders. 2014. *Mastering Public Administration: from Max Weber to Dwight Waldo*, 3th ed. Los Angeles: CQ Press. Chapter 8 Dwight Waldo (pp. 392-425).

Hanbury, George L., Alka Sapat, and Charles W. Washington. 2004. Know Yourself and Take Charge of Your Own Destiny: The 'Fit Model' of Leadership. *Public Administration Review* 64(5): 566-576.

Hassan, Shahidul, Bradley E. Wright, and Gary Yukl. 2014. Does Ethical Leadership Matter in Government? Effects on Organizational Commitment, Absenteeism, and Willingness To Report Ethical Problems. *Public Administration Review* 74 (3): 333-343.

Hennessey, J. Thomas, Jr. 1998. "Reinventing" Government: Does Leadership Make the Difference? *Public Administration Review* 58(6): 522-532.

Lambright, W. Henry, and Madison M. Quinn. 2011. Understanding Leadership in Public Administration: The Biographical Approach. *Public Administration Review* 71(5): 782-790.

Landau, Martin, and Russell Stout, Jr. 1979. To Manage Is Not To Control: Or the Folly of Type II Errors. *Public Administration Review* 39(2): 148-156.

March, James G., and Thierry Weil. 2005. *On Leadership*. Malden, MA: Blackwell Pub.

Mintzberg, Henry. 1975. The Manager's Job: Folklore and Fact. *Harvard Business Review* 1975(July-August): 49-61.

Moynihan, Donald P., Sanjay K. Pandey, and Bradley E. Wright. 2012. Setting the Table: How Transformational Leadership Fosters Performance Information Use. *Journal of Public Administration Research & Theory* 22 (1): 143-164.

Northouse, Peter G. 2016. *Leadership: Theory and Practice*, 7th ed. Sage.

- Paarlberg, Laurie E., and Bob Lavigna. 2010. Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance. *Public Administration Review* 70(5): 701-718.
- Perlmutter, Felice D., and Ram A. Cnaan. 1995. Entrepreneurship in the Public Sector: The Horns of a Dilemma. *Public Administration Review* 55(1): 29-36.
- Perry, James L. 1996. Effective Enterprises, Effective Administrators. In *The Handbook of Public Administration*, 2nd ed., edited by James L. Perry, 735-746. San Francisco, CA: Jossey-Bass.
- Revell, Keith D. 2008. Leadership Cannot Be Taught: Teaching Leadership to MPA Students. *Journal of Public Affairs Education* 14(1): 91-110.
- Simon, Herbert A., Victor A. Thompson and Donald W. Smithburg. 1991. *Public Administration*. New Brunswick, NJ: Transaction Publishers.
- Terry, Larry D. 1998. Administrative Leadership, Neo-Managerialism, and the Public Management Movement. *Public Administration Review* 58(3): 194-200.
- Van Wart, Montgomery. 2003. Public-Sector Leadership Theory: An Assessment. *Public Administration Review* 63(1)(March/April): 214-228.
- Van Wart, Montgomery. 2013. Lessons from Leadership Theory and the Contemporary Challenges of Leaders. *Public Administration Review* 73(4): 553-565.
- Wright, Bradley E., and Sanjay K. Pandey. 2010. Transformational Leadership in the Public Sector: Does Structure Matter? *Journal of Public Administration Research & Theory* 20 (1): 75-89.
- Wright, Bradley E., Donald P. Moynihan, and Sanjay K. Pandey. 2012. Pulling the Levers: Transformational Leadership, Public Service Motivation, and Mission Valence. *Public Administration Review* 72 (2): 206-215.

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 addition 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)

- Anechiarico, Frank, and James B. Jacobs. 1994. Visions of Corruption Control and the Evolution of American Public Administration. *Public Administration Review* 54(5): 465-473.
- Behn, Robert D. 2003. Why Measure Performance? Different Purposes Require Different Measures. *Public Administration Review* 63(5): 586-607. Chapter 1, 2, 16.
- Boyne, George A., Kenneth J. Meier, Laurence J. O'Toole, Jr., and Richard M. Walker, eds. 2006. *Public Service Performance: Perspectives on Measurement and Management*. New York: Cambridge University Press.

- Boyne, George A., Oliver James, Peter John, and Nicolai Petrovsky. 2010. Does Public Service Performance Affect Top Management Turnover? *Journal of Public Administration Research & Theory* 20 (supplement 2): i261-i279.
- Brown, Trevor L., and Matthew Potoski. 2003. Transaction Costs and Institutional Explanations for Government Service Production Decisions. *Journal of Public Administration Research and Theory* 13(4): 441-468.
- Brown, Trevor L., Matthew Potoski, and David M. Van Slyke. 2006. Managing Public Service Contracts: Aligning Values, Institutions, and Markets. *Public Administration Review* 66(3): 323-331.
- Cameron, Kim S. 1986. Effectiveness as Paradox: Consensus and Conflict in Conceptions of Organizational Effectiveness. *Management Science* 32: 539-553.
- Chun, Young Han, and Hal G. Rainey. 2005. Goal Ambiguity and Organizational Performance in U.S. Federal Agencies. *Journal of Public Administration Research and Theory* 15(4): 529-557.
- Fernandez, Sergio, and Tima Moldogaziev. 2011. Empowering Public Sector Employees to Improve Performance: Does It Work? *The American Review of Public Administration* 41(1): 23-47.
- Hatry, Harry P. 1999. *Performance Measurement: Getting Results*. Washington DC: Urban Institute Press.
- Heinrich, Carolyn J. 1999. Do Government Bureaucrats Make Effective Use of Performance Management Information? *Journal of Public Administration Research and Theory* 9(3): 363.
- Heinrich, Carolyn J., and Gerald Marschke. 2010. Incentives and Their Dynamics in Public Sector Performance Management Systems. *Journal of Policy Analysis and Management* 29(1): 180-208.
- Hvidman, Ulrik, and Simon Calmar Andersen. 2014. Impact of Performance Management in Public and Private Organizations. *Journal of Public Administration Research and Theory* 24 (1): 35-58.
- Im, Tobin, and Seung Jong Lee. 2012. Does Management Performance Impact Citizen Satisfaction? *The American Review of Public Administration* 42(4): 419-436.
- Kearney, Richard C., and Evan M. Berman, eds. 1999. *Public Sector Performance: Management, Motivation, and Measurement*. Boulder, CO: Westview Press.
- Kelleher, Christine A., and Susan Webb Yackee. 2009. A Political Consequence of Contracting: Organized Interests and State Agency Decision Making. *Journal of Public Administration Research and Theory* 19(3): 579-602.
- Lambright, Kristina T. 2009. Agency Theory and Beyond: Contracted Providers' Motivations to Properly Use Service Monitoring Tools. *Journal of Public Administration Research and Theory* 19(2): 207-227.
- Lavertu, Stéphane, David E. Lewis, and Donald P. Moynihan. 2013. Government Reform, Political Ideology, and Administrative Burden: The Case of Performance Management in the Bush Administration. *Public Administration Review* 73 (6): 845-857.
- Lee, Geon, and Benedict S. Jimenez. 2011. Does Performance Management Affect Job Turnover Intention in the Federal Government? *The American Review of Public Administration* 41(2): 168-184.
- Moynihan, Donald P. 2005. Why and How Do State Governments Adopt and Implement "Managing for Results" Reforms? *Journal of Public Administration Research and Theory* 15(2): 219-243.
- Moynihan, Donald P. 2008. *The Dynamics of Performance Management: Constructing Information and Reform*. Washington, DC: Georgetown University Press.

- Moynihan, Donald P. 2013. Advancing the Empirical Study of Performance Management: What We Learned from the Program Assessment Rating Tool. *The American Review of Public Administration* 43 (5): 499-517.
- Moynihan, Donald P., and Sanjay K. Pandey. 2010. The Big Question for Performance Management: Why Do Managers Use Performance Information? *Journal of Public Administration Research & Theory* 20 (4): 849-866.
- Moynihan, Donald P., and Stéphane Lavertu. 2012. Does Involvement in Performance Management Routines Encourage Performance Information Use? Evaluating GPRA and PART. *Public Administration Review* 72 (4): 592-602.
- Pidd, Michael. 2012. *Measuring the Performance of Public Services*. New York: Cambridge University Press. Chapter 1 and 2.
- Poister, Theodore H., Maria P. Aristigueta, and Jeremy L. Hall. 2015. *Managing and Measuring Performance in Public and Nonprofit Organizations*. Jossey-Bass.
- Poister, Theodore, and Gregory Streib. 1999. Performance Measurement in Municipal Government Assessing the State of Practice. *Public Administration Review* 59(4): 323-335.
- Sun, Rusi, and Gregg G. Van Ryzin. 2014. Are Performance Management Practices Associated with Better Outcomes? Empirical Evidence from New York Public Schools. *The American Review of Public Administration* 44(3): 324-338.
- Van Thiel, Sandra, and Frans L. Leeuw. 2002. The Performance Paradox in the Public Sector. *Public Performance and Management Review* 25(3): 267-281.

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)

- Aberbach, Joel D., and Tom Christensen. 2014. Why Reforms So Often Disappoint. *The American Review of Public Administration* 44(1): 3-16.
- Andrews, Matt, 2013. *The Limits of Institutional Reform in Development*. Cambridge, NY: Cambridge University Press.
- Barberis, Peter. 1998. The New Public Management and a New Accountability. *Public Administration* 76(3): 451-470.
- Hu, Wei, and G. Zhiyong Lan. 2013. Reforming Civil Service in Modern-Day China. *Public Administration Review* 73 (3): 527-529.
- Kaufman, Herbert. 1969. Administrative Decentralization and Political Power. *Public Administration Review* 29: 339-52.
- Lenkowsky, Lesie, and James L. Perry. 2000. Reinventing Government: The Case of National Service. *Public Administration Review* 60(4): 298-307.

- Light, Paul C. 2010. The Tides of Reform Revisited: Patterns in Making Government Work. In *Public Administration: Concepts and Cases*, 9th ed., edited by Richard J. Stillman II, 375-390. Boston, MA: Wadsworth.
- Lindblom, Charles E. 1959. The Science of 'Muddling Through'. *Public Administration Review* 19(2): 79-88.
- Lindblom, Charles E. 1979. Still Muddling, Not Yet Through. *Public Administration Review* 39(6): 517-526.
- Lynn, Laurence E., Jr. 1998. The New Public Management: How To Transform a Theme into a Legacy. *Public Administration Review* 58(3): 231-237.
- March, James G., and Johan P. Olsen. 1989. *Rediscovering Institutions: The Organizational Basis of Politics*. New York: The Free Press.
- March, James G., and Johan P. Olson. 1983. Organizing Political Life: What Administrative Reorganization Tells Us About Government. *American Political Science Review* 77: 281-296.
- Neshkova, Milena I., and Tatiana Kostadinova. 2012. The Effectiveness of Administrative Reform in New Democracies. *Public Administration Review* 72 (3): 324-333.
- Osborne, David, and Ted Gaebler. 1992. *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*. New York: A Plume Book.
- Rubin, Ellen V., and J. Edward Kellough. 2012. Does Civil Service Reform Affect Behavior? Linking Alternative Personnel Systems, Perceptions of Procedural Justice, and Complaints. *Journal of Public Administration Research & Theory* 22 (1): 121-141.
- Walker, Richard M., Gene A. Brewer, George A. Boyne, and Claudia N. Avellaneda. 2011. Market Orientation and Public Service Performance: New Public Management Gone Mad? *Public Administration Review* 71 (5): 707-717.

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)

Donahue, John D. 1989. *The Privatization Decision: Public Ends, Private Means*. Basic Book.

Farneti, Federica, Emanuele Padovani, and David W. Young. 2010. Governance of Outsourcing and Contractual Relationship. In *The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*, edited by Stephen P. Osborne, 255-269 (Chapter 15). New York: Routledge.

Girth, Amanda M., Amir Hefetz, Jocelyn M. Johnston, and Mildred E. Warner. 2012. Outsourcing Public Service Delivery: Management Responses in Noncompetitive Markets. *Public Administration Review* no. 72 (6): 887-900.

Greve, Carsten, and Graeme Hodge. 2010. Public-Private Partnerships and Public Governance Challenges. In *The New Public Governance? Emerging Perspectives on*

- the Theory and Practice of Public Governance*, edited by Stephen P. Osborne, 149-162 (Chapter 9). New York: Routledge.
- Kettl, Donald F. 2010. Governance, Contract Management, and Public Management. In *The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*, edited by Stephen P. Osborne, 239-254 (Chapter 14). New York: Routledge.
- Kort, Michiel, and Erik-Hans Klijn. 2011. Public-Private Partnerships in Urban Regeneration Projects: Organizational Form or Managerial Capacity? *Public Administration Review* 71 (4): 618-626.
- McQuaid, Ronald W. 2010. Theory of Organizational Partnerships: Partnership Advantages, Disadvantages, and Success Factors. In *The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*, edited by Stephen P. Osborne, 127-148 (Chapter 8). New York: Routledge.
- Miranda, Rowan, and Allan Lerner. 1995. Bureaucracy, Organizational Redundancy, and the Privatization of Public Services. *Public Administration Review* 55(2): 193-200.
- National Academy of Public Administration. 1991. Privatization: The Challenge to Public Management--The Management Challenges of Privatization. In *Public Management: The Essential Readings*, edited by J. Steven Ott, Albert C. Hyde, and Jay M. Shafritz, 145-154. Chicago, IL: Nelson-Hall.
- Osborne, David, and Ted Gaebler. 1992. *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*. New York: A Plume Book.
- Osborne, Stephen P. 2000. *Public-Private Partnerships: Theory and Practice in International Perspective*. New York: Routledge.
- Pack, Janet Rothenberg. 1987. Privatization of Public-Sector Services in Theory and Practice. *Journal of Policy Analysis and Management* 6(4): 523-540.
- Reynaers, Anne-Marie. 2014. Public Values in Public-Private Partnerships. *Public Administration Review* 74 (1): 41-50.
- Sappington, David E. M., and Joseph E. Stiglitz. 1987. Privatization, Information and Incentives. *Journal of Policy Analysis and Management* 6(4): 567-582.
- Savas, Emanuel S. 2000. *Privatization and Public-Private Partnerships*. New York: Seven Bridges Press. Chapter 1, 5, 6, and 11.
- Smith, Steven Rathgeb, and Judith Smyth. 2010. The Governance of Contracting Relationships: 'Killing the Golden Goose', A Third-Sector Perspective. In *The new Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*, edited by Stephen P. Osborne, 270-300 (Chapter 16). New York: Routledge.
- Waring, Justin, Graeme Currie, and Simon Bishop. 2013. A Contingent Approach to the Organization and Management of Public-Private Partnerships: An Empirical Study of English Health Care. *Public Administration Review* 73 (2): 313-326.
- Yusuf, Juita-Elena, and Lenahan O'Connell. 2014. Outsourcing Expert Services by State Transportation Departments: A Look at Effects on Cost, Quality, and Changing Employment Levels. *The American Review of Public Administration* 44 (4): 477-492.

* Final exam