

INTERNATIONAL UNIVERSITY OF JAPAN  
Graduate School of International Relations

Academic Year: 2017/2018

Term: Fall 2017

Course	Course code PHDC330	Course title Advanced Public Management	
Name of Instructor	1		Credit Number: 2
Instructor's contact Information	Office# 311	Office Hours Thursday 13:30-14:40	E-mail kucc625@iuj.ac.jp
Class Schedule Day / Time	Thursday (14:40-17:50) in C-207		

Course Description:

This course provides an introduction to research and theories in public management and develops managerial perspectives, knowledge, skills, and professional standards for future public managers. Specifically this course addresses distinctive features of the public sector, administrative environments, organizational structure and process (bureaucracy), communications, conflict management, public service motivation, managerial leadership, administrative reform and reinvention, and performance management.

Learning Objectives: Students will be able to understand (1) similarities and differences between public and private management, (2) external environments that public managers are encountering, (3) natures and roles of Max Weber's ideal type bureaucracy, (4) structures and communications of public organizations, (5) public service motivation and entrepreneurial leaderships, (6) performance management, and (7) reinventing government and administrative reform. In addition, students will be trained to refine their research questions for public management from the managerial perspective.

Career Relevance: This course helps students better understand structures and functions of government, and educates future public managers to have entrepreneurship, professional standards, and administrative ethics.

Course Context or Rationalization: This introductory course provides foundations of other public management and policy courses, such as public human resource management, public administration, public organization theory, public policy process, policy evaluation and management, and public-private partnership.

Delivery Methods: This course relies on lecture, class discussion, and weekly memos.

Assessment: Midterm exam (10%), final exam (15%), weekly memo (45%), research proposal (20%), and participation/discussion (10%).

Prerequisite: Not required.

Textbook(s)

**Required:**

Barnard, Chester I. 1968. *The Functions of the Executive*. Cambridge: Harvard University Press. ISBN 0674328035.

Levine, Herbert M. ed. 1988. *Public Administration Debated*. Englewood Cliffs, NJ: Prentice Hall. ISBN 013-737313-9.

Rainey, Hal. 2014. *Understanding and Managing Public Organizations*, 5<sup>th</sup> ed. Jossey-Bass. ISBN 978-1118583715.

**Reference books/Journal Articles:**

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. ISBN 978-0521859912.

Bozeman, Barry, ed. 1993. *Public Management: The State of the Art*. San Francisco, CA: Jossey-Bass. ISBN 978-1555425463.

Crozier, Michael. 1964. *The Bureaucratic Phenomenon*. Chicago, IL: University of Chicago Press. ISBN: 978-0226121659.

Donahue, John. 1989. *The Privatization Decision: Public Ends, Private Means*. Basic Books. ISBN: 78-0465063581.

Fisher, Roger, William L. Ury, and Bruce Patton. 2011. *Getting to Yes: Negotiating Agreement Without Giving In*, 3<sup>rd</sup>. New York: Penguin Books. ISBN 978-0143118756

Fry, Bryan. 2014. *Mastering Public Administration: From Max Weber to Dwight Waldo*, 3<sup>rd</sup> ed. Sage and CQ Press. ISBN 978-1452240046.

Goodsell, Charles T. 2015. *The New Case for Bureaucracy*. Washington, DC: CQ Press. ISBN 978-1452226309.

Hirschman, Albert O. 1970. *Exit, Voice, and Loyalty: Responses to Decline in Firms, Organizations, and States*. Cambridge, MA: Harvard University Press. ISBN 978-0674276604.

Johnson, William C. 2014. *Public Administration: Partnerships in Public Service*. 5<sup>th</sup> ed. Long Grove, IL: Waveland Press. ISBN 978-1478610908.

Lasswell, Harold D. 1948. *Power and Personality*. New York: Norton and Company. ISBN: 978-0393008296.

Lynn, Laurence E., Jr. 1996. *Public Management as Art, Science, and Profession*. Chatham, NJ: Chatham House Publishers. ISBN 978-1566430340.

Lynn, Naomi B., and Aaron Wildavsky, eds. 1990. *Public Administration: The State of the Discipline*. Chatham, NJ: Chatham House Publishers. ISBN 978-0934540629.

March, James G. 1988. *Decisions and Organizations*. New York: Blackwell. ISBN: 978-0631168560.

March, James G., and Herbert A. Simon. 1993. *Organizations*, 2<sup>nd</sup> ed. Cambridge, MA: Blackwell Publishers. ISBN 978-0631186311.

Morgan, Gareth. 2006. *Images of Organization*. Sage Publications. ISBN

	<p>978-1412939799.</p> <p>Moynihan, Donald P. 2008. <i>The dynamics of Performance Management: Constructing Information and Reform</i>. Washington, DC: Georgetown University Press. ISBN 978-1589011946.</p> <p>Osborne, David, and Ted Gaebler. 1992. <i>Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector</i>. New York: A Plume Book. ISBN 978-0452269422</p> <p>Osborne, Stephen P. 2000. <i>Public-Private Partnerships: Theory and Practice in International Perspective</i>. New York: Routledge. ISBN 978-0415212687.</p> <p>Osborne, Stephen P. ed. 2010. <i>The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance</i>. New York: Routledge. ISBN 978-0415494632.</p> <p>Ostrom, Vincent. 1989. <i>The Intellectual Crisis in American Public Administration</i>, 2nd ed. Tuscaloosa: University of Alabama Press. ISBN 0817304185.</p> <p>Ott, J. Steven, Jay M. Shafritz, and Yong Suk Jang. 2011. <i>Classic Readings in Organization Theory</i>. Wadsworth, Cengage Learning.</p> <p>Perry, James L., and Kenneth L. Kraemer, eds. 1983. <i>Public Management: Public and Private Perspectives</i>. Palo Alto, CA: Mayfield Publishing.</p> <p>Perry, James L., ed. 1996. <i>The Handbook of Public Administration</i>. 2<sup>nd</sup> ed. San Francisco, CA: Jossey-Bass. ISBN 978-0787901943.</p> <p>Rosenbloom, David H., Robert S. Kravchuk, and Richard M. Clerkin. 2008. <i>Public Administration: Understanding Management, Politics, and Law in the Public Sector</i>, 7<sup>th</sup> ed. McGraw Hill. ISBN 978-0073403892.</p> <p>Savas, Emanuel S. 2000. <i>Privatization and Public-Private Partnerships</i>. New York: Seven Bridges Press. ISBN 978-1566430739.</p> <p>Shafritz, Jay M., and Albert C. Hyde. 2011. <i>Classics of Public Administration</i>, 7<sup>th</sup> ed. Wadsworth Publishing. ISBN 978-1111342746.</p> <p>Simon, Herbert A. 1997. <i>Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations</i>. 4<sup>th</sup> ed. New York: The Free Press. ISBN 978-0684835822.</p> <p>Simon, Herbert A., Victor A. Thompson, and Donald W. Smithburg. 1991. <i>Public Administration</i>. New Brunswick, NJ: Transaction Publishers. ISBN 978-0887388958.</p> <p>Stillman, Richard J., II, ed. 2010. <i>Public Administration: Concepts and Cases</i>. 9<sup>th</sup> ed. Boston, MA: Wadsworth Publishing. ISBN 978-0618993017.</p> <p>Thompson, James D. 1967. <i>Organizations in Action</i>. McGraw Hill. ISBN 978-0765809919.</p>
Class Outline	<ol style="list-style-type: none"> <li>1. Introduction to public management</li> <li>2. Nature and scope of public management</li> <li>3. Public versus private management 1</li> </ol>

	<ul style="list-style-type: none"> <li>4. Public versus private management 2</li> <li>5. Democracy, power, and environment</li> <li>6. Organizational structure and process</li> <li>7. Bureaucracy 1</li> <li>8. Bureaucracy 2</li> <li>9. Communications and conflict management 1</li> <li>10. Communications and conflict management 2</li> <li>11. Public service motivation 1</li> <li>12. Public service motivation 2</li> <li>13. Leaderships and entrepreneurship 1</li> <li>14. Leaderships and entrepreneurship 2</li> <li>15. Performance management 1</li> <li>16. Performance management 2</li> <li>17. Organizational change and administrative reform 1</li> <li>18. Organizational change and administrative reform 2</li> <li>19. Privatization and public-private partnership 1</li> <li>20. Privatization and public-private partnership 2</li> </ul>
Others (if any)	Students without public administration and public policy related degree at undergraduate or master levels are strongly recommended sitting in Public Management (DCC 5330) by Professor Chang.