

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

DCC5330 (2 Credits)
Public Management
Fall 2014

Classroom: C203

Time: Tuesday/Thursday 10:30-12:00

<http://www.sonsoo.org/management/pm/>

TA: Sureka

TA E-mail: sureka@iuj.ac.jp

Instructor: Hun Myoung Park

Office: 311

Office Hour: T/T 13:30-14:30

E-mail: kucc625@iuj.ac.jp

Phone: (025) 779-1464

INTRODUCTION

Public management, as a specific course of public administration and affairs programs (departments), studies ways of managing public organizations and delivering public services to citizens. Government departments and agencies perform essential functions, such as national defense, policing, infrastructure development, electricity and gas, and garbage collection, that influence our everyday life in various ways.

Roughly and mechanically speaking, public managers are planning, organizing, staffing, directing, coordinating, reporting, and budgeting (POSDCORB) in the public sector. These functions, however, have become more and more difficult to perform because modern society has continuously augmented complexity and uncertainty in political, legal, social, cultural, and other external environments that government encounters.

In order solve a public problem, public managers should identify the problem correctly, make appropriate strategies, mobilize necessary resources (e.g., knowledge, skills, experiences, money, and labor forces) from public and private sectors, and coordinate problem-solving activities. They need to have not only knowledge and skills, but also managerial leaderships with sapient visions in order to get their tasks done in efficient and effective fashions; public managers need to be equipped with both *science* and *art*.

This course provides an introduction to research and theories in public management, helps PMPP students better understand structures and functions of government, and develops managerial perspectives, knowledge, skills, and professional standards for future public managers. Specifically, distinctive features of the public sector, administrative environments, bureaucracy (structure and process), communications, conflict management, public service motivation, managerial leadership, administrative reform and reinvention, and performance management are addressed.

Finally, this course is designed to assist students to seek appropriate research topics and refine their research questions by surveying theory and research in public management and by stimulating students to think public issues through the managerial lens.

At the end of this term, students should be able to:

- Understand similarities and differences between public and private management
- Understand external environments that public managers are encountering.
- Understand natures and roles of Max Weber's ideal type bureaucracy
- Understand structures and communications of public organizations.
- Understand natures of conflicts and strategies to manage conflicts
- Understand public service motivation and entrepreneurial leaderships
- Understand new public management movement and administrative reform
- Understand promises and challenges of performance management
- Understand public managers' professional standards and administrative ethics
- Improve writing skills and ability to work with others

Related courses are *public administration* (DCC5360), *principles of management* (GSIM MGT5030), and *organizational behavior* (GSIM MGT1010), although the last two business courses focus more on generic management. This course briefly touches upon organization theories, but in-depth discussion will be provided in *public organization theory* (ADC5000). Similarly, decision-making (strategic management), human resource management, and budgeting and financial management are reserved for *public policy process* (DCC5340), *public human resource management* (ADC 5012), and *public finance and budgeting* (DCC5370), respectively.

An iron rule of the game here is that you will be able to understand and obtain knowledge as much as you read materials carefully. If you are just sitting in the classroom without reading materials and simply listening to what the instructor and other students are saying, you will NEVER get clear understandings of key concepts and thus lose your interest in this course. Please read as many materials as possible and avoid this vicious circle. Please READ, READ, READ, and then think critically!

ORGANIZATION

This course is built on lectures, class discussion, group project, and other activities. The instructor DOES NOT address entire contents of required readings (books, chapters, and papers) page by page but focuses on main themes in order to provide a "big picture" of public management. Individual students, when reading materials, are asked to seek interesting themes and theories related to their research questions. Active participation in class discussion and group projects is very important to both instructor and students. It is highly recommended that students take advantage of talking to the instructor during office hours or by setting up appointments.

Best Approach	Worst Approach
Read through the syllabus	Ignore it
Visit the course Web page frequently	Never visit the Web page
Attend all classes on time	Skip classes
Buy (or borrow) hardcopy of the textbook	Don't get a hardcopy
Read through required readings <u>before class</u>	Never study and get puzzled in class
Ask questions and discuss issues	Sit in class and remain silence
Concentrate on lecture and discussion	Use your iPad, smart phone, or laptop
Talk to the instructor during the office hour	Never visit instructor's office
Read instructor's emails carefully	Ignore instructor's emails
Discuss difficult parts with TA & classmates	Never talk to TA & classmates

Start memos/projects earlier	Wait until the last minute
Submit memos/projects on time	Submit late
Participate group projects actively	Free ride without contribution

ASSESSMENT (COURSE REQUIREMENT)

Attendance (15%): Students should attend ALL classes. Each unexcused absence results in THREE POINT (3%) deduction from the final score.

Participation in Class: Students are required to actively participate in class and group project. Extra credits will be awarded for outstanding performance and participation. It is less likely to obtain A without extra credit.

Exams (30%): There will be mid-term and final exams. These exams will respectively cover the topics and materials of the first 5 weeks and later 5 weeks. Both exams in general are open-book and open notebook format. See the samples from the course Web page.

Weekly Memos (30%): Students are expected to have read all assigned materials before class and have gotten ready for class discussion. Also they are asked to submit weekly memos (no memo on the 1st and 6th weeks). This memo highlights main themes of the week and may include a couple of questions to be discussed in class. The instructor will provide students with questions to be answered, if needed. Use the weekly memo template file from the course Web site (do not change its format and style) and do not exceed a page.

Group Project (15%): Each student must take part in a group and complete two group projects. This project gives students chances to identify public management problems from a case and then apply theories and knowledge obtained in class to the case. The first case is selected out of Stillman (2010) or Levine (1988) and second one will be provided later.

A project memo should provide an executive summary; recognize public management and policy issues to be solved; detect possible (alternative) courses of action, if any, to address the issues; identify pros and cons of the alternatives; determine the best option; and/or summarize key arguments of both sides. Group members are expected to submit a draft of their project memo by email two days before the due date. The paper should not exceed single-spaced 3 pages. All members in a group will receive unless peer evaluation shows significant difference in contribution of their group members.

Term Paper (10%): A term paper in this class is a research proposal (research question) that includes chapter 1 (introduction) and 2 (literature review) without actual analysis. Students need to ask, for example, “What is the public problem you want to study?” “Why is the problem important and significant?” “What is the scope of your research? (e.g., location, institution, and time-span)?” “Which specific aspect of the problem do you want to focus on?” Chapter 2 reviews at least two academic books or papers that are highly related to the research question. The first draft summarizes a research question in one page and should be submitted by November 11th. The final term paper should not exceed single-spaced 2 pages (use the memo template) and be submitted by December 11th.

Late Penalties: All memos, exams, papers, group projects should be handed in to the instructor at the start of the class on the due date, unless otherwise instructed. Late assignments will be accepted with penalty of 20% if submitted within a day after the time due.

Under no circumstances will late assignments be accepted after one day of the due date without prior authorization from the instructor.

Format and Styles: All assignments and exam answers should be written in electronic forms (Microsoft Word, LibreOffice Writer, ...). Use the default format and styles (A4, default margin, Time and Roman font, 12 point, single-spaced, etc.). If you are not sure, please download the memo template file from the course Web page.

GRADING

The final grade is based on a composite of course requirements mentioned above. Notice that reading assignments and group project (or term paper) account for the largest weight of 30 percent. Individual weights are:

- (1) Mid-term exam (5th week) 15%
- (2) Final exam (11th week) 15%
- (3) Eight weekly memos 30%
- (4) Group project (peer evaluation) 15%
- (5) Term paper 10%
- (6) Class attendance 15%
- (7) Extra credit for outstanding participation and performance (up to 10%)

That is, your final score is $(1) \cdot .15 + (2) \cdot .15 + (3) \cdot .30 + (4) \cdot .15 + (5) \cdot .10 + (6) \cdot .15 + (7)$

Grading for this course is as follows:

96 - 100: A (4.0)	66 - 69: B- (2.5)
90 - 95: A- (3.75)	60 - 65: C (2.0)
80 - 89: B+ (3.5)	< 60 : F
70 - 79: B (3.0)	Incomplete (I), withdrawal (W)

* This scale can be adjusted depending on students' performance and IUJ policy.

If you object to any grading decision, you may appeal the grade to the instructor. The appeal must be given along with original papers, memos, and/or exams to the instructor no later than 24 hours after receiving the grade.

CLASS POLICY

Attendance and Lateness: Students should attend each class and be present when each class begins. Being 15 minutes late is considered absent from the class. Excused absences for special circumstances (e.g., sickness) may be arranged in advance and will not influence the attendance grade. There is no formal seating chart.

Academic Misconduct: Students should not only gain knowledge and skills, but also build their character. Particularly, public managers should equip themselves with high and strict professional standards and ethics. 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 particular assignment/project/exam and immediate F for final grade, and up to expulsion from the university.

- A student must not reproduce ideas, phrases, or sentences of another person without appropriate acknowledgment (**plagiarism**). Students must give credit to the originality of others and acknowledge an indebtedness whenever they quotes/paraphrases another person's actual words, either oral or written; employs another person's idea, opinion, or theory; or borrows facts, statistics, or other illustrative materials. Copying and pasting some parts of textbooks, journal articles, and/or Internet resources without citation involves both plagiarism and fabrication. Be honest with yourself and the instructor by clearly distinguishing your ideas from others' ideas. Visit <http://www.sonsoo.org/writing/plagiarism.html> **Free riding** and/or irrelevant peer-evaluation in a group project are misconduct for the group and class.
- **Cheating** is an attempt to use or provide unauthorized assistance, materials, information, or others. Most common examples include discussing problem solving, looking at (stealing) other' work, showing your work to other students, sharing electronic files (Excel and wordprocessor) with other students, and using unauthorized external assistance such as tutors, commercial companies, and electronic devices (e.g., smartphone). In order to avoid unintended cheating, keep your own work in a safe place. Take a look at <http://www.sonsoo.org/writing/cheating.pdf>
- All aspects of IUJ' student code of conduct (see students' curriculum handbook) apply to this class. It is students' responsibility to be aware IUJ's policy on academic misconduct including sexual harassments (<http://www.iuj.ac.jp/oss/campuslife/SHPolicy.cfm>). If you need clarification regarding this issue, contact the instructor or OAA (ofcgsir@iuj.ac.jp) immediately.

Several DO NOTS:

- May I get external assistance from my friends or parents? *No*.
- May I copy or steal work (i.e., exam and homework) of my friends? *No*.
- May I ask (force) my friends to show their work? *No*.
- May I work together (collaborate) with my friends to do homework? *No*.
- May I borrow a word, idea, and opinion of others without relevant citation? *No*.
- May I copy expressions from the Internet (e.g., Wiki) without relevant citation? *No*.
- May I present statistics (numbers) or graphs without relevant citation? *No*.

See <http://www.sonsoo.org/writing/citation.pdf> to know commonly used citation styles.

Course Feedback: Given diversity in their backgrounds, students are always encouraged to make comments and suggestions on this class (e.g., reading load, lecturing, presentation, and class discussion) in order to improve this course. If you don't feel comfortable studying in this class, do not hesitate to talk to the instructor. Any form of communication (e.g., walk-in, phone, email, etc.) will do. A good feedback may be awarded extra credits. No feedback will influence your grade negatively in any case.

Use of Electronic Devices: Before each class begins, students MUST turn off their laptop, netbook (mini laptop), cellular phone, CD/MP3/DMB player, and other electronic devices that may distract the instructor and their classmates.

Computer Literacy: Students should be able to access computers in IUJ computer clusters and be familiar with wordprocessors (e.g, Microsoft Word and WordPerfect) and Web browsers (e.g., Firefox and Safari). If you are not feeling comfortable in this computing requirement, please talk to the instructor IMMEDIATELY.

IUJ Electronic mail: All students must use the university electronic mail to communicate with the instructor and other classmates. Students SHOULD peruse emails that the instructor sends in order for additional explanation and comments.

Course Web Page: <http://www.sonsoo.org/management/pm/> provides the latest course schedule, announcements, and various course materials including lecture notes. Students MUST visit this Web page time to time to check announcements and materials available.

READING MATERIALS

You MUST have the following required textbook that can be purchased at IUJ or online bookstores like amazon.co.jp. You are also asked to read some book chapters and journal articles listed in the course schedule below. Students should read all required readings (e.g., journal articles and book chapters) before class.

Rainey, Hal. 2014. *Understanding and managing public organizations*, 5th ed. Jossey-Bass. ISBN 978-1118583715 (or 4th edition published in 2009 ISBN 978-0470402924).

Students need to find reserved books at the library and get online journals downloaded from the IUJ Journal Portal. In order to get the electronic copy of a journal article, 1) visit IUJ's E-journal portal, 2) provide a journal name (e.g., *Public Administration Review*), 3) choose a source (e.g., JSTOR and EBSCO) of the journal, and then 4) find out the paper using its title, author name, year of publication, volume, and/or number. You need to visit the course Web page to download book chapters and journal articles that are NOT available at the library.

- Barnard, Chester I. 1968. *The functions of the executive*. Cambridge: Harvard University Press. ISBN 0674328035.
- 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.
- Fisher, Roger, William L. Ury, and Bruce Patton. 2011. *Getting to Yes: Negotiating Agreement Without Giving In*, 3rd. New York: Penguin Books. ISBN 978-0143118756
- Fry, Bryan. 2008. *Mastering public administration: From Max Weber to Dwight Waldo*, 2nd ed. CQ Press. ISBN 978-1933116822.
- Goodsell, Charles T. 2015. *The new case for bureaucracy*. Washington, DC: CQ Press. ISBN 978-1452226309.
- Johnson, William C. 2008. *Public administration: Partnerships in public service*. 4th ed. Long Grove, IL: Waveland Press. ISBN 978-1577665502.
- Levine, Herbert M. ed. 1988. *Public administration debated*. Englewood Cliffs, NJ: Prentice Hall. ISBN 013-737313-9.
- 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.
- Moynihan, Donald P. 2008. *The dynamics of performance management: Constructing information and reform*. Washington, DC: Georgetown University Press. ISBN 978-1589011946.

- Osborne, David, and Ted Gaebler. 1992. *Reinventing government: How the entrepreneurial spirit is transforming the public sector*. New York: A Plume Book. ISBN 978-0452269422
- Osborne, Stephen P. 2000. *Public-private partnerships: Theory and practice in international perspective*. New York: Routledge. ISBN 978-0415212687.
- Osborne, Stephen P. ed. 2010. *The new public governance? Emerging perspectives on the theory and practice of public governance*. New York: Routledge. ISBN 978-0415494632.
- Ostrom, Vincent. 1989. *The intellectual crisis in American public administration*, 2nd ed. Tuscaloosa: University of Alabama Press. ISBN 0817304185.
- Perry, James L., and Kenneth L. Kraemer, eds. 1983. *Public management: Public and private perspectives*. Palo Alto, CA: Mayfield Publishing.
- Perry, James L., ed. 1996. *The handbook of public administration*. 2nd ed. San Francisco, CA: Jossey-Bass. ISBN 978-0787901943.
- Rosenbloom, David H., Robert S. Kravchuk, and Richard M. Clerkin. 2008. *Public administration: Understanding management, politics, and law in the public sector*, 7th ed. McGraw Hill. ISBN 978-0073403892.
- Savas, Emanuel S. 2000. *Privatization and public-private partnerships*. New York: Seven Bridges Press. ISBN 978-1566430739.
- Shafritz, Jay M., and Albert C. Hyde. 2011. *Classics of public administration*, 7th ed. Wadsworth Publishing. ISBN 978-1111342746.
- Simon, Herbert A. 1997. *Administrative behavior: a study of decision-making processes in administrative organizations*. 4th ed. New York: The Free Press. ISBN 978-0684835822.
- Simon, Herbert A., Victor A. Thompson, and Donald W. Smithburg. 1991. *Public administration*. New Brunswick, NJ: Transaction Publishers. ISBN 978-0887388958.
- Stillman, Richard J., II, ed. 2010. *Public administration: Concepts and cases*. 9th ed. Boston, MA: Wadsworth Publishing. ISBN 978-0618993017.
- Weimer, David L., and Aidan R. Vining. 2010. *Policy analysis: Concepts and practices*. 5th ed. Boston, MA: Longman. ISBN 978-0205781300.

WEEKLY SCHEDULE

This schedule is tentative and subject to change. Students should check the latest schedule on the course Web site every week. Required are ONLY readings listed after each class date. Supplementary readings provide students with directions to their further research. Bring your name card with your nickname for the first three weeks.

1st Week: Introduction to Public Management

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.

October 7th: Chapter 2; Perry (1993)

October 9th: Perry & Kraemer (1983); Behn (1995)

- 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.
- Denhardt, Robert B. 1990. Public administration theory: The state of the discipline. in Naomi Lynn and Aaron Wildavsky eds. *Public administration: The state of the discipline*. 43-72. Chatham, NJ: Chatham House Publishers.
- Henry, Nicholas. 1975. Paradigms of public administration. *Public Administration Review* 35(4): 378-386.
- 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. 1994. Public management research: The triumph of art over science. *Journal of Policy Analysis and Management* 13(spring): 231-259.
- 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, 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., Victor A. Thompson and Donald W. Smithburg. 1991. *Public administration*. New Brunswick, NJ: Transaction Publishers. Chapter 1.
- 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.
- Wilson, Woodrow. 1887. The study of administration. *Political Science Quarterly* 2: 197-222.

2nd Week: Public versus Private Management

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.

October 14th: Chapter 3

October 16th: Perry & Rainey (1988); Rainey & Bozeman (2000)

- Allison, Graham T. 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.
- 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.
- Ink, Dwight. 1988. Is management in the private sector essentially similar to management in the public sector? Public management and private management. In *Public administration debated*, edited by Herbert M. Levine, 38-39. Englewood Cliffs, NJ: Prentice Hall.
- 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. 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).
- 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, Power, and Environments

Public organizations encounter a variety of external environments including political (power), legal, social, economic, cultural 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.

October 21st : Chapter 4 and Chapter 5 (pp.109-132 or 110-130 in 4th ed.)

- Bellone, Carl J., and George Frederick Goerl. 1992. Reconciling public entrepreneurship and democracy. *Public Administration Review* 52(2): 130-134.
- 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.
- Kirlin, John J. 1996. The big questions of public administration in a democracy. *Public Administration Review* 56(5): 416-423.
- Long, Norton E. 1949. Power and administration. *Public Administration Review* 9(4): 257-264.
- Moe, Terry M. 2005. Political control and the power of the agent. *Journal of Law, Economics, and Organization* 22(1): 1-29
- 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. *The American Review of Public Administration* 43 (4): 381-396.
- Thomas, John Clayton. 1993. Public involvement and governmental effectiveness. *Administration and Society* 24(4): 444-469.
- Vick, Dwight. 2011. Politics and public administration: What is the appropriate relationship? *Public Administration Review* 71(5): 811-812.
- Wood, B. Dan, and Richard Waterman. 1991. The dynamics of political control of the bureaucracy. *American Political Science Review* 85(3): 801-828.

October 23rd : Chapter 8 (pp. 208-242 or 201-232 in 4th ed.); Simon et al. (1991) Ch. 6 (pp.130-149)

Bureaucracy is a core structure of formal organizations in which most organizational activities are organized in accordance with division of labors.

- Barnard, Chester I. 1968. *The functions of the executive*. Cambridge: Harvard University Press. Chapter 7 (pp. 82-95).
- 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. Chapter 7.

4th Week: Structure and Bureaucracy

Weber's ideal type bureaucracy is a construct that is designed to maximize rationality and efficiency but it does not exist in the real world. 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. *Students are asked to submit their organization chart with his/her job position marked and his/her job description.*

October 28th: Fri (1989) Ch. 1 (pp. 15-46); Weber (2010);

October 30th: Levine (1988) Ch. 1 (pp. 6-16); Goodsell (2015) Ch. 1 (pp. 1-39)

- Adler, Paul S., and Bryan Borys. 1996. Two types of bureaucracy: Enabling and coercive. *Administrative Science Quarterly* 41(1): 61-89.
- Fry, Brian R. 1989. *Mastering public administration: From Max Weber to Dwight Waldo*. Chatham, NJ: Chatham House Publishers. Chapter 6 (pp. 156-180) and Chapter 7 (pp. 181-217)
- Goodsell, Charles T. 2015. *The new case for bureaucracy*. Washington, DC: CQ Press.

Levine, Herbert M. ed. 1988. *Public administration debated*. Englewood Cliffs, NJ: Prentice Hall.

Weber, Max. 2010. Bureaucracy. In *Public administration: Concepts and cases, 9th ed.*, edited by Richard J. Stillman II, 54-63. Boston, MA: Wadsworth.

5th Week: Communications and Conflict Management

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 in order to produce better performance.

November 4th: Chapter 12 (pp. 382-394 or 359-368 in 4th ed.); Simon et al. (1991) Ch. 10 (pp. 218-243)

Agranoff, Robert, and Michael McGuire. 2001. Big questions in public network management research. *Journal of Public Administration Research and Theory* 11(3): 295-326.

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.

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. Chapter 11 (pp. 244-259)

November 6th: Chapter 12 (pp. 394-405 or 368-379 in 4th ed.); Pondy (1992); Fisher, Ury, and Patton (2011) Ch. 1 (pp. 3-15).

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. Chapter 2-5.

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.

- 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: Need and Public Service Motivation

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, education, and training of government employees.

November 11th: Chapter 10 (9 in 4th ed.); Perry & Wise (1990)

November 13th: Chapter 9 (10 in 4th ed.); Perry (2000)

- 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, Kaifeng Yang, and Sanjay K. Pandey. 2012. Public service motivation (PSM) and support for citizen participation: A test of Perry and Vandenabeele's reformulation of PSM theory. *Public Administration Review* 72 (4): 572-582.
- Kim, Sangmook, Wouter Vandenabeele, Bradley E. Wright, Lotte Bøgh Andersen, Francesco Paolo Cerase, Robert K. Christensen, Céline Desmarais, Maria Koumenta, Peter Leisink, Bangcheng Liu, Jolanta Palidaukaite, 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., Hondeghem, Annie, and Wise, Lois R. 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, 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, Entrepreneurship, and Administrative Ethics

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.

November 18th: Chapter 11 (pp. 335-374 or 314-353 in 4th ed.); Van Wart (2013)

- 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.
- 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.
- 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.
- 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.
- 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., 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.
- 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.

November 20th: Waldo (2010); Cooper (2004)

One of challenging issues is how to make government and its bureaucrats accountable. Public managers should have high professional standards and administrative ethics proportional to their power and discretion although such normative criteria are not clear in some circumstance and often conflict with each other.

- Cooper, Terry L. 2004. Big questions in administrative ethics: A need for focused, collaborative effort. *Public Administration Review* 64(4): 395-407.
- 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.
- Friedrich, Carl J. 2010. Public policy and the nature of administrative responsibility. In *Public administration: Concepts and cases*, 9th ed., edited by Richard J. Stillman II, 441-446. Boston, MA: Wadsworth.

- Fry, Brian R. 1989. *Mastering public administration: From Max Weber to Dwight Waldo*. Chatham, NJ: Chatham House Publishers. Chapter 8 Dwight Waldo (pp. 218-249)
- Gawthrop, Louis C. 1998. The human side of public administration. *PS: Political Science and Politics* 31(4): 763-769.
- 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.
- Lewis, Carol W., and Bayard L. Catron. 1996. Professional Standards and Ethics. In *The Handbook of Public Administration*, 2nd ed., edited by James L. Perry, 699-712. San Francisco, CA: Jossey-Bass.
- 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.
- Waldo, Dwight. 2010. Public administration and ethics: a prologue to a preface. In *Public administration: Concepts and cases*, 9th ed., edited by Richard J. Stillman II, 472-482. Boston, MA: Wadsworth.
- Wittner, Dennis, and David Coursey. 1996. Ethical work climates: comparing top managers in public and private organizations. *Journal of Public Administration Research Theory* 6(4): 559-572.

8th Week: Performance Management

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.

November 25th: Chapter 6 (pp. 147-169 or 145-166 in 4th ed.) and Chapter 14 (pp. 469-477 or 438-446 in 4th ed.)

November 27th: Heinrich & Marschke (2010); Moynihan (2008) Ch. 10 (pp. 189-209).

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.

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.

Cameron, Kim S. 1986. Effectiveness as paradox: Consensus and conflict in conceptions of organizational effectiveness. *Management Science* 32: 539-553.

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.

- 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.
- 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. 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.
- 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

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.

December 2nd: Chapter 13 (skip pp. 425-433 or 398-405 in 4th ed.)

December 4th: Chapter 14 (pp. 449-469 or 419-437 in 4th ed.); Osborne & Gaebler (1992) Ch. 1 (pp. 1-24).

Aberbach, Joel D., and Tom Christensen. 2014. Why reforms so often disappoint. *The American Review of Public Administration* 44(1): 3-16.

- 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.
- 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. 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.
- Straussman, Jeffrey D. 2013. Why so many institutional reforms in development fail and how we can do better. *Journal of Public Administration Research and Theory* 23 (4): 1005-1007.
- 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 Public-Private Partnership

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.

December 9th: Ch. 14 (pp. 477-486 or 449-456 in 4th ed.); Savas (2000) Ch. 5 (pp. 111-146).

December 11th: Donahue (1989) Ch. 10; Levine (1988) Ch. 15 (pp. 223-237)

Donahue, John D. 1989. *The privatization decision: Public ends, private means*. Basic Book. Chapter 1-5.

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.
- Levine, Herbert M. ed. 1988. *Public administration debated*. Englewood Cliffs, NJ: Prentice Hall.
- 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.
- Osborne, David, and Ted Gaebler. 1992. *Reinventing government: how the entrepreneurial spirit is transforming the public sector*. New York: A Plume Book. Chapter 3 (pp.76-107).
- 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.
- Wang, Mei. 2013. Public-private partnerships in China. *Public Administration Review* 73 (2): 311-312.
- 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