

February 9, 2008

Public Administration 527
PUBLIC MANAGEMENT THEORY
Spring 2008
Mondays
2234 ADH
3-6pm

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Office Hours: By appointment; send me an email and we'll set up a mutually convenient time.

Text:

Jones, Laurence R. and Thompson, Fred. *From Bureaucracy to Hyperarchy in Netcentric and Quick Learning Organizations: Exploring Future Public Management Practice*.
Charlotte, North Carolina: Information Age Publishing, 2007.

** Indicates excerpts from Jones and Thompson, *From Bureaucracy to Hyperarchy in Netcentric and Quick Learning Organizations*

Assignments:

1. Four (4) short papers (5 pages, or more). Base each paper on two or more readings from one of the Parts and other appropriate articles and books. Select from Parts 3, 4, 5, 6 7, and 8 from the Short Papers Sign-up Sheet. Papers are due when the Part is discussed. Hopefully, we will be able to discuss in class some, perhaps all, of the short papers. (50% of the course grade)
2. One (1) longer paper (20 pages, or more) relevant to your research interests. Consult with me about this paper. Paper is due May 3, 3pm. (50% of the course grade).

Jan. 14

Part 1

Public Management, Governance, and Public Administration

Overview of the Course

Rules for Social Science Research

What's In a Word? Plenty, when the word is "service", as in public service. Other words that need our attention are "freedom", "independence", "complex", "reinvention", and there are others.

Third-Party, Indirect, Government: Government by Other-Than Regular Government Institutions

Knowledge for Practice

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Hill, Larry B. "Who Governs the American Administrative State? A Bureaucratic-Centered Image of Governance", *Journal of Public Administration Research and Theory*, 1991, 1, 3: 261-94.

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Milward, H. Brinton, and Keith G. Provan, "Governing the Hollow State", *Journal of Public Administration Research and Theory*, 2002, 10, 2: 233-61.

Moe, Ronald, "The Emerging Federal Quasi-Government: Issues of Management and Accountability," *Public Administration Review*, 2001, 61, 3: 290-312.

Rosenbloom, David H., "History Lessons for Reinventors", *Public Administration Review*, 2001, 61, 2: 161-65.

Salamon, Lester M. "The New Governance and the Tools of Public Action: An Introduction". In Lester M. Salamon, ed., *The Tools of Government: A Guide to the New Governance*. New York: Oxford University Press, 2002, pp. 1-47.

Jan. 21

Part 2

System Analysis and the Context of Public Management

System Analysis

International Context

Constitutional and Legal Context

Economic Context

Political Context

Marketplace Context

Third Party Interdependence

Organizational Culture: What It Is and What Public Managers Can Do About It

Agranoff, Robert, and Michael McGuire, "American Federalism and the Search for Models of Management", *Public Administration Review*, 2001, 61, No./Dec.: 650-60.

Agranoff, Robert, and Michael McGuire, "The Intergovernmental Context of Local Economic Development", *State and Local Government Review*, 1998, 30,3: 150-64.

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Kaboolian, Linda, "Dialogue between Advocates and Executive Agencies: New Roles for Public Management". In H. George Frederickson and Jocelyn M. Johnston, eds., *Public Management Reform and Innovation: Research, Theory, and Innovation*. Tuscaloosa: University of Alabama Press, 1999, pp. 312-28.

Khademian, Anne M., "Is Silly Putty Manageable? Looking for the Links between Culture, Management, and Context". In Jeffrey L. Brudney, Laurence J. O'Toole, Jr., and Hal G. Rainey, eds., *Advancing Public Management: New Developments in Theory, Methods, and Practice*. Washington, DC.: Georgetown University Press, 2000, pp. 33-48.

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Jan. 28

Part 3

Change and Reform

Incrementalism and Breakthrough

Behn, Robert D., "Do Goals Help Create Innovative Organizations?" In H. George Frederickson and Jocelyn M. Johnson, eds., *Public Management Reform and Innovation*. Tuscaloosa: University of Alabama Press, 1999, pp. 70-88.

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Mohr, Laurence B., "One Hundred Years of Organizational Change: The Good, the Bad and the Ugly". In H. George Frederickson and Jocelyn M. Johnson, eds., *Public Management Reform and Innovation: Research, Theory, and Application*. Tuscaloosa: University of Alabama Press, 1999), pp. 11-36.

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Feb. 4

Part 4

Importance of Management

Management Makes a Difference
Management Capacity

Bozeman, Barry, and Sanjay K. Pandey, “Public Management Decision Making: Effects of Decision Content”, *Public Administration Review*, 2004, 64, 5: 553-65.

Cogburn, Jerrell D. And Sandra K. Schneider, “The Quality of Management and Government Performance: An Empirical Analysis of the American States”, *Public Administration Review*, 2003, 63, 2: 206-13.

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Sanfordt, Jodi, "Moving Beyond Discretion and Outcomes: Examining Public Management from the Front Lines of the Welfare System", *Journal of Public Administration Research and Theory*, 2000, 10, 4:729-56.

Schneider, Saundra K. William G. Jacoby, and Jerrell D. Cogburn, "The Structure of Bureaucratic Decisions in the American States", *Public Administration Review*, 1997, 57, 3: 240-49.

Smith, Kevin B. And Christopher W. Larimer, "A Mixed Relationship: Bureaucracy and School Performance", *Public Administration Review*, 2004, 64, 6: 728-36.

Feb 11, 18, 25

Part 5

Styles of Public Management

Traditional/Orthodox Public Management Style

Newer Public Management Style

Cooperation, Collaboration, Bargaining, Helping, Building Trust

Change Management

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McGuire, Michael, "Managing Networks: Propositions On What Managers Do and Why They Do It", *Public Administration Review*, 2002, 62,6: 599-609.

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March 3, 10

Part 6

Tools of Public Management

Contracts, Vouchers, Grants, Privatization

Information Technology (IT)

Beam, David R., and Timothy J. Conlan, "Grants". In Lester M. Salamon, ed., *The Tools of Government: A Guide to the New Governance*. New York: Oxford University Press, 2002, pp. 340-80.

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DeHoog, Ruth Hoogland, and Lester M. Salamon, "Purchase-of-Service Contracting". In Lester M. Salamon, ed., *The Tools of Government: A Guide to the New Governance*. New York: Oxford University Press, 2002: 319-39.

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** Jones, Lawrence R. and Thompson, Fred, "Moving from Bureaucracy to Hyperarchy and Netcentricity: Enabling the Quick Learning Organization Using IT and Modern Technology". In Lawrence R. Jones and Fred Thompson, *From Bureaucracy to Nyperarchy in Netcentric and Quick Learning Organizations*. Charlotte, North Carolina: Information Age Publishing, 2007, pp. 231-59

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- Steuerle, C. Eugene, and Eric C. Twombly, "Vouchers". In Lester M. Salamon, ed., *The Tools of Government: A Guide to the New Governance*. New York: Oxford University Press, 2002, pp. 445-65.
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March 17, 31

Part 7
Performance and Public Management

Government Performance Project
Performance Management Theory

Performance

Behn, Robert, "Why Measure Performance? Different Purposes Require Different Measures", *Public Administration Review*, 2003, 63, 5: 586-606.

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** Jones, Lawrence R. and Thompson, Fred, "Assessing Public Management Reform in an International Context: Performance Measurement, Managing for Results and Fiscal Devolution".

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April 7, 14, 21, 28

Part 8

Public Management Processes, Structures, and Personnel

Public Management Processes

Quick Learning Processes

Policy and Budget Making

Policy Analysis

Policy Implementation

Bloom, Howard S., Carolyn J. Hill, and James Ricco, “Linking Program Implementation and Effectiveness: Lessons from a Pooled Sample of Welfare-to-Work Experiments”, *Journal of Policy Analysis and Management*, 2003, 22,4: 551-75.

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Public Management Structures

- Top-Level Units (SES, and Political Appointees)
- Career Units

- Devolution/Decentralization

- Teams

- Fusion of Public and Private Institutions

- Stakeholder Theory, Practices, and Structures

- Networks

 - Network Theory

 - Information Technology/Internet Network Theory

 - Intergovernmental Networks

 - International Networks

 - Government Corporations, Government-Sponsored Enterprises, Special Districts, and Public Authorities

 - Third Parties: Hospitals, Churches, and other Third Parties

 - Citizen Participation/Civic Engagement Structures

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Principal-Agent Theory

Public Managers' Control/Power/Influence

Accountability /Responsibility

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