

PUBLIC MANAGEMENT

PADM 5389 - SPRING 2018

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Required Textbooks

- ▶ C. Hill & L. Lynn (2016) Public Management: Thinking and Acting in Three Dimensions (2e). ISBN:978-1483344324
- ▶ R. A. Croff (2015) Public Administration Casebook. Taylor & Francis. ISBN-13: 978-0205607419



Course Description

Why do some governments perform better than others? How can some countries provide better life quality to their citizens than other countries? Answers to these questions are hidden in the quality of government institutions. Better institutions lead to better government quality and better services for citizens. The question is: how can we develop better institutions? A partial answer to this question is better public management.

Institutions and the quality of government are broad topics and cover several related fields such as economics, political science, public administration, management, and organization science. In this course, we will approach to the quality of government from public management perspective. At the same time, we will approach to public management from the quality of government and institutional perspectives.

The basic theme of this course is to open a window to the practice of public management using a three dimensional approach. This class will elaborate on structure, culture, and craft dimension of public management along with other fundamental concepts such as rule of law and accountability. Thus, the course provides material that may be useful in understanding theoretical roots and practices of these various dimensions and concepts.

In other courses, you have learned or will learn the institutional theory, organizational behavior, and management theories. In this course, we will link public management to all these subjects.

Specifically, the course will provide you an understanding of the empirical findings and theoretical discussions in key public management areas such as institutional structure, executive management, leadership, organizational behavior, decision making, and human motivation.

The course will introduce you the theoretical underpinnings of key public management topics. It will also allow you to see the practical applications of these theories in cases and real life examples. Thus, this course is not a mere theory course, nor is it a workshop that will teach you some rules of thumbs that you could use while doing your job. This course will try to help you see real life events through the lens of theories.

Course Objectives

Learning Objectives

By the end of this course, students will be able to

- ▶ Explain the historical development of public management and underlying theories
- ▶ Analyze the constitutional foundations of public management in the U.S.
- ▶ Inspect the relationship between management practices and the rule of law.
- ▶ Critique management practices from the rule of law perspective
- ▶ Define and discuss the structure, culture, and craft dimensions of public management
- ▶ Analyze real life management problems synthesize solutions to them
- ▶ Evaluate public management challenges from structure, culture, and craft perspectives

Course Requirements

Weekly Readings

There will be required readings every week. You need to complete the required readings in a timely manner. Depending on the week, you

will need to do **60 - 80 pages reading** (book chapters, articles, and online sources). Finishing the readings and other assignments would require approximately of **6-8 hours/week**.

Midterm and Final Exams (36%)

You will have a take-home midterm and final exam. Each exam will account for 18% of your total grade. Their focus will be to help you analyze the course materials and synthesize answers for the given exam questions.

Case Reports (21%)

You will have three major cases studies throughout the semester. The purpose of these case studies are to apply theoretical knowledge into real case scenarios. You will write a 3-4 page (**single spaced**) case report after each case. You will have two weeks to write and submit your case report. Detailed information will be provided in each case. Each case assignment accounts for 7% of your total grade.

Weekly Mini Cases and Discussions (39%)

Every week (13 weeks), you will analyze a mini case or discussion topic and share your position on that case/topic. The purpose of assignment is to relate the course materials with your previous knowledge and personal experience and reflect on the given topic. You will use your analytical thinking skills to discuss these cases. A grading rubric for discussions will be available on Blackboard. Each mini case/discussion will account for 3% of your total grade.

Online Sessions (4%)

Throughout the semester, I will host three online sessions using BlackBoard's built-in tools (similar to Skype). You are required to participate in at least one of the three online sessions throughout the semester. Each session will be no more than 30 minutes.

I will try to simulate classroom discussion environments in these online sessions. I will bring course related topics to discussion and we will have an open conversation. Also, if you have any questions regarding course related issues or other relevant topics, you are welcome to ask them in online sessions.

Although I will open my webcam during online sessions, you can join meetings with or without your webcam on. You can even join meetings via chat (without turning your webcam and microphone on). Meetings will be held later in the evening (around 7:30 or 8:00 pm). You can see the tentative meeting schedule in the course schedule. I will discuss the specific dates with you and determine the best day of the week. Participating in one online session will give you 4 points towards your final grade. Even if you participate in more than one meeting, the maximum grade you will receive will be 4 points.

<i>Course Requirements & Grade</i>	
Reading	60-80 pages/week
Commitment	6-8 hours/week
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Case Reports (7% each)	21%
Mini Cases (3% each)	39%
Midterm Exam	18%
Final Exam	18%
Online Sessions	4%
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100-90 points	A
80 - 89	B
70 - 79	C
60 - 69	D
< 60	F

Course Policies

Absences on Religious Holy Days:

Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. Section 51.911 (a) (2) defines a religious holy day as: “a holy day observed by a religion whose places of worship are exempt from property taxation under Section 11.20...” A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence.

University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). The instructor will complete a form notifying the student of a reasonable timeframe in which the missed assignments and/or examinations are to be completed.

Disability Services

It is the policy of Sam Houston State University that individuals otherwise qualified shall not be excluded, solely by reason of their disability, from participation in any academic program of the university. Further, they shall not be denied the benefits of these programs nor shall they be subjected to discrimination. Students with disabilities that might affect their academic performance are expected to visit with the Office of Services for Students with Disabilities located in the Counseling Center. They should then make arrangements with their individual instructors so that appropriate strategies can be

considered and helpful procedures can be developed to ensure that participation and achievement opportunities are not impaired.

SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. Any student with a disability that affects his/her academic performance should contact the Office of Services for Students with Disabilities in the SHSU Lee Drain Annex (telephone 936-294-3512, TDD 936-294-3786) to request accommodations.

Visitors in the Classroom

Only registered students may attend class. Exceptions can be made on a case-by-case basis by the professor. In all cases, visitors must not present a disruption to the class by their attendance. Students wishing to audit a class must apply to do so through the Registrar's Office.

Tips for Success

1. Do your readings carefully every week. Follow critical reading techniques for effective learning
2. Relate the readings with your previous knowledge
3. Observe application of principles and theories in your daily life
4. Be proactive, contact me if you have any questions or concerns

Plagiarism and Academic Integrity:

All students are expected to engage in all academic pursuits in a manner that is above reproach. Students are expected to maintain honesty and integrity in the academic experiences both in and out of the classroom. Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The University and its official representatives may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including but not limited to, cheating on an examination or other academic work which is to be submitted, plagiarism, collusion and the abuse of resource materials. For a complete listing of the university policy, see:

Dean of Student's Office

Important Resources

Academic Journals

- ▶ Public Administration Review
- ▶ Journal of Public Administration Research & Theory (JPART)
- ▶ Public Management Review (PAR)
 - ▶ Special Issue December 2011: The Federalist Papers Revised for Twenty-First-Century
- ▶ Public Administration
- ▶ Governance
- ▶ Public Performance & Management Review
- ▶ American Review of Public Administration
- ▶ Administration & Society
- ▶ Academy of Management Review
- ▶ International Public Management Journal

Books

- ▶ Guy B. Peters & Jon Pierre (2018). *The Next Public Administration: Debates and Dilemmas*. Sage
- ▶ Jeffrey L. Pressman & Aaron Wildavsky. (1973). *Implementation*.
- ▶ James Q. Wilson. (1989). *Bureaucracy: What Government Agencies Do and Why They Do It*. Basic Books.
- ▶ Ewan Ferlie, Laurence Lynn, & Christopher Pollitt. (2007). *Oxford Handbook of Public Management*. New York: Oxford University Press.
- ▶ Owen Hughes. (2012). *Public Management & Administration (4th Ed)*. New York: Palgrave MacMillan

- ▶ Tony Bovaird & Elke Loeffler. (2016). *Public Management and Governance*. New York: Routledge.
- ▶ Christopher Koliba, Jack Meek, & Asim Zia. (2011). *Governance Networks in Public Administration and Public Policy*. New York: CRC Press.
- ▶ Schiavo-Campo, Salvatore & Hazel M. McFerson. (2008). *Public Management in Global Perspective*. Armonk, NY: M.E. Sharpe.
- ▶ Farazmand, Ali & Jack Pinkowski. (2007). *Handbook of Globalization, Governance, and Public Administration*. Boca Raton, FL: CRS Press.
- ▶ Guy B. Peters. (2012). *Institutional Theory in Political Science*
- ▶ Janis, Irving. (1982). *Groupthink: A Psychological Study of Foreign Policy Decisions and Fiascoes*. Boston: Cengage.
- ▶ Kahneman, Daniel. (2013). *Thinking Fast and Slow*. New York: Farrar, Straus and Grioux.
- ▶ Sunstein, Cass. (2014). *Simpler: The Future of Government*. New York: Simon & Schuster.
- ▶ Shapiro, Stuart & Borie-Holtz, Debra. (2013). *The Politics of Regulatory Reform*. New York: Routledge.
- ▶ Kaufman, Herbert. 1977. *Red Tape: Its Origins, Uses, and Abuses*. Maryland: Brookings Institute.
- ▶ Daron Acemoglu & James Robinson. (2012). *Why Nations Fail: The Origins of Power, Prosperity, and Poverty*
- ▶ Bo Rothstein. (2011). *The Quality of Government: Corruption, Social Trust, and Inequality in International Perspective*

Websites

- ▶ American Society for Public Administration:
www.aspanet.org
- ▶ American Political Science Association
www.apsanet.org
- ▶ IBM Center for The Business of Government
<http://www.businessofgovernment.org>
- ▶ The Royal Society for the Encouragement of
Arts, Manufactures, and Commerce:
thersa.org
- ▶ TED: ted.org

Course Schedule

Week	Date	Topic	Read
1	Jan 17 - Jan 21	Course Introduction	<ul style="list-style-type: none"> ▸ Could a President Trump master Madisonian politics? ▸ Where privatization may not be the answer ▸ Acemoglu & Robinson. So Close Yet So Different (pp. 7-10) ▸ <i>Recommended: Read the introductions of Parts I, II, III, IV, and V. (pp. 1-4; 99-104; 267-270; 335-340; and 413-415)</i>
2	Jan 22 - Jan 28	Defining Public Management	<ul style="list-style-type: none"> ▸ Hill & Lynn Ch 1 ▸ Boyne. 2002. Public and Private Management: What's the Difference ▸ <i>Recommended: Dod et al. 2010. Evidence Based Public Management</i> ▸ <i>Recommended: Fottler. 1981. Is Management Really Generic?</i> ▸ <i>Recommended: Wilson. 1887. The Study of Administration</i>
3	Jan 29 - Feb 4	The History and Current State of Public Management	<ul style="list-style-type: none"> ▸ Lynn. 2007. A Concise History of the Field ▸ Hughes, Ch 3 ▸ <i>Recommended: Sager & Rosser. 2009. Weber, Wilson, and Hegel: Theories of Modern Bureaucracy.</i> ▸ <i>Recommended: Taylor. 1911. The Principles of Scientific Management</i>
4	Feb 5 - Feb 11 Online Session 1	First Principles: Rule of Law and Accountability	<ul style="list-style-type: none"> ▸ Hill & Lynn Ch 2 ▸ Wise & O'Leary. 2003. Breaking Up is Hard to Do: The Dissolution of Judicial Supervision of Public Services. ▸ Romzek & Ingraham. 2000. Cross Pressure of Accountability: Initiative, Command, and Failure in the Ron Brown Plane Crash ▸ Lynn. 2009. Restoring the Rule of Law to Public Administration: What Frank Goodnow Got Right and Leonard White Didn't. ▸ <i>Recommended: Romzek & Dubnick. 1985. Accountability in the Public Sector: Lessons from the Challenger Tragedy.</i> ▸ <i>Recommended: Bertelli & Lynn. 2003. Managerial Responsibility</i>
5	Feb 12 - Feb 18	The Structure Dimension: James Madison's Legacies	<ul style="list-style-type: none"> ▸ Hill & Lynn Ch 4 ▸ Federalist 47, 48, 51 ▸ Lynn. 2011. Is Liberty Guaranteed by Structures? ▸ <i>Recommended: Rosenbloom. 1983. Public Administrative Theory and the Separation of Powers</i> ▸ <i>Recommended: Hill & Lynn. 2005. Is Hierarchical Governance in Decline?</i> ▸ <i>Recommended: Rosenbloom. 2013. Reflections on "Public Administrative Theory and the Separation of Powers"</i>

Week	Date	Topic	Read
6	Feb 19 - Feb 25	The Structure Dimension: The Administrative State	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 5 ▶ DiMaggio & Powell. 1983. The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields ▶ Denhardt. 1968. Bureaucratic Socialization and Organizational Accommodation ▶ <i>Recommended: Hammond. 1986. Agenda Control, Organizational Structure, and Bureaucratic Politics.</i> ▶ <i>Zhang. 2009. Crossing the River by Touching Stones: A Comparative Study of Administrative Reforms in China and the United States</i>
7	Feb 26 - Mar 4 Online Session 2	The Structure Dimension: Tools for Public Managers	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 6 ▶ Wilson Ch 2 ▶ Krakchardt & Hanson. 1993. Informal Organizations: The Company Behind the Chart ▶ Hill & Lynn. 2005. Is Hierarchical Governance in Decline? Evidence from Empirical Research
8	Mar 5 - Mar 11	The Structure Dimension: Rules and Regulations	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 7 ▶ Shapiro. 2002. Speed Bumps and Roadblocks: Procedural Controls over Regulatory Change ▶ Yee et al. 2016. Regulatory Compliance when the Rule of Law is Weak: Evidence From China’s Environmental Reform ▶ <i>Recommended: Jung. 2014. “Smart” Government Discourse through Behavioral Economics Lens</i> ▶ <i>Recommended: Jung & Jeong. 2011. Nudge: A Tool for Better Policy Impacts and Its Limitations under Various Policy Contexts</i>
9	Mar 12 - Mar 18	No Class - Spring Break	
10	Mar 19 - Mar 25	Midterm Exam	
11	Mar 26 - Apr 1	The Cultural Dimension: The Building Blocks	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 8 ▶ Wilson Ch 9 Culture ▶ Mason. 2003. Can Culture be Lethal? ▶ <i>Recommended: Pandey et al. 2007. Organizational Effectiveness and Bureaucratic Red Tape: A Multi-Method Study.</i> ▶ <i>Recommended: Recommended: Robinson. 1996. Trust and Breach of the Psychological Contract</i>

Week	Date	Topic	Read
12	Apr 2 - Apr 8	The Cultural Dimension: Institutionalized Values	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 9 ▶ Meyer & Browan. 1977. Institutionalized Organizations: Formal Structure as Myth and Ceremony. ▶ <i>Recommended: Dilluio. 1994. Principled Agents: The Cultural Bases of Behavior in a Federal Government Bureaucracy.</i> ▶ <i>Recommended: Mahler. 1997. Influences of Organizational Culture on Learning in Public Agencies.</i>
13	Apr 9 - Apr 15 Online Session 3	The Craft Dimension: Managerial Styles	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 10 ▶ Cook. 1998. Politics, Political Leadership, and Public Management ▶ Jacobsen & Andersen. 2015. Is Leadership in the Eye of the Beholder? ▶ <i>Recommended: Perry et al. 2006. Motivating Employees in a New Governance Era: The Performance Paradigm Revisited</i>
14	Apr 16 - Apr 22	The Craft Dimension: Managerial Heuristics	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 11 ▶ 't Hart. 1991. Irving Janis' Victims of Groupthink ▶ <i>Recommended: Preston & 't Hart. 1999. Understanding and Evaluating Bureaucratic Politics - The Nexus Between Political Leaders and Advisory</i> ▶ <i>Recommended: Bozeman & Su. 2015. Public Service Motivation Concepts and Theory: A Critique</i>
15	Apr 23 - Apr 29	3D Public Management	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 12 ▶ <i>Recommended: Chenok et al. 2013. Six Trends Driving Change in Government</i> ▶ <i>Recommended: Abramson et al. 2011. Seven Management Imperatives</i>
16	Apr 30 - May 4	Final Remarks	<ul style="list-style-type: none"> ▶ Hill & Lynn Ch 3 ▶ Moynihan. 2007. The MBA is Dead: Long Live the MPA! (book review) ▶ Walker et al. 2010. Wake Up Call: Strategic Management, Network Alarms, and Performance. ▶ Terry. 2005. The Thinning of Administrative Institutions in the Hollow State.
17	May 5 - 10		Final Exam