

PAD 7057 ADVANCED PUBLIC MANAGEMENT

Doctoral Seminar

DEPARTMENT OF PUBLIC ADMINISTRATION, UNIVERSITY OF CENTRAL FLORIDA

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Wednesdays: 6:00 - 8:50 PM

Room: HPA II 247

Office Hours: W. 4. - 5:30 PM & by appointment

Prerequisite: none Credit: 3

This doctoral seminar is designed for Ph.D. students in the Public Affairs program with a public administration track. The course examines the latest literature and practice in the field of public organizational management. It focuses on empirical findings and theoretical discussions in key public management areas of executive management, organizational behavior, public budgeting, human resource management, policy design/implementation/evaluation, and sustainability management. The course should guide students develop a focused area of study prior to their dissertations.

This course is designed to respond in part to the National Association of Schools of Public Affairs Administration (NASPAA) common curriculum components: Budgeting and financial processes; Policy and program formulation, implementation, and evaluation; Decision-making and problem solving; Political and legal institutions and processes; and Organization and management concepts and ethical behavior.

Course Goals: The purpose of the seminar is to advance the understanding and appreciation of the intellectual history, study, scope, and practice of the dynamics of public management. As such, the emphasis will be on relating the theories and history of public management with current practice through lectures, readings, class discussions, and written assignments.

Course Objectives: At the successful completion of this course, students will be able to demonstrate the following skills and knowledge:

- ❖ Advance the understanding and appreciation of the history, study, and practice of public management
- ❖ Review, discuss, and understand theories and their application to the study and practice of public management
- ❖ Critically evaluate the recent trends in the field of public management
- ❖ Organize the literature of the field and locate public management within the larger universe of social sciences
- ❖ Enhance ability to think analytically and critically about problems of public management
- ❖ Recognize the fundamentals of public management as a field of academic study and as an area of professional practice
- ❖ Develop an understanding on the design and implementation of engaged scholarship and community-based research

Required Texts: The required textbooks are available at the UCF Bookstore (and online bookstores). Additional readings will be available on Webcourses.

Hill, Carolyn and Laurence E. Lynn Jr. 2009. *Public Management: A Three Dimensional Approach*. Washington D.C.: Congressional Quarterly Press.

Hughes, Owen. E. 2003. *Public Management and Administration: An Introduction*. (3rd edition)
London: Palgrave.

Recommended:

Farazmand, Ali and Jack Pinkowski. 2007. *Handbook of Globalization, Governance, and Public Administration*. Boca Raton, FL: CRS Press.

Ferlie, Evan, Laurence Lynn, Jr., and Christopher Pollitt. 2005. *The Oxford Handbook of Public Management*. Oxford: Oxford University Press.

Schiavo-Campo, Salvatore and Hazel M. McFerson. 2008. *Public Management in Global Perspective*. Armonk, NY: M.E. Sharpe.

Strand, Kerry, Sam Marullo, Nick Cutforth, and Randy Stoecker, and Patrick Donohue. 2003. *Community-Based Research in Higher Education: Methods, Models and Practice*. San Francisco: Jossey-Bass

Method of the Course: The course will be conducted in seminar fashion with discussions focused on a common set of readings that will promote the development of critical thinking and writing skills. The seminar format creates opportunities for students to exercise critical thinking skills at the highest level. *Timely completion of the readings and full class participation is expected even during the weeks in which you do not submit a paper.* In addition, students will write extensively. Depending on the number of enrollees who remain in the class, students should expect to lead two class discussions and respond to two position papers. It is critical to manifest a respectful attitude toward the subject and to value the diversity of opinions expressed in class. I encourage all students to freely ask questions and to express their opinions. Lastly, the course will explore the theoretical and practical applications of community-based research through a term paper.

Course Requirements and Grading Policy: Learning is the main requirement of this class. Assignments are explicitly designed **NOT** to test your knowledge, but to empower and enable you to learn. The seminar format requires that students take responsibility for meeting their educational goals and for helping their colleagues with the same. Students are expected to be active participants in the learning process by doing the readings for each class and participating actively in class discussions and exercises. Regular class attendance is required for a successful completion of the requirements of the course. The instructor will evaluate students' class participation on the basis of their meaningful contributions to class discussions. Class participation will account for 10% of the course grade. Late assignments will **NOT** be accepted.

Position Papers: Students are expected to prepare **two** short position papers (1300-1500 words, 3 single-spaced pages in length, including **references**) that critically review the readings for a given week. Position papers will account for 20% of the course grade (10% each). These position papers should include:

- The fundamental objective of the reading, and how it fits into a broader stream of public management;
- The theories drawn upon, and the rationale for propositions/hypotheses;
- Applications of the key principles in practice;
- Results and conclusions;

You are asked to post your write-up for all others in the class (to the discussion posting designated for the week) **at least** two days before the class meeting (Monday before 5:00PM).

Response Paper: Students will respond to **two** of the position papers during the term. The response papers should critically evaluate the position papers and provide constructive feedback to the student presenting for the given week (750-1000 words, 2 single-spaced pages in length, including references). This activity will account for 10% of the course grade (5% each). The response papers are due **at least** one day before the class meeting (Tuesday before 5:00 PM).

Book Review Essay: Students will be required to submit a scholarly book review and critique of a recent book on public management (accounting for 10% of the course grade). Please select a text that you have **not** yet read. Book reviews are *commentaries*, not summaries of texts. In the book review essay, you want to clearly identify the argument that the author makes and how s/he goes about substantiating it besides the content. This paper should be 5-7 double-spaced pages with one-inch margins. Following completion, students will post their review essays for classmates. In addition to practicing the art of the book review, this exercise will also help you to develop a broad view of what's happening in contemporary public management as well as a familiarity with some of the most important books of the present (visit <http://www.pmrnet.org/books.htm> for recent publications in the field). Book selections need to be submitted to the instructor by the third week of class for approval. Up to two book review essays will be selected by the instructor for submission to a professional journal for possible publication.

Some examples of book reviews:

Kapucu, Naim. 2010. Learning from other Nations: Governance Reforms from a Comparative Perspective. [Review of the book by Schiavo-Campo, Salvatore and Hazel M. McFerson. 2008. *Public Management in Global Perspective*. Armonk, NY: M.E. Sharpe. 518 pp.] *Public Administration Review*. Forthcoming

Kapucu, Naim. 2009. Disaster Policy and Politics: Emergency Management and Homeland Security. [Book review article for Sylves, R. T. 2008. Washington, DC: CQ Press, 285 pp.] *American Review of Public Administration*. 39 (5): 573-575.

Kapucu, Naim. 2009. Perspectives of New Public Management and Governance in Understanding Public Management, [Review of the book by Kjell A. Eliassen and Nick Sitter. 2008. *Understanding Public Management*. London: Sage. 208 pp.] *Public Administration Review*. 69 (6):1187 -1190.

Paper Proposal: The paper proposal (accounting for 10% of the course grade) is a 1-page (single-spaced) description of your project. The proposal should include: a brief description of a theoretical issue, a clear and concise statement of the problem, clear statement of the research questions (and hypotheses) to be addressed - conducting good research begins with asking well-informed questions which the answers have broad implications-, and significance of the project.

Independent Research Paper: A primary educational objective of doctoral study is to learn how to conduct independent research and to arrive at considered and informed assessments of questions and problems independent of professorial authority. The final essay will draw upon readings and other materials used in the course. The term project accounts for 30% of the final grade. The paper needs to be at least 20 pages in length, double-spaced and should not exceed 25 pages including tables, figures, and references.

Paper Evaluation: The papers will be evaluated based on the thoroughness of the discussion, professional appearance, correct grammar, spelling, and use of third person throughout. The final

paper should be well-reasoned, present evidence (means well researched), be well-organized (means structured), and substantive (means you have something significant to say from a scholarly viewpoint). Reports will be graded based on (1) how well they describe the theory, (2) the degree to which they integrate materials and concepts from the course texts and lectures, (3) the depth of the evaluation of the theory being studied, and (4) style and structure. The final report should include an abstract, an introduction, a literature review, discussions, a conclusion, and references (appendices if needed). The use of the current APA format is **required** with a reference list (see the webpage for a guide <http://owl.english.purdue.edu/owl/resource/560/01>).

Presentations: Students will present their final projects in our last meeting (accounting for 10% of the course grade). Please prepare a PowerPoint Presentation which summarizes the main points of your project and share your analysis with the rest of the class. Student presentations (tightly focused on evaluation of a key theory) are approximately 10 minutes in length, including Q&A led by the presenter.

The grading for this course is based on the following areas:

<i>Learning activity</i>	<i>Points</i>
Class participation	10
Paper proposal	10
Position papers (2, 10 points each)	20
Response papers (2, 5 points each)	10
Book review essay	10
Independent research paper	30
Presentation	10
Total	100

Final grades will be earned as follows:

Points	Grade	Meaning
100	95= A	4 Outstanding achievement. Student performance demonstrates full command of the course materials and evidence of originality and/or creativity that far surpasses course expectations.
94	90= A-	3.75 Excellent achievement. Student performance demonstrates thorough knowledge of the course materials and exceeds course expectations by completing all requirements in a superior manner.
89	87= B+	3.25 Very good work. Student performance demonstrates above-average comprehension of the course materials and exceeds course expectations on all tasks as defined in the course syllabus.
86	83= B	3 Good work. Student performance meets designated course expectations, demonstrates understanding of the course materials and is at an acceptable level.
82	80= B-	2.75 Satisfactory work. Student performance demonstrates adequate understanding of course materials.
79	77= C+	2.25
76	73= C	2
72	70= C-	1.75
69	67= D+	1.25
66	63= D	1
62	60= D-	0.75
59	0= F	0

Communications: E-mail is a very efficient way to contact the instructor. Office hours are as posted or by appointment. I highly encourage the use of WebCourses mail for the course.

Academic Honesty: Plagiarism, copying, all other types of cheating will not be tolerated. UCF is committed to a policy of honesty in academic affairs. As such, the University of Central Florida's academic honesty policy will be strictly adhered to in this class. Students have the obligation to ask the instructor for clarification if there is anything that is not clear about course procedures and the grading policies of the instructor. The university's policy statement can be found at www.goldenrule.sdes.ucf.edu (Golden Rule).

Disabilities: The University of Central Florida is highly supportive of the full participation and success of students with all types of disabilities. Any student in this course who has a disability that may prevent him/her from fully demonstrating his/her abilities should contact Students Disability Services (SDS - <http://www.sds.sdes.ucf.edu>) Student Resource Center Room 132, phone (407) 823-2371, TTY/TDD only phone (407) 823-2116, before requesting accommodations from the professor. Students who need accommodations must be registered with SDS. Students who are registered with SDS and need accommodations in this course must contact the professor at the beginning of the semester to discuss needed accommodations. No accommodations will be provided until the student has met with the professor to request accommodations.

The UCF Creed	
Integrity, scholarship, community, creativity, and excellence are the core values that guide our conduct, performance, and decisions.	
Integrity	I will practice and defend academic and personal honesty.
Scholarship	I will cherish and honor learning as a fundamental purpose of my membership in the UCF community.
Community	I will promote an open and supportive campus environment by respecting the rights and contributions of every individual.
Creativity	I will use my talents to enrich the human experience.
Excellence	I will strive toward the highest standards of performance in any endeavor I undertake.

Schedule of Course Readings and Assignments

- Week 1**
January 12 *Introduction: The Dynamic Context of Public Management*
Read syllabus and the assignment requirements
Community-based research (CBR)
Assign discussion leaders
- Week 2**
January 19 *The State of Public Management Discipline*
Public Management and Administration
Public management, politics, policymaking
Introduction, overview, and terminology
Readings: Hill and Lynn, Ch.1; Hughes Ch. 1-3
Kaufman, Herbert. 2001. Major Players: Bureaucracies in American Government *Public Administration Review*, 61(1):18-42.
Recommended: Raadschedlers, Jos C. and James W. Douglas. 2003. The Doctoral Graduate in Public Administration: Master or Apprentice? *Journal of Public Affairs Education*, 9(4): 229–243.
Sutton, Robert I. and Barry M. Staw. 1995. What theory is not? *Administrative Science Quarterly*, 40 (3): 371-384.
Position paper by Fatih Demiroz, Sana Khosa
Response paper by Daniel Seigler, Natalie Bryan
- Week 3**
January 26 *Public Management's Three Dimensions*
Multidimensional public management: Structure, culture, and craft
Controlling conflicting interests
Readings: Hill and Lynn, Ch. 2; Hughes, Ch.4 & 5.
Ouchi, William. 2005. Making Public Schools Work: Management Reform as Key. *Academy of Management Journal*, 48(6): 929-934.
Recommended: Lynn, Laurence E., Jr. 2002. Democracy's Unforgivable Sin. *Administration & Society*, 34(4): 447-454.
Due: paper proposals
Position paper by Natalie Bryan, John DeGraca
Response paper by Juan Salva, Elizabeth Gregory
- Week 4**
February 2 *Analysis and Argument in Public Management*
The role of analysis and argument in public management
Evidence-based public management
Readings: Hill and Lynn, Ch. 3; Hughes, ch.6
Cohen, Michael D., James G. March, and Johan P. Olsen. 1972. A garbage can model of organizational choice. *Administrative Science Quarterly*, 17(1): 1-25.
Dodd, Tracey; Adam Durst; and Terry F. Buss. 2010. Evidence Based Public Management. In *Encyclopedia of Public Administration and Public Policy*, (2nd ed.). Jack Rabin and T. Aaron Wachhaus (eds.). New York: Taylor & Francis.
Dubnick, Melvin. J. 2000. Spirited Dialogue: The Case for Administrative Evil: A Critique. *Public Administration Review*, 60 (5): 464–482. (Also read the authors' response)
Rousseau, Denise M. 2006. Is there such a thing as evidence-based management? *Academy of Management Review*, 31: 256-269.
Recommended: Frederickson, H. George. 2000. Can Bureaucracy Be Beautiful? *Public Administration Review*, 60 (1): 47-53.
Rousseau, Denise M. and Sharon McCarthy. 2007. Evidence-based Management: Educating managers from an evidence-based perspective. *Academy of Management Learning and Education*, 6(1): 94-101.
Position paper by Sana Khosa, Orville Clayton
Response paper by John DeGraca, Fatih Demiroz
- Week 5**
February 9 *Public Management's Backbone: The Rule of Law*
Intergovernmental relations
The logic of constitutional governance

Readings: Hill and Lynn Ch. 4;

Lynn, Laurence. 2009. Restoring the Rule of Law to Public Administration: What Frank Goodnow Got Right and Leonard White Didn't. *Public Administration Review*, 69(5): 803-812.

Wise, Charlie and Rosemary O'Leary. 2003. Breaking Up is Hard to Do: The Dissolution of Judicial Supervision of Public Services. *Public Administration Review*, 63(2):177-191.

Recommended: Bertelli, Anthony M. 2004. Strategy and Accountability: Structural Reform Litigation and Public Management. *Public Administration Review*, 64(1): 28-42.

Lynn Laurence E. Jr., Carolyn J. Heinrich and Carolyn J. Hill. 2000. Studying Governance and Public Management: Challenges and Prospects. *Journal of Public Administration Research and Theory*, 10(2): 233-261.

Position paper by Juan Salva

Response paper by Daniel Seigler

Week 6

Public Management: The Structural Dimension

February 16

Evolution of the structural perspective

Prominent constraining structures

Structures and political rationality

Readings: Hill and Lynn Ch. 5; Hughes Ch. 8, 9 & 11

Hammond, Thomas H. 1986. Agenda Control, Organizational Structure, and Bureaucratic Politics. *American Journal of Political Science*, 30(2):379-420.

Ibarra, Herminia. 1993. Network centrality, power and innovation involvement: Determinants of technical and administrative roles. *Academy of Management Journal*, 36(3): 471-501.

Meyer, John W. and Brian Rowan. 1977. Institutionalized Organizations: Formal Structure as Myth and Ceremony. *The American Journal of Sociology*, 83(2): 340-363.

Mintzberg, Henry. 1996. Managing Government, Governing Management. *Harvard Business Review*, May/June: 75-83

Recommended: Behn, Robert D. 1995. The Big Questions Public Management. 1995. *Public Administration Review*, 55(4): 313-324.

Newton, Tim. 2002. Creating the New Ecological Order? Elias and Actor-Network Theory. *Academy of Management Review*, 27(4): 523-540.

Position paper by Daniel Seigler

Response paper by Natalie Bryan

Week 7

Public Management: The Cultural Dimension

February 23

Individual characteristics and building blocks of culture

Culture matters, in theory and in practice

Organizational culture and institutionalized values

Readings: Hill and Lynn Ch. 6;

Bennis, Warren. 1999. The End of Leadership: Exemplary Leadership is Impossible without the Full Inclusion, Initiatives, and Cooperation of Followers. *Organizational Dynamics*. 28(1): 71-80.

DiIulio, John D., Jr. 1994. Principled Agents: The Cultural Bases of Behavior in a Federal Government Bureaucracy. *Journal of Public Administration Research and Theory*, 4(3): 277-318.

Elsbach, Kimberly and Greg Eloffson. 2000. How the Packaging of Decision Explanations Affects Perceptions of Trustworthiness? *Academy of Management Journal*. 43(1): 80-89.

Fiol, C. Marlene and Edward O'Connor. 2003. Waking Up! Mindfulness in the Face of Bandwagons. *Academy of Management Review*, 28 (1): 54-70.

Pandey, Sanjay K. David H. Coursey and Donald P. Moynihan 2007. Organizational Effectiveness and Bureaucratic Red Tape: A Multi-method Study. *Public Performance and Management Review*, 30(3): 398-425.

Robinson, Sandra L. 1996. Trust and breach of the psychological contract. *Administrative Science Quarterly*, 41 (4): 574-599.

Recommended: Hogg, Michael A., and Deborah J. Terry. 2000. Social identity and self-categorization processes in organizational contexts. *Academy of Management Review*, 25(1): 121-140.

McGrath, Joseph E. 1997. Small group research, that once and future field: An interpretation of the past with an eye to the future. *Group Dynamics: Theory, Research, and Practice*, 1(1): 7-27.

Perry, James L. and Lois R. Wise. 1990. The Motivational Bases of Public Service. *Public Administration Review*, 50(3): 367-373.

Position paper by Leigh Broxton

Response paper by Elizabeth Gregory

Week 8
March 2

Public Management: The Craft Dimension

Deliberation and decision making

Rational choice and bounded rationality

Being strategic

Readings: Hill and Lynn Ch. 6; Hughes Ch. 7

Cook, Brian J. 1998. Politics, Political Leadership, and Public Management. *Public Administration Review*, 58(3): 225-230.

Perry, James, Debra Mesch, and Laurie Paarlberg. 2006. Motivating Employees in a New Governance Era: The Performance Paradigm Revisited. *Public Administration Review*. 66(4): 89-122.

Shalala, Donna. 1998. Are Large Public Organizations Manageable? *Public Administration Review*, 58(4): 284-289.

Van Wart, Montgomery. 2003. Public-Sector Leadership Theory: An Assessment. *Public Administration Review*, 63(2): 214-228.

Recommended: Meindl, James R., Sanford B. Ehrlich, and Janet Dukerich. 1985. The Romance of Leadership. *Administrative Science Quarterly*. 30 (1): 78-102.

Position paper by Fatih Demiroz, Elizabeth Gregory

Response paper by Sana Khosa, Leigh Broxton

Week 9

Spring Break (March 7-12)

Week 10
March 16

Organizational Learning

Culture and learning

Learning organizations

Readings: Hughes Ch.10

Argyris, Chris and Donald Schön. 1996. *Organizational learning II: Theory, method and practice*, Ch. 1. What Is An Organization That It May Learn? Reading, Mass: Addison Wesley.

Brainard, Lori and Patricia Siplon. 2002. Cyberspace Challenges to Mainstream Nonprofit Health Organizations. *Administration & Society*. 34 (2): 141-175.

Mahler, Julianne. 1997. Influences of Organizational Culture on Learning in Public Agencies. *Journal of Public Administration Research and Theory*, 7(4): 519-540.

Moynihan, Donald P. and Noel Landuyt. 2009. How do Public Organizations Learn? Bridging Structural and Cultural Divides. *Public Administration Review*. 69(6): 1097-1105.

Thomas, John and Gregory Streib. 2005. E-Democracy, E-Commerce, and E-Research: Examining the Electronic Ties between Citizens and Governments. *Administration & Society*. 37(3): 259-280.

Recommended: Argyris, Chris and Donald Schön. 1978. Chapter 1, *What Is An Organization That It May Learn?*

Fung, Archon. 2006. Varieties of Participation in Complex Governance. *Public Administration Review* 66 (s1): 66-75.

Due: Book review essay

Position paper by Orville Clayton, Natalie Bryan

Response paper by Leigh Broxton, Fatih Demiroz

Week 11
March 23

Accountability and Public Sector Performance

Accountability in historical perspective

Accountability and responsibility

Accountability and the structural, cultural, and craft dimensions

Readings: Hill and Lynn Ch. 8; Hughes Ch.13

Barth, Tom. 2010. Crisis management in the Catholic Church: Lessons for Public Administration. *Public Administration review* 70(5): 780-791.

Bertelli, Anthony and Laurence E. Lynn, Jr. 2003. Managerial Responsibility. *Public Administration Review*, 63:3: 259-268.

Denison, Daniel R. and Aneil K. Mishra. 1995. Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2): 204-223.

Kaufmann, Daniel. 2005. Back to Basics: 10 Myths about Governance and Corruption. *Finance & Development* 42 (3). (<http://www.imf.org/external/pubs/ft/fandd/2005/09/basics.htm>)

Romzek, Barbara S. and Melvin J. Dubnick. 1987. Accountability in the Public Sector: Lessons from the Challenger Tragedy. *Public Administration Review*, 47(3): 227-238.

Warren, Danielle. E. and Kristin Smith-Crowe. 2008. Deciding what's right: The role of external sanctions and embarrassment in shaping moral judgments in the workplace. *Research in Organizational Behavior*, 28: 81-105.

Weick, Karl. 1993. The collapse of sense-making in organizations: The Mann Gulch disaster. *Administrative Science Quarterly*, 38(4), 628-652.

Recommended: Romzek, Barbara S. and Patricia W. Ingraham. 2000. Cross Pressures of Accountability: Initiative, Command, and Failure in the Ron Brown Plane Crash. *Public Administration Review*, 60(3): 240-253.

Position paper by Juan Salva

Response paper by John DeGraca

Week 12
March 30

Policy Design, Implementation, and Evaluation

Public performance and management
 Implementing and managing public programs

Readings: Behn, Robert D. 2003. Why Measure Performance? Different Purposes Require Different Measures. *Public Administration Review*, 63(5): 586–606.

Chase, Gordon. 1979. Implementing a Human Service Program: How Hard Will It Be? *Public Policy*, 27(4): 385-435.

Fernandez, Sergio and Hal G. Rainey. 2006. Managing Successful Organizational Change in the Public Sector. *Public Administration Review*, 66(2): 168-176.

Heinrich, Carolyn J. 1999. Do Government Bureaucrats Make Effective Use of Performance Management Information? *Journal of Public Administration and Research Theory*, 9 (3): 363–93.

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): 183-208.

Moynihan, Donald P. 2005. Goal-Based Learning and the Future of Performance Management. *Public Administration Review*. 65(2): 203–216.

Smith, Steven Rathgeb. 2003. Street-Level Bureaucracy and Public Policy. In J. Pierre and B.G. Peters, eds., *Handbook of Public Administration*, pp. 354-365. Thousand Oaks: Sage.

Winter, Soren C., 2003, "Introduction" to Section 3: Implementation. In J. Pierre and B.G. Peters, eds., *Handbook of Public Administration*, pp. 205-211. Thousand Oaks: Sage.

Recommended: Dias, Janice J and Steven Maynard-Moody. 2007. For-Profit Welfare: Contracts, Conflicts, and the Performance Paradox. *Journal of Public Administration Research and Theory*, 17 (2), 189-211.

Position paper by Leigh Broxton

Response paper by Sana Khosa

Week 13
April 6

Public Management Reforms

Public managers as change agents
 Governance and reform: global challenges and perspectives
 Public management reforms and government performance

Readings: Hill and Lynn Ch. 9; Hughes Ch. 12.

Condrey, Stephen E. and R. Paul Battaglio. 2007. A Return to Spoils? Revisiting Radical Civil Service Reform in the United States. *Public Administration Review*, 67(3): 425-436.

Durant, Robert. 2008. Sharpening a Knife Cleverly: Organizational Change, Policy Paradox, and the 'Weaponizing' of Administrative Reforms. *Public Administration Review*, 68(2): 282-294.

Hood, Christopher. 1991. A Public Management for all Seasons. *Public Administration*, 69(1): 3-19.

Kapucu, Naim. 2007. New Public Management: Theory, Ideology, and Practice, In Farazmand, Ali and Jack Pinkowski (eds.). *Handbook of Globalization and Public Administration*. New York: Taylor & Francis. Pp. 889-902.

Lynn Jr, Laurence E. 2001. Globalization and Administrative Reform. What is happening in theory? *Public Management Review*, 3(2): 191-208.

Pollitt, Christopher. 2000. Is the Emperor in His Underwear? An Analysis of the Impacts of Public Management Reform. *Public Management*, 2 (2): 181-199.

Recommended: Heinrich, Carolyn J. 2007. False or Fitting Recognition? The Use of High Performance Bonuses in Motivating Organizational Achievements. *Journal of Policy Analysis and Management*, 26(2): 281-304.

March, James G., and Johan P. Olsen. 1983. Organizing Political Life: What Administrative Reform Tells Us about Government? *American Political Science Review*, 77(2): 281-96.

Position paper by John DeGraca

Response paper by Orville Clayton

Week 14
April 13

Public Management for Sustainability

Strategies for sustainability in public management

Sustainability and public governance

Readings: Leuenberger, Deniz Z. and John R. Bartle 2009. *Sustainable Development for Public Administration*. Armonk, NY: M.E. Sharpe.

Recommended: *Public Management Review* 2010 Special issue (Volume 12 issue 4) on sustainability management in public/non-profit organizations

Broadbent, Jane, Richard Laughlin and Ghazwa Alwani-Starr. Steering for sustainability: higher education in England

Dunay, John, James Guthrie and Federica Farneti. GRI sustainability reporting guidelines for public and third sector organizations: a critical review

Gutrie, James, Amanda Ball and Federica Farneti. Advancing sustainability management of public and not for profit organizations' (editorial).

Martinov-Bennie, Nonna and Angela Hecimovic. Assurance of Australian natural resource management.

Mazzara, Luca, Daniela Sangiorgi and Benedetta Siboni. Public strategic plans in Italian local governments: a sustainability development focus?

Mussari, R. and Patrizio Monfardini. Practices of social reporting in public sector and non-profit organizations: an Italian perspective

Rowe, Anna Lee and James Guthrie. The Chinese government's formal institutional influence on corporate environmental management

Unerman Jeffrey and Brendon O'Dwyer. NGO accountability and sustainability issues in the changing global environment

Position paper by Elizabeth Gregory, Daniel Seigler

Response paper by John DeGraca, Orville Clayton

Week 15
April 20

Managing in the Three Dimensions

Conundrums of three-dimensional management

Future directions and new paradigms

Connecting the dots problem

Readings: Hill and Lynn Ch. 10; Hughes Ch. 14

Moynihan, Donald P. 2007. "The MBA is Dead: Long Live the MPA!". *Public Management Review*, 9(1): 155-158.

Stivers, Camilla. 2005. A Place Like Home: Care and Action in Public Administration. *American Review of Public Administration*. 35(1): 26-41.

Terry, Larry. 2005. The Thinning of Administrative Institutions in the Hollow State. *Administration & Society*. 37(4): 426-444.

Walker, Richard M., Rhys Andrews, George A. Boyne, Kenneth J. Meier, and Laurence Jr.

O'Toole. 2010. Wakeup Call: Strategic Management, Network Alarms, and Performance. *Public Administration Review*, 70(5): 731-741.

Recommended: Goodsell, Charles. 2006. A New Vision for Public Administration. *Public Administration Review*. 66(4): 623-635.

Due: Independent research paper

Week 16

Presentations & Review

April 27

Summing up or putting it together

Assessments, Challenges, and Conclusions

Student presentations

Due: Presentations

Disclaimer Statement: Please note that this is a tentative syllabus, and the professor reserves the right to make any revisions that may be necessary to meet the objectives of the course. Students will be notified promptly of any revisions.

Suggested Additional Readings

- Adams, Guy, and Danny Balfour. 2004. *Unmasking Administrative Evil*. USA: M.E. Sharpe.
- Barnard, Chester I. 1938. *The Functions of the Executive*. Cambridge, MA: Harvard University Press.
- Bolman, Lee G., and Terrence E. Deal. 2008. *Reframing Organizations: Artistry Choice and Leadership*, 4th ed. USA: Jossey Bass.
- Denhardt, Robert. 2010. *Theories of Public Organization*, 6th ed. USA: Wadsworth.
- Downs, Anthony. 1967. *Inside Bureaucracy*. Boston, MA: Little, Brown and Company.
- Goodsell, Charles T. 2004. *The Case for Bureaucracy: A Public Administration Polemic*, 4th ed. USA: CQ Press.
- Frederickson George H. and Kevin Smith. 2003. *Public Administration Theory Primer*. Boulder, CO: Westview Press.
- Fry, Brian R. and Jos C.N. Raadschelders. 2008. *Mastering Public Administration: From Max Weber to Dwight Waldo*, 2nd Edition. Washington, D.C.: CQ Press.
- Kettl, Donald. 1993. *Sharing Power: Public Governance and Private Markets*. Washington D.C.: Brookings Institute Press.
- Kingdon, John. 2002. *Agendas, Alternatives, and Public Policies*. USA: Longman.
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Newspapers: I encourage you to read the daily newspapers to be fully informed. The national press provides a wealth of information about policies that are currently being debated. New York Times: <http://www.nytimes.com>; Washington Post: <http://www.washingtonpost.com>; Wall Street Journal: <http://online.wsj.com>; Orlando Sentinel: <http://www.orlandosentinel.com>.

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