



# JOHN GLENN

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## SCHOOL OF PUBLIC AFFAIRS

**880.06**

**History of Public Administration Thought and Current Directions**

**Autumn 2009**

**Tuesdays 3:00-5:48 p.m., 240 Page Hall**

Instructor: Dr. Charles Wise  
Office: 350E Page Hall  
Assistant: Gina Gest  
Phone: 614-247-7933  
Office Hours: 2:00-3:00 p.m. Tuesdays and By Appointment

### **Course Description**

This course traces the intellectual currents in the historical field of public administration and its more contemporary companions of public policy and public management. The course provides an in depth introduction to research and theory about public administration. It is intended to familiarize students with major research streams in the field and issues and debates involved in them. Further, it is intended to assist students in thinking about and planning their own research directions.

### **Objectives**

The purpose of this course is to introduce doctoral students to the historic intellectual conversations about the nature and scope of American public administration, public management, and public policy. This introduction will facilitate the ability to:

- a. develop a “cognitive map” of the major contributors and their intellectual relationships;
- b. identify the major theoretical and practical issues in the field and some of the answers that have already been given;
- c. examine research approaches utilized to address public administration questions;
- d. develop the ability to think critically, synthetically, and to develop new theory;
- e. learn the craft of writing academic papers;
- f. develop familiarity with some of the literatures relevant to public administration.

### **Course Requirements**

1. Reading Assignments. Students are expected to read the weekly assignments and to participate actively in discussions.

2. Students will regularly be assigned to analyze and report on specific readings in class. For the assigned report, a memo analyzing the reading will be distributed to the class – no more than three pages in length.
3. Each student will select a paper delivered at the National Public Management Research Association Conference (PMRA) and write a critique of it.
4.

Readings Presentations	30%
Seminar Participation	20%
PMRA Critique	10%
2 Book Analyses and Critiques	30%
Presentation Critique	10%

### **Assignments**

1. **The first assignment: Research presentations** are to be prepared to discuss the readings for the day through the preparation of critiques of the week’s readings. Prepare the memo according to the presentation guidelines.

#### ***How to Exchange Files***

Summaries and critiques should be made available to the class by Monday night so that we have enough time to read, think about, and formulate our questions before class on Tuesday.

To make the copies available to your colleagues, email a copy of your review to everyone in the class (including the professor).

2. **The second assignment: Seminar participation** is dependent upon how well you summarize, critique, and present the article AND listen and react to the presentation made by your peers of their assigned articles. Class discussion will bring out the subtleties, connections to other works, and the relevance and power of these ideas for modern theory and practice. Your assignment includes reading others’ critiques the night before, listening to their presentation and providing your own critique. Most of the readings tend to be quite short but nonetheless, compact and intense. Although one person will be responsible for leading the class discussion, I will ask others to comment about the reading.

Please do not read your critiques! You should understand the reading and your critique of the work sufficiently that you need only refer to your notes, not read from them.

3. **The third assignment: Write a critique of the two books**, Kevin B. Smith and Christopher Larimer, The Public Policy Theory Primer AND Kevin B. Smith and H. George Frederickson, The Public Administration Theory Primer. A set of guidelines will be presented for this assignment. You will project one of your critiques at the end of the quarter.

4. **The fourth assignment: Write a critique of a current research paper** presented at the National Public Management Research Association Conference.

### **Text**

The following three books that are available at SBX Bookstore located on High Street:

1. Bryan Fry, Mastering Public Administration, Chatham, NJ, Chatham House, 1989.
2. Kevin B. Smith and H. George Frederickson, The Public Administration Theory Primer, Boulder, CO, Westview Press, 2003.
3. Kevin B. Smith and Christopher Larimer, The Public Policy Theory Primer, Boulder, CO, Westview Press, 2009.

Make-ups will only be given for those students who become ill or have a death in their immediate family. Papers which are one day late (after the hour on the day due in the seminar) will have the grade lowered one-half and two days late – a full grade, and more than two days late will receive a 0. No late presentations will be accepted. No incompletes will be given. However, if you have flu symptoms – coughing, sneezing, runny nose, or fever, etc., do not come to class and contaminate your classmates. Please e-mail the instructor and alternate arrangements will be made.

### **I. September 29: Introduction and the Big Ideas of Public Administration**

Robert Behn, “The Big Questions of Public Management,” Public Administration Review, Vol. 33 (July/August), 1995, pp. 313-324.

John J. Kirlin, “The Big Questions of Public Administration in a Democracy,” Public Administration Review, Vol. 56 (September/October) 1996, pp. 4116-423.

Robert Agranoff and Michael McGuire, “Big Questions in Public Network Management Research.” Journal of Public Administration Research and Theory, Vol. 11, No. 3, 2001, pp. 295-326.

### **II. October 6: Public Management – The Field**

Laurence Lynn, “Public Management: A Concise History of the Field.

Christopher Hood, “Public Management: The Word, the Movement, the Science.

John P. Olsen, “Citizens, Public Administration, and the Search for Theoretical Foundations.

H. George Frederickson, "Whatever Happened to Public Administration".

Marcia Lynn Whicker, Ruth Ann Strickland, Dorothy Olsky, "The Troublesome Cleft: Public Administration & Political Science," Public Administration Review, Vol. 53, No. 6, pp. 531-541.

Larry Keller and Mike Spicer, "Political Science & American Public Administration: A Necessary Cleft?" Public Administration Review, Vol. 57, No. 3, p. 270.

Marcia Lynn Whicker, Ruth Ann Strickland, and Dorothy Olsky, "Rejoinder to Keller & Spicer," Public Administration Review, Vol. 57, No. 3, pp. 271-272.

Charles R. Wise, "Public Service Configurations and Public Organizations: Public Organizations Design in the Post-Privatization Era," Public Administration Review, Vol. 50, (March/April) 1990, pp. 141-155.

### **III. October 13: Public Policy – The Field**

Peter DeLeon, "The Historical Roots of the Field".

Kevin B. Smith, "Economic Techniques".

Jonathan Wolf and Dick Haubrich, "Economism and its Limits".

John Kingdon, "How Does an Idea's Time Come? Agendas, Alternatives, and Public Policies".

Christopher Hood, "The Tools of Government in the Information Age".

Rudolf Klein and Theodore Marmor, "Reflections on Policy Analysis".

### **IV. October 20: Classics of Public Administration I**

Fry and Raadschelders, chapters 1, 2,3,4,5

#### ***Reports on:***

Frederick W. Taylor, The Principles of Scientific Management, New York: W.W. Norton, 1967.

Luther Gulick and Lyndall Urwick, eds., Papers on the Science of Administration, Institute of Public Administration, 1937.

Mary Parker Follett, Dynamic Administration, The Collected Papers of Mary Parker Follett, by Henry Metcalf and Lyndall Urwick, eds., New York: Harper Brothers, 1940.

H.H. Gerth and C. Wright Mills, eds., From Max Weber: Essays in Sociology, New York: Oxford University Press, 1958.

Elton Mayo, The Human Problems of Industrial Civilization, New York: Viking, 1960.

## **V. October 27: Classics of Public Administration II**

Fry and Rassdshchelders, chapters 6, 7, 8, 9

### ***Reports on:***

Chester Bernard, The Functions of the Executive, Cambridge: Harvard University Press, 1968.

Herbert Simon, Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations, New York: Free Press, 1997 (or earlier printing).

Charles Lindlom, The Intelligence of Democracy: Decision-making Through Mutual Adjustment, New York: Free Press, 1965.

Dwight Waldo, The Administrative State: A Study of the Political Theory of American Public Administration, New York: Holmes and Meier, 1984.

## **VI. November 3: “Public and Private Management”**

Hal G. Rainey and Young Han Chun, “Public and Private Management Compared”.

Barry Bozeman, “Public Value Failure: When Efficient Markets May Not Do.” Public Administration Review, Vol. 62, No. 2, pp. 145–61.

Moulton, Stephanie. “Putting Together the Publicness Puzzle: A Framework for Realized Publicness,” Public Administration Review, Vol. 69, No. 5, pp. 889-900.

Ronald C. Moe, “The Emerging Federal Quasi Government: Issues of Management and Accountability,” Public Administration Review, Vol. 61, No. 3, (May/June), 2001, pp. 290-312.

Trevor L. Brown, Matthew Potoski, and David M. Van Slyke, “Managing Public Service Contracts: Aligning Values, Institutions, and Markets,” Public Administration Review, Vol. 66, No. 3, (May/June), 2006, pp. 323-331.

Charles R. Wise and Stephanie Moulton, “Shifting Boundaries between Public and Private Sectors: Implications from the Economic Crisis” presented at the Public Management Research Association Conference, Columbus Ohio, Oct. 2, 2009.

## **VII. November 10: Research Issues**

Robert B. Denhardt, "Public Administration Theory: The State of the Discipline," in Naomi Lynn and Aaron Wildavsky, eds., Public Administration: The State of the Discipline, pp.43-72.

Laurence E. Lynn, Sr., "Public Management Research: The Triumph of Art Over Science", Journal of Policy Analysis and Management, Vol. 13 (Spring ), 1994, pp. 231-259.

James L. Perry, "Strategies for Building Public Administration Theory," Research in Public Administration, Vol. 1, 1991, pp. 1-18.

Joseph C.N. Raadschelders, "A Coherent Framework for the Study of Public Administration," Journal of Public Administration Research and Theory, Vol. 9, No. 2, 1999, pp. 281-303.

Jennifer Dodge, Sonia M. Ospina, and Erica Gabrielle Foldy, "Integrating Rigor and Relevance in Public Administration Scholarship: The Contribution of Narrative Inquiry," Public Administration Review, Vol. 65, No. 3, (May/June), 2005, pp. 286-300.

Larry Schroeder, et al., "Routes to Scholarly Success in Public Administration: Is There a Right Path?" Public Administration Review, Vol. 64, No. 1, (January/February), 2004, pp. 92-105.

## **VIII. November 17: Comparative Public Management**

David Mathiason, "International Public Management".

Derick W. Brinkerhoff, "International Development Management in a Globalized World," Public Administration Review, Vol. 59, No. 4, 1999, pp. 473-506.

Jamil E. Jreisat, "Comparative Public Administration Is Back In, Prudently," Public Administration Review, Vol. 65, No. 2, (March/April), 2005, pp. 231-242.

Christopher Pollitt and Geert Bouckaert, "Evaluating Public Management Reforms: An International Perspective," Hellmut Wollmann, ed., Evaluation in Public-Sector Reform: Concepts and Practice in International Perspective, pp. 12-35.

Lois R. Wise, "Public Management Reform: Competing Drivers of Change," Public Administration Review, Vol. 62, No. 5, (September/October), 2002, pp. 555-567.

Eva Witesman and Charles R. Wise, "The Centralization/Decentralization Paradox in Civil Service: How Government Structure Affects Democratic Training of Civil Servants", Public Administration Review, Vol. 69, No. 1, pp. 116-127.

## **IX. November 24: Public Law and Public Administration**

Laurence Lynn, “Restoring the Rule of Law to Public Administration: What Frank Goodnow Got Right and Leonard White Didn’t”, Public Administration Review, Vol. 69, No. 5, pp. 803-812.

Donald Moynihan, “‘Our Usable Past’: A Historical Contextual Approach to Administrative Values”, Public Administration Review, Vol. 69, No. 5, pp. 813-822.

Ronald Moe and Robert Gilmore, “Rediscovering Principles of Public Administration: The Neglected Foundation of Public Law,” Public Administration Review, Vol.55, No. 2, 1995, pp. 135-146.

David H. Rosenbloom, “Retrofitting the Administrative State to the Constitution: Congress and the Judiciary’s Twentieth-Century Progress,” Public Administration Review, Vol. 60, No. 1, (January/February), 2000, pp. 39-46.

Charles R. Wise, “The Future of Public Law: Beyond Administrative Law and National Boards”.

Rosemary O’Leary and Charles R. Wise, "Public Managers, Judges, and Legislators: Redefining the New Partnership", Public Administration Review, Vol. 51, No. 4, (July/August), 1991, pp. 1-12.

Charles R. Wise and Rosemary O’Leary, “Breaking Up Is Hard To Do: The Dissolution of Judicial Supervision of Public Services”, Public Administration Review, Vol. 63, No. 2, (March/April), 2003, pp.177-191.

Robert Christensen and Charles R. Wise, “Dead or Alive? The Federalism Revolution and Its Meaning for Public Administration”, Public Administration Review, Vol. 69, No. 5, (September/October), 2009, pp. 920-931.

## **X. December 1: Presentation of Analyses of the Primers**

### **DISABILITY STATEMENT**

THIS MATERIAL IS AVAILABLE IN ALTERNATIVE FORMATS UPON REQUEST.  
PLEASE CONTACT THE SCHOOL’S OFFICE AT 292-8696 FOR ASSISTANCE.  
STUDENTS WITH DISABILITIES ARE RESPONSIBLE FOR MAKING THEIR NEEDS  
KNOWN AND FOR SEEKING THE AVAILABLE ASSISTANCE IN A TIMELY MANNER.