COURSE DESCRIPTION

This seminar provides an in-depth introduction to research and theory about public management. It is one of a two-course sequence in the John Glenn School of Public Affairs focusing on public management and organizations. The public manager and the public management function in society are the centers of attention in this course. The other course of the sequence gives primary attention to organizations as the unit of analysis and theories that explain organizational design and performance. Both seminars are designed primarily for students pursuing public management as a field of study in the Ph.D. in public affairs at the Glenn School.

This course provides a survey of the research areas in public management. While public management as a field is too broad to completely cover in a one-semester course, through overview chapters, some of the classics of the field, and contemporary empirical research we will cover much of the diversity of public management research areas. We will also identify a handful of the “big questions” in public management as we progress. As a doctoral student, you should leave the course with better skills and knowledge for analyzing public management. The assignments are structured to prepare you for Ph.D. qualifying exams. In particular, this syllabus serves as a reading list for much of the material that will be the subject of the public management exam. In addition, the assignments will help you develop critical thinking and writing skills and see how your research ideas and interests might be advanced by the study of public management.

The course also provides you an opportunity to get exposure to other Glenn School faculty members who have expertise and do research in public management. Several of these faculty members will join the class at various times to help run discussion.
COURSE OBJECTIVES

- Students will identify major research questions, theories, and key hypotheses among the subfields of public management.
- Students will demonstrate proficiency in identifying their own research questions and theories among the subfields of public management.
- Students will demonstrate competency in synthesizing research across the subfields of public management.

GRADING AND COURSE REQUIREMENTS

Weekly Memos: 10%
Class Participation and Presentations: 10%
Journal Review Essay: 20%
Research Paper: 30%
Final Exam: 30%

Transformation of numerical grade to letter grade will be according to the schedule below:

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<th>Grade</th>
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<tr>
<td>A</td>
<td>93-100</td>
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<td>A-</td>
<td>90-92.9</td>
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<td>B+</td>
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<td>B-</td>
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Weekly Memos: Twenty-four hours prior to each class session you will be responsible for posting a one-to-two page, single-spaced memo that critically analyzes the assigned material for that week. Your memo should include three components:

1. A brief summary of each assigned piece that identifies the primary research question, theory, key hypotheses, methods and findings;
2. A critical assessment of all the assigned pieces in total (e.g. what do the assigned pieces suggest are the major research questions in the area?); and
3. Two to three discussion questions sparked by the readings.

Each student will post his/her memo to a Carmen dropbox available to all students in the course.

I strongly encourage you to retain copies of the best memos of your classmates. These analyses and syntheses of the literature will be invaluable in preparation for the exam in this course as well as your Ph.D. qualifying exam.

Class Participation/Presentations: Critical assessment of the readings constitutes a major portion of each class activity. Thorough preparation for class participation is essential for learning the material and the memos are in part designed to ensure that you are prepared for class. You are expected and encouraged to participate fully in class sessions. I expect attendance at all classes.
One or two students will be selected at the beginning of each class session to make a presentation on the material for that week. The presenter will be responsible for summarizing the literature for the week and identifying class discussion questions.

Journal Review Essay: To provide you with familiarity with the various public management journals, each student will write an essay reviewing ten years of scholarship of a top management journal. Each student will select one of the following journals to review:

- Public Administration Review
- Journal of Public Administration Research and Theory
- Journal of Policy Analysis and Management
- International Public Management Journal
- American Review of Public Administration
- Governance
- Administration and Society
- Public Administration
- Public Performance Management Review
- Public Management Review
- Public Personnel Management
- Review of Public Personnel Administration
- Academy of Management Review
- Academy of Management Journal
- Journal of Management
- Strategic Management Journal
- Administrative Science Quarterly

The review essay should be no more than 10 pages in length, double-spaced and cover the following items:

- Top research questions or area of foci;
- Range of theoretical perspectives covered;
- Preference for theoretical or empirical pieces;
- For journals with empirical pieces, preference for qualitative, quantitative or mixed method approaches;
- Important areas of public management research that are not covered.

Each student will make their review essay available to their classmates and will be responsible for presenting their findings in class.

Research Paper: Before the end of the semester, you should have a working understanding of the extant literature in public management. This assignment requires you to synthesize some of this research. You are to write a research paper (no more than twenty-five pages double-spaced, excluding a list of references). The assignment essentially has you draft a manuscript for peer-review. Your paper should include the following components:

- Identification of a public management research question
• A theoretical framework for answering the question, including the basic assumptions and logic, albeit tailored to the specific organization or context of study.
• Key hypotheses that result from the application of your theoretical framework to the specific organization or context of study.
• Discussion of the data and methods, including the data source(s), variable operationalization, and analytical methods as appropriate.
• Presentation of your results and a discussion of those results.
• A conclusion that summarizes your findings and presents implications for practice and future research.

Be sure to include a list of references and cite references throughout the work. I have no preferred style but ask that you be consistent.

During the class session on Monday, April 15 (one week prior to the due date for your final paper) we will hold a mini-conference where you will have the opportunity to present your research paper. You will each be assigned to a panel of two to three papers and will be given 15 to 20 minutes to present your paper. We will cover the details what’s expected for a good presentation in class.

Your paper will be due before class on Monday, April 22.

Final Exam: The final exam for this class is designed to mirror your Ph.D. qualifying exam. We will collectively identify a set of interesting potential exam questions at the end of the semester. I will modify and select a subset of those questions for the exam. You will be able to choose from this subset of questions as you write your exam (i.e. 2 from 4). You will have two hours to take the exam and will only be allowed a bibliography of citations (e.g. this syllabus). The exam will take place on Monday, April 29.

COURSE POLICIES

It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term “academic misconduct” includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-487). Your work should be original. I will not accept excessive quotation and paraphrasing of other’s work with or without citation. For additional information, see the Code of Student Conduct (http://studentaffairs.osu.edu/info_for_students/csc.asp).

If you cannot deliver an assignment in person, you are responsible for submitting assigned material to me through some other means (Page Hall 350C, fax 292-2548 or email a Microsoft Word attachment to brown.2296@osu.edu). Informing me of your intention to be absent does not waive your obligation to submit assigned work. I will accept late work with a one-letter grade penalty each day that it is late.
DISABILITY SERVICES

Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated, and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TDD 292-0901; http://www.ods.ohio-state.edu/.

REQUIRED COURSE READING MATERIAL

The majority of the required course material is available at the Carmen website for the course. You will see that each of the topics listed below has a considerable number of readings listed. These are readings that Glenn School faculty members have identified as important works in the field of public management. For the purposes of our discussion each week and the course final exam, each student will be responsible for the required readings (marked with an asterisk). The other readings should be viewed as part of the recommended reading list in preparation for the qualifying exams in public management. You are by no means limited to these readings, but you should be prepared to answer questions about each of these readings.

I may assign additional readings throughout the quarter.
COURSE CALENDAR

Week 1 (January 7)  Course Overview and Introduction

*Stimson, James. “Professional Writing in Political Science: A Highly Opinionated Essay.”

Week 2 (January 14)  Public Management: A Global Field

**Guest Faculty Member:** Jos Raadschelders


Week 3 (January 21)  
NO CLASS – UNIVERSITY CLOSED

Week 4 (January 28)  
Governance and the Politics of Public Organizations

Guest Faculty Member:  
Stéphane Lavertu


Week 5 (February 4) Implementation


Week 6 (February 11)  Organizational Design and Structure in the Public Sector

Guest Faculty Member:  Amanda Girth


**Week 7 (February 18) Networks and Collaboration**

**Guest Faculty Member:** Craig Boardman


Week 8 (February 25)  
Decision Making, Strategy and Strategic Planning


Week 9 (March 4)  Public Management and Performance

Guest Faculty Member: Stephanie Moulton


Week 10 (March 11)   NO CLASS – SPRING BREAK

Week 11 (March 18)   Journal Review Essay Discussion

Week 12 (March 25)   Leadership, Motivation and Incentives

Guest Faculty Member:   Russell Hassan


Blake, Robert R; Mouton, Jane S. (1968) The Managerial Grid; Key Orientations for Achieving Production through People. Houston: Gulf Publishing Company


Fiedler (1972) Personality, motivational systems, and behavior of high and low LPC persons Human relations vol:25 iss:5 pg:391


Bass and Avolio (1999). Re-examining the components of transformational and transactional leadership *Journal of Occupational and Organizational Psychology* vol:72 iss:4 pg:441
*Online journal*


Week 13 (April 1)  Human Resources and Human Capital


Week 14 (April 8)  Reform and Organizational Change


U.S. Senate, Committee on Governmental Affairs (2000). “Report to the President: The Crisis in Human Capital.”


Week 15 (April 15)       Final Paper Mini-Conference

Week 16 (April 22)       Final Paper Due/Final Exam Preparation Discussion

Week 17 (April 29)       Final Exam

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.