



JOHN GLENN
SCHOOL OF PUBLIC AFFAIRS

PUBAFRS 8060
Seminar in Public Management
Spring 2015

Russell S. Hassan
310A Page Hall
Phone: 292-7423
E-mail: hassan.125@osu.edu
Office Hours: W 2:00-4:00pm/by appointment
Credit Hours: 3
Time/Room: Monday 9:00 – 12:00/Page Hall 240

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:	15%
Journal Review Essay:	15%
Research Paper:	30%
Final Exam:	30%

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

A	93-100	B+	87-89.9	C+	77-79.9	D+	67-69.9
A-	90-92.9	B	83-86.9	C	73-76.9	D	60-66.9
		B-	80-82.9	C-	70-72.9	E	< 60

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 the past ten years of scholarship in a top public administration/management journal. Each student will select one of the following journals to review:

Journal of Public Administration Research and Theory
Journal of Policy Analysis and Management
Public Administration Review
Public Administration
Governance
International Public Management Journal
Review of Public Personnel Administration
American Review of Public Administration
Public Management Review
Administration and Society
Public Performance Management Review
Public Personnel Management

The essay shall be no more than 10 pages in length, double-spaced (12 point Times New Roman Font) 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.

For an example of such a review, see Jos C.N. Raadschelders, Kwang-Hoon lee (2011). Trends in the Study of Public Administration: Empirical and Qualitative Observations from *Public Administration Review*, 2000-2009. *Public Administration Review* 71(1), 7-18.

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, tables and figures). The assignment essentially has you draft a manuscript for peer-review in a leading public management journal. 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 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 20** (one week prior to the final paper due date) 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 three papers and will be given 20 minutes to present your paper that is followed by a 10 minute QA session. We will cover the details about what's expected for a good presentation in class.

Your final paper will be due **on Monday April 27**.

Final Exam: The final exam for this class is designed to mirror your Ph.D. qualifying exam. We will collectively identify a set of 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, May 4.

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 0 (January 12) **Course Overview and Introduction**

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

Week 1 (January 19) **No Classes (Martin Luther King Day)**

Week 2 (January 26) **Public Management: A Global Field**

Guest Faculty Member: Jos Raadschelders

*Yilin Hou, Anna Ya Ni, Ora-orn Poocharoen, Kaifeng Yang, and Zhirong J. Zhao. 2011. The Case for Public Administration with a Global Perspective. *Journal of Public Administration and Theory* 21: 29-44.

*Richard Walker. 2011. Globalized Public Management: An Interdisciplinary Design Science? *Journal of Public Administration and Theory* 21: 45-52.

*Christopher Pollit. 2010. Envisioning Public Administration as a Scholarly Field in 2020: Toward Global and Comparative Administrative Thinking, *Public Administration Review* 70: 300-301.

*Mark Considine and Jenny M. Lewis. 2003. Bureaucracy, Network, or Enterprise? Comparing Models of Governance in Australia, Britain, the Netherlands, and New Zealand. *Public Administration Review* 63:2: 131-140.

*Donald F. Kettl. 2000. The Transformation of Governance: Globalization, Devolution, and the Role of Government. *Public Administration Review* 60:6: 488-497.

Jonathan S. Koppell. 2010. Administration without Borders. *Public Administration Review* 70: 46-55.

Jos Raadschelders. 2011. *Public Administration: The Interdisciplinary Study of Government*. Oxford University Press.

George Abyoni and David M. Van Slyke. 2010. Governing on the Edges: Globalization of Production and the Challenge to Public Administration in the Twenty-First Century. *Public Administration Review* 70: 33-45.

Sabine Kuhlmann, Jorg Bogumil, and Stephan Grohs. 2008. Evaluating Administrative Modernization in German Local Governments: Success or Failure of the New Steering Model? *Public Administration Review* 68(5): 851-863.

Graeme A. Hodge and Carsten Greve. 2007. Public-Private Partnerships: An International Performance Review, *Public Administration Review* 67(3): 545-558.

Holzer, Marc and Mengzhong Zhang. 2009. Introduction to the Special Issue on Comparative Chinese/American Public Administration. *Public Administration Review* 69 (Special Issue):S5-S12.

Jamil E. Jreisat. 2005. Comparative Public Administration is Back In, Prudently, *Public Administration Review* 65(2):231-242.

Eric Edwin Otenyo and Nancy S Lind. 2006. Eds. *Comparative Public Administration: The Essential Readings*. New York: JAI Press.

Yijia Jing and E.S. Savas. 2009. Managing Collaborative Service Delivery: Comparing China and the United States. *Public Administration Review* 69:101-107.

Jack Yun-Jie Lee and Xiao Hu Wang. 2009. Assessing the Impact of Performance-Based Budgeting: A Comparative Analysis across the United States, Taiwan, and China. *Public Administration Review* 69 (Special Issue):S60-S66.

John L. Mikesell and Daniel R Mullins. 2001. Reforming Budget Systems in Countries of the Former Soviet Union, *Public Administration Review* 61(5):548-568.

Ferrel Heady. Chapter 1, Comparison in the Study of Public Administration, from F. Heady, *Public Administration: A Comparative Perspective*, Marcel Dekker, 1991, pp. 1-65.

Joel D. Aberbach and Bert Rockman, Comparative Administration: Methods, Muddles, and Models, *Administration and Society* 18: 473-506.

B. Guy Peters, Theory and Methodology in the Study of Comparative Public Administration, in Randal Baker (ed.), *Comparative Public Management: Putting U.S. Public Policy and Implementation in Context*, Westport, CT, Praeger Publishers, 1994, pp. 67-91.

Christopher Hood and Guy Peters.2004. The Middle Aging of New Public Management: Into the Age of Paradox? *Journal of Public Administration Research and Theory* 14: 267-282.

Derick W. Brinkerhoff. 1999. International Development Management in a Globalized World, *Public Administration Review* 59: 473-506.

Lois R. Wise. 2002. Public Management Reform: Competing Drivers of Change, *Public Administration Review* 62: 555-567.

Christopher Pollit. 2005. Performance Management in Practice: A Comparative Study of Executive Agencies. *Journal of Public Administration Research and Theory* 16 : 25-44.

M. Forbes and Laurence E. Lynn, Jr. 2005. How Does Public Management Affect Government Performance? Findings from International Research. *Journal of Public Administration Research and Theory* 15:559-584.

Week 3 (February 2) Governance and the Politics of Public Organizations

Guest Faculty Member: Stéphane Lavertu

* Mathew D. McCubbins, Roger G. Noll, and Barry R. Weingast. 1987. 'Administrative Procedures as Instruments of Political Control. *Journal of Law, Economics, and Organization* 3:243-77.

*Terry Moe. 1989. The Politics of Bureaucratic Structure. In John E. Chubb and Paul E. Peterson, eds., *Can the Government Govern?* Washington, DC: Brookings.

*Laurence E. Lynn, Jr., Carolyn Heinrich, and Carolyn Hill. 2001. *Improving Governance: A New Logic for Empirical Research* (Washington, DC: Georgetown University Press), chapters 1-2.

*Elinor Ostrom. 2011. Background on the Institutional Analysis and Development Framework, *Policy Studies Journal* 39(1): 7-27.

*Stéphane Lavertu. 2012. Issue-Specific Political Uncertainty and Policy Insulation in US Federal Agencies, *Journal of Law, Economics, and Organization*

*Stephanie Moulton. 2009. Putting Together the Publicness Puzzle: A Framework for Realized Publicness. *Public Administration Review* 69(5): 889-900.

Elinor Ostrom. 1990. *Governing the Commons: The Evolution of Institutions for Collective Action* (New York: Cambridge University Press).

Terry M Moe. 1993. Presidents, Institutions, and Theory. George C., Edwards III, John H. Kessel, and Bert A. Rockman, eds., *Researching the Presidency: Vital Questions, New Approaches*. Pittsburgh, PA: University of Pittsburgh Press.

Laurence E. Lynn, Jr. and Carolyn Heinrich, eds. 2000. *Governance and Performance: New Perspectives* (Washington, DC: Georgetown University Press)

Elinor Ostrom. 2009. Governance and Institutions. In *The Princeton Guide to Ecology*, ed. Simon A. Levin, 748-53. (Princeton, NJ: Princeton University Press).

Carolyn Heinrich, Laurence Lynn Jr., and H. Brinton Milward. 2010. A State of Agents? Sharpening the Debate and Evidence over the Extent and Impact of the Transformation of Governance, *Journal of Public Administration Research and Theory* 20: i3-i20.

B. Guy Peters and Donald J. Savoie, eds. 2000. *Governance in the Twenty-first Century* (McGill-Queen's University Press).

Kenneth J. Meier. 1997. Bureaucracy and Democracy: The Case for More Bureaucracy and Less Democracy. *Public Administration Review* 57:3: 193-199.

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

Martha S. Feldman and Anne M. Khademian. 2002. To Manage Is to Govern. *Public Administration Review* 62:5: 541-554.

Frank J. Thompson. 2008. State and Local Governance Fifteen Years Later: Enduring and New Challenges. *Public Administration Review* 68:s1: s8-s19.

H George Frederickson. 2005. Whatever Happened to Public Administration? Governance, Governance Everywhere. In the *Oxford Handbook of Public Management* edited by Ewan Ferlie, Laurence E Lynn, Jr., and Christopher Pollitt. Oxford: Oxford University Press. Pages 282-304.

Week 3 (February 9) Policy Implementation

Guest Faculty Member: Hongtao Yi

*Richard E. Matland. 1995. Synthesizing the implementation literature: The ambiguity-conflict model of policy implementation, *Journal of Public Administration Research and Theory*, 5: 145.

*Paul A. Sabatier. 1986. Top-down and bottom-up approaches to implementation research: A critical analysis and suggested synthesis. *Journal of Public Policy* 6: 21-48.

*Laurence J. O'Toole. 2000. Research on Policy Implementation: Assessment and Prospects. *Journal of Public Administration Research and Theory* 10(2): 263-88.

*Peter deLeon and Linda deLeon. 2002. What Ever Happened to Policy Implementation? An Alternative Approach. *Journal of Public Administration Research and Theory* 12: 467-92.

* Bloom, Howard S., Carolyn J. Hill and James A Riccio. 2003. Linking program implementation and effectiveness: Lessons from a pooled sample of welfare-to-work experiments, *Journal of Policy Analysis and Management* 22: 551-75.

* Annemarije Oosterwaal and René Torenvlied. 2012. Policy Divergence in Implementation: How Conflict among Decisive Legislators Reinforces the Effect of Agency Preferences. *Journal of Public Administration Research and Theory* 22: 195-217

Helen Ingram. 1977. Policy Implementation Through Bargaining: The Case of Federal Grants in Aid. *Public Policy* 25(4): 499-526.

Daniel A. Mazmanian and Paul A. Sabatier. 1989. *Implementation and Public Policy*. Lanham, MD: University Press of America.

Alex Heckman 2012. Desperately Seeking Management: Understanding Management Quality and Its Impact on Government Performance Outcomes under the Clean Air Act. *Journal of Public Administration Research and Theory* 22:473-496

Michael Hill and Peter Hupe. 2002. *Implementing Public Policy: Governance in Theory and in Practice*. Thousand Oaks CA: Sage Publications.

Paul A. Sabatier. 2007. *Theories of the Policy Process*, 2nd ed. Boulder, CO: Westview Press.

Lester Salamon. 2002. *The Tools of Government: A Guide to the New Governance* (Oxford University Press).

Harald Saetren. 2005. Facts and Myths about Research on Public Policy Implementation: Out-of-Fashion, Allegedly Dead, But Still Very Much Alive and Relevant. *Policy Studies Journal* 33(4): 559-82.

Donald F. Kettl. 1990 The Perils—and Prospects—for Public Administration. *Public Administration Review* 50(4): 411-19 .

Jeffrey Pressman and Aaron Wildavsky. 1984. *Implementation*, 3rd ed. Berkeley: University of California Press.

Martin Rein and Francine Rabinovitz. 1978. Implementation: A Theoretical Perspective. In *American Politics and Public Policy*, edited by Walter D. Burnham and Martha W. Weinberg. Cambridge, MA: MIT Press.

Paul Berman. 1978. The Study of Macro and Micro Implementation. *Public Policy* 26: 157-84.

Richard Elmore. 1982. Backward Mapping: Implementation Research and Policy Decisions. In *Studying Implementation: Methodological and Administrative Issues*, edited by Walter Williams, Chapter 2. Chatham, NJ: Chatham House.

Richard Elmore. 1985. Forward and Backward Mapping: Reversible Logic in the Analysis of Public Policy. In *Policy Implementation in Federal and Unitary Systems: Questions of Analysis and Design*, edited by Kenneth Hanf and Theo. A. J. Toonen, 33-70. Dordrecht: Martinus Nijhoff.

Richard Elmore. 1978. Organizational Models of Social Program Implementation. *Public Policy* 26(2): 185-228.

Robert Stoker. 1989. A Regime Framework for Implementation Analysis: Cooperation and Reconciliation of Federalist Imperatives. *Policy Studies Review* 9(1): 29-49.

Benny Hjern and David Porter. 1981. Implementation Structures: A New Unit of Administrative Analysis. *Organizational Studies* 2(3): 211-27.

Terry Moe. 1989. The Politics of Bureaucratic Structure. In *Can the Government Govern?*, edited by John E. Chubb and Paul E. Peterson, 267-329. Washington, DC: The Brookings Institution.

Helen Ingram and Anne Schneider. 1990. Improving Implementation through Framing Smarter Statutes. *Journal of Public Policy* 10(1): 67-88.

Matland, Richard E. 1995. Synthesizing the implementation literature: The ambiguity-conflict model of policy implementation, *Journal of Public Administration Research and Theory*, 5,2: 145.

Sabatier, Paul A. 1986. Top-down and bottom-up approaches to implementation research: A critical analysis and suggested synthesis, *Journal of Public Policy*, 6,1: 21-48.

Van Meter, Donald and Carl Van Horn. 1975. The policy implementation process: A conceptual framework, *Administration and Society*, 6: 445-88.

Jo Ann G. Ewalt and Edward T. Jennings, Jr. 2004. Administration, Governance, and Policy Tools in Welfare Policy Implementation. *PAR* 64(4): 449-62.

Norma Riccucci, Marcia Meyers, Irene Lurie, and Jun Seop Han. 2004. The Implementation of Welfare Reform Policy. *PAR* 64(4): 438-48.

Barbara Romzek and Jocelyn Johnston. 2002. Effective Contract Implementation and Management: A Preliminary Model. *JPART* 12(3): 423-53.

Carol S. Weissert and Malcolm Goggin .2002. Nonincremental policy change: lessons from Michigan's Medicaid managed care initiative, *Public Administration Review*, March/April, 62,2:206-216.

Lael R. Keiser and Kenneth J. Meier .1996. Policy design, bureaucratic incentives, and public management: The case of child support enforcement, *Journal of Public Administration Research and Theory*, 6,3: 337-64.

Heather C. Hill .2000. *Implementation networks: Non-state resources for getting policy done*. Ann Arbor: University of Michigan Press.

Week 4 (February 16) Organizational Design and Structure in the Public Sector

Guest Faculty Member: Amanda Girth

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

*Hal Rainey. (2003). *Understanding and Managing Public Organizations*, Chapter 8

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

*Sanjay Pandey and Patrick Scott. 2002. Red Tape: A Review and Assessment of Concepts and Measures, *Journal of Public Administration Research and Theory*. 12:553-580.

*Amir Hefetz and M. Warner, 2004. Privatization and Its Reverse: Explaining the Dynamics of the Government Contracting Process, *Journal of Public Administration, Research and Theory* 14(2): 171-190

*Trevor Brown and Matt Potoski. 2003. Transaction Costs and Institutional Explanations for Government Service Production Decisions. *Journal of Public Administration Research & Theory* 13: 441-468.

*Amanda M. Girth. 2012. A Closer Look at Contract Accountability: Exploring the Determinants of Sanctions for Unsatisfactory Contract Performance. *Journal of Public Administration Research and Theory*. doi: 10.1093/jopart/mus033

Charles R. Wise. 2010. Organizations of the Future: Greater Hybridization Coming, *Public Administration Review* 70 (supplement 1): s164-s166.

Mildred E. Warner and Amir Hefetz. 2008. Managing Markets for Public Services: The Role of Mixed Public-Private Delivery of City Services, *Public Administration Review* 68(1): 155-167.

Anthony Bertelli. 2007. The Role of Political Ideology in the Structural Design of New Governance Agencies, *Public Administration Review* 66(4):583-595.

Trevor L. Brown, Matthew Potoski, and David M. Van Slyke. 2010. Contracting for Complex Products, *Journal of Public Administration Research and Theory* 20(supplement 1): i41-58.

Trevor Brown, Matt Potoski, and David Van Slyke. 2006. Managing Public Service Contracts: Aligning Values, Institutions, and Markets. *Public Administration Review* 66: 323-331

David M. Van Slyke. 2007. Agents or Stewards: Using Theory to Understand the Government-Nonprofit Social Service Contracting Relationship. *Journal of Public Administration Research and Theory* 17(2): 157-188.

Trevor L. Brown. 2008. The Dynamics of Government-to-Government Contracts. *Public Performance and Management Review* 31(3): 364-386.

Sergio Fernandez. 2007. What Works Best When Contracting for Services? An Analysis of Contracting Performance at the Local Level in the US. *Public Administration* 85: 1119-1141.

Sergio Fernandez and Craig R. Smith. 2006. Looking for Evidence of Public Employee Opposition to Privatization. *Review of Public Personnel Administration* 26(4): 356-381.

Jarl K. Kampen, Steven van De Walle, and Geert Bouckaert. 2006. Assessing The Relation Between Satisfaction With Public Service Delivery And Trust In Government: The Impact of the Predisposition of Citizens Toward Government on Evaluations of Its Performance. *Public Performance and Management Review* 29(4): 387-404.

John Chubb and Terry Moe. 1988. Politics, Markets and the Organization of Schools. *American Political Science Review*, 82: 1065-1088.

Barry Bozeman. 2000. *Bureaucracy and Red Tape* (Upper Saddle River, NJ: Prentice Hall)

Barry Bozeman and Stuart Bretschneider. 1994. The Publicness Puzzle in Organization Theory: A Test of Alternative Explanations of Differences Between Public and Private Organizations. *Journal of Public Administration Research and Theory* 4, 197-223.

Barry Bozeman and Hal Rainey. 1998. Organizational Rules and Bureaucratic Personality. *American Journal of Political Science*, 42:163-189.

Stuart Bretschneider and Wittmer .1993. Organizational Adoption of Microcomputer Technology: The Role of Sector, *Information Systems Research*, 4:88-108.

Jae Moon and Stuart Bretschneider. 2002. Does the Perception of Red Tape Constrain IT Innovativeness in Organizations? Unexpected Results from a Simultaneous Equations Model and Implications *Journal of Public Administration Research and Theory*, 12:273-292.

Suzanne Young. 2007. Outsourcing: Uncovering the Complexity of the Decision *International Public Management Journal* 10(3): 307-325.

Week 5 (February 23) Networks and Collaboration

Guest Faculty Member: Craig Boardman

*Kimberly Isett, Ines A. Mergel, Kelly LeRoux, Pamela A. Mischen, and Karl Rethemeyer. 2011. Networks in public administration scholarship: understanding where we are and where we need to go. *Journal of Public Administration Research and Theory* 21: 157-175.

*Laurence J. O'Toole. 1997 Implementing public innovations in network settings. *Administration and Society* 29: 115-134.

* Rosemary O'Leary, Catherine Gerard, Lisa Bingham. 2006. Introduction to the Symposium on Collaborative Public Management *Public Administration Review* 66: 6-9.

* Stephen Page. 2003. Entrepreneurial Strategies for Managing Interagency Collaboration. *Journal of Public Administration Research and Theory*: 311-340.

*Karl Rethemeyer and Deneen M. Hatmaker .2008. Network Management Reconsidered: An Inquiry into Management of Network Structures in Public Sector Service Provision. *Journal of Public Administration Research and Theory* 18: 617-646.

*Keith G. Provan and Patrick Kenis. 2008. Modes of Network Governance: Structure, Management, and Effectiveness, *Journal of Public Administration Research and Theory* 18(2): 229-253.

* Michael McGuire.2002. Managing Networks: Propositions on What Managers Do and Why They Do It. *Public Administration Review*. 599-609.

Marcia K. Meyers, Norma M. Riccucci, and Irene Lurie. 2001. Achieving goal congruence in complex environments: the case of welfare reform. *Journal of Public Administration Research and Theory* 11: 165-201.

Laurence O'Toole. 1997. The implications for democracy in a networked bureaucratic world. *Journal of Public Administration Research and Theory* 7, p. 443-459.

Laurence O'Toole Jr. 2003. Interorganizational Relations in Implementation, In B. Guy Peters and John Pierre (eds.) *Handbook of Public Administration*. Thousand Oaks, CA: Sage.

Ann Marie Thomson, James L. Perry, and Theodore K. Miller. 2009. Conceptualizing and Measuring Collaboration, *Journal of Public Administration Research and Theory* 19(1): 23-56.

- Daniel J. Elazar. 1984. *American Federalism: A View from the States*, 3rd ed. New York: Harper and Row.
- John Forrer, James Edwin Kee, Kathryn E. Newcomer, and Eric Boyer. 2010. Public-Private Partnerships and the Public Accountability Question. *Public Administration Review* 70(3): 475-484.
- Beth Gazley. 2008. Beyond the Contract: The Scope and Nature of Informal Government-Nonprofit Partnerships. *Public Administration Review* 68(1): 141-154.
- Graeme A. Hodge and Carsten Greve. 2007. Public-Private Partnerships: An International Performance Review. *Public Administration Review* 67(3): 545-558.
- Donald F. Kettl. 2006. Managing Boundaries in American Administration: The Collaboration Imperative. *Public Administration Review* 66(s1): 10-19.
- Michael McGuire. 2002. Managing Networks: Propositions on What Managers Do and Why They Do It. *Public Administration Review* 62(5): 426-33.
- Michael McGuire. 2006. Collaborative Public Management: Assessing What We Know and How We Know It. *Public Administration Review* 66(s1): 33-43.
- Michael McGuire and Chris Silvia. 2009. Examining the Effect of Leadership Behaviors on Managers' Perceptions of Network Effectiveness. *Public Performance & Management Review* 33(1): 34-62.
- Geert R. Teisman and Erik-Hans Klijn. 2002. Partnership Arrangements: Governmental Rhetoric or Governance Scheme? *Public Administration Review* 62(2): 197-205.
- David Thacher. 2004. Interorganizational Partnerships as Inchoate Hierarchies: A Case Study of the Community Security Initiative. *Administration and Society* 36(1): 91-127.
- Frances S. Berry, Ralph S. Brower, Sang Ok Choi, Wendy Xinfang Goa, HeeSoun Jang, Myungjung Kwon, and Jessica Ward. 2004. Three Traditions of Network Research: What the Public Management Research Agenda Can Learn from Other Research Communities. *Public Administration Review* 64(5): 539-552.
- Erik-Hans Klijn and Chris Skelcher. 2007. Democracy and Governance Networks: Compatible or Not? *Public Administration* 85(3): 587-608.
- McGuire McGuire, and Robert Agranoff. 2008. Networking in Hierarchy's Shadow, or Have Networks Eclipsed Bureaucracy. Draft for *The Oxford Handbook of Bureaucracy*.
- Michael McGuire and Robert Agranoff. 2008. Asking the Bigger Questions: Expanding the Public Network Management Empirical Research Agenda. Unpublished manuscript.
- Keith Provan, Amy Fish, and Joerg Sydow. 2007. Interorganizational Networks at the Network Level: A Review of the Empirical Literature on Whole Networks. *Journal of Management* 33: 479-516.
- Robert Agranoff and Michael McGuire, Big Questions in Public Network Management Research.

Mark Considine and Jenny M. Lewis, Bureaucracy, Network, or Enterprise? Comparing Models of Governance in Australia, Britain, the Netherlands, and New Zealand, *Public Administration Review* 63: 131-140.

Robyn Keast, et al. 2004. Network Structures: Working Differently and Changing Expectations. *Public Administration Review* 64: 363-371.

Kimberley Roussin Isett and Keith G. Provan. 2005. The Evolution of Dyadic Interorganizational Relationships in a Network of Publicly Funded Nonprofit Agencies. *Journal of Public Administration Research and Theory* 15: 149-165.

Week 6 (March 2) Decision Making, Strategy and Strategic Planning

Guest Faculty Member: Anand Desai

* Charles Lindblom. 1959. The Science of Muddling Through. *Public Administration Review* 19: 79-88.

*Graham Allison. 1969. Conceptual Models and the Cuban Missile Crisis. *American Political Science Review* 63: 689-718.

*Michael D. Cohen, James G. March, and Johan P. Olsen. 1972. A Garbage Can Model of Organizational Choice. *Administrative Science Quarterly* 17: 1-25.

*Paul Nutt. 2006. Comparing Public and Private Sector Decision-Making Practices. *Journal of Public Administration Research and Theory* 16: 289-318.

*Trevor Brown. 2010. The Evolution of Public Sector Strategy. *Public Administration Review* 70:212-214.

*Rebecca Hendrick. 2003. Strategic Planning Environment, Process, and Performance in Public Agencies: A Comparative Study of Departments in Milwaukee. *Journal of Public Administration Research and Theory* 13: 491-519.

*Rhys Andrews, George A. Boyne, and Richard Walker. 2006. Strategy Content and Organizational Performance: An Empirical Analysis. *Public Administration Review* 66: 52-63.

Amitai Etzioni. 1967. Mixed Scanning: A Third Approach to Decision Making. *Public Administration Review* 27: 385-392.

Barry Bozeman and Sanjay K. Pandey. 2004. Public Management Decision Making: Effects of Decision Content. *Public Administration Review* 64(5): 553-565.

Claudia N. Avellaneda. 2013. Mayoral Decision-Making: Issue Salience, Decision Context, and Choice Constraint? An Experimental Study with 120 Latin American Mayors. *Journal of Public Administration Research and Theory* 23: 631-661.

George A. Boyne and Richard M. Walker. 2010. Strategic Management and Public Service Performance: The Way Ahead, *Public Administration Review* 70 (supplement 1): s185-s192.

Rhys Andrews, George A. Boyne, Kenneth J. Meier, Laurence J. O'Toole Jr., and Richard Walker. 2005. Representative Bureaucracy, Organizational Strategy, and Public Service Performance: An Empirical Analysis of English Local Government. *Journal of Public Administration Research and Theory* 15(4): 489-504.

Peter Ring Smith and James L. Perry. 1985. Strategic Management in Public and Private Organizations: Implications of Distinctive Contexts and Constraints. *Academy of Management Review* 10: 276-86.

Graham. Allison. 1971. *Essence of Decision*. Boston, MA: Little, Brown.

Frances Stokes Berry. 1994. Innovation in Public Management: The Adoption of Strategic Planning. *Public Administration Review* 54(4): 322-329.

Frances Stokes Berry and Barton Wechsler. 1995. State Agencies Experience with Strategic Planning. *Public Administration Review* 55: 159-168.

Theodore H. Poister and George Streib. 2005. Elements of Strategic Planning and Management in Municipal Government: Status after Two Decades. *Public Administration Review* 65: 45-56.

James Quinn. 1980. *Strategies for Change: Logical Incrementalism*. Homewood, IL: Richard D. Irwin.

Nancy Robert . 1993. Limitations of Strategic Action in Bureaus. In *Public Management: The State of the Art*, edited by Barry Bozeman. San Francisco: Jossey-Bass, 153-72.

Peter Ring. 1988. Strategic Issues: What Are they and Where do they come from? In JM Bryson and RC Einsweiller eds. *Strategic Planning*. Chicago: Planners Press.

Henry Mintzberg, Raisinghani, D., and Theoret, A. (1976). The Structure of Unstructured Decisions Processes. *Administrative Science Quarterly*, 21:266-273.

Jonathon Bendor, Terry Moe, and Kenneth Shotts. 2001. Recycling the Garbage Can: An Assessment of the Research Program. *American Political Science Review* 95:169-190.

Herbert Simon. 1997. *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations*, New York: Free Press

Bruce L. Gates. 1977. Better Policy Administration Through Management Science, in H.George Frederickson and Charles Wise, *Public Administration and Public Policy*, Lexington: Lexington Books:147-158.

Charles Wise. 2006. Organizing for Homeland Security after Katrina: Is Adaptive Management What's Missing? *Public Administration Review* 66: 302-318.

Beryl Radin. 2000. The Government Performance and Results Act and the Tradition of Federal Management Reform: Square Pegs in Round Holes? *Journal of Public Administration Research and Theory* 10: 111-135.

James Thompson. 1967. *Organizations in Action*. New York: McGraw-Hill.

Week 7 (March 9)

Public Management and Performance

Guest Faculty Member: Stephanie Moulton

*Donald P. Moynihan and Sanjay K. Pandey. 2010. The Big Question for Performance Management: Why Do Managers Use Performance Information? *Journal of Public Administration Research and Theory* 20(4): 849-866.

*Moynihan, Donald P., and Sanjay K. Pandey. 2005. Testing How Management Matters in an Era of Government by Performance Management. *Journal of Public Administration Research and Theory* 15(3): 421-439.

*Carolyn Heinrich and Laurence Lynn. 2000. Means and Ends: A Comparative Study of Empirical Methods for Investigating Governance and Performance. *Journal of Public Administration Research and Theory* 11: 109-138.

*Young Han Chun and Hal G. Rainey. 2005. Goal Ambiguity and Organizational Performance in U.S. Federal Agencies. *Journal of Public Administration Research and Theory* 15(4): 529-557.

*Ken Meier, Laurence O'Toole, George Boyne and Richard Walker. 2007. Strategic Management and the Performance of Public Organizations: Testing Venerable Ideas against Recent Theories. *Journal of Public Administration Research and Theory* 17(3): 357-377.

*Stephanie Moulton. 2010. Integrating the Public in Public Administration: Envisioning the Scholarly Field in 2020. *Public Administration Review* 70(s1): 317-318.

Adam Eckerd and Stephanie Moulton. 2011. Heterogeneous Roles and Heterogeneous Practices: Understanding the Adoption and Uses of Nonprofit Performance Evaluations. *American Journal of Evaluation*, 32(1): 98-117.

Robert Agranoff. 2008. Intergovernmental and network administration, accountability, and performance; Symposium introduction. *Public Performance & Management Review*, 31(3): 315-319.

George Boyne. 2004. Explaining Public Service Performance: Does Management Matter? *Public Policy and Administration* 19(4): 100-117.

Bin Chen. 2008. Assessing Inter-organizational Networks for Public Service Delivery: A Process-Perceived Effectiveness Framework. *Public Performance and Management Review* 31(3): 348-363.

Myrna Mandell and Robyn Keast. 2007. Evaluating Network Arrangements: Toward Revised Performance Measures. *Public Performance and Management Review* 30(4): 574-597.

Kenneth J. Meier and Laurence J. O'Toole. 2003. Public Management and Educational Performance: The Impact of Managerial Networking. *Public Administration Review* 63(6): 689-699.

Laurence J. O'Toole and Kenneth J. Meier. 1999. Modeling the Impact of Public Management: Implications of Structural Context. *Journal of Public Administration Research and Theory* 9(4): 505-526.

Sanjay K. Pandey, David H. Coursey, and Donald P. Moynihan. 1997. Organizational Effectiveness and Bureaucratic Red Tape: A Multimethod Study. *Public Performance and Management Review* 30(3): 398-425.

Hal G. Rainey and Paula Steinbauer. 1999. Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations. *Journal of Public Administration Research and Theory* 9(1): 1-32.

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

Donald P. Moynihan. 2006. Managing for Results in State Government: Evaluating a Decade of Reform. *Public Administration Review* 66(1): 77-89.

Keith G. Provan and H. Brinton Milward. 2001. Do Networks Really Work? A Framework for Evaluating Public Sector Organizational Networks. *Public Administration Review* 61(4): 414-423.

Radin, Beryl. 2006. *Challenging the Performance Movement: Accountability, Complexity, and Democratic Values*. Washington, DC: Georgetown University Press.

Van Thiel, Sandra, and Frans L. Leeuw. 2002. The Performance Paradox in the Public Sector. *Public Performance and Management Review* 25(3): 267-281.

Laurence J. O'Toole and Kenneth J. Meier. 1999. Modeling the Impact of Public Management: Implications of Structural Context. *Journal of Public Administration Research and Theory*, 9: 505-526.

Kenneth Meier and Laurence O'Toole. 2001. Managerial Strategies and Behavior in Networks: A Model of Evidence from U.S. Public Education. *Journal of Public Administration Research and Theory*, 11: 271-293.

George Boyne, Kenneth Meier, Laurence O'Toole, and Richard Walker. 2005. Where Next? Research Directions on Performance in Public Organizations. *Journal of Public Administration Research and Theory*, 15: 633-639.

Laurence J. O'Toole and Kenneth J. Meier. 2003. Plus ca change: Public Management, Personnel Stability, and Organizational Performance. *Journal of Public Administration Research and Theory* 13: 43-64.

Hal Rainey and Paul Steinbauer. 1999. Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations. *Journal of Public Administration Research and Theory* 9: 1-32.

Kaifeng Yang and Marc Holzer. 2005. The Performance-Trust Link: Implications for Performance Measurement. *Public Administration Review* 66(1): 114-126.

George Boyne. 2002. Concepts and Indicators of Local Authority Performance: An Evaluation of the statutory framework in England and Wales. *Public Money and Management* 22 (2) : 17-24.

George Boyne. 2003 Sources of Public Service Improvement: A Critical Review and Research Agenda. *Journal of Public Administration Research and Theory* 13: 367-394.

Laurence Lynn, Carolyn Heinrich and Carolyn J Hill. 2001. *Improving Governance: A New Logic For Empirical Research*. Washington, DC: Georgetown University Press.

Melissa Forbes and Laurence E. Lynn Jr. 2005. How Does Public Management Affect Government Performance? Findings from International Research. *Journal of Public Administration Research and Theory* 15: 559-584.

Laurence Lynn, Carolyn Heinrich and Carolyn Hill. 2000. Studying Governance and Public Management 10: 233-262 *Journal of Public Administration Research and Theory*

Heinrich, Carolyn and Laurence Lynn. 2000. Means and Ends: A Comparative Study of Empirical Methods for Investigating Governance and Performance *Journal of Public Administration Research and Theory*, 11(1): 109-138.

Carolyn Heinrich. 2000. Organizational Form and Performance: An Empirical Investigation of Nonprofit and For Profit Job Training Service Providers. *Journal of Policy Analysis and Management*. 19:233-261.

Carolyn Heinrich and Elizabeth Fournier. 2004. Dimensions of Publicness and Performance in Substance Abuse Treatment Organizations. *Journal of Policy Analysis and Management*, 23(1): 49-70.

Amy Donahue, Sally Selden and Patricia Ingraham. 2000. Measuring Government Management Capacity: A Comparative Analysis of City Human Resources Management Systems. *Journal of Public Administration Research and Theory* 10: 381-411.

Patricia Ingraham and Amy Donahue. 2000. Dissecting the Black Box Revisited: Characterizing Government Management Capacity, in Governance and Performance: New Perspectives, ed. Heinrich and Lynn, Washington, DC: Georgetown University Press.

Donald Moynihan and Sanjay Pandey. 2005. Testing How Management Matters in an Era of Government by Performance Management, *Journal of Public Administration Research and Theory*, 15(3): 421-439.

Frederick Mosher. 1982. Democracy and the Public Service.

Patrick Wolf. 1997. Why Must We Reform the Federal Government? Putting Historical Developmental Claims to the Test. *Journal of Public Administration Research and Theory*. 7(3): 353-388.

M. Bendick. 1984. Privatization of Public Services: Recent Experience. In *Public Private Partnership*, 153-71, eds Brooks, Liebman and Schelling. Cambridge, MA: Ballinger.

James Heckman, Carolyn Heinrich and Jeffrey Smith. 1997. Assessing the Performance of Performance Standards in Public Bureaucracies. *The American Economic Review* 87: 389-395.

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

Week 8 (March 16)

NO CLASS – SPRING BREAK

Week 9 (March 23)

Journal Review Essay Presentation

Week 10 (March 30)

Reform and Organizational Change

* Lois Wise. 2002. Public Management Reform: Competing Drivers of Change. *Public Administration Review* 62(5): 555-567.

* Paul Light. 2006. The Tides of Reform Revisited: Patterns in Making Government Work, 1945-2002. *Public Administration Review*, 66: 6-19

*Donald Kettl. 1997. The Global Revolution in Public Management. *Journal of Policy Analysis and Management* 16: 446-462.

*Sergio Fernandez and Hal Rainey. 2006. Managing Successful Organizational Change in the Public Sector: An Agenda for Research and Practice. *Public Administration Review*, 66.

* Andrew Pettigrew, Richard Woodman, and Kim Cameron. 2001. Studying Organizational Change and Development: Challenges for Future Research. *Academy of Management Journal*, 44: 697-713.

*Tina Kiefer, Jean Hartley, Neil Conway and Rob B. Briner. 2014. Feeling the Squeeze: Public Employees' Experiences of Cutback- and Innovation-Related Organizational Changes Following a National Announcement of Budget Reductions. *Journal of Public Administration Research and Theory*

*Kaifeng Yang and Sanjay Pandey. 2009. How Do Perceived Political Environment and Administrative Reform Affect Employee Commitment? *Journal of Public Administration Research and Theory*. 19 (2): 335-360.

Eva Witesman and Charles Wise. 2012. The Reformer's Spirit: How Public Administrators Fuel Training in the Skills of Good Governance. *Public Administration Review* 72: 710-720.

Steven Kelman. 2006. Downsizing, Competition, and Organizational Change in Government: Is Necessity the Mother of Invention? *Journal of Policy Analysis and Management* 25 (4): 875-895.

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

James G March and Johan P. Olsen. 1983. Organizing Political Life: What Administrative Reorganization Tells Us About Government. *American Political Science Review* 77(2): 281-296.

Stephen Page. 2005. What's New about the New Public Management? Administrative Change in the Human Services. *Public Administration Review* 65(6): 713-727.

Christopher Pollitt. 2001. Clarifying Convergence: Striking Similarities and Durable Differences in Public Management Reform. *Public Management Review* 3(4): 471-492.

Donald Kettl. 1997. The Global Revolution in Public Management. *Journal of Policy Analysis and Management* 16(3): 446-462.

Patrick J. Wolf .1997. Why Must We Reinvent the Federal Government? Putting Historical Developmental Claims to the Test. *Journal of Public Administration Research and Theory* 7(3): 353-388.

Robert Gilmour and Laura S. Jensen. 1998. Reinventing Government, Accountability, Public Functions, Privatization, and the Meaning of 'State' Action. *Public Administration Review* 58:247-258.

David H. Rosenbloom. 2000. Retrofitting the Administrative State to the Constitution: Congress and the Judiciary's Twentieth-Century Progress. *Public Administration Review* 60:39-46.

March, James G. and Johan P. Olsen, (1983). Organizing Political Life: What Administrative Reorganization Tell Us About Government. *American Political Science Review* 77:281-296.

Charles Wise and Rania Nader. 2002. Organizing the Federal System for Homeland Security: Problems, Issues and Dilemmas. *Public Administration Review*, Vol. 62, 44-56.

Charles Wise. 2006. Organizing for Homeland Security after Katrina: Is Adaptive Management What's Missing?. *Public Administration Review* 66: 302-318.

David Osborne and Ted Gaebler 1992. *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*, MA: Addison-Wesley.

Albert Gore. 1993. *From Red Tape to Results: Creating a Government that Works Better and Costs Less*. Report of the National Performance Review. Washington, DC: US Government Printing Office.

Robert Merton. 1952. Bureaucratic Structure and Personality, in Robert K. Merton et al, eds. *Reader in Bureaucracy*. New York:Free Press.

Michael Barzelay. 1992. *Breaking Through Bureaucracy: A New Vision for Management in Government*. Berkley: University of California Press.

Robert Durant. 2000. Whither the Neo-Administrative State: Toward a Polity-Centered Theory of Administrative Reform, presented at the Fifth National Public Management Research Conference, Texas A&M University, College Station, TX, Dec. 3-4, 1999. Also published in the *Journal of Public Administration Research and Theory* 10: 79-109.

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

Hellmut Wollmann. 2003. Evaluation in Public Sector Reform: Towards a 'Third Wave' of Evaluation? in H. Wollmann, ed., *Evaluation in Public-Sector Reform: Concepts and Practice in International Perspective*.

Christopher Pollitt and Geert Bouckaert. 2003. Evaluating Public Management Reforms: An International Perspective, Hellmut Wollmann, ed., *Evaluation in Public-Sector Reform: Concepts and Practice in International Perspective*, pp. 12-35.

James Thompson. 2000. Reinvention as Reform: Assessing the National Performance Review, *Public Administration Review*, Vol. 60:508-521.

U.S. Office of Management and Budget. 2002. *The President's Management Agenda*. Washington, DC: US Office of Management and Budget.

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

Donald Moynihan. 2006. Managing for Results in State Government: Evaluating a Decade of Reform. *Public Administration Review*, 66:77-89.

Patrick Wolf. 1997. Why Must We Reform the Federal Government? Putting Historical Developmental Claims to the Test. *Journal of Public Administration Research and Theory*. 7(3): 353-388.

Barry Bozeman. 2000. *Bureaucracy and Red Tape*. Upper Saddle River, NJ: Prentice Hall.

Patricia Ingraham. 2006. Building Bridges over Troubled Waters: Merit as a Guide Public Administration Review Vol. 66 Issue 4 pages 486-495

George Boyne. 2003. Sources of Public Service Improvement: A Critical Review and Research Agenda. *Journal of Public Administration Research and Theory*, Vol. 13:367-394.

Laurence Lynn. 1998. Requiring Bureaucracies to Perform: What we Have Learned from the US Government Performance and Results Act (GPRA)? Working Paper, University of Chicago.

John Gilmour and David Lewis. 2006. Assessing Performance Budgeting at OMB: The Influences of Politics, Performance and Program Size. *Journal of Public Administration Research and Theory* 16: 169-186.

Donald Moynihan and Sanjay Pandey. 2005. Testing How Management Matters in an Era of Government by Performance Management. *Journal of Public Administration Research and Theory* 15:421-439.

Hal Rainey. 2003. *Understanding and Managing Public Organizations*, Chapter 13.

Anthony Downs. 1967. *Inside Bureaucracy*. New York: Little Brown.

Robert Quin and Kim Cameron. 1983. Organizational life Cycles and Shifting Criteria of Effectiveness: Some Preliminary Evidence. *Management Science*. 29:33-51.

I.S. Rubin. 1985. *Shrinking the Federal Government: The Effect of Cutbacks on Five Federal Agencies*. White Plains, NY: Longman.

Herbert Kaufman. 1976. *Are Government Organizations Immortal?* Washington, DC: Brookings Institution.

David E. Lewis. 2002. The Politics of Agency Termination: Confronting the Myth of Agency Immortality. *Journal of Politics*, 64: 89-107.

Peter Robertson and Sonal Senevirante. 1995. Outcomes of Planned Organizational Change in the Public Sector: A Meta-Analytic Comparison to the Private Sector. *Public Administration Review*. 55:547-558.

Peter Frumkin and Joseph Galaskiewicz. 2004. Institutional Isomorphism and Public Sector Organizations *Journal of Public Administration Research and Theory* 14:283-307.

Frances Berry and William Berry. 1999. Innovation and Diffusion Models in Policy Research. In *Theories of the Policy Process*, edited by Paul Sabatier. Boulder, CO: Westview Press.

Andrew Van de Ven and Marshall Poole. 1995. Explaining Development and Change in Organizations. *Academy of Management Review*, 20: 510-540.

Rajagopalan, N. and Spreitzer, G. M. 1996. Toward a Theory of Strategic Change: A Multi-lens Perspective and Integrative Framework. *Academy of Management Review*, 22: 48-79.

Greenwood, R. and Hinings, C. R. 1996. Understanding Radical Organizational Change: Bringing Together the Old and the New Institutionalism. *Academy of Management Review*, 21: 1022-1054.

Goodrick and Salancik. 1996. Organizational Discretion in Responding to Institutional Practices: Hospitals and Cesarean Births. *Administrative Science Quarterly*. 41 (1): 1-28.

Royston Greenwood and C. R. Hinings. 1996. Understanding Radical Organizational Change: Bringing Together the Old and the New Institutionalism. *Academy of Management Review* 21:1022-1054

John Kotter. 1995. Leading Change: Why Transformation Efforts Fail. *Harvard Business Review*, 59-67.

Karl Weick and Kim Cameron. Organizational Change and Development. 2001. *Annual Review of Psychology* 50: 361-386.

Week 11 (April 6) Leadership, Motivation and Incentives

*Richard Steers, Richard T. Mowday, and Debra L. Shapiro. 2004. Introduction to Special Topic Forum: The Future of Work Motivation Theory. *Academy of Management Review* 29: 379-387

*James Perry. 2000. Bringing Society In: Toward a Theory of Public Service Motivation. *Journal of Public Administration Research and Theory* 10(2): 471-488

*Bradley E. Wright. 2004. The Role of Work Context in Work Motivation: A Public Sector Application of Goal and Social Cognitive Theories. *Journal of Public Administration Research and Theory*, 14:1, 59-78.

*Adam Grant. 2008. Employees without a Cause: The Motivational Effects of Prosocial Impact in Public Service. *International Public Management Journal* 11: 48-66

*Gary Yukl. 2012. Effective Leadership Behaviors: What We Know and What Questions Need More Attention? *Academy of Management Perspectives*

*Shahidul Hassan, Bradley Wright, and Gary Yukl. 2014. Does Ethical Leadership Matter in Government?: Effects on Organizational Commitment, Absenteeism, and Willingness to Report Ethical Problems. *Public Administration Review* 74, 333-343.

*Nicola Belle. 2014. Leading to Make a Difference: A Field Experiment on the Performance Effects of Transformational Leadership, Perceived Social Impact, and Public Service Motivation. *Journal of Public Administration Research and Theory* 24: 109-136

Abraham Maslow. 1954. *Motivations and Personality*. New York: Harper Collins.

James March and Herbert Simon .1958. *Organizations*. New York: Wiley.

Albert Bandura. 1978. *Social Learning Theory*. Upper Saddle River, NJ: Prentice Hall.

Edwin Locke and Gary Latham. 1990. *A Theory of Goal Setting and Task Performance*. Upper Saddle River, NJ: Prentice Hall.

B. F. Skinner. 1953. *Science and Human Behavior*. New York: Free Press.

Hal Rainey. (2003). *Understanding and Managing Public Organizations*, Chapters 9 & 10.

David C. McClelland. 1961. *The Achieving Society*. New York: Free Press.

J. Stacey Adams. 1965. Inequity in Social Exchange, In L. Berkowitz (ed), *Advances in Experimental and Social Psychology*. Orlando, FL: Academic Press.

Jerald Greenberg. 1990. Organizational Justice: Yesterday, Today, and Tomorrow. *Journal of Management*, 16: 399-432.

Robert Folger. 1986. Rethinking equity theory: A referent cognitions model. In H.W. Bierhoff, R.L. Cohen, and J Greenberg, eds, *Justice in Social Relations*: 145-162. New York:Plenum.

Victor Vroom .1964. *Work and Motivation*. New York: Wiley.

George Graen and Mary Uhl-Bien. 1995. Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership quarterly* 6: 219-247.

Fred Fiedler and Joseph Garcia. 1987. *New Approaches to Leadership: Cognitive Resources and Organizational Performance*. New York:Wiley.

Henry Mintzberg. 1972. *The nature of managerial work*. New York: Harper Collins.

James Burns (2004). *Transforming Leadership: A New Pursuit of Happiness*. Grove Press

Warren Bennis and Burt Nanus. 1985. *Leaders: The Strategies for Taking Charge*. Harper & Row, New York, NY

Gary Yukl. 2013. *Leadership in Organizations*. Pearson.

Robert House. 1971. *A Path Goal Theory of Leader Effectiveness*. *Administrative Science Quarterly* 16:321-339

Paul Hersey and Ken Blanchard. 1984. *The management of organization behavior*. NJ: Prentice Hall.

Peter Clark and James Wilson. 1961. Incentive Systems: A Theory of Organizations. *Administrative Science Quarterly* 6:129-166.

Frederick Herzberg. 1968. One More Time: How Do You Motivate Employees? *Harvard Business Review*, 46:36-44.

Fernandez, Sergio, Yoon Jik Cho, James L. Perry. 2010. Exploring the Link between Integrated Leadership and Public Sector Performance. *Leadership Quarterly*, 21(2): 308-323

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

Anthony Bertelli. 2006. Motivation Crowding and the Federal Civil Servant: Evidence from the U.S. Internal Revenue Service *International Public Management Journal* 9(1): 3-23.

Robert F. Durant, Robert Kramer, James L. Perry, Debra Mesch, and Laurie Paarlberg. 2006. Motivating Employees in a New Governance Era: The Performance Paradigm Revisited. *Public Administration Review* 66(4): 505-514.

Patricia Ingraham. 2006. Building Bridges over Troubled Waters: Merit as a Guide. *Public Administration Review* 66(4): 486-495.

Patricia Ingraham. 2005. Performance: Promises to Keep and Miles to Go. *Public Administration Review* 65(4): 390-395.

James Perry. 2003. Compensation, Merit Pay and Motivation. In *Public Personnel Administration: Problems and Prospects 4th ed*, edited by Steven W. Hays and Richard C. Kearney. Englewood Cliffs, NJ: Prentice Hall.

Montgomery Van Wart. 2003. Public-sector leadership theory: an assessment. *Public Administration Review*, 63 (2), 214-228.

James Perry and Annie Hondeghem. 2008. Building Theory and Empirical Evidence about Public Service Motivation *International Public Management Journal* 11(1): 3-12.

Sergio Fernandez. 2005. Developing and testing an integrative framework of public sector leadership: Evidence from the public education arena. *Journal of Public Administration Research and Theory*, 15: 197-217.

Tracy Trottier, Montgomery Van Wart, and XiaoHu Wang. 2008. Examining the Nature and Significance of Leadership in Government Organizations. *Public Administration Review* 68: 319-333.

Herbert Simon. 1995. Organizations and Markets *Journal of Public Administration Research and Theory*, 5:273-294.

James Perry and Lyman Porter. 1982. Factors Affecting the Context for Motivation in Public Organizations. *Academy of Management Review* 7:89-98.

Wendelien Van Eerde and Henrik Thierrry. 1996. Vroom's Expectancy Models and Work-Related Criteria: A Meta-Analysis. *Journal of Applied Psychology* 81: 575-586.

Patricia Ingraham. 1993. Of Pigs in Pokes and Policy Diffusion: Another Look at Pay for Performance. *Public Administration Review* 53(4):348-56.

James Perry, Beth Ann Petrakis and Theodore Miller. 1989. Federal Merit Pay, Round II: An Analysis of the Performance Management and Recognition System. *Public Administration Review*. 49:29-37.

David Coursey and Hal Rainey .1990. Perceptions of Personnel System Constraints in Public, Private and Hybrid Organizations. *Review of Public Personnel Administration*, 10:54-71.

Robert Buchanan. 1974. Government Managers, Business Executives, and Organizational Commitment. *Public Administration Review* 35:339-347.

Jacquelyne S Eccles and Allan Wigfield. 2002. Motivational Beliefs, Values, and Goals. *Annual Review of Psychology*, 53: 109-132.

Patrick Francois. 2000. Public Service Motivation as an Argument for Government Provision, *Journal of Public Economics*. 78:275-299.

H.George Fredrickson, and David Hart. 1985. The Public Service and the Patriotism of Benevolence. *Public Administration Review*. 45:547-553.

Hal Rainey. 1983. Public Agencies and Private Firms: Incentive Structures, Goals and Individual Roles. *Administration and Society*, 15:207-242.

Perry, J. L., Mesch, D., and Paarlberg, L. 2006. Motivating Employees in a New Governance Era: The Performance Paradigm Revisited. *Public Administration Review*, 66.

Week 12 (April 13) Public Sector Human Resource Management

*Heather Getha-Taylor. 2010. Human Relations 2.0, *Public Administration Review* 70: 170-173.

*David H. Rosenbloom. 2010. Public Sector Human Resource Management in 2020, *Public Administration Review* 70: 175-176.

*Hal Rainey. 2003. *Understanding and Managing Public Organizations*, Chapter 12.

*J. Edward Kellough, and Sally Coleman Selden. 2003. The Reinvention of Public Personnel Administration: An Analysis of the Diffusion of Personnel Management Reforms in the States. *Public Administration Review* 63(2): 165-176.

*Sally Selden, Patricia Wallace Ingraham and Willow Jacobson. 2002. Human Resource Practices in State Government: Findings from a National Survey. *Public Administration Review* 61: 598-607.

*David Pitts. 2005. Diversity, Representation, and Performance: Evidence about Race and Ethnicity in Public Organizations. *Journal of Public Administration Research and Theory*. 15 (4): 615-631.

*Andrew Whitford and Soo-Young Lee. 2014. Exit, Voice, and Loyalty with Multiple Exit Options: Evidence from the US Federal Workforce. *Journal of Public Administration Research and Theory*.

*Kaifeng Yang and Anthony Kassekert. 2010. Linking Management Reform with Employee Job Satisfaction: Evidence from Federal Agencies. *Journal of Public Administration Research and Theory*. 20 (2): 413-436.

Norma M. Riccucci, Gregg G. Van Ryzin and Cecilia F. Lavena. 2014. Representative Bureaucracy in Policing: Does It Increase Perceived Legitimacy? *Journal of Public Administration Research and Theory*. 24 (3): 537-551.

Lael Keiser, Vicky Wilkins, Kenneth Meier and Catherine Holland. 2002. Lipstick and logarithms: Gender, institutional context, and representative bureaucracy. *American Political Science Review* 96: 553-564

Carolyn Hill. 2006. Casework Job Design and Client Outcomes in Welfare-to-Work Offices. *Journal of Public Administration Research and Theory* 16: 263-288.

Sunjoon Choi and Hal G. Rainey. 2010. Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance, *Public Administration Review* 70(1): 97-108.

Jacqueline Coyle-Shapiro and Ian Kessler. 2003. The Employment Relationship in the U.K. Public Sector: A Psychological Contract Perspective. *Journal of Public Administration Research and Theory* 13: 213-230

Craig Boardman, Barry Bozeman, and Branco Ponomarev. 2010. Private Sector Imprinting: An Examination of the Impacts of Private Sector Job Experience on Public Managers' Work Attitudes, *Public Administration Review* 70(1): 50-59.

Hassan, Shahidul, and John Rohrbaugh. 2011. The Role of Psychological Climate on Public Sector Employees' Organizational Commitment: An Empirical Assessment for Three Occupational Groups. *International Public Management Journal* 14(1): 27-62

Sharon H. Mastracci and James R. Thompson. 2009. Who Are the Contingent Workers in Federal Government? *The American Review of Public Administration* 39(4): 352-373.

Jungin Kim. 2010. Strategic Human Resource Practices: Introducing Alternatives for Organizational Performance Improvement in the Public Sector, *Public Administration Review* 70 (1): 38-49.

James Thompson. 2006. The Federal Civil Service: The Demise of an Institution. *Public Administration Review* 66(4): 496-503.

Sean Lyons, Linda E. Duxbury, and Christopher A. Higgins. 2006. A Comparison of the Values and Commitment of the Private Sector, Public Sector, and Parapublic Sector Employees. *Public Administration Review* 66(4): 605-618.

Eugene B. McGregor Jr. 1988. The Public Sector Human Resource Puzzle: Strategic Management of a Strategic Resource. *Public Administration Review* 48(6): 941-950.

Ellen V. Rubin, and Steven Weinberg. Forthcoming. Does Changing the Rules Really Matter? Assessing Fairness Perceptions Under Civil Service Reform. *Journal of Public Administration Research and Theory*.

Ellen Rubin and J. Edward Kellough. 2012. Does Civil Service Reform Affect Behavior? Linking Complaints, Alternative Personnel Systems, and Procedural Justice Perceptions. *Journal of Public Administration Research and Theory* 22: 121-142.

Patricia Ingraham, Sally Coleman Selden, and Donald P. Moynihan. 2000. People and Performance: Challenges for the Future Public Service – the Report from the Wye River Conference. *Public Administration Review* 60(1): 54-60.

Donald Klingner. 2003. Competing Perspectives on Public Personnel Administration: Patronage, Civil Service, and Privatization. In *Public Personnel Administration: Problems and Prospects 4th ed*, edited by Steven W. Hays and Richard C. Kearney. Englewood Cliffs, NJ: Prentice Hall.

Gregory B. Lewis and Sue Frank. 2002. Who Wants to Work for the Government? *Public Administration Review* 62: 395-404.

Sally Coleman Seldon and Willow Jacobson. 2007. Government's Largest Investment: Human Resource Management in States, Counties, and Cities. In *In Pursuit of Performance: Management Systems in State and Local Government*, edited by Patricia Wallace Ingraham, 82-116. Baltimore: The John Hopkins University Press.

Rhys Andrews and Rachel Ashworth. 2014. Representation and Inclusion in Public Organizations: Evidence from the U.K. Civil Service. *Public Administration Review*. doi: 10.1111/puar.12308.

Week 14 (April 20) Final Paper Mini-Conference

Week 15 (April 27) Final Paper Due, Discussion on Final Exam Questions

Week 16 (May 4) Final Exam