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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:

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<tr>
<th>Grade Letter</th>
<th>Minimum Score</th>
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<tr>
<td>A</td>
<td>93-100</td>
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<tr>
<td>A-</td>
<td>90-92.9</td>
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<td>B+</td>
<td>87-89.9</td>
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<td>B</td>
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<td>70-72.9</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 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.


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](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/](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


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

**Guest Faculty Member:** Stéphane Lavertu


**Week 3 (February 9) Policy Implementation**

**Guest Faculty Member: Hongtao Yi**


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

**Guest Faculty Member:** Amanda Girth


**Week 5 (February 23) Networks and Collaboration**

**Guest Faculty Member:** Craig Boardman


Robert Agranoff and Michael McGuire, Big Questions in Public Network Management Research.


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

**Guest Faculty Member:** Anand Desai


Week 7 (March 9)  Public Management and Performance

Guest Faculty Member:  Stephanie Moulton


Week 8 (March 16) NO CLASS – SPRING BREAK
Week 9 (March 23) Journal Review Essay Presentation

Week 10 (March 30) Reform and Organizational Change


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


**Week 11 (April 6) Leadership, Motivation and Incentives**


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**Week 12 (April 13) Public Sector Human Resource Management**


**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