

February 9, 2008

**Public Administration 527**  
**PUBLIC MANAGEMENT THEORY**  
Spring 2008  
Mondays  
2234 ADH  
3-6pm

Professor George Beam  
141 CUPPA Hall  
Email: [gbeam@uic.edu](mailto:gbeam@uic.edu)  
Phone: 312.413.2288

Office Hours: By appointment; send me an email and we'll set up a mutually convenient time.

Text:

Jones, Laurence R. and Thompson, Fred. *From Bureaucracy to Hyperarchy in Netcentric and Quick Learning Organizations: Exploring Future Public Management Practice*.  
Charlotte, North Carolina: Information Age Publishing, 2007.

\*\* Indicates excerpts from Jones and Thompson, *From Bureaucracy to Hyperarchy in Netcentric and Quick Learning Organizations*

Assignments:

1. Four (4) short papers (5 pages, or more). Base each paper on two or more readings from one of the Parts and other appropriate articles and books. Select from Parts 3, 4, 5, 6 7, and 8 from the Short Papers Sign-up Sheet. Papers are due when the Part is discussed. Hopefully, we will be able to discuss in class some, perhaps all, of the short papers. (50% of the course grade)
2. One (1) longer paper (20 pages, or more) relevant to your research interests. Consult with me about this paper. Paper is due May 3, 3pm. (50% of the course grade).

Jan. 14

**Part 1**

**Public Management, Governance, and Public Administration**

Overview of the Course

Rules for Social Science Research

What's In a Word? Plenty, when the word is "service", as in public service. Other words that need our attention are "freedom", "independence", "complex", "reinvention", and there are others.

Third-Party, Indirect, Government: Government by Other-Than Regular Government Institutions

Knowledge for Practice

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

Rosenbloom, David H., "History Lessons for Reinventors", *Public Administration Review*, 2001, 61, 2: 161-65.

Salamon, Lester M. "The New Governance and the Tools of Public Action: An Introduction". In Lester M. Salamon, ed., *The Tools of Government: A Guide to the New Governance*. New York: Oxford University Press, 2002, pp. 1-47.

Jan. 21

**Part 2**

**System Analysis and the Context of Public Management**

System Analysis  
International Context  
Constitutional and Legal Context  
Economic Context  
Political Context  
Marketplace Context

## Third Party Interdependence

### Organizational Culture: What It Is and What Public Managers Can Do About It

Agranoff, Robert, and Michael McGuire, "American Federalism and the Search for Models of Management", *Public Administration Review*, 2001, 61, No./Dec.: 650-60.

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Khademian, Anne M., "Is Silly Putty Manageable? Looking for the Links between Culture, Management, and Context". In Jeffrey L. Brudney, Laurence J. O=Toole, Jr., and Hal G. Rainey, eds., *Advancing Public Management: New Developments in Theory, Methods, and Practice*. Washington, DC.: Georgetown University Press, 2000, pp. 33-48.

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**Part 3**

**Change and Reform**

Incrementalism and Breakthrough

Behn, Robert D., "Do Goals Help Create Innovative Organizations?" In H. George Frederickson and Jocelyn M. Johnson, eds., *Public Management Reform and Innovation*. Tuscaloosa: University of Alabama Press, 1999, pp. 70-88.

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Mohr, Laurence B., "One Hundred Years of Organizational Change: The Good, the Bad and the Ugly". In H. George Frederickson and Jocelyn M. Johnson, eds., *Public Management Reform and Innovation: Research, Theory, and Application*. Tuscaloosa: University of Alabama Press, 1999), pp. 11-36.

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Feb. 4

**Part 4**

### **Importance of Management**

Management Makes a Difference  
Management Capacity

Bozeman, Barry, and Sanjay K. Pandey, “Public Management Decision Making: Effects of Decision Content”, *Public Administration Review*, 2004, 64, 5: 553-65.

Cogburn, Jerrell D. And Sandra K. Schneider, “The Quality of Management and Government Performance: An Empirical Analysis of the American States”, *Public Administration Review*, 2003, 63, 2: 206:13.

Donahue, Amy K., “The Influence of Management on the Cost of Fire Protection”, *Journal of Policy Analysis and Management*, 2004, 23, ?? : 71-92.

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Rainey, Hal G., and Barry Bozeman, "Comparing Public and Private Organizations: Empirical Research and the Power of the A Priori", *Journal of Public Administration Research and Theory*, 2000, 10, 2: 447-70.

Rainey, Hal G. And Paula Steinbauer, "Gallopig Elephants: Developing Elements of a Theory of Effective Government Organizations", *Journal of Public Administration Research and Theory*, 1999, 9, 1:1-32.

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**Part 5**

**Styles of Public Management**

Traditional/Orthodox Public Management Style

Newer Public Management Style

Cooperation, Collaboration, Bargaining, Helping, Building Trust

Change Management

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Agranoff, Robert, and Michael McGuire, "Multi-Network Management: Collaboration and the Hollow State in Local Economic Policy", *Journal of Public Administration Research and Theory*, 1998, 8, 1: 67-91.

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**Part 6**

**Tools of Public Management**

Contracts, Vouchers, Grants, Privatization

Information Technology (IT)

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**Part 7**  
**Performance and Public Management**

Government Performance Project  
Performance Management Theory

Performance

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

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Joyce, Philip G., "Using Performance Measures for Federal Budgeting: Proposals and Prospects", *Public Budgeting and Finance*, 1993, 13, 4: 3-17.

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### **Part 8**

## **Public Management Processes, Structures, and Personnel**

Public Management Processes

Quick Learning Processes

Policy and Budget Making

Policy Analysis

Policy Implementation

Bloom, Howard S., Carolyn J. Hill, and James Ricco, “Linking Program Implementation and Effectiveness: Lessons from a Pooled Sample of Welfare-to-Work Experiments”, *Journal of Policy Analysis and Management*, 2003, 22,4: 551-75.

Cline, Kurt D., “Defining the Implementation Problem: Organizational Management Versus Cooperation”, *Journal of Public Administration Research and Theory*, 2000, ???, 3: 551-71.

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## Public Management Structures

- Top-Level Units (SES, and Political Appointees)
- Career Units

- Devolution/Decentralization

- Teams

- Fusion of Public and Private Institutions

- Stakeholder Theory, Practices, and Structures

- Networks

  - Network Theory

    - Information Technology/Internet Network Theory

  - Intergovernmental Networks

  - International Networks

  - Government Corporations, Government-Sponsored Enterprises, Special Districts, and Public Authorities

  - Third Parties: Hospitals, Churches, and other Third Parties

  - Citizen Participation/Civic Engagement Structures

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Principal-Agent Theory

Public Managers' Control/Power/Influence

Accountability /Responsibility

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