

**PADP 8630**  
**Policy Implementation**

**Fall 2016**  
**O'Toole**

Class: Wednesday afternoons  
Office hours: Wednesday afternoons, prior to class and by appointment  
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A great deal of importance happens between the enunciation of governmental intention and its impact, if any, on the world of action. Students and practitioners of policy, recognizing this point, have focused on the subject of *policy implementation* as a key to understanding -- and perhaps influencing -- the results of policy processes. This course is devoted to the subject of policy implementation: its literature, its concepts and frameworks, some of the major issues its study has highlighted, and its relevance to practice. The course is conducted as a discussion-oriented set of meetings with several closely-related aims: to introduce participants to the literature of and major issues (conceptual, theoretical, methodological, and practical) implied by the subject; to survey and analyze critically some of the frameworks commonly used for the study of the subject; to encourage an assessment of the state of the field; and to allow participants to delve more deeply into some more specialized aspect of this topic.

During sessions of the seminar the instructor will pose questions for discussion; present material; and serve often as a devil's advocate to help the group clarify issues, focus points of dispute, and aid the process of critical inquiry.

Masters students will take a case-based final examination (worth approximately 40 percent of the total grade) and will also complete a set of three short essays (5-8 pages) on various questions related to policy implementation. These essays will be assigned during the semester and will be due one week after assignment. They are more like take home essay questions than research papers and count for approximately 60 percent of the total grade.

Each doctoral student will prepare two papers. One is a research effort (approximately 20-30 double-spaced, typed pages); this paper is worth approximately one half of the final grade. The paper might consist of a careful exploration of a theoretical or methodological issue or set of issues in the field, or it might be a synthetic paper that reaches some conclusions about the state of the field and the most promising directions for further development, or it might involve the application of the literature and theory of the field to a substantive policy or program. The paper is due on the last day of class, *November 30*. Brief presentations of the main points of the paper will take place during the last class meeting. Late papers are penalized one letter grade per calendar day. The second is a shorter essay (5-10 pages) to be focused on supplementary readings related to one of the topics under discussion during the semester. At the time of the first class meeting assignments for this project will be made. The instructor will provide guidance and further instructions regarding the selected additional readings and their analysis. This latter paper assignment requires the student to examine, interpret, compare and draw conclusions regarding some of the research literature on a topic. Students are to give an oral presentation of this work; schedule and format are to be discussed at the first seminar meeting. The paper and presentation are worth approximately one quarter of the grade. Doctoral students

will also compete an open-book, comprehensive final examination, which counts for approximately one quarter of the total grade.

The schedule outlined below will serve as a guide but not a rigid constraint throughout the semester. Some topics will likely take less than the allotted time, while others will require more attention.

*Attendance and Participation.* Students are expected to attend all class meetings and avoid lateness. These are basic expectations of professional life. Absences will lower semester grades, regardless of the grades received on other assignments. Students are expected to come to class having completed the readings and other assignments prior to the class meeting; all are expected to contribute thoughtful comments to the group's collective consideration of material presented in class and covered in the readings. Students should come to class prepared to engage actively in all aspects of the day's agenda. Class participation will be the determining factor when a student's final grade falls near the borderline between two grades.

*Computers, cell phones, and other electronic devices.* Student laptop computers are permitted, but web browsers, email software, and messaging software must remain closed and unused during class meetings. Cell phones and other electronic devices must remain in airplane mode or off and stored out of sight at all times during class.

*Academic Honesty.* Students are responsible for familiarizing themselves with and abiding by the University Honor Code and Academic Honesty Policy. All academic work must meet the standards contained in "A Culture of Honesty." Students are responsible for informing themselves about those standards before performing any academic work. The link to more detailed information about academic honesty can be found at:  
<https://ovpi.uga.edu/academic-honesty>

*Syllabus.* The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.

A portion of the literature will be read in common by all seminar participants. Some of the required material is contained in books that have been ordered at the bookstore. Additional readings have been saved in digital form onto the course website at e-Learning Commons. The readings to be done by all seminar participants are as follows:

Daniel Mazmanian and Paul Sabatier, *Implementation and Public Policy: With a New Postscript* (Latham, Md.: University Press of America, 1990)

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

plus all readings in the folders located at the course's e-Learning Commons website.

All required and supplementary readings are listed below under the appropriate heading.

## TOPICS AND READINGS

1. **August 17. Organizational Meeting.**
  
2. **August 24. Introduction: Implementation and the Policy Process.**

Donald F. Kettl, "The Perils -- and Prospects -- of Public Administration," *Public Administration Review* 50, 4 (July/August 1990): 411-19

Donald F. Kettl, *Escaping Jurassic Government: How to Recover America's Lost Commitment to Competence* (Washington, DC: Brookings, 2016): 9-17

Pressman and Wildavsky, *Implementation*, preface to the third edition

### Supplementary Readings:

Gene A. Brewer, et al., "Designing and Implementing E-Government Systems: Critical Implications for Public Administration and Democracy," *Administration and Society* 38, 4 (September 2006): 472-99

David Dery, *Problem Definition in Policy Analysis* (Lawrence, Kansas: University Press of Kansas, 1984)

Erwin C. Hargrove, *The Missing Link: The Study of the Implementation of Social Policy* (Washington, D.C.: Urban Institute, 1975)

Michael Hill and Peter Hupe, *Implementing Public Policy* 2d ed. (London: Sage, 2009), chapters 1-2

Helen M. Ingram and Dean E. Mann, "Policy Failure: An Issue Deserving Analysis," in Ingram and Mann, eds., *Why Policies Succeed or Fail* (Beverly Hills, Calif.: Sage, 1980): 11-32

Mark Clare Lennon and Thomas Corbett, *Policy into Action: Implementation Research and Welfare Reform* (Washington, DC: Urban Institute, 2003)

Randall B. Ripley and Grace A. Franklin, *Policy Implementation and Bureaucracy* 2d ed. (Chicago: The Dorsey Press, 1986), Chapter 1

### 3. **August 31-September 7. Implementation Structures: Intraorganizational Settings and Multi-organizational Arrangements**

Thad E. Hall and Laurence J. O'Toole, Jr., "Structures for Policy Implementation: An Analysis of National Legislation, 1965-66 and 1993-94," *Administration and Society* 31, 6 (January 2000): 667-86

Thad E. Hall and Laurence J. O'Toole, Jr., "Shaping Formal Networks through the Regulatory Process," *Administration and Society* 36, 2 (May 2004): 1-22

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

Robert S. Montjoy and Laurence J. O'Toole, Jr., "Toward a Theory of Policy Implementation: An Organizational Perspective," *Public Administration Review* 39, 5 (September/October 1979): 465-76

Laurence J. O'Toole, Jr., "Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration," *Public Administration Review* 57, 1 (January-February 1997): 45-52.

Laurence J. O'Toole, Jr., "Networks and Networking: The Public Administrative Agendas," *Public Administration Review* 75, 3 (May-June 2015): 361-371

Laurence J. O'Toole, Jr. and Robert S. Montjoy, "Interorganizational Policy Implementation: A Theoretical Perspective," *Public Administration Review* 44, 6 (November/December 1984): 491-503

Pressman and Wildavsky, Preface to first edition, Chapters 8, 10, 11

#### Supplementary Readings:

Steven K. Bailey and Edith Mosher, *ESEA: The Office of Education Administers a Law* (Syracuse, N.Y.: Syracuse University Press, 1968)

Lawrence Baum, "Comparing the Implementation of Legislative and Judicial Policies," in Daniel Mazmanian and Paul Sabatier, eds., *Effective Policy Implementation* (Lexington, Mass.: Lexington Books, 1981): 39-62 (The readings contained in this volume can also be found in "Symposium on Successful Policy Implementation," *Policy Studies Journal* 8 (1980).)

Lawrence Baum, "Implementation of Judicial Decisions: An Organizational Analysis," *American Politics Quarterly* 4, 1 (January 1976): 86-114

Mary Maureen Brown, Laurence J. O'Toole, Jr., and Jeffrey L. Brudney, "Implementing Information Technology in Government: An Empirical Assessment of the Role of Local Partnerships," *Journal of Public Administration Research and Theory* 8, 4 (October 1998): 499-525

Jim Chalmers and Glyn Davis, "Rediscovering Implementation: Public Sector Contracting and Human Services," *Australian Journal of Public Administration* 60, 2 (June 2001): 74-85

Martha Derthick, *New Towns in Town* (Washington, D.C.: Urban Institute, 1972)

John J. DiIulio, Jr., *Bring Back the Bureaucrats* (West Conshohocken, PA: Templeton Press, 2014)

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

Kenneth I. Hanf and Laurence J. O'Toole, Jr., "Revisiting Old Friends: Networks, Implementation Structures, and the Management of Inter-organizational Relations," *European Journal of Political Research* 21, 1-2 (February 1992): 163-80.

Erik-Hans Klijn, "Analyzing and Managing Policy Processes in Complex Networks: A Theoretical Examination of the Concept Policy Network and Its Problems," *Administration and Society* 28, 1 (May 1996): 90-119

Erik-Hans Klijn, Joop Koppenjan, and Katrien Termeer, "Managing Networks in the Public Sector: A Theoretical Study of Management Strategies in Policy Networks," *Public Administration* 73, 3 (April 2007): 437-454

Jan-Erik Lane and Joe Wallis, "Non-profit Organizations in Public Policy Implementation," *Journal of Public Administration and Policy Research* 1 (2009): 141-9

Todd R. LaPorte, "Shifting Vantage and Conceptual Puzzles in Understanding Public Organization Networks," *Journal of Public Administration Research and Theory* 6, 1 (January 1996): 49-74

Martin Lundin, "Explaining Cooperation: How Resource Interdependence, Goal Congruence, and Trust Affect Joint Actions in Policy Implementation," *Journal of Public Administration Research and Theory* 17, 4 (October 2007): 651-72

Martin Lundin, "When Does Cooperation Improve Public Policy Implementation?" *Policy Studies Journal* 35, 4 (November 2007): 629-52

Myrna Mandell, "Application of a Network Analysis to the Implementation of a Complex

Project," *Human Relations* 37, 8 (August 1984): 659-79

James G. March and Johan P. Olsen, "The New Institutionalism: Organizational Factors in Political Life," *American Political Science Review* 78, 3 (September 1984): 734-49

James G. March and Johan P. Olsen, *Rediscovering Institutions* (New York: Free Press, 1989)

H. Brinton Milward, "Interorganizational Policy Systems and Research on Public Organizations," *Administration and Society* 13, 4 (February 1982): 457-78

H. Brinton Milward, ed., "Symposium on the Hollow State: Capacity, Control, and Performance in Interorganizational Settings," *Journal of Public Administration Research and Theory* 6, 2 (April 1996): 193-314

Laurence J. O'Toole, Jr., and Kenneth I. Hanf, "American Public Administration and Impacts on International Governance," *Public Administration Review* 62, Special Issue (September 2002): 158-69

B. Guy Peters, "Implementation Structures as Institutions," *Public Policy and Administration* 29, 2: 131-144

Jaclyn S. Piatak, "Understanding the Implementation of Medicaid and Medicare: Social Construction and Historical Context," *Administration & Society* (forthcoming), first published on April 22, 2015 as doi:10.1177/00953997155581030

Keith G. Provan and H. Brinton Milward, "Institutional-Level Norms and Organizational Involvement in a Service-Implementation Network," *Journal of Public Administration Research and Theory* 1, 4 (October 1991): 391-417

Keith G. Provan and H. Brinton Milward, "A Preliminary Theory of Interorganizational Network Effectiveness: A Comparative Study of Four Community Mental Health Systems," *Administrative Science Quarterly* 40, 1 (March 1995): 1-33

Jörg Raab and H. Brinton Milward, "Dark Networks as Problems," *Journal of Public Administration Research and Theory* 13, 4 (October 2003): 413-39

R. Karl Rethemeier. "Conceptualizing and Measuring Collaborative Networks," *Public Administration Review* 65, 1 (January/February 2005): 117-21

Ripley and Franklin, Chapters 2 and 3 (to page 71)

Scott E. Robinson, "A Decade of Treating Networks Seriously," *Policy Studies Journal* 34, 4 (2006): 589-98

Harvey Sapolsky, *The Polaris Missile System: Bureaucratic and Programmatic Success in Government* (Cambridge: Harvard University Press, 1972)

Andrew B. Whitford and Jeff Yates, "Volunteerism and Social Capital in Policy Implementation: Evidence from the Long-Term Care Ombudsman Program," *Journal of Aging and Social Policy* 14, 3/4 (2002): 61-73

#### 4. **September 14. Implementation Processes: Metaphors, Frameworks, and Theories**

Michael Hill and Peter Hupe, "The Multi-Layer Problem in Implementation Research," *Public Management Review* 5, 4 (December 2003): 471-90

Helen Ingram, "Policy Implementation through Bargaining: The Case of Federal Grants-in-Aid," *Public Policy* 25 (Fall 1977): 499-527

Michael Lipsky, "Standing the Study of Public Policy Implementation on Its Head," in Walter Dean Burnham and Martha Weinberg, eds., *American Politics and Public Policy* (Cambridge: MIT Press, 1978): 391-402

Mazmanian and Sabatier, *Implementation and Public Policy*, Chapter 1

René Torenvlied and Agnes Akkerman, "Theory of 'Soft' Policy Implementation in Multilevel Systems with an Application to Social Partnership in the Netherlands," *Acta Politica* 39, 1 (April 2004): 31-58

#### Supplementary Readings:

Ernest R. Alexander, "From Ideas to Action: Notes for a Contingency Theory of the Policy Implementation Process," *Administration and Society* 16, 4 (February 1985): 403-426

Ernest R. Alexander, "Implementation: Does a Literature Add Up to a Theory?" *Journal of the American Planning Association* 48, 1 (Winter 1982): 132-35

Eugene Bardach, *The Implementation Game* (Cambridge: MIT Press, 1977)

Paul Berman, "Thinking about Programmed and Adaptive Implementation: Matching Strategies to Situations." In Helen M. Ingram and Dean E. Mann, eds., *Why Policies Succeed or Fail*: 205-227

Chapters by Brodtkin, Nakamura, and Yanow, all in Dennis J. Palumbo and Donald J. Calista, eds., *Implementation and the Policy Process: Opening Up the Black Box* (Westport, Conn.: Greenwood Press, 1990)

Douglas R. Bunker, "Policy Sciences Perspectives on Implementation Processes," *Policy Sciences* 3, 1 (March 1972): 71-80

Michael J. R. Butler and Peter M. Allen, "Understanding Policy Implementation Processes as Self-organizing Systems," *Public Management Review* 10, 3 (2008): 421-40

George Edwards, III, *Implementing Public Policy* (Washington, D.C.: CQ Press, 1980)

Stéphane Lavertu and Donald P. Moynihan, "The Empirical Implications of Theoretical Models: A Description of the Method and an Application to the Study of Performance Management Implementation," *Journal of Public Administration Research and Theory* 23, 2 (April 2013): 333-360

James P. Lester and Ann O'M. Bowman, "Implementing Intergovernmental Policy: A Test of the Sabatier-Mazmanian Model," *Polity* 21 (1989): 731-53

Robert Nakamura and Frank Smallwood, *The Politics of Policy Implementation* (New York: St. Martin's Press, 1980)

Martin Rein and Francine Rabinovitz, "Implementation: A Theoretical Perspective," in Burnham and Weinberg, eds., *American Politics and Public Policy*: 307-335

Denise Scheberle, *Federalism and Environmental Policy: The Politics of Trust and Implementation* 2d ed. (Washington, DC: Georgetown University Press, 2004)

Thomas B. Smith, "The Policy Implementation Process," *Policy Sciences* 4, 2 (June 1973): 197-209

René Torenlvlied and Robert Thomson, "Is Implementation Distinct from Political Bargaining?" *Rationality and Society* 15, 1 (February 2003): 64-85

Carl E. Van Horn, "Implementing CETA: The Federal Role," *Policy Analysis* 4, 2 (Spring 1978): 159-83

Carl E. Van Horn, *Policy Implementation in the Federal System: National Goals and Local Implementors* (Lexington, Mass.: Lexington Books, 1979)

Carl E. Van Horn and Donald S. Van Meter, "The Implementation of Intergovernmental Policy," in Charles Jones and Robert Thomas, eds., *Public Policy Making in a Federal System* (Beverly Hills, Calif.: Sage, 1976): 39-62

Donald S. Van Meter and Carl Van Horn, "The Policy Implementation Process: A Conceptual Framework," *Administration and Society* 6, 4 (February 1975): 445-88



## 5. September 21-28. Implementation Processes: Important Clusters of Variables

Hans Bressers and Laurence J. O'Toole, Jr., "Instrument Selection and Implementation in a Network Context," in Pearl Eliadis, Margaret Hill, and Michael Howlett, eds., *From Instrument Choice to Governance: Future Directions for the Choice of Governing Instrument* (Montreal: McGill Queens University Press, 2005): 132-53

Peter J. May and Søren C. Winter, "Politicians, Managers, and Street-Level Bureaucrats: Influences on Policy Implementation," *Journal of Public Administration Research and Theory* 19, 3 (July 2009): 453-76

Mazmanian and Sabatier, *Implementation and Public Policy*, chapters 4-7

Kenneth J. Meier and Laurence J. O'Toole, Jr., "Public Management and Educational Performance: The Impact of Managerial Networking," *Public Administration Review* 63, 6 (November/December 2003): 689-99

Laurence J. O'Toole, Jr., "Policy Recommendations for Multi-Actor Implementation: An Assessment of the Field," *Journal of Public Policy* 6, 2 (1986): 181-210

Laurence J. O'Toole, Jr., Catherine P. Slade, Gene A. Brewer, and Lauren N. Gase, "The Barriers and Facilitators to Implementing Primary Stroke Center Policy in the United States: Results from Four Case Study States" *American Journal of Public Health* 101, 3 (March 2011): 561-66

Norma M. Riccucci, "Street-Level Bureaucrats and Intrastate Variation in the Implementation of Temporary Assistance for Needy Families Policies," *Journal of Public Administration Research and Theory* 15, 1 (January 2005): 89-111

### Supplementary Readings:

Eugene Bardach and Robert Kagan, *Going by the Book: The Problem of Regulatory Unreasonableness* (Philadelphia, Pa.: Temple University Press, 1982)

Valentina A. Bali, "Implementing Popular Initiatives: What Matters for Compliance?" *Journal of Politics* 65, 4 (November 2003): 1130-1147

Frances Stokes Berry, William D. Berry, and Stephen K. Foster, "The Determinants of Success in Implementing an Expert System in State Government," *Public Administration Review* 58, 4 (July-August 1998): 293-305

Hans Bressers, Theo De Bruijn, Kris Lulofs, and Laurence J. O'Toole, Jr., "Negotiation-based Policy Instruments and Performance: Dutch Covenants and Environmental Policy Outcomes," *Journal of Public Policy* 31, 2 (August 2011): 187-208

Gene A. Brewer, Sally Coleman Selden, and Rex L. Facer II, "Individual Conceptions of Public Service Motivation," *Public Administration Review* 60, 3 (May/June 2000): 204-214

Rufus Browning and Dale Marshall, "Implementation of Model Cities and Revenue Sharing in Ten Bay Area Cities," in Charles Jones and Robert Thomas, eds., *Public Policy Making in a Federal System*

Rufus Browning, Dale Marshall, and David Tabb, "Implementation and Political Change: Sources of Local Variation in Federal Social Programs," in Daniel Mazmanian and Paul Sabatier, eds., *Effective Policy Implementation*

Rufus P. Browning, Dale Rogers Marshall, and David H. Tabb, *Protest Is Not Enough* (Berkeley: University of California Press, 1984)

Dorothy M. Daley and David F. Layton, "Policy Implementation and the Environmental Protection Agency: What Factors Influence Remediation at Superfund Sites?" *Policy Studies Journal* 32, 3 (August 2004): 375-92

Ruth DeHoog, "Theoretical Perspectives on Contracting Out for Services," in George Edwards, III, ed., *Public Policy Implementation* (Greenwich, Conn. JAI Press, 1984): 227-59

Robert F. Durant, *When Government Regulates Itself* (Knoxville: University of Tennessee Press, 1985)

Robert F. Durant, et al., "From Complacency to Compliance: Toward a Theory of Intergovernmental Regulation," *Administration and Society* 17, 4 (February 1986): 433-59

J.K. Friend, J.M. Power, and C.J.L. Yewlett, *Public Planning: The Interorganizational Dimension* (London: Tavistock, 1974)

Michael Hammer, "Patients, Police, and Care Providers: The Cultural Dimension of Medical Marijuana Implementation," *Administration & Society* 47, 3 (April 2015): 282-297

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

Steven Kelman, *Regulating America, Regulating Sweden* (Cambridge: MIT Press, 1981)

Jiaqi Liang, "The Shadow of the Politics of Deservedness? The Implications of Group-

Centric Policy Context for Environmental Policy Implementation Inequalities in the United States,” *Journal of Public Administration Research and Theory* (forthcoming), first published online September 18, 2015 doi:10.1093/jopart/muv027

Chapters by Linder and Peters and by Sanger and Levin in Palumbo and Calista, eds., *Implementation and the Policy Process*

Michael Lipsky, *Street-Level Bureaucracy* (New York: Russell Sage Foundation, 1980)

Lorraine M. McDonnell and Richard F. Elmore, "Getting the Job Done: Alternative Policy Instruments," *Educational Evaluation and Policy Analysis* 9 (Summer 1987): 133-152.

Spiro Maroulis and Uri Wilensky, "Social and Task Interdependencies in the Street-Level Implementation of Innovation," *Journal of Public Administration Research and Theory* 25, 3 (July 2015): 721-750

Kenneth J. Meier and Laurence J. O'Toole, Jr., "Managerial Strategies and Behavior in Networks: A Model with Evidence from U.S. Public Education," *Journal of Public Administration Research and Theory* 11, 3 (July 2001): 271-93

Jill Nicholson-Crotty and Sean Nicholson-Crotty, "Social Construction and Policy Implementation: Inmate Health as a Public Health Issue," *Social Science Quarterly* 85, 2 (June 2004): 240-57

Laurence J. O'Toole, Jr., "Inter-Organizational Co-operation and the Implementation of Labour Market Training Policies: Sweden and the Federal Republic of Germany," *Organization Studies* 4, 2 (April 1983): 129-50

O'Toole chapter in Robert Gage and Myrna Mandell, eds., *Strategies for Managing Intergovernmental Policies and Networks* (New York: Praeger, 1990): 81-103

Laurence J. O'Toole, Jr., and Kenneth J. Meier, *Public Management: Organizations, Governance, and Performance* (Cambridge: Cambridge University Press, 2011)

Beryl Radin, *Implementation, Change, and the Federal Bureaucracy: School Desegregation Policy in HEW, 1964-1968* (New York: Teachers College Press, Columbia University, 1977)

Norma M. Riccucci, Marcia K. Meyers, Irene Lurie, and Jun Seop Han, "The Implementation of Welfare Reform Policy: The Role of Public Managers in Front-Line Practices," *Public Administration Review* 64, 4 (July/August 2004): 438-48

Ripley and Franklin, chapters 3 (pages 71 to end), 4-8

Nelson Rosenbaum, "Statutory Structure and Policy Implementation: The Case of Wetlands Regulation," in Daniel A. Mazmanian and Paul A. Sabatier, eds., *Effective Policy Implementation* (Lexington, Mass.: Lexington Books, 1979): 63-85

Manuel P. Teodoro, "When Professionals Lead: Executive Management, Normative Isomorphism, and Policy Implementation," *Journal of Public Administration Research and Theory* 24, 4 (October 2014): 983-1004

Frank J. Thompson, "Deregulation and the Bureaucracy: OSHA and the Augean Quest for Error Correction," *Public Administration Review* 42, 3 (May/June 1982): 202-212

David Vogel, *National Styles of Regulation* (Ithaca, N.Y.: Cornell University Press, 1986)

Steven Lewis Yaffee, *Prohibitive Policy: Implementing the Federal Endangered Species Act* (Cambridge: MIT Press, 1982)

## 6. **October 5. Methodological Issues: Getting Answers to Implementation Questions**

Malcolm L. Goggin, "The 'Too Few Cases/Too Many Variables' Problem in Implementation Research," *Western Political Quarterly* 39 (June 1986): 328-47

Kenneth J. Meier and Lael R. Keiser, "Public Administration as a Science of the Artificial: A Methodology for Prescription," *Public Administration Review* 56, 5 (September/October 1996): 459-66

Alan Werner, *A Guide to Implementation Research* (Washington, DC: Urban Institute, 2004), chapter 1

### Supplementary Readings:

Lawrence Baum, "Legislatures, Courts, and the Dispositions of Policy Implementors," in George Edwards, ed., *Public Policy Implementation* (Greenwich, Conn.: JAI Press, 1984): 29-57

Derick W. Brinkerhoff, "State-Civil Society Networks for Policy Implementation in Developing Countries," *Policy Studies Review* 16, 1 (Spring 1999): 123-47

A.J. Buck, M. Gross, S. Makin, and J. Weinblatt, "Using the Delphi Process to Analyze Social Policy Implementation: A Post Hoc Case for Vocational Rehabilitation," *Policy Sciences* 26, 4 (1993): 271-288

Donald J. Campbell, "'Degrees of Freedom' and the Case Study," *Comparative Political*

*Studies* 8, 2 (July 1975): 178-93

Hon S. Chan, Koon-kwai Wong, K.C. Cheung, and Jack Man-keung Lo, "The Implementation Gap in Environmental Management in China: The Case of Guangzhou, Zhungzhou, and Nanjing," *Public Administration Review* 55, 4 (July/August 1995): 333-340

Peter S. Cleaves, "Implementation Amidst Scarcity and Apathy: Political Power and Policy Design," in Merilee S. Grindle, ed., *Politics and Policy Implementation in the Third World* (Princeton, N.J.: Princeton University Press): 281-303

Chapters by Fox, Goggin et al., and Scheirer and Griffith, in Palumbo and Calista, eds.

Alexander George, "Case Studies and Theory Development: The Method of Structured, Focused Comparison," in P.G. Lauren, ed., *Diplomacy: New Approaches in History, Theory, and Policy* (New York: Free Press, 1979): 43-68

Merilee Grindle, "Policy Content and Context in Implementation," in Grindle, ed., *Politics and Policy Implementation in the Third World*: 3-34

Merilee Grindle, "Anticipating Failure: The Implementation of Rural Development Programs," *Public Policy* 29, 1 (Winter 1981): 51-74

Carolyn J. Heinrich and Laurence E. Lynn, Jr., "Means and Ends: A Comparative Study of Empirical Methods for Investigating Governance and Performance," *Journal of Public Administration Research and Theory* 11, 1 (January 2001): 109-38

Benny Hjern and Chris. Hull, "Implementation Research as Empirical Constitutionalism," *European Journal of Political Research* 10, 2 (June 1982): 105-115

Hill and Hupe, *Implementing Public Policy*, chapters 6-7

Chris. Hull with Benny Hjern, *Helping Small Firms Grow: An Implementation Approach* (London: Croom Helm, 1987)

Peter Knoepfel and Helmut Weidner, "Implementing Air Quality Control Programs in Europe," *Policy Studies Journal* 11 (September 1982): 104-115

Arend Lijphart, "Comparative Politics and the Comparative Method," *American Political Science Review* 45, 3 (September 1971): 682-93

Ann Chih Lin, "Building Positivist and Interpretivist Approaches to Qualitative Methods," *Policy Studies Journal* 25, 1 (Spring 1998): 162-80

- Ann Chih Lin, *Reform in the Making: The Implementation of Social Policy in Prison* (Princeton, NJ: Princeton University Press, 2000)
- Evert Lindquist, "Organizing for Policy Implementation: The Emergence and Role of Implementation Units in Policy Design and Oversight," *Journal of Comparative Policy Analysis* 8, 4 (2006): 311-24
- Kenneth J. Meier and Jeff Gill, *What Works: A New Approach to Program and Policy Analysis* (Boulder, CO: Westview Press, 2000)
- Michael C. Musheno, "On the Hazards of Selecting Intervention Points: Time-Series Analysis of Mandated Policies," in Dennis Palumbo and Marvin Harder, eds., *Implementing Public Policy* (Lexington, Mass.: Lexington Books: D.C. Heath, 1981)
- Charles C. Ragin, *The Comparative Method: Moving Beyond Qualitative and Quantitative Strategies* (Berkeley: University of California Press, 1987)
- Lester Ross, "The Implementation of Environmental Policy in China: A Comparative Perspective," *Administration and Society* 15, 4 (February 1984): 489-516
- Marjorie Sarbaugh-Thompson and Mayer N. Zald, "Child Labor Laws: A Historical Case of Public Policy Implementation," *Administration and Society* 27, 1 (May 1995): 25-53
- David Victor, Kal Raustiala, and Eugene B. Skolnikoff, eds., *The Implementation and Effectiveness of International Environmental Commitments* (Cambridge: MIT Press, 1998)
- Andrew B. Whitford, "Decentralized Policy Implementation," *Political Research Quarterly* 60, 1 (2007): 17-30
- Andrew B. Whitford, "Information and Uncertainty in Policy Implementation: Evidence from the Implementation of EPA Waivers," *Journal of Public Administration Research and Theory* 24, 2 (April 2014): 267-88
- Walter Williams, et al., *Studying Implementation: Methodological and Administrative Issues* (Chatham, N.J.: Chatham House, 1982)
- Dvora Yanow, "The Communication of Policy Meanings: Implementation as Interpretation and Text," *Policy Sciences* 26, 1 (1993): 41-61
- Xueyong Zhan, Carlos Wing-Hung Lo, and Shui-Yan Tang, "Contextual Changes and Environmental Policy Implementation: A Longitudinal Study of Street-Level Bureaucrats in Guangzhou, China," *Journal of Public Administration Research and Theory* 24, 4 (October 2014): 1005-1035



## 7. **October 12-19. Top-Down and Bottom-Up Approaches**

Paul Berman, "The Study of Macro- and Micro-Implementation," *Public Policy* 26 (Spring 1978): 157-84

Benny Hjern, "Implementation Research - The Link Gone Missing," *Journal of Public Policy* 2, 3 (August 1982): 301-308

Stephen H. Linder and B. Guy Peters, "A Design Perspective on Policy Implementation: The Fallacies of Misplaced Prescription," *Policy Studies Review* 6 (February 1987): 459-475

Mazmanian and Sabatier, *Implementation and Public Policy*, chapters 2, 3, 8

Kenneth J. Meier and Deborah R. McFarlane, "Statutory Coherence and Policy Implementation: The Case of Family Planning," *Journal of Public Policy* 15, 3 (Sept.-Dec. 1995): 281-98

Laurence J. O'Toole, Jr., "The EDA in Oakland: A Case That Catalyzed a Field," *Public Administration Review* 71, 1 (January-February 2011): 116-20

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## **10. November 16. Prospects**

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## **11. November 30. Conclusions**

Brief presentations by Ph.D. students of key features of the semester papers. Orientation to masters' students case-based final exam. Open-ended review.