

IDEAS & ISSUES IN PUBLIC ADMINISTRATION (PADP 8710: SPRING 2020)

Course Instructor:

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Course Information:

Time: Tuesday: 3:35pm-6:15pm
Where: 202 Baldwin Hall
Office Hours: Tuesday:
1:00pm-3:00pm &
By Appointment

COURSE DESCRIPTION

This course provides a survey of scholarly research on public administration and topics in related cognate fields and disciplines. Although the course is geared towards Ph.D. students seeking to conduct original scholarly research in public administration, Ph.D. students in related disciplines and fields (e.g., Political Science, Higher Education Administration) are also welcomed. Masters' degree students are permitted to take this course, subject to instructor approval. This course also provides additional readings, in the form of supplementary readings for each seminar topic, plus major theme readings appearing at the end of the course syllabus, to assist students in their preparation for Ph.D. comprehensive exams. By no means should the readings appearing in this syllabus be construed as a comprehensive listing. Rather, these readings, coupled with the various assigned and listed readings in other Public Administration coursework, should provide students with the requisite breadth and depth of public administration scholarship for both academic and professional purposes.

The first week of the course provides a thematic perspective on the evolution of some of the major themes and theories employed to analyze public administration during the past century. The remainder of the course is divided into three sections. The **first unit** will cover *administrative operations* – that is, the “mechanical functioning” of public agencies (i.e., tasks, inter-organizational coordination, human capital, decision-making, and leadership). The **second unit** focuses on *administrative governance* – that is, understanding how public agencies perform their duties within a broader organizational and institutional context (i.e., organizational structures, administrative reforms, and expertise & motivation). The **third unit** covers *administrative accountability* – that is, analyzing the representative and political forces that help shape public administration (i.e., descriptive and substantive representation, external influence emanating from political and organized interests, types of public administrators, and “hardwiring” via institutional mechanisms).

There are no required textbooks for the class. All required assigned readings can be accessed online in the form of journal articles or working papers. In a few instances where required assigned readings are not available online (e.g., a working paper of the instructor), the instructor will distribute electronic copies to students the week preceding the seminar where this material will be discussed. *Each student is required to download and print hard copies of ALL required assigned readings on their own (i.e., it is not the instructor's responsibility to provide this content on your behalf).*

CLASS STRUCTURE

- **SESSION A: 3:35pm – 4:50pm (75 minutes)**
- **BREAK: 4:50pm–5:00pm (10 minutes)**
- **SESSION B: 5:00pm – 6:15pm (75 minutes)**

CLASSROOM RESPECT & ATTENDANCE POLICIES

It is important to maintain a healthy learning environment so that everyone can feel free to participate. All members of the class are expected to behave in both a respectful and civil manner towards one another.

Students will not be permitted to use laptop computers during class sessions, unless noted by the instructor. Students will need to bring hard copies of their required assigned readings to seminar sessions.

To ensure that we get through the material of the course, I encourage students to ask questions, but as instructor I reserve the right to meet up with students outside of class sessions who are in need of additional assistance beyond what the instructor can supply during the time allotted for class. **My regularly scheduled office hours will be held on Tuesday afternoons from 1:00pm–3:00pm.** In addition, I will be available for appointments if assistance is needed outside of these regularly scheduled office hours. I encourage each of you to stop by on a regular basis to discuss the course content that we are covering, as well as the development of your original scholarly research projects for this course.

Students seeking to miss a class for health, professional, or emergency reasons are encouraged to obtain an excused absence by notifying the instructor in advance and supplying verifiable documentation of the class absence in a timely manner. The instructor reserves the right to approve or deny excused absences based on the circumstances of each request. Students will be penalized by 3.33% (i.e., 0.033) of their final course total weighted points for each unexcused absence.

STUDENTS WITH DISABILITIES

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both your instructor and the Disability Resource Center, Clark Howell Hall at UGA Athens campus (<https://drc.uga.edu/>) within the first two weeks of the term so that accommodations can be investigated on your behalf. Disability Resource Center will verify your disability and determine reasonable accommodations for this course.

ACADEMIC HONESTY

Cheating, plagiarism, and unauthorized assistance will not be tolerated. Students suspected of violating the University of Georgia's *Academic Honesty Policy* (<https://honesty.uga.edu/Academic-Honesty-Policy/>) will be required to participate in the outlined procedural process as initiated by the instructor. A minimum sanction of a zero score (F grade) for any given assignment, and possibly an F course grade, will be imposed.

COURSE PEDAGOGY & EXPECTATIONS

Each student will serve as a seminar leader **three (3)** times during the course of the semester, each one constituting approximately one-half of a seminar session (i.e., **≈ 75 minutes**). All remaining seminar sessions in this course will be led by the instructor. This arrangement requires all students to fully participate in a professional manner during class seminar discussions, read all of the assigned required readings for a given class before we meet, and be prepared to both engage and discuss this material within a seminar setting. The quality of the seminar depends heavily upon the caliber of student engagement with these materials – as well as with one another. *Although the class seminar discussions constitute a collaborative enterprise, written assignments will be done independently by each student. That is, implicit or covert collaboration on all writing assignments is forbidden.*

Seminar sessions will function in the following manner. At least one week leading up to a given session, each student will be required to read and take notes on the required assigned readings prior to the seminar session. Students should focus on (1) summarizing the contents of the article, (2) raise well-grounded issues and concerns about the research (e.g., theory, empirical design and execution, etc...), and (3) propose solutions to their stated concerns. The seminar leader(s) will submit discussion questions pertaining to required assigned readings to the entire class by **no later than prior Sunday afternoon at 5:00pm**. The seminar leader's discussion questions will serve as the basis for seminar discussion, though the instructor reserves the right to refocus/redirect /expound upon the discussion as they deem appropriate throughout the seminar session.

COURSE OBJECTIVES

1. Comprehend, synthesize, and critique the required assigned readings.
2. Set forth creative, persuasive, and well-grounded original ideas that extends our current state of knowledge on this subject matter (in the form of rethinking an existing research problem or addressing a brand new research problem).
3. Advancing a promising original scholarly research project of interest to public administration scholars that is well-thought out, theoretically informed, and empirically crafted in an appropriate manner.
4. Provide effective, constructive feedback on a classmate's research that will facilitate the development of the next stage of their research project.

The attainment of these course objectives is analyzed by the required assignments listed below.

REQUIRED ASSIGNMENTS

A. Evaluation of Comprehension, Synthesis, & Critique of Research (Total: 40%):

- A.1 Seminar Session Leader: 30%
- A.2 Discussant for Research Paper: 10%

The seminar leader will formulate research discussion questions directly based on the assigned readings, plus lead discussion. Each student is expected to be able to effectively lead and facilitate discussion based upon the assigned readings and literature review questions made available by the instructor. At the same time, however, all other participants will also be held responsible for actively participating in a professional manner. **Failure to regularly participate in a productive manner as a non-seminar leader participant will adversely affect one's grade on this portion of their final course grade.**

The discussant role pertains to critiquing a colleague's original research paper at the end of the semester. This should appear in the form of a 2-3 single spaced typed pages of comments submitted jointly to both the author and instructor at the time of the original research paper presentations at the seminar research symposium scheduled for *Tuesday April 21, 2020* during regularly scheduled class hours. The first 10%-25% of discussant written remarks should be dedicated to a preamble consisting of a brief statement about what the paper is about, and what are its strengths. The remaining 75%-90% of these

remarks should list constructive comments & suggestions intended to improve the author's current research paper.

B. Evaluation of Extensions & New Ideas to the Existing Literature (Total: 15%)

B.1 Original Research Proposals: 15% (3 Proposals x 5% Per Proposal)

Each original research proposal will address a topic covered in one of the three major sections of the course. Students can develop an original research question and empirical design motivated by any of the required assigned or supplementary readings. These questions are intended to push students beyond the *Comprehension, Synthesis, & Critique of the Literature* that occurs with the course readings and class seminar sessions by having each student begin to generate their own original research ideas that are grounded in the substantive literature. These original research proposals will be **5 pages long (double-spaced, excluding endnotes & references)**, and must conform to the *APSA Style Manual*. These short essays are required to be submitted to the instructor at the very beginning of class noted in the course schedule.

C. Evaluation of Original Scholarship (Total: 45%)

C.1 Completed Draft of Research Paper: 15% (Due Tuesday March 31, 2020)

C.2 Final Version of Research Paper: 30% (Due Thursday April 16, 2020)

The research paper will consist of an original scholarly inquiry into a substantive problem relating to the topics broadly covered in the course. This paper must be sufficiently distinct from other papers being used to satisfy course requirements, as deemed by the instructor. This paper should be written as a journal-style article manuscript and must comprise the following components:

- (1) stating a research puzzle/question [incorporating a literature review];
- (2) A theory used to explain the puzzle/question (including central hypotheses);
- (3) substantive information on the empirical laboratory used to analyze the linkage between theory and puzzle/question;
- (4) data, ancillary hypotheses, and research methods;
- (5) empirical findings; and
- (6) conclusion/implications.

All paper topics must obtain formal approval by the instructor by **no later than Tuesday February 3, 2020 at 3:00pm.**

The research paper presentation will be limited to 12-15 minutes (with a hard time limit at 15 minutes) which, with the discussant having 5-7 minutes (with a hard 7 minute limit) following the research paper presentation, before we open discussion to the floor. Students are required to provide their presentation and discussant commentary using presentation slides (e.g., PowerPoint, Beamer)

Failure to complete any assignment (including the Research Paper topic approval) in a timely manner consistent with the instructor's deadlines will automatically result in zero points for that particular assignment/project. Students will not be granted an "I" (**Incomplete**) grade unless under dire circumstances as deemed by the instructor.

Final Research Paper Presentations
Tuesday April 21, 2020: 3:35pm-6:15pm

INDIVIDUAL ITEM GRADING SCALE

I will grade items on a letter/point system, and each item will be weighted by the proportion noted above:

Letter Grade	Points	Letter Grade	Points
A+	4.25	B- -/C+	2.625
A+/A	4.125	B-/C+	2.50
A	4.00	B-/C++	2.375
A/A-	3.875	C+	2.25
A-	3.75	C+/C	2.125
A- -/B+	3.625	C	2.00
A-/B+	3.50	C/C-	1.875
B++	3.375	C-	1.75
B+	3.25	C- -/D+	1.625
B+/B	3.125	C-/D+	1.50
B	3.00	C-/D++	1.375
B/B-	2.875	D+	1.25
B-	2.75	D+/D	1.125
		D	1.00
		F	0.00

The “in-between” grades on individual assignments is to the benefit of students to minimize rounding effects. Because the final grade distribution is based on a series of assignments (as opposed to a single item), the final course grade distribution based on your weighted course average from all assignments is given below as follows (*with no rounding up*):

FINAL COURSE GRADE DISTRIBUTION
(*BASED ON WEIGHTED COURSE AVERAGE: ALL ASSIGNMENTS*)

Letter Grade	Points	Letter Grade	Points
A+	4.00 – 4.25	C+	2.50 – 2.74
A	3.75 – 3.99	C	2.25 – 2.49
A–	3.50 – 3.74	C–	2.00 – 2.24
B+	3.25 – 3.49	D+	1.75 – 1.99
B	3.00 – 3.24	D	1.50 – 1.74
B–	2.75 – 2.99	D–	1.25 – 1.49
		F	0.00 – 1.24

COURSE OUTLINE & TIMETABLE

Note: The tempo may vary throughout the semester. Asterisks (*) denote content that may or may not be covered, conditional on the tempo throughout the semester.

Session	Date	Course Topics/Subject Material	Seminar Leader(s)
1	1/14/2020	Key Foundational Themes in Public Administration	Krause
		UNIT 1: ADMINISTRATIVE OPERATIONS	
2	1/21/2020	Functioning of Administrative Organizations, I: Tasks	Krause (Part 1) Kanso (Part 2)
3	1/28/2020	Functioning of Administrative Organizations, II: Coordination	Hines (Part 1) Choi (Part 2)
4	2/3/2020	Human Capital in Administrative Organizations: Recruitment, Staffing, and Personnel Decisions	Kim (Part 1) Trusczynski (Part 2)
5	2/10/2020	Decision-Making & Leadership and Managerial Capabilities within Administrative Organizations:	Krause (Part 1) Kanso (Part 2)
		UNIT 2: ADMINISTRATIVE GOVERNANCE	
6	2/17/2020	Hierarchies, Networks, and Markets in Public Administration [Original Research Proposal # 1 Due in Class]	Hines (Part 1) Choi (Part 2)
7	2/24/2020	Administrative Reforms: The Promise and Perils of Performance	Kim (Part 1) Trusczynski (Part 2)
8	3/3/2020	Public Administration's Internal Environment: Expertise, Motivation, and Performance	Krause (Part 1) Kanso (Part 2)
9	3/10/2020	SPRING BREAK WEEK (NO CLASS)	
10	3/17/2020	RESEARCH PAPER WORKSHOP SESSION # 1 [Original Research Proposal # 2 Due in Class]	
		UNIT 3: ADMINISTRATIVE ACCOUNTABILITY	
11	3/24/2020	Representative Bureaucracy: Descriptive and Substantive Representation in Public Administration	Kim (Part 1) Trusczynski (Part 2)
12	3/31/2020	Public Administration's External Environment: Political Institutions and Organized Interests [RESEARCH PAPER DRAFT DUE]	Krause
13	4/7/2020	Accountability of Public Administrators: Elected, Appointed, Careerists, and Independent Experts	Hines (Part 1) Choi (Part 2)
14	4/14/2020	Ex Ante Controls, Credible Commitment, and Agency Design	Krause
15	4/21/2020	RESEARCH PAPER WORKSHOP SESSION # 2 [Original Research Proposal # 3 Due in Class; Final Papers Due on 4/25]	
16	4/28/2020	RESEARCH SYMPOSIUM [Discussant Comments Due in Class]	

A. THE ELEMENTS OF PUBLIC ADMINISTRATION (1 week)

WEEK 1: Key Foundational Themes in Public Administration (Tuesday January 14, 2020)

WEEK 1 SEMINAR LEADER: Krause [ALL]

Required Assigned Readings

- Wilson, Woodrow. 1887. The Study of Administration. *Political Science Quarterly* 2(2): 197-222.
 - Finer, Herman. 1941. Administrative Responsibility in Democratic Government. *Public Administration Review* 1(4): 335-350.
 - Carl J. Friedrich. 1940. "Public Policy and the Nature of Administrative Responsibility," *Public Policy* 1: 3-24.
 - Long, Norton E. 1952. "Bureaucracy and Constitutionalism." *American Political Science Review* 46(September): 808-818.
 - Herbert Kaufman, "Emerging Conflicts in the Doctrines of Public Administration," *American Political Science Review* 50, 4 (December 1956): 1057-1073.
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- Herbert Simon. 1946. "The Proverbs of Administration". *Public Administration Review* 6(Winter): 53-67.
 - Robert Dahl. 1947. "The Science of Public Administration: Three Problems." *Public Administration Review* 7(Winter): 1-11.
 - Williamson, Oliver E..1999. "Public and Private Bureaucracies: A Transaction Cost Economics Perspective." *Journal of Law, Economics, and Organization* 15(March): 306-342.
 - Mintzberg, Henry. 1996. Managing Government, Governing Management. *Harvard Business Review* 74(3): 75-83.

- Daniel Carpenter and George A. Krause. 2012. "Reputation and Public Administration." *Public Administration Review* 72(January-February): 26-32.
 - Carpenter, Daniel P., and George A. Krause. 2015. "Transactional Authority and Bureaucratic Politics." *Journal of Public Administration Research and Theory* 25(January): 5–25.
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Supplementary Readings

- Chester I. Barnard. 1938. *Functions of the Executive*. Harvard University Press.
- Philip Selznick. 1943. "An Approach to a Theory of Bureaucracy." *American Sociological Review* 8(1): 47-54.
- Appleby, Paul. 1949. *Policy and Administration*. Tuscaloosa, AL: University of Alabama Press.
- Richard Cyert and James G. March. 1992. *A Behavioral Theory of the Firm* (Second Edition). Wiley-Blackwell.
- Herbert A. Simon. 1997. *Administrative Behavior* (Fourth Edition). New York: Wiley.
- James G. March and Herbert A. Simon. 1993. *Organizations* (Second Edition). New York: Wiley-Blackwell.
- Waldo, Dwight. 1952. Development of Theory of Democratic Administration. *American Political Science Review*, 46 (1): 81-103.
- Gulick, Luther. 1937. Notes on the Theory of Organization. In Luther Gulick and L. Urwick (eds.), *Papers on the Science of Administration* (Institute of Public Administration, Columbia University).
- Luther Gulick and Lyndall Urwick (eds.). *Papers on the Science of Administration*. New York: Institute of Public Administration, 1937.
- Charles Perrow, *Complex Organizations: A Critical Essay* 3d ed. (Glenview, Ill.: Scott, Foresman, 1986)
- Oliver E. Williamson. 1991. "Comparative Economic Organization: The Analysis of Discrete Structural Alternatives." *Administrative Science Quarterly*, 36: 269-296.

- Peter M. Blau. 1955. *The Dynamics of Bureaucracy*. University of Chicago Press.
 - Howard E. Aldrich. 2008. *Organizations and Environments* (Second Edition). Stanford, CA: Stanford University Press.
 - Waldo, Dwight. 1948. *The Administrative State: A Study of the Political Theory of American Public Administration*. New York: Ronald Press.
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B. ADMINISTRATIVE OPERATIONS (4 weeks)

WEEK 2: Functioning of Administrative Organizations, I: *Tasks* (Tuesday January 21, 2020)

WEEK 2 SEMINAR LEADERS: Krause (Tasks, PT. 1) & Perren (Tasks, PT. 2)

Required Assigned Readings

- Young Han Chun and Hal G. Rainey. 2005. "Goal Ambiguity in U.S. Federal Agencies." *Journal of Public Administration Research and Theory* 15(January): 1-30.
 - Hal G. Rainey and Chan Su Jung. 2015. "A Conceptual Framework for Analysis of Goal Ambiguity in Public Organizations," *Journal of Public Administration Research and Theory* 25 (January): 71-99
 - Anthony M. Bertelli. 2016. "Who Are the Policy Workers and What Are They Doing?" *Public Performance Management Review* 40(2): 208-234.
 - Derrick M. Anderson and Justin M. Stritch. 2016. "Goal Clarity, Task Significance, and Performance: Evidence From a Laboratory Experiment," *Journal of Public Administration Research and Theory* 26 (April): 211-225
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- Christopher Carrigan. 2018. "Unpacking the Effects of Competing Mandates on Agency Performance." *Public Administration Review* 78(September/October): 669-683.
 - Carolyn J. Heinrich. 2016. "The Bite of Administrative Burden: A Theoretical and Empirical Investigation," *Journal of Public Administration Research and Theory* 26 (July): 403-420.
 - Krause, George A., and J. Kevin Corder. 2007. "Explaining Bureaucratic Optimism: Theory and Evidence from U.S. Federal Executive Agency Macroeconomic Forecasts." *American Political Science Review* 101(February): 129-142.
 - Abby K. Wood and David E. Lewis. 2017. "Agency Performance Challenges and Agency Politicization." *Journal of Public Administration Research and Theory* 27(November): 581-595.
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Supplementary Readings

- Carpenter, Daniel P., et al. 2012. "The Complications of Controlling Agency Time Discretion: FDA Review Deadlines and Postmarket Drug Safety." *American Journal of Political Science* 56(January): 98-114.
- Moffitt, Susan, L. 2010. "Promoting Agency Reputation through Public Advice: Advisory Committee Use in the FDA." *Journal of Politics* 72(July): 880-893.
- Wilson, James Q. 1995. *Bureaucracy: What Government Agencies Do and Why They Do It*. Second Edition. New York: Basic Books. (**Chapters 3, 9, 12, 17**)
- Brehm, John, and Scott Gates. 1997. *Working, Shirking, and Sabotage: Bureaucratic Response to a Democratic Public*. Ann Arbor: University of Michigan Press.
- Carpenter, Daniel P., et al. 2010. "Early Entrant Protection in Approval Regulation: Theory and Evidence from FDA Drug Review." *Journal of Law, Economics, and Organization* 26(December): 515-545.
- Downs, Anthony. 1967. *Inside Bureaucracy*. Boston, MA: Little, Brown
- Huber, Gregory A. 2007. *The Craft of Bureaucratic Neutrality: Interests and Influence of Government Regulation in Occupational Safety*. New York: Cambridge University Press.

- Kaufman, Herbert A. 1960. *The Forest Ranger*. Baltimore, MD: Johns Hopkins University Press.
- Krause, George A., and James W. Douglas. 2006. "Does Agency Competition Improve the Quality of Policy Analysis? Evidence from OMB and CBO Current Year Fiscal Projections." *Journal of Policy Analysis and Management*. 25(Winter): 53-74.
- Scholz, John T., and B. Dan Wood. 1999. "Equity, Efficiency, and Politics: Democratic Controls on the Tax Collector." *American Journal of Political Science* 43(October): 1166-1188.
- Ting, Michael M. 2011. "Organizational Capacity." *Journal of Law, Economics, and Organization* 27(April): 245-271

**WEEK 3: Functioning of Administrative Organizations, II:
Inter-Agency, Inter-Governmental, Inter-Sector Coordination
(Tuesday January 28, 2020)**

WEEK 3 SEMINAR LEADERS: Hines (Coordination, PT. 1) & Choi (Coordination, PT. 2)

Required Assigned Readings

- Williamson, Oliver E. 1979. "Transaction-Cost Economics: The Governance of Contractual Relations." *Journal of Law and Economics* 22(October): 233-261.
- Knott, Jack. 1993. Comparing Public and Private Management: Cooperative Effort and Principal-Agent Relationships. *Journal of Public Administration Research and Theory* 3(1): 93-119.
- Ansell, Chris and Gash, Alison. 2008. Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory* 18(4): 543-571.
- Emerson, Kirk, Tina Nabatchi, and Brian Balogh. 2012. "An Integrative Framework for Collaborative Governance." *Journal of Public Administration Research and Theory* 22(January): 1-29.

- Trevor L. Brown, Matthew Potoski, and David Van Slyke. 2016. "Managing Complex Contracts: A Theoretical Approach," *Journal of Public Administration Research and Theory* 26 (April): 294-308
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- Torfing, Jacob, and Christopher Ansell. 2017. "Strengthening political leadership and policy innovation through the expansion of collaborative forms of governance." *Public Management Review* 19(1): 37-54.
 - Koski, Chris, et al. 2018. "Representation in collaborative governance: A case study of a food policy council." *American Review of Public Administration* 48(4): 359-373.
 - Smith, Steven Rathgeb. 2008. The Challenge of Strengthening Nonprofits and Civil Society. *Public Administration Review* 68(s1): S132-S145.
 - Brown, Trevor, and Matthew Potoski. 2003. Transaction Costs and Institutional Explanations for Government Service Production Decisions. *Journal of Public Administration Research and Theory* 13(4): 441-468.
 - Barbara S. Romzek and Jocelyn M. Johnston. 2005. "State Social Services Contracting: Exploring the Determinants of Effective Contract Accountability," *Public Administration Review* 65 (July): 436-449
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Supplementary Readings

- Koppell, Jonathan. 2003. *The Politics of Quasi-Government*. Cambridge: Cambridge University Press.
- Van Slyke, David M. 2003. The Mythology of Privatization in Contracting for Social Services. *Public Administration Review* 63(3): 296-315.
- Anthony M. Bertelli. 2006. "Governing the Quango: An Auditing and Cheating Model of Quasi-Government Authorities." *Journal of Public Administration Research and Theory* 16(April): 239-261.
- Fernandez, Sergio. 2009. Understanding Contract Performance: An Empirical Analysis. *Administration and Society* 41(1): 67-100.
- Feiock, Richard C., and Hee Soun Jang. 2009. Nonprofits as Local Government Service Contractors. *Public Administration Review* 69(4): 668-680.

- José M. Alonso, Judith Clifton & Daniel Díaz-Fuentes. 2015. "Did New Public Management Matter? An Empirical Analysis of the Outsourcing and Decentralization Effects on Public Sector Size," *Public Management Review* 17 (5): 643-660
- Anna A. Amirkhanyan, Hyun Joon Kim, and Kristina T. Lambright. 2012. "Closer Than 'Arms Length': Understanding the Factors Associated With Collaborative Contracting," *American Review of Public Administration* 42 (May): 341-366.

**WEEK 4: Human Capital in Administrative Organizations:
Recruitment, Staffing, and Personnel Decisions
(Tuesday February 3, 2020)**

WEEK 4 SEMINAR LEADERS: Kim (R, S, & P, PT. 1) & Trusczyński (R,S, & P, PT. 2)

Required Assigned Readings

- Tolbert, Pamela S., and Lynne G. Zucker. 1983. Institutional Sources of Change in the Formal Structure of Organizations: The Diffusion of Civil Service Reform, 1880-1935. *Administrative Science Quarterly* 27(4): 22-39.
 - J. Edward Kellough, and Lloyd G. Nigro. 2006. "Dramatic Reform of the Civil Service: At-Will Employment and the Creation of a New Public Workforce," *Journal of Public Administration Research and Theory*, Vol. 16 (July): 447-466.
 - Perry, James L. 2010. A Strategic Agenda for Public Human Resource Management. *Review of Public Personnel Administration* 30(1): 20-43.
 - Gene A. Brewer and Richard M. Walker. 2013. "Personnel Constraints in Public Organizations: The Impact of Reward and Punishment on Organizational Performance," *Public Administration Review* 73 (January-February): 121-131
 - Petrovsky, Nicole, Oliver James, and George Boyne. 2015. "New Leaders' Managerial Backgrounds and the Performance of Public Organizations: The Theory of Publicness Fit." *JPART* 25(January): 217-236.
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- Emily H. Moore and John W. Patty. 2018. "Personnel, Politics, and Policymaking." *Typescript*. <https://www.dropbox.com/s/hfsx82d7a3cnfmb/MoorePatty-JournalSubmit.pdf?dl=0>
- Justin B. Bullock, Justin M. Stritch, and Hal G. Rainey. 2015. "International Comparison of Public and Private Employees' Work Motives, Attitudes, and Perceived Rewards," *Public Administration Review* 75 (May-June): 479-489.
- Sergio Fernandez and Tima Moldogaziev. 2013. "Employee Empowerment, Employee Attitudes, and Performance: Testing a Causal Model," *Public Administration Review* 73 (May-June): 490-506
- Sergio Fernandez and Tima Moldogaziev. 2013. "Using Employee Empowerment to Encourage Innovative Behavior in the Public Sector," *Journal of Public Administration Research and Theory* 23 (January): 155-187

Supplementary Readings

- Aberbach, Joel D., and Bert A. Rockman. 2000. *In the Web of Politics: Three Decades of the U.S. Federal Executive*. Washington, D.C.: Brookings Institution Press.
- J. Edward Kellough, and Lloyd G. Nigro. 2014. *The New Public Personnel Administration*, 7th edition. Boston: Wadsworth, Cengage Learning.
- Heclo, Hugh. 1977. *A Government of Strangers: Executive Politics in Washington*. Washington, D.C.: Brookings Institution Press.
- Hollibaugh, Gary E., Jr., Gabriel Horton, and David E. Lewis. 2014. "Presidents and Patronage." *American Journal of Political Science* 58(October): 1024–1042.
- Lewis, David E. 2008. *The Politics of Presidential Appointments: Political Control and Bureaucratic Performance*. Princeton, NJ: Princeton University Press. (**Chapters 1, 4 & 7-8**)
- Resh, William. 2015. *Rethinking the Administrative Presidency: Trust, Intellectual Capital, and Appointee-Careerist Relations in George W. Bush Administration*.
- Seidman, Harold, and Robert Gilmour. 1986. *Politics, Position, and Power*. New York: Oxford University Press.

**WEEK 5: Modern Approaches to Decision Making & Leadership and
Managerial Capabilities within Administrative Organizations
(Tuesday February 10, 2020)**

WEEK 5 SEMINAR LEADERS: Krause (Decision Making) & Perren (Leadership & Managerial Capabilities)

Required Assigned Readings

- Landau, Martin, and Russell Stout, Jr. 1979. To Manage is Not to Control: Or the Folly of Type II Errors. *Public Administration Review* 34(2): 148-156.
 - Donald P. Moynihan and Stéphane Lavertu. 2012. "Cognitive Biases in Governing: Technology Preferences in Election Administration," *Public Administration Review* 71 (January- February): 68-77.
 - George A. Krause. 2006. "Beyond the Norm: Cognitive Biases and the Behavioral Underpinnings of U.S. Federal Agency Macroeconomic Forecasts." *Rationality and Society* 18(May): 157-191.
 - Bozeman, Barry, and Pandey, Sanjay K. 2004. "Public Management Decision Making: Effects of Decision Content." *Public Administration Review*, 64: 553-565.
 - Sebastian Jilke, Gregg G. Van Ryzin, and Steven Van de Walle, "Responses to Decline in Marketized Public Services: An Experimental Evaluation of Choice Overload," *Journal of Public Administration Research and Theory* 26, 3 (July 2016): 421-432
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- Montgomery Van Wart. 2003. "Public-Sector Leadership Theory: An Assessment." *Public Administration Review*, 23: 214-228.
 - Anthony M. Bertelli and Laurence J. Lynn, Jr. 2003. "Managerial Responsibility." *Public Administration Review* 63(3): 259-268.
 - Fernandez, Sergio. 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.

- Belle, Nicola, and Paolo Cantarelli. 2018. "The Role of Motivation and Leadership in Public Employee's Job Preferences: Evidence from Two Discrete Choice Experiments." *International Public Management Journal*. 21(2): 191-212.
 - Hassan, Shahidul, and Deneen M. Hatmaker. 2015. "Leadership and Performance of Public Employees: Effects of the Quality and Characteristics of Manager-Employee Relationships," *Journal of Public Administration Research and Theory* 25 (October): 1127-1155
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Supplementary Readings

- Miller, Gary J. 1992. *Managerial Dilemmas: The Political Economy of Hierarchy*. New York: Cambridge University Press. (**Chapters 1-3, 5-9**)
- Heimann, C.F. Larry. 1997. "Understanding the Challenger Disaster: Organizational Structure and the Design of Reliable Systems." *American Political Science Review* 87(June): 421-435.
- Brodbeck, F. C., Kerschreiter, R., Mojzisch, A. and Schulz-Hardt, S. 2007. "Group Decision Making Under Conditions of Distributed Knowledge: The Information Asymmetries Model." *Academy of Management Review*, 32: 459-479.
- Hodgkinson, G. P. and Healey, M. P. 2008. "Cognition in Organizations." *Annual Review of Psychology*, 59: 387-417.
- Kozlowski, S. W. J. and Bell, B. S. 2003. "Work Groups and Teams in Organizations." In Borman, W. C., Ilgen, D. R. and Klimoski, R. J. (Eds.) *Handbook of Psychology. Volume 2: Industrial and Organizational Psychology*. Hoboken, NJ: John Wiley and Sons.
- Salas, E., Priest, H. A., Stagl, K. C., Sims, D. E., and Burke, C. S. 2007. "Work Teams in Organizations: a Historical Reflection and Lessons Learned." In Koppes, L. L. (Ed.) *Historical Perspectives in Industrial and Organizational Psychology*. New York: Psychology Press.
- Ilgen, D. R. 1999. "Teams Embedded in Organizations: Some Implications." *American Psychologist*, 54: 129- 139.
- Kerr, N. L. and Tindale, R. S. 2004. "Group Performance and Decision Making." *Annual Review of Psychology*, 55: 623-655.

- Ilgen, D. R., Hollenbeck, J. R., Johnson, M., and Jundt, D. 2005. "Teams in Organizations: From Input-Process-Output Models to IMOI Models." *Annual Review of Psychology*, 56: 19.1-19.27.
 - Moynihan, Donald P. and Pandey, Sanjay K. 2005. "Testing How Management Matters in an Era of Government by Performance Management." *Journal of Public Administration Research and Theory*, 15: 421-439.
 - Keier, Lael R. 2010. "Understanding Street-Level Bureaucrats' Decision Making" Determining Eligibility in the Social Security Disability Program." *Public Administration Review*, 70: 247-257.
 - Jones, Bryan D. 1999. "Bounded Rationality." *Annual Review of Political Science*, 2: 297-321.
 - Lindblom, Charles 1959. "The Science of Muddling Through." *Public Administration Review*, 19: 79-88.
 - Kaufman, Herbert A. 1981. *The Administrative Behavior of Federal Bureau Chiefs*. Washington, DC: Brookings Institution.
 - Krause, George A. 1994. "Federal Reserve Policy Decision Making: Political and Bureaucratic Influences." *American Journal of Political Science* 38(February): 124-144.
 - Krause, George A. 2003. "Coping with Uncertainty: Analyzing Risk Propensities of SEC Budgetary Decisions, 1949-1997." *American Political Science Review* 97(February): 171-188.
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C. ADMINISTRATIVE GOVERNANCE (3 weeks)

WEEK 6: Hierarchies, Networks, and Markets in Public Administration (Tuesday February 17, 2020)

WEEK 6 SEMINAR LEADERS: Hines (H, N, & M, PT. 1) & Choi (H, N, & M, PT. 2)

Required Assigned Readings

- Hammond, Thomas H., and Paul A. Thomas. 1989. "The Impossibility of a Neutral Hierarchy." *Journal of Law, Economics, and Organization* 5(Spring): 155-184.
 - Miller, Gary J., and Andrew B. Whitford. 2007. "The Principal's Moral Hazard: Constraints on the Use of Incentives in Hierarchy." *Journal of Public Administration Research and Theory* 17(April): 213-233.
 - Thacher, David. 2004. Interorganizational Partnerships as Inchoate Hierarchies: A Case Study of the Community Security Initiative. *Administration and Society* 36(1): 91-127.
 - Riccucci, Norma M. 2001. The 'Old' Public Management Versus the 'New' Public Management: Where Does Public Administration Fit In? *Public Administration Review* 61(2): 172-175.
-
- Laurence J. O'Toole, Jr. 1997. "The Implications for Democracy of a Networked Bureaucratic World," *Journal of Public Administration Research and Theory* 7 (July): 443-159
 - Andrew Stark. 2011. "The Distinction between Public, Nonprofit, and For-Profit: Revisiting the 'Core Legal' Approach," *Journal of Public Administration Research and Theory* 21 (January): 3-26.
 - Laurence J. O'Toole, Jr.. 2015. "Networks and Networking: The Public Administrative Agendas," *Public Administration Review* 75 (May-June): 361-371.

- Trevor L. Brown, Matthew Potoski, and David M. Van Slyke. 2006. "Managing Public Service Contracts: Aligning Values, Institutions, and Markets," *Public Administration Review* 66 (May-June): 323-331.
 - Meier, Kenneth, J. and Laurence J. O'Toole, Jr. 2003. "Public Management and Educational Performance: The Impact of Managerial Networking." *Public Administration Review*, 63: 689-699.
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Supplementary Readings

- Light, Paul C. 1995. *Thickening Government: Federal Hierarchy and the Diffusion of Accountability*. Washington, DC: Brookings Institution.
- Bendor, Jonathan. 1985. *Parallel Systems: Redundancy in Government*. Berkeley, CA: University of California Press.
- Provan, Keith G., and H. Brinton Milward. 1995. A Preliminary Theory of Interorganizational Effectiveness: A Comparative Study of Four Community Mental Health Systems. *Administrative Science Quarterly* 40(1): 1-33.
- O'Toole, Laurence J. 1997. Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration. *Public Administration Review* 57(1): 45-52.
- Agranoff, Robert, and Michael McGuire. 2001. Big Questions in Public Network Management Research. *Journal of Public Administration Research and Theory* 11(3): 295-326.
- Berry, Frances S., 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.
- McGuire, Michael and Robert Agranoff. 2010. Networking in the Shadow of Bureaucracy. In Robert Durant (ed.), *Handbook of American Bureaucracy*. Oxford: Oxford University Press, pp.
- LaPorte, Todd R.. 1996. Shifting Vantage and Conceptual Puzzles in Understanding Public Organization Networks. *Journal of Public Administration Research and Theory* 6(January): 49-74.

- McGuire, Michael, and Robert Agranoff. 2011. "The Limitations of Public Management Networks." *Public Administration* 89(2): 265–284.
- Teisman, Geert R., and Erik-Hans Klijn. 2002. Partnership Arrangements: Governmental Rhetoric or Governance Scheme? *Public Administration Review* 62(March/April): 197-205.
- Thomson, A.M., Perry, J. L. and Miller, T. 2009. Conceptualizing and measuring collaboration. *Journal of Public Administration Research and Theory*, 19(January): 23-56.

WEEK 7: Administrative Reforms:
The Promise and Perils for Performance
(Tuesday February 24, 2020)

WEEK 7 SEMINAR LEADERS: Kim (Performance, PT. 1) & Trusczynski (Performance, PT. 2)

Required Assigned Readings

- O’Toole, Jr. Laurence J.. 1984. "American Public Administration and the Idea of Reform," *Administration and Society* 16 (August): 141-166
 - 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.
 - Krause, George A., and Roger Qiyuan Jin, 2018. "Organizational Design and its Consequences for Administrative Reform: Historical Lessons from the U.S. Budget and Accounting Act of 1921." *Typescript*.
 - Goldfinch, Shaun, and Joe Wallis. 2010. "Two myths of convergence in public management reform." *Public Administration* 88(4): 1099-1115.
 - Robert F. Durant and Susannah Bruns Ali. 2013. "Repositioning American Public Administration? Citizen Estrangement, Administrative Reform, and the Disarticulated State," *Public Administration Review* 73 (March-April): 278-289
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- Bertelli, Anthony M., and J. Andrew Sinclair. 2018. "Democratic Accountability and the Politics of Mass Administrative Reorganization." *British Journal of Political Science* 48(July): 691-711.
 - Fernandez, Sergio, and Hal G. Rainey. 2006. "Managing Successful Organizational Change in the Public Sector: An Agenda for Research and Practice." *Public Administration Review*, 66 (March): 168-176.
 - Lavertu, Stephane, David E. Lewis, and Donald P. Moynihan. 2014. "Government Reform, Political Ideology, and Administrative Burden: The Case of Performance Management in the Bush Administration." *Public Administration Review* 73 (November/December): 845-857.
 - Gilmour, John B., and David E. Lewis. 2006. "Does Performance Budgeting Work? An Examination of the Office of Management and Budget's PART Scores," *Public Administration Review* 66 (September-October): 742-752.
 - Soo-Young Lee and Andrew B. Whitford. 2013. "Assessing the Effects of Organizational Resources on Public Agency Performance: Evidence from the US Federal Government," *Journal of Public Administration Research and Theory* 23(July): 687-712
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Supplementary Readings

- Richard Chackerian. 1996. Reorganization of State Governments: 1900-1985. *Journal of Public Administration Research and Theory* 6(January): 25-47.
- Moynihan, Donald P. 2006. Managing for Results in State Government: Evaluating a Decade of Reform. *Public Administration Review* 66(1): 77-89.
- Breul Jonathan D. and John M. Kamensky. 2008. Federal Government Reform: Lessons from Clinton's "Reinventing Government" and Bush's "Management Agenda" Initiatives. *Public Administration Review* 68(November/December): 1009-1026.
- Brewer, Gene A., and Sally Coleman Selden. 2000. "Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies," *Journal of Public Administration Research and Theory* 10(October): 685-711.

- Hood, Christopher, and B. Guy Peters. 2004. "The Middle Aging of New Public Management: Into the Age of Paradox." *Journal of Public Administration Research and Theory* 14(July): 267-282.
- March, James G. and Johan P. Olsen. 1983. Organizing Political Life: What Administrative Reorganization Tells Us About Government. *American Political Science Review* 77(June): 281-296.

**WEEK 8: Public Administration's Internal Environment:
Expertise, Motivation, and Performance
(Tuesday March 3, 2020)**

WEEK 8 SEMINAR LEADERS: Krause (E, M, & P, PT. 1) & Perren (E, M, & P, PT. 2)

Required Assigned Readings

- Robert Durant, Robert Kramer, James L. Perry, James L., Debra Mesch, and Laurie Paarlberg. 2006. "Motivating Employees in a New Governance Era: The Performance Paradigm Revisited." *Public Administration Review*, 66(July/August): 505-514.
 - Wright, Bradley, E. 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 (January): 59-78.
 - James R. Thompson. 2006. "The Federal Civil Service: The Demise of an Institution," *Public Administration Review* 66(July-August): 496-503
 - Christopher Pollitt. 2006. "Performance Management in Practice: A Comparative Study of Executive Agencies," *Journal of Public Administration Research and Theory* 16 (January): 25-44
 - de Lancer Julnes, P. and Holzer, Marc. 2001. "Promoting the Utilization of Performance Measures in Public Organizations: An Empirical Study of Factors Affecting Adoption and Implementation." *Public Administration Review* 61: 693-708.
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- Manuel P. Teodoro. 2010. "Contingent Professionalism: Bureaucratic Mobility and the Adoption of Water Conservation Rates," *Journal of Public Administration Research and Theory* 20 (April): 437-459.
 - Mark D. Richardson. 2019. "Politicization and Expertise: Exit, Effort, and Investment." *Journal of Politics* 81(July): 878-891.
 - Anna A. Amirkhanyan, Hyun Joon Kim, and Kristina T. Lambright. 2014. "The Performance Puzzle: Understanding the Factors Influencing Alternative Dimensions and Views of Performance," *Journal of Public Administration Research and Theory* 24 (January): 1-34
 - Hollibaugh, Gary E., Jr. 2015. "Naïve Cronyism and Neutral Competence: Patronage, Performance, and Policy Agreement in Executive Appointments." *Journal of Public Administration Research and Theory* 25(April): 341-372.
 - Bertelli, Anthony M. 2007. "Determinants of Bureaucratic Turnover Intention: Evidence from the Department of Treasury." *Journal of Public Administration Research & Theory* 17(April): 235-258.
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Supplementary Readings

- Heckman, James, Carolyn Heinrich, and Jeffrey Smith. 1997 "Assessing the Performance of Performance Standards in Public Bureaucracies." *American Economic Review: Papers and Proceedings*, 87(May): 389-395.
- Greenberg, J. and Lind, E. A. 2000. "The Pursuit of Organizational Justice: From Conceptualization to Implication to Application." In Cooper, C. L. and Locke, E. A. (Eds.) *Industrial and Organizational Psychology*. Oxford: Blackwell.
- Judge, T. A. and Church, A. H. 2000. "Job Satisfaction: Research and Practice." In Cooper, C. L. and Locke, E. A. (Eds.) *Industrial and Organizational Psychology*. Oxford: Blackwell.
- Rainey, Hal G. and Steinbauer, P. 1999. "Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations." *Journal of Public Administration Research and Theory* 9 (January): 1-32.

- Meier, Kenneth J. and Laurence J. O'Toole, Jr. 1999. "Modeling the Impact of Public Management: Implications of Structural Context." *Journal of Public Administration Research and Theory* 9: 505-526.
- Mosher, Frederick. 1968. *Democracy and the Public Service*. Oxford: Oxford University Press.
- John D. Marvel. 2016 "Unconscious Bias in Citizens' Evaluations of Public Sector Performance," *Journal of Public Administration Research and Theory* 26 (January): 143-158
- Kenneth J. Meier and Laurence J. O'Toole, Jr. 2013. "Subjective Organizational Performance and Measurement Error: Common Source Bias and Spurious Relationships," *Journal of Public Administration Research and Theory* 23 (April): 429-456
- Gailmard, Sean, and John W. Patty. 2012. *Learning While Governing: Expertise and Accountability in the Executive Branch*. Chicago, IL: University of Chicago Press.
- Wilson, James Q. 1995. *Bureaucracy: What Government Agencies Do and Why They Do It*. Second Edition. New York: Basic Books. (**Chapters 11-12**)

**WEEK 9: NO CLASS – UGA SPRING BREAK
(Tuesday March 10, 2020)**

**WEEK 10: Research Paper Workshop Session # 1
(Tuesday March 17, 2020)**

D. ADMINISTRATIVE ACCOUNTABILITY (4 weeks)

WEEK 11: Representative Bureaucracy:

Descriptive and Substantive Representation in Public Administration (Tuesday March 24, 2020)

WEEK 11 SEMINAR LEADERS: *Kim (D&S Representation, PT. 1) & Trusczynski (D&S Representation, PT. 2)*

Required Assigned Readings

- Brian J. Cook, "The Representative Function of Bureaucracy: Public Administration in Constitutive Perspective," *Administration and Society* 23, 4 (February 1992): 403-429
 - Brandy A. Kennedy, "Sorting Through: The Role of Representation in Bureaucracy," *Journal of Public Administration Research and Theory* 23, 4 (October 2013): 791-816
 - Chon-Kyun Kim, "The Effects of a President's Party on Federal Senior Executive Employment: An Empirical Analysis on Representative Bureaucracy," *Administration and Society* 35, 2 (May 2003): 160-183
 - Martha Kropf, David C. Kimball, and Timothy Vercellotti, "Representative Bureaucracy and Partisanship: The Implementation of Election Law," *Public Administration Review* 73, 2 (March-April 2013): 242-252
 - Gregg G. Van Ryzin. 2015. "Service Quality, Administrative Process, and Citizens' Evaluation of Local Government in the US." *Public Management Review* 17(3): 425-442.
 - John D. Marvel and William G. Resh, "Bureaucratic Discretion, Client Demographics, and Representative Bureaucracy," *The American Review of Public Administration* 45, 3 (May 2015): 281-310
-
- Rhys Andrews and Rachel Ashworth, "Representation and Inclusion in Public Organizations: Evidence from the U.K. Civil Service," *Public Administration Review* 75 (March-April 2015): 279-288.

- Thaddeus W. Conner, "Representation and Collaboration: Exploring the Role of Shared Identity in the Collaborative Process," *Public Administration Review* 76, 2 (March-April 2016): 288-301
- Rikhil R. Bhavnani and Alexander Lee, "Does Affirmative Action Worsen Bureaucratic Performance? Evidence from the Indian Administrative Service." *American Journal of Political Science* *Forthcoming*. EarlyView.
<https://onlinelibrary.wiley.com/doi/epdf/10.1111/ajps.12497>
- Mark D. Bradbury and J. Edward Kellough, "Representative Bureaucracy: Assessing the Evidence on Active Representation," *American Review of Public Administration* 41, 2 (March 2011): 157-167
- Vibeke Lehmann Nielsen, "Personal Attributes and Institutions: Gender and the Behavior of Public Employees. Why Gender Matters to not only 'Gendered Policy Areas,'" *Journal of Public Administration Research and Theory* 25, 4 (October 2015): 1005-1029
- Niels Opstrup and Anders R. Villadsen, "The Right Mix? Gender Diversity in Top Management Teams and Financial Performance," *Public Administration Review* 75, 2 (March-April 2015): 291-301

Supplementary Readings

- Cynthia J. Bowling, Christine A. Kelleher, Jennifer Jones, and Deil S. Wright, "Cracked Ceilings, Firmer Floors, and Weakening Walls: Trends and Patterns in Gender Representation among Executives Leading American State Agencies, 1970-2000," *Public Administration Review* 66, 6 (November-December 2006): 823-836
- Amy E. Smith and Karen R. Monaghan, "Some Ceilings Have More Cracks: Representative Bureaucracy in Federal Regulatory Agencies," *American Review of Public Administration* 43, 1 (January 2013): 50-71
- Norma Riccucci, Gregg G. Van Ryzin, and Cecilia F. Lavena, "Representative Bureaucracy in Policing: Does It Increase Perceived Legitimacy?" *Journal of Public Administration Research and Theory* 24, 3 (July 2014): 537-551

- Norma M. Riccucci, Gregg G. Van Ryzin and Huafang Li, "Representative Bureaucracy and the Willingness to Coproduce: An Experimental Study," *Public Administration Review* 76, 1 (January-February 2016): 121-130
- Gregory B. Lewis and David W. Pitts, "Representation of Lesbians and Gay Men in Federal, State, and Local Bureaucracies," *Journal of Public Administration Research and Theory* 21, 1 (January 2011): 159-180
- Jared J. Llorens, Jeffrey B. Wenger, and J. Edward Kellough, "Choosing Public Sector Employment: The Impact of Wages on the Representation of Women and Minorities in State Bureaucracies," *Journal of Public Administration Research and Theory* 18, 3 (July 2008): 397-413
- Judith R. Saidel and Karyn Loscocco, "Agency Leaders, Gendered Institutions, and Representative Bureaucracy," *Public Administration Review* 65, 2 (March 2005): 158-170
- Julie Dolan, "Representative Bureaucracy in the Federal Executive: Gender and Spending Priorities," *Journal of Public Administration Research and Theory* 12, 3 (July 2002): 353-375
- Julie Dolan, "Gender Equity: Illusion or Reality for Women in the Federal Executive Service?" *Public Administration Review* 64, 3 (May-June 2004): 299-308
- Sergio Fernandez, Deanna Malatesta, and Craig R. Smith, "Race, Gender, and Government Contracting: Different Explanations or New Prospects for Theory?" *Public Administration Review* 73 1 (January-February 2013): 109-120
- Erica Gabrielle Foldy, "Learning from Diversity: A Theoretical Exploration," *Public Administration Review* 64, 5 (September-October 2004): 529-538
- Jason A. Grissom, Jill Nicholson-Crotty, and Lael Keiser, "Does My Boss's Gender Matter? Explaining Job Satisfaction and Employee Turnover in the Public Sector," *Journal of Public Administration Research and Theory* 22, 4 (October 2012): 649-673
- Vernon Greene, Sally Coleman Selden, and Gene Brewer, "Measuring Power and Presence: Bureaucratic Representation in the American States," *Journal of Public Administration Research and Theory* 11, 3 (July 2001): 379-402
- Brandy Kennedy, "Unraveling Representative Bureaucracy: A Systematic Analysis of the Literature," *Administration & Society* 46, 4 (April 2014): 395-421

- Krause, George A. 2013. "Representative Democracy and Policymaking in the Administrative State: Is Agency Policymaking Necessarily Better?" *Journal of Public Policy* 333(August): 111–135.

**WEEK 12: Public Administration's External Environment:
Political Institutions & Organized Interests
(Tuesday March 31, 2020)**

WEEK 12 SEMINAR LEADER: Krause [ALL]

Required Assigned Readings

- Alasdair Roberts, "Why the Brownlow Committee Failed: Neutrality and Partisanship in the Early Years of Public Administration," *Administration and Society* 28, 1 (May 1996): 3-38.
 - Golden, Melissa Martina. 1998. Interest Groups in the Rule Making Process: Who Participates? Whose Voice Gets Heard? *Journal of Public Administration Research and Theory* 8(2): 245-270.
 - Gordon, Sanford C. 2011. "Politicizing Agency Spending Authority: Lessons From a Bush Era Scandal." *American Political Science Review* 105(November): 1117–1134.
 - Susan Webb Yackee. 2012. "The Politics of *Ex Parte* Lobbying: Pre-Proposal Agenda Building and Blocking During Agency Rulemaking." *Journal of Public Administration Research and Theory* 22(April): 373-393.
 - Bolton, Alexander, Rachel Augustine Potter, and Sharece Thrower. 2016. "Organizational Capacity, Regulatory Review, and the Limits of Political Control." *Journal of Law, Economics, and Organization*. 32(May): 242-271.
-
- Bertelli, Anthony M., and Christian Grose. 2011. "The Lengthened Shadow of Another Institution? Ideal Point Estimates for the Executive Branch and Congress." *American Journal of Political Science* 55(October): 767-781.
 - Clinton, Joshua D., David E. Lewis, and Jennifer Selin. 2014. "Influencing the Bureaucracy: The Irony of Congressional Oversight." *American Journal of Political Science* 58(April): 387-401.

- MacDonald, Jason A. 2010. "Limitation Riders and Congressional Influence over Bureaucratic Policy Decisions." *American Political Science Review* 104(December): 766-782.
 - Lowande, Kenneth. 2018. "Who Polices the Administrative State?" *American Political Science Review* 112(November): 874-890.
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Supplementary Readings

- Rosenbloom, David. 2000. *Building a Legislative-Centered Public Administration: Congress and the Administrative State, 1946-1999*. Tuscaloosa, AL: University of Alabama Press.
- LeRoux, Kelly. 2009. Paternalistic or Participatory Governance? Examining Opportunities for Client Participation in Nonprofit Social Service Organizations. *Public Administration Review* 69(3): 504-517.
- Pollitt, Christopher. 2001. Clarifying Convergence: Striking Similarities and Durable Differences in Public Management Reform. *Public Management Review* 3(4): 471-492.
- Pollitt, Christopher, and Geert Bouckaert. 2004. *Public Management Reform: A Comparative Analysis*. Oxford: Oxford University Press.
- Balla, Steven J., and John R. Wright. 2001. "Interest Groups, Advisory Committees, and Congressional Control of the Bureaucracy." *American Journal of Political Science* 45(October): 799-812.
- Whitford, Andrew B. 2002. "Decentralization and Political Control of the Bureaucracy." *Journal of Theoretical Politics* 14(April): 167-193.
- Carpenter, Daniel P. 1996. "Adaptive Signal Processing, Hierarchy, and Budgetary Control in Federal Regulation." *American Political Science Review* 90(June): 283-302
- McCubbins, Mathew D., and Thomas Schwartz. 1984. "Congressional Oversight Overlooked: Police Patrols versus Fire Alarms." *American Journal of Political Science* 28(February): 165-179
- Bertelli, Anthony M., and Christian Grose. 2009. "Secretaries of Pork? A New Theory of Distributive Public Policy." *Journal of Politics* 71(July): 926-945.

- McNollgast (McCubbins, Mathew D., Roger G. Noll, and Barry R. Weingast).1987. "Administrative Procedures as Instruments of Political Control." *Journal of Law, Economics, and Organization* 3(April): 243-277.
- Moe, Terry M. 1985. "Control and Feedback in Economic Regulation: The Case of the NLRB." *American Political Science Review* 79(December): 1094-1116.
- Shipan, Charles R. 2004. "Regulatory Regimes, Agency Actions, and the Conditional Nature of Congressional Influence." *American Political Science Review* 98(August): 467-480.
- Wilson, James Q. 1995. *Bureaucracy: What Government Agencies Do and Why They Do It*. Second Edition. New York: Basic Books. (Chapters 13-16)

**WEEK 13: Accountability of Public Administrators:
Elected, Appointed, Careerists, and Independent Experts
(Tuesday April 7, 2020)**

WEEK 13 SEMINAR LEADERS: Hines (Accountability, PT. 1) & Choi (Accountability, PT. 2)

Required Assigned Readings

- James Svara. 2006. "Introduction: Politicians and Administrators in the Political Process -- A Review of Themes and Issues in the Literature." *International Journal of Public Administration* 29: 953-976.
- Joel D. Aberbach and Bert A. Rockman, "Mandates or Mandarins? Control and Discretion in the Modern Administrative State," *Public Administration Review* 48, 2 (March-April 1988): 606-612.
- James P. Pfiffner, "Political Appointees and Career Executives: The Democracy-Bureaucracy Nexus in the Third Century," *Public Administration Review* 47, 1 (January-February 1987): 57-65
- Rourke, Francis E. 1992. "Responsiveness and Neutral Competence in American Bureaucracy." *Public Administration Review* 52(November/December): 539-546.

- Kaufman, Herbert. 1969. Administrative Decentralization and Political Power. *Public Administration Review* 29(4): 339-352.
-
- Susan M. Miller, "Administering Representation: The Role of Elected Administrators in Translating Citizens' Preferences into Public Policy," *Journal of Public Administration Research and Theory* 23, 4 (October 2013): 865-897
 - Koppell, Johnathan G.S. 2005. Pathologies of Accountability: ICANN and the Challenge of "Multiple Accountabilities Disorder." *Public Administration Review* 65(1): 94-108.
 - Krause, George A., David E. Lewis, and James W. Douglas. 2006. "Political Appointments, Civil Service Systems, and Bureaucratic Competence: Organizational Balancing and Executive Branch Revenue Forecasts in the American States." *American Journal of Political Science* 50(July): 770-787.
 - Sebastian Garmann. 2015. "Elected or Appointed? How the Nomination Scheme of a City Manager Influences the Effects of Government Fragmentation." *Journal of Urban Economics* 86(March): 26-42.
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Supplementary Assigned Readings

- Wise, Charles R., and Christian M. Freitag. 2002. Balancing Accountability and Risk in Program Implementation: The Case of National Fire Policy. *Journal of Public Administration Research and Theory* 12(4): 493-523.
- Delmer D. Dunn and Jerome S. Legge, Jr., "U.S. Local Government Managers and the Complexity of Responsibility and Accountability in Democratic Governance," *Journal of Public Administration Research and Theory* 11, 1 (January 2001): 73-88
- Lipsky, Michael. 1980. *Street-Level Bureaucracy*. New York: Russell Sage Foundation.
- Seidman, Harold. 1980. *Politics, Position, and Power: The Dynamics of Federal Organization*. New York: Oxford University Press.
- Whitford, Andrew B. 2007. "Decentralized Policy Implementation." *Political Research Quarterly* 60(March): 17-30.

WEEK 14: *Ex Ante* Controls, Credible Commitment, and Agency Design (Tuesday April 14, 2020)

WEEK 14 SEMINAR LEADER: Krause

Required Assigned Readings

- Moe, Terry M. 1989. "The Politics of Bureaucratic Structure." pp. 267-329. In *Can the Government Govern?* John E. Chubb and Paul E. Peterson, Editors. Washington, D.C.: Brookings Institution.
 - Lewis, David E., and Jennifer L. Selin. 2015. "Political Control and the Forms of Agency Independence." *The George Washington Law Review* 83(4/5): 1487-1516.
 - Macey, Jonathan R. 1992. "Organizational Design and Political Control of Administrative Agencies." *Journal of Law, Economics, & Organization* 8(April): 93-110
 - Ronald C. Moe, "The Emerging Federal Quasi Government: Issues of Management and Accountability," *Public Administration Review* 61, 3 (May-June 2001): 290-312
-
- Amber H. Sinclair and Andrew B. Whitford, "Separation and Integration in Public Health: Evidence from Organizational Structure in the States," *Journal of Public Administration Research and Theory* 23, 1 (January 2013): 55-77
 - Carolyn Bourdeaux, "Politics versus Professionalism: The Effect of Institutional Structure on Democratic Decision Making in a Contested Policy Arena," *Journal of Public Administration Research and Theory* 18, 3 (July 2008): 349-373
 - Krause, George A., and James W. Douglas. 2013. "Organizational Structure and the Optimal Design of Policymaking Panels: Evidence from Consensus Group Commissions' Revenue Forecasts in the American States." *American Journal of Political Science* 57(January): 135-149.
 - Miller, Gary J. 2000. "Above Politics: Credible Commitment and Efficiency in the Design of Public Agencies." *Journal of Public Administration Research and Theory* 10(April): 289-328.
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Supplementary Readings

- Knott, Jack H., and Gary J. Miller. 1987. *Reforming Bureaucracy: The Politics of Institutional Choice*. Englewood Cliffs, NJ: Prentice-Hall.
- Lewis, David. 2003. *Presidents and the Politics of Agency Design: Political Insulation in the United States Government Bureaucracy, 1946-1997*. Stanford, CA: Stanford University Press.
- Miller, Gary J., and Andrew B. Whitford. 2016. *Above Politics: Bureaucratic Discretion and Credible Commitment*. New York: Cambridge University Press.
- Nielsen, Bo Bernhard. 2010. "Strategic Fit, Procedural, and Contractual Governance in Alliances." *Journal of Business Research* 62(July): 682-689.
- North, Douglass C. 1990. "A Transaction Cost Theory of Politics." *Journal of Theoretical Politics* 2(October): 355-367.
- Lewis, David E. 2002. "The Politics of Agency Termination: Confronting the Myth of Agency Immortality." *Journal of Politics* 64(February): 89-107.

WEEK 15: Research Paper Workshop Session # 2 (Tuesday April 21, 2020)

WEEK 16: RESEARCH SYMPOSIUM SESSION (Tuesday April 28, 2020)

**ADDITIONAL TOPICS RELEVANT TO PADP 8710 & STUDENT PH.D.
TRAINING [INCLUDING COMPREHENSIVE EXAMINATION
PREPARATIONS] BUT NOT COVERED DURING THE SEMINAR**

T1. Classic Foundational Perspectives on Public Administration

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T2. Modern Foundational Perspectives on Public Administration

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T3. Historical and Development Foundations of the Administrative State

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- Jos C.N. Raadschelders, "Administrative History of the United States: Development and State of the Art," *Administration and Society* 32, 5 (November 2000): 499-528
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T5. ORGANIZATIONAL THEORY

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T6. NEW INSTITUTIONALISM & THE ECONOMICS OF ORGANIZATION

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