

IDEAS & ISSUES IN PUBLIC ADMINISTRATION (PADP 8710: SPRING 2026)

Course Instructor:

Dr. George A. Krause (gkrause@uga.edu)
280G Baldwin Hall (Office)

Course Information:

Time: Monday: 3:55pm-6:45pm

Where: 114 Baldwin Hall

Office Hours: Friday: 2:00pm-5:00pm

& by Scheduled Appointment

NOTE: The best way to contact me is via e-mail (gkrause@uga.edu) directly from your own UGA student e-mail account (and **NOT** via the e-mail function within eLC since I am unable to send a reply message to you from my Outlook e-mail account). In addition, I am very willing to have Zoom appointments (both scheduled office hours and non-scheduled office hours by mutual instructor consent) with students who seek 'dialogue-based' assistance. Students can normally expect me to respond to e-mails within 24 hours. If I do not respond within the time frame, please do send me a polite e-mail reminder.

COURSE DESCRIPTION

This course provides a survey of scholarly research on public administration and topics in related cognate fields and disciplines. The course is both designed and intended to prepare students to not only engage with academic research in the field of Public Administration, but also to offer their own independent contributions to the broader scholarly community. 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, thematic issues of accountability, and the “hardwiring” of administrative organizations via institutional mechanisms).

Each student is required to obtain 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: 3:55pm – 5:15pm (80 minutes) Approximate & May Vary**
- **BREAK: 5:15pm–5:25pm (10 minutes) Approximate & May Vary**
- **SESSION B: 5:25pm – 6:45pm (80 minutes) Approximate & May Vary**

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 scheduled office hours will be held on Friday afternoons from 2:00pm–5:00pm & by Scheduled Appointment.** 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 sufficiently 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 10.00% (i.e., 0.10) 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.

Violations of this policy relating to unauthorized assistance includes, but is not limited to, the unauthorized use of artificial intelligence or word mixing software to execute any aspect of any assignment (e.g., compose your paper, perform data analysis, or disguise plagiarized work).

MENTAL HEALTH AND WELLNESS REOUSRCES

If you or someone you know needs assistance, you are encouraged to contact Student Care and Outreach in the Division of Student Affairs at 706-542-7774 or visit <https://sco.uga.edu/>. They will help you navigate any difficult circumstances you may be facing by connecting you with the appropriate resources or services. UGA has several resources for a student seeking mental health services (<https://www.uhs.uga.edu/bewelluga/bewelluga>) or crisis support (<https://www.uhs.uga.edu/info/emergencies>). If you need help managing stress anxiety, relationships, etc., please visit BeWellUGA (<https://www.uhs.uga.edu/bewelluga/bewelluga>) for a list of FREE workshops, classes, mentoring, and health coaching led by licensed clinicians and health educators in the University Health Center. Additional resources can be accessed through the UGA App. In addition, more resources are offered to student seeking assistance

- Counseling and Psychiatric Services (CAPS) is your go-to, on-campus resource for emotional, social and behavioral-health support: <https://caps.uga.edu/>
- TAO Online Support (<https://caps.uga.edu/tao/>), 24/7 support at 706-542-2273. For crisis support: <https://healthcenter.uga.edu/emergencies/>.
- The University Health Center also offers FREE workshops, classes, mentoring and health coaching led by licensed clinicians or health educators: <https://healthcenter.uga.edu/bewelluga/>.

PREFERRED NAME AND PRONOUNS

Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. Class rosters are provided to the instructor with the student's legal name. I am eager to address you by your preferred name and/or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records. As in the case of learning both first names and surnames for an entire class, I request your patience, as well as to kindly remind me if I accidentally make a mistake in the use or pronunciation of preferred names and/or or gender pronouns when I am addressing you.

PROHIBITION ON BOTH VIDEO AND AUDIO RECORDING OF LECTURES

In the absence of written authorization from the UGA Disability Resource Center (<https://drc.uga.edu/>), students may not make a visual or audio recording of any aspect of this course. Students who have a recording accommodation agree in writing that they:

- Will use the records only for personal academic use during the specific course.
- Understand that faculty members have copyright interest in their class lectures and that they agree not to infringe on this right in any way.
- Understand that the faculty member and students in the class have privacy rights and agree not to violate those rights by using recordings for any reason other than their own personal study.
- Will not release, digitally upload, broadcast, transcribe, or otherwise share all or any part of the recordings. They also agree that they will not profit financially and will not allow others to benefit personally or financially from lecture recordings or other course materials.
- Will erase/delete all recordings at the end of the semester.
- Understand that violation of these terms may subject them to discipline under the Student Code of Conduct or subject them to liability under copyright laws.

USE OF AI FOR COURSEWORK POLICIES¹

Generative Artificial Intelligence (GAI) tools provide both new opportunities for teaching and learning, and new challenges. As you consider your course policies related to AI, think about what will contribute most to your students' learning, combined with how you will or will not be able to enforce your policy. Also consider how to make your expectations clear for students, in ways that help them understand your reasoning and navigate differences between courses and instructors.

The use of Generative AI (GAI) tools is not generally permitted in this course, but some exceptions are permitted, these include the following items per the guidelines noted below:

- GAI Checks and Corrections for Grammar Based on Student Author-Generated Composition [*NOTE: GAI-based Composition is Strictly Prohibited!*];
- GAI based assistance with Program and Computing Tasks in Statistical Programs [*But These Must be Supported with in Conjunction with Corroborative Efforts at Student Inspection of the Appropriate Reference Manuals & Related Content such as journal articles, etc...*]

If you are uncertain about using a particular tool to support your work, please consult with the instructor before using it.

In addition, students cannot represent output generated by a GAI tool as their own work. Any such use of GAI output must be appropriately cited or disclosed, including quotation marks and in-line citations for direct quotes. Including anything you did not write in your assignment without proper citation will be treated as an academic misconduct case. Suspected unauthorized assistance, plagiarism, or other violations of UGA's "A Culture of Honesty," will be reported to the Office of Academic Honesty. For full details on how to properly cite AI-generated work, please see the APA Style article, How to Cite ChatGPT.

If you are unsure where the line is between collaborating with GAI and copying from GAI, I recommend that you do not have your assignment and the GAI tool open on your device at the same time. Instead, take notes in your own words while you interact with the GAI tool, then use your notes to remind you of what you've learned and to inform your work. Never copy output from GAI tools into your assignment. Instead, use your interaction with the tool as a learning experience, then close the interaction down, open your assignment, and let your assignment reflect your improved understanding. (*Sidenote: This advice extends to AI assistants that are directly integrated into a composition environment or grammar modulation tool.*)

¹ Much of this section's content on AI Policies is taken and adapted from *UGA Policy on Sample Syllabus Policies* (<https://ctl.uga.edu/teaching-resources/establishing-your-syllabus/samplesyllabuspolicies/>). Retrieved on December 26, 2025.

Finally, GAI is highly vulnerable to inaccuracy and bias. You should assume GAI output is wrong unless you either know the answer or can verify it with another source. It is your responsibility to assess the validity and applicability of any GAI output used.

COURSE PEDAGOGY & EXPECTATIONS

The seminar sessions are comprised of rotating seminar leaders, with each student being responsible for leading three (3) approximately one-half of a seminar session (i.e., **≈ 75 minutes**) during the course. 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 seminar quality depends 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. Well in-advance of a given seminar 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., themes, substance, 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 Sunday evening at 6:00pm the day preceding a given scheduled seminar session.** *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 social scientific knowledge on such relevant 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 broad interest to public administration scholars that is conceptualized, 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 the classmate's research project.**

The attainment of these course objectives is evaluated by instructor assessment of the required assignments listed below.

REQUIRED ASSIGNMENTS

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

A.1 Seminar Session Leader: 25%

A.2 Discussant for Research Paper: 15%

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 as deemed appropriate by the instructor.**

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 3-5 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 ***Monday April 27, 2026 from 2:00pm-5:00pm (approximate time)***. The opening 10%-20% 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 80%-90% of these remarks should list constructive comments & suggestions intended to improve the author's current research paper as they move forward seeking to develop their project beyond the course.

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 corresponding 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 Research Paper Draft: 15% (*Due Friday April 3, 2026 @ 12:00pm*)

C.2 Final Research Paper: 30% (*Due Thursday April 23, 2026 @ 12:00pm*)

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 Friday January 30, 2026 at 4:00pm**. *Students are strongly encouraged to obtain formal approval well before this deadline since it requires approval of a proposal, and not merely submission of a proposal.* The research paper presentation will be 'hard time' limit of a maximum of 12 minutes, with a 7-8 minute Q&A open discussion of the presented paper. Students are required to provide their presentation and discussant commentary using presentation slides (e.g., PowerPoint, Beamer).

NOTE: 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 Presentation Symposium:

MONDAY APRIL 27, 2026 @ 2:00pm – 5:00pm

***Scholar-in Residence Guest: Dr. Manuel P. Teodoro,
Robert F. & Sylvia T. Wagner Professor of Public
Affairs, La Follette School of Public Affairs,
University of Wisconsin-Madison***

<https://lafollette.wisc.edu/people/teodoro-manuel/>

INDIVIDUAL ASSIGNMENT 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- - -	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- - -	3.625	C	2.00
A-/B+	3.50	C/C-	1.875
B++	3.375	C-	1.75
B+	3.25	C- - -	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 are intended to minimize rounding effects regarding performance on individual assignments.

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 at the Instructor's discretion.

Session	Date	Course Topics/Subject Material	Seminar Leader(s)
1	1/12/2026	Key Foundational Themes in Public Administration	Krause (ALL)
	1/19/2026	DR. MARTIN LUTHER KING, JR. HOLIDAY OBSERVANCE (NO CLASS)	
		UNIT 1: ADMINSTRATIVE OPERATIONS	
2	1/26/2026	Functioning of Administrative Organizations, I: Tasks	Krause (Part 1) Nam (Part 2)
3	2/2/2026	Functioning of Administrative Organizations, II: Coordination	Rudy (Part 1) Lam (Part 2)
4	2/9/2026	Human Capital in Administrative Organizations: Recruitment, Staffing, and Personnel Decisions	Lankford (Part 1) Smiley (Part 2)
5	2/16/2026	Decision-Making & Leadership and Managerial Capabilities within Administrative Organizations:	Krause (Part 1) Nam (Part 2)
		UNIT 2: ADMINISTRATIVE GOVERNANCE	
6	2/23/2026	Hierarchies, Networks, and Markets in Public Administration [ORIGINAL RESEARCH PROPOSAL # 1 DUE PRIOR TO CLASS]	Rudy (Part 1) Lam (Part 2)
7	3/2/2026	Administrative Reforms & Performance	Lankford (Part 1) Smiley (Part 2)
	3/9/2026	UGA SPRING BREAK HOLIDAY (NO CLASS)	
8	3/16/2026	ORIGINAL RESEARCH PAPER WORKSHOP SESSION # 1	
9	3/23/2026	Public Administration's Internal Environment: Expertise, Performance, and Motivation	Krause (Part 1) Nam (Part 2)
		UNIT 3: ADMINISTRATIVE ACCOUNTABILITY	
10	3/30/2026	Representative Bureaucracy & Administrative Burdens [ORIGINAL RESEARCH PROPOSAL # 2 DUE PRIOR TO CLASS]	Rudy (Part 1) Lam (Part 2)
11	4/6/2026	ORIGINAL RESEARCH PAPER WORKSHOP SESSION # 2	
12	4/13/2026	'Flexible' Forms of Administrative Accountability: 'Real-Time' Political Control Efforts [DRAFT RESEARCH PAPER DUE: 4/3/2024 @ 12:00pm]	Lankford (Part 1) Smiley (Part 2)
13	4/20/2026	'Durable' Forms of Administrative Accountability: Credible Commitment, <i>Ex Ante</i> Controls, and Reputation	Krause (ALL)
14	4/27/2026	RESEARCH SYMPOSIUM [LAST DAY OF CLASSES] [DISCUSSANT COMMENTS DUE ON MONDAY 4/27/2026 Prior to Research Symposium Session: 2:00pm-5:00pm] [ORIGINAL RESEARCH PROPOSAL # 3 DUE: APRIL 30 @ 5:00PM]	

A. THE ELEMENTS OF PUBLIC ADMINISTRATION (1 week)

WEEK 1: Key Foundational Themes in Public Administration (Monday January 12, 2026)

WEEK 1 SEMINAR LEADER: Krause [ALL]

Required Assigned Readings

- Woodrow Wilson. 1887. The Study of Administration. *Political Science Quarterly* 2(2): 197-222.
 - Norton E. Long. 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.
 - Herbert A. 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.
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- Oliver E. Williamson. 1999. "Public and Private Bureaucracies: A Transaction Cost Economics Perspective." *Journal of Law, Economics, and Organization* 15(March): 306-342.
 - Daniel P. Carpenter and George A. Krause. 2015. "Transactional Authority and Bureaucratic Politics." *Journal of Public Administration Research and Theory* 25(January): 5-25.
 - Ansell, Christopher, Eva Sorensen, and Jacob Torfing. 2023. "Public Administration and Politics Meets Turbulence: The Search for Robust Governance Responses." *Public Administration* 101(1): 3-22.
 - Adam Eckerd. 2023. "Political Transactions, the Social Contract, and Administrative Power." *Perspectives on Public Management and Governance* 6(December): 151-162.
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Supplementary Readings

- Herman Finer. 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.
- Jeremy F. Plant. 2011. "Carl J. Friedrich on Responsibility and Authority." *Public Administration Review* 71(May/June): 471-482.
- 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.
- Paul Appleby. 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.
- Luther Gulick. 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.
 - Dwight Waldo. 1948. *The Administrative State: A Study of the Political Theory of American Public Administration*. New York: Ronald Press.
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NO CLASS: Dr. MLK, Jr. Holiday Observance [January 19, 2026]

B. ADMINISTRATIVE OPERATIONS (4 weeks)

WEEK 2: Functioning of Administrative Organizations, I: Tasks (Monday January 26, 2026)

WEEK 2 SEMINAR LEADERS: Krause (Part 1) & Nam (Part 2)

Required Assigned Readings

- Anthony M. Bertelli. 2016. "Who Are the Policy Workers and What Are They Doing?" *Public Performance Management Review* 40(2): 208-234.
- 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.
- Christopher Carrigan. 2018. "Unpacking the Effects of Competing Mandates on Agency Performance." *Public Administration Review* 78(September/October): 669-683.

- William G. Resh, John D. Marvel, and Bo Wen. 2018. "The Persistence of Prosocial Work Effort as a Function of Mission Match." *Public Administration Review* 78(January/February): 116-125.
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- 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.
 - Ji Hyeun Hong. Nd. "How Knowledge Sharing Shapes the Performance of U.S. Federal Agencies: The Importance of Agency Task Characteristics." *International Public Management Journal (Early View)*: <https://doi.org/10.1080/10967494.2025.2531105>
 - Paul Manna and Susan L. Moffitt. 2021. "Traceable Tasks and Complex Policies: When Politics Matter for Policy Implementation." *Policy Studies Journal* 49(1): 190-218.
 - Nicola Belle, Paola Cantarelli, and Paolo Belardenelli. 2018. "Prospect Theory Goes Public: Experimental Evidence on Cognitive Biases in Public Policy and Management Decisions." *Public Administration Review* 78(6): 828-840.
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Supplementary Readings

- Daniel P. Carpenter, 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.
- Susan L. Moffitt. 2010. "Promoting Agency Reputation through Public Advice: Advisory Committee Use in the FDA." *Journal of Politics* 72(July): 880-893.
- James Q. Wilson. 1995. *Bureaucracy: What Government Agencies Do and Why They Do It*. Second Edition. New York: Basic Books. (**Chapters 3, 9, 12, 17**)
- John Brehm and Scott Gates. 1997. *Working, Shirking, and Sabotage: Bureaucratic Response to a Democratic Public*. Ann Arbor: University of Michigan Press.
- Daniel P. Carpenter, 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.

- 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.
- Anthony Downs. 1967. *Inside Bureaucracy*. Boston, MA: Little, Brown
- Gregory A. Huber. 2007. *The Craft of Bureaucratic Neutrality: Interests and Influence of Government Regulation in Occupational Safety*. New York: Cambridge University Press.
- Herbert A. Kaufman. 1960. *The Forest Ranger*. Baltimore, MD: Johns Hopkins University Press.
- George A. Krause 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.
- George A. Krause 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.
- John T. Scholz and B. Dan Wood. 1999. "Equity, Efficiency, and Politics: Democratic Controls on the Tax Collector." *American Journal of Political Science* 43(October): 1166-1188.
- Michael M. Ting. 2011. "Organizational Capacity." *Journal of Law, Economics, and Organization* 27(April): 245-271.
- 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.

**WEEK 3: Functioning of Administrative Organizations, II:
Inter-Agency, Inter-Governmental, Inter-Sector Coordination
(Monday February 2, 2026)**

WEEK 3 SEMINAR LEADERS: Rudy (Part 1) & Lam (Part 2)

Required Assigned Readings

- 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.
 - Benjamin M. Brunjes. 2020. "Competition and Federal Contractor Performance." *Journal of Public Administration Research and Theory* 30(2): 202-219.
 - Rianne Warsen, Jose Nederhand, Eric Hans Klijn, and Sanne Grotenbreg, and Joop Koppenjan. 2018. "What Makes Public-Private Partnerships Work? Survey Research into the Outcomes and the Quality of Cooperation of PPPs." *Public Management Review* 20(8): 1165-1185.
 - George A. Krause and Matthew Zarit. 2022. "Policy-Specific Expertise and the Importance of Organizational Leadership in Shared Administrative Governance: Evidence from U.S. Federal Cooperative Agreements." *Journal of Law, Economics, and Organization* 38(March): 272-306.
-
- Wang, Huanming, and Bing Ran. 2023. "Network Governance and Collaborative Governance: A Thematic Analysis on their Similarities, Differences, and Entanglements" *Public Management Review* 25(6): 1187-1211.
 - Anita Milman, Michael Roberts, Amber Walsh, and William Blomquist. 2024. "Not Whether to Coordinate, But How: Concerns and Mechanism Choice under a Mandate for Inter-Agency Coordination." *Perspectives on Public Management and Governance* 7(1-2): 60-74.
 - Heewon Lee. 2023. "Collaborative Governance Platforms and Outcomes: An Analysis of Clean Cities Coalitions." *Governance* 36(3): 805-825.

- Emily V. Bell and Tomas Olivier. 2022. "Following the Paper Trail: Systematically Analyzing Outputs to Understand Collaborative Governance Evolution." *Journal of Public Administration Research and Theory* 32(4): 671-684.

Supplementary Readings

- Jonathan G.S. Koppell. 2003. *The Politics of Quasi-Government*. Cambridge: Cambridge University Press.
- David M. Van Slyke. 2003. The Mythology of Privatization in Contracting for Social Services. *Public Administration Review* 63(3): 296-315.
- 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.
- 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.
- Sergio Fernandez. 2009. Understanding Contract Performance: An Empirical Analysis. *Administration and Society* 41(1): 67-100.
- Trevor Brown 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.
- Chris Koski, et al. 2018. "Representation in Collaborative Governance: A Case Study of a Food Policy Council." *American Review of Public Administration* 48(4): 359-373.
- Jacob Torfing 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.
- José M. Alonso, Judith Clifton & Daniel Díaz-Fuentes. 2015. "Did New Public Management Matter? An Empirical Analysis of Outsourcing and Decentralization Effects on Public Sector Size," *Public Management Review* 17 (5): 643-660
- Anna A. Amirkhanyan, Hyun Joon Kim, and Kristina T. Lambricht. 2012. "Closer Than 'Arms Length': Understanding the Factors Associated With Collaborative Contracting," *American Review of Public Administration* 42 (May): 341-366.

- Chris Ansell and Alison Gash. 2008. "Collaborative Governance in Theory and Practice." *Journal of Public Administration Research and Theory* 18(4): 543-571.
- Kirk Emerson, Tina Nabatchi, and Brian Balogh. 2012. "An Integrative Framework for Collaborative Governance." *Journal of Public Administration Research and Theory* 22(January): 1-29.

**WEEK 4: Human Capital in Administrative Organizations:
Recruitment, Staffing, and Personnel Decisions
(Monday February 9, 2026)**

WEEK 4 SEMINAR LEADERS: Lankford (Part 1) & Smiley (Part 2)

Required Assigned Readings

- David E. Lewis. 2019. "Deconstructing the Administrative State." *Journal of Politics* 81(August): 767-789.
 - 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.
 - Jaclyn S. Piatak, Jessica Sowa, Willow S. Jacobson, and Jasmine McGinnis Johnson. 2021. "Infusing Public Service Motivation (PSM) Throughout the Employment Relationship: A Review of PSM and the Human Management Resource Process." *International Public Management Journal* 24(1): 20-43.
 - Eloy Oliveria, Gordon Abner, Shinwoo Lee, Kohei Suzuki, Hyunkang Hur, and James L. Perry. 2024. "What Does the Evidence Tell Us About Merit Principles and Government Performance?" *Public Administration* 102(2): 668-690.
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- 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.
 - Nicole Petrovsky, Oliver James, and George Boyne. 2015. "New Leaders' Managerial Backgrounds and the Performance of Public Organizations: The Theory of Publicness Fit." *Journal of Public Administration Research and Theory* 25(January): 217-236.

- Sylvia Veit and Stefanie Vedder. 2024. "Measuring Civil Service Politicization with Career Data: Backstage and Frontstage Political Experience of Top Civil Servants in the German Ministerial Administration." *Public Administration* 102(3): 1119-1136.
- Ji Hyeun Hong. 2025. "When Does Employee Turnover Matter? Analyzing the Role of Organizational Memory in the Federal IT Workforce." *Journal of Public Administration Research and Theory* 35(4): 434-451.

Supplementary Readings

- Joel D. Aberbach 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.
- 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.
- 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.
- Hugh Heclo. 1977. *A Government of Strangers: Executive Politics in Washington*. Washington, D.C.: Brookings Institution Press.
- Gary E. Hollibaugh, Jr., Gabriel Horton, and David E. Lewis. 2014. "Presidents and Patronage." *American Journal of Political Science* 58(October): 1024-1042.
- George A. Krause and Anne Joseph O'Connell. 2016. "Experiential Learning and Presidential Management of the U.S. Federal Bureaucracy: Logic and Evidence from Agency Leadership Appointments." *American Political Science Review* 60(October): 914-931.
- David E. Lewis. 2008. *The Politics of Presidential Appointments: Political Control and Bureaucratic Performance*. Princeton, NJ: Princeton University Press. (Chs. 1, 4 & 7-8)
- Pamela S. Tolbert 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

- William G. Resh. 2015. *Rethinking the Administrative Presidency: Trust, Intellectual Capital, and Appointee-Careerist Relations in George W. Bush Administration*.
- Harold Seidman and Robert S. Gilmour. 1986. *Politics, Position, and Power*. New York: Oxford University Press.
- James L. Perry. 2010. A Strategic Agenda for Public Human Resource Management. *Review of Public Personnel Administration* 30(1): 20-43.

WEEK 5: Modern Approaches to Decision Making & Leadership and Managerial Capabilities within Administrative Organizations

(Monday February 16, 2026)

WEEK 5 SEMINAR LEADERS: Krause (Part 1) & Nam (Part 2)

Required Assigned Readings

- Ulrich Thy Jensen, Lotte Bogh Andersen, and Christian Botcher Jacobsen. 2019. "Only When We Agree! How Value Congruence Moderates the Impact of Goal-Oriented Leadership on Public Service Motivation." *Public Administration Review* 79(January/February): 12-24.
 - Alessandra Fenizia. 2022. "Managers and Productivity in the Public Sector." *Econometrica* 90(3): 1063-1084.
 - Ulrich Thy Jensen, et al. 2019. "Conceptualizing and Measuring Transformational and Transactional Leadership" *Administration & Society* 51(January): 3-33.
 - Nicola Belle 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.
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- Martin Landau 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.
 - Mallory E. Compton, Matthew M. Young, Justin B. Bullock, and Robert Greer. 2023. "Administrative Errors and Race: Can Technology Mitigate Inequitable Administrative Outcomes?" *Journal of Public Administration Research and Theory* 33(3): 512-528.

- R. Paul Battaglio, Jr., Paolo Belardinelli, and Nicola Belle, and Paola Cantarelli. 2019. "Behavioral Public Administration *Ad Fontes*: A Synthesis of Research on Bounded Rationality, Cognitive Biases, and Nudging in Public Organizations." *Public Administration Review* 79(May/June): 304-320.
- Sebastian Jilke, Gregg G. Van Ryzin, and Steven Van de Walle. 2016 "Responses to Decline in Marketized Public Services: An Experimental Evaluation of Choice Overload," *Journal of Public Administration Research and Theory* 26(July): 421-432.

Supplementary Readings

- Bryan D. Jones. 1999. "Bounded Rationality." *Annual Review of Political Science*, 2: 297-321.
- Gary J. Miller. 1992. *Managerial Dilemmas: The Political Economy of Hierarchy*. New York: Cambridge University Press. (**Chapters 1-3, 5-9**)
- Larry C.F. Heimann. 1997. "Understanding the Challenger Disaster: Organizational Structure and the Design of Reliable Systems." *American Political Science Review* 87(June): 421-435.
- Barry Bozeman and Sanjay K. Pandey. 2004. "Public Management Decision Making: Effects of Decision Content." *Public Administration Review*, 64: 553-565.
- Sergio Fernandez. 2005. "Developing and Testing an Integrative Framework of Public Sector Leadership: Evidence from the Public Education Arena." *Journal of Public Administration Research and Theory*, 15: 197-217.
- Shahidul Hassan 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
- F.C. Brodbeck, R. Kerschreiter, A. Mojzisch, and S. Schulz-Hardt. 2007. "Group Decision Making Under Conditions of Distributed Knowledge: The Information Asymmetries Model." *Academy of Management Review*, 32: 459-479.
- G.P. Hodgkinson and M.P. Healey. 2008. "Cognition in Organizations." *Annual Review of Psychology*, 59: 387-417.

- S.W.J. Kozlowski and B.S. Bell. 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.
- George A. Krause and Ji Hyeun Hong. **Nd.** "Organizational Adaptation, Task Complexity, and Effective Administration of Unemployment Programs in the American States." *Journal of Policy Analysis and Management (Early View)*: <https://doi.org/10.1002/pam.70024>.
- E. Salas, H.A. Priest, K.C. Stagl, D.E. Sims, and C.S. Burke. 2007. "Work Teams in Organizations: a Historical Reflection and Lessons Learned." In L.L. Koppes (Ed.) *Historical Perspectives in Industrial and Organizational Psychology*. New York: Psychology Press.
- D.R. Ilgen. 1999. "Teams Embedded in Organizations: Some Implications." *American Psychologist*, 54: 129- 139.
- N.L. Kerr and R.S. Tindale. 2004. "Group Performance and Decision Making." *Annual Review of Psychology*, 55: 623-655.
- D.R. Ilgen, D. R., Hollenbeck, J. R., Johnson, M., and D. Jundt. 2005. "Teams in Organizations: From Input-Process-Output Models to IMOI Models." *Annual Review of Psychology*, 56: 19.1-19.27.
- Donald P. Moynihan and Sanjay K. Pandey. 2005. "Testing How Management Matters in an Era of Government by Performance Management." *Journal of Public Administration Research and Theory*, 15: 421-439.
- Donald P. Moynihan and Stéphane Lavertu. 2012. "Cognitive Biases in Governing: Technology Preferences in Election Administration." *Public Administration Review* 71 (January- February): 68-77.
- Lael R. Keiser. 2010. "Understanding Street-Level Bureaucrats' Decision Making" Determining Eligibility in the Social Security Disability Program." *Public Administration Review*, 70: 247-257.
- 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.
- Charles Lindblom. 1959. "The Science of Muddling Through." *Public Administration Review*, 19: 79-88.

- Herbert A. Kaufman. 1981. *The Administrative Behavior of Federal Bureau Chiefs*. Washington, DC: Brookings Institution.
 - George A. Krause. 1994. "Federal Reserve Policy Decision Making: Political and Bureaucratic Influences." *American Journal of Political Science* 38(February): 124-144.
 - George A. Krause. 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 (Monday February 23, 2026)

WEEK 6 SEMINAR LEADERS: Rudy (Part 1) & Lam (Part 2)

Required Assigned Readings

- Gary J. Miller 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.
 - Christopher Reenock, David M. Konisky, and Matthew J. Uttermark. 2022. "Chain of Command vs Who's in Command: Structure, Politics, and Regulatory Enforcement." *Policy Studies Journal* 50(November): 797-821.
 - George A. Krause and Jungyeon Park. 2023. "Does Coordinated Administrative Leadership Improve U.S. Federal Agency Management of Discrimination Problems?" *Journal of Public Administration Research and Theory* 33(July): 529-545.
 - Cory L. Struthers, Tyler A. Scott, Forrest Fleischmann, and Gwen Arnold. 2022. "The Forest Ranger (and Legislator): How Local Congressional Politics Shape Policy Implementation in Field Offices." *Journal of Public Administration Research and Theory* 32(4): 685-701.
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- 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.
 - 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.
 - Laurence J. O'Toole, Jr. 2015. "Networks and Networking: The Public Administrative Agendas," *Public Administration Review* 75 (May-June): 361-371.
 - Caroline Vermeiren, Peter Raeymaeckers, and Jonathan Beagles. 2021. "In Search for Inclusiveness: Vertical Complexity in Public/Non-Profit Networks." *Public Management Review* 23(2): 189-209.
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Supplementary Readings

- Paul C. Light. 1995. *Thickening Government: Federal Hierarchy and the Diffusion of Accountability*. Washington, DC: Brookings Institution.
- Jonathan Bendor. 1985. *Parallel Systems: Redundancy in Government*. Berkeley, CA: University of California Press.
- Keith G. Provan 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.
- Laurence J. O'Toole. 1997. Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration. *Public Administration Review* 57(1): 45-52.
- 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.
- Robert Agranoff and Michael McGuire. 2001. Big Questions in Public Network Management Research. *Journal of Public Administration Research and Theory* 11(3): 295-326.
- Thomas H. Hammond and Paul A. Thomas. 1989. "The Impossibility of a Neutral Hierarchy." *Journal of Law, Economics, and Organization* 5(Spring): 155-184.

- Frances S. Berry, Ralph S. Brower, Sang Ok Choi, Wendy Xinfang Goa, HeeSoun Jang, Myungjung Kwon, and Jessica Ward. 2004. Three Traditions of Network Research: What the Public Management Research Agenda Can Learn from Other Research Communities." *Public Administration Review* 64(5): 539-552.
- Michael McGuire and Michael and Robert Agranoff. 2010. Networking in the Shadow of Bureaucracy. In Robert Durant (ed.), *Handbook of American Bureaucracy*. Oxford: Oxford University Press.
- David Thacher. 2004. Interorganizational Partnerships as Inchoate Hierarchies: A Case Study of the Community Security Initiative. *Administration and Society* 36(1): 91-127.
- Todd R. LaPorte. 1996. Shifting Vantage and Conceptual Puzzles in Understanding Public Organization Networks. *Journal of Public Administration Research and Theory* 6(January): 49-74.
- Norma M. Riccucci. 2001. The 'Old' Public Management Versus the 'New' Public Management: Where Does Public Administration Fit In? *Public Administration Review* 61(2): 172-175.
- Michael McGuire and Robert Agranoff. 2011. "The Limitations of Public Management Networks." *Public Administration* 89(2): 265-284.
- Geert R. Teisman and Erik-Hans Klijn. 2002. Partnership Arrangements: Governmental Rhetoric or Governance Scheme? *Public Administration Review* 62(March/April): 197-205.
- Anne Marie Thomson, James L. Perry, and Theodore K. Miller. 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
(Monday March 2, 2026)

WEEK 7 SEMINAR LEADERS: Lankford (Part 1) & Smiley (Part 2)

Required Assigned Readings

- Joel D. Aberbach and Bert A. Rockman. 2023. "The United States: The Political Context of Administrative Reform." (pages 247-269). *Handbook of Public Administration Reform*. Shaun F. Goldfinch, Editor. Cheltenham, UK: Edward Elgar.
 - Alexander Kroll and Donald P. Moynihan. 2021. "Tools of Control: Comparing Congressional and Presidential Performance Management Reforms." *Public Administration Review* 81(July/August): 599-609.
 - 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.
 - George A. Krause and Roger Qiyuan Jin, 2020. "Organizational Design and its Consequences for Administrative Reform: Historical Lessons from the U.S. Budget and Accounting Act of 1921." *Governance* 33(April): 365-384.
-
- Anthony M. Bertelli and J. Andrew Sinclair. 2018. "Democratic Accountability and the Politics of Mass Administrative Reorganization." *British Journal of Political Science* 48(July): 691-711.
 - Sergio Fernandez 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.
 - Alexander P. Kroll and Donald P. Moynihan. 2016. "Does Training Matter? Evidence from Performance Management Reforms." *Public Administration Review* 75(3): 411-420.

- George A. Krause, and Ji Hyeun Hong. 2025. "Agency Leaders and Organizational Adaptation to Administrative Reform: Evidence from the Timely Disbursement of Unemployment Insurance Benefits in the American States." *Journal of Public Administration Research and Theory* 35(October): 489-505.

Supplementary Readings

- Laurence J. O'Toole, Jr. 1984. "American Public Administration and the Idea of Reform." *Administration and Society* 16 (August): 141-166.
- Richard Chackerian. 1996. "Reorganization of State Governments: 1900-1985." *Journal of Public Administration Research and Theory* 6(January): 25-47.
- Donald P. Moynihan. 2006. "Managing for Results in State Government: Evaluating a Decade of Reform." *Public Administration Review* 66(1): 77-89.
- Jonathan D. Breul 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.
- Gene A. Brewer 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.
- Christopher Hood 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.
- Stephane 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.
- James G. March and Johan P. Olsen. 1983. "Organizing Political Life: What Administrative Reorganization Tells Us About Government." *American Political Science Review* 77(June): 281-296.

NO CLASS – UGA Spring Break (Monday March 9, 2026)

WEEK 8: Original Research Paper Workshop Session # 1 (Monday March 16, 2026)

WEEK 9: Public Administration's Internal Environment: *Expertise, Performance, and Motivation* (Monday March 23, 2026)

WEEK 9 SEMINAR LEADERS: Krause (Part 1) & Nam (Part 2)

Required Assigned Readings

- 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.
 - Madalina Busuioc. 2021. "Accountable Artificial Intelligence: Holding Algorithms to Account." *Public Administration Review* 81(September/October): 825-836.
 - 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.
 - George A. Krause and David E. Lewis. 2026. "Obtaining Comparable Measures of Organizational Performance: An Application to U.S. Federal Agencies, 2002-2024." *Journal of Policy Analysis and Management* 45(1): <https://doi.org/10.1002/pam.70064>
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- William G. Resh, Yongjin Ahn, and Donald Moynihan. 2024. "Populism and Administrative Dysfunction: The Impact of U.S. Government Shutdowns on Personnel and Policy Implementation." *Governance* 37(51): 61-82.
 - William G. Resh, John D. Marvel, and Bo Wen. 2019. "Implicit and Explicit Motivation Crowding in Prosocial Work." *Public Performance & Management Review* 42(4): 889-919.
 - Bradley E. Wright, Shahidul Hassan, and Darwin A. Baluran. Nd. "Motivation, Meaning, and Burnout: Understanding Frontline Public Service Workers' Experience During

Turbulent Times." *Public Administration Review* (Early View):

<https://doi.org/10.1111/puar.70037>.

- Mark D. Richardson. 2019. "Politicization and Expertise: Exit, Effort, and Investment." *Journal of Politics* 81(July): 878-891.

Supplementary Readings

- 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.
- 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.
- Christopher Pollitt. 2006. "Performance Management in Practice: A Comparative Study of Executive Agencies," *Journal of Public Administration Research and Theory* 16 (January): 25-44.
- James R. Thompson. 2006. "The Federal Civil Service: The Demise of an Institution," *Public Administration Review* 66(July-August): 496-503.
- J. Greenberg and A.E. Lind. 2000. "The Pursuit of Organizational Justice: From Conceptualization to Implication to Application." In C.L. Cooper and E.A. Locke (Eds.) *Industrial and Organizational Psychology*. Oxford: Blackwell.
- T.A. Judge and A.H. Church. 2000. "Job Satisfaction: Research and Practice." In C.L. Cooper and E.A. Locke (Eds.) *Industrial and Organizational Psychology*. Oxford: Blackwell.
- Yongjin Ahn and William G. Resh. 2022. "The Political Economy of Bureaucratic Motivation." *Research Handbook on Motivation in Public Administration*. Edmund C. Stazyk and Randall S. Davis, Editors. New York: Edward Elgar.
<https://doi.org/10.4337/9781789906806.00007>.
- Hal G. Rainey and Paula Steinbauer. 1999. "Gallopig Elephants: Developing Elements of a Theory of Effective Government Organizations." *Journal of Public Administration Research and Theory* 9 (January): 1-32.

- Kenneth J. Meier 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.
 - Frederick Mosher. 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.
 - Bradley E. Wright. 2004. "The Role of Work Context in Work Motivation: A Public Sector Application of Goal and Social Cognitive Theories." *Journal of Public Administration Research and Theory* 14 (January): 59-78.
 - 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.
 - Gary E. Hollibaugh, 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.
 - Sean Gailmard and John W. Patty. 2012. *Learning While Governing: Expertise and Accountability in the Executive Branch*. Chicago, IL: University of Chicago Press.
 - James Q. Wilson. 1995. *Bureaucracy: What Government Agencies Do and Why They Do It*. Second Edition. New York: Basic Books. (Chapters 11-12).
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D. ADMINISTRATIVE ACCOUNTABILITY (3 weeks)

WEEK 10: Representative Bureaucracy & Administrative Burdens (Monday March 30, 2026)

WEEK 10 SEMINAR LEADERS: Rudy (Part 1) & Lam (Part 2)

Required Assigned Readings

- Norma M. Riccucci, Gregg G. Van Ryzin and Huafang Li. 2016. "Representative Bureaucracy and the Willingness to Coproduce: An Experimental Study," *Public Administration Review* 76(January-February): 121-130.
 - Sebawit G. Bishu and Geoffrey Propheteer. 2025. "Representative Bureaucracy in Property Assessment Appeals Administration: A Group Level Analysis." *Public Administration* 103(2): 490-509.
 - Andrea M. Headley, James E. Wright II, and Kenneth J. Meier. 2021. "Bureaucracy, Democracy, and Race: The Limits of Symbolic Representation," *Public Administration Review* 81(November/December): 291-301.
 - George A. Krause and Jungyeon Park. Nd. "Improving Social Equity within Public Organizations: Authority Differentials as Reference Points for Fostering Diversity and Inclusion within U.S. Federal Agencies." *Review of Public Personnel Administration* (Early View): <https://doi.org/10.1177/0734371X241286176>
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- Donald Moynihan, Pamela Herd, and Hope Harvey. 2015. "Administrative Burdens: Learning, Psychological, and Compliance Costs in Citizen-State Interactions." *Journal of Public Administration Research and Theory* 25(January): 43-69.
 - Elizabeth Bell and Kylie Smith. 2022. "Working Within a System of Administrative Burden: How Street-Level Bureaucrats' Role Perceptions Shape Access to the Promise of Higher Education." *Administration & Society* 54(2): 167-211.
 - Aske Halling and Martin Baekgaard. 2024. "Administrative Burden in Citizen-State Interactions: A Systematic Literature Review." *Journal of Public Administration Research and Theory* 34(2): 180-195.

- Lucie Martin, Liam Delaney, and Orla Doyle. 2024. "Everyday Administrative Burdens and Inequality." *Public Administration Review* 84(4): 660-673.

Supplementary Readings

- Cynthia J. Bowling, Christine A. Kelleher, Jennifer Jones, and Deil S. Wright. 2006. "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(November-December): 823-836.
- Rikhil R. Bhavnani and Alexander Lee. 2021. "Does Affirmative Action Worsen Bureaucratic Performance? Evidence from the Indian Administrative Service." *American Journal of Political Science* 65(January): 5-20.
- Mark D. Bradbury and J. Edward Kellough. 2011. "Representative Bureaucracy: Assessing the Evidence on Active Representation," *American Review of Public Administration* 41(March): 157-167.
- Kenneth J. Meier. 2019. "Theoretical Frontiers in Representative Bureaucracy: New Directions for Research." *Perspectives on Public Management and Governance* 2(March): 39-56.
- Thaddeus W. Conner. 2016. "Representation and Collaboration: Exploring the Role of Shared Identity in the Collaborative Process," *Public Administration Review* 76(March-April): 288-301.
- Rhys Andrews and Rachel Ashworth. 2015. "Representation and Inclusion in Public Organizations: Evidence from the U.K. Civil Service," *Public Administration Review* 75(March-April): 279-288.
- Niels Opstrup and Anders R. Villadsen. 2015. "The Right Mix? Gender Diversity in Top Management Teams and Financial Performance," *Public Administration Review* 75(March-April): 291-301.
- Martha Kropf, David C. Kimball, and Timothy Vercellotti. 2013. "Representative Bureaucracy and Partisanship: The Implementation of Election Law," *Public Administration Review* 73(March-April): 242-252.

- John D. Marvel and William G. Resh. 2015. "Bureaucratic Discretion, Client Demographics, and Representative Bureaucracy," *The American Review of Public Administration* 45(May): 281-310.
- 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
- Helen H. Yu, Sean A. McCandless, and Beth M. Rauhaus. 2023. "Social Equity in Public Administration: Past, Present, and the Future." 9(Winter): 437-452.
- Amy E. Smith and Karen R. Monaghan. 2013. "Some Ceilings Have More Cracks: Representative Bureaucracy in Federal Regulatory Agencies," *American Review of Public Administration* 43(January): 50-71.
- 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.
- Vibeke Lehmann Nielsen. 2015. "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(October): 1005-1029.
- Norma Riccucci, Gregg G. Van Ryzin, and Cecilia F. Lavena. 2014. "Representative Bureaucracy in Policing: Does It Increase Perceived Legitimacy?" *Journal of Public Administration Research and Theory* 24(July): 537-551.
- Gregory B. Lewis and David W. Pitts. 2011. "Representation of Lesbians and Gay Men in Federal, State, and Local Bureaucracies," *Journal of Public Administration Research and Theory* 21(January): 159-180.
- Judith R. Sidel and Karyn Loscocco. 2005. "Agency Leaders, Gendered Institutions, and Representative Bureaucracy," *Public Administration Review* 65(March): 158-170.
- Julie Dolan. 2002. "Representative Bureaucracy in the Federal Executive: Gender and Spending Priorities," *Journal of Public Administration Research and Theory* 12(July): 353-375.
- Julie Dolan. 2004. "Gender Equity: Illusion or Reality for Women in the Federal Executive Service?" *Public Administration Review* 64(May-June): 299-308.

- Sergio Fernandez, Deanna Malatesta, and Craig R. Smith. 2013. "Race, Gender, and Government Contracting: Different Explanations or New Prospects for Theory?" *Public Administration Review* 73(January-February): 109-120.
- Erica Gabrielle Foldy. 2004. "Learning from Diversity: A Theoretical Exploration," *Public Administration Review* 64(September-October): 529-538.
- Jason A. Grissom, Jill Nicholson-Crotty, and Lael Keiser. 2012. "Does My Boss's Gender Matter? Explaining Job Satisfaction and Employee Turnover in the Public Sector," *Journal of Public Administration Research and Theory* 22(October): 649-673.
- Vernon Greene, Sally Coleman Selden, and Gene Brewer. 2001. "Measuring Power and Presence: Bureaucratic Representation in the American States," *Journal of Public Administration Research and Theory* 11(July): 379-402.
- Brandy Kennedy. 2014. "Unraveling Representative Bureaucracy: A Systematic Analysis of the Literature," *Administration & Society* 46(April 2014): 395-421.

WEEK 11: RESEARCH WORKSHOP # 2 (MONDAY APRIL 6, 2026)

WEEK 12: 'Flexible' Forms of Administrative Accountability: 'Real-Time' Political Control Efforts (Monday April 13, 2026)

WEEK 11 SEMINAR LEADERS: Lankford [Part 1] & Smiley [Part 2]

Required Assigned Readings

- Dovile Rimkute and Joris van der Vort. 2023. "When Do Bureaucrats Response to External Demands? A Theoretical Framework and Empirical Test of Bureaucratic Responsiveness." *Public Administration Review* 84(6): 1095-1116.
- Thomas Elston and Yuxi Zhang. 2025. "Ready, Willing, and Able? Bureaucratic Capacity, Slack Resources, and Political Control." *Journal of Public Administration Research and Theory* 35(4): 452-468.

- Graeme T. Boushey and Robert J. McGrath. 2024. "Rulemaking Speed in the U.S. States." *Journal of Public Administration Research and Theory* 34(2): 284-300.
 - Alexander Bolton, 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.
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- Carl Dahlstrom, Mihaly Fazekas, and David E. Lewis. 2021. "Partisan Procurement: Contracting with the United States Government, 2003-2015." *American Journal of Political Science* 65 (July): 652-669.
 - Tianshu Zhao and Kelly LeRoux. 2024. "The Impact of Presidential Elections on Workplace Satisfaction in U.S. Federal Agencies: A Longitudinal Study (2004-2019)." *International Public Management Journal* 27(6): 998-1016.
 - Joshua D. Clinton, David E. Lewis, and Jennifer Selin. 2014. "Influencing the Bureaucracy: The Irony of Congressional Oversight." *American Journal of Political Science* 58(April): 387-401.
 - Rachel Augustine Potter. 2025. Buying Evidence? Policy Research as a Presidential Commodity." *Journal of Politics* 87(2): 724-738.
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Supplementary Readings

- David Rosenbloom. 2000. *Building a Legislative-Centered Public Administration: Congress and the Administrative State, 1946-1999*. Tuscaloosa, AL: University of Alabama Press.
- Kelly LeRoux. 2009. Paternalistic or Participatory Governance? Examining Opportunities for Client Participation in Nonprofit Social Service Organizations. *Public Administration Review* 69(3): 504-517.
- Christopher Pollitt. 2001. Clarifying Convergence: Striking Similarities and Durable Differences in Public Management Reform. *Public Management Review* 3(4): 471-492.
- Christopher Pollitt and Geert Bouckaert. 2004. *Public Management Reform: A Comparative Analysis*. Oxford: Oxford University Press.

- Melissa Martino Golden. 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.
- 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.
- Melinda N. Ritchie. 2018. "Back-Channel Representation: A Study of the Strategic Communication of Senators with the U.S. Department of Labor." *Journal of Politics* 80(February): 240-253.
- Steven J. Balla and John R. Wright. 2001. "Interest Groups, Advisory Committees, and Congressional Control of the Bureaucracy." *American Journal of Political Science* 45(October): 799-812.
- Sanford C. Gordon. 2011. "Politicizing Agency Spending Authority: Lessons From a Bush Era Scandal." *American Political Science Review* 105(November): 1117-1134.
- George A. Krause and Matthew Zarit. 2022. "The Retraction of Policy Benefits Across U.S. Federal Agencies: Programmatic Cutbacks and Executive Control of U.S. Federal Grant Retrenchments." *Public Administration Review* 82 (July/August): 682-691.
- Andrew B. Whitford. 2002. "Decentralization and Political Control of the Bureaucracy." *Journal of Theoretical Politics* 14(April): 167-193.
- Daniel P. Carpenter. 1996. "Adaptive Signal Processing, Hierarchy, and Budgetary Control in Federal Regulation." *American Political Science Review* 90(June): 283-302.
- Mathew D. McCubbins and Thomas Schwartz. 1984. "Congressional Oversight Overlooked: Police Patrols versus Fire Alarms." *American Journal of Political Science* 28(February): 165-179
- Anthony M. Bertelli and Christian Grose. 2009. "Secretaries of Pork? A New Theory of Distributive Public Policy." *Journal of Politics* 71(July): 926-945.
- McNollgast (Mathew D. McCubbins, Roger G. Noll, and Barry R. Weingast).1987. "Administrative Procedures as Instruments of Political Control." *Journal of Law, Economics, and Organization* 3(April): 243-277.
- Terry M. Moe. 1985. "Control and Feedback in Economic Regulation: The Case of the NLRB." *American Political Science Review* 79(December): 1094-1116.

- Charles R. Shipan. 2004. "Regulatory Regimes, Agency Actions, and the Conditional Nature of Congressional Influence." *American Political Science Review* 98(August): 467-480.
- James Q. Wilson. 1995. *Bureaucracy: What Government Agencies Do and Why They Do It*. Second Edition. New York: Basic Books. (Chapters 13-16)

WEEK 13: 'Durable' Forms of Administrative Accountability: Credible Commitment, *Ex Ante* Controls, and Reputation (April 20, 2026)

WEEK 13 SEMINAR LEADERS: Krause (ALL)

Required Assigned Readings

- Terry M. Moe. 1985. "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.
 - Gary J. Miller. 2000. "Above Politics: Credible Commitment and Efficiency in the Design of Public Agencies." *Journal of Public Administration Research and Theory* 10(April): 289-328.
 - David E. Lewis and Jennifer L. Selin. 2015. "Political Control and the Forms of Agency Independence." *The George Washington Law Review* 83(4/5): 1487-1516.
 - Don S. Lee. 2024. "Bureaucratic Professionalization and Cabinet Management: How Civil Servants in Presidential Democracies are Treated Differently." *Public Administration Review* 84(6): 1079-1094.
 - Kohei Suzuki and Hyunkang Hur. 2020. "Bureaucratic Structures and Organizational Commitment: Findings from a Comparative Study of 20 European Countries." *Public Management Review* 22(6): 877-907.
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- Anthony M. Bertelli and Madalina Busuioc. 2021. "Reputation-Sourced Authority and the Prospect of Unchecked Bureaucratic Power." *Public Administration Review* 81 (January/ February): 38-48.
 - Luca Bellodi. 2023. "A Dynamic Measure of Bureaucratic Reputation: New Data for New Theory." *American Journal of Political Science* 67(4): 880-897.
 - Jurgen Willems, Carolin Waldner, Vera Winter, and Flavia Wiedemann. 2025. "Bureaucratic Reputation Theory: Micro-Level Theoretical Extensions." *Perspectives on Public Management and Governance* 8(2): 77-92.
 - Moshe Maor, Dovile Rimkute, and Tereza Capelos. Nd. "Emotions and Reputation Learning by Audience Networks: A Research Agenda in Bureaucratic Politics. *Public Administration Review (Early View)*: <https://doi.org/10.1111/puar.70004>.
 - Mette Ostergaard Pedersen, Lotte Bogh Andersen, Daniel Skov Gregersen, and Heidi Houlberg Salomonsen. Nd. "Perceived Organizational Reputation and Employee Outcomes: Looking in the Organizational Mirror, What Do Employees See?" *Review of Public Personnel Administration (Early View)*: <https://doi.org/10.1177/0734371X251314488>.
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Supplementary Readings

- Jack H. Knott and Gary J. Miller. 1987. *Reforming Bureaucracy: The Politics of Institutional Choice*. Englewood Cliffs, NJ: Prentice-Hall.
- David E. Lewis. 2003. *Presidents and the Politics of Agency Design: Political Insulation in the United States Government Bureaucracy, 1946-1997*. Stanford, CA: Stanford University Press.
- Gary J. Miller and Andrew B. Whitford. 2016. *Above Politics: Bureaucratic Discretion and Credible Commitment*. New York: Cambridge University Press.
- Jonathan R. Macey. 1992. "Organizational Design and Political Control of Administrative Agencies." *Journal of Law, Economics, & Organization* 8(April): 93-110.
- George A. Krause 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.

- Carpenter, Daniel P., and George A. Krause. 2012. "Reputation and Public Administration." *Public Administration Review* 72(1): 26-32.
- Pedersen, Mette Ostergaard, and Heidi Houlberg Salomonsen. 2023. "Conceptualizing and Measuring (Public) Reputation Management." *Perspectives on Public Management and Governance* 6(1): 40-53.
- Bustos, Edgar O. 2021. "Organizational Reputation in the Public Administration: A Systematic Literature Review." *Public Administration Review* 81(4): 731-751.
- Bo Bernhard Nielsen. 2010. "Strategic Fit, Procedural, and Contractual Governance in Alliances." *Journal of Business Research* 62(July): 682-689.
- Douglass C. North. 1990. "A Transaction Cost Theory of Politics." *Journal of Theoretical Politics* 2(October): 355-367.
- David E. Lewis. 2002. "The Politics of Agency Termination: Confronting the Myth of Agency Immortality." *Journal of Politics* 64(February): 89-107.
- Carolyn Bourdeaux. 2008. "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(July): 349-373.

WEEK 14: RESEARCH SYMPOSIUM SESSION

(Monday April 27, 2026: 2:00pm-5:00pm)

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

T1. Classic Foundational Perspectives on Public Administration

- Laurence E. Lynn, Jr. 2001. "The Myth of the Bureaucratic Paradigm: What Traditional Public Administration Really Stood For," *Public Administration Review* 61(March-April): 144-160.
- Taylor, Frederick Winslow. 1911. *The Principles of Scientific Management*. New York: Harper & Brothers.
- Brian J. Cook. 1996. *Bureaucracy and Self-Government: Reconsidering the Role of Public Administration in American Politics* (Baltimore, Md.: Johns Hopkins University Press.
- Charles T. Goodsell. 1997. "Bureaucracy's House in the Polis: Seeking an Appropriate Presence," *Journal of Public Administration Research and Theory* 7 (July): 393-417.
- Ronald C. Moe and Robert S. Gilmour. 1995. "Rediscovering Principles of Public Administration: The Neglected Foundation of Public Law," *Public Administration Review* 55 (March/April): 135-146.
- Laurence J. O'Toole, Jr. 1987. "Doctrines and Developments: Separation of Powers, the Politics-Administration Dichotomy, and the Rise of the Administrative State," *Public Administration Review* 47 (January-February): 17-25.
- William D. Richardson. 1997. *Democracy, Bureaucracy and Character: Founding Thoughts* Lawrence: University of Kansas Press.

T2. Modern Foundational Perspectives on Public Administration

- Hal G. Rainey, *Understanding and Managing Public Organizations* 5th ed. (San Francisco, Calif.: Jossey-Bass, 2014).
- Kenneth J. Meier and Laurence J. O'Toole, Jr., *Bureaucracy in a Democratic State: A Governance Perspective*.
- Anthony M. Bertelli and Laurence E. Lynn. 2006. *Madison's Managers: Public Administration and the Constitution*. Baltimore, MD: The Johns Hopkins University Press.
- James L. Perry and Hal G. Rainey. 1988. The Public-Private Distinction in Organization Theory: A Critique and Research Strategy. *Academy of Management Review* 13(2): 182-201.
- Rainey, Hal G., and Barry Bozeman. 2000. Comparing Public and Private Organizations: Empirical Research and the Power of the A Priori. *Journal of Public Administration Research and Theory* 10(2): 447-469.
- Stephanie Moulton. 2009. Putting Together the Publicness Puzzle: A Framework for Realized Publicness. *Public Administration Review* 69(5): 889-900.
- Anthony M. Bertelli and Laurence E. Lynn, Jr., *Madison's Managers: Public Administration and the Constitution* (Baltimore: The Johns Hopkins University Press, 2006).
- Kenneth J. Meier, "Bureaucracy and Democracy: The Case for More Bureaucracy and Less Democracy," *Public Administration Review* 57, 3 (May/June 1997): 193-199.
- Daniel Carpenter. 2020. "On Countability and the Counting of Things Bureaucratic: Turning from Wilson (Back) to Interpretation." *Perspectives on Public Management and Governance* 3(June): 83-93.
- Andrew B. Whitford. 2020. "Strategy, Structure, and the Administration of Complex Geographies." *Perspectives on Public Management and Governance* 3(December): 323-338.

T3. Historical and Development Foundations of the Administrative State

- Brian Balogh, *A Government Out of Sight: The Mystery of National Authority in Nineteenth-Century America* (New York: Cambridge University Press, 2009).
- Ralph Clark Chandler, ed., *A Centennial History of the American Administrative State* (New York: The Free Press, 1987).
- White, Leonard D. 1958. *The Republican Era, 1869-1901: A Study in Administrative History*. New York: Macmillan.
- M. Curtis Hoffman, "Paradigm Lost: Public Administration at Johns Hopkins University, 1884-96," *Public Administration Review* 62, 1 (January-February 2002): 12-23.
- Paul P. Van Riper, "Some Anomalies in the Deep History of U.S. Public Administration," *Public Administration Review* 57, 3 (May/June 1997): 218-223.
- Laurence E. Lynn, Jr., "Restoring the Rule of Law to Public Administration: What Frank Goodnow Got Right and Leonard White Didn't," *Public Administration Review* 69, 5 (September-October 2009): 803-812.
- 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.
- Jos C. N. Raadschelders, "Is American Public Administration Detached from Historical Context? On the Nature of Time and the Need to Understand It in Government and Its Study," *American Review of Public Administration* 40, 3 (May 2010): 235-260.
- David H. Rosenbloom and Howard E. McCurdy, eds., *Revisiting Waldo's Administrative State: Constancy and Change in Public Administration* (Washington, DC: Georgetown University Press, 2006).
- Stephen Skowronek, *Building a New American State: The Expansion of National Administrative Capacities, 1877-1920* (Cambridge: Cambridge University Press, 1982)
- Daniel P. Carpenter. 2001. *The Forging of Bureaucratic Autonomy: Reputation, Networks, and Policy Innovation in Executive Agencies, 1862-1928*. Princeton, NJ: Princeton University Press.

- Richard J. Stillman II, "American or European Public Administration: Does Public Administration Make the Modern State, or Does the State Make Public Administration?" *Public Administration Review* 57, 4 (July/August 1997): 332-338.
- Brian J. Cook, *Democracy and Administration: Woodrow Wilson's Ideas and the Challenges of Public Management* (Baltimore: Johns Hopkins University Press, 2007).
- Pradeep Chandra Kathi and Terry L. Cooper, "Democratizing the Administrative State: Connecting Neighborhood Councils and City Agencies," *Public Administration Review* 65, 5 (September 2005), pp. 559-567.
- Laurence E. Lynn, Jr., "The Myth of the Bureaucratic Paradigm: What Traditional Public Administration Really Stood For," *Public Administration Review* 61, 2 (March-April 2001): 144-160.
- Jos C.N. Raadschelders. 2000. Administrative History of the United States: Development and State of the Art. *Administration and Society* 32(5): 499-528.
- Jos C. N. Raadschelders, "Is American Public Administration Detached from Historical Context? On the Nature of Time and the Need to Understand It in Government and Its Study," *American Review of Public Administration* 40, 3 (May 2010): 235-60.
- Keith E. Whittington and Daniel P. Carpenter. 2003. "Executive Power in American Institutional Development." *Perspectives on Politics* 1(September): 495-513.
- Norma M. Riccucci, "The 'Old' Public Management versus the 'New' Public Management: Where Does Public Administration Fit In?" *Public Administration Review* 61, 2 (March-April 2001): 172-175.
- James H. Svara, "The Myth of the Dichotomy: Complementarity of Politics and Administration in the Past and Future of Public Administration," *Public Administration Review* 61, 2 (March-April 2001): 176-183.
- Amber Wichowsky and Donald P. Moynihan, "Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management," *Public Administration Review* 68, 5 (September-October 2008): 908-920.

T4. State of the Public Administration Field

- Rhys Andrews and Marc Esteve. 2015. "Still Like Ships That Pass in the Night? The Relationship Between Public Administration and Management Studies," *International Public Management Journal* 18 (1): 31-60.
- Martin Baekgaard, Caroline Baethge, Jens Blom-Hansen, Claire A. Dunlop, Marc Esteve, Morten Jakobsen, Brian Kisida, John Marvel, Alice Moseley, Søren Serritzlew, Patrick Stewart, Mette Kjaergaard Thomsen and Patrick J. Wolf. 2015. "Conducting Experiments in Public Management Research: A Practical Guide," *International Public Management Journal* 18(2): 323-342.
- Jonathan Bendor. 1994. "The Fields of Bureaucracy and Public Administration: Basic and Applied Research," *Journal of Public Administration Research and Theory* 4 (January): 27-39.
- George A. Boyne. 2003, "Sources of Public Service Improvement: A Critical Review and Research Agenda," *Journal of Public Administration Research and Theory* 13 (July): 367-394.
- John D. DiIulio, Jr. 1994. "Principled Agents: The Cultural Bases of Behavior in a Federal Government Bureaucracy," *Journal of Public Administration Research and Theory* 4 (July): 277-318.
- Laurence E. Lynn, Jr. 2009. "Restoring the Rule of Law to Public Administration: What Frank Goodnow Got Right and Leonard White Didn't," *Public Administration Review* 69 (September-October): 803-812.
- Carolyn J. Heinrich. 2016. "The Bite of Administrative Burden: A Theoretical and Empirical Investigation," *Journal of Public Administration Research and Theory* 26, 3 (July): 403-420.
- Sebastian Jilke, Bart Meuleman, and Steven van de Walle. 2015 "We Need to Compare, but How? Measurement Equivalence in Comparative Public Administration," *Public Administration Review* 75 (January-February): 36-48.
- Qian Hu, Sana Khosa, and Naim Kapucu. 2016. "The Intellectual Structure of Empirical Network Research in Public Administration," *Journal of Public Administration Research and Theory* 26 (October): 593-612.

- Jos C.N. Raadschelders and K. H. Lee. 2011. Trends in the Study of Public Administration: Empirical and Qualitative Observations from Public Administration Review. *Public Administration Review* 71(1): 19–33.
- Laurence E. Lynn, Jr. and Patricia W. Ingraham, eds.. 2004. "Governance and Public Management: A Symposium," *Journal of Policy Analysis and Management* 23 (Winter): 3-96.
- H. Brinton Milward, ed. 1996. "Symposium on the Hollow State: Capacity, Control, and Performance in Interorganizational Settings," *Journal of Public Administration Research and Theory* 6 (April): 193-314.
- Terry M. Moe. 1994. "Integrating Politics and Organizations: Positive Theory and Public Administration," *Journal of Public Administration Research and Theory* 4 (January): 17-25.
- Rosemary O'Leary and David M. Van Slyke, eds. 2011. Special Issue on the Future of Public Administration in 2020," *Public Administration Review* 70, Supplement 1 (December).
- Rosemary O'Leary and Nidhi Vij. 2012. "Collaborative Public Management: Where Have We Been and Where Are We Going?" *American Review of Public Administration* 42 (September): 507-522.
- Norma Riccucci. 2010. *Public Administration: Traditions of Inquiry and Philosophies of Knowledge* (Washington, DC: Georgetown University Press).
- Robert Rodgers and Nanette Rodgers. 2000. "Defining the Boundaries of Public Administration: Undisciplined Mongrels versus Disciplined Purists," *Public Administration Review* 60, 5 (October-November 2000): 435-443.
- Bradley E. Wright. 2011. "Public Administration as an Interdisciplinary Field: Assessing Its Relationship with the Fields of Law, Management, and Political Science," *Public Administration Review* 71 (January-February): 96-101.
- Bradley E. Wright. 2015. "The Science of Public Administration: Problems, Presumptions, Progress, and Possibilities," *Public Administration Review* 75 (November-December): 795-805.
- John J. Kirlin. 1996. The Big Questions of Public Administration in a Democracy. *Public Administration Review* 56(5): 416-423.

- Laurence E. Lynn, Jr. 2001. The Myth of the Bureaucratic Paradigm: What Traditional Public Administration Really Stood For. *Public Administration Review* 61(2): 144-160.
- Johan P. Olsen. 2006. Maybe It Is Time to Rediscover Bureaucracy. *Journal of Public Administration Research and Theory* 16(1): 1-24.
- Jos C.N. Raadschelders. 1999. A Coherent Framework for the Study of Public Administration. *Journal of Public Administration Research and Theory* 9(2): 281-303.
- John DiIulio. 1989. Recovering the Public Management Variable: Lessons from Schools, Prisons, and Armies. *Public Administration Review* 49(2): 127-133.
- Charles T. Goodsell, Charles T. 2003. *The Case for Bureaucracy* (4th edition). Washington, DC: Congressional Quarterly Press.
- Donald F. Kettl and H. Brinton Milward (eds.). 1996. *The State of Public Management*. Baltimore, MD: The Johns Hopkins University Press.
- James L. Perry, James L. 2012. How Can We Improve Our Science to Generate More Usable Knowledge for Public Professionals? *Public Administration Review* 72(4): 479-482.

T5. ORGANIZATIONAL THEORY

- Herbert A. Simon. 1997. *Administrative Behavior*. Fourth Edition. New York: Macmillan.
- James W. Wilson. 1995. *Bureaucracy: What Government Agencies Do and Why They Do It*. Second Edition. New York: Basic Books.
- George A. Akerloff and Rachel E. Kranton. 2005. "Identity and the Economics of Organizations." *Journal of Economic Perspectives* 19(Winter): 9-32.
- Robert Gibbons. 2013. "Cyert and March at Fifty: A Perspective from Organizational Economics. MIT& NBER Working Paper.
<http://web.mit.edu/rgibbons/www/Gibbons%20CM%20at%2050%20v6.pdf>.
- Brayden G. King, Teppo Felin, and David A. Whetten. 2010. "Finding the Organization in Organizational Theory: A Meta-Theory of the Organization as a Social Actor." *Organization Science* 21(January-February): 290-305.
- 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
- Richard W. Scott and G.F. Davis. 2007. *Organizations and Organizing: Rational, Natural, and Open Systems Perspectives*. Upper Saddle River, NJ: Pearson Prentice Hall.
- J.W. Meyer and B. Rowan. 1977. "Institutionalized Organizations: Formal Structure as Myth and Ceremony." *American Journal of Sociology*, 83: 340-363.
- Henry Mintzberg. 1983. "Foundations of Organizational Design," "Designing Individual Positions," and "Designing the Superstructure." In Mintzberg, H. *Structure in Fives: Designing Effective Organizations*. Englewood Cliffs, NJ: Prentice-Hall.
- Robert K. Merton. 1940. "Bureaucratic Structure and Personality." *Social Forces*, 18: 560-568.
- Charles Perrow. 1967. "A Framework for the Comparative Analysis of Organizations." *American Sociological Review*, 32: 194-208.
- Richard M. Cyert and James G. March. 1963. *A Behavioral Theory of the Firm*. Englewood, NJ: Prentice-Hall.

- Paul DiMaggio and Walter Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review* 48(April): 147-160.
- Thomas H. Hammond. 1990. "In Defense of the Luther Gulick's Notes on the Theory of Organization." *Public Administration* 68(Summer): 143-173.
- Michael Hannan and John Freeman. 1977. "The Population Ecology of Organizations." *American Journal of Sociology* 85(March): 929-964.
- Mark Granovetter. 1973. "The Strength of Weak Ties." *American Journal of Sociology* 78: 1360-1380.
- Luther H. Gulick. 1937. "Notes on the Theory of Organization." In *Papers on The Science of Administration*. Luther Gulick and Lyndal Urwick, eds. New York: Institute of Public Administration, Columbia University.
- David Lazer and Allan Friedman. 2007. "The Network Structure of Exploration and Exploitation." *Administrative Science Quarterly* 52(December): 667-694.
- James G. March and Herbert A. Simon. 1958. *Organizations*. New York: Wiley.
- John F. Padgett and Walter W. Powell. 2012. *The Emergence of Organizations and Markets*. Princeton, NJ: Princeton University Press.
- Charles M. Perrow. 1986. *Complex Organizations*. New York: Random House.
- Jeffrey Pfeffer and Gerald R. Salancik. 2003. *The External Control of Organizations: A Resource Dependence Perspective*. Palo, Alto, CA: Stanford University Press.
- Denise M. Rousseau. 1995. *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*. Beverly Hills, CA: Sage Publications.
- Arthur M. Stinchcombe. 1990. *Information and Organizations*. Berkeley, CA: University of California Press.
- James D. Thompson. 2003 (Original: 1967). *Organizations in Action: Social Science Bases of Administrative Theory*. New Brunswick, NJ: Transaction Publishers.

T6. NEW INSTITUTIONALISM & THE ECONOMICS OF ORGANIZATION

- Gary J. Miller. 2005. "The Political Evolution of Principal-Agent Models." *Annual Review of Political Science* 8: 203-225.
[<http://www.annualreviews.org/doi/full/10.1146/annurev.polisci.8.082103.104840?select23=Choose>]
- Gary J. Miller, and Dino Falaschetti. 2001. "Constraining Leviathan: Moral Hazard and Credible Commitment in Constitutional Design." *Journal of Theoretical Politics* 13(October): 389-411.
- David Arellano-Gault and Walter Lepore. 2011. "Transparency Reforms in the Public Sector: Beyond the New Economics of Organization." *Organization Studies* 32(8): 1029-1050.
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