

PP6703 Advanced Public Administration and Management

January 2010

Time: **Tuesday 9:00am-12:00 (MH) or 6:00-9:00pm (SF &SF/MH)**

Location: MM Study Room 02-01

Lee Kuan Yew School of Public Policy

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Overview:

Expectations from citizens, politicians and other agencies regarding the performance of public administrations are typically increasing. Also, the environments in which public managers must pursue their missions are becoming increasingly complex due to the forces of globalization and the socioeconomic transformations triggered by the development process. This course surveys the literature in the fields of public administration and public management and outlines the major directions and concerns of scholars working in, and on, a wide-range of governance contexts. It critically examines the sources, contents and impact of the “New Public Management” (NPM) or “Reinventing Government” approach to administrative reform and innovation, and the ‘Government to Governance’ thesis of network management and administrative system evolution, exploring the conditions in which these concepts have been applied to a range of country contexts and organizational settings.

This course will bridge the gap between the theory and practice of high-level academic policy research essential for the students future research and academic career prospects. It focuses on the identification and critique of the research strategies and methodological choices made by prominent contemporary scholars in the field and prepares students for Phd-Level comprehensive examinations in the subject.

Outcomes include:

- ❖ Identification of the aspects of the institutional and organizational context that affect the likelihood of administrative success. These include an appreciation for the complexities involved in organizational reform attempts in highly resource-constrained developing country environments and the role of public sector accountability in both authoritarian and pluralistic political contexts.
- ❖ Generation of theoretically grounded understandings about organizational reform and predictions regarding the extent to which the reforms, if implemented, would lead to substantial improvement in administrative performance.
- ❖ Identification and assessment of specific administrative management and leadership challenges and approaches meeting these challenges.
- ❖ Understanding of major public management paradigms and tools, including the “traditional” and the “new” public management family of approaches, and key controversies surrounding these approaches (such as the accountability and decision-making authority of the public manager) and their successors.
- ❖ Understanding of the concepts of ‘governance’ and network management as setout by major international thinkers in the field.

Texts:

B. Guy Peters and Jon Pierre eds, Handbook of Public Administration (Beverly Hills: Sage 2003) (PP)

Anne Mette Kjaer, Governance (Oxford: Polity Press 2004) (Kjaer)

Plus collection of titles on Public Management and LKY SPP PP6703 Course Pack

Grading:

1. Class Presentations (2) – 30%
2. Term Paper – 50%
3. Term Paper Presentation – 10%
4. Class Participation – 10%

Class Presentations:

At the beginning of term, each student will be assigned two weeks for which he/she will be responsible for commenting on the empirical, conceptual, theoretical and methodological issues raised in that week's readings, one dealing with 'public administration' issues and one with 'public management' issues. Missed assignments will receive a zero (0) grade. Students who are not presenting are expected to read the material covered in that weeks presentation and comment and critique class presentations in order to contribute to the development of a common understanding of conceptual and methodological issues of interest to scholars engaged in public policy research pertaining to administration and management.

Paper Topics:

No later than mid-term (Week VII), each student will identify a specific topic area and methodological issue which will be the subject of their term paper. These topics will address current understandings and instances of 'post-new public management' thinking and issues and will be investigated through examination of a specific empirical case of public management and administration. Preliminary drafts of the term papers will be presented to class in Weeks XI-XIII. Papers are due one week after the last day of class. Late papers will lose 10% per day late.

Weekly Topics and Reading List

Part I - Introduction

Week I – Introduction and Administration: From Government to Governance in Public Administration and Public Management (MH)

Required Reading:

- PP ch 1, "The Role of Public Administration in Governing"
C. Hood, "Public Management: The Word, the Movement and the Science"; Ch 12 "H. George Frederickson, "Whatever Happened to the Public Administration? Governance, Governance Everywhere" in Ewan Ferlie, Laurence E. Lynn Jr., and Christopher Pollitt, The Oxford Handbook of Public Management (Oxford: Oxford University Press, 2007)

Recommended Reading:

- Kjaer ch 1, "Introduction: The Meanings of Governance"
Rhodes, R. A. W. "The New Governance: Governing without Government." *Political Studies* 44 (1996): 652-67.
Peters, B. G., and J. Pierre. "Governance without Government? Rethinking Public Administration." *Journal of Public Administration Research and Theory* 8, no. 2 (1998): 223-44.
Kooiman, J. "Societal Governance: Levels, Models, and Orders of Social-Political Interaction." In *Debating Governance*, edited by J. Pierre, 138-66. Oxford: Oxford University Press, 2000.

Supplementary Reading on Background Issues:

- Bevir, M., R. A. W. Rhodes, and P. Weller. "Traditions of Governance: Interpreting the Changing Role of the Public Sector." *Public Administration* 81, no. 1 (2003): 1-17
Bevir, M., R. A. W. Rhodes, and P. Weller. "Comparative Governance: Prospects and

- Lessons." *Public Administration* 81, no. 1 (2003): 191-210.
- Bovaird, T., E. Löffler, and E. Löffler. *Public Management and Governance*. London: Routledge, 2003.
- Vans Kersbergen, K., and F. Van Waarden. "'Governance' as a Bridge between Disciplines: Cross-Disciplinary Inspiration Regarding Shifts in Governance and Problems of Governability, Accountability and Legitimacy." *European Journal of Political Research* 43 (2004): 143-71.
- Areliano-Gault, D., and A. del Castillo-Vega. "Maturation of Public Administration in a Multicultural Environment: Lessons from the Anglo-Saxon, Latin, and Scandinavian Political Traditions." *International Journal of Public Administration* 27, no. 7 (2004): 519-28.
- Axtmann, R. "The State of the State: The Model of the Modern State and Its Contemporary Transformation." *International Political Science Review* 25, no. 3 (2004): 259-79.

Part II - Traditional Public Administration: Origins and Issues

Week II – Public Administration: Origins, History and Historiography (MH)

Required Readings:

- PP Part Four - Jos Raadschelders "Introduction"; Larry S. Luton, "Administrative State and Society"; Fabio Rugge, "Administrative Traditions in Western Europe"; James Warner Bjorkman, "South Asia and Western Administrative Experience"
- Henry, N. (1992) "Public administration's century in a quandary", chapter 2 in Nicholas Henry *Public Administration and Public Affairs* 11th edition New York: Longmans, 2009

Recommended Readings:

- Wilson, W. "The Study of Administration." *Political Science Quarterly* 2, no. 2 (1887): 197-222.
- Gulick, L. et al. (eds.) (1937) *Papers on the science of administration*. Columbia University
- Simon, H. A. "The Proverbs of Administration." *Public administration review* 6, no. 1 (1946): 53-67.

Supplementary Reading on Background Issues:

- Barker, E. *The Development of Public Services in Western Europe 1660-1930*. Oxford: Oxford University Press, 1944.
- Simon, H. A. *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organization*. New York: MacMillan, 1957.
- Dyson, K. H. F. *The State Tradition in Western Europe: A Study of an Idea and Institution*. Oxford: Martin Robertson, 1980.
- Nettl, J. P. "The State as a Conceptual Variable." *World Politics* 20, no. 4 (1968): 559-92.
- Przeworski, A. *The State and the Economy under Capitalism*. Switzerland: Harwood, 1990.
- Rockman, B. A. "Minding the State - or a State of Mind? Issues in the Comparative Conceptualization of the State." *Comparative Political Studies* 23, no. 1 (1990): 25-55.
- Kagan, R. A. "Adversarial Legalism and American Government." *Journal of Policy Analysis and Management* 10, no. 3 (1991): 369-406.
- Kagan, R. A.. "Should Europe Worry About Adversarial Legalism?" *Oxford Journal of Legal Studies* 17, no. 2 (1997): 165-83.
- Kagan, R. A., and L. Axelrad. "Adversarial Legalism: An International Perspective." In *Comparative Disadvantages? Social Regulations and the Global Economy*, edited by P. S. Nivola, 146-202. Washington D.C.: Brookings Institution Press, 1997.

Week III - Traditional Public Administration: Ongoing Issues (MH)

Required Readings:

PP Chs : Morten Egeberg, "How Bureaucratic Structure Matters"; Marcia K. Meyers and Susan Vorsanger, "Street-Level Bureaucrats and the Implementation of Public Policy"; David Feldman, "The Limits of Law"; Luc Rouban, "Politicization of the Civil Service"; Lois R. Wise, "Representative Bureaucracy"; Robert Gregory, "Accountability in Modern Government"; Hellmut Wollman, "Coordination in Intergovernmental Settings"

Recommended Readings:

Thomas, P. G. "Ministerial Responsibility and Administrative Accountability." In *New Public Management and Public Administration in Canada*, edited by M. Charih and A. Daniels, 143-63. Toronto: IPAC, 1997.

Busemeyer, Marius R. "From Myth to Reality: Globalisation And Public Spending in OECD Countries Revisited." *European Journal of Political Research* 48 (2009): 455-82.

Eichbaum, Chris, and Richard Shaw. "Ministerial Advisers and the Politics of Policy-Making: Bureaucratic Permanence and Popular Control." *The Australian Journal of Public Administration* 66, no. 4 (2007): 453-67.

Supplementary Reading on Background Issues:

Lipsky, M. *Street-Level Bureaucracy: Dilemmas of the Individual in Public Services*. New York: Russell Sage Foundation 1980.

Bardach, E. *The Implementation Game: What Happens after a Bill Becomes a Law*. Cambridge: MIT Press 1977.

Barrett, S. M. "Implementation Studies; Time for a Revival? Personal Reflections on 20 Years of Implementation Studies." *Public Administration* 82, no. 2 (2004): 249-62.

Hooghe, L., and G. Marks. "Types of Multi-Level Governance." *European Integration Online Papers* 5, no. 11 (2001).

Cho, C. -L, C. A. Kelleher, D. S. Wright, and S. W. Yackee. "Translating National Policy Objectives into Local Achievements across Planes of Governance and among Multiple Sectors; Second-Order Devolution and Welfare Reform Implementation." *Journal of Public Administration Research and Theory* 15, no. 1 (2005): 31-54.

de Smith, S. A. *Judicial Review of Administrative Action*. London: Stevens and Son, 1973.

Edley, C. F. J. *Administrative Law: Rethinking Judicial Control of Bureaucracy*. New Haven: Yale University Press, 1990.

Part III - New Public Management: Origins and Issues

Week IV – New Public Management: Origins and History (SF)

Required Readings:

Pollitt, C. and G. Bouckaert. *Public Management Reform: A Comparative Analysis*. Oxford University Press. 2000.

Recommended Readings:

First five chapters of Ferlie, E., L. Lynn Jr. and Pollitt, C. *Oxford Handbook of Public Management*. Oxford. 2005

Supplementary Reading on Background Issues:

Dunleavy, P., and C. Hood. "From Old Public Administration to New Public Management." *Public Money and Management* 14, no. 3 (1994): 9-16.

Gruening, G. "Origin and Theoretical Basis of New Public Management." *International Public Management Journal* 4 (2001): 1-25.

- Osborne, D. and Gaebler, T. (1993) *Reinventing Government : How the Entrepreneurial Spirit is Transforming the Public Sector* (Plume)
- Frederickson, H. George. "Comparing the Reinventing Government Movement with the New Public Administration." *Public Administration Review* 56, no. 3 (1996): 263-70.
- Aucoin, P. "Administrative Reform in Public Management: Paradigms, Principles, Paradoxes and Pendulums." *Governance* 3, no. 2 (1990): 115-37.
- Emmert, M. A., M. Crow, and R. F. Shangraw Jr. "Public Management in the Future: Post-Orthodoxy and Organization Design." In *Public Management: The State of the Art*, edited by B. Bozeman, 345-60. San Francisco: Jossey-Bass, 1993.
- Wise, L. R. "Public Management Reform: Competing Drivers of Change." *Public Administration Review* 62, no. 5 (2002): 555-67.
- Aucoin, P "The Design of Public Organizations for the 21st Century: Why Bureaucracy Will Survive in Public Management." *Canadian Public Administration* 40, no. 2 (1997): 290-306.

Week V - New Public Management: Ongoing Issues (SF)

Required Readings:

- Barzelay, M. *The New Public Management: Improving Research and Policy Dialogue*, University of California Press. 2001

Recommended Readings:

- Lynn, L. *Public Management: Old and New*. Routledge. 2006
- Kettl, D. *The Global Public Management Revolution*, Brookings. 2005.

Supplementary Reading on Background Issues:

- O'Toole, L. J. "Different Public Managements? Implications of Structural Context in Hierarchies and Networks." In *Advancing Public Management: New Developments in Theory, Methods and Practice*, edited by J. L. Brudney, L. J. O'Toole and H. G. Rainey, 19-48. Washington D.C.: Georgetown University Press, 2000
- Adcroft, A., and R. Willis. "The (Un)Intended Outcome of Public Sector Performance Measurement." *International Journal of Public Sector Management* 18, no. 5 (2005): 386-400.
- de Lancer Julnes, P., and M. Holzer. "Promoting the Utilization of Performance Measures in Public Organizations: An Empirical Study of Factors Affecting Adoption and Implementation." *Public Administration Review* 61, no. 6 (2001): 693-708.
- Johnsen, A. "What Does 25 Years of Experience Tell Us About the State of Performance Measurement in Public Policy and Management?" *Public Money & Management* 25, no. 1 (2005): 9-17.
- Pollitt, C. "Convergence: The Useful Myth?" *Public Administration* 79, no. 4 (2001): 933-47.
- Hood, C. "Contemporary Public Management: A New Global Paradigm?" *Public Policy and Administration* 10, no. 2 (1995): 104-17.
- Hood, C., and G. Peters. "The Middle Aging of New Public Management: Into the Age of Paradox?" *Journal of Public Administration Research and Theory* 14, no. 3 (2004): 267-82.
- Pollitt, C. "Clarifying Convergence: Striking Similarities and Durable Differences in Public Management Reform." *Public Management Review* 4, no. 1 (2001): 471-92.

Part IV - Post New Public Management: Trends and Directions

Week VI – De/Re-regulation and the Rise of the Regulatory State? (MH)

Required Readings:

- Jordana, J., and D. Levi-Faur. "The Politics of Regulation in the Age of Governance." In *The*

Politics of Regulation: Institutions and Regulatory Reforms for the Age of Governance, edited by J. Jordana and D. Levi-Faur, 1-28. Cheltenham: Edward Elgar, 2004.

David Levi-Faur "The Global Diffusion of Regulatory Capitalism" in *The Annals of the American Academy of Political and Social Science* 2005 598: 12-32.

Majone, G. "From the Positive to the Regulatory State: Causes and Consequences of Changes in the Mode of Governance." *Journal of Public Policy* 17, no. 2 (1997): 139-68.

Recommended Readings:

Braithwaite, John. *Regulatory Capitalism: How It Works, Ideas for Making it Work Better*. Cheltenham: Edward Elgar, 2008.

Jayasuriya, K. "Globalization and the Changing Architecture of the State: The Regulatory State and the Politics of Negative Co-Ordination." *Journal of European Public Policy* 8, no. 1 (2001): 101-23.

Stern, Jon, and Stuart Holder. "Regulatory Governance: Criteria for Assessing the Performance of Regulatory Systems - an Application to Infrastructure Industries in the Developing Countries of Asia." *Utilities Policy* 8 (1999): 33-50.

Background/Issues:

Moran, M. "Review Article: Understanding the Regulatory State." *British Journal of Political Science* 32, no. 2 (2002): 391-413. Moran, M. "Not Steering but Drowning: Policy Catastrophes and the Regulatory State." *The Political Quarterly* 72 (2001): 414-27.

Radaelli, Claudio, and Anne C.M. Meuwese. "Better Regulation in Europe: Between Public Management and Regulatory Reform." *Public Administration* 87, no. 3 (2009): 639-54.

Heritier, Adrienne, and Sandra Eckert. "New Modes of Governance in the Shadow of Hierarchy: Self-Regulation by Industry in Europe." *Journal of Public Policy* 28, no. 1 (2008): 113-38.

Bartle, Ian, and Peter Vass. "Self-Regulation within the Regulatory State: Towards a New Regulatory Paradigm?" *Public Administration* 85, no. 4 (2007): 885-905.

Ramesh, M., and M. Howlett, eds. *Deregulation and Its Discontents: Rewriting the Rules in Asia*. Aldershot: Edward Elgar, 2006

Jayasuriya, K. "The New Regulatory State and Relational Capacity." *Policy and Politics* 32, no. 4 (2004): 487-501.

Lodge, Martin. "Regulation, the Regulatory State and European Politics." *West European Politics* 31, no. 1-2 (2008): 280-301.

Scott, C. "Regulation in the Age of Governance: The Rise of the Post-Regulatory State." In *The Politics of Regulation: Institutions and Regulatory Reforms for the Age of Governance*, edited by J. Jordana and D. Levi-Faur, 145-74. Cheltenham: Edward Elgar, 2004.

Jacobzone, Stephane. "Independent Regulatory Authorities in OECD Countries: An Overview." In *Designing Independent and Accountable Regulatory Authorities for High Quality Regulation - Proceedings of an Expert Meeting in London, United Kingdom 10-11 January 2005*, edited by OECD Working Party on Regulatory Management and Reform, 72-100. Paris: OECD, 2005.

Week VII - Development Management (SF)

Required Readings:

McCourt, W. and M. Minogue (eds.) *The internationalization of public management: Reinventing the Third World state*. Edward Elgar. 2002.

Recommended Readings:

Hirschmann, D. "Development management versus Third World bureaucracies: A brief history of conflicting interests", *Development and Change* (30): 287-305. 1999.

World Bank, *World Development Report 1997. The State in A Changing World*. http://www-wds.worldbank.org/servlet/WDS_IBank_Servlet?pcont=details&eid=000009265_3980217141148

World Bank, *World Development Report 2004. Making Services Work For Poor People*, <http://econ.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTWDRS/EXTWDR2004/0,,menuPK:477704~pagePK:64167702~piPK:64167676~theSitePK:477688,00.html>

Tendler, J *Good Government in the Tropics*. Johns Hopkins University Press. 1997.

Supplementary Reading on Background Issues:

Thynne, I. "Making Sense of Public Management Reform: 'Drivers' and 'Supporters' in Comparative Perspective." *Public Management Review* 5, no. 3 (2003): 449-59.

Hajnal, G. "Cultural Determinants of New Public Management Reforms: A Comparative Study." *Society and Economy* 26, no. 2-3 (2004): 223-46.

Held, D. "The Relevance of Privatization to Developing Economies." *Public Administration and Development* 10, no. 1 (1990)

Borins, S. "Public Management Innovation in Economically Advanced and Developing Countries." *International Review of Administrative Sciences* 67 (2001): 715-31.

Manning, N. "The Legacy of the New Public Management in Developing Countries." *International Review of Administrative Sciences* 67 (2001): 297-312.

Brinkerhoff, Derick W. "Developing Capacity in Fragile States." *Public Administration and Development* (2009).

Manning, N. "The Legacy of the New Public Management in Developing Countries." *International Review of Administrative Sciences* 67 (2001): 297-312.

Thomas, J. W., and M. S. Grindle. "After the Decision: Implementing Policy Reforms in Developing Countries." *World Development* 18, no. 8 (1990): 1163-81.

Week VIII - Public Value Management (SF)

Required Readings:

Moore, Mark H. *Creating Public Value: Strategic Management in Government*. Cambridge: Harvard University Press, 1995.

Brinkerhoff, Derick W. and Crosby, Benjamin *Managing Policy Reform: Concepts and Tools for Decision-Makers in Developing and Transitioning Countries*. Kumarian Press. 2002

Recommended Readings:

Sparrow, M. *The Regulatory Craft: The Art of Managerial Problem Solving*, Harvard University Press. 2005

Supplementary Reading on Background Issues:

Denhardt, Robert B., and Janet Vinzant Denhardt. "The New Public Service: Serving Rather Than Steering." *Public Administration Review* 60, no. 6 (2000): 549-59

Wu, Xun, and Jingwei He. "Paradigm Shift in Public Administration: Implications for Teaching in Professional Training Programs." *Public Administration Review*, no. Special Issue (2009): S21-S28.

Bozeman, Barry. "Public-Value Failure: When Efficient Markets May Not Do." *Public Administration Review* 62, no. 2 (2002): 145-61.

Moore, Mark H. "Public Value as the Focus of Strategy." *Australian Journal of Public Administration* 53, no. 3 (1994): 296-303.

O'Flynn, Janine. "From New Public Management to Public Value: Paradigmatic Change and Managerial Implications." *Australian Journal of Public Administration* 66, no. 3 (2007): 353-66.

Osborne, Stephen P. "The New Public Governance?" *Public Management Review* 8, no. 3 (2006): 377-87.

- Smith, RFI. "Focusing on Public Value: Something New and Something Old." *Australian Journal of Public Administration* 63, no. 4 (2004): 68-79.
- Smith, RFI, Eve Anderson, and Julian Teicher. "Toward Public Value?" *Australian Journal of Public Administration* 63, no. 4 (2004): 14-15.

Week IX – Network Management (SF)

Required Readings:

- Goldsmith, S. and Eggers W. *Governing by network: the new shape of the public sector*. Brookings. 2004
- Bogdanor, Vernon (ed) *Joined Up Government*. Oxford University Press, 2005.

Recommended Readings:

- Radin, B. *Challenging the performance movement: Accountability, Complexity and Public Values*. 2006
- Dunleavy P, Margetts H, Bastow S, Tinkler J. New Public Management is dead – Long live Digital-Era Governance. *Journal of Public Administration Research and Theory* 16:467-494; 2005
- Chapters 1-5 in Klitgaard, R. & Light, P. *High-performance government: Structure, leadership, incentives* (Rand) 2005

Supplementary Reading on Background Issues:

- Kickert, W. J. M., and J. F. M. Koppenjan. "Public Management and Network Management: An Overview." In *Managing Complex Networks: Strategies for the Public Sector*, edited by W. J. M. Kickert, E. -H Klijn and J. F. M. Koppenjan, 35-61. London: Sage, 1997.
- Provan, Keith G., and Patrick Kenis. "Modes of Network Governance: Structure, Management, and Effectiveness." *Journal of Public Administration Research and Theory* 18 (2007): 229-52.
- deLeon, Peter, and Daniella M. Varda. "Toward a Theory of Collaborative Policy Networks: Identifying Structural Tendencies." *Policy Studies Journal* 37, no. 1 (2009): 59-74.
- Agranoff, R. "Inside Collaborative Networks: Ten Lessons for Public Managers." *Public administration review* 60, no. S1 (2006): 56-65.
- Agranoff, R., and M. McGuire. "Managing in Network Settings." *Policy Studies Review* 16, no. 1 (1999): 18-41.
- Mandell, M. P. "A Revised Look at Management in Network Structures." *International Journal of Organizational Theory and Behavior*. 3, no. 1/2 (2000): 185-210.
- Brovaird, T. "Public Governance: Balancing Stakeholder Power in a Network Society." *International Review of Administrative Sciences* 71, no. 2 (2005): 217-28.
- Vigoda, E. "From Responsiveness to Collaboration: Governance, Citizens, and the Next Generation of Public Administration." *Public administration review* 62, no. 5 (2002): 527-40.
- Kakabadse, Nada K., and Andrew Kakabadse. "Developing Reflexive Practitioners through Collaborative Inquiry: A Case Study of the UK Civil Service." *International Review of Administrative Sciences* 69, no. 3 (2003): 365-83.
- Hansen, J. "Operationalizing the Public in Participatory Technology Assessment: A Framework for Comparison Applied to Three Cases." *Science and Public Policy* 33, no. 8 (2006): 571-84.
- Heikkila, T., and A. K. Gerlak. "The Formation of Large-Scale Collaborative Resource Management Institutions: Clarifying the Roles of Stakeholders, Science, and Institutions." *Policy Studies Journal* 33, no. 4 (2005): 583-612.

Part V - Conclusion

Week X - From Government to Governance Revisited (MH)

Required Readings:

- Treib, Olivier, Holger Bahr, and Gerda Falkner. "Modes of Governance: Towards a Conceptual Clarification." *Journal of European Public Policy* 14, no. 1 (2007): 1-20.
- Esmark, Anders. "The Functional Differentiation of Governance: Public Governance Beyond Hierarchy, Market and Networks." *Public Administration* 87, no. 2 (2009): 351-70.
- Jordan, A., R. K. W. Wurzel, and A. Zito. "The Rise of 'New' Policy Instruments in Comparative Perspective: Has Governance Eclipsed Government?" *Political Studies* 53 (2005): 477-96.

Recommended Readings:

- Hill, C. J., and L. E. Lynn. "Is Hierarchical Governance in Decline? Evidence from Empirical Research." *Journal of Public Administration Research and Theory* 15, no. 2 (2004): 173-95.
- Klijn, Erik-Hans. "Governance and Governance Networks in Europe: An Assessment of Ten Years of Research on the Theme." *Public Management Review* 10, no. 4 (2008): 505-25.
- Smismans, Stijn. "New Modes of Governance and the Participatory Myth." *West European Politics* 31, no. 5 (2008): 874-95.

Supplementary Reading on Background Issues:

- Goetz, Klaus H. "Governance as a Path to Government." *West European Politics* 31, no. 1-2 (2008): 258-79.
- Greenaway, John, Brian Salter, and Stella Hart. "How Policy Networks Can Damage Democratic Health: A Case Study in the Government of Governance." *Public Administration* 85, no. 3 (2007): 717-38.
- Howlett, Michael, Jeremy Rayner, and Chris Tollefson. "From Government to Governance in Forest Planning? Lesson from the Case of the British Columbia Great Bear Rainforest Initiative." *Forest Policy and Economics* 11 (2009): 383-91.
- Lehmkuhl, Dirk. "On Government, Governance and Judicial Review: The Case of European Competition Policy." *Journal of Public Policy* 28, no. 1 (2008): 139-59.
- Vries, Michiel S. de. "The Changing Functions of Laws and Its Implication for Government and Governance." *International Review of Administrative Sciences* 68, no. 4 (2002): 599-618.
- Klijn, Erik-Hans, and Chris Skelcher. "Democracy and Governance Networks: Compatible or Not?" *Public Administration* 85, no. 3 (2007): 587-608.
- Weiss, L. "Globalization and National Governance: Autonomy or Interdependence." *Review of International Studies* 25, no. supplement (1999): 59-88.
- Smismans, Stijn. "New Modes of Governance and the Participatory Myth." *West European Politics* 31, no. 5 (2008): 874-95.
- Tenbenschel, T. "Multiple Modes of Governance: Disentangling the Alternatives to Hierarchies and Markets." *Public Management Review* 7, no. 2 (2005): 267-88.
- Bovaird, Tony, and Elke Löffler. "Evaluating the Quality of Public Governance: Indicators, Models and Methodologies." *International Review of Administrative Sciences* 69, no. 3 (2003): 313-28.
- O'Flynn, Janine. "The Cult of Collaboration in Public Policy." *Australian Journal of Public Administration* 68, no. 1 (2009): 112-16.
- Hendricks, Carolyn M., and Lyn Carson. "Can the Market Help the Forum? Negotiating the Commercialization of Deliberative Democracy." *Policy Sciences* 41 (2008): 293-313.

Part VI - Draft Research Paper Presentations

Week XI – Paper Presentations (MH/SF)

Week XII – Paper Presentations (MH/SF)

Week XIII – Paper Presentations (MH/SF)

‘Week XIV’ *** PAPERS DUE ***