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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Bukit Timah Campus

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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:

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 the week’s 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”

Recommended Reading:
- Kjaer ch 1, “Introduction: The Meanings of Governance”

Supplementary Reading on Background Issues:
- Bevir, M., R. A. W. Rhodes, and P. Weller. "Comparative Governance: Prospects and

Part II - Traditional Public Administration: Origins and Issues

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

Required Readings:

Recommended Readings:
Gulick, L. et al. (eds.) (1937) Papers on the science of administration. Columbia University

Supplementary Reading on Background Issues:
Week III - Traditional Public Administration: Ongoing Issues (MH)

**Required Readings:**

**Recommended Readings:**

**Supplementary Reading on Background Issues:**

Part III - New Public Management: Origins and Issues

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

**Required Readings:**

**Recommended Readings:**

**Supplementary Reading on Background Issues:**


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

*Required Readings:*


*Recommended Readings:*


*Supplementary Reading on Background Issues:*


### Part IV - Post New Public Management: Trends and Directions

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

*Required Readings:*


Recommended Readings:


Background/Issues:


Week VII - Development Management (SF)

Required Readings:


Recommended Readings:


Supplementary Reading on Background Issues:


Week VIII - Public Value Management (SF)

Required Readings:


Recommended Readings:


Supplementary Reading on Background Issues:


**Week IX – Network Management (SF)**

*Required Readings:*


*Recommended Readings:*

Radin, B. *Challenging the performance movement: Accountability, Complexity and Public Values.* 2006


Chapters 1-5 in Klitgaard, R. & Light, P. *High-performance government: Structure, leadership, incentives* (Rand) 2005

*Supplementary Reading on Background Issues:*


Part V - Conclusion

Week X - From Government to Governance Revisited (MH)

Required Readings:

Recommended Readings:

Supplementary Reading on Background Issues:
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 ***