

Introduction to Public Management

Naomi Aoki

Overview

This course aims to introduce selected topics of public management research and reform discourse. It is designed to serve students who aspire to work for a public organization or to become informed citizens who can critically assess the functioning of their government organizations. The class format combines lectures and discussions. The lectures cover theories and empirical research findings, as well as real-world examples, and the treatment of topics is comparative and international in scope; this approach helps students to look at their own countries from an outside perspective and to see their distinctiveness. It also helps students to see trade-offs involved in different approaches to public management, which can differ substantially at the international level. Discussions are based on cases and questions prepared by the instructor. Through class discussions, the course aims to harness the diversity among classmates, who come from different political, cultural, and administrative backgrounds, and maximize mutual learning for all.

Course Outline and Readings

Readings marked with a black bullet (●) are required journal articles and book chapters. Readings marked with a white bullet (○) are recommended readings.

INTRODUCTION

Week 1 [What is public management?](#)

- Moore, M. H. (2000). Managing for value: Organizational strategy in for-profit, nonprofit, and governmental organizations. *Nonprofit and Voluntary Sector Quarterly*, 29, 183-204.
- Rosenbloom, D. H. (1983). Public administrative theory and the separation of powers. *The American Review of Public Administration*, 43(4), 381-396.

PART I: MANAGING AND LEADING PEOPLE IN THE PUBLIC SECTOR

Week 2 [What does it take to manage people in the public sector?](#)

- Alam, M. R., & Kijima, Y. (2020). Can a higher wage attract better quality applicants without deteriorating public service motivation? Evidence from the Bangladesh civil service. *International Journal of Public Administration*. Published online.
- Maslow, A. H. (1943). A theory of human motivation. Available in J. M. Shafritz & A. C. Hyde (Eds.), *Public administration: Classic readings, international edition* (7th ed.). Belmont, CA: Wadsworth/Thomson Learning.
- McGregor, D. M. (1957). The human side of enterprise. Available in J. M. Shafritz & A. C. Hyde (Eds.), *Public administration: Classic readings, international edition* (7th ed.). Belmont, CA: Wadsworth/Thomson Learning.
- Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 363-373.
- Taylor, F. (1911). *The principles of scientific management*. Norwood, MA, United States: Plimpton Press.

Case: Ashraf, N., & Kindred, N. (2014). *Community health workers in Zambia: Incentive design and management*. Harvard Business School case available from Harvard Business Publishing (HBP).

Week 3 [Saving the morale of civil servants at the time of crisis.](#)

- Aoki, N. (2013). Class Discussion Materials (No. 1 and 2).
- Blackman, D. A., Buick, F., O'Flynn, J., O'Donnell, M., & West, D. (2019). Managing expectations to create high performance government. *Review of Public Personnel Administration*, 39(2), 185-208.

Case: Wong, G., & Ho, M. (2002). *Civil service pay in Hong Kong: Policies, system, structure and reform*. University of Hong Kong case available from HBP.

Week 4 [Ethics and values: Dilemma of “good” public administrators in a democratic state.](#)

- Levitan, D. M. (1946). The responsibility of administrative officials in a democratic society. *Political Science Quarterly*, 61(4), 562-598.
- Thompson, D. F. (1985). The possibility of administrative ethics. *Public Administration Review*, 45(5), 555-561.
- Kernaghan, K. (2003). Integrating values into public service: The values statement as centerpiece. *Public Administration Review*, 63(6), 711-719.
- O'Leary, R. (2010). Guerrilla employees: Should managers nurture, tolerate, or terminate them? *Public Administration Review*, 70(1), 8-19.
- Romzek, B. S., & Dubnick, M. J. (1998). Accountability. In J. M. Shafritz (Ed.), *International encyclopedia of public policy and administration (vol. 1: A-C)* (pp. 6-11). Boulder, CO: Westview Press.

Case: Winston, K. (2001). *The good commissioner*. Kennedy School of Government case available from HBP.

Week 5

Uncovering leadership in public administration.

- Fairholm, M. R. (2004). Different perspectives on the practice of leadership. *Public Administration Review*, 64(5), 577-590.
- Westwood, R. I. (1997). Harmony and patriarchy: The cultural basis for “paternalistic headship” among the overseas Chinese. *Organization Studies*, 18, 445-480.

There is no case to read for this session. Come to the class to briefly share (i) a story of a leader you admire and (ii) your own theory of what it takes to be a good leader.

Week 6

Leading and managing organizational change.

- Behn, R. D. (1995). Creating an innovative organization: Ten hints for involving frontline workers. *State & Local Government Review*, 27(3), 221-234.
- Fernandez, S., & Rainey, H. G. (2006). Managing successful organizational change in the public sector. *Public Administration Review*, 66(2), 168-176.

Case: Hallowell, R., Knoop, C., & Neo, B. S. (2001). *Transforming Singapore's public libraries*. Harvard Business School case available from HBP.

PART II: GETTING GOVERNANCE RIGHT

Week 7 [A market-oriented government – pros and cons.](#)

- Hood, C. (1991). A public management for all seasons? *Public Administration*, 69(Spring), 3-19.
- Pollitt, C. (2001). Clarifying convergence. Striking similarities and durable differences in public management reform. *Public Management Review*, 3(4), 471-492.
- Aoki, N. (2019). After all these years, what has happened to the international prevalence of NPM-inspired managerial practices? *International Journal of Public Sector Management*, 32(4), 403-417.
- Kane, J., & Patapan, H. (2006). In search of prudence: The hidden problem of managerial reform. *Public Administration Review*, 66(5), 711-24.
- Pollitt, C. (2016). Managerialism redux? *Financial Accountability & Management*, 32(4), 0267-442.

There is no case for you to read, but think of your answer to the following question before coming to class: *Should your country promote or abandon its market-oriented approach in its public education?*

Week 8 [Consequences of decentralization.](#)

- Fredriksson, M., & Winblad, U. (2008). Consequences of a decentralized healthcare governance model: Measuring regional authority support for patient choice in Sweden. *Social Science & Medicine*, 67(2), 271-279.
- Prud'homme, R. (1995). The dangers of decentralization. *The World Bank Research Observer*, 10(2), 201-220.

Case: Arnquist, S., Ellner, A., & Weintraub, R. (2011). *HIV/AIDS in Brazil: Delivering prevention in a decentralized health system*. Harvard Medical School case available from HBP.

Week 9 [Alternative models of governance.](#)

- Haque, M. S. (2001). The diminishing publicness of public service under the current mode of governance. *Public Administration Review*, 61(1), 65-82.
- Provan, K. G., & Kenis, P. (2007). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory*, 18, 229-252.
- Vigoda, E. (2002). From responsiveness to collaboration: Governance, citizens, and the next generation of public administration. *Public Administration Review*, 62(5), 528-540.

There is no case for you to read, but think of real-world examples of the network governance forms discussed in Provan and Kenis (2007) to share them in class.

Week 10 [Open innovation and design thinking in the public sector.](#)

- McGann, M. Blomkamp, E., & Lewis, J. M. (2018). The rise of public sector innovation labs: Experiments in design thinking for policy. *Policy Science*, 51, 249-267.
- Mergel, I. (2018). Open innovation in the public sector: Drivers and barriers for the adoption of Challenge.gov. *Public Management Review*, 20(5), 726-745.
- Yuan, E. J., Hsu, C., Lee, W., Chen, T., Chou, L., & Hwang, S. (2020). Where to buy face masks? Survey of applications using Taiwan's open data in the time of coronavirus disease 2019. *Journal of the Chinese Medical Association*, 83(6), 557-560.
- Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. *Industrial Marketing Management*, 88, 410-413.

Case: Lakhani, K. R., Austin, R. D., & Yi, Y. (2019). *Data.gov*. Harvard Business School case available from HBP.

Week 11 [Governance that can save lives in times of crisis.](#)

- Aoki, N. (2016). Adaptive governance for resilience in the wake of the 2011 Great East Japan Earthquake and Tsunami. *Habitat International*, 52, 20-25.

- Djalante, R., Holley, C., & Thomalla, F. (2011). Adaptive governance and managing resilience to natural hazards. *International Journal of Disaster Risk Science*, 2(4), 1-14.
- Aoki, N. (2017). Who would be willing to lend their public servants to disaster-impacted local governments? An empirical investigation into public attitudes in post-3.11 Japan. *International Journal of Disaster Risk Reduction*, 24, 499-506.
- Aoki, N. (2018). Inter-municipal manpower aid in disaster management in Japan. In A. Farazmand (Ed.), *Global encyclopedia of public administration, public policy, and governance*. Springer International Publishing AG.

Case by the instructor: *Mobilizing manpower to save municipalities ravaged by the 3.11 tsunami*. (Case to be presented in class by the instructor; there is no reading assigned for this particular case.)

Week 12 [Technologies and public management.](#)

- Beaunoyer, E., Dupéré, S., & Guitton, M. (2020). COVID-19 and digital inequalities: Reciprocal impacts and mitigation strategies. *Computers in Human Behavior*, 111, 106424.
- Wenger, J. B., & Wilkins, V. M. (2009). At the discretion of rogue agents: How automation improves women's outcomes in unemployment insurance. *Journal of Public Administration Research and Theory*, 19(2), 313–333.
- Busch, P. A., & Henriksen, H. Z. (2018). Digital discretion: A systematic literature review of ICT and street-level discretion. *Information Polity*, 23(1), 3–28.
- Aoki, N. (2020a). An experimental study of public trust in AI chatbots in the public sector. *Government Information Quarterly*, 37(4), 101490.

The topic for discussion will be announced near the date of the session.

CONCLUSION

Week 13 [Overview of the course and wrap-up discussions.](#)

This session is reserved for addressing course-related questions that you may want to discuss with the class.