

## **ADVANCED PUBLIC MANAGEMENT**

Department of Social and Political Sciences

Fall Semester 2019

Via Röntgen Building 1e4sr01 and 3d3sr01

8:45–17:45, 9,13,16 September 2019

Professor Tony Bertelli ([anthony.bertelli@unibocconi.it](mailto:anthony.bertelli@unibocconi.it))

### **COURSE DESCRIPTION**

Taking a comparative focus, this seminar confronts two fundamental problems of public administration in democracies. The principal structural problem demands a means of situating policy-producing organizations into a configuration of political institutions. These structural solutions influence the fundamental behavioral problem of democratic public administration: how the managers of these organizations use their discretionary authority in ways that are both representative of public wants and effective in some pragmatic sense. This year, the seminar will focus on the democratic value tradeoffs implicit in different governance structures.

### **PREREQUISITES**

Completion of at least one course covering linear statistical modeling and working knowledge of a statistical software package such as Stata or R.

### **READING MATERIALS**

All readings will be available electronically via [dropbox](#).

### **EVALUATION**

Evaluation is based on class participation and presentations of readings (30%) and (70%) on a research paper of no more than 9000 words (excluding tables and figures, but including references). The format must be that of a paper submitted for publication, so it should be a polished piece of writing. Guidance in writing professional papers is available from [Barry Weingast](#), [John Cochrane](#) and from the instructor in class and office hours. Students who do not attend lectures will be evaluated fully (100%) on the research paper.

In the paper, you will develop a quantitative strategy for testing an argument about the relationship between one or more governance structures and one of the democratic values we discuss in the course. Below are links to some data sources that may be useful in preparing your paper. The topic of your paper must be approved by the instructor in advance.

### **Political Institutions**

[Database of Political Institutions](#) (Broad country coverage)

[Bormann and Golder](#) (Electoral Systems)

[Seki and Williams](#) (Ministers, Governments)

[Döring and Manow](#) (Parliaments and Governments, OECD)

## **Administrative Attitudes and Structures**

[Quality of Government Institute](#) (Many things)

[COCOPS](#) (Bureaucratic Attitudes)

[Teodoro and Pitcher](#) (Bureaucratic Independence)

[Honig](#) (Development Agency Project Performance)

[INCISE](#) (Civil Service)

[OECD's SHRM](#) (Personnel)

## **COURSE CALENDAR**

Please read all of the listed readings before each class session as they are essential to participation.

### **9 September – Representative Government**

In our first session, we will define public administration for our purposes by what it is not. We will then discuss important democratic values in politics, particularly those associated with the accountability relationship between the people and their political agents and the aggregation of societal aims. The session format will be lecture-discussion.

#### What is public administration and isn't?

- Dahl, Robert A. "The Science of Public Administration: Three Problems." *Public Administration Review*, 1947.
- Bertelli, Anthony M., and Laurence E. Lynn. 2003. "Managerial responsibility." *Public Administration Review* 63(3): 259-268.

#### Accountability values

- Manin, Przeworski and Stokes. 1999. "Elections and Representation" in Przeworski, Stokes and Manin, eds. *Democracy, Accountability and Representation*. New York, Cambridge University Press, pp. 29–54.
- Bertelli. 2016. "Who Are the Policy Workers and What Are They Doing?" *Public Performance Management Review* 40(2): 208-234.

#### Collectivist values

- List. 2011. "The Logical Space of Democracy" *Philosophy & Public Affairs* 39(3): 262-297.

- Christiano. 1996. *The Rule of the Many*. Boulder, CO: Westview Press, pp. 215-224.

#### Empirical studies to think about (recommended reading only)

- León, Sandra. 2011. "Who is responsible for what? Clarity of responsibilities in multilevel states: The case of Spain." *European Journal of Political Research* 50.1: 80-109.
- Van Ryzin, Gregg G. 2015. "Service quality, administrative process, and citizens' evaluation of local government in the US." *Public Management Review* 17(3): 425-442.

### **13 September – Basic governance structures**

In the second session, we consider those democratic values that are enhanced or obviated by four three governance structures. This session will be entirely based on your participation. I will assign one of these structures to students for formal (i.e., with slides or a handout) presentation to the group. Your presentation will (a) explain the governance structure and (b) argue which values are being traded off and why.

#### Controlled agency

- Hammond, Thomas H., and Paul A. Thomas. "The impossibility of a neutral hierarchy." *Journal of Law, Economics & Organization*, 1989.
- Fox, Justin, and Stuart V. Jordan. 2011. "Delegation and accountability." *The Journal of Politics* 73(3): 831-844.

#### Representative agency

- Fung, Archon. 2015. "Putting the Public Back into Governance: The Challenges of Citizen Participation and Its Future." 75(4): 513–522.
- Warren, Mark E. 2009. "Governance-driven democratization." *Critical Policy Studies*, 3(1): 3-13.

#### Managed agency

- Hood, C., 1995. "The 'new public management' in the 1980s: Variations on a theme." *Accounting, organizations and society*, 20(2-3): 93-109.
- Feldman, Martha S. and Anne M. Khademian. 2000. "Managing for inclusion: Balancing control and participation." *International Public Management Journal* 3(2):149-167.

## **20 November – More governance structures**

In our third session, we consider those democratic values that are enhanced or obviated by one basic and two hybrid governance structures. This session will be entirely based on your participation. I will assign one of these structures to students for formal (i.e., with slides or a handout) presentation to the group. Your presentation will (a) explain the governance structure and (b) argue which values are being traded off and why.

### Independent agency

- Sappington, David E.M., and Joseph E. Stiglitz. 1987. "Privatization, information and incentives." *Journal of Policy Analysis and Management* 6(4): 567-585.
- Verkuil, Paul R. 2006. "Public Law Limitations on Privatization of Government Functions." *84 North Carolina Law Review* 397.

### Collaborative governance

- Ansell, Christopher. 2011. *Pragmatist Democracy: Evolutionary Learning as Public Philosophy*. New York: Oxford University Press, ch. 9.
- Gersen, Jacob E., and Matthew C. Stephenson. 2014. "Over-Accountability" *6 Journal of Legal Analysis* 185.

### Quasi-governmental agency

- Overman, Sjors, and Sandra van Thiel. 2016. "Agencification and Public Sector Performance: A systematic comparison in 20 countries." *Public Management Review* 18(4): 611-635.
- Mortensen, Peter B. 2016. "Agencification and blame shifting: Evaluating a neglected side of public sector reforms." *Public Administration* 94(3): 630-646.

**TBD – Papers due via email to the instructor by 17.00**