

40345 ADVANCED TOPICS IN PUBLIC MANAGEMENT

Instructors

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Objective and Learning Outcomes

This course presents current discussions in public administration and public management research. It discusses what is “new” in public management: which innovations are currently debated and implemented, why and to which effect?

The first part addresses macro-level societal and paradigmatic changes such as global crises, new governance processes involving citizens and the rise of populism. How does the state and public administration react to these challenges? How far are their roles changing, and in which direction?

The second part examines the meso-level of civil servants, i.e. the professionals of governing, when faced with new challenges. What are the new dynamics that the body of civil servants and, consequently, the organizations they populate undergo nowadays? In particular, we will examine dynamics with respect to hybrid public-private organizations and hybrid public manager-professionals, the rise of big data and algorithms as a new forms of expertise, and of communication efforts between public administration and citizens.

The third part focuses on the micro-level and it addresses some key topics of public management research. Why do government innovate? How do they adopt innovation? What are the outcomes of innovation. We will also address the relationship between innovation, transparency and competitiveness as outcome of innovation.

At the end of the course, students should be able to understand current debates and discuss current research in public management. They should also understand the diversity and the multidisciplinary character of public management research.

Coursework and Grading

Coursework will be weighted as follows:

A. ***In class discussion*** – (10%) – Students will read in advance the suggested readings and be ready for discussion in class.

A. ***Class seminars*** – (40%) – In selected sessions (see syllabus), for every specific required

reading, one student will be responsible for giving a presentation and another student will act as discussant. The presenter will make his/her presentation available to the discussant at least 24 hours before the class. The discussant will then prepare his/her remarks.

B. Take-home assignment – (50%) –. Each student will prepare an essay of max 6 pages on an advanced topic in public management of his/her choice. The essay will need to review the literature on the topic (not necessarily limited to public administration/management research) and elaborate the main aspects that are still underexplored in this respect. After choosing the most relevant of these gaps, the student will suggest avenues of research able to fill that gap.

PART ONE – 3 sessions (Marlene Jugl)

Part one addresses macro-level questions, it focuses on recent societal and paradigmatic changes and the need to innovate the role of the state and public administration.

SESSION 1: CRISES, CHANGES AND INNOVATION

Please read in advance:

- Ansell, C., E. Sørensen, and J. Torfing (2020). The COVID-19 Pandemic as a Game Changer for Public Administration and Leadership? The Need for Robust Governance Responses to Turbulent Problems. *Public Management Review*, 1–12. <https://doi.org/10.1080/14719037.2020.1820272>
- Bach, T., and E. Ruffing (2018). The Transformative Effects of Transnational Administrative Coordination in the European Multi-Level System. In *The Palgrave Handbook of Public Administration and Management in Europe*, edited by E. Ongaro and S. Van Thiel, 747–63. Palgrave.

SESSION 2: GOVERNANCE AS A NEW ROLE FOR STATE AND CITIZENS

Please read in advance and prepare for in class seminar:

- Ansell, C., and A. Gash (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18:4, 543–571.
- <https://doi.org/10.1093/jopart/mum032>
- Hong, S., and C., B. Shine (2018). Citizen participation and the redistribution of public goods. *Public Administration*, 96: 481– 496. <https://doi.org/10.1111/padm.12521>

SESSION 3: PUBLIC ADMINISTRATION AND POPULISM

Please read in advance and prepare for in class seminar:

- Stoker, G. (2019). Can the governance paradigm survive the rise of populism? *Policy & Politics* 47:1 (2019): 3-18. <https://doi.org/10.1332/030557318X15333033030897>
- Bauer, M.W., and S. Becker (2020). Democratic Backsliding, Populism, and Public Administration. *Perspectives on Public Management and Governance*, 3:1, 2020, 19–31, <https://doi.org/10.1093/ppmgov/gvz026>
- Drápalová, E., and K. Wegrich (2020). Technocratic Populism and Subnational Governance. *Government and Opposition*, 1-21. <https://doi.org/10.1017/gov.2020.16>

PART TWO – 3 sessions (Amelia Compagni)

Part two extends the discussion by focusing on civil servants and the new dynamics that involve them at various levels of the public administration and that force them to innovate their role and practices

SESSION 4: CIVIL SERVANTS: INNOVATION AT THE INTERFACE WITH MANAGEMENT

*Please read in advance and prepare for **in class seminar**:*

- Lazzarini SG, S Pongeluppe LS, Nobuiuki C Ito, F de Medeiros Oliveira, A Ovanessoff (2020) Public Capacity, Plural Forms of Collaboration, and the Performance of Public Initiatives: A Configurational Approach. *Journal of Public Administration Research and Theory*, 30, 4, 579–595, <https://doi.org/10.1093/jopart/muaa007>
- Noordegraaf M. (2005) Hybrid professionalism and beyond: (New) Forms of public professionalism in changing organizational and societal contexts. *Journal of Professions and Organization*, 2, 187–206. <https://doi.org/10.1093/jpo/jov002>

SESSION 5: BIG DATA, ALGORITHMS AND NEW PRACTICES FOR CIVIL SERVANTS

Please read in advance:

- Fusi, F. (2020), When Local Governments Request Access to Data: Power and Coordination Mechanisms across Stakeholders. *Public Administration Review* (in press). <https://doi.org/10.1111/puar.13307>
- Faraj S., Pachidi S., K. Sayegh (2018) Working and Organizing in the Age of the Learning Algorithm. *Information and Organization*, 28, 1, 62-70. <https://doi.org/10.1016/j.infoandorg.2018.02.005>
- Janssen M., and G. Kuk (2016) The challenges and limits of big data algorithms in technocratic governance. *Government Information Quarterly*, 33, 3, 371-377. <https://doi.org/10.1016/j.giq.2016.08.011>
- Additional reading: Pollitt C (2011) Mainstreaming Technological Change in the Study of Public Management. *Public Policy and Administration* 26, 4: 377-397.

SESSION 6: PUBLIC ADMINISTRATION'S COMMUNICATION STRATEGIES AND REPUTATION

*Please read in advance and prepare for **in class seminar**:*

- Starke, A.M., Jr. (2020), Poverty, Policy, and Federal Administrative Discourse: Are Bureaucrats Speaking Equitable Antipoverty Policy Designs into Existence?. *Public Administration Review*. (in press) <https://doi.org/10.1111/puar.13191>
- Harmon DJ. When the Fed Speaks: Arguments, Emotions, and the Microfoundations of Institutions. *Administrative Science Quarterly*. 2019;64(3):542-575. doi:[10.1177/0001839218777475](https://doi.org/10.1177/0001839218777475)
- Carpenter, D.P. and Krause, G.A. (2012), Reputation and Public Administration. *Public Administration Review*, 72: 26-32. <https://doi.org/10.1111/j.1540-6210.2011.02506.x>

PART THREE – 6 sessions (Greta Nasi)

Part three focuses on advanced topics for understanding innovation, competitiveness and transparency in the public sector

SESSION 7-8: THE ADOPTION OF INNOVATION

Please read in advance:

- Walker, R. M., Chandra, Y., Zhang, J., & van Witteloostuijn, A. (2019). Topic Modeling the Research-Practice Gap in Public Administration. *Public Administration Review*, 79, 6, 931-937. <https://doi.org/10.1111/puar.13095>
- De Vries, H., Bekkers, V., Tummers, L. (2015) Innovation in the public sector: a systematic review and future research agenda. *Public Administration*, 94, 1, 146–16 <https://doi.org/10.1111/padm.12209>
- Walker, R.M. (2008) An empirical evaluation of innovation types and organizational and environmental characteristics: Towards a configuration framework, *Journal of Public Administration Research and Theory* Walker, R. M. (2008), 18,4, 591-615. <https://doi.org/10.1093/jopart/mum026>

SESSION 9-10: COMPETITIVENESS AS OUTCOME OF INNOVATION

Please read in advance and prepare for in class seminar:

- Im, T. and Choi. (2016). Rethinking national competitiveness: a critical assessment of government composting measures, *Social Indicators Research*, online published, <https://doi/10.1007/s11205-016-1494-z>
- Greasley, S., P. John, and H. Wolman (2011) Does government performance matter? The effects of local government on urban outcomes in England. *Urban Studies*, 48, 9, 1835-1851. <https://doi.org/10.1177/0042098010380955>

SESSION 11-12: TRANSPARENCY AND INNOVATION

- *Please read in advance and prepare for in class seminar:*

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- Grimmelikhuijsen, S. G., & Meijer, A. J. (2012). The effects of transparency on the perceived trustworthiness of a government organization: Evidence from an online experiment. *Journal of Public Administration Research and Theory* , 24, 1, 137-157. <https://doi/10.1093/jopart/mus048>
- Cucciniello, M., Porumbescu, G. A., & Grimmelikhuijsen, S. (2017). 25 Years of Transparency Research: Evidence and Future Directions. *Public Administration Review*, 77, 1, 32-44. <https://doi.org/10.1111/puar.12685>

Course wrap up.