

PSPA571 syllabus
Public Management in a Globalized Environment
Professor: Kurt Thurmaier.
Office Hours by Appointment [very flexible].
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Saturdays, 9AM-5 PM, six meetings.
Sept 8, 29; Oct 13; Nov 3, 17; Dec 1
(One hour lunch breaks.)
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PURPOSE: This course seeks to help students (and the professor) to think about four questions.

1. How are different governments structured to address variations in purpose of government?
2. How does globalization affect structure and purpose of governments?
3. What administrative reforms are being used to respond to globalization? What success?
4. What are the implications for American public managers?

These questions are neither purely political nor purely economic questions. Rather, they concern both political and economic issues. There are often diverse goals--which are frequently ambiguous and multi-faceted. There is a large role for public bureaucracy in these global transformations, and there is a risk that all these factors permit the public bureaucracy to exploit the opportunity to shirk control and avoid reform. So there are issues of control. But there is also an opportunity for the bureaucracy to play a role that encourages measured transformation in an era of high political volatility and rapid economic transformation. We shall seek to identify the alternative paths in the nations we study.

Each student will be responsible for selecting a nation (not the US) to follow throughout the semester as a case study. As we tackle different issues of development and management, we will rely on each member to report how the issue impacts their case study. The final paper requires students to assume the position of an economic or political advisor in that state's administration and lay out the important problems found in their country and what needs to be done to fix those problems. The final class sessions will serve as a forum where students must present their country and issues. The presentations will be organized into regional summits to address the issues presented in the papers.

This course is designed to improve your management skills and knowledge areas in the following ways:

Oral Communication	Discussion of country issues & readings in class, paper presentations.
Written Communication	Topic Papers, Final Paper, Blackboard postings
Analytical Thinking	Final papers, class discussion.
Comparative and International Public Administration	Reading, writing, and discussing required books and articles

READINGS: There is a vast literature encompassing comparative administration, development administration, and public management reforms. I have tried to select some important materials to start our search for answers, but much work remains to be done. This is particularly true of the African, CEE and NIS states, for which there is not enough rigorous academic analysis, lots of economic theories and pontifications, and little public administration literature about the transformation of the bureaucracy. Consequently, much of the work for these states will need to use on-line resources such as the world wide web and discussion lists. Current periodicals and newspapers will also be important. However, in all cases, articles from scholarly journals receive the highest value in the grade for each paper.

Reading assignments must be completed prior to the date on which they are assigned! If ideas are unclear, we the discussion in class will clarify when possible, and leave us with more questions than answers if not.

FYI: You cannot read all of the assigned books in the same way. The Bomberg & Stubb book is more detailed and more like a textbook; skim it for the main points and do not get bogged down with all the acronyms. The Desoto book is also full of details; gloss over the details and focus on the main argument. The other books can be read more like novels; read for the message and follow the arguments.

Required Books:

Bomberg, Elizabeth and Alexander Stubb, eds. The European Union: How Does it Work? Oxford Press
 Desoto, Hernando. 1989. The Other Path: The Invisible Revolution in the Third World. HarperCollins.
 Fisher, Julie. 2003. Nongovernments: NGOs & the Political Development of the Third World. Kumarian Press.
 Held, David and Anthony McGrew. 2002. Globalization/Anti-Globalization. Polity Press.
 Peters, B. Guy. 2002. The Future of Governing, 2nd Ed, Revised. University Press of Kansas.
 Slaughter, Anne-Marie. 2003. A New World Order. Princeton U Press.

GRADING: Class attendance and participation is crucial to our success. There is a large literature in this area, and to help us more easily digest some of the work, each student will be responsible for taking one or more of the books (or a set of articles) on the recommended reading list and summarizing it for the group as a whole. (See Topic Paper Requirements.) Students must write two topic papers. Each report will account for 25% of your grade. The research paper on your country case study will account for 40% of the final grade. The paper (10-15 pages, double-spaced, 10 pt minimum) should be titled “The Prospects for Public Management Reform in _____” and argue how the issues we have studied during the semester, including the first three leading questions above, affect your country. The remaining 10% will be based on your group presentation; all group members receive the same grade for the presentation.

The Blackboard discussion board is available for you to post ideas and questions to each other between Saturday sessions. Postings should be shorter rather than longer, focusing on a single idea. If you have multiple ideas or questions, post each separately so that the discussion string can focus on a single idea. High quality postings on Blackboard earn extra credit toward the final grade. Students who post original ideas a minimum of five times will be eligible for a 0.10 addition to their final grade; such extra credit is conditional on my assessment of the overall quality of the postings. A trivial snippet will not be considered as a bonafide posting.

Course Component	Each	Total
Topic Papers	25%	50%
County Case Analyses	40%	40%
Group Analysis and Presentation	10%	10%
Bbd class discussion (min. of 5)	<i>extra credit</i>	10%
	Maximum	110%

STUDENTS WITH DISABILITIES: "Under Section 504 of the Rehabilitation Act of 1973, NIU is committed to making reasonable accommodations for persons with documented disabilities. Those students with disabilities that may have some impact on their coursework and for which they may require accommodations should notify the Center for Access-Ability Resources (CAAR) on the fourth floor of the Health Services Building. CAAR will assist students in making appropriate accommodations with course instructors. It is important that CAAR and instructors be informed of disability-related needs during the first two weeks of the semester."

TENTATIVE CLASS SCHEDULE: Includes one hour lunch break.
 (Subject to change at professor's discretion)

Day	Topic	Assignment
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September 8

SESSION 1. NONGOVERNMENTAL ORGANIZATIONS

AM [1] Introduction of seminar members, introduction of course, identification of major issues.
 [2] Scope and role of NGOs in developing nations.

Assignment:
 Julia Fisher (all), Frederickson #4, Haruna

PM **GUEST DISCUSSION LEADER: Fr. Leo Kazeri, Director, UMABU NGO, Tanzania**
 Fr. Kazeri will discuss the creation and activities of UMABU as a development NGO in a rural area of Tanzania near Lake Victoria. The afternoon discussion will compare and contrast the theses of Fisher with the experience of UMABU in Tanzania.
 Assignment: Country story: What is the role of NGOs in your country?

September 29

SESSION 2. GLOBALIZATION & GLOBAL NETWORKS

AM Friedman webcast (Blackboard)

Definition of Globalization
 Affects on governments

Assignment:
 Held and McGrew (all), Basu
Recommended Reading: Friedman (all)
 Find a story from your country related to globalization

PM Nature of networks, vertical & horizontal

Slaughter (Introduction, Chapters 1-3)
 Andrews (2004): Tax Breaks & WTO
 Country story: networks affecting your country

How networks work.

Slaughter (preface, Chapters 4-Conclusion)
 Country story: networks affecting your country

October 13

SESSION 3. COMPARATIVE GOVERNMENT REFORMS

AM Types of reforms

Assignment:
 Peters: Prefaces, Ch 1-5, Hambleton and Sweeting.
 Country story: reforms affecting your country

PM Continuous Changes

Peters (Chapters 6-7, 9), Hood & Peters, Kettl (4-5).
 Landler (2004): The Hartz Commission
 Country story: reforms affecting your country

REVIEW PAPER #1 DUE: Post to Blackboard **TOPIC: Comparative government reforms**
 (Students will give short presentations of their papers, as time allows.)

November 3

SESSION 4. THE EUROPEAN UNION

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| AM | History and Institutional Structures

Country story: regional memberships of your country | <u>Assignment:</u>
Bomberg&Stubb, preface, Chs 1-5;
Frederickson #8, Goetz |
| PM | Policies and Policy-making
Country story: regulatory/judicial structure | Bomberg&Stubb, Chapters 6-8 |
| PM | Current Issues & Trends

Country story: regional relationships of your country | Bomberg&Stubb, Chs 9-11, Frederickson #2,
Kassim |

November 17

SESSION 5 DECENTRALIZATION & DEVELOPING NATIONS

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| AM | Decentralization (definitions)
History and Lessons Central-Local Relations
Functional Assignments for government levels | <u>Assignment:</u>
Hambleton and Sweeting, Thurmaier (2003, 1994)
Lindaman & Thurmaier, Kwon
Thurmaier & Swianiwicz
Country story: decentralization structure |
| PM | Developing Nations: A Closer Look
Regulatory frameworks and development paths | De Soto (all), Remmer, Peters (Chapter 8).
Slaughter (relevant sections)
Country story: your country's development path |

REVIEW PAPER #2 DUE: Post to Blackboard
(Students will give short presentations of their papers, as time allows.)

TOPIC: Central-local relations, decentralization

December 1

SESSION 6. PRESENTATIONS.

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| Prospects For 2010
Group and Country presentations | <u>Assignment:</u>
All final papers due at 8AM.
All students required to attend presentations. |
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Group Reports

Based on your individual country selections, I will assign you to a regional or political group for the final presentations. The purpose of the group is to foster “international” dialogue about common issues and problems faced by your countries. Each group must develop a final presentation that outlines the issues and problems and suggestions for future action to resolve them. The presentation must involve each member of the group. I will create group bulletin boards on the Blackboard course page to facilitate group discussions between classroom and distance student members, and between class sessions.

The group presentation will be graded based on the quality of the oral presentations (professionalism, clarity of speaking) and the substance of the presentation (clarity of issues and problems and feasibility and innovativeness of suggested actions).

TOPIC PAPER REQUIREMENTS

Objectives:

The objectives of the topic papers are two-fold. First, there is a wide range of literature about comparative and international administration and it is impossible to cover even a substantial part of it in one course. Hence, we can add to the collective knowledge of the group by dividing the workload for additional reading and sharing that through topic papers that summarize the essential points of a book or several articles. Second, writing is an important skill that must be constantly developed and refined. This exercise compels you to write about a new topic area in a fashion different from traditional term papers or book reports.

Method: (Choose either method A or B for each topic paper).

(A) Book Selection

1. Choose one book from the recommended reading list or from the references list of any of the assigned books.
2. Get approval from me for your selection (via email or in class).
3. Write a five (5) page essay that states the thesis of the book; then compare and contrast it to the arguments of either a thesis statement you develop from class discussion, the book from which it is taken, or to one or more of the assigned books for the course. The paper must include discussion of the assigned questions for the topic paper, as noted below. (5 pages, double-spaced, 10 pt minimum)
4. The conclusion section should present the relevance of the book to for American public managers and persuade members of the course why they should read the book.

(B) Articles Selection

1. Choose eight (5) articles from the recommended reading list or from the references list of any of the assigned books.
2. Get approval from me for your selection (via email or in class).
3. Write a five (5) page essay that compares and contrast the arguments in the articles based on a thesis statement you develop from class discussion or one of the assigned books for the course. The paper must include discussion of the assigned questions for the topic paper, as noted below. (5 pages, double-spaced, 10 pt minimum)
4. The conclusion section should present the relevance of the book to for American public managers and persuade members of the course why they should read these articles.

Evaluation:

The grade for each essay will based on [1] the quality of the thesis statement (accuracy, conciseness, completeness), [2] the quality of the overall writing (clarity, conciseness, organization), and [3] the quality of the arguments presented in the essay. The paper must address the subject of the topic paper, as noted below.

PROOF your work by reading it aloud before you push the print (or send) button. I have a low tolerance for typos that spell-checkers do not catch, and for incomplete or run-on sentences. Be sure the references are cited properly and consistently throughout the essay. A list of references does not count toward the total five page limit. A style guide and online dictionary are included on the course web page. USE THEM.

TOPIC #1: Comparative government reforms Due: October 13, 2007

What are the reforms discussed in each book or set of articles? What evidence do the authors provide to support their arguments? What are the principal weaknesses of the arguments in your chosen book or articles? Is the book (or articles) relevant to American public managers and worth their reading it?

TOPIC#2: Central-local relations, decentralization Due: November 17, 2007

What forms of decentralization are discussed in each book or set of articles? What are the principal weaknesses of the decentralization arguments in your chosen book or articles? Is the decentralization discussed by the authors relevant to all countries, or only some? Explain. Is the book (or articles) relevant to American public managers and worth their reading it?

REQUIRED ARTICLES:

Andrews, Edmund L. 2004. "A Tax Bill, Full of Breaks, Passes Senate," *New York Times*, October 12, 2004. [see Blackboard]

Basu, Rekha. 2004. Outsourcing: "Both sides now: Advisers say it helps economy, but what about American workers?" *Des Moines Register* July 18, last accessed 25Aug04. [see Blackboard]

Frederickson, H. George. 2003. "Whither Europe: Will the European Union Survive?" The Second of Eight Letters from Oxford, *PA Times*, (November): 11. [see Blackboard]

Frederickson, H. George. 2004. "Shall We Quango?" The Fourth of Eight Letters from Oxford, *PA Times*, (January): 11. [see Blackboard]

Frederickson, H. George. 2004. "Whither Europe: Will the European Union Survive?" The Eighth of Eight Letters from Oxford, *PA Times*, (May): 11. [see Blackboard]

Goetz, Klaus H. 2003. "Executives in Comparative Context," in *Governing Europe*, eds. Jack Hayward and Anand Menon. Oxford: Oxford University Press.

Hambleton, Robin and David Sweeting, 2004. "US Style Leadership for English Local Government?" *Public Administration Review* 64(4): 474-88.

Haruna, Peter Fuseini. 2003. "Rethinking Political and Administrative Reforms in Africa," *PA Times*, (August): 9. [see Blackboard]

Hood, Christopher and Guy Peters, 2004. "The Middle Aging of New Public Management: Into the Age of Paradox?" *Journal of Public Administration Research and Theory* 14(3): 267-282.

Haruna, Peter Fuseini. 2003. "Rethinking Political and Administrative Reforms in Africa," *PA Times* (August): 9.

Kassim, Hussein. 2003. "The European Administration: Between Europeanization and Domestication," in *Governing Europe*, eds. Jack Hayward and Anand Menon. Oxford: Oxford University Press.

Kettl, Donald. 2000. "Reform as Governance," Chapter 4 in *Global Public Management Revolution: A Report on the Transformation of Governance*, Brookings, pp. 50-66.

Kettl, Donald. 2000. "Governance for the 21st Century," Chapter 5 in *Global Public Management Revolution: A Report on the Transformation of Governance*, Brookings, pp. 67-73.

Kwon, Osung. 2003. "The Effects of Fiscal Decentralization on Public Spending: The Korean Case," *Public Budgeting and Finance* 23(4): 1-20.

Landler, Mark. 2004. "The Heart of the Hartz Commission" *New York Times*, November 26, 2004. [see Blackboard]

Lindaman, Kara and Kurt Thurmaier. 2002. "Beyond Efficiency and Economy: An Examination of Basic Needs and Fiscal Decentralization" *Economic Development and Cultural Change*, 50(4): 915-34.

Remmer, Karen. 2004. "Does Foreign Aid Promote the Expansion of Government?" *American Journal of Political Science* 48(1): 77-92.

Thurmaier, Kurt. 2003. "The Role of Budget Reform in the Accountability of Polish and Ukrainian Local Governments," *International Public Management Journal* 6(1): 17-42.

Thurmaier, Kurt and Pawel Swianiewicz. 1996. "Decentralization in Poland: shifting primary education administration to local self-government," in Urban And Regional Management In Countries In Transition, Chatterji, B. and R. Domanski, eds. (Warsaw: PWN, 1996), pp. 251-266.

Thurmaier, Kurt. 1994. "The Evolution of Local Government Budgeting in Poland: From Accounting to Policy in a Leap and a Bound," *Public Budgeting and Finance* 14(4): 83-96.

RECOMMENDED READING (ELIGIBLE FOR TOPIC PAPERS):

Cohen, John M. 1999. Administrative decentralization : strategies for developing countries. JF60.C643.

Esman, Milton J. (Milton Jacob), 1991. Management dimensions of development : perspectives and strategies. JF60.E73.

Friedman, Thomas L. 2000. The Lexus and Olive Tree. Anchor Books.

Housing microfinance : a guide to practice, edited by Franck Daphnis and Bruce Ferguson. 2004. HG178.3H68.

Kettl, Don 2000. The Global Public Management Revolution: A Report on the Transformation of Governance. Brookings.

Knowledge shared : participatory evaluation in development cooperation, 1998. Edward T. Jackson and Yusuf Kassam, editors. H62.K627.

Lindenberg, Marc. 2001. Going global : transforming relief and development NGOs, Marc Lindenberg and Coralie Bryant. HV544.5L56.

Mertus, Julie. 2000. War's offensive on women : the humanitarian challenge in Bosnia, Kosovo, and Afghanistan, Julie A. Mertus ; with a case study on Afghanistan by Judy A. Benjamin. HV639.M47.

Nation-building unraveled? : aid, peace and justice in Afghanistan, edited by Antonio Donini, Norah Niland and Karin Wermester. 2004. DS371.4.N37.

Ndegwa, Stephen N. 1996. The two faces of civil society : NGOs and politics in Africa, Stephen N. Ndegwa. JQ1879.A15N33.

No, Chöng-hyön. 1993. Public administration and the Korean transformation : concepts, policies, and value conflicts. JQ1725.A1R6.

Patronage or partnership : local capacity building in humanitarian crises, edited by Ian Smillie ; for the Humanitarianism and War Project. 2001. HV555.D44P38.

Polanyi, Karl. 1957. The Great Transformation. NY: Farrar & Rinehart. [HC53 .P757g]

Policy-making in the European Union, eds. Helen Wallace and William Wallace. Oxford: Oxford University Press, 1996.

Pollitt, Christopher and G. Bouckaert. 2000. Public Management Reforms: A Comparative Analysis. Oxford: Clarendon Press.

- Reasons for hope : instructive experiences in rural development, editors, Anirudh Krishna, Norman Uphoff, Milton J. Esman. 1997. HN981.C6R43.
- Reinventing government for the twenty-first century : state capacity in a globalizing society, edited by Dennis A. Rondinelli and G. Shabbir Cheema ; with a foreword by Vicente Fox. 2003. JF1525.O73R45.
- Stiglitz, Joseph E. 2002. Globalization and Its Discontents. NY: Norton.
- The globalization reader, eds. Frank J. Lechner and John Boli. Malden, Mass. : Blackwell, 2000. [HF1359 G59 2000]
- Thomas-Slayter, Barbara P. 2003. Southern exposure : international development and the global south in the twenty-first century. HC59.7T476x
- Turner, Mark M. 1997. Governance, administration, and development : making the state work. H97.T87.
- Uphoff, Norman, Milton J. Esman, Anirudh Krishna.. 1998. Reasons for success : learning from instructive experiences in rural development. HN981.C6U66.
- Whose world is it anyway? : civil society, the United Nations and the multilateral future, editor: John W. Foster, Contributing Editor: Anita Anand. 1999. JC337.W49x.