

# SYLLABUS

## Management, motivation, and performance in the public sector

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Summer Course, August 2011*

**Textbook:** Rainey, H.G. (2009). *Understanding and Managing Public Organizations*, 4th Edition, San Francisco: Jossey-Bass. (From here on: "Rainey")

### Lesson 1: Introduction to the course and the main concepts, August 1st

Rainey, chapter 1: The Challenge of Effective Public Organization and Management, pp. 3-23 21 pages

Rainey, chapter 2: Understanding the study of Organizations, pp. 24-57 34 pages

Rainey, chapter 9: Understanding people in public organizations: Values and Motives, pp. 241-272 32 pages

Rainey, chapter 10: Understanding people in public organizations: Theories of Work Motivation and Work-Related Attitudes, pp. 273-313 41 pages

Pinder, C. (2008). "Work Motivation, Productivity, and the Economy" pp. 3-22. In Pinder, C., *Work Motivation in Organizational Behavior*, New York and Hove: Psychology Press. 20 pages \*

Steers, R.M., Mowday, R.T., & Shapiro, D.L. (2004). "The Future of Work Motivation Theory", *Academy of Management Review*, 29(3): 379-387. 9 pages  
<http://www.jstor.org/pss/20159049>

Rainey, Hal G. & Paula Steinbauer (1999). "Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations", *Journal of Public Administration Research and Theory*, vol. 9 (1): 1-32. 32 pages  
<http://www.jstor.org/stable/pdfplus/1181850.pdf>

189 pages

## Lesson 2: Performance Management and Goal Setting, August 3rd

Rainey, chapter 6: Organizational Goals and Effectiveness, pp. 145-169 25 pages

Rainey, chapter 7: Formulating and Achieving Purpose: Power, Strategy, and Decision Making, pp. 170-200 31 pages

Boyne, George A. (2003). "Sources of Public Service Improvement: A Critical Review and a Research Agenda", *Journal of Public Administration Research and Theory*, 13 (3): 367-394. 28 pages

<http://jpart.oxfordjournals.org/cgi/reprint/13/3/367>

Locke, E.A. & Latham, G.P (2002). "Building a Practically Useful Theory of Goal Setting and Task Motivation, A 35-Year Odyssey", *American Psychologist*, 57 (9): 705-717. 13 pages

[http://csaweb105v.csa.com.ez.statsbiblioteket.dk:2048/ids70/view\\_record.php?id=2&recnum=8&log=from\\_toc&SID=m9j3rtv8d94k0if88fj5umvgk7&mark\\_id=cache%3A1%2C0%2C34](http://csaweb105v.csa.com.ez.statsbiblioteket.dk:2048/ids70/view_record.php?id=2&recnum=8&log=from_toc&SID=m9j3rtv8d94k0if88fj5umvgk7&mark_id=cache%3A1%2C0%2C34)

Moynihan, D.P. & Pandey, S.K. (2005). "Testing How Management Matters in an Era of Government by Performance Management", *Journal of Public Administration Research and Theory*, 15: 421-439. 19 pages

<http://jpart.oxfordjournals.org/content/15/3/421.abstract>

116 pages

## Lesson 3: Principal-agent problems, August 5th

Douma, S. & H. Schreuder (1998). *Economic Approaches to Organizations*, Second Edition, London: Prentice Hall, chapter 7, pp. 99-122. 24 pages \*

Miller, Gary (2005). "The political evolution of principal-agent models". *Annual Review of Political Science* 8: 203-225. 23 pages

<http://www.annualreviews.org/doi/abs/10.1146/annurev.polisci.8.082103.104840?journalCode=polisci>

Miller, Gary (2000). "Above Politics: Credible Commitment and Efficiency in the Design of Public Agencies" *Journal of Public Administration Research and Theory* 10(2):289-327. 39 pages

<http://jpart.oxfordjournals.org/content/10/2/289.short>

Alchian, A.A. & H. Demsetz (1972). "Production, Information Costs, and Economic Organization" *The American Economic Review*, 62 (5): 777-795. 19 pages

<http://www.jstor.org/pss/1815199>

Langbein, L. (2010). "Economics, Public Service Motivation, and Pay for Performance: Complements or Substitutes?", *International Public Management Journal*, 13 (1): 9-23. 15 pages

120 pages

#### **Lesson 4: Self-determination, Intrinsic motivation, and Prosocial Motivation, August 8th**

Ryan, R.M. & Deci, E.L. (2002). "An overview of Self-Determination Theory: An Organismic-Dialectical Perspective" pp. 3-36 in Deci, E.L. & Ryan, R.M., *Handbook of Self-Determination Research*, Rochester: The Rochester University Press. 34 pages \*

Gagné, M. & Deci, E.L. (2005). "Self-determination theory and work motivation", *Journal of Organizational Behavior* 26: 331-362. 32 pages  
<http://onlinelibrary.wiley.com/doi/10.1002/job.322/full>

Le Grand, Julian (2003). *Motivation, Agency, and Public Policy. Of Knights & Knaves, Pawns & Queens*. Oxford: Oxford University Press (pp. 1-17). 18 pages.\*

Le Grand, Julian (2010) "Knights and Knaves Return: Public Service Motivation and the Delivery of Public Services", *International Public Management Journal*, 13: 1, 56 – 71. 26 pages  
<http://www.informaworld.com/smpp/content-db=all-content=a919477262>

Grant, A. (2008). "Does Intrinsic Motivation Fuel the Prosocial Fire? Motivational Synergy in Predicting Persistence, Performance, and Productivity", *Journal of Applied Psychology* 93 (1): 48-58. 11 pages  
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#### **Lesson 5: Public Service Motivation, August 10th**

Perry, James L. & Lois R. Wise (1990). "The Motivational Bases of Public Service", *Public Administration Review*, 50: 367-73. 7 pages  
<http://www.jstor.org/stable/976618>

Perry, James L. (1996). "Measuring public service motivation: An assessment of construct reliability and validity", *Journal of Public Administration Research and Theory* 6(1): 5-24. 19 pages  
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Vandenabeele, Wouter (2007) "Toward a public administration theory of public service motivation. An institutional approach" *Public Management Review* Vol. 9 Issue 4, pp. 545 - 556. 13 pages  
<http://www.informaworld.com/smpp/content-db=all-content=a788156946>

Koehler, Michael & Hal G. Rainey (2008). "Interdisciplinary Foundations of Public Service Motivation", pp. 33-55 in Perry, J. & Hondeghem, A., *Motivation in Public Management. The Call of Public Service*, New York: Oxford University Press. 23 pages \*

Andersen, L.B. & S. Serritzlew (2011) *Does public service motivation affect the behavior of professionals?* In press. *International Journal of Public Administration*. 36 pages \*

Gailmard, Sean(2010). "Politics, Principal-Agent Problems, and Public Service Motivation", *International Public Management Journal*, 13: 1, 35-45. 11 sider  
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Perry, J. L., Hondeghem, A. and Wise, L. R. (2010). "Revisiting the Motivational Bases of Public Service: Twenty Years of Research and an Agenda for the Future", *Public Administration Review* 70: 681-690. 10 pages  
<http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2010.02196.x/full>

119 pages

### Lesson 6: Motivation Crowding, August 12th

Frey, B. & R. Jegen (2001). "Motivation Crowding Theory", *Journal of Economic Surveys*, 15 (5): 589-611. 23 pages  
<http://onlinelibrary.wiley.com/doi/10.1111/1467-6419.00150/abstract>

Andersen, L.B. & T. Pallesen (2008). "Not Just for the Money?" How Financial Incentives Affect the Number of Publications at Danish Research Institutions", *International Public Management Journal*, 11 (1), pp. 28 - 47. 20 pages  
<http://www.informaworld.com/smpp/content-db=all-content=a791162084>

Jacobsen, C.B. & Andersen, L.B., 2009. Performance management for academic researchers. How publication command systems affect individual behavior. (In press) *Review of Public Personnel Administration*, 19 pages \*

Jacobsen, C.B. (2010). "Motivation crowding theory - opening the black box of intrinsic motivation", paper presented at the EGPA conference in Toulouse, France, September 2010. 30 pages \*

Weibel, A., K. Rost and M. Osterloh. 2010. "Pay for Performance in the Public Sector—Benefits and (Hidden) Costs." *Journal of Public Administration Research and Theory* 20(2): 387-412. 26 pages  
<http://jpart.oxfordjournals.org/content/20/2/387.short>

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## Lesson 7: Management in a politically controlled hierarchy, August 15th

Rainey, chapter 4: Analyzing the Environment of Public Organizations, pp. 89-109 21 pages

Rainey, Chapter 13: Managing Organizational Change and Development, pp. 383-418. 36 pages

Horn, M. (1995) *The political economy of public administration. Institutional choice in the public sector*. Cambridge: Cambridge University Press. Side 7-26. 20 pages \*

Meier, K.J. & O'Toole, L.J. (2006). "Democracy and the Political Control of the Bureaucracy", pp. 21-44 in Meier, K.J. & O'Toole, L.J., *Bureaucracy in a Democratic State*, Baltimore: The John Hopkins University Press. 24 pages \*

Binderkrantz, A.S., Christensen, J.G. 2009, "Delegation without Agency Loss? The Use of Performance Contracts in Danish Central Government", *Governance. An International Journal of Policy, Administration and Institutions*, 22 (2): 263-293. 31 pages

<http://onlinelibrary.wiley.com/doi/10.1111/j.1468-0491.2009.01435.x/full>

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## Lesson 8: Managing professionals, August 17th

Roberts, Jennifer & Michael Dietrich (1999). "Conceptualizing Professionalism: Why Economics needs Sociology", *American Journal of Economics and Sociology*, 58 (4): 977-998. 22 pages  
<http://onlinelibrary.wiley.com/doi/10.1111/j.1536-7150.1999.tb03404.x/abstract>

Freidson, Eliot (2001). *Professionalism. The Third Logic*, Cambridge: Polity Press, side 127 + 201-219. 20 pages\*

Andersen, L.B. (2009). What determines the behavior and performance of health professionals? Public service motivation, professional norms and/or economic incentives, *International Review of Administrative Sciences*, 75: 79-97. 19 pages  
<http://ras.sagepub.com/content/75/1/79.short>

Andersen, L.B. & Blegvad, M. (2006). "Does Ownership Matter for the Delivery of Professionalized Public Services? Cost-efficiency and Effectiveness in Private and Public Dental Care for Children in Denmark", *Public Administration* 84 (1): 147-164. 18 pages  
<http://onlinelibrary.wiley.com/doi/10.1111/j.0033-3298.2006.00497.x/abstract>

Andersen, Lotte Bøgh, and Mads Leth Jakobsen. 2010. "Does Ownership Matter for the Provision of Professionalized Services? Hip operations at publicly and privately owned clinics in Denmark", *Public Administration* Article published online: 20 DEC 2010. 19 pages  
<http://onlinelibrary.wiley.com/doi/10.1111/j.1467-9299.2010.01881.x/abstract>

Tonon, J.M. (2008). "The costs of speaking truth to power: How professionalism facilitates credible communication." *Journal of Public Administration Research and Theory* 18:275-295. 21 pages

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## Lesson 9: Public vs. private management, August 19th

Rainey, chapter 3: What Makes Public Organizations Distinctive, pp. 58-88 31 pages

Rainey, H.G. & Chun, Y.H. (2007). "Public and Private Management Compared" pp. 72-102 in Ferlie, E. et.al. *Oxford Handbook of Public Management*, Oxford: Oxford University Press. 31 pages \*

Bregm, K. (2010). "The Logic of the New Pay Systems Revisited-in the Light of Experimental and Behavioral Economics", *International Journal of Public Administration*, 33:161-168, 8 pages  
<http://www.informaworld.com/smpp/content-db=all-content=a919877486>

Buelens, Marc & Herman Van den Broeck (2007). "An Analysis of Differences in Work Motivation between Public and private Sector Organizations, *Public administration Review*, vol. 67 (1): 65-74. 10 pages  
<http://www3.interscience.wiley.com/journal/118485003/abstract>

Dixit, Avinash (2002). "Incentives and Organizations in the Public Sector. An Interpretative Review", *Journal of Human Resources*, 37, pp. 696-727 32 pages  
<http://www.jstor.org/stable/3069614>

Burgess, Simon & Marisa Ratto (2003). "The Role of Incentives in the Public Sector: Issues and Evidence", *Oxford Review of Economic Policy*, 19, 2, pp. 285-300. 16 pages  
<http://oxrep.oxfordjournals.org/cgi/content/abstract/19/2/285>

128 pages

## Lesson 10: Summing up and exam preparation, August 24th

Rainey, chapter 14: Advancing Effective Management in the Public Sector, pp. 419-456 38 pages

38 pages

**Total: 1,179 pages**

\* the text can be found in the compendium, which is available in Stakbogladden.