

SYLLABUS

Management, motivation, and performance in the public sector

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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 its main concepts

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: Goals, performance, and effectiveness

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

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

Chun, Y.H., & H.G. Rainey (2005). Goal Ambiguity in U.S. Federal Agencies, *Journal of Public Administration Research and Theory*, 15: 1-30. 30 pages

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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>

135 pages

Lesson 3: Principal-agent problems

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

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

Perry, James L. & Lois R. Wise (1990). "The Motivational Bases of Public Service", *Public Administration Review*, 50: 367-73. 7 pages

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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 sider

<http://jpart.oxfordjournals.org/content/6/1/5.short>

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

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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>

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Lesson 6: Motivation Crowding

Frey, B. & R. Jegen (2001). "Motivation Crowding Theory", *Journal of Economic Surveys*, 15 (5): 589-611. 23 pages

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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

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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

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Lesson 7: Management in a politically controlled hierarchy

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*, vol. 22 nr. 2, s. 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

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
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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
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Lesson 9: Public vs. private management

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 *

Bregn, 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
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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
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Dixit, Avinash (2002). "Incentives and Organizations in the Public Sector. An Interpretative Review", *Journal of Human Resources*, 37, pp. 696-727 32 pages
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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>

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Lesson 10: Summing up and exam preparation

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

38 pages

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