A. Course Overview: Goals

- This course focuses on the role of governance and governments both in the contemporary world as well as in its historic context.

- It is comparative and international in its approach but includes a major discussion of the U.S. case study. (Approx. 1/3 of content).

- Over the next semester, we will consider a number of broad issues. It is critical for each of you to begin to tie these together in your own mind.
A. Overview of this Session

A. Course Overview

B. Central Debate

C. Overview of Themes and Historical Legacy

D. Enduring Features of Governance and Methods
Overview, Continued

E. Contemporary Policy Issues

F. Public Sector Debate: Weber vs. Marx

G. General and Enduring Features

H. Comparative Approach and Culture

I. Influences on the Policy Making Process
Course Overview

- Class Introductions and Course Overview: Danielle Loustau-Williams
- Role of the Co-Instructor
- Discussion Sessions
Class Members

- **Introduction:** Name, degree, background, future plans

- **Assignment:** One page biography with picture written in the third person

- Also need on bio: e-mail address and phone number
Mechanics

Picard Website:

www.pitt.edu/~picard/

- Reading Assignments: Discussion from Syllabus
- Course Requirements from the Syllabus (Including PhD students)
Course Methodology - 1

Instruction

- Role of Instructors

- That of a “Coach” to support efforts to support efforts to pass exams based primarily on readings

- Two tests (Unannounced) and a scheduled final exam
Methodology-2: Enduring Features

- Goal: Search for General Enduring Features of Governance in Public Affairs

- Can Allow for comparison of politicians, bureaucracies, structures and systems of Organizations and Institutions (governmental and non-governmental)
Methodology- 3: Citizenship

Public organizations affect all of us- as potential employees, clients or citizens.

The course material is designed to raise as many questions as it answers.
Methodology- 4: Themes

In order to facilitate this "intellectual disorder" the course will be conducted as a mixture of lecture and structured discussion.

Vigorous participation in discussion will be a plus in final grade.
Methodology 5: Management Issues

- Understanding Modern Management

- It is no longer just the effective administration of people

- In addition, it is the negotiation and linkages of partnership relations external to organizations
Michael Phelps (Olympic) Swimmer

Your Knowledge of Public Affairs After the Course
Methodology 6 - Comparative Methodology and the Readers Digest Approach

- Compare different areas or systems
- Compare different times
- Compare different systems at the same time
- Compare different processes
The Importance of Time: Advert. Circa. 1940

WANT A GOVERNMENT JOB?
START AS HIGH AS $3,450.00 YEAR
B. Central Debate: Two Giants of Public Affairs and Public Service

Max Weber - Both a social scientist and a politician

1. Concern for Values: So-called Protestant Ethic
2. Separation of bureaucracy and politics
3. Weimar Republic - Political Institutions

Karl Marx - Both a social scientist and a revolutionary

1. Class - Dialectic Materialism (History)
2. Social and Withering Away of State
3. Russian Revolution After his Death
Maximilian Carl Emil Weber (21 April 1864 – 14 June 1920)- The Big Man
As a Social Scientist

Karl Heinrich Marx
(May 5, 1818-March 14, 1883)
The Dialectic and Historical Materialism

Roman Slavery - Citizens vs. Slaves
Feudalism
Capitalism - Bourgeoisie vs. Proletariat
Socialism - Dictatorship of the Proletariat

The Dialectic in Action

Thesis
- Feudal Lords

Antithesis
- Serfs and Peasants

Synthesis (Thesis)
- City Life
The Importance of "Modern Times" - A Theory of Organizations
C. Overview of Themes and Historical Legacy

Mega-Theme: Order vs. Economic Management
Public Affairs and Public Policy

TODAY THE ADMINISTRATION ANNOUNCED A PROGRAM OF WAR, INCREASED SURVEILLANCE OF CITIZENS, MASSIVE DEFICITS, AND TAX CUTS.

MMM... TAX CUTS.
Historical Legacy

The great organizations that do the work of modern states and their counterparts in the private and non-profit sector had their counterparts throughout history.
Great Organizations?
Historical Parallels

The powerful Asian empires especially of China and India.

The Ottoman Turks, African, Amerindian Kingdoms

Especially in the King's services in Prussia, France, England and other European states.
Songhai Empire, c.1340–1591
Modern comparisons are possible across the deepest divisions of system types (Developed vs. Under-development).

Between authoritarian and pluralist systems, industrialized and developing systems and secular and religious regimes.
Classification of the countries by developing status.

Blue - developed countries
Green - developing countries
Red - underdeveloped countries
Bureaucracy and Power

Recruitment?

The control of bureaucratic power, upon which comparisons of diverse bureaucracies can be valid.

The Use of History: Historical Kingdoms in Asia, Africa and Europe all precursors to modern state system
D. Enduring Features of Government and Comparative Methodology

- Patterns of organization
- Recruitment of bureaucrats
- Certain common programs of governments
- Problem of Dysfunction
An Early Bureaucrat Basher

- Franz Kafka-

Man About Prague

(July 3, 1883- June 3, 1924)
Enduring Features-2

- Capacities and performance

- The perennial tensions between official (and)

- Personal norms and the control of bureaucratic power (Corruption)
Comparative Public Affairs Issues

- These include ways in which administrators interact with their political environment and influence the policy making process.

- We will also examine several specific administrative problems that have themselves become contentious policy issues.
Governance in Bangladesh
E. Contemporary Policy Issues

- Democracy and Public Policy - Representation
- Historical vs. Contemporary Models: Law and Order vs. Economic and Social Policy
- Governance and Political Economy - Who gets what when and how
- Recruitment - affirmative action and representative bureaucracy
- Regulation and Deregulation - Privatization and Contracting Out
International Public Policy: The Extractive Industries Transparency Initiative- International Monetary Fund (IMF)- An Example

Figure 1. The natural resource revenue “value chain”

Non-renewable Resources → EITI → Sustainable Development

- Award of contracts and licenses
- Regulation and monitoring of operations
- Collection of taxes and royalties
- Revenue distribution and management
- Sound Sustainable Projects
Contemporary Policy Issues-2

- Organizations, Socialization and Motivation - Status and Role Theory
- budgetary decision making - The Fiscus
- government reorganization - Public Sector Reform
- Decentralization - Grassroots and Local Governance
- Civil Society and Social Capital - Pluralism vs. Corporatism
- International Development and Foreign Aid - and Foreign and Security Policy - The Three D’s (Defense, Diplomacy and Development
“The Purpose of the Geographic Commands is the "3D" goals (the merging of defense, diplomacy and development)"

Referenced from: http://thomaspmbarnett.com/globlogization/tag/us-military?currentPage=2#ixzz1WQjbBYKE
Break Time

Ten Minute Break
Revisit:
Overview of this Session

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I. Influences on the Policy Making Process
Contemporary Issue: Privatization and the Political Economy

- In the last decade, critics of the public service have argued that efficient government is small government.

- Privatization has been the order of the day.

- Eg. Private Security
Blackwater?
President International Stability Operations Association,
Doug Brooks, GSPIA PhD Alum
Privatization: Contracting and non-profits

- This "neo-classical" model of development has been exported overseas, especially to the less developed and transitional states in Africa, Asia, Eastern and Central Europe and Latin America.
Privatization?
This is very important.
One of the major goals of this course will be to examine this issue (Law and Order vs. Social and Economic Change) and

Examine the role that the bureaucracy has played in the development process in Europe, the states of the former Soviet Union, the United States and the newly industrializing states of East Asia, Africa and Latin America.
International Development
Human Security: The Lord’s Resistance Army
Public Policy and Management
Comparative Public Affairs (PA) and Administration: “Five Minute History” - A Preview

Preliminary Comments:

1. The History and Public Affairs
   The Passage of Time is Important

2. The view from the rest of the world. That includes the U.S.

3. A discipline that is not

4. Origins in the Comparative Politics Movement
Goals: Macro-Issue

a. Avoid the Use of case studies: some form of "theory building"
b. Go beyond a narrow culture bound definition of P.A.- The American Case Study (a no-no)
c. Focus on administrative systems and esp. the bureaucracy as a common governmental institution in political systems with widely differing decision-making patterns
What if our new business model fails? (At least it will become a case study for management students.)
G. General and Enduring Features, Redux

Patterns of organization, certain common programs of governments, capacities and performance in society

Focus: Public Policy and Management and Organizational Dynamics

Label: Public Administration
Author of the Day: PITT’s B. Guy Peters
Definition from Peters

1. Public Administration - Rule Application

2. Bureaucracy - Hierarchical organizations designed to utilize the enforcement of universal and impersonal rules to maintain authority

3. Public Policy - Key: Rule making as well as rule application
More Cynical View
Peters Thesis dissected

Thesis - Attacks the artificial dichotomy between politics and administration

Problem - Critics of "rational bureaucracy" say it is the end of politics eg. End of "all the kings men"

A Great Film
The perennial tensions between official and personal norms in organizations

- The issue of the "bureaucratic experience," (Hummel), that differs from the social (human) experience

- Hummel says "dehumanizing"

- Standards and policies defined by the past and standardized for all e.g. people as cases
According to company rules there can be no:
* Innovation
* Fun
* Creativity
* Change

Now run along.
Bureaucrat Bashing as a Problem?
The control of bureaucratic power, upon which comparisons of diverse bureaucracies can be valid.

Reminder - The Use of History: Historical Kingdoms in Asia, Africa and Europe precursor to modern state system
Critique: The So-called Nanny State
H. Comparative Approach and Culture

So far so good....

The Problem - Definition as the beginning of confusion

1. Method vs. Area Problem

2. Strict definition: A method for cross-national comparison of bureaucratic structure or administrative behavior. Sub-field of Comparative Politics

3. Often used as all public administration which is not American
One Example: Colonial Administration

The Tory Colonial Secretary, Alan Lennox-Boyd (in trilby hat), inspects a loyalist Kikuyu Home Guard unit.
The Importance of the Comparative Approach

- Cultural Dimension
- Contingency Approach (orgs. for prisons vs. research)
- Effects of diffusion - colonies and the world bureaucratic system
- Implementation - Hopes that are dashed in Oakland
The Critical Issue of Culture

Sources of American Political Culture

I. American Revolution
   - Individual Rights
   - Constitution – protection of the individual

II. No Official Religion
   - Many religions
   - Pluralism in religion lead to pluralism in politics
Nature of Interaction

Access:

1. Access to government often through the bureaucracy

2. Nature of interaction
   a. Ascription vs. achievement
   b. Values re. social and economic change
Ascription
What is the dominant cultural value in Terms of Access?

a. Representation vs. achievement

b. Values re. social and economic change or distribution

c. What is the dominant cultural value? What is most important?

d. Representation vs. Politics
I. Influences on the Policy Making Process

1. In terms of operational rules as administrative regulations (objective outputs - Peters)

2. Traditional or habitual actions (subjective impacts on clients)

3. Identify Administrative Problems that become policy issues (eg. Corruption)

4. The debate about representation and participation
Washington, D.C.

DC VOTE

TAXATION WITHOUT REPRESENTATION
Key: Issue of Relationship between government and the economy.

- Issue of Privatization (Again)

- Public-Private Partnerships- Including NGOs (The new buzz word).

- Note: John Armstrong's argument that education and training are critical variables in understanding “development" strategies in Western Europe and then Soviet Union
The Development Model

- Thus importance of the Chambers Johnson book on MITI (Note: PhD Students)
- Japan as a "state guided Market economy"
- Thesis- Economic Development involved an expansion of the official bureaucracy
- By Indirection- Focus on Africa, Caribbean, Latin America, South Asia and the Middle East
Ministry of International Trade and Industry and the Asia Model
Comparative Public Management and Development: Macro-Theme Three

Companion to Issues of Development Theory, Policy, and Planning

Critical to an understanding of International Relations and Security Policy
Summary: Comparative PA

1. Comparative View of Public Affairs and Management and Relationship to the Policy Process

2. The role of the bureaucracy in politics - Bureaucrats do make policy

3. The relationship between the state, the state bureaucracy to non-profit organizations and economic development.
Review of Issues

Questions and Comments?