

COURSE SYLLABUS

PROGRAM	MAP Professional Master in Public Administration	
COURSE	Theories of Public Administration	30h
TERM AND WORKLOAD		
PROFESSOR	João V. Guedes-Neto	
E-MAIL	joao.neto@fgv.br	
CLASS SCHEDULE	09h – 12h; 14h – 17h	
COURSE PERIOD	08-09/08/24; 18-20/09/24	

PROGRAM

SCOPE

This course seeks to develop a critical understanding of the trajectory of Public Administration as a distinct theoretical and practical field, highlighting the key milestones and theoretical debates and their impact on public sector reforms in recent decades.

The course aims to address the following fundamental questions:

1) What is public administration?

Exploration of the definitions and boundaries of the field, distinguishing it from other disciplines such as political science, sociology, and business administration.

2) What are the main issues driving theoretical debates in the area?

Analysis of the central issues and challenges that have shaped the debates and evolution of public administration as a field of study.

3) How have the theoretical frameworks developed within the discipline influenced the major reforms undertaken in the public sector?

Study of the theoretical influences on administrative reforms and the substantial changes that have occurred in the public sector, as well as the relationships between the State, government, and society.

The formulation of this course is guided by three main assumptions:

a) Public administration is primarily a practical theory.

The course emphasizes the practical application of theories and how they guide the implementation of public policies and administrative management.

b) The main theoretical debates have concretely translated into administrative reforms and substantial changes in the public sector.

The debates and theoretical frameworks are not merely academic; they have real and measurable impacts on administrative practices and the relationships between the public sector and society.

c) Historically and locally situated factors influence the design and impact of administrative reforms, as well as the formulation of theories.

A deep understanding of public administration requires reflection on the historical and local contexts that shape practices and theories, avoiding a simplistic and "naive" view of the discipline.

COURSE DESCRIPTION & OBJECTIVES

The course Theories of Public Administration aims to develop a critical and reflective understanding of the trajectory and theoretical debates that define this distinct field of knowledge. Throughout the course, participants will be encouraged to explore the key theoretical milestones and analyze how these concepts have influenced reforms and substantial changes in the public sector. The course also highlights the importance of historical and contextual factors in the formulation and implementation of administrative theories and practices, providing a comprehensive and less naive view of public administration.

By the end of the course, participants should be able to:

- a) Know and critically and reflectively analyze the main debates and theoretical milestones of public administration.**
- b) Understand how these theoretical perspectives guide reforms and changes in public administration.**
- c) Understand the historical factors that influenced these theoretical developments, as well as the scope and limitations of their adoption in the field of public administration.**
- d) Critically reflect on the contemporary debate in public administration and the reform of New Public Management.**
- e) Analyze some contemporary issues in public management, specifically highlighting the debate about the relationships between bureaucracy and government.**

METHODOLOGY

The sessions will be divided among theoretical debates, practical application exercises, and student seminar presentations. The seminar dynamics require students to conduct in-depth research on chosen topics, enriching the debates with their findings and perspectives.

To facilitate the understanding and application of the discussed theories, the methodology will include the use of case studies. Additionally, there will be a final exam to measure students' knowledge of the main concepts of the course. These activities aim to illustrate the application of theories in the public sector and promote a critical understanding of the theoretical milestones and their impacts.

These various methodologies aim to provide an in-depth and critical understanding of public administration theories and practices, preparing participants to reflect and act effectively and knowledgeably in the field. Throughout the course, students will be encouraged to actively participate in discussions, developing analytical and critical skills essential for professional and academic practice.

ASSESSMENT PROCEDURES

The student evaluation in this course will be based on various components that aim to measure both the theoretical understanding and practical application of the discussed concepts. The evaluation criteria are as follows:

1. Participation and Engagement (20%):

- Active participation in theoretical debates during classes.
- Relevant contributions to group discussions and practical activities.
- Analysis and discussion of case studies, demonstrating the ability to identify the application of theoretical milestones in practical contexts.

2. Opinion Article (30%):

- Identify of a recent event, fact, or news article about public administration.
- Relate this case to at least one of the articles or theories discussed in class.
- Write an opinion article, in the style of a newspaper opinion article, between 600 and 800 words, explaining how the theory helps to understand the event and what practical conclusions or recommendations can be derived from the theory.

3. Group Seminar Presentation (30%):

- Select a non-mandatory article from the last six classes of the course, with only one group per class.
- Prepare a 15-minute presentation on the selected article.
- Moderate a debate of up to 30 minutes with the other students, proposing brief questions that motivate discussion and deepen the analysis of the article and its theoretical and practical implications.

4. Final Exam (20%):

- Evaluation of the knowledge acquired throughout the course.
- Understanding of the main concepts of public administration.
- Ability to relate the discussed concepts to the practice of public administration.

These evaluation criteria were developed to provide a comprehensive view of student performance, encouraging the development of analytical, critical, and practical skills. The combination of theoretical and practical assessments will allow students to demonstrate their in-depth understanding of the content and their ability to apply it effectively in the field of public administration.

DETAILED COURSE CONTENT

The texts in bold and underlined are mandatory readings before class. The other supplementary texts are not mandatory but recommended, especially for students interested in delving deeper into the topic of the class.

CLASS I: INTRODUCTION

Explores the possibilities of public administration theories and envisions the promising future of this field of study, based on the work of Frederickson et al.

Frederickson, H. George et al. Chapter 1: Introduction: The Possibilities of Theory. In: The Public Administration Theory Primer (2012): 1-14.

Frederickson, H. George et al. Chapter 10: Conclusion: A Bright Future for Theory? In: The Public Administration Theory Primer (2012): 245-266.

Damke, Elói Júnior, Silvana Anita Walter, and Eduardo Damião da Silva. "A Administração é uma Ciência? Reflexões Epistemológicas acerca de sua Cientificidade." *Revista de Ciências da Administração* 12.28 (2010): 127-146.

CLASS II: THE FIELD OF PUBLIC ADMINISTRATION

Analysis of historical and contemporary paradigms of public administration in Brazil and the USA, including debates on the evolution of the field.

Henry, Nicholas. "Paradigms of public administration." Public Administration Review 35.4 (1975): 35-53.

Lynn Jr., Laurence. Chapter 2: Public Management: A Concise History of the Field. In: Ferlie et al. (Eds), The Oxford Handbook of Public Management. Oxford: Oxford University Press, 2008.

Ostrom, Vincent. Chapter 2: The Intellectual Mainstream in American Public Administration. In: The Intellectual Crisis in American Public Administration. Tuscaloosa: The University of Alabama Press, 2008 [1975].

Keinert, Tania. "Os paradigmas da administração pública no Brasil (1900-92)." Revista de Administração de Empresas 34 (1994): 41-48.

Mezzomo, Tânia, and Claudio Laporta. "A RAP e a evolução do campo de administração pública no Brasil (1965-92)." Revista de Administração Pública 28.1 (1994): 5-17.

Costa, Frederico. "Brasil: 200 anos de Estado; 200 anos de administração pública; 200 anos de reformas." Revista de Administração Pública 42 (2008): 829-874.

Peci, Alketa. "Pesquisa em Administração Pública: o papel receptor e indutor da Revista de Administração Pública." Cadernos EBAPE.BR 16 (2018): 500-508.

CLASS III: THE POLITICS-ADMINISTRATION DICHOTOMY

Study of the separation between politics and public administration through the ideas of Wilson and Weber, addressing the theoretical foundations of this dichotomy.

Wilson, Woodrow. O Estudo da Administração. Revista do Serviço Público 2.2 (1946 [1887]): 43-55.

Weber, Max. Capítulo III: Os Tipos de Dominação. In: Economia e Sociedade, vol. 1 (1999 [1921]): 139-188.

Weber, Max. O empreendimento estatal de dominação como administração: Direção política e domínio dos funcionários. In: Economia e Sociedade, vol. 2 (2004 [1921]): 529-543.

Sager, Fritz, and Christian Rosser. "Weber, Wilson, and Hegel: Theories of modern bureaucracy." Public Administration Review 69.6 (2009): 1136-1147.

Estudo de caso: Gallo, Adriano, Ana Maria Cunha, Raquel Vidal, and Roberta Cortizo. A pregoeira que era honesta demais. ENAP: Casoteca de Gestão Pública, 2015.

CLASS IV: CLASSICAL DEBATES ON PUBLIC ADMINISTRATION AS A SCIENCE

Examines the relationship between values, science, and public administration, focusing on the debates between Gulick, Simon, and Waldo.

Gulick, Luther. Chapter 11: Science, Values and Public Administration. In: Papers on the Science of Administration (2005 [1937]): 199-204.

Simon, Herbert. Chapter 1: Decision-Making and Administrative Organization. In: Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations (1997 [1945]): 1-28.

Waldo, Dwight. "Development of theory of democratic administration." American Political Science Review 46.1 (1952): 81-103.

Harmon, Michael M. "The Simon/Waldo debate: A review and update." Public Administration Quarterly (1989): 437-451.

Estudo de Caso: Fonseca, Diogo et al. Rumo à terra prometida – pessoas, horários e produtividade. ENAP: Casoteca de Gestão Pública, 2016.

CLASS V: THE POLITICAL ECONOMY OF BUREAUCRACY

Discusses theories that gave rise to the Public Choice school, including the contributions of Ostrom, Downs, Niskanen, and Tullock.

Ostrom, Vincent. Chapter 3: The Work of the Contemporary Political Economists. In: The Intellectual Crisis in American Public Administration. Tuscaloosa: The University of Alabama Press, 2008 [1975].

Downs, Anthony. A Theory of Bureaucracy. American Economic Review 55.1/2 (1965): 439-446.

Niskanen, William A. "Competition among government bureaus." American Behavioral Scientist 22.5 (1979): 517-524.

Tullock, Gordon; Arthur Seldon; Gordon Brady. Chapter 5: Bureaucracy. In: Government Failure: A Primer in Public Choice. Washington, D.C.: Cato Institute, 2002.

Estudo de caso: Ferreira, Viviane. Caso Gabriela: O Dilema Político em uma Repartição Pública. ENAP: Casoteca de Gestão Pública. 2014.

CLASS VI: THE POLITICS OF BUREAUCRACY

Moving away from the logic of rational action, this class discusses the origins and implications of the politicization of bureaucracy due to the political actions of public servants and other actors.

Peters, B. Guy. Chapter 1: The persistence, growth and change of government and administration. In: The Politics of Bureaucracy, 5th ed. New York: Routledge, 2001 [1979], pp. 1-32.

Peters, B. Guy. Chapter 3: The recruitment of public administrators. In: The Politics of Bureaucracy, 5th ed. New York: Routledge, 2001 [1979], pp. 85-134.

Peters, B. Guy. Chapter 6: The politics of bureaucracy. In: The Politics of Bureaucracy, 5th ed. New York: Routledge, 2001 [1979], pp. 219-260.

Peters, B. Guy. The Politics of Bureaucracy after 40 years. British Journal of Politics and International Relations 21.3 (2019): 468-479.

Estudo de Caso: Ximenes, Julia. A tensão na definição de competências entre Judiciário e Executivo – a coleta de lixo. ENAP: Casoteca de Gestão Pública, 2012.

CLASS VII: ACTORS, ROLES, MOTIVATIONS, AND INTERACTIONS IN PUBLIC ADMINISTRATION

Explores a set of theories that discuss the different roles of those who work for the state, their motivations, and how they interact to achieve political objectives.

Lipsky, Michael. Capítulo 1: O papel crítico dos burocratas de nível de rua. In: Burocracia de Nível de Rua: Dilemas do Indivíduo nos Serviços Públicos. Edição expandida do 30º aniversário. Brasília: ENAP, 2019 [1980]: 37-54.

Perry, James L., and Lois Recascino Wise. "The motivational bases of public service." Public Administration Review (1990): 367-373.

Panizza; Francisco; B. Guy Peters; Conrado Ramos Larraburu. Introduction: The Issue of Patronage in Latin America. In: The Politics of Patronage Appointments in Latin American Central Administrations. Pittsburgh: University of Pittsburgh Press, 2022.

Sabatier, Paul A. "An advocacy coalition framework of policy change and the role of policy-oriented learning therein." Policy Sciences 21.2 (1988): 129-168.

Krislov, Samuel. Representative Bureaucracy. In: Dolan; Rosenbloom (Eds.) Representative Bureaucracy: Classic Readings and Continuing Controversies. New York: Routledge, 2003 [1974], pp. 23-30.

Guedes-Neto, João V. "Bureaucrats as Legislators: The Conditional Roots of Workplace Descriptive Representation." Representation 59.4 (2023): 725-743.

Estudo de Caso: Cote, Denis. A História de Ricardo: Razões pretensamente boas podem render falta de motivação. ENAP: Casoteca de Gestão Pública, 2003.

CLASS VIII: COORDINATION PROBLEMS

Analysis of the coordination challenges in public administration, considering the conflicts resulting from the lack of collaboration between employees from different departments and between individuals in different hierarchical positions.

Allison, Graham T. "Conceptual models and the Cuban missile crisis." American Political Science review 63.3 (1969): 689-718.

Brehm, John; Scott Gates. Chapter 1: Bureaucracy and the Politics of Everyday Life. In: Working, Shirking, and Sabotage: Bureaucratic Response to a Democratic Public. Ann Arbor: University of Michigan Press, 2002 [1997], pp. 1-24.

O'Leary, Rosemary. The Ethics of Dissent: Can President Trump Survive Guerrilla Government? *Administrative Theory & Praxis* 39 (2017): 63-79.

Peters, B. Guy. "The challenge of policy coordination." *Policy design and practice* 1.1 (2018): 1-11.

Guedes-Neto, João V. Chapter 2: A Theory of Bureaucratic Polarization. In: *Bureaucratic Polarization: How Workplace Identity and Intergroup Conflict Shape Policy Implementation*. New York: Routledge (forthcoming).

Case Study: Bello, Andrea. Pintura de Guerra III – Um Caso de Choque entre Culturas Organizacionais. ENAP: Casoteca de Gestão Pública, 2014.

CLASS IX: NEW PUBLIC MANAGEMENT

Presents the pillars and consequences of administrative reforms that led to what is called New Public Management or Managerial Reform.

Osborne, David; Ted Gaebler. Introduction: An American Perestroika. In: Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. New York: William Patrick, 1992.

Bresser-Pereira, Luiz. A reforma gerencial do Estado de 1995. *Revista de Administração Pública* 34:4 (2000): 7-26.

Peters, B. Guy; Jon Pierre. Citizens versus the New Public Manager: The Problem of Mutual Empowerment. *Administration & Society* 32:1 (2000): 9-28.

Bresser-Pereira, Luiz. Democracia, Estado Social e Reforma Gerencial. *Revista de Administração de Empresas* 50:1 (2010): 112-116.

Case Study: Rêgo, Tábata. Avaliação de desempenho: como avaliar os servidores de forma justa? ENAP: Casoteca de Gestão Pública, 2013.

CLASS X: CONTEMPORARY CHALLENGES IN PUBLIC ADMINISTRATION

Discusses the current challenges for public administration, such as democratic backsliding and the impact of populism on bureaucracies.

Bauer, Michael; et al. Introduction: Populists, Democratic Backsliding, and Public Administration. In: Democratic Backsliding and Public Administration: How Populists in Government Transform State Bureaucracies. Cambridge: Cambridge University Press, 2021, pp. 1-21.

Guedes-Neto; João V.; B. Guy Peters. Working, Shirking, and Sabotage in Times of Democratic Backsliding: An Experimental Study in Brazil. In: Bauer et al. (Eds); *Democratic*

Backsliding and Public Administration: How Populists in Government Transform State Bureaucracies. Cambridge: Cambridge University Press, 2021.

Story, Joana, Gabriela Lotta, and Gustavo M. Tavares. "(Mis) Led by an outsider: abusive supervision, disengagement, and silence in politicized bureaucracies." *Journal of Public Administration Research and Theory* 33.4 (2023): 549-562.

Ansell, Chris, and Alison Gash. "Collaborative platforms as a governance strategy." *Journal of Public Administration Research and Theory* 28.1 (2018): 16-32.

Case Study: Ponte, José. Santa indignação! Censura ou liberdade de expressão em órgãos públicos? ENAP: Casoteca de Gestão Pública, 2016.

BIBLIOGRAPHY

Required reading

Bauer, Michael; et al. Introduction: Populists, Democratic Backsliding, and Public Administration. In: *Democratic Backsliding and Public Administration: How Populists in Government Transform State Bureaucracies*. Cambridge: Cambridge University Press, 2021, pp. 1-21.

Brehm, John; Scott Gates. Chapter 1: Bureaucracy and the Politics of Everyday Life. In: *Working, Shirking, and Sabotage: Bureaucratic Response to a Democratic Public*. Ann Arbor: University of Michigan Press, 2002 [1997], pp. 1-24.

Bresser-Pereira, Luiz. A reforma gerencial do Estado de 1995. *Revista de Administração Pública* 34:4 (2000): 7-26.

Downs, Anthony. A Theory of Bureaucracy. *American Economic Review* 55.1/2 (1965): 439-446.

Frederickson, H. George et al. Chapter 1: Introduction: The Possibilities of Theory. In: *The Public Administration Theory Primer* (2012): 1-14.

Harmon, Michael M. "The Simon/Waldo debate: A review and update." *Public Administration Quarterly* (1989): 437-451.

Henry, Nicholas. "Paradigms of public administration." *Public Administration Review* 35.4 (1975): 35-53.

Keinert, Tania. "Os paradigmas da administração pública no Brasil (1900-92)." *Revista de Administração de Empresas* 34 (1994): 41-48.

Krislov, Samuel. Representative Bureaucracy. In: Dolan; Rosenbloom (Eds.) *Representative Bureaucracy: Classic Readings and Continuing Controversies*. New York: Routledge, 2003 [1974], pp. 23-30.

	<p>Osborne, David; Ted Gaebler. Introduction: An American Perestroika. In: Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. New York: William Patrick, 1992.</p> <p>Perry, James L., and Lois Recascino Wise. "The motivational bases of public service." Public Administration Review (1990): 367-373.</p> <p>Peters, B. Guy. "The challenge of policy coordination." Policy design and practice 1.1 (2018): 1-11.</p> <p>Peters, B. Guy. Chapter 6: The politics of bureaucracy. In: The Politics of Bureaucracy, 5th ed. New York: Routledge, 2001 [1979], pp. 219-260.</p> <p>Simon, Herbert. Chapter 1: Decision-Making and Administrative Organization. In: Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations (1997 [1945]): 1-28.</p> <p>Wilson, Woodrow. O Estudo da Administração. Revista do Serviço Público 2.2 (1946 [1887]): 43-55.</p>
<p>Supplementary reading</p>	<p>Allison, Graham T. "Conceptual models and the Cuban missile crisis." American Political Science review 63.3 (1969): 689-718.</p> <p>Ansell, Chris, and Alison Gash. "Collaborative platforms as a governance strategy." Journal of Public Administration Research and Theory 28.1 (2018): 16-32.</p> <p>Bresser-Pereira, Luiz. Democracia, Estado Social e Reforma Gerencial. Revista de Administração de Empresas 50:1 (2010): 112-116.</p> <p>Costa, Frederico. "Brasil: 200 anos de Estado; 200 anos de administração pública; 200 anos de reformas." Revista de Administração Pública 42 (2008): 829-874.</p> <p>Damke, Elói Júnior, Silvana Anita Walter, and Eduardo Damião da Silva. "A Administração é uma Ciência? Reflexões Epistemológicas acerca de sua Cientificidade." Revista de Ciências da Administração 12.28 (2010): 127-146.</p> <p>Frederickson, H. George et al. Chapter 10: Conclusion: A Bright Future for Theory? In: The Public Administration Theory Primer (2012): 245-266.</p>

	<p>Guedes-Neto, João V. "Bureaucrats as Legislators: The Conditional Roots of Workplace Descriptive Representation." <i>Representation</i> 59.4 (2023): 725-743.</p> <p>Guedes-Neto, João V. Chapter 2: A Theory of Bureaucratic Polarization. In: <i>Bureaucratic Polarization: How Workplace Identity and Intergroup Conflict Shape Policy Implementation</i>. New York: Routledge (forthcoming).</p> <p>Guedes-Neto; João V.; B. Guy Peters. Working, Shirking, and Sabotage in Times of Democratic Backsliding: An Experimental Study in Brazil. In: Bauer et al. (Eds); <i>Democratic Backsliding and Public Administration: How Populists in Government Transform State Bureaucracies</i>. Cambridge: Cambridge University Press, 2021.</p> <p>Gulick, Luther. Chapter 11: Science, Values and Public Administration. In: <i>Papers on the Science of Administration</i> (2005 [1937]): 199-204.</p> <p>Lipsky, Michael. Capítulo 1: O papel crítico dos burocratas de nível de rua. In: <i>Burocracia de Nível de Rua: Dilemas do Indivíduo nos Serviços Públicos</i>. Edição expandida do 30º aniversário. Brasília: ENAP, 2019 [1980]: 37-54.</p> <p>Lynn Jr., Laurence. Chapter 2: Public Management: A Concise History of the Field. In: Ferlie et al. (Eds), <i>The Oxford Handbook of Public Management</i>. Oxford: Oxford University Press, 2008.</p> <p>Mezzomo, Tânia, e Claudio Laporta. "A RAP e a evolução do campo de administração pública no Brasil (1965-92)." <i>Revista de Administração Pública</i> 28.1 (1994): 5-17.</p> <p>Niskanen, William A. "Competition among government bureaus." <i>American Behavioral Scientist</i> 22.5 (1979): 517-524.</p> <p>O'Leary, Rosemary. The Ethics of Dissent: Can President Trump Survive Guerrilla Government? <i>Administrative Theory & Praxis</i> 39 (2017): 63-79.</p> <p>Ostrom, Vincent. Chapter 2: The Intellectual Mainstream in American Public Administration. In: <i>The Intellectual Crisis in American Public Administration</i>. Tuscaloosa: The University of Alabama Press, 2008 [1975].</p> <p>Ostrom, Vincent. Chapter 3: The Work of the Contemporary Political Economists. In: <i>The Intellectual Crisis in American Public Administration</i>. Tuscaloosa: The University of Alabama Press, 2008 [1975].</p>
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	<p>Panizza; Francisco; B. Guy Peters; Conrado Ramos Larraburu. Introduction: The Issue of Patronage in Latin America. In: The Politics of Patronage Appointments in Latin American Central Administrations. Pittsburgh: University of Pittsburgh Press, 2022.</p> <p>Peci, Alketa. "Pesquisa em Administração Pública: o papel receptor e indutor da Revista de Administração Pública." Cadernos EBAPE.BR 16 (2018): 500-508.</p> <p>Peters, B. Guy; Jon Pierre. Citizens versus the New Public Manager: The Problem of Mutual Empowerment. Administration & Society 32:1 (2000): 9-28.</p> <p>Peters, B. Guy. Chapter 1: The persistence, growth and change of government and administration. In: The Politics of Bureaucracy, 5th ed. New York: Routledge, 2001 [1979], pp. 1-32.</p> <p>Peters, B. Guy. Chapter 3: The recruitment of public administrators. In: The Politics of Bureaucracy, 5th ed. New York: Routledge, 2001 [1979], pp. 85-134.</p> <p>Peters, B. Guy. The Politics of Bureaucracy after 40 years. British Journal of Politics and International Relations 21.3 (2019): 468-479.</p> <p>Sabatier, Paul A. "An advocacy coalition framework of policy change and the role of policy-oriented learning therein." Policy Sciences 21.2 (1988): 129-168.</p> <p>Sager, Fritz, and Christian Rosser. "Weber, Wilson, and Hegel: Theories of modern bureaucracy." Public administration review 69.6 (2009): 1136-1147.</p> <p>Story, Joana, Gabriela Lotta, and Gustavo M. Tavares. "(Mis) Led by an outsider: abusive supervision, disengagement, and silence in politicized bureaucracies." Journal of Public Administration Research and Theory 33.4 (2023): 549-562.</p> <p>Tullock, Gordon; Arthur Seldon; Gordon Brady. Chapter 5: Bureaucracy. In: Government Failure: A Primer in Public Choice. Washington, D.C.: Cato Institute, 2002.</p> <p>Waldo, Dwight. "Development of theory of democratic administration." American Political Science Review 46.1 (1952): 81-103.</p> <p>Weber, Max. O empreendimento estatal de dominação como administração: Direção política e domínio dos</p>
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	<p>funcionários. In: Economia e Sociedade, vol. 2 (2004 [1921]): 529-543.</p> <p>Weber. Max. Capítulo III: Os Tipos de Dominação. In: Economia e Sociedade, vol. 1 (1999 [1921]): 139-188.</p>
Cases / Activity	<p>Bello, Andrea. Pintura de Guerra III – Um Caso de Choque entre Culturas Organizacionais. ENAP: Casoteca de Gestão Pública, 2014.</p> <p>Cote, Denis. A História de Ricardo: Razões pretensamente boas podem render falta de motivação. ENAP: Casoteca de Gestão Pública, 2003.</p> <p>Ferreira, Viviane. Caso Gabriela: O Dilema Político em uma Repartição Pública. ENAP: Casoteca de Gestão Pública. 2014.</p> <p>Fonseca, Diogo et al. Rumo à terra prometida – pessoas, horários e produtividade. ENAP: Casoteca de Gestão Pública, 2016.</p> <p>Gallo, Adriano, Ana Maria Cunha, Raquel Vidal, e Roberta Cortizo. A pregoeira que era honesta demais. ENAP: Casoteca de Gestão Pública, 2015.</p> <p>Ponte, José. Santa indignação! Censura ou liberdade de expressão em órgãos públicos? ENAP: Casoteca de Gestão Pública, 2016.</p> <p>Rêgo, Tábata. Avaliação de desempenho: como avaliar os servidores de forma justa? ENAP: Casoteca de Gestão Pública, 2013.</p> <p>Ximenes, Julia. A tensão na definição de competências entre Judiciário e Executivo – a coleta de lixo. ENAP: Casoteca de Gestão Pública, 2012.</p>
Pre/ Post Assignment Deadline	<p>Participation and Engagement (20% of the grade): Throughout all classes.</p> <p>Opinion Article (30% of the grade): To be submitted by 11:59 PM on 09/20/24, the same date as Class X.</p> <p>Group Seminar Presentation (30% of the grade): Groups must be defined by 08/09/24 (during Class IV) and the seminar must be presented on a date to be agreed upon with the instructor, between Classes V and X (09/18-09/20/24).</p> <p>Final Exam (20%): To be held on 09/20/24 during Class X.</p>

LEARNING OBJECTIVES AND IMPACT ON THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE AGENDA		
LEARNING OBJECTIVES		
Competency:	Course objectives:	Level of contribution (Click to select):
To lead and manage in the public interest	Critically reflect on the contemporary debate in public administration and the reform of new public management.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
To participate in and contribute to the policy process	Understand the historical factors that influenced these theoretical developments , as well as the scope and limitations of their adoption in the field of public administration .	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
To analyze, synthesize, think critically, solve problems, and make decisions.	Know and critically and reflectively analyze the main debates and theoretical milestones of public administration .	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

<p>To articulate and apply a public service perspective.</p>	<p>Understand how these theoretical perspectives guide reforms and changes in public administration .</p>	<p><input type="checkbox"/><input type="checkbox"/><input checked="" type="checkbox"/></p>
<p>To communicate and interact productively with a diverse and changing workforce and citizenry.</p>	<p>Analyze some contemporary issues in public management, specifically highlighting the debate about the relationships between bureaucracy and government.</p>	<p><input type="checkbox"/><input checked="" type="checkbox"/><input type="checkbox"/></p>

IMPACT ON THE ENVIRONMENTAL, SOCIAL, AND GOVERNANCE AGENDA

Upon completing this course, the student will be able to draw connections between the content covered and the potential environmental, social, and governance impact, as represented by the following Sustainable Development Goals (SDGs):

(Maintain discipline-related SDGs)



[To insert new SDGs related to the course, access the gallery website.](#)

ABOUT THE PROFESSOR	
	<p>PROFESSOR'S NAME: João V. Guedes-Neto</p>



SHORT CV:

Assistant Professor at the Brazilian School of Public and Business Administration at Fundação Getúlio Vargas (FGV EBAPE). He earned his Ph.D. and M.A. in Political Science from the University of Pittsburgh (USA), as well as master's degrees in Economics, Law, and Politics (Leuphana Universität Lüneburg, Germany) and Public Management and Society (Universidade Federal de Alfenas). Before joining FGV EBAPE, he was an Assistant Professor of Public Administration at Kean University (USA), a Postdoctoral Researcher at FGV CEPESP, and a research fellow at IPEA. He has published articles in international journals such as Comparative Political Studies, Representation, and Political Studies Review.