Comparative Public Management
-Systematic Review Paper Guideline-

Students will write a systematic review paper as one of the assignments in this course. Writing a systematic review paper is very popular in health and medical sciences. However, recently it has also gained popularity in the field of general management and public management. Simply put, a systematic literature review is "a scientific tool that can be used to appraise, summarize, and communicate the results and implications of otherwise unmanageable quantities of research"(Green, 2005). A systematic review is a key tool for developing evidence-based policy making and public management knowledge and practices by "attempting to identify, appraise and synthesize all relevant studies…in order to answer a particular question"(Petticrew & Roberts, 2005, p. 9). For example, let's assume that you are a new employee working for a local government organization and your boss asks you to collect scientific evidence for how to foster innovation in the public sector and propose suggestions to promote innovation in your workplace. He/she is a very busy senior public manager and does not have time to read a large amount of academic papers. Your boss prefers the information and evidence as scientific and objective as possible. How will you do this task? Will you only review papers recommended by your thesis supervisor? Will you only use papers you happen to find in Google? What is a systematic and scientific way of reviewing existing scholarly papers?

When writing a systematic review paper, you are expected to follow certain procedures and use specific methodology. "Systematic reviews differ from traditional narrative reviews by adopting a replicable, scientific and transparent process, in other words a detailed technology, that aims to minimize bias through exhaustive literature searches of published and unpublished studies and by providing an audit trail of the reviewers decisions, procedures and conclusions" (Underlines added by the instructor) (Tranfield et al., 2003, p. 209).

For this assignment, students are expected to select one theoretical concept or theory of comparative public management and write a systematic review paper for the selected concept. Note that students need to select a concept or theory covered in this course. Examples of concepts and theory include, but are not limited to: quality of government, meritocratic recruitment, politicization, political corruption, open or closed bureaucracy (career-based vs. position-based system), government impartiality, government effectiveness, representative bureaucracy, symbolic representation, active representation, gender representation, etc. Given the course's time frame, it is impossible to write an all-encompassing systematic literature review on a certain topic. Therefore, students are expected to write a short systematic review paper.

The instructor is aware that there are already published systematic review papers for popular public management concepts such as "representative bureaucracy". Moreover, the amount of articles that have been published on such popular and rather abstract concepts may overwhelm you. In case you want to write your systematic literature review on such a 'popular' concept, I recommend that you narrow down your topic and focus on a sub-component of the concept such as "representative bureaucracy in European countries" or "representative bureaucracy at the municipal level" instead of "representative bureaucracy in general". Students can also focus on "causes of representative bureaucracy" or "consequences (or outcomes) of representative bureaucracy" rather than investigating representative bureaucracy in general. There are many ways to narrow and focus the topic. Students should consult with the instructor to discuss their topic in case they encounter such issues and worry that the amount of work for this assignment may be overwhelming.

-Determine your audience

Students are expected to select and specify an audience for their paper. Possible audiences are: public management scholars, policy makers working for a specific ministry (or agency), policy makers in a specific country, policy makers in international organizations, NGOs, etc.

-Research questions of your systematic review paper

Students are expected to formulate one research question for their assignment. By reading some of the systematic literature reviews listed below, you will familiarize yourself with the types of research questions often asked in systematic review papers. The number of articles that you have to include in your review depends of course on the topic, the amount of existing studies, as well as the research question. Hence, it is very important to clearly formulate and limit the scope of your research question. Otherwise, you might end up spending way too much time on this assignment. If you have any questions, don't be afraid to consult one of the instructors.

-Procedure

In reporting the systematic review, students should follow the widely used "Preferred Reporting Items for Systematic Reviews and Meta-Analysis" (PRISMA).

-References, length, and styling

Your systematic review paper should not exceed 4,000 words, including foot/endnotes, but excluding references). Students are expected to use APA Style for citation. Students are strongly encouraged to use reference management software such as Endnote, Mandeley, Zotero, etc. Using such software will be a great time saver when you study for other courses and write a master thesis.

-Organization of systematic review paper

For this assignment, your systematic review paper should be organized as follows:
- Title
- Introduction-background, motivation of your research, research questions, target audience, a brief statement of your findings
- Methodology-literature search strategy, eligibility criteria, study selection, etc.
- Results of the systematic review-components of this section vary depending on your research question
- Conclusion and future research-summary of your findings, policy recommendations (if your audience is policy makers), future research agendas, etc.
- Include a PRISMA checklist in the appendix.

*I advise students to follow a couple of examples of published papers such as De Vries et al. (2016) and Voorberg et al. (2015) for the above structure and what to include in each section.

-Deadline

The instructors do not set a fixed deadline for this assignment. Each student can decide own assignment deadline between November 13 and December 27. Further instructions on the flexible deadline policy will be provided in lecture or seminar.

Useful references for writing a systematic review paper

Green, Sally. 2005. "Systematic reviews and meta-analysis." *Singapore medical journal* 46 (6):270.

Petticrew, Mark, and Roberts, Helen. 2005. Systematic Reviews in the Social Sciences : A Practical Guide. Williston: John Wiley & Sons, Incorporated. Accessed July 29, 2020. ProQuest Ebook Central.

Tranfield, David, David Denyer, and Palminder Smart. 2003. "Towards a methodology for developing evidence-informed management knowledge by means of systematic review." *British journal of management* 14 (3):207-222.

PRISMA statement

Moher, David, Alessandro Liberati, Jennifer Tetzlaff, Douglas G Altman, and Prisma Group. 2009. "Preferred reporting items for systematic reviews and meta-analyses: the PRISMA statement." *PLoS med* 6 (7):e1000097.

Other useful website

University Minnesota Library Website
https://libguides.umn.edu/systematicreviews

University of Texas, School of Public Health
https://libguides.sph.uth.tmc.edu/c.php?g=543382&p=5370369

Georgetown University Website
https://guides.dml.georgetown.edu/systematicreviews

Examples of recent systematic review papers

Alexander Kroll (2015) Drivers of Performance Information Use: Systematic Literature Review and Directions for Future Research, *Public Performance & Management Review*, 38:3, 459-486, DOI: 10.1080/15309576.2015.1006469

Bart Voorn, Marieke L. van Genugten & Sandra van Thiel (2017) The efficiency and effectiveness of municipally owned corporations: a systematic review, *Local Government Studies*, 43:5, 820-841, DOI: 10.1080/03003930.2017.1319360

Cappellaro, Giulia. 2017. "Ethnography in public management research: A systematic review and future directions." *International public management journal* 20 (1):14-48.

Clifton, Judith, Daniel Díaz Fuentes, and Gonzalo Llamosas García. 2020. "ICT-enabled co-production of public services: Barriers and enablers. A systematic review." *Information Polity* (Preprint):1-24.

De Vries, Hanna, Victor Bekkers, and Lars Tummers. 2016. "Innovation in the public sector: A systematic review and future research agenda." *Public Administration* 94 (1):146-166.

Lars L. G. Tummers, Victor Bekkers, Evelien Vink, Michael Musheno, Coping During Public

Service Delivery: A Conceptualization and Systematic Review of the Literature, *Journal of Public Administration Research and Theory*, Volume 25, Issue 4, October 2015, Pages 1099–1126, https://doi.org/10.1093/jopart/muu056

Kennedy, Brandy. 2014. "Unraveling representative bureaucracy: A systematic analysis of the literature." *Administration & Society* 46 (4):395-421.

Kuipers, Ben S, Malcolm Higgs, Walter Kickert, Lars Tummers, Jolien Grandia, and Joris Van der Voet. 2014. "The management of change in public organizations: A literature review." *Public administration* 92 (1):1-20.

McDonnell, Joshua. 2020. "Municipality size, political efficacy and political participation: a systematic review." Local Government Studies 46 (3):331-350. doi: 10.1080/03003930.2019.1600510.

Moyson, S., Raaphorst, N., Groeneveld, S., & Van de Walle, S. (2018). Organizational Socialization in Public Administration Research: A Systematic Review and Directions for Future Research. The American Review of Public Administration, 48(6), 610–627. https://doi.org/10.1177/0275074017696160

Ritz, Adrian, Gene A Brewer, and Oliver Neumann. 2016. "Public service motivation: A systematic literature review and outlook." *Public Administration Review* 76 (3):414-426.

Valentina Mele, Paolo Belardinelli, Mixed Methods in Public Administration Research: Selecting, Sequencing, and Connecting, Journal of Public Administration Research and Theory, Volume 29, Issue 2, April 2019, Pages 334–347, https://doi.org/10.1093/jopart/muy046

Voorberg, William H, Viktor JJM Bekkers, and Lars G Tummers. 2015. "A systematic review of co-creation and co-production: Embarking on the social innovation journey." *Public Management Review* 17 (9):1333-1357.

Xiong, W, Chen, B, Wang, H, Zhu, D. Governing public–private partnerships: A systematic review of case study literature. Aust J Pub Admin. 2019; 78: 95– 112. https://doi.org/10.1111/1467-8500.12343

-Systematic Review Paper Grading Rubric-

	Excellent (10-8.5)	Good (8.5-7.0)	Acceptable (7-5.5)	Unacceptable (5.5>)	
Research question Clearly state a convincing research question					Unclear and unconvincing research question
Introduction Clearly and convincingly state research motivation, target audience, findings					Unclear introduction and lack of explanations
Methodology Transparent and clear explanations for research strategy					Lack of transparency and clarity in methodology
PRISMA Use the PRISMA statement					Not use the PRISMA statement
Results Convincingly present results with evidence and supporting information					Unconvincing presentation of results and lack of supporting evidence
Conclusion Present a summary of findings, relevant policy recommendations, and future research agendas					Do not present a summary of findings and policy recommendations and future research agendas are irrelevant
Writing style Exceptionally clear expression, academic prose, correct grammar and spelling.					Unclear, muddled, presentation. Grammatical and spelling errors.
Reference Accurate, consistent, citations, references, and bibliography.					No citation, or significant errors and/or omissions.