

PSPA 661: Spring 2009
THEORY AND ANALYSIS IN PUBLIC ADMINISTRATION
Thursdays, 6:30-9:10 PM. DU 466.

Professor: Kurt Thurmaier.

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Office Hours: Wednesdays, IASBO, 2-4PM or by Appointment [very flexible].

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COURSE OBJECTIVES: This seminar is designed to provide doctoral students with a rich background in the theoretical approaches and research methodologies used in the study of public administration. There is no single overarching approach to PA, and that is both good news and bad. The Bad: there is no simple framework to understand it all. The Good: you can choose a theoretical framework and appropriate research methodologies to study the problems in public administration that interest you. The goal of this course is to help you find the framework that excites you, and to help you understand the research methodologies that have led to “what we know” already.

COURSE REQUIREMENTS AND GRADING: This is a small seminar, so class attendance and participation is crucial to our success. Students will need access to, and be able to use, an email program and have access to the course webpage at Blackboard (Bbd) <https://webcourses.niu.edu>. Students will post their reviews and discussion papers on the Bbd discussion board so all have access in a timely manner.

There is a large literature in this area, and to help us more easily digest some of the work, each doctoral student will be responsible for taking one of the topics and developing a summary review of one of the highlighted books on that topic. The essay (6-8 pages) should (1) summarize the thesis of the book you have selected, (2) discuss the methodology of this research, and (3) discuss how this selection informs your understanding of public administration theory. To allow discussants time to prepare, the paper must be posted (on Bbd) to class members on the Friday preceding the class session when it will be discussed. This report will account for 30% of your grade. You will also serve as the primary discussant of the paper of another student (20% of grade), leading the discussion after presenting a brief critique (in 1-2 pages, single spaced). Pay particular attention to the methodology used in the chosen book. The other 50% of your grade will be based on a paper that outlines a research proposal to study an “unanswered” or enduring question in PA. This paper (10-12 pages) should take the form of a dissertation proposal literature review, weaving the latest literature together with previous studies to identify research gaps available for a dissertation, incorporating a research design to study the proposal, and a defense of the research design.

CLASS DISCUSSION: Discussion is important in the public sector. Arguments are important, as long as they are conducted professionally. I like to discuss issues and I will argue with you about various aspects of your proposals and assignments. *Just because I never agree with you does not mean that I do not think your view or your point has merit.* Pushing you to be as precise as possible in your arguments is one mechanism for crystallizing what you really mean. Don't let my strong personality and vocal opinions scare you off; *I will criticize your argument--not you!* If you think I am being unfair in class, please do not hesitate to see me as soon as possible. Be warned: you will be expected to participate in class discussions and contribute to our greater understanding of the topics.

COURSE COMPETENCIES: This course is designed to improve your management skills and knowledge areas in the following ways:

Oral Communication	Class discussions, paper presentations, discussant roles
Written Communication	Analysis papers, discussant papers
Analytical Thinking	Class discussions, literature analysis and discussant papers
Cultural Diversity & Ethics	Various discussions about ethical issues
Public Administration Theory	Reading, writing, and discussing required material

READING ASSIGNMENTS: There is a vast literature on public administration theory. Frederickson & Smith (2003) identify key materials to start our search for answers, but much literature remains beyond the required reading list. I have placed key works under a supplemental heading, most pulled from the Frederickson & Smith bibliography. I have added a few others. The * works are candidates for students to choose as the basis for their extended reviews. All students should read them at some point. Works specifically for methodology insights that all students should study are indicated with †.

Turn off your cell phone before class begins; if it rings, we will stop class & wait for you to apologize. Chronic problems will affect your grade performance in the course.

Writing:

Paprs must be writte @ the level of graduute school wrk. Incomplete sentences, poor grammar, misspelins and ypos will detract from your papers and your grades. I will comment on your papers in two ways. First, i will correct errors. Secondly, I will suggest improvements by editing with (?) attached to the comment. This should be taken as a suggestion to improve your writing. I won't put a remark on your paper if I don't think it is worth your consideration. The BBd PSPA 661 webpage has links to several writing guides, mainly those on our own MPA webpage: http://www.mpa.niu.edu/pub_ad/audience/writing.shtml. *Indicate which style guide you are using on the references page of each of your papers you submit for this class.*

Pet Peeves (aka do NOT do these if you want to earn a high grade on your writing assignments):

1. Do not use “obviously, clearly” or variations in oral and written work; it will reduce your grade.
2. Do not use contractions in formal writing. They are only permissible if you are quoting someone from an interview (or in a quoted text) ; it will reduce your grade.
3. Use appropriate reference and citation formats. Choose one of the accepted formats from the MPA website writing page and follow it! Inappropriate or incorrect citations will reduce your grade.
4. Proof your work by reading it aloud before you submit it to me. Read my comments and edits and learn from them. Failure to proof will redooce your grade.

Ethics: In case it is not yet crystal clear, there is zero tolerance for plagiarism in this course, this program and this university. Anyone who violates the ethical imperative to cite the work of others that is used in writing course papers is subject to an F for the course and possible dismissal from the university. (Note: citation rules in the US can be much stricter than in other countries.) If in doubt, cite the source, whether a quotation or a paraphrasing of someone else’s work. I am happy to provide advice on how to cite works in specific situations. Use a style manual taken from the MPA website writing page for all papers. The English Department’s statement on Plagiarism is direct and to the point:

www.engl.niu.edu/composition/guidelines/plag.shtml . I recommend you take the online tutorial available from the NIU website to be sure you understand the rules and principles <writingtutorial.niu.edu/writingtutorial/style/plagiarism01.html> .

STUDENTS WITH DISABILITIES: NIU abides by Section 504 of the Rehabilitation Act of 1973 which mandates reasonable accommodations be provided for qualified students with disabilities. Any student who has a disability that may prevent him/her from fully demonstrating his/her abilities should contact me within the first three weeks of the semester to discuss accommodations necessary to ensure full participation and facilitate the educational opportunity. It is the responsibility of the student to make this information available to me at the beginning of the course. If you have not already done so, you will need to register with the Center for Access-Ability Resources (CAAR), the designated office on campus to provide services and administer exams with accommodations for students with disabilities. The CAAR office is located on the 4th floor of the University Health Services building (815-753-1303). I look forward to talking with you so that I may be helpful in enhancing your academic success in this course.

COURSE OUTLINE

January 15. Discussion 1: Course Design, Issues, Assignments

Theme: How does one study the field of public administration?

Topics: Three rocks of PA

- ◆ Theory *AND* practice
- ◆ Fundamental tension of democratic accountability and improved efficiency.
- ◆ The definition of “effective PA”

Required:

Frederickson and Smith Ch 1 “Introduction: The Possibilities of Theory”.

Shafritz, Forward and Preface.

Denhardt and Denhardt, “New Public Service,” PAR 60(6), 2000.

January 22. Historical Roots of Public Administration

Theme: “Theories of Political Control of Bureaucracy”.

Topics:

- P-A Dichotomy
- Bureaucratic Capture Theory
- Client Responsiveness Theory
- Agency Theory

Required:

Frederickson and Smith, Ch 2.

#1: D. Eaton, “Civil Service Reform in Great Britain (1880)

#2: W. Wilson, “The Study of Administration” (1887)

#3: F. Goodnow, “Politics and Administration” (1900)

#28: A. Downs, “The Life Cycle of Bureaus” (1967)

#31: T. Lowi, “The End of Liberalism: The Indictment” (1969)

#45: R. Moe, “Exploring the Limits of Privatization” (1987)

#53: J. Kingdon, “How Does an Idea’s Time Come?” (1995)

Maynard-Moody and Leland. 1999. †

Supplemental:

Downs 1967

Kingdon 1995*†

Finer 1941

Thompson 1967

Frederich 1940

JQ Wilson 1989*

Jefferson & Madison [*Federalist Papers*, Nos. 17, 68, 72, 76 (1786)] (access on BBd)

Wood & Waterman 1994*†

January 29. Theories of Bureaucratic Politics

Theme: Exploring the policymaking role of the bureaucracy and bureaucrats

Topics:

- Representative Bureaucracy
- The Facts-Values Dichotomy

Presenter:

Discussant(s):

Required:

Frederickson and Smith: Chapter 3

#13: R. Merton, “Bureaucratic Structure and Personality” (1940)

#17: H. Simon, “The Proverbs of Administration” (1946)

#18: D. Waldo, “The Administrative State: Conclusion” (1948)

#37: S. Krislov, “Representative Bureaucracy” (1974)

#40: M. Lipsky, "Street-level Bureaucracy" (1980) †
 #52: NPR, "From Red Tape to Results" (1993)

Supplemental:

Allison & Halperin 1972
 Allison 1971
 Federalist Paper #10
 JQ Wilson 1989*

Meier 1975, † 1993*
 Osborne & Gaebler 1992
 Simon 1947,* 1952a, b
 Waldo 1948,* 1952, 1953

February 5. A Constitutional Approach to Bureaucracy

Theme: Finding a Foundation for Bureaucracy in the Constitution

Topics:

- The Constitution of the United States
- Founding the Administrative State in Word
- Founding the Administrative State in Deed

Presenter:

Discussant(s):

Required:

Rohr, To Run a Constitution (all) (Start with Appendix A!)

#43: D. Rosenbloom, "Public Administrative Theory and the Separation of Powers" (1983)
 Federalist #27, #72

Supplemental:

Lee, Y. 2005.*
 Moe & Gilmore 1995†

February 12. Public Institutional Theory

Theme: Institutionalism as a framework to build PA theory

Topics:

- Hollow State
- Hierarchy
- Institutional Structures and Outcomes
- Garbage Can Model
- Diffusion of Innovation

Presenter:

Discussant(s):

Required:

Frederickson and Smith: Chapter 4

#11: *Report of the President's Committee on Administrative Management* (1937)

#30: H. Kaufman, "Administrative Decentralization and Political Power" (1969)

Supplemental:

Chisholm 1995†
 DiMaggio & Powell 1983†
 Frederickson, Johnson & Wood 2003*
 JD Thompson 1967
 JQ Wilson 1989
 Kingdon 1995†

Light 1999*
 Lijphart 1984
 March and Olsen 1989, * 1986
 Milward 1996 symposium JPART
 Scott 1995*

February 19. Theories of Public Management**Theme:** How is this different from government administration?**Topics:**

- Role Theory
- Communication Theory
- New Public Administration
- Leadership
- Management by Contract

Presenter:**Discussant(s):****Presenter:****Discussant(s):**Required:

Frederickson and Smith: Chapter 5

#5: F. Taylor, "Scientific Management" (1947)

#7: M. Weber, "Bureaucracy" (1922)

#10: L. Gulick, "Notes on the Theory of Organization" (1937) †

#12: C. Barnard, "Informal Organizations and their Relation to Formal Organizations" (1938) †

#21: D. McGregor, "The Human Side of Enterprise" (1957)

#39: G Allison, "Public and Private Management" (1980)

#51: M. Barzelay, "Breaking Through Bureaucracy" (1992)

Supplemental:

Barzelay 1992*

Behn 1991*†, 2000

Donahue 1989

Gulick 1937*†

Kettl 1993a, 1988

Lynn 1996*

Majone 1989*

Osborne & Gaebler 1992

Rainey & Steinbauer 1999†

Weber 1952

February 26. Postmodern Theory**Theme:** Defining Postmodernism and its influence on PA theory**Topics:**

- New Public Administration
- Feminist Perspective on PA

Presenter:**Discussant(s):**Required:

Frederickson and Smith: Chapter 6

#9: M. Follett, "The Giving of Orders" (1926) †

#21: D. McGregor, "The Human Side of Enterprise" (1957)

#33: H. Frederickson, "Toward a New Public Administration" (1971)

#46: C. Stivers, "Toward a Feminist Perspective in Public Administration Theory" (1990) †

Supplemental:

Denhardt 1993

Frederickson 1980*

Harmon & Mayer 1986

Harmon 1981,*† 1989†

Hummel 2008 [1994] *†

Kuhn 1970*†

Maynard-Moody & Leland 1999†

Maynard-Moody & Musheno 2003*†

McGregor 1960

March 5: NO CLASS-Urban Affairs Conference (Seattle)**March 12: NO CLASS-SPRING BREAK**

March 19. Decision Theory**Theme:** Rationality as a central concept for PA theory**Topics:**

- Bounded Rationality
- Budget Maximizing Bureaucrats
- Citizens as Customers
- Markets for Public Goods

Presenter:**Discussant(s):**Required:

Frederickson and Smith: Chapter 7

#17: H. Simon, "The Proverbs of Administration" (1946)

#22: C. Lindblom, "The Science of 'Muddling Through'" (1959) †

Cohen, March & Olsen 1972†

Kiel 1993†

Supplemental:

Kingdon 1995*†

Lindblom 1959,† 1965,† 1979†

Simon 1947*

March 26. Rational Choice**Theme:** The New Orthodoxy for PA theory?**Topics:**

- Budget Maximizing Bureaucrats
- Citizens as Customers
- Markets for Public Goods

Presenter:**Discussant(s):**Required:

Frederickson and Smith: Chapter 8

Haque 1996†

Supplemental:

Blais & Dion 1991*

Buchanan & Tullock 1962*

Downs 1957, 1967*

Lyons, Lowery & DeHoog 1992*†

Niskanen 1971,* 1994*

Tiebout 1956

E. Ostrom 1998

V. Ostrom 1973*

Wood & Waterman 1994*†

April 2. New Theories of Governance**Theme:** Searching for a new theory of PA based in governance, not government**Topics:**

- New Public Management
- Administrative Conjunction

Presenter:**Discussant(s):**Required:

Frederickson and Smith: Chapter 9

Paquet 2005 (pp. xi-52)

#26: W. Bennis, "Organizations of the Future" (1967)

Supplemental:

Kettl 2002, 2005*†

Milward and Provan. 2000a.

Peters & Pierre 2000, 1998†

Polanyi 1975 [originally 1944]*

April 9 Governance Methodologies

Theme: Research Methodologies for the study of governance

Required:

Lynn, Laurence, Jr., Carolyn Heinrich, and Carolyn Hill. 2001. *Improving Governance: A New Logic for Empirical Research*. Washington, DC: Georgetown University Press.
Heinrich and Lynn 2001.

April 16. Networks and New Governance: A Vision

Theme: What happens when borders are ignored?

Topics:

- Collaborative Governance
- The Strategic State
- Polycentric Governance
- Technologies of Collaboration
- Transversal Citizenship

Presenter:

Discussant(s):

Required:

Paquet 2005 (pp. 53-318)
Milward & Provan 2000b†

April 23. Paper Presentations

Frederickson and Smith: Chapter 10

May 3. Wrap Up

The required texts are:

H. George Frederickson and Kevin Smith. 2003. *Public Administration Theory Primer*
Laurence Lynn, Jr., Carolyn Heinrich, and Carolyn Hill. 2001. *Improving Governance: A New Logic for Empirical Research*. Washington, DC: Georgetown University Press.
Gilles Paquet. 2005. *New Geo-Governance: A Baroque Approach*
John Rohr. 1986. *To Run A Constitution*
Jay Shafritz, ed. 2009. *Classics Of Public Administration [Classics articles are presented by #]*

Required Articles:

Cohen, Michael, James March, and Johan Olsen. 1972. "A Garbage Can Model of Organizational Choice." *Administrative Science Quarterly*. 17, pp. 1-25.
Federalist Papers, 1786. [Jefferson & Madison] [especially 10, 17, 27, 68, 72, 76]
Haque, M. Shamsul. 1996. "The Intellectual Crisis in Public Administration in the Current Epoch of Privatization." *Administration & Society*. 27, pp. 510-536.
Kiel, L. Douglas, 1993 "Nonlinear Dynamical Analysis: Assessing Systems Concepts in a Government Agency," *Public Administration Review*, Mar/Apr, Vol. 53 Issue 2: 143-153.
Maynard-Moody, Steven, and Suzanne Leland. 1999. "Stories from the Front-Lines of Public Management: Street-Level Workers as Responsible Actors." In Hal Rainey and Jeff Brudney, Editors, *Advancing Public Management: New Developments in Theory, Methods, and Practice*. Washington, DC: Georgetown University Press.
Milward, H. Brinton, and Keith Provan. 2000b. "How Networks Are Governed." In Carolyn Heinrich and Laurence Lynn Jr., Editors, *Governance and Performance: New Perspectives*. Washington, DC: Georgetown University Press.

Additional Reading List (from Faculty Exam Reading List, top20)

- Allison, Graham. 1971. *Essence of Decision*. Boston: Little, Brown and Company.
- Allison, Graham, and Morton Halperin. 1972. "Bureaucratic Politics: A Paradigm and Some Policy Implications." *World Politics*. Spring, pp. 40-79.
- Barzelay, Michael. 1992. *Breaking Through Bureaucracy*. Berkeley: University of California Press.
- Behn, Robert. 1991. *Leadership Counts: Lessons for Public Managers from the Massachusetts Welfare, Training and Employment Program*. Cambridge, MA: Harvard.
- Behn, Robert. 2000. *Rethinking Democratic Accountability*. Washington, DC: The Brookings Institution.
- Blais, Andre and Stephane Dione, Editors, *The Budget-Maximizing Bureaucrat: Appraisals and Evidence*. Pittsburgh: University of Pittsburgh Press.
- Buchanan, James, and Gordon Tullock. 1962. *The Calculus of Consent*. Ann Arbor: University of Michigan Press.
- Chisholm, Donald. 1995. "Problem Solving and Institutional Design." *Journal of Public Administration Research and Theory*. 6, pp. 25-47.
- Denhardt, Robert. 1993. *Theories of Public Organization*. Belmont, CA: Wadsworth Publishing Company.
- DiMaggio, Paul, and Walter Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review*. April, pp. 149-160.
- Donahue, John. 1989. *The Privatization Decision*. New York: Basic Books.
- Downs, Anthony. 1957. *An Economic Theory of Democracy*. New York: Harper.
- Downs, Anthony. 1967. *Inside Bureaucracy*. Boston: Little, Brown and Company.
- Finer, Herman. 1941. "Administrative Responsibility in Democratic Government." *Public Administration Review*. 1, pp. 335-50.
- Frederich, Carl. 1940. "Public Policy and the Nature of Administrative Responsibility." In Carl Frederich and E. S. Mason, Editors, *Public Policy*. Cambridge, MA: Harvard University Press.
- Frederickson, H. George, 1980. *New Public Administration*. University, Alabama: University of Alabama Press.
- Frederickson, H. George, Gary Johnson, and Curtis Wood. 2004. *The Adapted City : Institutional Dynamics and Structural Change*. Armonk, N.Y. : M.E. Sharpe.
- Gulick, Luther. 1937. "Notes on the Theory of Organization." In Luther Gulick and Lyndon Urwick, Editors, *Papers on the Science of Administration*. New York: Institute of Public Administration, pp. 3-50.
- Harmon, Michael. 1981. *Action Theory for Public Administration*. New York: Longman.
- Harmon, Michael. 1989. "'Decision' and 'Action' As Contrasting Perspectives in Organizational Theory." *Public Administration Review*. 49, pp. 144-149.
- Harmon, Michael, and Richard Mayer. 1986. *Organization Theory for Public Administration*. Boston: Little, Brown and Company.
- Heinrich, Carolyn J. and Laurence E. Lynn, Jr. 2001. "Means and Ends: A Comparative Study of Empirical Methods for Investigating Governance and Performance," *Journal of Public Administration Research and Theory* 11(1): 109-138.
- Hummel, Ralph P.. 2008. *The Bureaucratic Experience : The Post-Modern Challenge*. Armonk, NY: M.E. Sharpe.
- Kettl, Donald. 1988. *Government by Proxy: (Mis) Managing Federal Programs*. Washington: Congressional Quarterly Inc.
- Kettl, Donald. 1993a. *Sharing Power: Public Governance and Private Markets*. Washington, DC: The Brookings Institution.
- Kettl, Donald. 2002. *The Transformation of Governance: Public Administration for Twenty-First Century America*. Baltimore: Johns Hopkins Press.

- Kettl, Donald. 2005. *The Global Public Management Revolution: A Report on the Transformation of Governance*. Washington, DC: Brookings.
- Kingdon, John. 1995. *Agendas, Alternatives and Public Policy*. New York: Harper Collins.
- Kuhn, Thomas S. 1996. *The Structure of Scientific Revolutions*. 3rd ed. Chicago: University of Chicago Press.
- Lee, Yong S. 2005. *The Reasonable Public Servant*. Armonk, NY: M.E. Sharpe.
- Light, Paul. 1999. *The True Size of Government*. Washington, DC: Brookings Institution Press.
- Lijphart, Arend. 1984. *Democracies: Pottering Majoritarian and Consensus Government*. New Haven, CT: Yale University Press.
- Lindblom, Charles. 1959. "The Science of Muddling Through." *Public Administration Review*. 19, pp. 79-88.
- Lindblom, Charles. 1965. *The Intelligence of Democracy: Decision Making Through Mutual Adjustment*. New York: Free Press.
- Lindblom, Charles. 1979. "Still Muddling, Not Yet Through." *Public Administration Review*. 39, pp. 517-526.
- Lynn, Laurence, Jr. 1996. *Public Management as Art, Science and Profession*. Chatham, NJ: Chatham House.
- Lyons, William, David Lowery, and Ruth Hoogland DeHoog. 1992. *The Politics of Dissatisfaction: Citizens, Services, and Urban Institutions*. Armonk, NY: Sharpe.
- Majone, Giandomenico. 1989. *Evidence, Argument and Persuasion in the Policy Process*. New Haven, CT: Yale.
- March, James, and Johan Olsen, Editors. 1986. "Garbage Can Models of Decision Making in Organizations." In James March and Roger Weissinger-Baylon, Editors, *Ambiguity and Command*. Cambridge, MA: Ballinger.
- March, James, and Johan Olsen. 1989. *Rediscovering Institutions*. New York: Free Press.
- Maynard-Moody, Steven, and Michael Musheno. 2003. *Cops, Teachers, Counselors: Stories from the Front Lines of Public Service*. Ann Arbor: University of Michigan Press.
- McGregor, Douglas. 1960. *The Human Side of Enterprise*. New York: McGraw-Hill.
- Meier, Kenneth. 1975. "Representative Bureaucracy: An Empirical Analysis." *American Political Science Review*. 69, pp. 526-542.
- Meier, Kenneth. 1993. *Politics and the Bureaucracy: Policymaking in the Fourth Branch of Government*. Pacific Grove, CA: Brooks/Cole
- Milward, H. Brinton, and Keith Provan. 2000a. "Governing the Hollow State." *Journal of Public Administration Research and Theory*. 10, pp. 359-379.
- Milward, H. Brinton, Editor. 1996. "Symposium on the Hollow State: Capacity, Control, and Performance in Interorganizational Settings."
- Moe, Ronald, and Robert Gilmour. 1995. "Rediscovering Principles of Public Administration: The Neglected Foundation of Public Law." *Public Administration Review*. 55, pp. 135-146.
- Niskanen, William. 1971. *Bureaucracy and Representative Government*. Hawthorne, NY: Aldine de Gruyter.
- Niskanen, William. 1994. *Bureaucracy and Economics*. Brookfield, VT: Edward Elgar Publishing.
- Osborne, David, and Ted Gaebler. 1992. *Reinventing Government*. Reading, PA: Addison-Wesley.
- Ostrom, Elinor. 1998. "A Behavioral Approach to the Rational Choice Theory of Collective Action: Presidential Address, American Political Science Association, 1997." *American Political Science Review*. 92, pp. 1-22.
- Ostrom, Vincent. 1973. *The Intellectual Crisis in American Public Administration*. Tuscaloosa, AL: The University of Alabama Press.
- Peters, B. Guy, and John Pierre. 1998. "Governance Without Government? Rethinking Public Administration." *Journal of Public Administration Research & Theory*. 8, pp. 223-244.
- Peters, B. Guy, and Jon Pierre. 2000. "Citizens Versus the New Public Manager: The Problem of Mutual Empowerment." *Administration & Society*. 32, pp. 9-28.

- Polanyi, Karl. 1975 (originally 1944). *The Great Transformation*. NY: Octagon Books.
- Rainey, Hal, and Paula Steinbauer. 1999. "Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations." *Journal of Public Administration Research and Theory*. 1, pp. 1-32.
- Scott, W. Richard. 1995. *Institutions and Organizations*. Thousand Oaks, CA: Sage Publications.
- Simon, Herbert. 1947. *Administrative Behavior*. New York: Free Press
- Simon, Herbert. 1952a. "Development of Theory of Democratic Administration: Replies and Comments." *American Political Science Review*. 46, pp. 494-503.
- Simon, Herbert. 1952b. "Reply to Waldo." *American Political Science Review*. 2, pp. 494-496
- Thompson, James. 1967. *Organizations in Action*. New York: McGraw-Hill.
- Tiebout, Charles. 1956. "A Pure Theory of Local Expenditures." *Journal of Political Economy*. 44, pp. 416-24.
- Waldo, Dwight. 1948. *The Administrative State*. New York: The Ronald Press Company
- Waldo, Dwight. 1952. "Development of Theory of Democratic Administration." *American Political Science Review*. 46, pp. 81-103.
- Waldo, Dwight. 1953. "Reply to Simon." *American Political Science Review*. 2, pp. 500-503.
- Weber, Max. 1952. "The Essentials of Bureaucratic Organization: An Ideal-Type Construction." In Robert K. Merton, Ailsa P. Gray, Barbara Hockey and Hanan C. Selvin, Editors, *Reader in Bureaucracy*. Glencoe, IL: The Free Press.
- Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why They Do It*. New York: Basic Books.
- Wood, Dan, and Richard Waterman. 1994. *Bureaucratic Dynamics: The Role of Bureaucracy in a Democracy*. Boulder, CO: Westview Press.