## **Contents**

An "Administrative State"

Introduction

The Manimistrative State: 1
The Bureaucracy Problem 3
Bureaucracy and Size 4
"Public" and "Administration" 6
Public versus Private Administration 8
The Critical Role of Public Authority 9
Characteristic Public Processes 9
Policy Execution versus Policy Formation II
Policy Execution 11
Policy Formation 12
The Policy/Administration Dichotomy 14
Administrative Responsibility 15
The Study of Public Administration 16
The Study of Public Administration 16
Time and Space: Critical or Noncritical Variables? 16
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20 What Government Does The Functions of Government 24
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20 What Government Does
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20  What Government Does The Functions of Government 24 The Growth of Government 25
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20  What Government Does The Functions of Government 24 The Growth of Government 25 What the Federal Government Does 27 What State Governments Do 28
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20  What Government Does The Functions of Government 24 The Growth of Government 25 What the Federal Government Does 27
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20  What Government Does The Functions of Government 24 The Growth of Government 25 What the Federal Government Does 27 What State Governments Do 28 What Local Governments Do 29 Appearances versus Reality 30
Time and Space: Critical or Noncritical Variables? 16 Woodrow Wilson and Comparative Administration 17 Complexity and Simplicity 20  What Government Does The Functions of Government 24 The Growth of Government 25 What the Federal Government Does 27 What State Governments Do 28 What Local Governments Do 29 Appearances versus Reality 30

1

## THE POLITICS OF THE ADMINISTRATIVE PROCESS

3. Organization Theory

Contracts 34
Regulations 34
Tax Expenditures 35
Loan Programs 36
Implications for Public Administration 36
Conclusion 38

## The Structural Approach to Large Organizations 39 Authority and Hierarchy 41 Administrative Implications 42 Two Models 43 The Classical Model 44 The Bureaucratic Model 45 Systems Theory 47 System Boundaries 49

System Purpose 49

The Humanist Challenge 51

Jobs, Productivity, and Happiness 51

Ideology 52

Sensitivity Training and Organization Development 54

The Pluralist Challenge 55

Organization Culture 56

The Challenge of Third-Party Administration 58

Conclusion 58

## 4. The Executive Branch

Executive Branch Components 63

Bureaus 63

Departments and Major Agencies 64

Independent Regulatory Commissions 67

Government Corporations 68

Field Offices 69

Direction of the Executive Branch 71

The Executive Office and White House 73

Office of Management and Budget 76

National Security Council 78

Office of Policy Development 80

61