

ACC & ETHICS

ETHOS (B, C, E, I, N, PA)

UNIQ PUB MGMT

BAILIEN PARADOX

O'TOOLE CORE VALUES

BROADBANK RESP & GEN.

WOL & GOODSELL

IMPACT ON DESIGN

MOOREHEAD HUMAN MOTIV.

KAUFMAN TRADEOFFS

BARNARD SYS. COOP.

COMPLEX WARD OS.

PUBLIC VS PVT BUDGET

SUM RESOURCES

SVC VS PROFIT (RANGE)

NO # BOTTOM LINE

PUBLIC / COLLECTIVE BENEFIT

CAPTIVE CLIENTELE

DIFF. PERF. MEASURES

DM LESS CENTRALIZED

RESP. FOR OVER-ALL ECON.

WHY IMP: GROWTH, PUBLIC SEC.

INC. POPUL

OWN SPONSOR

TECH

EXTERNALITIES

H/C WAR

RISK

ECON CRISIS

GOOD MOLD.

REV & TAXATION

EQUITY

TAX TYPES

BB VS LS

BOTTOM LINE:

GOVT ALLOCATES

PVT MAXIMIZES ROI ON GIVEN

BUDGET AS POLITICS

COMPLEXITY & POLITICIZATION

AIDS TO CALC

EXPERIENTIAL

SIMPLIFICATION

SATISFICING

INCREMENTALISM

BASE & PAIR SHARE

RECIPROCAL EXPECTATIONS

AGENCY STRATEGIES

CLIENTELE

CONFIDENCE

BASE D/INC/EXP

COMMITTEE STRATEGIES

SPECIALIZED

HISTORICAL

PRAGMATICS

NON-PROGRAMMATIC

REPETITIVE

SEQUENTIAL

CRITIQUE / DEPEND BUREAUCRACY

DEPENDS MODEL, VIEW MAN.

COMMON CRITICISMS

PERF

POWER / BIAS

OPPRESSION / VICTIMS

RESISTANT TO CHANGE

AUTHORITARIAN

SIZE

COUNTER CRITIQUE

TOO GENERAL, EACH UNIQUE

SUMMARY 75% SATIS.

COMP. EFFECTIVE.

WORKING VS IMPOSED OBSTACLES

MILDOR DEMOGRAPHIC NORMS

MODERATE IN SIZE

COMPARATIVE MODELS

CBS HE RD PIE OS

PROBLEM

METAPHOR

PEOPLE

INCENTIVES

TYPE AUTH.

BASIS. "

LOC. "

GOOD EXEC

GOOD ORG

ORG MOTTO

ENVIRON

TOOLS

SPORT

CRIMINALS

PUBLIC VS PRIVATE ADMIN

TIME

DURATION

PERFORMANCE

PERSONNEL CONSTRAINTS

QUALITY VS EFFICIENCY

PUBLIC VS PRIVATE ACC/OBJECTIVE

PRESS

LEG/JUD

BOTTOM LINE

EVALUATION

AUDIENCE

PURPOSE S, P, ACC

TIMING POINT, DESIGN
DESIGN WHO DOES

REPORT

POLITICAL CONTEXT

BARRIERS

ORG & SYSTEMIC

BELOW

DOU

POLARIZATION

ORG CHARACTER

ACTORS

EVAI

PROG, S, C, C

PROCESS

AGENCY

USER INVOLV.

APPOINTMENT EVAL

EVAI CHARACTER

TIMELINESS

RELEVANCE

BINS

COMPLEXITY

NEGATIVISM

PERSONAL CONCERNS & AUTHORS (A B² C E I⁴ M P S T² U)

ADMIN POWER	LOWE
BUDGETING AS POLITICAL	WILDAVSKY
BUDGETARISM	WEBER
CALCULATIVE KR	WIKENT
ECOLOEM	GAUS
INCREMENTAL	WINDBLOOM
INFORMAL GROUPS	THAYO
INFO NETS / BLOCKS	SIMON +
ISSUE NETWORKS	HEELO
MORAL AMBIG.	BAILBY
PROP. STATE	MOSHON
SY COOP GRP	BARANNO
THEORY X/Y	MCCRELLOR
TRADEOFFS	KAUFMAN
UNIQUENESS	AMISON

SCHOOLS OF THOUGHT

HAMILTON, JEFFERSON, MADISON

SOURCE POL. AUTH

VIEW MAN

GOVT ROLE

CHIEF THREAT

"GOOD LIFE"

INSTITUTION

ADM PATTERN

ADM PROCESS

ADM PURPOSE

ADM DISCRETION

CENTRALIZATION

PUBLIC SERVICES

STYLE

FOCUS

5 MODELS BUREAUCRACY

EVOLVING CONCEPTS

ACCOUNTABILITY

ETHICS (ETHOS)

BELIEF WAY OF THINKING, VOX POPULI

THESAURUS

CULTURE FOLKWAYS, MORDS

ETHICS CODES & CONSCIENCE

IDEOLOGY WORLD VIEW, PHILOSOPHY

NATURE CONSTITUTION, COMPOSITION

PERSUADING ATTITUDES CLIMATE (NORMS)

"HOW WE DO BUSINESS"

UNIQUENESS OF PUBLIC ORG

QUALITIES OF PUBLIC SERVICE

MORAL AMBIGUITIES

BAILEY

PARADOXES OF CONTEXT

OPTIMISM, COURAGE, FAIRNESS, CHARITY

CORE VALUES

O'TOOLE

EXECUTIVE LEADERSHIP

NEUTRAL COMPETENCE

SHARING & SEPARATION OF POWERS

RESPONSIBILITY & RESPONSIVENESS

BROADBENT

ACCESS TO INFO

SENSITIVITY

TIMELINESS

WITHHOLDING

LEGISLATIVE OVEHSIGHT

BUDGET

SUNSET

OVEHSIGHT & STAFFS

PERFORMANCE AUDITS

OMBUDSMAN

ADMINISTRATIVE LAW

HOW

OTHER CORE CONCEPTS

DESIGN, MODELS, DECISION-MAKING

BUDGET AS POLITICS

COMPLEXITY & POLITICIZATION

AIDS TO CALCULATION

EXPERIENTIAL

SIMPLIFIED

SATISFIED

INCREMENTAL

BASE & PAIN SHARE

RECIPROCAL EXPECTATIONS

AGENCY STRATEGIES

CLIENTELE

CONFIDENCE

BASE D/INC/EXP

COMMITTEE STRATEGIES

SPECIALIZED

HISTORICAL

FRAGMENTED

NON-PROGRAMMATIC

REPETITIVE

SEQUENTIAL

PUBLIC VS PRIVATE BUDGETING

GOVT BOUND ONLY BY SUM OF RESOURCES

SERVICE VS PROFIT (RANGE OF RESP.)

NO DOLLAR BOTTOM LINE

PUBLIC OR COLLECTIVE BENEFIT

CAPTIVE CLIENTS

PERFORMANCE DIFFICULT TO MEASURE

DECISION-MAKING LESS CENTRALIZED

RESP. FOR OVER-ALL STATE OF ECONOMY

GROWTH PUBLIC SECTOR

INC. POPULATION

TECH. CHANGES

HOT/COLD WAR

ECON CRISIS

ONLY SPONSOR

EXTERNALITIES

RISK

GOOD MONOPOLIES

REVENUE & TAXATION ISSUES

EQUITY

TAX TYPES

BOTTOM LINE: GOVT BUDGETS

ALLOCATE RESOURCES, PVT BUDGETS

MAXIMIZE ROI ON GIVEN RESOURCES

BALANCED BUDGET VS LIMITED SPENDING

LIMITATION THROUGH SPENDING REDUCTIONS

BALANCE THROUGH INCREASED TAXATION

BB AMENDMENTS WOULD FORCE LEGISLATORS
TO MAKE CHOICES, PROVIDE POLITICAL
PENALTY FOR INCREASING SPENDING.

CRITIQUE OF DEPEND BUREAUCRACY

DEPENDS ON MODEL & VIEW OF MAN

COMMON CRITIQUE

POOR PERFORMANCE

MANIPULATION OF POLITICAL POWER

OPPRESSION OF INDIVIDUAL

OBSSIVE CONFORMITY

GOAL DISPLACEMENT

(EMPLOYEE/CLIENTS AS VICTIMS)

RESISTANT TO CHANGE

AUTHORITARIAN

ELITIST BIAS

~~SUB~~ LEVEL BIAS

COUNTER-CRITIQUE (GOODSEN)

MUCH TOO GENERAL

BACH BUREAUCRACY UNIONS

SURVEYS FOUND 75% SATIS.

COMPARATIVELY EXPECTING

WORKING AGAINST IMPOSED OBSTACLES

MILDOR DEMOGRAPHIC NORMS

MODERATE IN SIZE

COMPARATIVE MODELS OF PUBLIC ORG.

CBS/3m HR/3H RD/3D PIE/3E OS/3C

PROBLEM PRODUCTION MORALE CORRECT SURVIVAL CHANGE

METAPHOR SKELETON CIRCUL. BRAIN NERVES WHOLE BODY

PEOPLE X Y W ADAPTIVE Z

INCENTIVES ECON SATIS. REASON SOLV-INT SELF-ACTUAL.

TYPE AUTHORITY AUTOCRAT. DEMOCR. MERIT. IDEOLOGY VARIED

BASIS AUTHORITY POS. NORMS EXPERT CHARISMA SITUATIONAL

LOCATION AUTHORITY PAS. INFORMAL. PROP. ISSUE CONS DISBURSED

GOOD EXPL. CMDR MENTOR INTELLECTUAL BASE-TOUCH FLEXIBLE

GOOD ORG PROP. SOCIALTY PROBLEM REACTIVE TERRITORIAL PROACTIVE

ORG MOTTO WORK HAPPY THINK PREVAIL ANTICIPATE

ENVIRON ^{IRRELEVANT} STABLE NEUTRAL RELEVANT REACTIVE VOLATILE

TOOLS BOP SOC SCI. MGMT SCI COMMS/PL NEGOT.

SPORTS FOOTBALL PRISBEQ CHESS CAMBER BOWL ?

OPTICS MACHINE HAPPY DELAY EXTERNAL CYBERNETIC
MONOCLITHIC HUMANE DELIBERATE ECLECTICAL COMMUNICATION
MONOCLATHIC HOPEFUL DECIDE ENVIRONMENTAL CHANGE

CORE CONCEPTS OF PUBLIC ADMINISTRATION

ACCOUNTABILITY

ADMINISTRATIVE LAW

ADMINISTRATIVE POWER

BUREAUCRACY

MODELS

PROCESS

PLAYERS

CRITIQUE

BUDGETING

CULTURE

DECISION-MAKING

DESIGN / METAPHORS

ENVIRONMENT

FEDERALISM

VS CALCULATIVE IGR

PERSONNEL & PRODUCTIVITY

PROGRAM PLANNING & EVALUATION

PUBLIC ADMINISTRATION

SCHOOLS OF THOUGHT

DIFFERENCES FROM PRIVATE

GENERIC

EVALUATION RESEARCH

AUDIENCE

PURPOSE

TIMING

WHO DOES

DESIGN

REPORTS

POLITICAL CONTEXT

UTILIZATION

BARRIERS

ORG & SYSTEM CONSTRAINTS

ACTOR CONSTRAINTS

PROCESS OBSTACLES

EVALUATION CHARACTERISTICS

PUBLIC VS PRIVATE & GENERIC MANAGEMENT

	GOVT	PVT
TIME PERSPECTIVE	SHORT	LONG
DURATION	SHORT	LONG
PERF. MEASURE	LOWE	ROI
PERSON. CONSTRAINTS	POL VS CS STAFF	PERF. LINE
EQUITY VS EFFICIENCY	EQUITY	EFFICIENCY
PUBLIC VS PRIVATE	PUBLIC	PRIVATE
PRESS/MEDIA	HIGH	LOW (PUBLIC INTEREST)
LEGIS (JUDICIARY)	HIGH	LOW (BUDGET)
BOTTOM LINE	SURVIVAL	PROFIT

GENERIC

GULICK/URWICK

POSDCARB

FUNCTIONS & ROLES

CHALLENGES & CHANGES

EDUCATION & TRAINING

PERSONAL CONCEPTS IN PUBLIC ADMINISTRATION

ADMIN POWER	NORTON LONG
BUDGETING AS POLITICAL	AARON WILDAVSKI
BUREAUCRACY	MAX WEBER
CALCULATIVE IGR	DEIL WEISHT
ECOLOGICAL	JOHN GAUS
INCREMENTAL PUBLIC CHOICE	CHARLES LINDBLOM
INFORMAL GROUP	ELTON MAYO
INFORMATIONAL NETWORKS/BLOCKS	HYLBYN SIMON
ISSUE NETWORKS	HUGH HEGLD
MORAL AMBIGUITIES	STEPHEN DAILBY
PROFESSIONAL STATE	FREDERICK MOSKIZ
SYSTEMS OF COOPERATIVE EFFORT	CHESTER BARNAM
THEORY X/Y	DOUGLAS MCGREGOR
TRADEOFFS IN THEORY	HERBERT KAUFMAN
UNIQUENESS PUBLIC MGMT	GRANAM ALISON

SCHOOLS OF THOUGHT

CONCEPT OF MAN

GOOD MAN, PRIZE LIBERTY FM GOVT

BAD MAN, GOVT PROTECTS RIGHTS

THREE HISTORICAL SCHOOLS OF THOUGHT STIMMAN

(CLASSICAL) (ROMANTIC) (NEOCLASSICAL)
 HAMILTON JEFFERSON MADISON

SOURCE POL AUTH	NATION	PEOPLE	FALIONS
VIEW OF MAN	BAD	GOOD	MIX
GOVT ROLE	ECON GROWTH POLITIC STAB.	POPULAT ASTARIAN TYRANNY	BALANCE TYRANNY MAJORITY
CHIEF THREAT	WEAK NAT'L INSP.	ENTL RULER	REPRESENTATIVE REPUBLIC
"GOOD LIFE"	STRONG NAT'L LEADERSHIP	DECENTRALIZED POPULAR INNO.	REPRESENTATIVE REPUBLIC
INSTITUTION	PRO BURE	GRASSROOTS	CHEKS & BALANCES
ADMIN PATTERN	CLASSICAL HIGH ENERGY	ROMANTIC LOW ENERGY	NEO CLASSICAL SOCIAL EQUIL.
ADMIN PROCESS	UNIFIED	POPULAR	PLURALIST
ADMIN PURPOSE	NAT'L INTEREST	WHAT PEOPLE CAN'T DO	SOCIAL EQUIL. GROUP REG
ADMIN DISCRETION	BROAD	SPECIALIST	INTERDEPENDENT
CENTRALIZATION	KNOWN TO PUBLIC REG.	MAX. DECENT.	BALANCED ICR
PUBLIC SERVICE	CAREERIST	VOLUNTARY	PROCESS-ORIENTED NEGOT. & COMPROM.
STYLE	"DOER"	"SERVANT"	"ART OF POSSIBLE"
FOCUS	FISCAL-MIL	EDUCATION	INSTITUTIONAL CHECKS & BALANCES

FIVE MODELS OF BUREAUCRACY WRIGHT

EVOLVING CONCEPTS OF MAN

" " " COMPLEX PUBLIC ORG.

ETHICS & ACCOUNTABILITY .

MUST BEGIN W/ CONCEPT OF
BASIS & ITS RELATED TERMS:
BELIEF, CULTURE, ETHICS, IDEOLOGY,
NATURE, & DOMINANT ATTITUDES —
IN OTHER WORDS: HOW DO WE SEE
OURSELVES, OUR WORLD, & HOW WE
DO BUSINESS?

THIS IS ESP IMP IN PUBLIC MGMT,
WHICH IS UNIQUE —

TIME

DURATION

PARTNERS

POWS. CONST

Q VS OP

PUBLIC

PRESS

LEGIS/JUD

BOTTOM LINE .

QUALITIES OF PUBLIC SERVICE .

FAITH — PARADOXES

OPTIMISM, COURAGE, FAIRNESS, CHALLENGE

CORE VALUES O' TOOL

BACK LOG

NEUTRAL COMP

SHARING & SET POWERS .

RESPONSIBILITIES & LEAD BROADMAN .

TEAM ACCESS TO DATA

OVERSIGHT — LEG/JUD .

OMBUDESMAN .

ADMIN LAW (WON) CRITIQUE FROM (GOODSON)

IMPACTS ON DESIGN —

HUMAN MOTIVATION MCGREGOR

TADPODS

KAUFMAN .

COORDINATIVE

BARNARD

COMPLEX WORLD — OPEN SYSTEM MIGHT .

BUDGET AS POLITICS

COMPLEMENTARY & POLITICIZATION

• AID TO CALC.

EXP

SIMP

SATIS

INCL

B & FS

PERSPECT

• AGENCY STRATEGIES

CLIENTELE

CONF

BASE D/INE/EXP

• COMMITTEE STRATEGIES

SPECIALIZED

HISTORICAL

FRAGMENTED

NON-PROFIT

DIPLO

SERVANT

PVT VS PUBLIC BUD

SUM LESSON

B/C VS PROFIT (RANGE)

NO \$ BOTTOM LINE

PUBLIC / COLLECTIVE BENEFIT

CAPTIVE CLIENTS

POLIT MEASURES

DM: LESS COST

RISK FOR OVERALL STATE ECON

WITH IMP: GROWTH PUBLIC SECTOR

INER POL

OWN SPONSOR

TECH

EXT

H/C MAN

RISK

ECON CRISIS

GOOD MON.

REV & TAXATION

REVENUE

TAX TYPES

BB VS LS

BOTTOM LINE: GOVT BUDGETS

ALLOCATE, PVT BUDGETS MAXIMIZE

ROI ON GIVEN RESOURCES.

CRITIQUE / DEPEND FOR RELEVANCE .

DEPENDS ON MODEL & VIEW OF MAN

COMMON CRITIQUES

(KOURBE)

POWPOWER

POWER

OPPRESSION / VICTIMS

RESISTANT TO CHANGE

AUTHOR

BIAS

SIZE / COST

COUNTON - CRITIQUES

(CROOSON)

MUCH TOO GENERAL

BACK UNIONS .

SUMMARY 75%

COMP. DEFECTIVE

WORKING VS IMPOSED OBSTACLES

MIRROR DEMOCRATIC NORMS

MODERATE IN SIZE .

COMPARATIVE MODELS .

CBS HR RD PIE OS

PROP

META

PEOPLE

INCBN

TYPE

BASIS

LOC

GOOD EXEC

GOOD ORG

ORG MOTTO

ENVIN

TOOLS

SPONS

EMPTICS .

EX

AUDIENCE

PURPOSE S, P, ACC

TIMING POINT IN CYCLE
TIME TO DESIGN, INC. # ITER. OBS. REV. HIST.

WHO DOES BIAS SELF, IN, OUT.

DESIGN RELIABILITY, VALIDITY, GOALS, TGT, TYPE.
EQ-B, U

REPORT FORMAT QMENT, SPT DOL DUMMY TABLES

POLITICAL CONTEXT

UTILIZATION: IMPZ. CONCEPT, PERSUAS

BARRIERS

ORG & SYST

ECON

POLARIZATION

POL

CHARACTER OF ORG.

ACTION

EVAL

PROG. STAFF, COOP, CLIENTS

PROCESS

DUAL CHARAC.

ALSO
USER INVOLV

APPROPRIATE EVAL

TIMELINESS

RESOURCES

BIAS

COMPLEXITY

MENTAL SET.

PUBLIC VS PRIVATE

TIME

DURATION

PROF

PERSONNEL COST

BA VS EP

PROF

PUBLIC VS PRIVATE .

JUDICIAL

BOTTOM LINE .

PERS AUTORS

ADMIN POWEN

LONG

BUDGS

WILDAVEN

BUDEACHAM

WATSON

CAL IGR

WRIGHT

ECOL

GAUS

INCR P

UNDBLOOM

INZ GR

MAXO

INFB NET

SIMON

ISSUE NETWORKS

HELLO

MORAL AMB

BALLEN

PROP STATE

MOSHON

SYS

BARNARD

THOM X/Y

MCCREON

TRADOPPS

KAUPMAN

UNIAMBNESS

~~BALLEN~~ ST AMSON

AB²CEI⁴MPST²U

SCHOOLS OF THOUGHT

HAMILTON JEFFERSON MADISON

SOURCE OF AUTH

VIEW OF MAN

GOVT ROLE

CHIEF TARGET

"GOOD LIFE"

INSTITUTION

ADMIN PATTERN

PROCESS

PURPOSE

DISCRETION

CENTRALIZA

PUBLIC SERVICE

STAB

FOCUS

5 MODES OF GOV

EVOLVING CONCEPTS...

OUTLINE
OF
CONCEPTS

ACCOUNTABILITY

CORE VALUES

O'TOOLE

MORAL AMBIGUITIES

BAILEY

RESPONSIBILITY & RESPONSIVENESS

BROADBENT

ADMINISTRATIVE LAW

WOLL

ADMINISTRATIVE POWER

BUDGETING OF POWER

LONG

ISSUE NETWORKS

HEGLO

BUREAUCRACY

ADMINISTRATIVE PERFORMANCE

POURCE

MODELS CRITIQUE

GOODSON

MODELS

WRIGHT

POLICY PROCESS / PARTICIPANTS

HILL

BUDGETING

PUBLIC VS PRIVATE

GROWTH OF PUBLIC SECTOR

GOVT & ECONOMY

FORECASTING, FISCAL, & MONETARY POLICY

WHAT IS A BUDGET

BUDGET CYCLE

BUDGET DECISION STRATEGIES

CULTURE

DECISION-MAKING

INFORMAL GROUPS

MAYO

INPO NITS & BLOCKS

SIMON +

DESIGN

SYSTEMS OF COOPERATIVE EFFORT

BARNARD

TRADE-OFFS IN PEOPLE

KAUFMAN

HUMAN MOTIVATION

MCCRESSOR

METAPHORS

MACHINE

WEBER, TAYLOR

ORGANISMIC

BARON

BRAIN

SIMON +

CULTURE

POLITICAL

PSYCHIC PRISON

JANIS

FLUX

DOMINATION

WEBER

DESIGN CROSS-THEORY COMPARISON

WRIGHT

NORMATIVE

EXPLANATORY

DEVELOPMENTAL

EVALUATIVE

ENVIRONMENT

CSAUS

FEDERALISM & CALCULATIVE IGR

DEFINITION

VICE IGR

CONSTITUTION

DEVELOPMENT

PERSONNEL & PRODUCTIVITY

DEFINING JOB SATISFACTION

OBSTACLES TO PRODUCTIVITY

PHILOSOPHIES & TECHNIQUES

PROGRAM PLANNING & EVALUATION

AUDIENCE

PURPOSE

REASONS

TIMING

WHO DOES

EVAL DESIGN

MAPS

REPORT

POLITICAL CONTEXT

GOALS GAMES

UTILIZATION

BARRIERS

PUBLIC ADMINISTRATION

ROOTS OF U.S. INSTITUTIONS

3 SCHOOLS OF THOUGHT

DIFFERENCES FROM PRIVATE

ACCOUNTABILITY

MORAL AMBIGUITIES, PARADOX OF PROCEDURES

BAILEY

ETHICS

BAILEY

OPTIMISM

COURAGE

FAIRNESS ≠ CHARITY

CORE VALUES

D'TOOLE

EXECUTIVE LEADERSHIP

NEUTRAL COMPETENCE

SHARING & SEPARATION OF POWERS

RESPONSIBILITY & RESPONSIVENESS

BROADNAX

ACCESS TO INFO

SENSITIVITY

TIMELINESS

WITHHOLDING FOR REASONS OF STATE

LEGISLATIVE OVERSIGHT

CONGRESSIONAL BUDGET ACT OF 1974

GROWTH IN LEGISLATIVE FISCAL REVIEW STAFFS

SUNSET LEGISLATION

OVERSIGHT COMMITTEES

INC. IN LEG. BUDGETS FOR TECHNICAL STAFF

LEG. VEToes

PERFORMANCE AUDITS

OMBUDSMAN

LEGALLY ESTABLISHED

FUNCTIONALLY AUTONOMOUS

EXTERNAL TO ADMIN.

OPERATIONALLY INDEP. FR. LEG. & EXEC.

PUBLICLY ACCESSIBLE & VISIBLE

FACTORS: GROWTH COMPLEXITY

INC. PROFESSIONALISM (SPECIALIZATION) GOV'T

INC. SUSPICION OF GOV & ITS ACTV.

ADMINISTRATIVE LAW

WOLL

RULE-MAKING

ADJUDICATION

COMPLAINT CASES

APPLICATION CASES

SANCTIONS

ADMINISTRATIVE POWER

BUDGETING OF POWER

PLURALISM
COMPOSED JURISDICTIONS
LIMITED JUDICIAL REVIEW

LOW

STRUCTURE OF INTERESTS (VIA HIERARCHY)

ISSUE NETWORKS (VS IRON TRIANGLES)

HIGHER

> COMPLEXITY

< CONSENSUS

< CONFIDENCE

< CLOSURE

BUREAUCRACY

COMPARISON OF FIVE DESIGN MODELS (WRIGHT)

CBS/3M HR/3M RD/3D PIE/3E OS/3C

PROBLEM PRODUCTION MORALE COORDINATE SURVIVAL CHANGE

METAPHOR SKELETON CIRCULAT. BRAIN NERVES WHOLE BODY

PEOPLE X Y W ADAPTIVE Z

INCENTIVES ECON SATIS. REASON SELF-INT SELF-ACTUAL.

TYPE AUTHORITY AUTOCRATIC DEMOCRATIC MERIT IDEOLOGY VARIO

BASIS AUTHORITY POSITION NORMS EXPERT. CHARISMA SITUATIONAL

LOCATION AUTHORITY POS. INFORMAL PROP. ISSUE DISBURSED

GOOD ORG CMDR VARIABLE ARTICULATE BASE-TOUCH PIERCIBLE

GOOD ORG PROP FORMAL SOCIALTY INTERACTIVE PROBLEM SOLVING REACTIVE TERRITORIAL PROACTIVE VOLATILE

ORG. MOTTO WORK HAPPY THINK PREVAIL ANTICIPATE

ENVIRONMENTS STABLE NEUTRAL RELEVANT REACTIVE VOLATILE

TOOLS SOP SOL SCI MGMT SCI CONMO/PE NEGOT.

SPORT ANALOGY FOOTBALL POISSON CHESS CHANGE BASEBALL ?

CAUSALITYS MACHINE HAPPY DELAY EXTREME CYBERNETIC
MONOLITHIC HUMANIZ DELIBERATE ECOLOGICAL COMMUNICATIO
MONOCRATIC HORIZONTAL DECIDE ENVIRONMENTAL CHANGE.

PUBLIC ABDICATION -
FEW CITIZENS
INVOLVED IN
POLITICAL PROCESS

NO ONE IS IN CHARGE

BUREAUCRACY SHARED, BALANCED, SEPARATED POWERS
SOURCES OF POWER BUREAUCRACY A DEPENDENT VARIABLE

EXPERTISE

DIVISION OF LABOR = ADVICE

CONCENTRATED ATTENTION = DISCRETION

IMPLEMENTATION = POLICY

CONSTITUENCIES

ATTENTIVE VS MASS PUBLICS

ISSUE-ATTENTION CYCLE

OTHER FACTORS

LEAKS

LOSS LEADERS / GOAL DISTORTION

LEGISLATIVE SUPPORT

LEGAL / REGULATORY POWERS

FUNDING

LATERAL VS VERTICAL INFLUENCE

INFORMATION

ACCESS TO PRESIDENT

SIZE OF POPULATION

COMPLEXITY OF ENVIRONMENT

ORGANIZATIONAL VITALITY

QUALITY OF LEADERSHIP

BUREAUCRACY & PUBLIC POLICY

POLICY PROCESS

CAREER VS APPOINTEE

ADMINISTRATORS VS. PROFESSIONALS

INSIDERS VS. OUTSIDERS

PERSONALITIES

CLIMBERS

CONSERVERS

ZEALOTS

ADVOCATES

STATESMEN

DOWN

ADMINISTRATIVE PERFORMANCE

RESPONSIVENESS VS EFFECTIVENESS

LIMITS ON CENTRALIZATION

FEDERALISM

CONSTITUENCIES

CONGRESSIONAL COMMITTEES

PROFESSIONALISM

INCREMENTAL VS COMPREHENSIVE VIEWS

CITIZEN INVOLVEMENT

QUANTITATIVE DECISION-MAKING

SOFTWARE

COST-BENEFIT ANALYSIS

BUDGETING

REORGANIZATION VS. PRODUCTION

TAXPAYERS REVOLT

BALANCED BUDGET AMENDMENT

ADMINISTRATIVE DEREGULATION

POWER ELITE

VETO GROUP

POWER SITUATIONAL

PUBLIC VS PRIVATE POWER

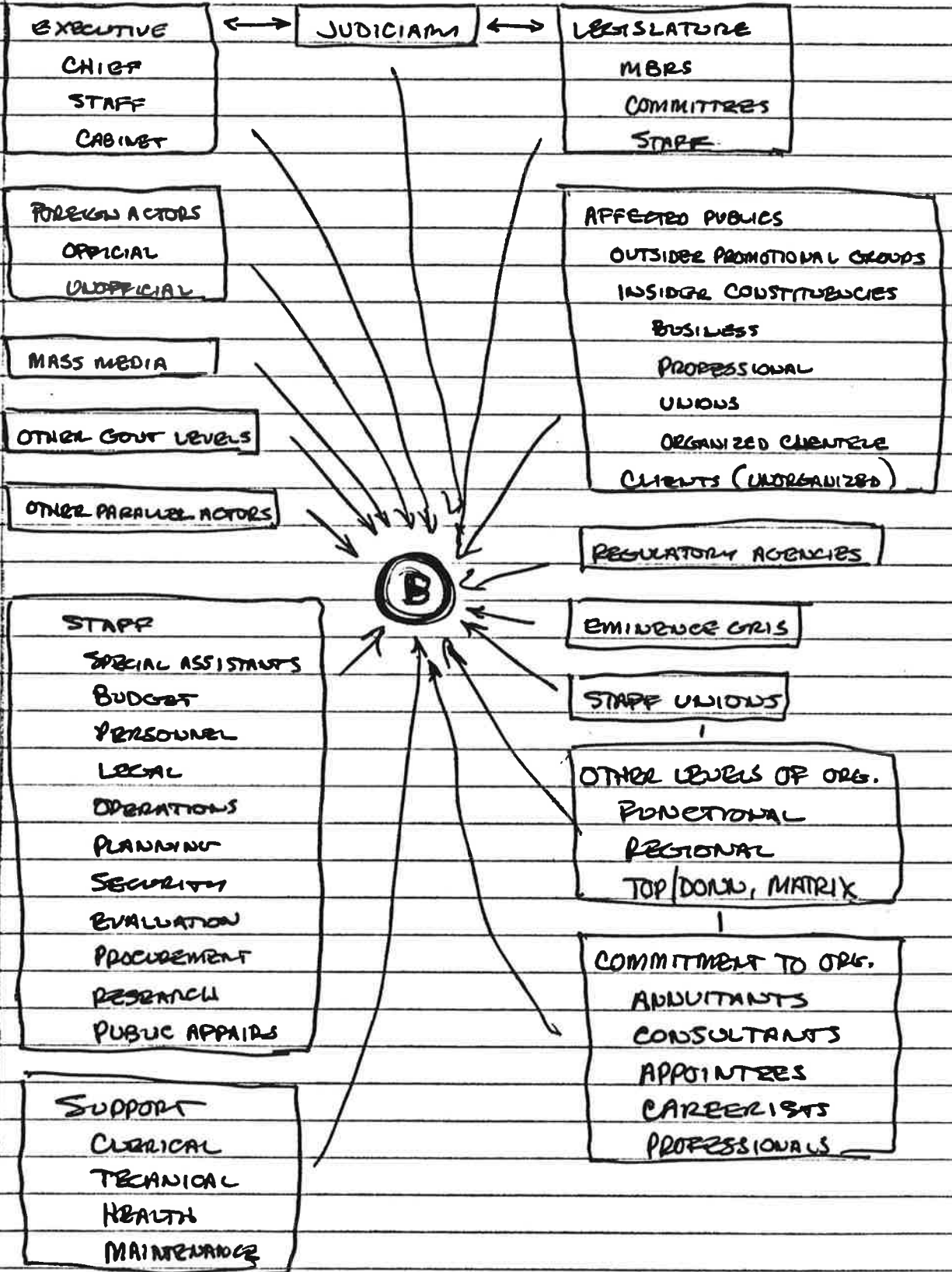
MEDIA

JUDICIARY

INTERNALIZED RESTRAINTS

CLIND BLOOM
INCREMENTAL
NON-COMPAR
SUCCESSIVE
COMPARISON
SATISFIED,
PLURALIST

BUREAUCRACY



BUREAUCRACY - CRITICISMS

UNACCEPTABLY POOR PERFORMANCE

MANIPULATION OF POLITICAL POWER

OPPRESSION OF THE INDIVIDUAL

OBSESSIVE CONFORMITY

GOAL DISPLACEMENT

RESISTANT TO CHANGE

AUTHORITARIAN

BUTIST BIAS

STREET LEVEL BIAS

EMPLOYEES AS VICTIMS

CITIZENS AS VICTIMS

COUNTRY (GOODSELL)

MUCH TOO GENERAL

EACH BUREAUCRACY UNIQUE

SURVEYS FOUND 75% SATISFIED

~~SMALLER ETC.~~

COMPARATIVELY EFFECTIVE

WORKING AGAINST IMPOSED OBSTACLES

MIRROR DEMOGRAPHIC NORMS

MODERATE IN SIZE

BUDGETING

DECISIONS SIMPLIFIED

INCREMENTAL

WEIGHTED TO PAIR SHARE

INFLUENCED BY ROLES

FORM OF PRESENTATION VITAL

AGENCY CLIENTELE CONSIDERED

COMPLEXITY REQUIRES AIDS TO

CALCULATION & STRATEGIES

AIDS TO CALCULATION

EXPERIENTIAL

SIMPLIFIED

SATISFICE

INCREMENTAL

BASE & PAIR SHARE

RECIPROCAL EXPECTATIONS

DECISION-MAKER STRATEGIES

SPECIALIZED

HISTORICAL

FRAGMENTED

NON-PROGRAMMATIC

REPETITIVE

SEQUENTIAL

AGENCY STRATEGIES

CLIENTELE

CONFIDENCE

DEPEND BASE

INCREASE BASE

EXPAND BASE

BUDGETING

BUDGET CYCLE

PREPARATION

SPRING PREVIEW OMB

GUIDELINES / GREEN SHEETS

BUDGET PUBLICATIONS

BUDGET US

BUDGET IN BRIEF

APPENDIX

SPECIALS

APPROPRIATION

MARK UPS

SUB-COMMITTEE

CONFERENCE

AUTHORIZATION VS APPROPRIATIONS

PIPELINE

EXECUTION

APPORTIONMENTS

ALLOTMENTS

OBLIGATIONS

WHAT IS A BUDGET

DEPENDS ON WHERE IN PROCESS

PLAN

CONTROL DEVICE

CONTRACTUAL AGREEMENT

PUBLIC RELATIONS DEVICE

STATEMENT ON ECONOMY

RECORD OF POLITICAL COMPROMISES

BUDGETING

GOVERNMENT & ECONOMY

LEGALLY RESPONSIBLE

OBJ IS ECONOMIC POLICY

BALANCE OF PAYMENTS

FULL EMPLOYMENT

GROWTH W/O INFLATION

PRICE STABILITY

CYCLE: EXPANSION

PEAK

CONTRACTION

TROUGH

FORECASTING CHALLENGE/INDICATORS

LAGGING

COINCIDENT

LEADING

FISCAL POLICY

COUNCIL ECONOMIC ADVISORS

TAXES

GOVT SPENDING - MULTIPLIER

MONETARY POLICY

OPEN MKT OPS

DISCOUNT RATE

CHANGING RESERVE RATIO

BUDGETING

PUBLIC VS PRIVATE

GOVT ALLOCATES RESOURCES

PVT MAXIMIZES RETURN ON FIXED RESOURCES

GOVT NO DOLLAR BOTTOM LINE

PUBLIC/COLLECTIVE GOODS

CAPTIVE CLIENTELE

PERFORMANCE DIFFICULT TO MEASURE

SERVICE VS PROFIT

DECISION MAKING LESS CENTRALIZED

RESPONSIBLE FOR ECONOMY, LONG RANGE PLANNING

GROWTH OF PUBLIC SECTOR

INCREASE IN POPULATION

TECHNOLOGICAL CHANGE

HOT & COLD WAX

ECONOMIC CRISIS

ONLY SPONSOR

EXTERNALITIES

RISK

GOOD MONOPOLIES

REVENUE & TAXATION ISSUES

EQUITY

BUDGETING

DEV OF GOVT SPENDING

DEV OF BUDGET PROCESS

BUDGET CYCLE

RECONCILIATION

BUDGET & ECONOMY

COPIING WITH COMPLEXITY

BALANCED BUDGET VS LIMITED SPENDING

STRATEGIES

PUBLIC VS PRIVATE

BUDGETING TECHNIQUES

TAXATION & REVENUE

} ECON MGMT TOOLS

CULTURE

- # BUREAUCRACY (PEOPLE)
- # DECISION MAKING (INFORMAL GROUPS)
- # DESIGN (MOTIVATION)
- # ECOLOGY (ENVIRONMENT)
- # PROFESSIONAL STATE (NORMS)
- # UNIQUENESS PUBLIC ADMIN (MORAL AMBIG.)

DECISION MAKING

INFORMAL GROUPS

MAYO

INFORMATION NETWORKS & BLOCKAGES

SIMON +

BARRIERS OF LANGUAGE

FRAMES OF REFERENCE

STATUS DISTANCE

SELF-PROTECTION

PRESSURES OF WORK

CENSORSHIP

BOUNDED RATIONALITY

"PROCESS"

DESIGN

SYSTEMS OF COOPERATIVE EFFORT

BARNARD

TRANSACTION BETWEEN PEOPLE

CONTRIBUTION-SATISFACTION EQUILIBRIUM

TRADE-OFFS IN REORGANIZATION

KRUPPMAN

PUSH POWER UP

LIMIT SPAN OF CONTROL

GROUP RELATED FUNCTIONS

AUTHORIZE MORE PEOPLE

PUSH POWER DOWN

REDUCE POLITICAL INFLUENCE

DECENTRALIZE ADMIN

INCREASE PUBLIC PARTICIPATION

PAYOFFS

EFFECTS ON INFLUENCE (SIGNALS)

EFFECTS ON POLICY (PERFORMANCE)

HUMAN MOTIVATION

McGREGOR

THEORY X - DIRECTION & CONTROL

THEORY Y - CREATING OPPORTUNITIES

THE MACHINE METAPHOR

MOREAN

CLASSICAL MANAGEMENT THEORY

MANAGEMENT BY OBJECTIVE (MBO)

PLANNING, PROGRAMMING, BUDGETING (PPBS)

SCIENTIFIC MANAGEMENT

TAYLOR

ASSEMBLY LINE PRODUCTION

THE ORGANISMIC METAPHOR

STRUCTURAL FUNCTIONALISM

TALCOTT PARSONS

"NEEDS" - HAWTHORNE STUDIES

OPEN SYSTEMS THEORY

EQUILIBRIUM

HOMEOSTASIS

INSTABILITY

AUTOPOIESIS

CONTINGENCY THEORY

ENVIRONMENT

AN INDUSTRY

STRATEGY (REACTOR, DEFENDER, ANALYZER, PROSPECTOR)

STRUCTURE (BUROCRATIC-MECHANISTIC, ORGANIC, MATRIX, FUNCTIONALIZED, DIVISIONALIZED)

TECHNOLOGY (MASS, PROCESS, UNIT, SMALL BATCH) WOODWARD
(OPERATIONS, KNOWLEDGE, MATERIALS) HICKSON &

EMPLOYEE COMMITMENT (COERCIVE, UTILITARIAN, NORMATIVE)

KEY BENEFICIARIES (BANK & FIRE, OWNERS & MGRS, CLIENTS, PUBLIC)

EMPIRICAL CONFIGURATIONS

POPULATION BIOLOGY

ORGANIZATIONAL BIOLOGY

THE BRAIN METAPHOR

DECISION-MAKING SYSTEMS

COGNITIVE SYSTEM

BOUNDED RATIONALITY

SIMON

INCREMENTALISM

LINDBLOM

GARBAGE CANS

MARCH

CYBERNETICS

WIENER

INFO = DIFFERENCE

AI

LEARNING TO LEARN

CYBERNETIC SYSTEM

HOLOGRAPHIC ORGANIZATION

REDUNDANCY OF DATA VS. FUNCTIONS

EMERY

PRINCIPLE OF REQUISITE VARIETY

ASHBY

" " LEARNING TO LEARN

BATESON

" " MINIMUM CRITICAL SPECIFICATION

HERBERT

THE CULTURE METAPHOR

CULTURE of ORGANIZATION

CORPORATE CULTURE of SUBCULTURE

CREATING ORGANIZATIONAL REALITY

THE POLITICAL METAPHOR

ORGANIZATIONS AS SYSTEMS OF GOVT

ORGANIZATIONAL POLITICS

INTERESTS

CONFLICT

POWER

PLURALISM

THE PSYCHIC PRISON

IDEOLOGY - POWER BASED REALITY CONSTRUCTION

COGNITIVE TRAPS

FRAMING, REFRAMING

GROUP THINK

JANIS

PREVA & UNCONSCIOUS

ORG & REPPRESSED SEXUALITY

PATRIARCHAL FAMILY

DEATH & IMMORTALITY

DEFENSES AGAINST ANXIETY

THEORY OF TRANSITIONAL OBJECTS

JUNG, SHADOW, & ARCHETYPES

THE FLUX METAPHOR

IMPLICATE VS EXPLICATE ORDERS

AUTOPOIESIS

MUTUAL CAUSALITY

SYSTEMIC WISDOM

DIALECTICS & MARXIAN ANALYSIS

REFRAMING THE STUDY OF CHANGE

THE DOMINATION METAPHOR

DOMINATION IN HISTORY

RADICAL STRUCTURALIST PARADIGM

BUREAUCRACY AS IRON CAGE

WEBER

IRON LAW OF OLIGARCHY

MICHELS

STRATEGIES OF DOMINATION

PERROW

ORG. CLASS & CONTROL

HAZARDOUS WORK

RADICAL FRAME OF REFERENCE

MULTINATIONALS

MACHINE METAPHOR

STRENGTHS

- IF STRAIGHT FORWARD TASK
- WHEN ENVIRONMENT STABLE
- WHEN PRODUCT UNCHANGING
- WHEN PRECISION VITAL
- WHEN HUMAN RESOURCES COMPLIANT

LIMITATIONS

- POOR ADAPTABILITY TO CHANGE
- MINDLESS & UNQUESTIONING BUREAUCRACY
- ORG GOALS MAY BE DISPLACED BY MGMT GOALS
- CAN BE DEHUMANIZING

CONSEQUENCES: LIMITS HUMAN DEVELOPMENT

ORGANISM METAPHOR

STRENGTHS

- FOCUS ON RELATION TO ENVIRONMENT
- FOCUS ON "NEEDS" AS FRAME
- FOCUS ON RESOURCE EXPLOITATION
- FOCUS ON INTERNAL SUB-SYSTEM BALANCE
- "SPECIES" RANGE OF OPTIONS
- STRESSES VIRTUE FOR INNOVATION
- FOCUS ON INTERORGANIZATIONAL RELATIONS
- IN COMPLEX WORLD

LIMITATIONS

- EXAGGERATES "CONCRETENESS" OF ORG
- ASSUMES "FUNCTIONAL UNITY" OF ORG
- DANGER OF BECOMING IDEOLOGY &
- DEPERSONALIZES HUMANS AS "RESOURCES"

BRAIN METAPHOR

STRENGTHS

INNOVATION REQUIRES LEARNING SYSTEMS

OPEN TO INQUIRY

OPEN TO SELF-CRITICISM

SELF-ORGANIZING

STRATEGIC MGMT CAN FACILITATE LEARNING

CONTRASTS GOAL-DIRECTED VS NOXIANT AVOIDANCE

ALLOWS FOR DOUBLE LOOP LEARNING

REQUISITE VARIETY

MINIMUM CRITICAL SPECIFICATION

PLACES BOUNDED RATIONALITY IN PERSPECTIVE

BUREAUCRATIC DESIGN PRAGMATICS DM PROCESS

TO ACCOMMODATE SINGLE INDIVIDUALS

HOLOGRAPHIC DESIGN EXTENDS CAPACITIES

HOLISTIC, ANALOGICAL, INTUITIVE, CREATIVE

OUTLINES ^{POTENTIAL} IMPACT OF INFO TECH FOR NEW MODES
OF ORG.

LIMITATIONS

OVERLOOKS CONFLICT BETWEEN

LEARNING & CONTROL NEEDS

REQUIRES MAJOR "PERSONALITY" CHANGE IN ORG.

CULTURE METAPHOR

STRENGTHS

FOCUSSES ON SYMBOLIC ELEMENTS OF ORG

FOCUSSES ON SHARED SYSTEMS OF MEANING

(OPENS POSSIBILITY OF MAKING CORPORATE CULTURE)

HELPS TO IDENTIFY APPROPRIATE BEHAVIORAL

STYLES OF MGMT

HELPS REINTERPRET ORG-ENVIRONMENT

RELATIONS (NATURE VISIBLE VIA CULTURE)

FOCUSSES ON CULTURAL ELEMENT OF CHANGE

LIMITATIONS

OUR UNDERSTANDING OF CULTURE IS FRAGMENTED

& SUPERFICIAL

UNDERSTATES POWER DIMENSION OF ENACTMENT PROCESS.

POLITICAL SYSTEM METAPHOR

STRENGTHS

HIGHLIGHTS POLITICAL DIMENSION

HELPS EXPLODE MYTH OF ORG. RATIONALITY

HELPS PUTS CLARIFIES LIMITS ON FUNCTIONAL INTEGRATION

POLITICIZES UNDERSTANDING OF HUMAN BEHAVIOR

LIMITATIONS

INCREASES POLITICIZATION, SEARCH FOR HIDDEN AGENDAS

SPREADS MISTRUST, ZERO SUM APPROACH

OVERSTATES IMPORTANCE OF INDIVIDUAL

DOWNPLAYS SYSTEM DYNAMICS

PSYCHIC PRISON METAPHOR

STRENGTHS

EXPLORES HIDDEN MENTAL/EMOTIONAL TRAPS

REVEALS OPERATIONALIZATION OF ORG.

INCREASES AWARENESS OF HUMAN ELEMENT OF ORG.

RECOGNIZES PSYCHOLOGICAL/POLITICAL POWER RELATIONS

IDENTIFIES BARRIERS TO INNOVATION & CHANGE

LIMITATIONS

ONLY FOCUSES ON UNCONSCIOUS

LIMITED TO COGNITIVE TRAPS

ENCOURAGES UTOPIAN SPECULATION

RAISES SPECTER OF MIND MANAGEMENT

FLUX & TRANSFORMATION METAPHOR

STRENGTHS

PROVIDES WAYS OF THINKING ABOUT CHANGE

AUTOPOIETIC (SELF-PRODUCING)

CYBERNETIC (CIRCULAR RELATIONS)

DIALECTIC (RELATIONS BETWEEN OPPOSITES)

SHIFTS FOCUS FROM ACTORS TO CIRCUMSTANCES

RELATES IDEOLOGICAL ASSUMPTIONS TO LOGICS OF CHANGE

SHOWS LIMITS OF PIECE-MEAL SOLUTIONS

LIMITATIONS

TOO IDEALISTIC

DEPENDS ON HINDSIGHT

DOMINATION METAPHOR

STRENGTH

EXTERNAL COSTS OF "RATIONAL" ACTION
FOCUSES ON ~~DOUBLE~~ COSTS OF "RATIONAL" ACTION
FOCUSES ON DOMINATION AS INTRINSIC TO WAY WE ORG.
SHOWS RADICAL THEORY COULD BE INSTR. FOR SOCIAL CHANGE
ILLUSTRATES SEGREGATION & EXPLOITATION ASPECTS OF ORG.

LIMITATIONS

MAY BE LINKED TO CLASS CONSPIRACY THEORY
UNDERSTATES POSSIBILITIES OF NON-DOMINANT ORG.
LINKED TO LEFT-WING IDEOLOGIES

DESIGN CROSS-THEORY COMPARISONS

NRIGHT

NORMATIVE

SOCIETAL EFFECTS

HUMAN NATURE

IN ORG.

AS CLIENT

AS SUBORDINATE

GOOD CHARACTERISTICS

OF EXECUTIVES

OF ORGANIZATIONS

INTERPERSONAL RELATIONSHIPS

FUNCTIONS OF LEADER

POWER

LOCUS

BIAS

EFFICACY

MOTTO

EXPLANATORY

UNIT OF ANALYSIS

INDEPENDENT VARIABLE

DEPENDENT VARIABLE

SPATELAC VARIABLE

DEVELOPMENTAL

ORIGINS

GOALS

PRIMARY/SECONDARY

CONCRETE/DIFFUSE

CAUSES OF CHANGE

LOCUS

RATE

PREIPITANTS

RESPONSE

TRENDS

ROLE OF ENVIRONMENT

IMPORTANCE

KEY FACTORS

EVALUATIVE

DISCIPLINARY BASE

AUDIENCE

MORAL SIGNIFICANCE

IS/OKAY/CAN BE

SCIENTIFIC RIGOR

REALITY PUT

PRACTICALITY

FOR EXES

FOR SOCIAL SCIENT.

SPORT

HUMAN ANATOMY METAPHOR

ENVIRONMENT (ECOLOGEM)

GAUS

PEOPLE

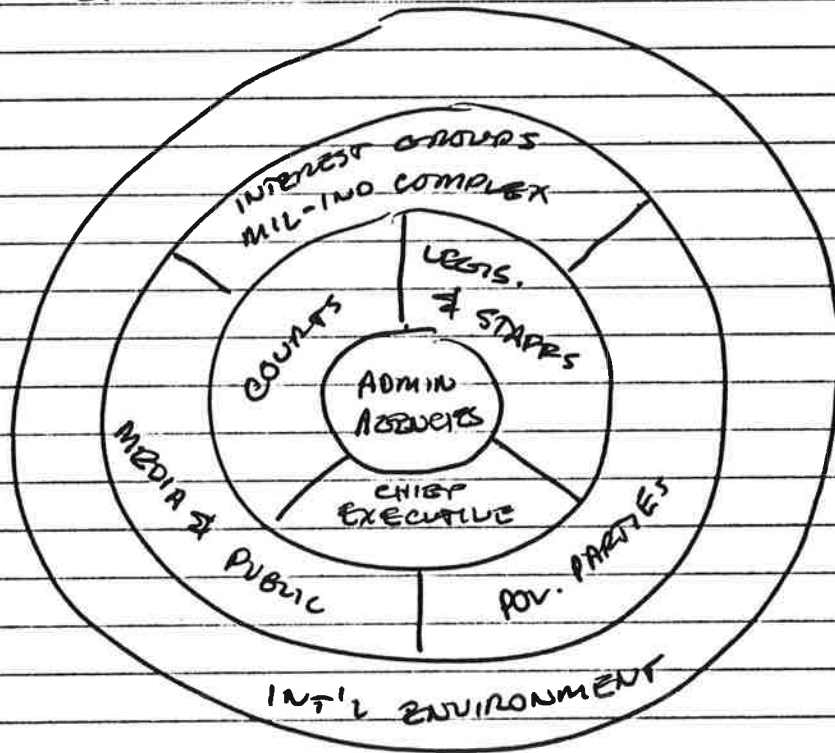
PLACE

PHYSICAL TECHNOLOGEM

SOCIAL TECHNOLOGEM

WISHES & IDEAS

CATASTROPHE



FEDERALISM VS

CALCULATIVE IGR

ALL PERMUTATIONS VS FEDERALISM

INDIVIDUAL ACTIONS & ATTITUDES HUMAN ACTORS

CONTINUOUS DAY TO DAY PATTERNS OF CONTACT & EXCHANGE

ALL PUBLIC OFFICIALS ARE POTENTIAL DM

POLICY CONSEQUENCES OF ADMIN ACTIONS

CALCULATIVE - WEIGH AVERAGES

FORECAST CONSEQUENCES

COMPUTE THRESHOLDS, COSTS,

GAINS, FORMULAS,

CROSS-CUTTING RAMPS

GAMESTRANSHIP

PUNISHIBILITY

OVERLOAD

KEY DEVELOPMENTS

UNPRECEDENTED EXPANSION NAT'L FUNCTIONS

INCREASING REGULATORY STANCE NAT'L GOVT

STATES EMERGENCE AS MAJOR MANAGERS

RISE OF LOCAL GOVTS

INTERGOVERNMENTALIZATION OF ALMOST ALL FUNCTIONS

INCREASE IN BREADTH & PREVALENCE OF KSA

PROLIFERATING ADMIN PROBLEMS

CHANGING POLITICAL ENVIRONMENT.

FEDERALISM & IGR (BRING IN CALCUTTA SECTION)

DEFINITION

2 LEVELS GOVT SAME LAND/PEOPLE

AUTHORITY DERIVED FM PEOPLE

SOME AUTONOMOUS, SOME SHARED FUNCTIONS

EACH LEVEL PROTECTED FM OTHER

EACH LEVEL CAN LEVERAGE OTHER

SENDER

VICE INTER-GOVERNMENTAL RELATIONS (IGR)

& REVERSED

INTERACTION, ATTITUDES, & BEHAVIOUR

BOTH ELECTED & APPOINTED OFFICIALS

RELATIONS REFLECT ENVIRONMENT

BOTH HORIZONTAL & VERTICAL

IN CONTEXT OF FEDERALISM

FORGING OF FEDERALISM

FEAR OF EXECUTIVE

TRUST OF LEGISLATURE

JUDICIAL SUPREMACY

FACTORS IN IGR

SPACIAL PROXIMITY

LEGAL REQUIREMENTS

FINANCIAL ASSISTANCE

STRUCTURAL ORGANIZATION

VOLUNTARY AGREEMENTS

GOAL COMPATIBILITY

ISSUES & OFFICIAL PERCEPTIONS

TENURE OF PERSONNEL

PERSONALITIES

PERSONAL ACQUAINTANCE

POLITICAL REALITIES

INTEREST GROUP ACTIVITY

DEVELOPMENT OF PROGRAM/PROJECT

FEDERALISM

CONSTITUTION

DELEGATED POWERS TO NAT'L GOVT

IMPLIED VS RESERVED POWERS

CONSTANT CHANGE

RESTRAINTS ON STATES

PROTECTION OF INDIVIDUAL RIGHTS

EXPANSION OF NAT'L POWER

COMMERCE CLAUSE

SALE & PRODUCTION

INTERSTATE TRANSPORT

LABOR - MGMT

CIVIL RIGHTS

TAXING & SPENDING

EDUCATION

LAW ENFORCEMENT

LAND USE

WELFARE SPENDING

TREATY POWER

BINDING STATES

DEFENSE POWERS

DAMS

ELECTRICITY

INTERSTATE HIGHWAYS

COLLEGE AID

DRAFT

CHANGING REPRESENTATION

BLACK EMPOWERMENT

RISE OF SINGLE-ISSUE INTEREST GROUPS

BREAKDOWN OF PARTY DISCIPLINE

FEDERALISM

LIMITATIONS ON GROWTH

JUDICIAL ACTIONS

GRASS ROOTS PHILOSOPHY

PUBLIC OPINION

PAST ACTIONS

POLITICAL PARTIES

STATE OPTION

DEVELOPMENT OF FEDERALISM

COURT CRITICAL

LEGAL FEDERALISM 1776 - CIVIL WAR

JUDICIAL REVIEW

SUPREMACY NAT'L GOVT

DOCTRINE IMPLIED POWERS

COMMENCE = NAT'L CTRL PUBLIC WORKS

RESTRICTING STATE POWERS

FRANCHISE FEDERALISM

CIVIL RIGHTS ACT

FOUR VOTING AMENDMENTS

DUAL FEDERALISM

CLEAR DEMARKATION

STRESSES RESERVED POWERS OF STATES

STRICT INTERPRETATION OF NAT'L DELEGATED POWER

HOLDS ONLY CONST. AMENDS CAN ALTER

DISTRIBUTION OF POWERS

PROBLEM SOLVING

INTERDEPENDENT

COOPERATIVE FEDERALISM

DOMINANT NATIONAL

JOINT STOCK COMPANIES

LOCAL GOVT CRITICAL

COOPERATIVE SURVEYS

WBS OF 1672

LAND GRANT

CREATIVE FEDERALISM

NEW FEDERALISM

REGUL. LOCAL
CONTR
REGUL. PUB ORG

DECENTRALIZATION NAT'L POWER

RTN FUNCTIONS & REPT. TO LOCAL LEVEL

INC. FINANCIAL VIABILITY OF ST. & LOCAL

PRAGMATIC FEDERALISM

PARADIGMS OF PUBLIC ADMIN

BUREAU/MORGAN

	FUNCTIONALIST (STRUCTURE)	INTERPRETIVIST (IRONIC INCOMPATIBLE)	RADICAL HUMANISTS (PEOPLE IN ROLES ON STAGE)	RADICAL STRUCTURALIST (BUILT-IN WHOLE PRECISE)
HOW SOCIETY SUSTAINED	NORM RULES	DEEP RULES HANGING IN BALANCE		REIFICATION
CHANGE	SUSTAIN ORDER	MORGAN ISSUES SOCIAL MAINT.	BREAK OUT OF NUM. CONSC.	
RESEARCH	ABSTRACTED EMPIRICISM	MICRO OF MUNDANE WORLD	CRITICAL THEORY	EMPIRICAL UNDERLYING
EPIS.	ABSTRACTED EMPIRICISTS	RELATIVIST CONTEXT DEP.	TRUTH IS BEAUTY	TRUTH IS WHOLE
METHOD	SCRIPT	IMPROV	TRAPPED	REWRITE

THEORY & PRACTICE

- ① THEORY AS FORECASTING
- ② THEORY AS ETHICAL PRINCIPLE
- ③ THEORY AS ACADEMIC NONSENSE / RATIONALIZATION
- ④ THEORY AS PROVERB "IT ALL DEPENDS"
- ⑤ THEORY AS ACTION ITSELF
- ⑥ (ORION) THEORY AS PRAXIS

PERSONNEL & PRODUCTIVITY

DEFINING JOB SATISFACTION

SINGLE FACTOR THEORIES

MULTIPLE FACTOR THEORIES

MASLOW'S HIERARCHY OF NEEDS

HERZBERG'S MOTIVATOR-HYGIENE THEORY

MOTIVATORS

ACHIEVEMENT

RECOGNITION

WORK

HYGIENES

POLICY

SALARY

INTERPERSONAL

WORKING CONDITIONS

EXPECTANCY THEORY

INTERACTIVE THEORIES

OBSTACLES TO INCREASED PRODUCTIVITY

UNCERTAINTY RE CAUSES OF JOB SATISFACTION

" " RELATIONSHIP TO PRODUCTIVITY

ANTIQUEATED CIVIL SERVICE RULES

UNION EMPHASIS ON SENIORITY

PHILOSOPHIES & TECHNIQUES

DECREASED EMPHASIS ON CIVIL SERVICE REGS.

PERFORMANCE CONTRACTING → ABC (MGMT BY OBJ)

IMPROVED JOB DESIGN ← ABC (ADMIN. BY CONTRACT)

THEORY 2

QUALITY CIRCLES

MERIT PAY

PRODUCTIVITY BARGAINING

PRODUCTIVITY TOOLS

DEFINING PRODUCTIVITY (SEE PROGRAM EVAL)

COST EFFICIENCY (INCREASED OUTPUTS PER INPUTS)

COST EFFECTIVENESS (HIGHER OUTPUT OR LOWER INPUTS

THAN ALTERNATIVE PROGRAMS)

PROGRAM WORTHINESS (POLITICAL, LEGAL, MORAL)

PROGRAM PLANNING & EVALUATION

TO BEGIN MUST KNOW:

AUDIENCE (PRIMARY VS. SECONDARY)

PUNDERS

SPONSORS

MANAGERS

STAFF

PARTICIPANTS

MEDIA

RESEARCHERS

COMPETING GOVTS, ETC.

PURPOSE

SUMMATIVE (GO/NO GO)

FORMATIVE (PROCESS)

PRELIMINARY ASSESSMENT

CONCEPTUALIZATION & DESIGN REVIEW

MONITORING OF DELIVERY & SERVICE OR PRODUCT)

IMPACT ASSESSMENT

ACCOUNTABILITY

TIMING

POINT IN LIFE CYCLE?

TIME AVAILABLE FOR EVALUATION?

TO PREPARE DESIGN INSTRUMENT

RANGE OF INTERVIEWS

OF INTERMEDIATE OBSERVATIONS

TO REVIEW HISTORICAL TRENDS, ETC.

↳ WHO DOES

SELF EVALUATIONS

- BIAS

- LACK OF METHODOLOGICAL EXPERTISE

+ TIMELINESS

+ CONFIDENTIALITY

+ PROGRAM EXPERTISE

INSIDE

OUTSIDE

- LACK OF PROGRAM EXPERTISE

- COST

EVALUATION DESIGN

RELIABILITY

CONSISTENT MEASURES

CONTROL CONFOUNDING FACTORS

VALIDITY

TEST WHAT SUPPOSED TO TEST

DESIGN

GOALS

OBJECTIVES

TARGET POPULATION

TYPE

EXPERIMENTAL

QUASI-EXPERIMENTAL

NON-EXPERIMENTAL

REPORT

FORMAT

CONTENT

STYLE

SUPPORTING DOCS

DIAGRAM TABLES

POLITICAL CONTEXT

UTILIZATION

IMPLEMENTATION

CONCEPTUAL

PERSUASIVE

PROGRAM EVALUATION

TYPES OF DESIGN

EXPERIMENTAL

CONTROL GROUP

RANDOMIZATION

QUASI-EXPERIMENTAL

COMPARISON GROUP

NON-EXPERIMENTAL

MEASUREMENT METHODS

RELIABILITY/VALIDITY

SENSITIVE TO CHANGE

MULTIPLE INDICATORS

MULTIPLE SOURCES

RELEVANT

REACTIVE/NON-REACTIVE

BARRIERS TO UTILIZATION

ORG & SYSTEM CONSTRAINTS

ECONOMIC (NO FUNDING)

POLITICAL (SYMBOLISM)

POLARIZATION

CHARACTER OF ORG

ACTOR CONSTRAINTS

EVALUATORS (REPUTATION)

PROGRAM STAFF

" COOPTees

" PARTICIPANTS

PROCESS OBSTACLES

LACK OF AGENDA

LACK OF USER INVOLVEMENT

EVALUATION CONTEXT (AFTERTHOUGHT!)

EVALUATION CHARACTERISTICS

TIMELINESS

RELEVANCE

BIAS

COMPLEXITY

NEGATIVISM

STEPS IN ERL

FIND DM

CLASSIFY GOALS

REVIEW PROGRAM IMPLEMENTATION

ISOLATE VARIABLES

CLASSIFY EVALUATION (FORM ^{ATIVE} OR SUMMATIVE)

FINAL METHODOLGY ISSUES

MEANINGS OF EVALUATION DATA

ANALYSIS

INTERPRETATION

DISSEMINATION

UTILIZATION

GOAL CLARIFICATION GRAMS

GOAL CLARIFICATION SHUDDLE

GOALS CONFLICT APPROACH

SWITCHING TO GOALS WAR

GOALS PROBLEMS IMPORTANT

VAQUE GOALS

MULTIPLE GOALS

CONFLICTING GOALS

PUBLIC RELATIONS VS REAL GOALS

GENERAL VS SPECIFIC GOALS

PUNDOR VS STAFF GO

REASONS FOR EVALUATION

JUDGE WORTH OF PROGRAM

ESTIMATE USEFULNESS OF IMPROVEMENTS

ASSESS UTILITY OF INNOVATIVE PROGRAMS

PLANNING & POLICY

MGMT & ADMIN

TEST HYPOTHESES

PUBLIC ADMINISTRATION

ROOTS OF U.S. INSTITUTIONS

HAMILTONIAN CLASSICISM

JEFFERSON ROMANTICISM

MADISONIAN NEO CLASSICISM

DIFFERING VIEWS OF MAN FUNDAMENTAL

GOOD MAN, GOVT CONSTRAINT ON LIBERTY

BAD MAN, GOVT PROTECTOR OF RIGHTS

PUBLIC ADMINISTRATION

3 SCHOOLS OF THOUGHT

	HAMILTON	JEPPELSON	MADISON
SOURCE POL. AUTH	NATION	PEOPLE	FACTION
VIEW OF MAN	REALISTIC	PERFECTIBLE	REAL-PERF
GOVT ROLE	ECON GROWTH POLIT STRENGTH	POPULAR AGRICULTURE	BALANCE
CHIEF THREAT	WEAK NAT'L INSTITUTIONS	TIRANNY OF CENTRAL RULER	TIRANNY OF MAJORITY
"GOOD LIFE"	STRONG NAT'L LEADERSHIP	DECENTRALIZED POPULAR INST.	REPRESENTATIVE REPUBLIC
INSTITUTION	FED. EXEC.	GRASSROOTS	CHKS & BAL.
ADMIN PATTERN	CLASSICAL HIGH ENERGY	ROMANTIC LOW ENERGY	NEOCLASSICAL SOCIAL EQUIL.
ADMIN PROCESS	UNIFIED	POPULAR	PLURALIST
ADMIN PURPOSE	NAT'L INTEREST	WHAT PEOPLE CAN'T DO	SOCIAL EQUIL GROUP REP.
ADMIN DISCRETION	BROAD	SPECIALIST	INTERDEPENDENT
CENTRALIZATION	ENOUGH TO FULFILL RESP.	MAX DECENT.	BALANCED 100%
PUBLIC SOURCE	CAREFUL	VOLUNTARY	PROCESS-ORIENTED; NEGOTIA. & COMPRA.
STYLE	"DORA"	"SERVANT"	"ART OF POSSIBLE"
FOCUS	FISCAL-MILITARY	EDUCATION	INSTITUTIONAL CHECKS & BALANCES

PUBLIC ADMINISTRATION

DIFFERENCES FROM PRIVATE	GOVT	PVT
TIME PERSPECTIVE	SHORT	LONG
DURATION	SHORT	LONG
PERFORMANCE MEASURE	NONE	ROI
PERSONNEL CONSTRAINTS	POLS VS CIVIL SVC STAFF	FLOR LINE
EQUITY VS EFFICIENCY	EQUITY	EFFICIENCY
PUBLIC VS PRIVATE	PUBLIC	PRIVATE
PRESS / MEDIA	HIGH IMPACT	LOW
LEGIS / JUDICIARY	HIGH "	LOW
BOTTOM LINE	SURVIVAL	PROFIT

GENERIC

POSDC RB

FUNCTIONS & ROLES

POLICY

MANAGING

EVALUATING

ADVOCATING

CHALLENGES & CHANGES

ADAPTING

ACCOUNTABILITY

INFORMATION

RESOURCE EXPLOITATION

EDUCATION & TRAINING

PEOPLE

PUBLIC ADMIN } SKILLS

POLITICAL

OTHER

TRAINING.