THE UNIVERSITY OF CHICAGO
DEPARTMENT OF POLITICAL SCIENCE

Political Science 340
Theories of Public Administration

Spring 1970
Mr. Storing

This course is intended to provide an introduction to the basic literature
of public administration and to the theoretical questions involved in the
conception of administration or public administration as an independent field
of study. The course will also treat more briefly certain basic writings,
concepts, and problems of organization theory.

General Surveys

Gaus, J. M., White, L. D., Dimock, M. E., The Frontiers of Public
Administration (1936)

Waldo, Dwight, The Administrative State (1948)

Gaus, John, "Trends in the Theory of Public Administration," PAR,
Summer, 1950

Sayre, Wallace S., "Trends of a Decade in Administrative Values," PAR,
Winter, 1951

Mansfield, Harvey, "The Uses of History," PAR, Winter, 1951

Stein, Harold, Public Administration and Policy Development, Introduction
(1952)

Waldo, Dwight, The Study of Public Administration (1955)

Kaufman, Herbert, "Emerging Conflicts in the Doctrines of Public
Administration," APSR, December, 1956

Waldo, Dwight, Perspectives on Administration (1956)

Marx, F. M., The Administrative State (1957)

Sayre, Wallace S., "Premises of Public Administration: Past and
Emerging," PAR, Spring, 1958

March, J. G. and Simon, H. A., Organizations (1958)

Amitai Etzioni, Modern Organizations (1964)

Public Administration Review, 25th Anniversary Issue, March, 1965

Storing, Herbert, "Political Parties and the Bureaucracy," Robert
Goldwin (ed.), Political Parties USA (1964)

————, "The Crucial Link," Public Administration Review,
March, 1964

March, James G., Handbook of Organizations (1965)

Readings

Waldo, Dwight (ed.), Ideas and Issues in Public Administration (1953)

Merton, Robert K., et al, Reader in Bureaucracy (1952)

Rowat, Donald (ed.), Basic Issues in Public Administration (1961)

Rourke, Francis (ed.), Bureaucratic Power in National Politics (1965)

Woll, Peter (ed.), Public Administration and Policy (1966)

Golenbiewski, Robert et al, (ed), Public Administration (1966)

O'Donnell, Maurice (ed.), Readings in Public Administration (1966)

Most of the following will be found in Harper Reserve. Other readings will
be suggested from time to time. Readings in brackets are recommended; others
are required, although not all will be discussed in class.

I.   Cases

√ The Transfer of the Children's Bureau, Stein, Public Administration and
        Policy Development, p. 15
√ The Office of Education Library, Stein, p. 31
√ [The Kings River Project, Stein, p. 533]

II. Surveys

√ Leonard D. White, Introduction to the Study of Public Administration,
        preface to all editions (reprinted in 4th edition)
√ Herbert J. Storing, "Leonard D. White and the Study of Public Administra-
        tion," PAR, March, 1965

⬤ [Dwight Waldo, The Administrative State]
√ _____, "The Administrative State Revisited," PAR, March, 1965

III. Foundations

√ Woodrow Wilson, "The Study of Administration," Political Science Quarterly,
        1887 (B/M Reprint)

√ Frank Goodnow, Politics and Administration, chs. 1, 2, 4, 10

√ Max Weber, "Bureaucracy," Gerth and Mills (eds.), From Max Weber:
        Essays in Sociology, pp. 196-244
  √ _____, "Politics as a Vocation," Ibid., pp. 77-128
  √ _____, "The Social Psychology of World Religions," (portion), ibid.,
        pp. 294-299
  ⬤ [_____, "The Essentials of Bureaucratic Organization: An Ideal-Type
        Construction," Merton et al (eds.), Reader in Bureaucracy,
        pp. 18-27]

IV. Scientific Organization and Management

    A. Formal and Informal Organization

    √ Frederick Taylor, The Principles of Scientific Management

    √ Luther Gulick and L. Urwick, Papers on the Science of Administration,
        pp. 1-45, 91-98, 191-195

    ⬤ [W. F. Willoughby, Principles of Public Administration, chs. 1-3,
        5, 6]

✓ [President's Committee on Administrative Management, Report (1937),
    Part I, pp. 1-26]
✓ ⬤ [Commission on the Organization of the Executive Branch of the
    Government (1949), Report on General Management of the Executive
    Branch, Concluding Report, Task Force Report on Departmental
    Management]

✓ George C. Homans, "The Western Electric Researches," (B/M Reprint)

✓ ⬤ [Elton Mayo, The Human Problems of an Industrial Civilization]
  ⬤ [F. J. Roethlisberger, "The Road Back to Sanity," Waldo, Ideas and
    Issues in Public Administration, p. 370]

B. The Science of Administration

✓ Herbert A. Simon, Administrative Behavior, esp. chs. 1-3 and
    introduction to 2nd edition
  ⬤ [_____, et al, Public Administration, ch. 23]
  ⬤ [_____, The New Science of Management Decision]
  ✓ [_____, "Administrative Decision-Making," PAR, March, 1965]

✓ Edward C. Banfield, "The Decision-Making Schema" and H. A. Simon,
    "A Reply," PAR, Autumn 1957; Winter, 1958 (B/M Reprint)
✓ Edward C. Banfield, "The Training of the Executive," Public Policy,
    1960 (B/M Reprint)
✓ Herbert J. Storing, "The Science of Administration: Herbert A. Simon,"
    in Storing (ed.), Essays on the Scientific Study of Politics

✓ Charles E. Lindblom, "The Science of Muddling Through," PAR,
    Spring, 1959 (B/M Reprint)
✓ [Yehezkel Dror et al, "Governmental Decision-Making," a symposium,
    PAR, September, 1964, pp. 153-165]
✓ ⬤ [David Braybrooke and C. E. Lindblom, A Strategy of Decision]

C. Theories of Organization

✓ Chester Barnard, The Function of the Executive, chs. 2, 4, 5, 6, 7;
    Part III, esp. chs. 11, 12, 13
✓ Amitoi Etzioni, Modern Organizations
✓ _____, A Comparative Analysis of Complex Organizations
✓ Michael Crozier, The Bureaucratic Phenomenon
  ⬤ [Anthony Downs, Inside Bureaucracy]
  ⬤ [James G. March and Herbert A. Simon, Organizations, chs. 1-3]
    [John M. Pfifner et al, "Social Science in Public Administration,"
    PAR, September 1962, pp. 109-128]
✓ Victor Thompson, "Hierarchy, Specialization and Organizational
    Conflict," ASQ, March, 1961 (B/M Reprint)
✓ Chris Argyris, "The Individual and Organization: Some Problems of
    Mutual Adjustment," ASQ, June, 1957 (B/M Reprint)
✓ Dwight Waldo, "Organizational Theory: An Elephantine Problem,"
    PAR, Autumn, 1961 (B/M Reprint)

V.   Politics and Administration

✓ Lynton K. Caldwell, "Public Administration and the Universities: A
    Half-Century of Development," PAR, March, 1965
✓ Fred W. Riggs, "Relearning An Old Lesson: The Political Context of
    Development Administration," PAR, March, 1965
✓ Frank Sherwood, "The View from the Outside," PAR, December, 1963
✓ [Dwight Waldo, "Comparative Public Administration: Prologue, Problems,
    and Promise" (ASPA Papers in Comparative Administration Series)]
✓ [Paul Appleby, Policy and Administration]
✓ [Aaron Wildavsky, The Politics of the Budgetary Process]
✓ Edward C. Banfield, Political Influence, ch. 12

✓ Norton Long, "Aristotle and the Study of Local Government," Social
    Research, 1957 (B/M Reprint)
✓ _____, "Power and Administration," PAR, 1949 (B/M Reprint)

✓ Herbert Kaufman, "Emerging Conflicts in the Doctrines of Public
    Administration," APSR, December, 1956 (B/M Reprint)

✓ Herbert J. Storing, "Political Parties and the Bureaucracy," in
    Robert Goldwin (ed.), Political Parties USA
✓ Robert M. Dawson, The Principle of Official Independence, ch. 1

VI.   Leadership and the Art of Administration

✓ Chester I. Barnard, The Functions of the Executive, Part IV, esp. chs.
    16, 17, 18
✓ Philip Selznick, Leadership in Administration

✓ [Edward Litchfield, "Organization in Large American Universities,"
    Journal of Higher Education, December, 1959]
✓ [Lawrence A. Kimpton, The State of the University, 1959]
✓ Robert M. Hutchins, "The Administrator," in Robert B. Heywood (ed.),
    Works of the Mind
✓ [Herbert J. Storing, "The Crucial Link," PAR, March, 1964]

✓ Henry Taylor, The Statesman (Mentor Book)