Foundations of Public Service

DOUGLAS F. MORGAN • RICHARD GREEN
CRAIG W. SHINN • KENT S. ROBINSON

M.E.Sharpe
Armonk, New York
London, England
# CONTENTS

Preface and Acknowledgments ix

Part I. Public Organizations and Democratic Governance 1

The Case of the Angry Library Patron 3

1. The Challenges and Opportunities of Public Service 9
2. Administrative Discretion: Issues and Conflicts 24
3. Democracy and Administration 43
4. The Troubled History of American Public Administration 58
5. Administrative Ethics and Responsibility 92

Part II. Designing and Managing Organizational Systems 121

Tumult in Prairie County: A Case Study 123

6. Organization Structure and Behavior 129
7. A Political History of Public Personnel Administration 153
8. Contemporary Human Resources Management 186

Part III. Financing and Budgeting for the Public’s Business 215

The Case of the Medler School System 217

10. Budget Formation and Resource Allocation 253

Part IV. Strategic Management of Public Organizations 285

Eagle Rock: The Case of the Peregrine Falcon 287

11. Public Service Leadership in a Shared-Power World 290
12. The Role of Public Administration in Public Policy and Analysis 317
13. Policy Implementation and Administrative Law 347
14. The Future of American Public Administration 373

Bibliography 391
Index 413
About the Authors 428