INFORMATION TO USERS

This material was produced from a microfilm copy of the original document. While the most advanced technological means to photograph and reproduce this document have been used, the quality is heavily dependent upon the quality of the original submitted.

The following explanation of techniques is provided to help you understand markings or patterns which may appear on this reproduction.

1. The sign or "target" for pages apparently lacking from the document photographed is "Missing Page(s)". If it was possible to obtain the missing page(s) or section, they are spliced into the film along with adjacent pages. This may have necessitated cutting thru an image and duplicating adjacent pages to insure you complete continuity.

2. When an image on the film is obliterated with a large round black mark, it is an indication that the photographer suspected that the copy may have moved during exposure and thus cause a blurred image. You will find a good image of the page in the adjacent frame.

3. When a map, drawing or chart, etc., was part of the material being photographed the photographer followed a definite method in "sectioning" the material. It is customary to begin photoing at the upper left hand corner of a large sheet and to continue photoing from left to right in equal sections with a small overlap. If necessary, sectioning is continued again — beginning below the first row and continuing on until complete.

4. The majority of users indicate that the textual content is of greatest value, however, a somewhat higher quality reproduction could be made from "photographs" if essential to the understanding of the dissertation. Silver prints of "photographs" may be ordered at additional charge by writing the Order Department, giving the catalog number, title, author and specific pages you wish reproduced.

5. PLEASE NOTE: Some pages may have indistinct print. Filmed as received.

76-15,792

ZAHEDI, Shamsosadat, 1944-
  THE LITERATURE OF PUBLIC ADMINISTRATION:
  A COMPARATIVE ANALYSIS OF JOURNALS IN
  ADMINISTRATION AND IN SOCIOLOGY.

  Claremont Graduate School, Ph.D., 1976
  Political Science, general

THE LITERATURE OF PUBLIC ADMINISTRATION:

A COMPARATIVE ANALYSIS OF JOURNALS IN

ADMINISTRATION AND IN SOCIOLOGY

by

SHAMSOSADAT ZAHEDI

A Dissertation submitted to the Faculty
of Claremont Graduate School in partial
fulfillment of the requirements for the
degree of Doctor of Philosophy in the
Graduate Faculty of Government

Claremont

1976

Approved by:

Merrill R. Goodall.
_____

Merrill R. Goodall

We, the undersigned, certify that we have read this
dissertation and approve it as adequate in scope and
quality for the degree of Doctor of Philosophy.

_____
                                          Visiting Examiner

_____
                                          Faculty Reader

_____
                                          Faculty Reader

Supervisory Committee

_____
                         Chairman

_____

_____

_____

THE LITERATURE OF PUBLIC ADMINISTRATION:

A COMPARATIVE ANALYSIS OF JOURNALS IN

ADMINISTRATION AND IN SOCIOLOGY

by

Shamsosadat Zahedi

ABSTRACT

Different disciplines have contributed to the de-
velopment of public administration, among which sociology
has been very significant. As a matter of fact, a large
number of the administrative theories have been produced
by the sociologists. The purpose of this study is to
consider the contribution of sociological thought to the
development of public administration for a period of
twenty years from 1955 to 1975.

Data for the arithmetic analysis of this disser-
tation is obtained from four leading social science jour-
nals in the fields of sociology and administration. For
sociology, the American Sociological Review, and the
British Journal of Sociology; for administration, Public
Administration Review, and Public Administration have
been chosen. Our approach here is to examine the written
product of the sociologists and administrators in these
four sources.

This study explores the thesis that the written
output of both sociologists and administrators in these
journals relate primarily to the uniqueness of their own

settings. Almost all of their findings concern American
or British administration, and there is only slim consi-
deration of administration in other cultural settings.

Secondly, this study explores some of the simi-
larities and differences, in one hand, among the adminis-
trative and sociological journals; and on the other hand,
among the American and British journals.

Finally, this dissertation supports the idea that
these four journals have ignored Iran and her special
cultural situation and contextual problems. Data show
that in the last twenty years there has not been even
one article about Iran.

In brief, this analysis indicates that the journals
included in this survey are too West-oriented rather than
being comprehensively representative of the whole world,
as they claim to be. Changing the editorial policies of
these journals has been suggested.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF ILLUSTRATIONS

ACKNOWLEDGEMENTS

Thanks are due to Dr. Merrill Goodall, the dissertation chairman, who has been most helpful throughout this undertaking. Valuable comments and suggestions by Dr. George Blair have been greatly appreciated. Special thanks go to Dr. John Sullivan for his constructive guidance.

CHAPTER I

INTRODUCTION

Public administration is an eclectic discipline. It borrows heavily from such diverse disciplines as sociology, anthropology, political science, and psychology. Despite its varied origins, the study of administration is often thought to possess a distinctive body of theory and propositions which are capable of being transferred from one cultural setting to another. Indeed there has been substantial, planned trans-national inducement of administrative development, usually from North America and West European national communities to the under-developed areas of South and South East Asia and the Middle East. That transferability has ordinarily been planned and conducted by professional administrators, practitioners, aided and abetted by political leadership and the academic specialists in administrative studies. The professionals in public administration ordinarily publish in such applied journals as <u>Public Administration</u>, published by the Royal Institute of Public Administration (United Kingdom), and <u>Public Administration Review</u>, the publication of the American Society for Public Administration.

Sociologists in recent decades have become significant contributors to organization theory. Indeed, preliminary overviews of leading social science journals in both the United Kingdom and the United States and Canada indicate

1

that academic sociologists today produce the bulk of theory in this field. Two leading sociological journals are the British Journal of Sociology, and the American Sociological Review.

This dissertation examines the written product of those professionally conceived with applied studies in administration, both British and American. Does their written output relate primarily to the uniqueness of the setting in which administration is found? Do they report a distinctively American or British style of administration? Are their findings informed by theory, particularly that body of theory developed by the academic sociologists? How closely is the specifically sociological output drawn from the peculiar American and British cultural landscape? Finally, how much of the practitioner and academic writings in administration is likely to relate to the third world, specifically to the Iranian circumstances?

This study is stimulated in part by an interest in the utility of studies in public administration in varied cultural settings. We therefore review the published writings in the field, as seen in both sociological and administrative journals, and then we consider the relevance of that publication to Iran.

This study is divided into six chapters to facilitate the analysis.

Chapter II presents some general information

about the four journals under this survey. In order
to make it easier, our two Reviews, <u>American Sociolo-
gical Review</u> and <u>Public Administration Review</u>, are being
called 'journals' in this survey.

In chapter III, attempts will be made to examine
the contribution of two sociological journals to the
development of public administration in the period between
1955 and 1975.

Chapter IV compares two administrative journals,
one American and one British, with each other.

In chapter V, attempts will be made to compare
the contribution of the sociological and administrative
journals to the study of public administration in the
last two decades.

Finally, chapter VI presents a summary of the
whole survey, and considers the relevance of the publi-
cations to the Iranian situation.

CHAPTER II

GENERAL INFORMATION ABOUT JOURNALS

This chapter presents some information about general characteristics of our journals, such as: Who is the publisher, who is the editor, what are the objectives of the journal, how often it is published, what is the annual subscription rate, and also where is its location?

1- American Sociological Review (ASR):

The ASR is published bi-monthly at 49 Sheridan Avenue, Albany, New York, in the United States. The publisher is Department of Sociology, Washington State University, Pullman, Washington, 99163. The executive office is located in the American Sociological Association, 1722 N. Street, N.W. Washington, D.C. 20036.

The current editor is James F. Short, Jr. Annual membership dues of the Association including subscription are as follows: Member, $30-50; student member, $15; Associate, $20; student Associate, $10; international Associate, $12. Subscription rate for non-members, $15; institutions and libraries, $30; non-member student, $7; single issue, $4.

2- The British Journal of Sociology (BJS):

BJS is published quarterly by the Proprietors Routledge and Kegan Paul Ltd, Broadway House, 67-74 Carter Lane, London.

BJS is published for the London School of Economics and Political Science, Houghton Street, Aldwych, London WC 2 A 2 AE.

The present editor is Terence Morris, and the annual subscription rate is £ 5.00 ($15) post free, single copies £ 1.50.

3- Public Administration Review (PAR):

PAR is published bi-monthly by the American Society for Public Administration (ASPA), 1225 Connecticut Avenue, N.W. Washington, D.C. 20036.

The aim of PAR, as they put it, is "that of the society- to advance the science, processes and art of public administration. It seeks to do this by fostering understanding among practitioners, teachers, researchers, and students of public administration. The aim of the editors is to publish material representative of all interests and opinions across the broad spectrum of public administration. The aim of all contributors should be to communicate across this broad spectrum."

The current editor in chief is Dwight Waldo.

Subscription rate (libraries and institutions only) is $25 a year. Single copies are $4.50. Annual membership (includes Review subscription), for regular $25, contributors $50, and for full-time students is $12.50.

4- Public Administration (PA):

PA is published every three months by the Royal Institute of Public Administration, Hamilton House, Mable-

don Place, London Wcih 9 BD.

Its objects are to advance the study of public administration and to promote the exchange of information and ideas on all aspects of the subject.

The current President is the Rt. Hon. Lord Redcliffe-Maud, G.C.B., C.B.E.

PA annual subscription is £ 2.75 ($6.50), single copies 75p ($1.80) and it is supplied free to members.

CHAPTER III

SOCIOLOGICAL CONTRIBUTION TO THE
STUDY OF PUBLIC ADMINISTRATION:
MEASURES DRAWN FROM THE PRINCIPAL
AMERICAN AND BRITISH JOURNALS

This chapter will present a comparative study
of the sociological journals: <u>American Sociological
Review</u>, and the <u>British Journal of Sociology</u>, in the
period between 1955 and 1975. The comparison has been
done in two major areas: Articles and authorship. Arti-
cles have been categorized according to subject matter
(Theory, empirical, and both), and the place that article
has been relevant to and researched within (America, Bri-
tain, other countries, and general). List of articles
and authors are available in Appendices 1 and 2.

For authorship comparison, four different factors
have been considered: Age, education, vocation, and the
nationality of authors.

This part of our investigation includes 156
articles in the sociological journals.

I- Articles

Among the articles of the <u>American Sociological
Review</u> in the period between 1955 and 1975, 118 articles
are related to the study of public administration. In the
same period, 38 articles of the <u>British Journal of Socio-</u>
<u>logy</u> have dealt with organizational and administrative

problems.

      1- Types of Articles:

      Articles of each journal have been classified
according to the type of their subject matter into three
categories:

      a) Those articles with emphasis mostly on theory.

      b) Those articles which are mostly empirical.

      c) Those articles which are a combination of theory
and empirical studies.

      Articles which deal with theoretical matters or
are a kind of thought piece and are not tested are under
the first category. Here are some examples drawn from
a sociological journal and two administrative journals:

      Stanely H. Udy Jr., "Bureaucracy and Rationality
      in Weber's Organization Theory," American Socio-
      logical Review, 1959, p. 791.

      P.H. Levin, "On Decision and Decision Making,"
      Public Administration, 1971, p. 19.

      Arch Dotson, "A General Theory of Public Employ-
      ment," Public Administration Review, 1956, p. 197.

      If an article is based on field research or is a
case study, or tests a hypothesis, it is considered as an
empirical article and is classified under the second
category. Examples are as follows:

      J.H. Smith, "Managers and Married Women Workers,"
      British Journal of Sociology, 1955, p. 12.

      Thomas Drabek and Eugene Haas, "Laboratory Simu-
      lation of Organizational Stress," American Socio-

logical Review, 1969, p. 223.

L.P. Green, "Local Government Finance in South
Africa," Public Administration, 1957, p. 179.

The third category includes those articles which
have some characteristics of both categories one and two.
For example:

Alan H. Schechter, "The Influence of Public Ser-
vice on Businessmen's Attitude Toward the Federal
Government," Public Administration Review, 1967,
p. 452.

Micheal Patrick Allen, "The Structure of Inter-
organizational Cooptation," American Sociological
Review, 1974, p. 393.

Louis O. Jansen, "The Growth, Power Structure and
Leadership Function in the Hospital Organization,"
British Journal of Sociology, 1973, p. 490.

Table 1 indicates the frequency of articles in
each one of the sociological journals according to these
three categories.

TABLE 1

TYPES OF ARTICLES OF ASR AND BJS IN

THE PERIOD BETWEEN 1955 AND 1975

A) IN REAL NUMBERS

Journal	Theory	Empirical	Both	Total
ASR	37	55	26	118
BJS	14	19	5	38
Total	51	74	31	156

B) IN PERCENTAGES

Journal	Theory	Empirical	Both	Total
ASR	31.3	46.6	22.1	100
BJS	36.8	50	13.2	100

Note: ASR is the abreviation of <u>American Socio-logical Review,</u> and BJS is the abreviation of the <u>British Journal of Sociology</u>.

Fig. 1. Type of articles of ASR and BJS in the period between 1955 and 1975.
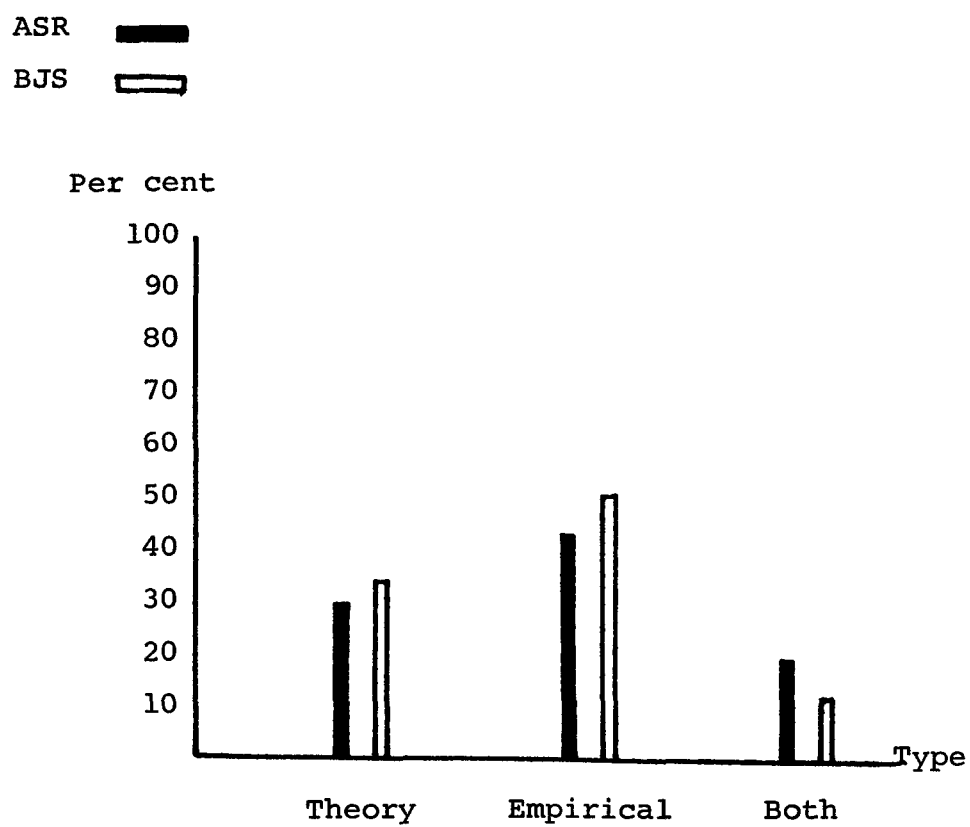
According to Table 1 , 31.3 per cent of the articles
of the American Sociological Review in the period between
1955 and 1975 have been theoretical, 46.6 per cent were
empirical and 22.1 per cent have been a combination of
theory and empirical studies. In the same period, 36.8
per cent of the articles of the British Journal of Socio-
logy have dealt with theoretical subjects, 50 per cent
with experimental matters and 13.2 per cent of them have
consisted of both theoretical and empirical studies.

As Figure 1 indicates, the American Sociological
Review has put more emphasis on the articles of the third
category. But as a whole the tendency of both journals
seems almost similar and the differences between the two
in the proportion of types of articles is slight.

2- Place Orientation:

Another factor which has been compared between
the articles of our two sociological journals is the
special place emphasis of the article and the society
for which survey may have been conducted. Four categories
have been established for this comparison:

a) Those articles which are related to the Ameri=
can society. For example:

John Hart, "Executive Reorganization in the United
States of America ," Public Administration, 1974,
p. 179.
David T. Stanley, "Modernizing Manhattan's Man-
power Methods ," Public Administration Review, 1963,

p. 155.

Alan P. Balutis, "The Role of the Staff in the Legislature: The Case of New York," _Public Administration Review_, 1975, p. 355.

b) Those articles which are related to the British society, such as:

J.V. Miller, "The Organization of Internal Audit in Local Government in England and Wales," _Public Administration_, 1960, p. 137.

Paul K. Mackal, "Trends in British Governmental Bureaucratization and sub-bureaucratization," _British Journal of Sociology_, 1972, p. 66.

Oscar Grusky, "Career Patterns and the Characteristics of British Naval Officers," _British Journal of Sociology_, 1975, p. 227.

c) Those articles which are related to the other countries. For example:

Taylor Cole, "Bureaucracy in Transition: Independent Nigeria," Public Administration, 1960, p. 321.

F.J. Tickner, "Public Administration in Yugoslavia," _Public Administration_, 1959, p. 145.

H.T. Chabot, "Administration and Sociology in Dutch Indonesia," British Journal of Sociology, 1955, p. 253.

d) Those articles which are not referred to any particular country and have a general theme. Here are

some examples of this type:

G.H. Gibson, "What I Expect from O & M," <u>Public Administration</u>," 1958, p. 169.

Chris Argyris, "Organizational Man: Rational and Self-Actualizing," <u>Public Administration Review,</u> 1973, p. 354.

Roger G. Krohn, "Conflict and Function: Some basic Issues in Bureaucratic Theory," <u>British Journal of Sociology,</u> 1970, p. 200.

Table 2 presents the frequency of articles for each journal according to these four categories.

TABLE 2

PLACE ORIENTATION OF THE ARTICLES OF ASR
AND BJS IN THE PERIOD BETWEEN 1955 AND 1975
A) IN REAL NUMBERS

Journal	America	Britain	Others	General	Total
ASR	69	–	8	41	118
BJS	2	15	4	17	38
Total	71	15	12	58	156

B) IN PERCENTAGES

Journal	America	Britain	Others	General	Total
ASR	58.4	–	6.5	35.1	100
BJS	5.2	39.4	10.5	44.9	100

According to Table 2, 58.4 per cent of the articles
of <u>American Sociological Review</u>, in the last twenty years
have been related to the American society. There is not
any article in this journal dealing with the British sys-
tem. Only 6.5 per cent of articles refer to other coun-
tries, and 35.1 per cent of articles are classified under
the general category.

In the <u>British Journal of Sociology</u>, 5.2 per cent
of articles are related to America while there was not any
article related to Britain in the <u>Review</u>, in the same pe-
riod. Some 39.4 per cent of articles in the BJS are con-
cerned with British Society. 10.5 per cent deal with
other countries, and 44.9 per cent of the articles concern
general subjects not referring to any particular country.

By comparing these figures, one realizes that the
<u>American Journal of Sociology</u> articles are mostly America-
oriented, while the <u>British Journal of Sociology</u> articles
are mostly general issue oriented.

Figure 2 indicates that there has been very little
effort in order to deal with countries outside North America
or Western Europe. Third world countries, however, are of
growing significance to both the practitioner and the so-
cial scientist.

These figures appear to be an adequate measure of
discrimination. Issues about other countries are excluded
generally in favor of the American and British materials
published in these two journals.

Fig. 2. Place orientation of the articles of
ASR and BJS in the period between 1955 and 1975.

ASR ▬

BJS ▭

Per cent

100
90
80
70
60
50
40
30
20
10

America   Britain   Others   General

Place
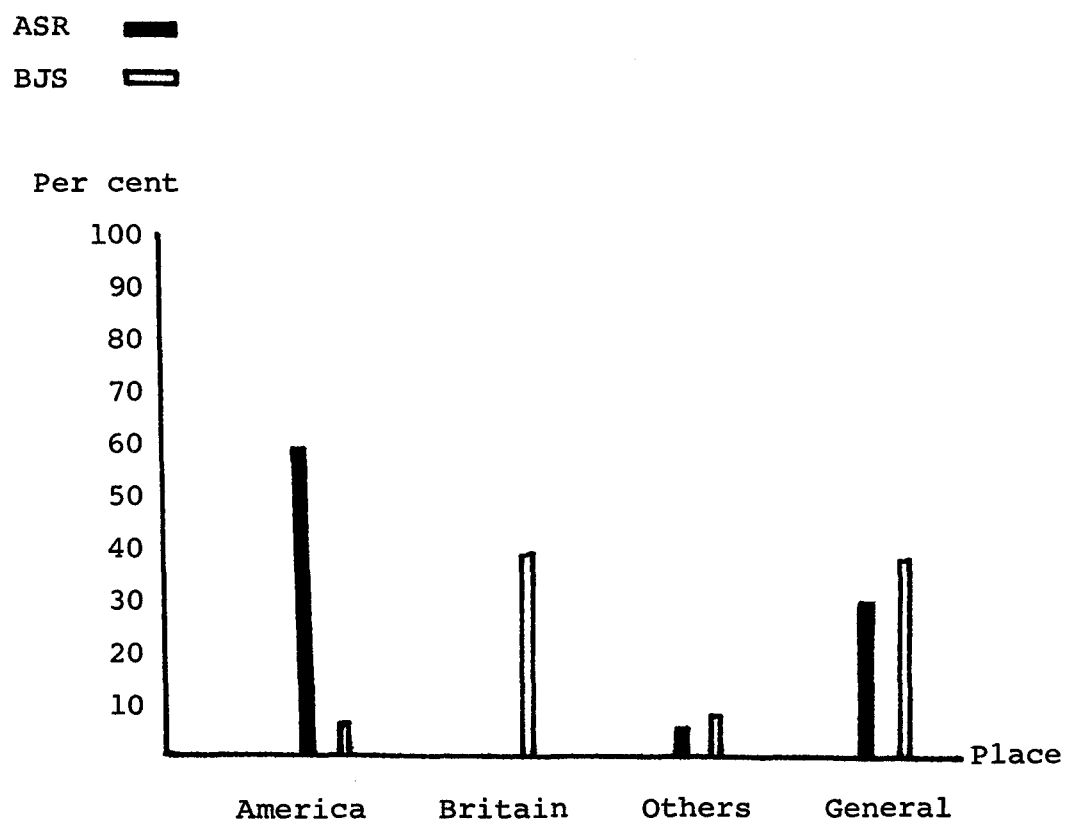
II- Authorship

For our authorship survey various reference books
and biographical dictionaries have been surveyed. It is
necessary to mention that the personal characteristics
of some authors have not been available in any of the
biographical dictionaries and reference books. So this
survey includes only those authors whose name have been
found in these kind of books. Of course in the beginning
of each part the percentage of the sample is mentioned.
For example in the case of age comparison, only 76 per
cent of the authors of American Sociological Review, and
almost 40 per cent of the authors of the British Journal
of Sociology are included in the related analysis.

1- Age Comparison:

The authors of ASR and BJS included in this in-
vestigation have been classified by their age into four
categories:

a) Those whose age is between 30 and 40.

b) Those whose age is between 41 and 50.

c) Those whose age is between 51 and 60.

d) Those whose age is over 61.

Table 3 compares the authors of ASR and BJS from
age point of view.

TABLE 3

AGE COMPARISON OF THE AUTHORS OF
ASR AND BJS IN THE PERIOD BETWEEN
1955 AND 1975

A) IN REAL NUMBERS

Journal	30-40	41-50	51-60	61-Over	Total
ASR	22	36	31	1	90
BJS	1	5	3	6	15
Total	21	45	32	7	105

B) IN PERCENTAGES

Journal	30-40	41-50	51-60	61-Over	Total
ASR	24.4	40	34.4	1.2	100
BJS	6.6	33.3	20	40.1	100

Fig. 3. Age of the authors of ASR and BJS in the period between 1955 and 1975.
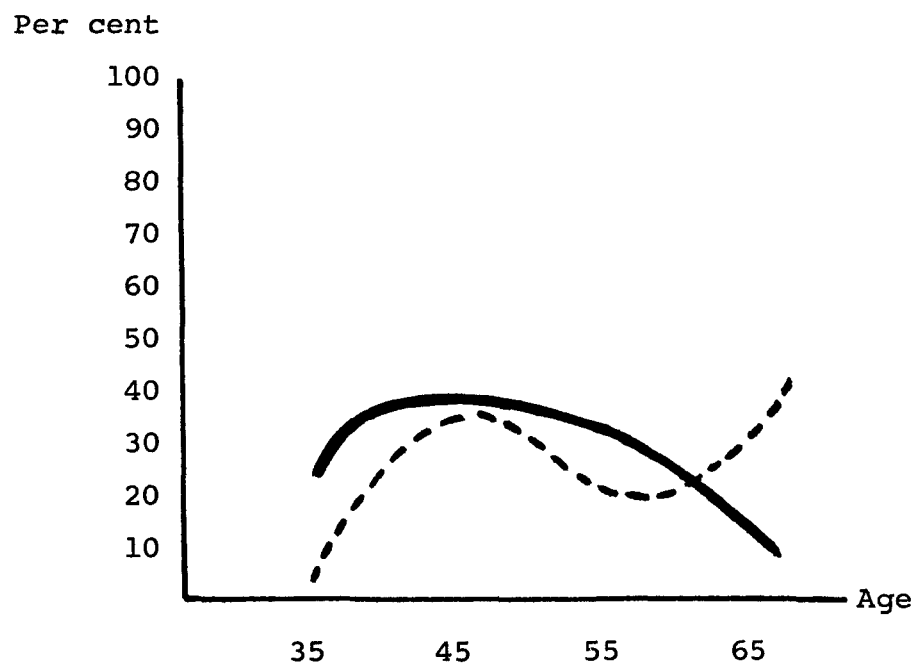
As Table 3 shows, 24.4 per cent of the authors
of ASR are aged between 30 and 40. There are 40 per
cent between 41 and 50, and 34.4 per cent between 51 to
60. Only 1.2 per cent of ASR authors are over 61.

BJS's authors are older than ASR's. Only 6.6
per cent of them are in the first category. About 33.3
per cent are between 41 and 50 years old. Twenty per
cent are between 51 and 60 and 40.1 per cent are over
61 years old.

Figure 3 indicates that BJS authors in the last
twenty years have been older than the authors of ASR.

2- Age and Type of Article:

Here an effort is made to find the relationship
between the age of author and the type of article he or
she writes. For this purpose, a cross-tabulation between
the age of author and the type of article has been es-
tablished (See Table 4).

TABLE 4

CROSS-TABULATION OF THE AGE OF AUTHOR AND TYPE OF ARTICLE OF ASR AND BJS

IN THE PERIOD BETWEEN 1955 AND 1975

A) IN REAL NUMBERS

Age	ASR			BJS		
	Theory	Empirical	Both	Theory	Empirical	Both
30-40	6	11	5	1	-	-
41-50	8	15	13	2	2	-
51-60	17	12	2	2	1	-
61-Over	-	-	1	4	3	-
Total	31	38	21	9	6	-

B) IN PERCENTAGES

Age	ASR			BJS		
	Theory	Empirical	Both	Theory	Empirical	Both
30-40	19.4	28.4	23.8	11.1	-	-
41-50	25.8	39.4	61.8	22.2	33.3	-
51-60	54.8	32.2	9.5	22.2	16.6	-
61-Over	-	-	4.9	44.5	50.1	-
Total	100	100	100	100	100	-

Data presented in Table 4 indicate that the older authors of both ASR abd BJS tend to write more about the theoretical subject matters. This has also been the case for the younger authors of BJS. But in ASR the younger authors tend to favor empirical studies.

By referring to these figures one can not generalize , for example, that the older scholars are mostly interested in theory or vice versa. The first column of Table 4 does support the notion that the older authors are somewhat inclined to write more about theoretical matters, but this is hardly a universal case.

3- Education of Authors:

For our education survey, only 78 per cent of the authors of ASR and 44 per cent of the authors of BJS are included. Of course only their academic education is considered.

Three different categories have been established in order to classify the authors according to their academic education:

    a) Those who have a Bachelor's degree or less.

    b) Those who have a Master's degree.

    c) Those who have a Doctor of Philosophy degree.

Table 5 classifies the academic educational background of the authors of ASR and BJS.

TABLE 5

ACADEMIC EDUCATION OF THE AUTHORS OF
ASR AND BJS IN THE PERIOD BETWEEN
1955 AND 1975

A) IN REAL NUMBERS

Journal	BA or Less	MA	PhD	Total
ASR	1	1	89	91
BJS	3	5	11	19
Total	4	6	100	110

B) IN PERCENTAGES

Journal	BA or Less	MA	PhD	Total
ASR	1.09	1.09	97.82	100
BJS	15.7	26.3	58	100

Fig. 4. Academic education of the authors of
ASR and BJS in the period between 1955 and 1975.

ASR �
BJS ▭
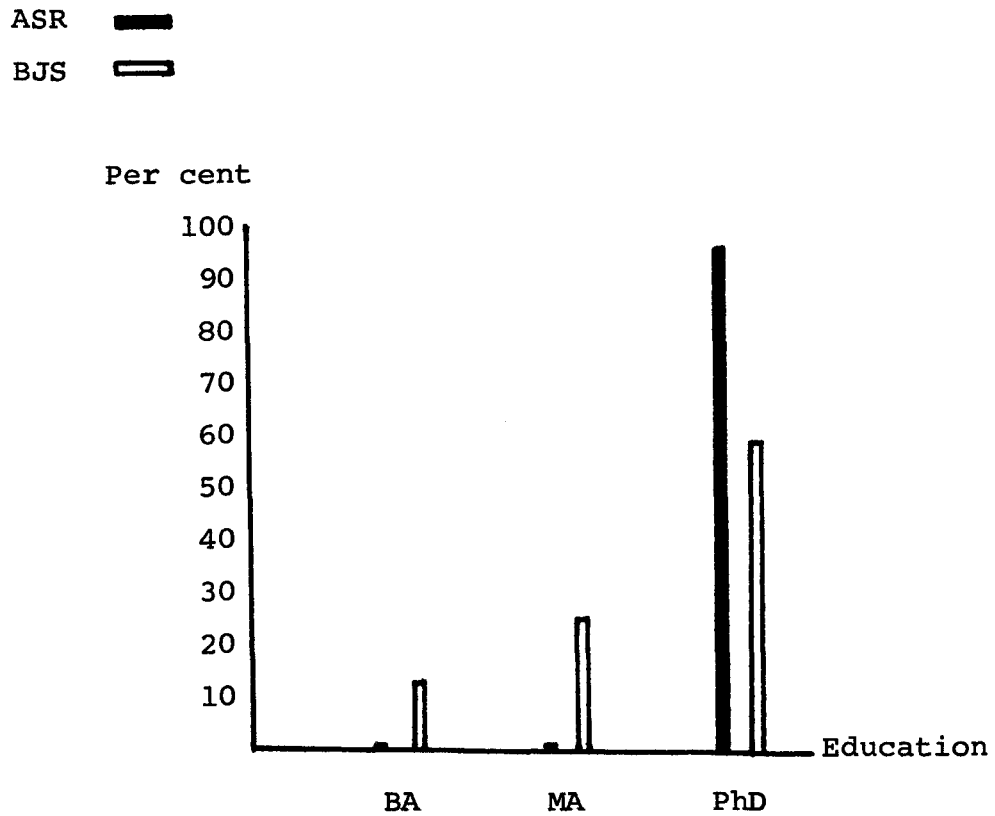
Per cent

Table 5 suggests that almost all the authors of
ASR included in this survey, have either a Ph.D. or its
equivalent (97.82 per cent). Only 1.09 per cent have a
BA or a MA degree. BJS's authors academic educational
background is not as high as ASR's. Seventeen per cent
of the authors of BJS have a Bachelor's degree, 29 per
cent a Master's and 54 per cent have either a Ph.D. or
other doctoral degrees.

In Figure 4 the difference between the education
of the authors of ASR and BJS is illustrated. The inte-
resting point in this investigation is the predominance
of the Ph.D. holders among the American authors. Appa-
rently the doctoral degree is more significant to aca-
demic progression in the United States than elsewhere .

4- Vocation of Authors:

This part of investigation covers only 78 per
cent of the authors of ASR and 60 per cent of the authors
of BJS.

For comparing the vocational background of the
authors of these journals, three categories have been
established:

a) Those authors who are considered as academi-
cians, such as professors and college teachers.

b) Those authors who are considered as practi-
tioners, for example, administrative experts, managers,
and so on.

c) Those authors who are practicing both. For

example, an administrator who teaches in a university
is classified under this category.

According to Table 6, among the authors of ASR,
81.3 per cent are in the academic positions. Three per
cent of them are working as practitioners, and 15.7 per
cent are involved in both. Of the authors of BJS, 73.9
per cent are academicians, 17.3 per cent are practi-
tioners and 8.8 per cent are practicing both.

Figure 5 shows that only a small number of the
practitioners in both countries share their practical
knowledge with others through journal articles. This
discrepancy is important. Practitioners do not appear
to be inclined to publish, and editors appear not to
encourage or facilitate the publication of their articles.

5- Vocation and Type of Article:

This survey is based on the hypothesis that the
personal preference and value premises are effected by
the relative status and position of the individual. Trans-
lating this hypothesis for the case of this investigation,
it might be said that the nature of the article an author
writes will vary with the kind of vocation he or she has.
In order to test this hypothesis an effort is made to
find the relationship between the authors'vocational
background and the type of articles they write. This
relationship has been illustrated in Table 7.

TABLE 6

VOCATION OF THE AUTHORS OF ASR
AND BJS IN THE PERIOD BETWEEN
1955 AND 1975

A) IN REAL NUMBERS

Journal	Academician	Practitioner	Both	Total
ASR	74	3	14	91
BJS	17	4	2	23
Total	91	7	16	114

B) IN PERCENTAGES

Journal	Academician	Practitioner	Both	Total
ASR	81.3	3	15.7	100
BJS	73.9	17.3	8.8	100

Fig. 5. Vocation of the authors of ASR and BJS
in the period between 1955 and 1975.

ASR ▬

BJS ▭
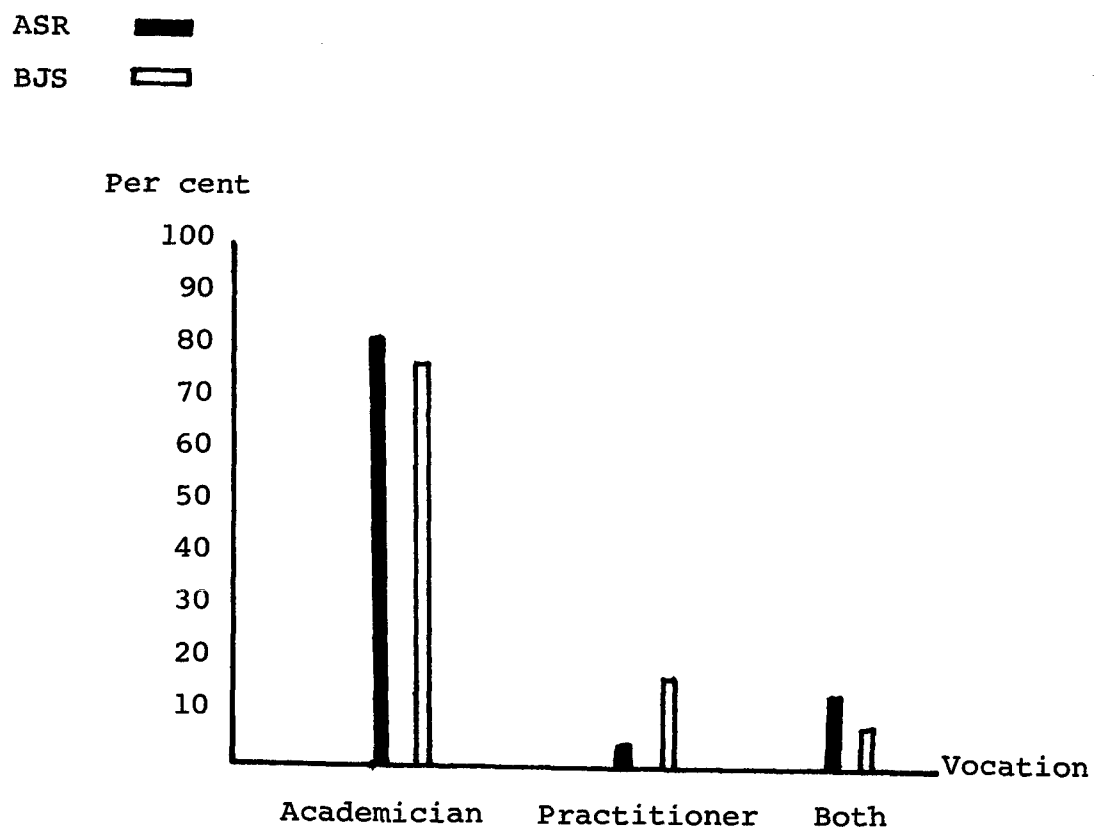
TABLE 7

CROSS-TABULATION OF THE VOCATION OF AUTHOR AND TYPE OF ARTICLE OF ASR AND BJS IN THE PERIOD BETWEEN 1955 AND 1975

A) IN REAL NUMBERS

Vocation	ASR				BJS			
	Theory	Empirical	Both	Total	Theory	Empirical	Both	Total
Academician	22	33	18	73	10	7	-	17
Practitioner	2	1	-	3	2	2	-	4
Both	5	4	6	15	1	1	-	2

B) IN PERCENTAGES

Vocation	ASR				BJS			
	Theory	Empirical	Both	Total	Theory	Empirical	Both	Total
Academician	30.1	45.2	24.7	100	58.8	42.2	-	100
Practitioner	66.6	33.4	-	100	50	50	-	100
Both	33.3	27.3	39.4	100	50	50	-	100

Data cited in the first line of Table 7 suggest
different results for each journal. For ASR, Table 7
shows that those authors who are working as academicians
do mostly empirical research. But among the BJS authors
a higher number of academicians write in theoretical mat-
ters. Also the second and the third lines of the Table 7
show different results for different journals. Considering
these results, the data of this investigation do not offer
enough evidence to prove the hypothesis cited in the be-
ginning. So, it might be concluded that according to the
data of this survey, there is not necessarily any rela-
tionship between the vocation and the type of article
one might write and this varies among different people
and different subjects.

6- Nationality of Authors:

This section covers 78 per cent of the authors
of ASR and 63 per cent of the authors of BJS.

Authors have been classified according to their
nationality into three categories:

a) American authors.

b) European authors.

c) Authors with other nationalities.

Table 8 classifies authors by their nationalities.

TABLE 8

NATIONALITY OF THE AUTHORS OF ASR
AND BJS IN THE PERIOD BETWEEN 1955
AND 1975

A) IN REAL NUMBERS

Journal	American	European	Other	Total
ASR	83	6	2	91
BJS	11	12	1	24
Total	94	18	3	115

B) IN PERCENTAGES

Journal	American	European	Other	Total
ASR	91	6	3	100
BJS	45.8	50	4.2	100

Fig. 6. Nationality of the authors of ASR and
BJS in the period between 1955 and 1975.

ASR   ▬

BJS   ▭
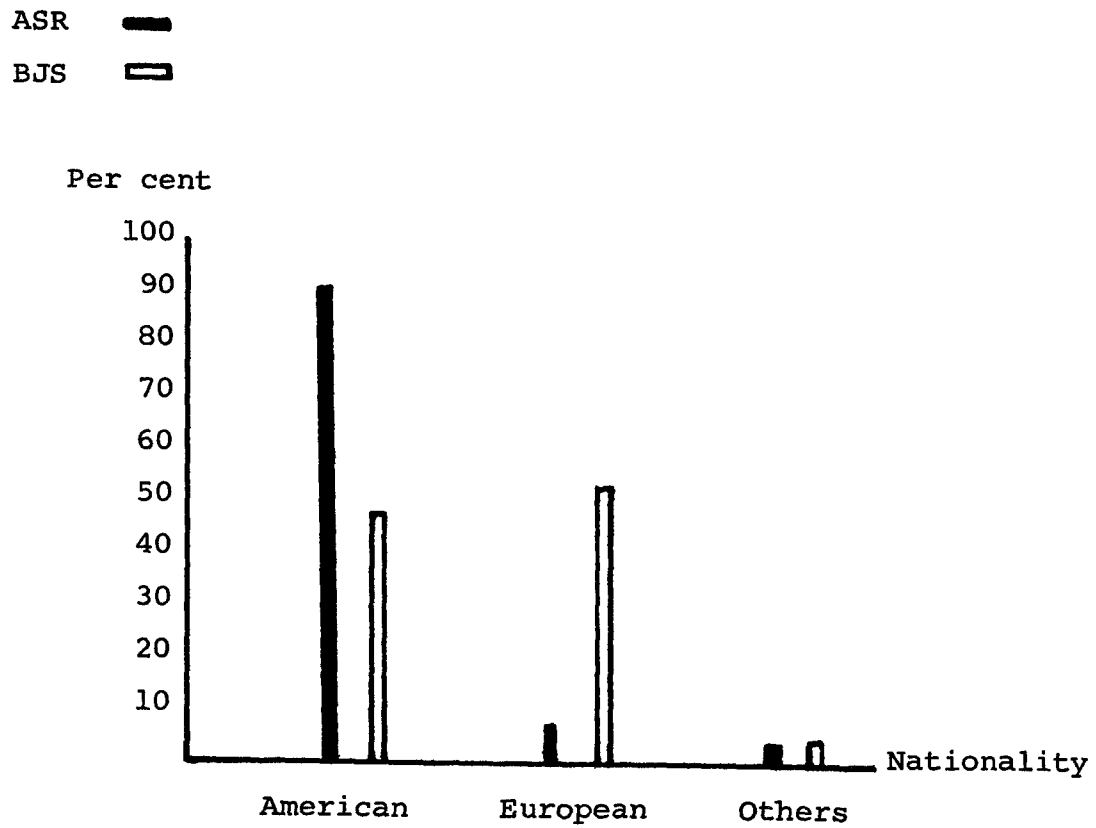
Per cent

Table 8 indicates that 91 per cent of the authors
of ASR are American, 6 per cent are from Europe and only
3 per cent are from other countries. Among the authors
of BJS, 45.8 per cent are American, 50 per cent are Euro-
pean and only 4.2 per cent have other nationalities.
These figures might suggest that there is very little
chance for non-Western authors to have their articles
published in these two journals. On the other hand,
the data might express the paucity of scholarship by
non-American and non-European writers in the field of
administration. This is an important implication to the
study of public administration. This indicates the lack
of necessary consideration to the third world countries'
perception of public administration in particular and
social science in general. This narrow perception can
be an important provocation to the student of public
administration.

Summary and Conclusion:

In this chapter two journals-- ASR and BJS-- have been studied from two different aspects: Articles and authorship. Data show that both journals in choosing the different types of articles convey similar themes. They share an important characteristic in their lack of consideration to articles about non-Western countries.

In our authorship survey, the age comparison suggests that the authors of BJS are generally older than the authors of ASR. An effort was made in order to find some kind of relationships between the age of author and the type of article he or she writes, but the data cited earlier did not prove any particular relationship and no generalization can be made.

By studying the educational background of the authors, it was found that the authors of ASR are much more educated academically than the authors of BJS.

Studies about the vocation of the authors suggest that the authors of both journals are predominantly academician and there is little apparent effort by practitioners to share their practical knowledge with others through journal publication.

In order to find a relationship between vocation and the type of article, a cross-tabulation was established but this table did not offer enough evidence to prove any exact relationship.

Studying the nationality of the authors was the
last part of this chapter. Data show that in both jour-
nals the authors from the third world countries do not
publish in significant measure· There appears to be less
than enough consideration to the perception of the non-
Western authors.

Briefly, what is significant in this study is that
it suggests these journals should pay more attention to
the situation of the third world countries and their
special problems. Publishing more articles related to
other countries and by the authors from other nationalities
and cultures might be an attractive option for journal
editors.

Another significant result of this survey is that
it shows the lack of sufficient effort to relate theory
and practice in these journals. Of course this statement
concerns only those articles which are related to public
administration. Editors can help to bridge the gap between
theory and its application by publishing in greater amount
the articles by practitioners.

CHAPTER IV

ADMINISTRATION AS STUDIED BY PRACTITIONERS

AND SCHOLARS: MEASURES DRAWN FROM THE PRINCIPAL

AMERICAN AND BRITISH ADMINISTRATIVE JOURNALS

This chapter presents the contribution of two ad-
ministrative journals, the American Public Administration
Review, and the British Public Administration, to the de-
velopment of public administration in the period between
1955 and 1975. In this chapter these two journals will
be compared on the bases of their articles and authors.
This survey includes 894 articles. List of articles and
authors is available in Appendices 3 and 4.

For comparing the articles and the authors the
same categorization as in Chapter III is going to be used
in this chapter.

I- Articles

Among the articles of Public Administration Review,
(PAR), in the period between 1955 and 1975, 523 articles
have been related to public administration. In the same
period 371 articles of the Public Administration (PA),
have dealt with the administrative and organizational
affairs. These articles are surveyed from two different
aspects: Type of article and its place orientation.

1- Type of Article:

Articles of PAR and PA are classified according

TABLE 9

TYPES OF THE ARTICLES OF PAR AND
PA IN THE PERIOD BETWEEN 1955 AND
1975

A) IN REAL NUMBERS

Journal	Theory	Empirical	BOth	Total
PAR	297	–	226	523
PA	112	18	241	371
Total	409	18	467	894

B) IN PERCENTAGES

Journal	Theory	Empirical	Both	Total
PAR	56.7	–	43.3	100
PA	30.2	4.8	65	100

Note: PAR is abreviation of Public Administration
Review, and PA is abreviation of Public Administration.

Fig. 7. Type of the articles of PAR and PA in the period between 1955 and 1975.

PAR

PA
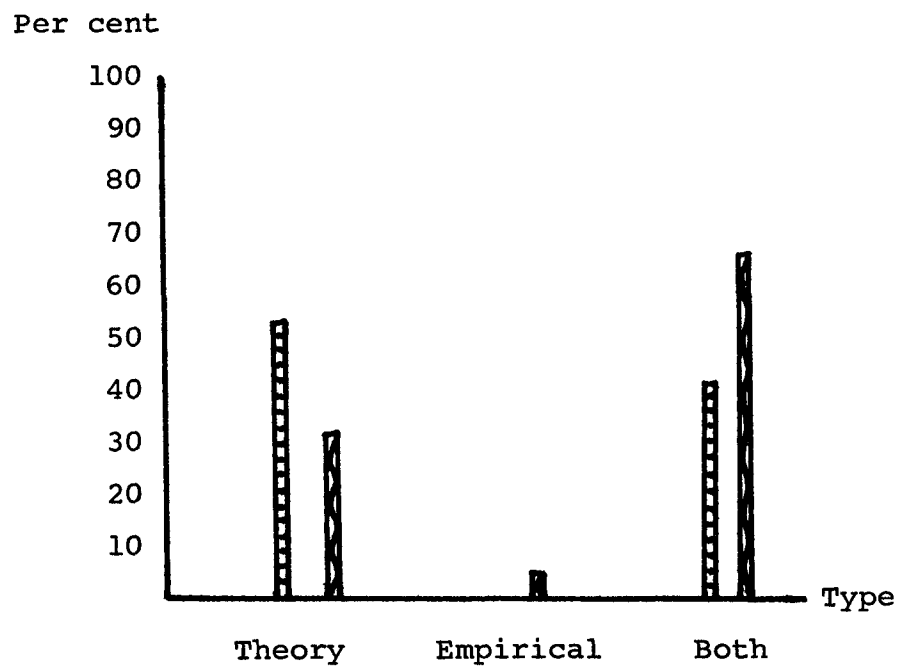
to the type of their subject matter into three categories:
Theory, empirical, and both.

Among the articles of PAR, 56.7 per cent are theo-
retical (See Table 9), and 43.3 per cent are both theory
and empirical studies.

As Table 9 presents, of the articles of PA in the
last twenty years, 30.2 per cent have been theoretical
articles, 4.8 per cent empirical and 65 per cent have been
from the third category.

Figure 7 illustrates that the American PAR offers
greater emphasis on theory than the British PA does, and
PA emphasizes empirical studies to a greater degree than
PAR. As a whole, however, the tendency of both journals
seem to be almost the same.

2- Place Orientation:

Articles are also classified according to their
place references and the society for which the survey
has been conducted. The classification is based on four
categories:

a) Articles related to the American society.

b) Articles about the British society.

c) Articles which have dealt with the problems
of other countries.

d) Articles which are not referred to any parti-
cular place and have a general appraoch.

Table 10 shows the place orientation of the articles
of PAR and PA.

TABLE 10

PLACE ORIENTATION OF THE ARTICLES

OF PAR AND PA IN THE PERIOD BETWEEN

1955 AND 1975

A) IN REAL NUMBERS

Journal	America	Britain	Others	General	Total
PAR	254	4	23	242	523
PA	13	213	72	73	371
Total	267	217	95	315	894

B) IN PERCENTAGES

Journal	America	Britain	Others	General	Total
PAR	48.5	0.7	4.5	46.3	100
PA	3.5	54.4	19	20.1	100

According to Table 10, 48.5 per cent of the articles of PAR, in the last twenty years have been related to the United States. Only 0.7 per cent were about Britain and 4.5 per cent were related to the other countries. Some 46.3 per cent of the articles of PAR are categorized under the general category. For the same period, 3.5 per cent of the articles of PA have been related to the American society, 57.4 per cent to Britain, 19 per cent to the other countries, and finally, 20.1 per cent of them were not referred to any particular place and had fairly general orientation.

By comparing these figures, one realizes that the British journal of <u>Public Administration</u> is more concerned with what is going on in Britain than the American <u>Public Administration Review</u> is about the United States. Besides, there are more comparative articles in <u>Public Administration</u> than in <u>Public Administration Review</u>. On the other hand, PAR has more articles dealing with general issues than PA.

Figure 8 illustrates the place orientation of the articles of PAR and PA.

Fig. 8. Place orientation of the articles of
PAR and PA in the period between 1955 and 1975.

PAR

PA
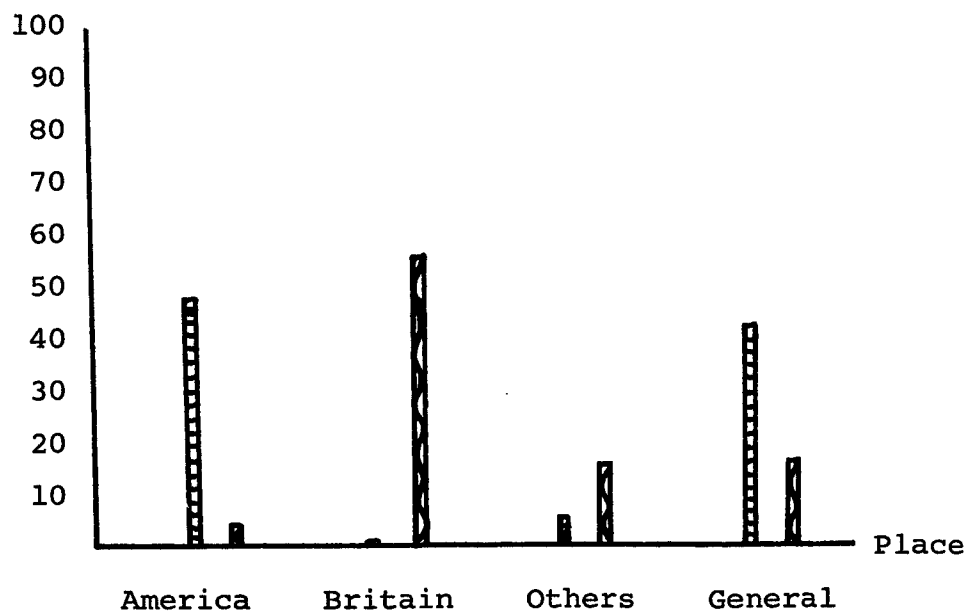
II- Authorship

In this part of our investigation, authors'perso-
nal characteristics are studied from four different as-
pects: Age, education, vocation, and nationality. This
analysis covers only those authors whose name have been
found in the biographical dictionaries and reference
books. In each case the percentage of the sample will
be mentioned.

1- Age Comparison:

This part includes 52.3 per cent of the authors
of PAR and 39.1 per cent of the authors of PA.

Four categories have been selected for age com-
parison:

a) Those authors whose age is between 30 and 40.

b) Those authors whose age is between 41 and 50.

c) Those authors whose age is between 51 and 60.

d) Authors who are over 61 years old.

Table 11 classifies the authors of PAR and PA
according to their age.

TABLE 11

AGE OF THE AUTHORS OF PAR AND PA
IN THE PERIOD BETWEEN 1955 AND
1975

A) IN REAL NUMBERS

Journal	30-40	41-50	51-60	61-Over	Total
PAR	25	77	104	68	274
PA	2	14	38	81	135
Total	27	91	142	149	409

B) IN PERCENTAGES

Journal	30-40	41-50	51-60	61-Over	Total
PAR	9.1	24.4	37.8	28.7	100
PA	1.4	10.3	28.1	60.2	100

As Table 11 suggests, among the authors of PAR, 9.1 per cent are aged between 30 and 40. About 22.4 per cent are between 41 and 50, and 37.8 per cent are between 51 and 60 years old. There are 28.7 per cent of authors who are over 61 years old.

Of 135 authors of PA, 1.4 per cent are less than 40 years old, 10.3 per cent are between 41 and 50, and 28.1 per cent are aged between 51 and 60. Up to 60.2 per cent of the authors of PA are over 61 years old. As Figure 9 shows, the authors of PA have been older than the authors of PAR in the last twenty years.

Fig. 9. Age of the authors of PAR and PA in the
period between 1955 and 1975.
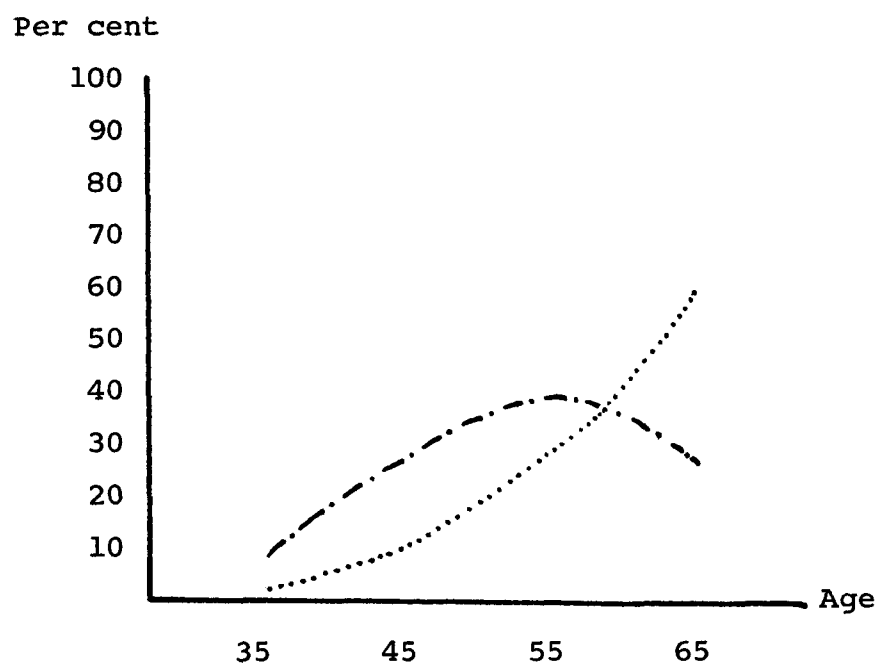
PAR —·—·
PA   ······

Per cent

2- Age and Type of Article:

In order to find the relationship between the age of the authors of PAR and PA with the kinds of articles they write, a cross-tabulation has been established (See Table 12). The highest number of the theoretical articles which is about 40.9 per cent, as is shown in Table 12, have been written by the authors whose ages are between 51 and 60. According to the data cited in Table 12, as the authors get older, they tend to write more on theoretical subjects, but this tendency drops again among those who are over 61 years old. This is also similar for the articles which are a combination of theory and practice.

PA authors, according to the figures mentioned in this Table, tend to publish more frequently as they get older. This is the case whether they write in theory or empirical subject matters or a combination of both.

Here again as in the case of the sociological journals, there is not any exact relationship between the age of the authors and the type of articles they write.

3- Education of the Authors:

This part of survey includes 54.1 per cent of the authors of PAR and 49.6 per cent of the authors of PA.

Three categories are established for presenting the educational background of the authors of PAR and PA:

a) Those authors who have a Bachelor's degree or less.

TABLE 12

CROSS-TABULATION OF THE AGE OF AUTHOR AND TYPE OF ARTICLE OF PAR AND PA IN THE PERIOD BETWEEN 1955 AND 1975

A) IN REAL NUMBERS

Age	PAR			PA		
	Theory	Empirical	Both	Theory	Empirical	Both
30-40	13	-	12	-	-	2
41-50	44	-	34	2	1	2
51-60	68	-	37	10	2	26
61-Over	41	-	32	28	3	52
Total	166	-	115	40	6	89

B) IN PERCENTAGES

Age	PAR			PA		
	Theory	Empirical	Both	Theory	Empirical	Both
30-40	7.6	-	10.4	-	-	2.2
41-50	26.5	-	29.5	5	16.6	10.1
51-60	40.9	-	32.1	25	33.3	29.2
61-Over	25	-	28	70	50.1	58.5
Total	100	-	100	100	100	100

     b) Those authors who have a Master's degree.

     c) Those authors who have a Ph.D. or other doctoral degrees.

     Table 13 presents the academic educational background of the authors of PA^R and PA for the period between 1955 and 1975.

TABLE 13

ACADEMIC EDUCATION OF THE AUTHORS OF
PAR AND PA IN THE PERIOD BETWEEN 1955
AND 1975

A) IN REAL NUMBERS

Journal	BA Or Less	MA	PhD	Total
PAR	3	16	254	273
PA	55	39	90	184
Total	58	55	344	457

B) IN PERCENTAGES

Journal	BA or Less	MA	PhD	Total
PAR	1.9	5.8	92.3	100
PA	29.8	21.1	49.1	100

Data cited in Table 13 indicate that the authors
of PAR are more educated academically than the authors
of PA. Only 1.9 per cent of the authors of PAR have a
Bachelor degree. Some 5.8 per cent have a Master's deg-
ree, and 92.3 per cent have either a Ph.D. or other doc-
toral degrees.

Among the authors of PA, 29.8 per cent have a
Bachelor's degree or less, while 21.1 per cent have a
Master's degree, and 49.1 per cent have a Ph.D. or other
doctoral degrees.

Figure 10 illustrates the difference between the
educational background of the authors of PAR and PA in
the last twenty years.

Fig. 10. Academic education of the authors of
PAR and PA in the period between 1955 and 1975.

PAR

PA
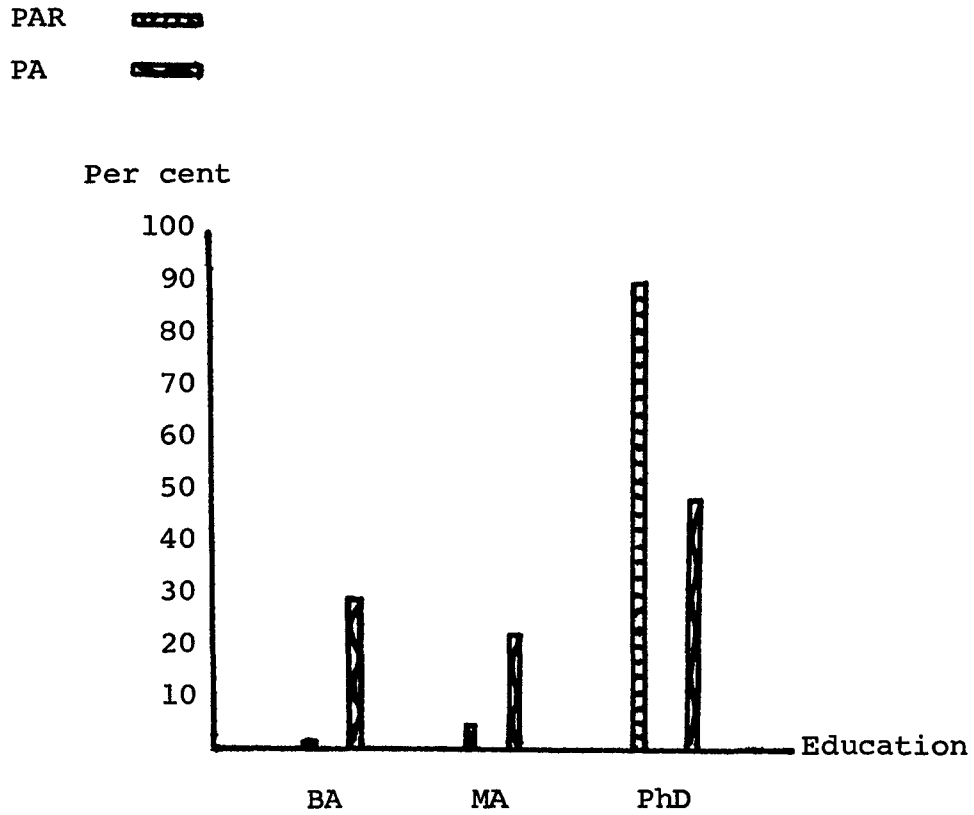
4- Vocation of Authors:

This part of investigation covers 94.2 per cent of the authors of PAR and 84.09 per cent of the authors of PA.

Three categories are determined for this classification:

a) Academician.

b) Practitioner.

c) Both.

According to Table 14, of 494 authors in PAR included in this part of research, 64.5 per cent work as academicians, 27.9 per cent of them work in organizations and agencies as practitioners, and 7.6 per cent do both.

Among the 312 authors of PA, 46.1 per cent are working as university professors or college teachers, 40.3 per cent are practitioners and the rest,which is 13.6 per cent, are doing both jobs.

Figure 11 illustrates the vocation of the authors of PAR and PA for the last twenty years.

TABLE 14

VOCATION OF THE AUTHORS OF PAR

AND PA IN THE PERIOD BETWEEN

1955 AND 1975

A) IN REAL NUMBERS

Journal	Academician	Practitioner	Both	Total
PAR	319	138	37	494
PA	144	126	42	312
Total	463	264	79	806

B) IN PERCENTAGES

Journal	Academician	Practitioner	Both	Total
PAR	64.5	27.9	7.6	100
PA	46.1	40.3	13.6	100

Fig. 11. Vocation of the authors of PAR and PA in the period between 1955 and 1975.

PAR ▭▭▭
PA   ▨▨▨

Per cent
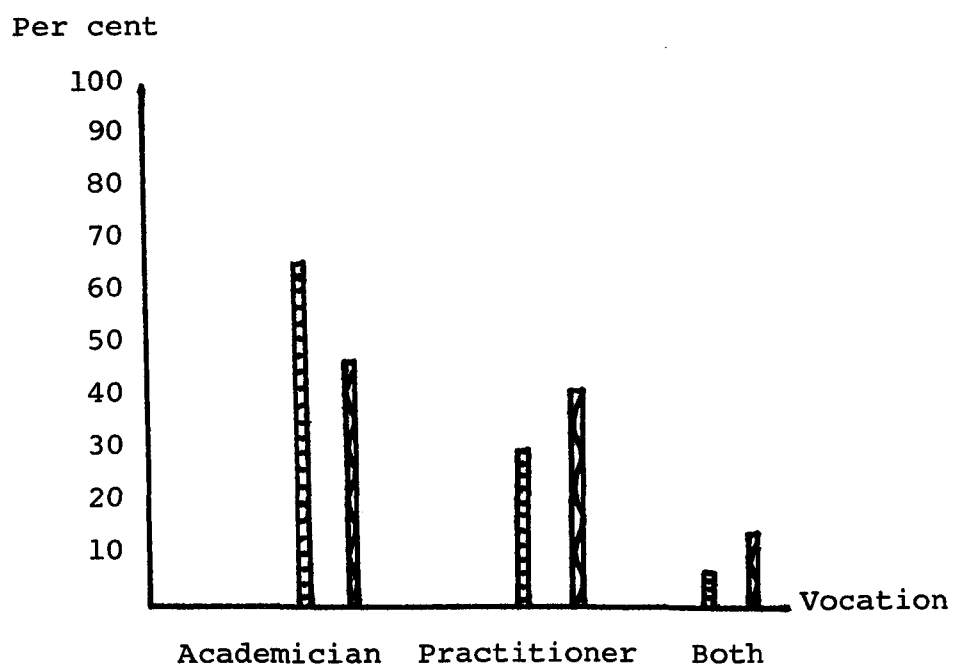
As Figure 11 indicates, in both countries academicians contribute more than practitioners or it may be that it is easier for them to have their articles published. Another reason may be that academicians be more strongly motivated to publish.

Among the two jurnals, British practitioners are more likely to get their articles published in PA than are American practitioners in PAR. This fact suggests that there is more balance between the authors of PA with different vocational background than in PAR.

5- Vocation and Type of Article:

In order to find the relationship between the vocation of the authors of PAR and PA with the type of articles they write, a cross-tabulation is established (See Table 15).

TABLE 15

CROSS-TABULATION OF THE VOCATION OF AUTHOR AND TYPE OF ARTICLE FOR PAR AND PA IN THE PERIOD BETWEEN 1955 AND 1975

A) IN REAL NUMBERS

Vocation	PAR				PA			
	Theory	Empirical	Both	Total	Theory	Empirical	Both	Total
Academician	186	–	132	318	40	2	137	179
Practitioner	72	–	65	137	42	6	84	132
Both	30	–	8	38	16	4	23	43

B) IN PERCENTAGES

Vocation	PAR				PA			
	Theory	Empirical	Both	Total	Theory	Empirical	Both	Total
Academician	58.4	–	41.6	100	22.3	1.1	76.6	100
Practitioner	51.8	–	48.2	100	31.8	4.5	63.7	100
Both	78.9	–	21.1	100	37.2	9.3	53.5	100

Table 15 indicates that the academicians in PAR
appear to be inclined to write about theoretical subjects.
This with a slight difference in the number, is also the
same for the practitioners. The third line of Table 15
differs significantly with the first two. Most of the
authors who are working both as academician and practi-
tioner prefer to write more on theoretical subject matters
than actually doing research and in empirical studies.
By looking at the data about the PA authors, we find a
harmony among the three categories. Both academicians
and practitioners are more interested in writing articles
which are a combination of theory and empirical study.
This includes also those who are both academician and
practitioner.

By comparing these figures one might conclude
that PA authors, whether they are academician or practi-
tioner, are more likely to be interested in empirical
studies than the authors of PAR. Of course these data
include only those articles which get to pass through
an editorial screening and get published. So this inter-
pretation should not be generalized.

6- Nationality of Authors:

This section presents data about 52.5 per cent
of the authors of PAR and 37.4 per cent of the authors
of PA.

Three categories have been established for classi-
fication of the authors of PAR and PA according to their

nationalities:

      a) American authors.

      b) European authors.

      c) Authors with other nationalities.

      Table 16 shows the frequency of the authors in these three categories.

TABLE 16

NATIONALITY OF THE AUTHORS OF PAR
AND PA IN THE PERIOD BETWEEN 1955
AND 1975

A) IN REAL NUMBERS

Journal	American	European	Others	Total
PAR	252	15	8	275
PA	18	117	4	139
Total	270	132	12	414

B) IN PERCENTAGES

Journal	American	European	Others	Total
PAR	91.6	5.4	3	100
PA	12.9	84.1	3	100

Fig. 12. Nationalities of the authors of PAR
and PA in the period between 1955 and 1975.

PAR

PA
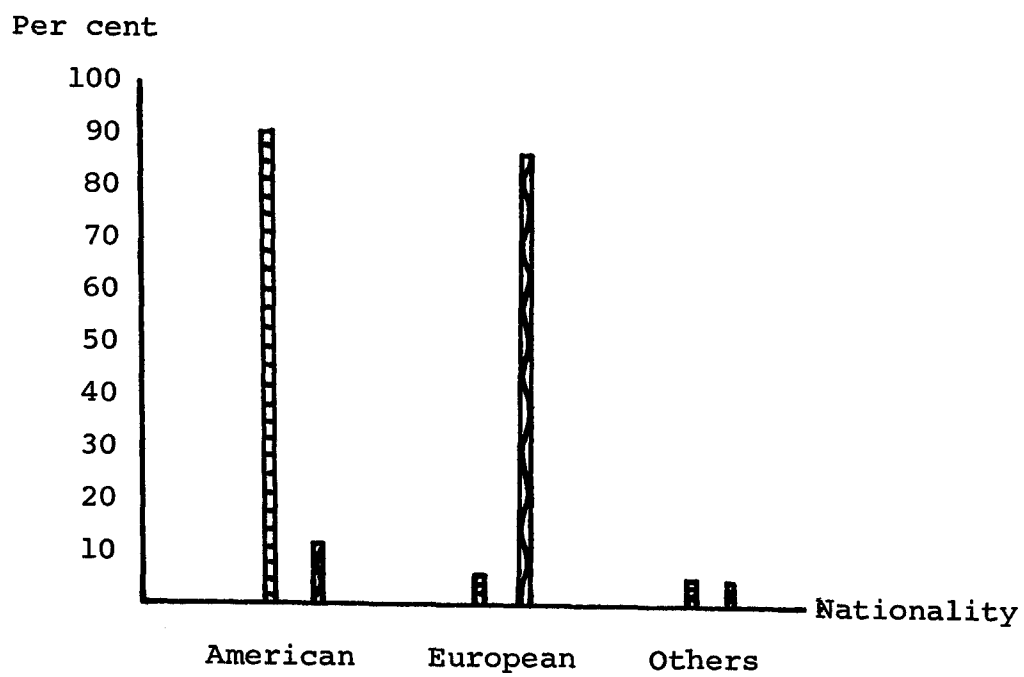
Of 275 authors in PAR, 252 authors are American, 15 are European and only 8 authors (3 per cent) are from other countries. Out of 139 authors in PA, 18 are from the United States (12.9 per cent), 117 have British nationality, and only 4 of them (3 per cent) have other nationalities.

Figure 12 illustrates that the authors from non-Western countries rarely get articles published in the American PAR and the British PA. Both sociological and administrative journals share an identical deficiency in this regard.

Summary and Conclusion:

In this chapter two journals, PAR and PA, have been studied from two different aspects: Articles and authorship. Comparing the data about these journals, we found that the American PAR places greater emphasis on theory than PA, and PA is more oriented toward the practical and empirical studies than PAR is. Another finding was that PA is more British oriented than PAR is American.

In the authorship survey, our data show that the authors in PAR have been younger and more academically educated than the PA's authors. The vocational background of the authors were compared. The result shows that in Britain there is more chance for practitioners to get their articles published. In order to find some kind of relationship between the type of article that an author writes with his age and vocation, a cross-tabulation was established. This table did not prove any special relationship.

Another element of comparison was the author's nationality. Data cited earlier suggest that the non-Western authors are not presenting their points of view in either PAR or PA as often as they should. Here again the administrative journals have the same deficiency as the sociological ones. Some effort in the part of editors might be indicated in order to fill this gap.

CHAPTER V

COMPARING THE CONTRIBUTION OF THE

SOCIOLOGICAL AND ADMINISTRATIVE JOURNALS

TO THE STUDY OF PUBLIC ADMINISTRATION

This chapter is going to compare four journals,
two sociological and two administrative, American Socio-
logical Review, British Journal of Sociology, and Public
Administration Review, Public Administration. In other
words Chapter V combines data from chapters III and IV.
There is an effort here to determine what emphases identify
sociological and administrative journals article, what
trends are found in each journal, and who tends to get
published in each of them.

Our usual order is followed in this chapter.
First, articles are compared and then authors. This
survey includes 1050 articles.

I- Articles

Articles have been compared from two different
aspects: Type of article and its place orientation.

1- Type of Article:

With respect to the type of articles to which
our four journals have paid attention, theoretical arti-
cles are in common concern. Among our four journals,
PAR has dealt with theory significantly and the rest
are almost in similar theme.

According to Table 17, the major observable source of disparity among these journals lies in the sphere of the empirical studies. While a considerable amount of the articles in the sociological journals deal with the empirical studies, there are only very few empirical articles in the administrative journals. This has been compensated in the third category, where the administrative journals pay more attention to the articles which are concerned with both theory and empirical studies.

Figure 13 illustrates the types of articles of our four journals in the period between 1955 and 1975.

TABLE 17

TYPE OF ARTICLES OF FOUR JOURNALS IN
THE PERIOD BETWEEN 1955 AND 1975

A) IN REAL NUMBERS

Journal	Theory	Empirical	Both	Total
ASR	37	55	26	118
BJS	14	19	5	38
PAR	297	–	226	523
PA	112	18	241	371
Total	460	92	498	1050

B) IN PERCENTAGES

Journal	Theory	Empirical	BOth	Total
ASR	31.3	46.6	22.1	100
BJS	36.8	50	13.2	100
PAR	56.7	–	43.3	100
PA	30.2	4.8	65	100

Fig. 13. Types of articles of four journals in the period between 1955 and 1975.

ASR

BJS

PAR

PA
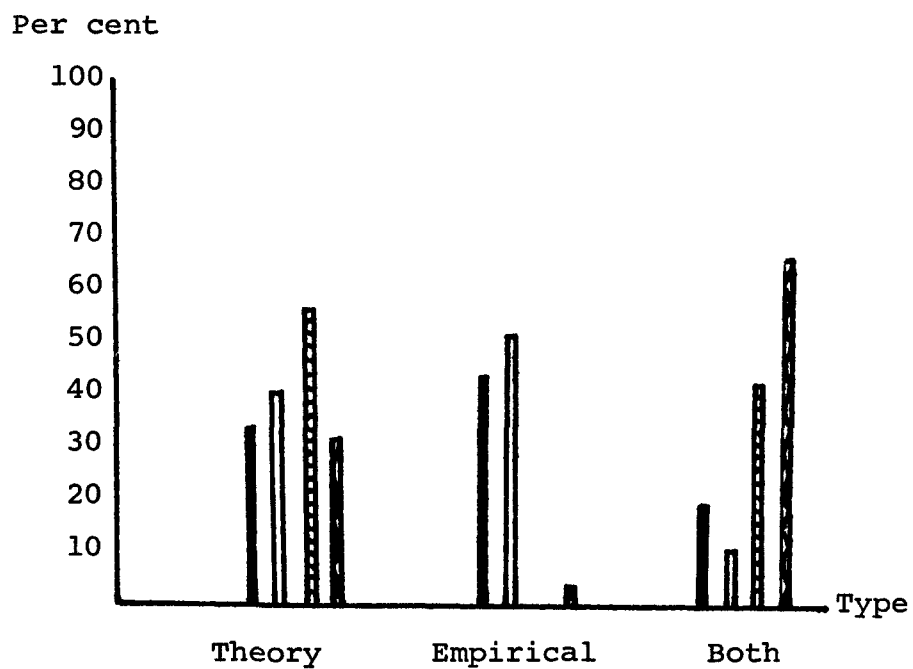
2- Place Orientation:

For the two decades between 1955 and 1975, the place orientation of the articles of the four journals subject to this investigation are as follows:

The American journal's concern is primarily with the American society. This is significant in both socio-logical and administrative journals. This has been also the case in the British journals. However, the adminis-trative journals in Britain are more British oriented than the sociological ones.

If one takes a look at the number of comparative articles in these four journals, he will be immediately impressed by the lack of necessary comparative studies in both categories, sociological and administrative journals. Table 18 classifies our four journals accor-ding to the place orientation of their articles.

TABLE 18

PLACE ORIENTATION OF THE ARTICLES OF
FOUR JOURNALS IN THE PERIOD BETWEEN
1955 AND 1975

A) IN REAL NUMBERS

Journal	American	British	Others	General	Total
ASR	69	—	8	41	118
BJS	2	15	4	17	38
PAR	254	4	23	242	523
PA	13	213	72	73	371
Total	338	232	107	373	1050

B) IN PERCENTAGES

Journal	American	British	Others	General	Total
ASR	58.4	—	6.5	35.1	100
BJS	5.2	39.4	10.5	44.9	100
PAR	48.5	0.7	4.5	46.3	100
PA	3.5	57.4	19	20.1	100

Fig. 14.   Place orientation of the articles of
four journals in the period between 1955 and 1975.

ASR   ▬

BJS   ▭

PAR   ▭

PA   ▭

Per cent

100
90
80
70
60
50
40
30
20
10

American   British   Others   General

Place
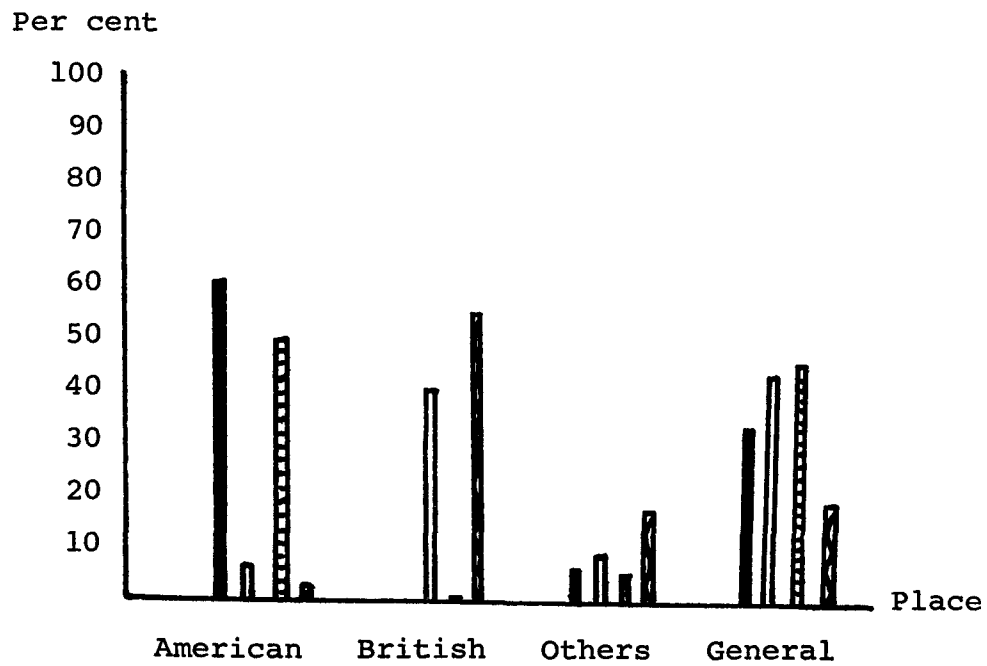
II- Authorship

In this part of the survey an attempt is made
to compare the sociologists and administrators who have
contributed to the journals included in this review in
the last twenty years. Comparison is made from four
aspects: Age, education, vocation, and nationality.

1- Age Comparison:

Given the same category as in the former chapters,
comparing the author's ages shows that the contributors
to the sociological journals have been generally younger
in the last two decades. Looking from another angle,
comparing the American and British authors together, as
data cited in Table 19 show, the Americans are generally
younger than the British authors. Although it is risky
to propose any reason for this, in the limited framework
of this research, this might be interpreted as more possi-
bilities for younger authors in the American society.
These figures indicate that the British journals favor
the senior contributors system more than the American
journals do.

Figure 15 illustrates the age of the authors of
our journals.

TABLE 19

AGE OF THE AUTHORS OF FOUR JOURNALS

IN THE PERIOD BETWEEN 1955 AND 1975

A) IN REAL NUMBERS

Journal	30-40	41-50	51-60	61-Over	Total
ASR	22	36	31	1	90
BJS	1	5	3	6	15
PAR	25	77	104	68	274
PA	2	14	38	81	135
Total	50	132	176	156	514

B) IN PERCENTAGES

Journal	30-40	41-50	51-60	61-Over	Total
ASR	24.4	40	34.4	1.2	100
BJS	6.6	33.3	20	40.1	100
PAR	9.1	24.4	37.8	28.7	100
PA	1.4	10.3	28.1	60.2	100

Fig. 15. Age of the authors of four journals
in the period between 1955 and 1975.

ASR ▬

BJS ▬▬▬

PAR ▬·▬·

PA ·······

Per cent
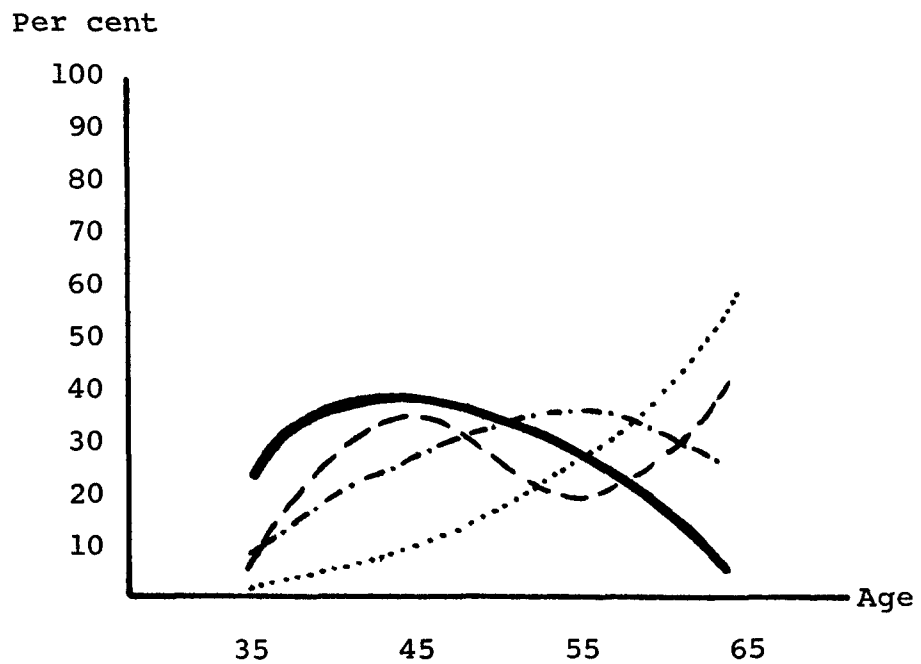
2- Education:

Data about the educational background of the
authors in the former chapters are combined in Table 20.
A superficial analysis of Table 20 reveals that the acade-
mic education of the contributors to the sociological and
administrative journals are almost at the same level.
However,there is a slight difference in the number of
those who have obtained a Ph.D. or other doctoral deg-
rees, in favor of the sociological journals.

Figure 16 shows the education of the authors
of our four journals for the period between 1955 and
1975.

TABLE 20

EDUCATION OF THE AUTHORS OF FOUR

JOURNALS IN THE PERIOD BETWEEN

1955 AND 1975

A) IN REAL NUMBERS

Journal	BA or Less	MA	PhD	Total
ASR	1	1	89	91
BJS	3	5	11	19
PAR	3	16	254	273
PA	55	39	90	184
Total	62	61	444	565

B) IN PERCENTAGES

Journal	BA or Less	MA	PhD	Total
ASR	1.09	1.09	97.82	100
BJS	15.7	26.3	58	100
PAR	1.9	5.8	92.3	100
PA	29.8	21.1	49.1	100

Fig. 16. Education of the authors of four journals in the period between 1955 and 1975.

ASR ▬
BJS ▭
PAR ▰
PA ▨

Per cent
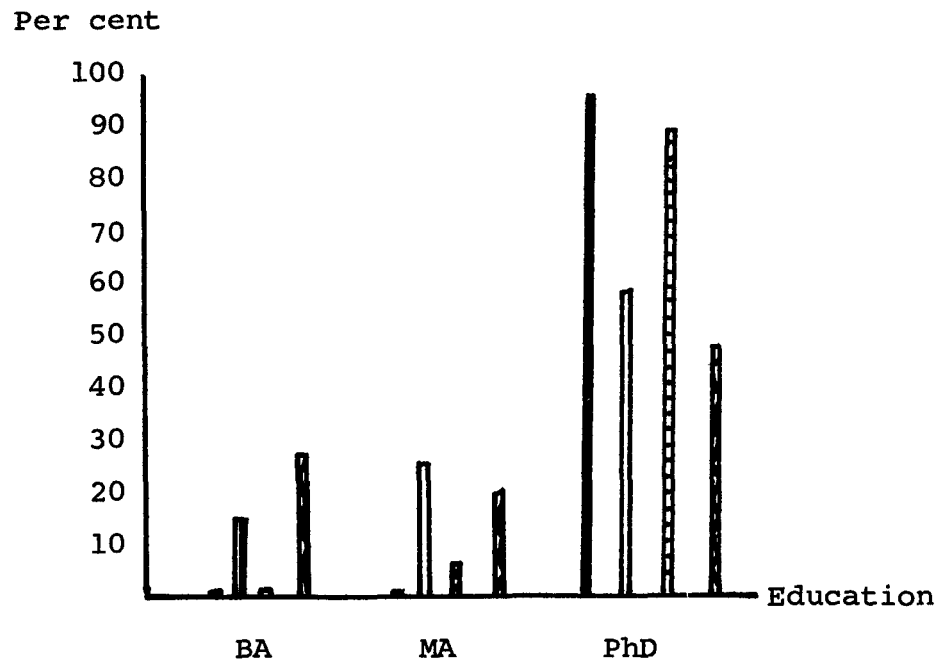
3- Vocation:

In this part the vocational background of the authors who get published in the sociological and administrative journals are being compared. Vocations of the contributors are classified in three categories: Academician, practitioner, and both.

According to Table 21, among those who contribute to ASR and BJS on one side and PAR and PA on the other, there are more academicians writing in sociological journals. On the other hand, practitioners get more published in the administrative journals than in the sociological ones. This is because of the nature of the job of each category. Sociologists write usually about general issues from a more scientific point of view. Administrators deal more with the actual cases, and the everyday problems which occurs to them is very much worthwhile to write about. So, one reason for the number of practitioners writing in the administrative journals exceeding the number in sociological journals is that for writing about administration technology, practitioners are supposedly more qualified and contribute more.

Figure 17 illustrates the vocation of authors in the period between 1955 and 1975.

TABLE 21

VOCATION OF THE AUTHORS OF FOUR
JOURNALS IN THE PERIOD BETWEEN
1955 AND 1975

A) IN REAL NUMBERS

Journal	Academician	Practitioner	Both	Total
ASR	74	3	14	91
BJS	17	4	2	23
PAR	319	138	37	494
PA	144	126	42	312
Total	554	271	95	920

B) IN PERCENTAGES

Journal	Academician	Practitioner	Both	Total
ASR	81.3	3	15.7	100
BJS	73.9	17.3	8.8	100
PAR	64.5	27.9	7.6	100
PA	46.1	40.3	13.6	100

Fig. 17. Vocation of the authors of four journals in the period between 1955 and 1975.

ASR

BJS

PAR

PA

Per cent
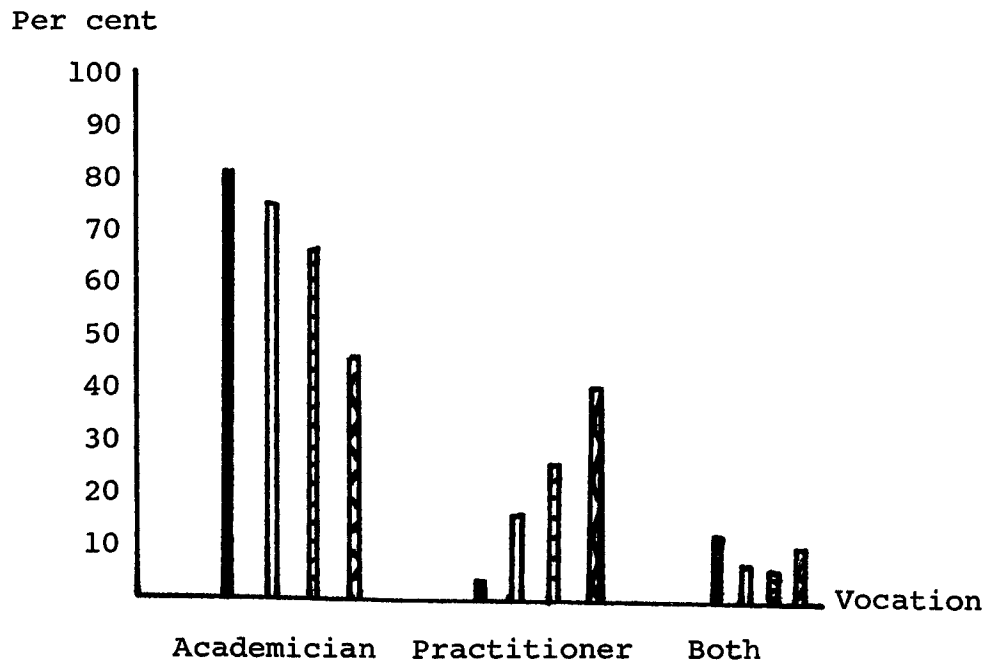
4- Nationality:

The remaining aspect of authorship comparison is
the one which deals with author's nationality. As in the
earlier chapters, three categories are determined for
classification of authors according to their nationalities:
American, European, and other countries.

Surprisingly enough, Table 22 reveals that both
sociological and administrative journals are devoted
almost exclusively to either American or European authors.
No one of the journal has much to say about administration
in non-Western countries. This shows that a very impor-
tant perception of the study of public administration
from the third world countries is not calculated, which
in turn indicates the very limited contextual framework
of the present knowledge about public administration.
(See Figure 18)

TABLE 22

NATIONALITY OF AUTHORS OF FOUR JOURNALS
IN THE PERIOD BETWEEN 1955 AND 1975

A) IN REAL NUMBERS

Journal	American	European	Others	Total
ASR	83	6	2	91
BJS	11	12	1	24
PAR	252	15	8	275
PA	18	117	4	139
Total	364	150	15	529

B) IN PERCENTAGES

Journal	American	European	Others	Total
ASR	91	6	3	100
BJS	45.8	50	4.2	100
PAR	91.6	5.4	3	100
PA	12.9	84.1	3	100

Fig. 18. Nationality of the authors of four
journals in the period between 1955 and 1975.

ASR

BJS

PAR

PA

Per cent
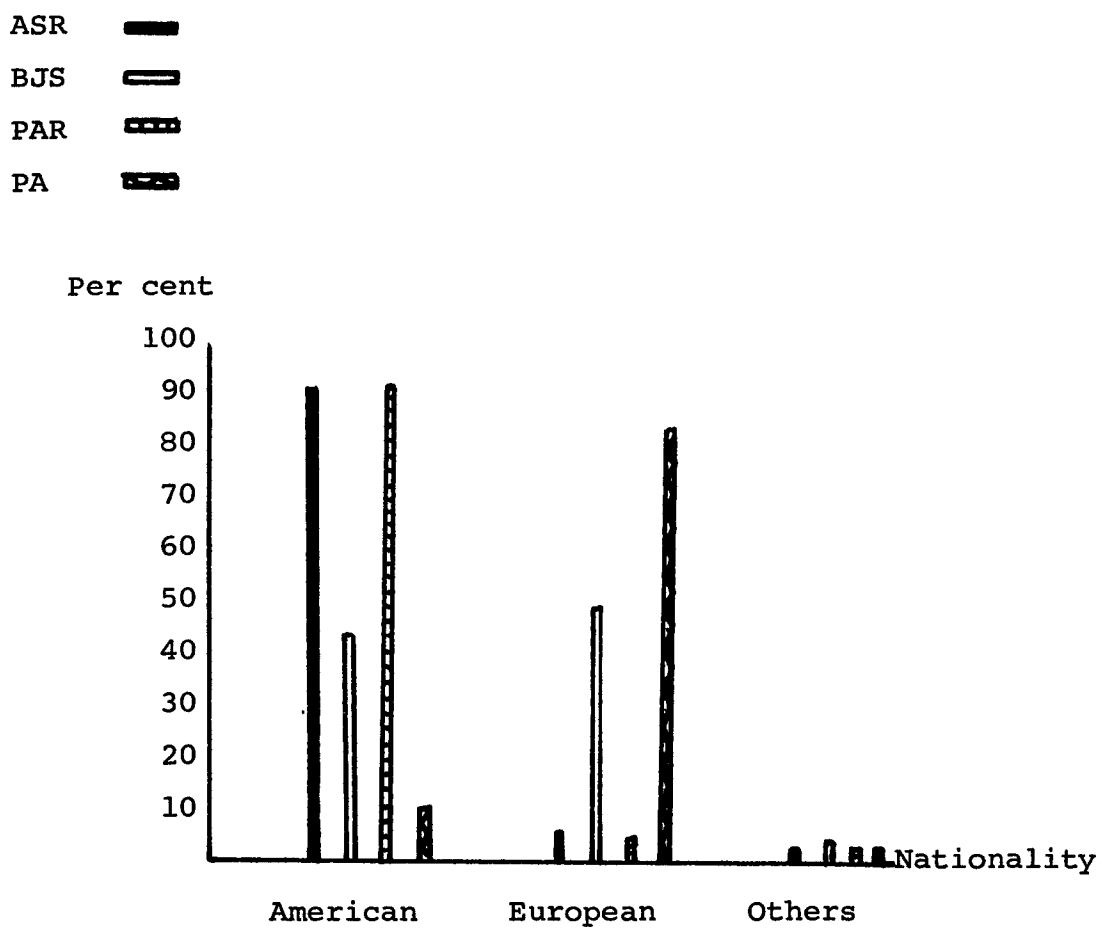
Summary and Conclusion:

Throughout this chapter, four journals, two socio-
logical and two administrative ones have been compared
with each other. The arithmetic analysis in this chapter
is drawn from American Sociological Review, British Jour-
nal of Sociology, Public Administration Review, and, Pub-
lic Administration. Data cited earlier indicate that
among the two groups, the sociological journals have paid
more attention to empirical studies. On the other hand
the administrative journals, in total, had more theoreti-
cal studies than the other group.

In both groups, the American journals are primarily
American referred and the British journals are mostly re-
lated to the British society. There is not enough atten-
tion paid to the situation of the countries other than
United States and United Kingdom in either group.

Comparing who gets more published in these jour-
nals, it was found that the contributors to the sociolo-
gical journals have been generally younger and more edu-
cated than the other group. Considering the vocation of
the authors, practitioners have more chance to get their
articles published in the administrative journals rather
than in the sociological ones. This might be because of
the difference in the nature of the tasks of each group.

The common deficiency of these four journals is
that none of them cover enough materials about the coun-
tries other than their own. There are not enough articles

either about other countries or from the authors with other nationalities in these journals. For improving this problem some changes in the editorial policies of all these journals seem to be very necessary.

CHAPTER VI

CONCLUSION

The initial thrust of this study was to pre-
sent the contributions of sociological thought to the
development of public administration.

Secondly, this study was to point out many of
the differences and similarities between four socio-
logical and administrative journals during a twenty
years period, starting at 1955 and ending at 1975.

Finally, it was to consider the relevance of
the publications in these four journals to the parti-
cular circumstances of the Iranian society.

Our study reveals that sociologists in the last
two decades have contributed significantly to the study
of public administration. This was evident in the fre-
quent writings of the sociologists in our two sociologi-
cal journals, American Sociological Review, and the
British Journal of Sociology, about the organizational
and administrative affairs.

For the second purpose, data cited earlier
support the idea that our four journals share an impor-
tant characteristic in their lack of consideration of
non-Western countries. There is not enough attention
paid to the situation of the countries other than United

States and the United Kingdom in any of our journals.
In the last twenty years there is not even one article
about Iran, her situation and her special problems.
Those cultural values and characteristics that have
contributed to the Iranian bureaucracy have not re-
ceived any consideration. None of the journals included
in this survey have had articles concerning any parti-
cular problem of the Iranian administrative system.
However, some of the findings of their articles might
be applicable in Iran, specially those articles which
have dealt with general subject matters might have
some relevance.

In summary, throughout this analysis, it was
found that both articles related to the countries of
the third world and the authors from those countries
have been almost totally ignored. Our four journals
are very much West-oriented rather than being a com-
prehensive representative of the whole world. This
differs completely with what some of them had estab-
lished as their prime goal. For example, the aim of
the Public Administration Review, as they express it,
is to publish material representative of all interests
and opinions across the broad spectrum of public ad-
ministration. As we have seen, according to our data,
what PAR has done in the last twenty years is far from
its determined aim. This is also the case for Public

<u>Administration</u>. Although they state their objects as
advancing the study of public administration and pro-
moting the exchange of information and ideas on all
aspects of the subject, they have not tried to cover
"all aspects of the subject," and they are far behind
in this road.

What this study suggests is an immediate effort
on the part of editors of our journals to bridge this
gap and to expand the limited framework of their co-
verage. This, for sure, makes our journals more help-
ful and more interesting.

APPENDICES

APPENDIX I

LIST OF THE ARTICLES OF THE AMERICAN

SOCIOLOGICAL REVIEW RELATED TO THE

STUDY OF PUBLIC ADMINISTRATION IN THE

PERIOD BETWEEN 1955 AND 1975

1. Sheldon Messinger, "Organizational transfor-
mation," 1955, pp. 3-10.

2. Frederic W. Terrien and Donald L. Mills, "The
effect of changing size upon the internal structure of
organization," 1955, pp. 11-13.

3. John Tsouderos, "Organizational change in terms
of a series of selected variables," 1955, pp. 206-210.

4. Robert S. Weiss and Eugene Jacobson, "A method
for the analysis of the structure of complex organization,"
1955, pp. 661-668.

5. Morgan Brown, "The status of jobs and occupa-
tions as evaluated by an urban Negro sample," 1955, pp.
561-566.

6. Stanely A. Hetzler, "Variations in role playing
patterns among different echelons of bureaucratic leaders,"
1955, pp. 700-706.

7. Henry A. Landsberger, "Interaction process
analysis of professional behavior: A study of labour-
mediators in twelve labor-management disputes," 1955, pp.
566-575.

8. Nancy C. Morse and Robert Weiss, "The function and meaning of work and the job," 1955, pp. 191-198.

9. Albert J. Reiss Jr., "Occupational mobility of professional workers," 1955, pp. 693-700.

10. Melvin M. Tumin, "Rewards and task-orientation," 1955, pp. 419-423.

11. Bernard Barner, "Structural-functional analysis," 1956, pp. 129-135.

12. Burton R. Clark, "Organizational adaptation and precarious values: A case study," 1956, pp. 327-336.

13. LaMar T. Empey, "Social class and occupational aspiration: A comparison of absolute and relative measurement," 1956, pp. 703-709.

14. Leonard Reissman, "Life careers, power and the professions: The retired army general," 1956, pp. 215-221.

15. Peter M. Blau, "Occupational bias and mobility," 1957, pp. 392-399.

16. Irwin Goffman, "Status consistency and preference for change in power distribution," 1957, pp. 275-281.

17. J.W. Goode, "Communiti within community: The professions," 1957, pp. 194-200.

18. Charles H. Coates, "Executive and supervisors: Contrasting self-conceptions and conceptions of each other," 1957, pp. 217-220.

19. Melvin Tumin and Arnold Feldman, "Theory and measurement of occupational mobility," 1957, pp. 281-288.

20. Basil Georgopolus and Arnold Tannenbaum, "A study of organizational effectiveness," 1957, pp. 534-540.

21. James Thompson and William Mc Ewev, "Organizational goals and environment: Goal setting as an interaction process," 1958, pp. 23-31.

22. Stanely Udy Jr., "Bureaucratic elements in organizations," 1958, pp. 415-418.

23. Melvin Seeman, "Social mobility and administrative behavior," 1958, pp. 633-642.

24. Robert E. Coser, "Authority and decision-making in a hospital: A comparative analysis," 1958, pp. 56-63.

25. S.S. Retting and others, "Status overestimation, objective status, and job satisfaction among professions," 1958, pp. 75-81.

26. Martimer Sullivan, "Participant observation as employed in the study of a military training program," 1958, pp. 660-667.

27. H.D. Feld, "Information and authority: The structure of military organization," 1959, pp. 15-22.

28. Edwin J. Thomas, "Role conception and organizational size," 1959, pp. 30-37.

29. Wayne C. Gordon and Nicholas Babchuk, "A typology of voluntary organizations," 1959, pp. 22-29.

30. Stanely H. Udy Jr., "Bureaucracy and rationality in Weber's organization theory," 1959, pp. 791-795.

31. Anthony Wallace and Harold A. Rashkis, "The relation of staff consensus to patient disturbance on mental hospital wards," 1959, pp. 829-835.

32. Cancian Francesca, "Functional analysis of change," 1960, pp. 818-827.

33. Wilson Record, "Some reflection on bureaucratic trends in sociological research," 1960, pp. 411-414.

34. Theodore Anderson and S. Warkov, "Organizational size and functional complexity: A study of administration in hospitals," 1961, pp. 23-28.

35. William M. Evan, "Organization man and due process of law," 1961, pp. 540-547.

36. Robert M. Marsh, "Formal organization and promotion in a pre-industrial society," 1961, pp. 547-556.

37. Charles Perrow, "The analysis of goals in complex organizations," 1961, pp. 854-866.

38. W. Evan and Morris Zelditch Jr., "A laboratory experiment on bureaucratic authority," 1961, pp. 883-893.

39. Charles E. Bidwell, "The young professional in the army: A study of occupational identity," 1961, pp. 360-372.

40. Homer C. Cooper, "Perception of subgroup power and intensity of affiliation with a large organization," 1961, pp. 272-274.

41. Murray Melbin, "Organization practice and

individual behaviour, absentism among psychiatric aides,"
1961, pp. 14-23.

    42.   Robert Perrucci, "The significance of intra-
occupational mobility," 1961, pp. 874-883.

    43.   Mildred Weil, "An analysis of the factors in-
fluencing married women's actual or planned work partici-
pation," 1961, pp. 91-96.

    44.   Richard L. Simpson and William H. Gulley,
"Goals, environmental pressures, and organizational cha-
racteristics," 1962, pp. 344-351.

    45.   William H. Form, "Social reference basis of
job satisfaction, the case of manual workers," 1962, pp.
228-237.

    46.   Louis Kriesberg, "The base of occupational
prestige: The case of dentists," 1962, pp. 238-244.

    47.   Leo Meltzer, "Organizational structure and
performance and job satisfaction of physiologists," 1962,
pp. 351-362.

    48.   William Evan, "Peer-group interaction and
organizational socialization: A study of employee turn-
over," 1963, pp. 436-440.

    49.   Norval D. Glenn, "Occupational benefits to
Whites from the subordination of Negroes," 1963, pp. 443-
448.

    50.   Joseph R. Gusfield, "The meanings of occupa-
tional prestige: Recommendation of the NORC scale," 1963,
pp. 265-271.

51. Jack Ladinsky, "Careers of lawyers, law practice, and legal institutions," 1963, pp. 47-54.

52. S.N. Eisenstadt, "Institutionalization and change," 1964, pp. 235-247.

53. Arthur G. Neal, "Organizations and power-lessness: A test of the mediation hypothesis," 1964, pp. 216-226.

54. Peter Blau, "The flow of occupational supply and recruitment," 1965, pp. 475-490.

55. Edward Shils, "Charisma, order, and status, 1965, pp. 199-213.

56. Louis Zurcher, and others, "Value orientation, role conflict, and alienation from work: A cross-cultural study," 1965, pp. 539-548.

57. Amitai Etzioni, "Dual leadership in complex organizations," 1965, pp. 688-698.

58. Jack P. Gibbs and Harley L. Browning, "The division of labor, technology and the organization of production in 12 countries," 1966, pp. 81-92.

59. P. Blau and others, "The structure of small bureaucracies," 1966, pp. 179-191.

60. Joseph Julian, "Patterns and communication blocks in complex organizations," 1966, pp. 382-389.

61. Jerald Hage, "Organizational alienation: A comparative analysis," 1966, pp. 197-507.

62. Mark Lefton and William Rosengren, "Organizations and clients: Lateral and longitudinal dimensions,"

1966, pp. 802-810.

63. Hans-Dieter Evers, "The formation of a social class structure: Urbanization, bureaucratization and social mobility in Thailand," 1966, pp. 480-488.

64. Philip M. Marcus, "Union conventions and executive boards: A formal analysis of organizational structure," 1966, pp. 61-70.

65. Morris Friedell, "Organizations as semilattices," 1967, pp. 46-54.

66. Richard Hall, "Organizational size, complexity, and formalization," 1967, pp. 903-912.

67. Gearge Miller, "Professionals in bureaucracy, alienation among industrial scientists and engineers," 1967, pp. 755-768.

68. Charles Perrow, "A framework for the comparative analysis of organizations," 1967, pp. 194-208.

69. H.M. Blalock Jr., "Status inconsistency, social mobility, status integration and structural effects," 1968, pp. 790-

70. Ephrain Yuchtman, "A system resource appraoch to organizational effectiveness," 1967, pp. 891-903.

71. Ronald L. Akers, "Differential organization of health professions," 1968, pp. 104-121.

72. Rodolfo Alvarez, "Informal reactions to deviance in simulated work organizations: A laboratory experiment," 1968, pp. 895-912.

73. Terry N. Clark, "Community structure, decision-making, budget expenditures, and urban renewal in 51 American communities," 1968, pp. 576-593.

74. Marshall M. Meyer, "Expertness and the span of control," 1968, pp. 944-951.

75. Richard H. Hall, "Professionalization and bureaucratization," 1968, pp. 92-104.

76. Edward Harvey, "Technology and the structures of organizations," 1968, pp. 247-259.

77. Robert R. Alford and Harry M. Scoble, "Community leadership, education, and political behaviour," 1968, pp. 259-272.

78. Micheal Aiken and Jerald Hage, "Organizational interdependence and intra-organizational structure," 1968, pp. 912-930.

79. Donald I. Warren, "power, visibility, and conformity in formal organizations," 1968, pp. 951-968.

80. Thomas Drabek and Eugene Haas, "Laboratory simulation of organizational stress," 1969, pp. 223-238.

81. George Brager, "Commitment and conflict in a normative organization," 1969, pp. 482-491.

82. Leonard Broom and F. Lancaster Jones, "Career mobility in 3 societies, Australia, Italy, and the U.S.," 1969, pp. 650-658.

83. Leon Mayhew, "The social organization of legal contacts," 1969, pp. 309-318.

84. Micheal Fullan, "Industrial technology and

worker integration in the organization," 1970, pp. 1028-1039.

85. Gerald Marwell and Jerald Hage, "The organization of role-relationships: A systematic description," 1970, pp. 884-900.

86. Robert Perrucci, "Leaders and ruling elites: The interorganizational bases of community power," 1970, pp. 1040-1057.

87. Herman Turk, "Interorganizational networks in urban society: Initial perspectives and comparative research," 1970, pp. 1-19.

88. John Craig and Edward Gross, "The forum theory of organizational democracy: Structural guarantees as time-related variables," 1970, pp. 19-33.

89. Peter Blau, "A formal theory of differentiation in organizations," 1970, pp. 201-218.

90. James A. Davis, "Clustering and hierarchy in interpersonal relations," 1970, pp. 843-851.

91. John D. Brewer, "Flow of communications, experts qualifications and organizational authority structures," 1971, pp. 475-484.

92. Brenda Danet, "The language of persuation in bureaucracy: Modern and traditional appeals to the Isreal custom authorities," 1971, pp. 847-859.

93. Edward Holdaway, "Organizational structure and communications administrative ratios and organiza-

tion size: A longitudinal examination," 1971, pp. 278-286.

94. Melvin Kohn, "Bureaucratic man: A portrait
and an interpretation," 1971, pp. 491-474.

95. George A. Kourvetaris, "Professional self-
images and political perspectives in the Greek military,"
1971, pp. 1043-1057.

96. Kenneth Mc Neil, "The regeneration of social
organizations," 1971, pp. 624-637.

97. Clark Mc Phail, "Civil disorder participation:
A critical examiniation of recent research," 1971, pp. 1058-
1073.

98. Stanely S. Robin and others, "Patterns of fe-
male intergenerational occupational mobility: A compari-
son with male patterns of intergenerational occupational
mobility," 1971, pp. 1033- 1042.

99. Guy E. Swanson, "An organizational analysis
of collectivities," 1971, pp. 607-624.

100. Yeheskel Hasenfeld, "People processing orga-
nizations: An exchange approach," 1972, pp. 256-263.

101. Gerry E. Hendershot, "Size and growth as de-
terminants of administrative-production ratios in organi-
zations," 1972, pp. 149- 153.

102. Ronald Corwin, "Strategies for organizational
innovations," 1972, pp. 441-454.

103. Theodore D. Kemper, "The division of labor:
A post-Durkheimian analytical view," 1972, pp. 739-753.

104. Stanely Lieberson, "Leadership and organiza-

tional performance: A study of large corporations," 1972, pp. 117-130.

105. Bruce H. Mayhew, "System size and structural differentiation in formal organizations: A baseline generator for two major theoretical propositions," 1972, pp. 629-633.

106. Marshal W. Meyer, "Size and the structure of organizations, a causal analysis," 1972, pp. 434-440.

107. Martin King Whyte, "Bureaucracy and mobilization in China: The Maoist critique," 1973, pp. 149-163.

108. Robert E. Cole, "Functional alternatives and economic development: An empirical example of permanent employment in Japan," 1973, pp. 424-438.

109. John Henry Freeman, "Environment, technology and the administrative intensity of manufacting organizations," 1973, pp. 750-763.

110. Daniel R. Goldman, "Managerial mobility motivations and central life interests," 1973, pp. 119-126.

111. David A. Specht, "System size and structural differentiation in formal organizations: An alternative baseline generator," 1973, pp. 479-480.

112. Joseph Helfgot, "Professional reform organizations and the symbolic representation of the poor," 1974, pp. 475-491.

113. Micheal Patrick Allen, "The structure of

interorganizational elite cooptation," 1974, pp. 393-406.

114. Peter Blau, "Participation and leadership in small groups," 1974, pp. 832-843.

115. William Haga, "Professionalism and role making in a service organization," 1974, pp. 122-133.

116. John Seidler, "On using informants: A technique for collecting quantitative data and controlling measurement error in organizational analysis," 1974, pp. 816-831.

117. John Freeman and Micheal Hannan, "Growth and decline processes in organizations," 1975, pp. 215-228.

118. Shelby Stewman, "Two Markov models of open system occupational mobility," 1975, pp. 298-321.

APPENDIX II

LIST OF THE ARTICLES OF THE BRITISH

JOURNAL OF SOCIOLOGY RELATED TO THE

STUDY OF PUBLIC ADMINISTRATION IN

THE PERIOD BETWEEN 1955 AND 1975

1. W.J.M. Mackenzie, "Pressure groups in British
government," 1955, pp. 133- 148.

2. Arnold S. Tannenbaum, "Mechanisms of control
in local trade unions," 1956, pp. 306-313.

3. H. Th. Chabot, "Administration and sociology
in Dutch Indonesia," 1956, pp. 253-258.

4. J.P. Martin, "Notes on the use of statistics in
in social administration," 1957, pp. 208-223.

5. W. Baldamus, "A sociological theory of economic
administration," 1957, pp. 256-262.

6. John Goldthorpe, "Technical organization as a
factor in supervisor-worker conflict," 1959, pp. 213-230.

7. Brian McCormick, "Managerial Unionism in Coal
industry," 1960, pp. 356-369.

8. N. F. Dufty, "Occupational status, job satis-
faction and levels of aspiration," 1960, pp. 348-355.

9. J. H. Smith, "Sociology and management studies,"
1960, pp. 103-111.

10. J. H. Smith, "Managers and married women wor-

kers," 1961, pp. 12-22.

11. T. H. Marshall, "Max Weber: An intellectual portrait by Bendix," 1961, pp. 184-188.

12. Marjorie McIntosh, "Report of the Royal Commission on local government in greater London," 1961, pp. 236-248.

13. Peter Collison, "Research note on career contingencies of English university teachers," 1962, pp. 286-293.

14. L. J. Sharpe, "Elected representatives in local government," 1962, pp. 189-209.

15. J. Lambiri, "Impact of industrial employment on the position of women in Greek Country Town," 1963, pp. 240-247.

16. E. Hopper, "Some effects of supervisory style: A sociological analysis," 1965, pp. 189-205.

17. John H. Goldthorpe, "Attitudes and behaviour of car assembly workers, a deviant case and a theoretical critique," 1966, pp. 227-244.

18. Julian M. MacGuire, "A function of the 'Set' in hospital controlled schemes of nurse training," 1968, pp. 271-283.

19. Edward Gross, "The definition of organizational goals," 1969, pp. 277-294.

20. Harry Cohen, "Bureaucratic flexibility: Some comments on Robert Merton's bureaucratic structure

and personality," 1970, pp. 390-399.

     21. B.J. Palisi, "Some suggestions about the transitory-permanence dimension of organizations," 1970, pp. 200-206.

     22. Roger G. Krohn, "Conflict and function: Some issues in bureaucratic theory," 1971, pp. 115-132.

     23. Malcolm Warner, "Organizational context and control of policy in the television newsromm: A participant observation study," 1971, pp. 283-294.

     24. Spencer Milhan, "Social control in organizations," 1972, pp. 406-421.

     25. Paul K. Mackal, "Trends in British governmental bureaucratization and sub-bureaucratization," 1972, pp. 66-76.

     26. Martin Albrow, "Weber on legitimate norms and authority: A comment on Martin E. Spencer's account," 1972, pp. 483-487.

     27. M. Roshwald, "Older and over organization in America," 1973, pp. 30-42.

     28. J. Purvis, "Schoolteaching as a professional career," 1973, pp. 43-57.

     29. S. Hill, "Supervisory roles and the man in the middle: Dock Foreman," 1973, pp. 205-221.

     30. M.E. Spencer, "Chairman what is?" 1973, pp. 341-354.

     31. B. Pym, "Making of a successful pressure group," 1973, pp. 448-461.

32. Louis O. Jansen, "The growth,power structure and leadership functions in the hospital organization," 1973, pp. 490-505.

33. William C. Yales, "On the social organization of American sociology," 1974, pp. 150-161.

34. Eda P. Topliss, "Organizational change as illustrated by a case study of a geriatric hospital," 1974, pp. 356-366.

35. Nico Stehr, "Consensus and dissensus in occupational prestige," 1974, pp. 410-427.

36. William H. Form, "Automobile workers in four countries, the relevance of system participation for working-class movements," 1974, pp. 442-460.

37. Oscar Grusky, "Career patterns and the characteristics of British Naval officers," 1975, pp. 35-51.

38. Jerry Gaston, "Autonomy in the research role and participation in departmental decision-making," 1975, pp. 227-241.

APPENDIX III

LIST OF THE ARTICLES OF THE PUBLIC

ADMINISTRATION REVIEW RELATED TO THE

STUDY OF PUBLIC ADMINISTRATION IN

THE PERIOD BETWEEN 1955 AND 1975

1. Robert C. Wood, "Ethics in government as a problem in executive management," 1955, pp. 1-7.

2. J.W. Lederle and F. Heady, "Institute of public administration, University of the Philippines," 1955. pp. 8-16.

3. L.A. Durish and R.E. Lowry, "State watershed policy and administration in Tennessee," 1955, pp. 17-20.

4. Vernon B. Santen, "Managing New York State's records," 1955, pp. 21-25.

5. John S. Harris, "Central government inception of local services in Britain," 1955, pp. 26-34.

6. W.G. Schaeffer, "Miami looks at the problems of metropolitan government," 1955, pp. 35-38.

7. Ewell T. Bartlett, "Can government be human?" 1955, pp. 39-42.

8. H.A. Sawchuk, "The new Federal incentive awards program," 1955, pp. 43-45.

9. _____, "Membership survey, ASPA," 1955, pp. 46-47.

10. Luther Gulick, "Next steps in public administration," 1955, pp. 73-76.

106

11. Arch Dotson, "The emerging doctrine of privilege in public employment," 1955, pp. 77-88.

12. Andrew F. Henry and others, "Armed forces unification and the Pentagon officer," 1955, pp. 173-180.

13. L.H. Hattery, "The prestige of Federal employment," 1955, pp. 181-187.

14. John E. Bebout, "Management for large cities," 1955, pp. 188-195.

15. David S. Brown, "The public advisory board as an instrument of government," 1955, pp. 196-204.

16. J.W. Lederle and others, "Executive Bill clearance precedure in Michigan," 1955, pp. 205-209.

17. W.C. Harvard and Bruce B. Manson, "Local participation in solving a water problem," 1955, pp. 210-217.

18. Elizabeth B. Drewry, "Records disposition in the Federal government," 1955, pp. 218-221.

19. Leonard D. White, "The senior civil service," 1955, pp. 237-243.

20. John A. Vieg, "Two men and two institutions: The lengthening shadow of Samuel C. May and Emery E. Olson," 1955, pp. 244-246.

21. Lyndall Urwick, "Experiences in public administrtion," 1955, pp. 247-250.

22. Chester W. Bain, "Annexation: Virginia's not-so-judicial system," 1955, pp. 251-262.

23. William R. Divine, "The second Hoover Commission reports: An analysis," 1955, pp. 263-269.

24. Miles R. Palmer, "The United States Armed Forces Institute," 1955, pp. 272-274.

25. Robert S. Herman, "The administrator's dilemmas," 1955, p. 282.

26. Philip Young, "The Federal service entrance examination," 1956, pp. 1-5.

27. James G. Stockard, "The FSEE and the staffing of Federal agencies," 1956, pp. 6-10.

28. Henry Reining Jr., "The FSEE: The university point of view," 1956, pp. 11-14.

29. Moris Janowitz and Deil Wright, the prestige of public employment: 1929 and 1954," 1956, pp. 15-21.

30. Albert Lepawsky, "Technical assistance: A challenge to public administration," 1956, pp. 22-32.

31. Thetus C. Odom, "Management development at Kelly Air Force Base," 1956, pp. 33-36.

32. F.J. McKenna, "Decentralization of Federal functions," 1956, pp. 37-39.

33. Louis Brownlow, "Woodrow Wilson and public administration," 1956, pp. 77-81.

34. F. Heady and R. Pealy, "The Michigan Department of Administration; a case study in the politics of administration," 1956, pp. 82-89.

35. Samuel L. Kessler, "The New York State inter-departmental committee on methods and procedures," 1956,

pp. 90-94.

36. Frederick C. Mosher, "Research in public administration: Some notes and suggestions," 1956, pp. 169-178.

37. Ray Lappegaard, "A look at some administrative problems," 1956, pp. 179-186.

38. Philip R. Berger, "A lesson in cooperation," 1956, pp. 187-191.

39. Karel F. Ficek, "After the Therblig- what?" 1956, pp. 192-196.

40. Arch Dotson, "A general theory of public employment," 1956, pp. 197-211.

41. Henry A. Turner, "Woddrow Wilson as administrator," 1956, pp. 249-257.

42. Basil G. Zimmer and others, "Approaches to the solution of fringe problems," 1956, pp. 258-268.

43. Milton M. Mandell, "Obtaining administrative personnel for defence agencies," 1956, pp. 269-271.

44. Eric Carlson, "Public relations in international technical assisstance," 1956, pp. 272-280.

45. William J. Gore, "Administrative decision-making in Federal field offices," 1956, pp. 281-291.

46. Albert Somit, "Bureaucratic realpolitik and the teaching of administration," 1956, pp. 292-295.

47. Truman G. Benedict, "military-civilian staffing and career planning in army ordnance," 1956, pp. 296-306.

48. John A. Perkins, "Staffing democracy's top side," 1957, pp. 1-9.

49. Leonard M. Friedman, "Disclosure of information: A coin with two sides," 1957, pp. 10-13.

50. Bernard D. Rifkind and others, "Applying work measurement to personnel administration," 1957, pp. 14-19.

51. David S. Brown, "Sharing 'policy-in-prospect': ECA's weekly Digest," 1957, pp. 31-35.

52. Lucien Foldes, "Military budgeting and financial control," 1957, pp. 36-43.

53. Lawrence J.R. Herson, "China's imperial bureaucracy: Its direction and control," 1957, pp. 44-53.

54. L. Urwick, "Public administration and business management," 1957, pp. 77-82.

55. Edwin O. Stene, "Seven letters: A case in public management," 1957, pp. 83-90.

56. Richard M. Paget, "Strengthening the Federal career executive," 1957, pp. 91-96.

57. George H. Axinn, "The milieu theory of control," 1957, pp. 97-105.

58. Merrill R. Goodall, "Planning in India: Research and administration," 1957, pp. 111-116.

59. George Y. Harvey, "Contract authorization in Federal budget procedure," 1957, pp. 117-124.

60. York Willbern, "The advancement of public

administration, an editorial," 1957, pp. ii-iii.

61. William W. Parson, "The personnel function in public management," 1957, pp. 149-155.

62. Paul Appleby, "The role of the budget division," 1957, pp. 156-158.

63. Lowell H. Hattery, "Automatic character reading for data processing systems," 1957, pp. 159-163.

64. Judith Norvell and others, "Metropolitan coordination in Los Angeles," 1957, pp. 164-169.

65. John M. Waynne, "Military-civilian teamwork," 1957, pp. 170-172.

66. Malcolm B. Parsons, "Performance budgeting in the Philippines," 1957, pp. 173-179.

67. Philips Bradley, "Interlocking collaboration in Albany," 1957, pp. 180-188.

68. York Willbern, "The broadening concerns of administrators," 1957, p.ii.

69. G. Mennen Williams, "Federal-State relations," 1957, pp. 225-230.

70. Paul T. Veillette, "The impact of mechanization on administration," 1957, pp. 231-237.

71. John C. Honey, "Research in public administration: A further note," 1957, pp. 238-243.

72. Floyd K. Harmston, "Improving and sharing State statistics," 1957, pp. 244-246.

73. Geoffrey Y. Cornog, "The personnel turnover concept: A reappraisal," 1957, pp. 247-256.

74. O. Glenn Stahl, "The network of authority," 1958, pp. ii-iii.

75. Rufus E. Miles Jr., "The orientation of presidential appointees," 1958, pp. 1-6.

76. Charlton F. Chute, "The Honolulu metropolitan area: A challenge to traditional thinking," 1958, pp. 7-13.

77. John A. Perkins, "Higher education and training for administrative careers," 1958, pp. 14-20.

78. Carl F. Stover, "Changing patterns in the philosophy of management," 1958, pp. 21-27.

79. Glodys M. Kammerer, "The organization of child welfare services," 1958, pp. 28-36.

80. T. W. Fletcher, "The nature of administrative loyalty," 1958, pp. 37-42.

81. Virgil B. Zimmermann and others, "Comments on 'performance budgeting in the Philippines', " 1958, pp. 43-51.

82. Don K. Price, "Leonard D. White: Tribute and outlook," 1958, p. ii.

83. Marshall E. Dimock, "Executive development after ten years," 1958, pp. 91-97.

84. James R. Bell, "A coordinator for State government agencies," 1958, pp. 98-101.

85. Wallace S. Sayre, "Premises of public administration: Past and emerging," 1958, pp. 102-105.

86. Rufus E. Miles Jr., "The orientation of

presidential appointees: A continuing challenge," 1958, pp. 106-112.

87. Robert L. Marlan, "Toward city-school District rapprochment," 1958, pp. 113-117.

88. John Clarke Adams, "On the teaching of public administration abroad," 1958, pp. 124-128.

89. Malcolm B. Parsons, "Reply to the comments on'PB in the Philippines'," 1958, pp. 129-132.

90. Frederick C. Mosher, "Decision-making in defense: The role of organization, old concepts and new problems," 1958, pp. 169-175.

91. Paul Y. Hammond, "Effects of structure on policy," 1958, pp. 175-179.

92. Lawrence I. Radway, "Uniforms and Mufti: What place in policy?" 1958, pp. 180-185.

93. Max M. Kampelman, "Congressional control vs. executive flexibility," 1958, pp. 185-188.

94. Paul P. van Riper, "The senior civil service and the career system," 1958, pp. 189-200.

95. Benjamin J. Mandel and others, "Work sampling in a negative field organization," 1958, pp. 201-207.

96. Charles R. Adrian, "A study of three communities," 1958, pp. 208-213.

97. Dorothee S. Pealy, "The need for elected leadership," 1958, pp. 214-216.

98. Karl A. Bosworth, "The manager is a politician," 1958, pp. 216-222.

99. Matthias E. Lukens, "Practicing management theory," 1958, pp. 223-230.

100. John M. Gaus, "Leonard Dupee White- 1891-1958," 1958, pp. 231-236.

101. Herbert Emmerich,"'It won't work' a Knudsen anecdote," 1958, pp. 237-238.

102. Sidney Mailick, "One university's role in executive development," 1958, pp. 275-278.

103. Charles A. Nelson, "Liberal education for public service?" 1958, pp. 278-284.

104. Nathan D. Grundstein, "Understanding self and organization," 1958, pp. 285-291.

105. Harry W. Reynolds, "Training middle management in field," 1958, pp. 291-295.

106. W. T. McDonald and others, "Brookings'executive conference program," 1958, pp. 296-300.

107. Robert J. Mowitz, "Benefits from management training," 1958, pp. 300-305.

108. Edward H. Hobbs, "The President and administration- Eisenhower," 1958, pp. 306-313.

109. William Pincus, "The opposition to the senior civil service," 1958, pp. 324-331.

110. Raymond A. Katzell, "Reflections on 'Educating executives'," 1959, pp. 1-6.

111. Robert B. Hinshaw, "Southern governor- challenge to the strong executive theme," 1959, pp. 7-11.

112. Milton M. Mandell, "Some hypothesis on ad-

ministrative selection," 1959, pp. 12-18.

113. Fred J. Tickner, "A survey and evaluation of comparative research," 1959, pp. 19-25.

114. Robert V. Presthus, "Behavior and bureaucracy in many cultures," 1959, pp. 25-35.

115. Arthur D. Kallen, "Training in the Federal service- 170 years to accept," 1959, pp. 36-46.

116. William Brody, "Administrative anecdotes," 1959, p. 47.

117. Charles E. Lindblom, "The science of 'Muddling through'," 1959, pp. 79-88.

118. Ferrel Heady, "The new reform movement in regulatory administration," 1959, pp. 89-100.

119. C.A. Harrell and others, "The city manager and the policy process," 1959, pp. 101-107.

120. Earl H. DeLong, "Who are the career executives?" 1959, pp. 108-113.

121. R.T. Golembiewski, "The small group and public administration," 1959, pp. 149-156.

122. James W. Martin, "Administrative dangers in the enlarged highway program," 1959, pp. 164-172.

123. Lawrence E. Chermak, "Fitting accounting technique to purpose," 1959, pp. 173-182.

124. Kent Mathewson, "Democracy in Council-Mnager government," 1959, pp. 183-185.

125. David B. Johnson, "Some problems of cost-plus contracts," 1959, pp. 219-226.

126. Thomas J. Davy, "Competing for administrative brain-power," 1959, pp. 227-232.

127. Bernard Kahn, "Improving managerial use of statistics," 1959, pp. 233-237.

128. Joseph M. Ray, "Reflections of a professor turned bureaucrat," 1959, pp. 238-242.

129. William C. Beyer, "The civil service of the ancient world," 1959, pp. 243-249.

130. James A. Perkins, "The campus- forgotten field of study," 1960, pp. 1-2.

131. John J. Carson, "The university - a contrast in administrative process," 1960, pp. 2-9.

132. Harold W. Dodds, "Some thoughts on the univerdity presidency," 1960, pp. 10-16.

133. Algo D. Henderson, "Finding and training academic administrators," 1960, pp. 17-22.

134. Harlan Cleveland, "The Dean's dilemma: Leadership of equals," 1960, pp. 22-27.

135. Frank J. Sorauf, "The silent revolution in patronage," 1960, pp. 28-34.

136. O. Glenn Stahl, "More on the network of authority," 1960, pp. 35-37.

137. Lennox L. Moak and others, "A long-tange operating program performance budgeting: Has the theory worked?" 1960, pp. 38-40.

138. Ali Eghtedari and Frank Sherwood, "Performance budgeting in Los Angeles," 1960, pp. 63-69.

139. Marion L. Henry and others, "New York State's performance budget experiment," 1960, pp. 69-74.

140. Ralph S. Roberts, "USDA's pioneering performance budget," 1960, pp. 74-78.

141. Vernon E. Koch, "Cincinnati's budget developments," 1960, pp. 79-85.

142. Robert V. Presthus, "Authority in organization," 1960, pp. 86-91.

143. Harold H. Leich, "Rank in man or job? Both," 1960, pp. 92-99.

144. John M. Pfiffner, "Administrative rationality," 1960, pp. 125-132.

145. Fritz Morstein Marx, "The mind of the career man," 1960, pp. 133-138.

146. Marshal Dimock, "Management in the USSR-comparison to the U.S.," 1960, pp. 139-147.

147. Marvin Murphy, "Overcoming resistance to major change- Vietnam budget reform," 1960, pp. 148-151.

148. Henry J. Abraham, "A people's watchdog against abuse of power," 1960, pp. 152-157.

149. Edwin W. Webber, "Personal privacy- a case of high policy," 1960, pp. 158-160.

150. Laurin L. Henry, "Transforming the presidency: Variations, trends, and patterns," 1960, pp. 187-195.

151. Clark D. Ahlberg and David P. Moynihan,

"Changing governors and policies," 1960, pp. 195-204.

152. R.T. Golembiewski, "O & M and the small group," 1960, pp. 205-212.

153. Roy D. Laird and Kenneth E. Beasley, "Soviet tractor stations- policy control by auxiliary services," 1960, pp. 213-218.

154. Harry H. Fite, "Administrative evolution in ADP in State government," 1961, pp. 1-7.

155. William C. Thomas Jr., "Generalist versus specialist: Careers in a municipal bureaucracy," 1961, pp. 8-15.

156. John J. Hebal, "Generalist versus specialist in the Bureau of Indian Affairs," 1961, pp. 16-22.

157. Victor K. Heyman, "Government by contract: Boon or boner?" 1961, pp. 59-64.

158. Henry D. Lytton, "Global productivity measurement: An aid to administrators," 1961, pp. 65-73.

159. Joseph L. Fisher, "Resource policies and administration for the future," 1961, pp. 74-80.

160. Clara Penniman, "Reorganization and the IRS," 1961, pp. 121-130.

161. Edgar L. Sherbenou, "Class, participation and the Council-Manager plan," 1961, pp. 131-135.

162. David M. Cox, "How much public relation in government?" 1961, pp. 136-140.

163. Howard L. Waltman, "Cross-cultural training in public administration," 1961, pp. 141-147.

164. Sterling D. Spero, "Collective bargaining in public employment: Form and scope," 1962, pp. 1-5.

165. Arnold S. Zander, "A union view of collective bargaining in the public service," 1962, pp. 5-13.

166. Carlton F. Sharpe, "Collective bargaining in a nonpartisan, Council-manager city," 1962, pp. 13-18.

167. Newell B. Terry, "Collective bargaining in the U.S. Department of the Interior," 1962, pp. 19-23.

168. Curtis C. Harris and Daniel B. DeLoach, "Profit motive: A stimulant to Federal administrative efficiency?" 1962, pp. 24-29.

169. R.T. Golembiewski, "Organization as a moral problem," 1962, pp. 51-58.

170. John E. Fisher, "Do Federal managers manage?" 1962, pp. 59-64.

171. Robert L. Morlaw, "City manager contrast: The Netherlands experience," 1962, pp. 65-70.

172. Charles M. Gerold, "ADP in Federal personnel measurement: The sleeping giant," 1962, pp. 71-74.

173. Martin B. Dworkis and others, "Establishing an administrative internship program," 1962, pp. 75-81.

174. Albert Porter, "Diagnostics of administration: Howthornitis," 1962, pp. 82-83.

175. John M. Pfiffner, "Why not make social science operational?" 1962, pp. 109-114.

176. Merrill J. Collett, "Strategy vs. tactics as the object of research in public administration,"

1962, pp. 115-121.

177. Thomas L. Gardner, "First things first," 1962, pp. 121-123.

178. C. Mansel Keene, "Administrative reality: Advances, not solutions," 1962, pp. 124-128.

179. Lowell H. Hattery, "Electronic data processing: Implications for public administration," 1962, pp. 129-130.

180. Frank W. Reilly, "Policy decisions and EDP systems in the Federal government," 1962, pp. 130-133.

181. Barton A.Fields, "Introducing continuous change in Pennsylvania," 1962, pp. 134-138.

182. Edward F. R. Hearle, "A data processing system for State and Local government," 1962, pp. 146-152.

183. Paul L. Howell, "Needed: A dynamic civil service.pension program," 1962, pp. 182-187.

184. W. Lloyd Warner and others, " A new look at the career civil service executive," 1962, pp. 188-194.

185. James F. Guyot, "Government bureaucrats are different," 1962, pp. 195-202.

186. Jeptha J. Carrell,"The city manager and his Council: Sources of conflict," 1962, pp. 203-208.

187. James Marshall, "A seminar in solving problems on the job," 1962, pp. 209-212.

188. John J. Corson, "Equipping men for career growth in the public service," 1963, pp. 1-9.

189. Micheal D. Reagan, "Toward improved national policy planning," 1963, pp. 10-19.

190. Marilyn Gittell, "Metropolitan mayor - political dead end?" 1963, pp. 20-24.

191. Sidney J. Levy, "The public image of government agencies," 1963, pp. 25-29.

192. Robert J. Massey, "Program budget in the Department of Defense," 1963, pp. 30-34.

193. H.J. Grossman and others, "Coordination: Teamwork in a small community," 1963, pp. 35-39.

194. John W. Kendrick, "Exploring productivity measurement in government," 1963, pp. 59-66.

195. David S. Brown, "The staff man looks in the mirror," 1963, pp. 67-73.

196. Clyde J. Wingfield, "Power structure and decision making in city planning," 1963, pp. 74-80.

197. E.V. Schten, "Administration and legislative research," 1963, pp. 81-86.

198. Robert L. Peabody, "Authority relations in three organizations," 1963, pp. 87-92.

199. Royal D. Sloan Jr., "The introductory public administration course: Approach for the 1960's and beyond," 1963, pp. 93-98.

200. Lynton K. Caldwell, "Environment: A new focus for public policy," 1963, pp. 132-139.

201. Herman Goldstein, "Police discretion: The ideal versus the real," 1963, pp. 140-148.

202. Irwin Stewart, "Telecommunications management: The strategy of organizational location," 1963, pp. 149-155.

203. David T. Stanley, "Modernizing Manhattan's manpower methods," 1963, pp. 155-160.

204. Lloyd M. Wells, "The limits of formal authority: Barnard revisited," 1963, pp. 161-166.

205. Charles S. Liebman, "Teaching public administration: Can we teach what we don't know?" 1963, pp. 167-169.

206. Joseph W. Eaton, "Role expectations: The social worker looks in the mirror," 1963, pp. 170-175.

207. Albert Mindlin, "Problems of the urban government statistician," 1963, pp. 209-218.

208. Arlene Theuer Shadoan, "Developments in State budget administration," 1963, pp. 227-231.

209. V. Subramanian, "Facts and value in decision-making," 1963, pp. 232-237.

210. Harry W. Reynolds, Jr., "Local government structure in urban planning, renewal, and relocation," 1964, pp. 14-20.

211. Howard M. Carlisle, "Incentive contracts: Management strategy of the Department of Defense," 1964, pp. 21-28.

212. Abraham M. Hirsch, "Programming the international transfer of technical skills," 1964, pp. 29-35.

213. Donald V. Etz, "Han Fei Tzu: Management pioneer," 1964, pp. 36-38.

214. David S. Brown, "The key to self help: Improving the administrative capabilities of aid-receiving countries," 1964, pp. 67-77.

215. Evelyn Harrison, "The working woman: Barriers in employment," 1964, pp. 78-85.

216. Harry L. Case, "Gordon R. Clapp: The role of faith, purposes and people in administration," 1964, pp. 86-91.

217. Allen Schick, "Control patterns in State budget execution," 1964, pp. 97-106.

218. Milton Musicus, "Reappraising reorganization," 1964, pp. 107-112.

219. Alan K. Campbell and others, "Administering the spread city," 1964, pp. 141-152.

220. Yehezkel Dror, "Muddling through, 'sciencei or inertia," 1964, pp. 153-157.

221. Charles E. Lindblom, "Contexts for change and strategy: A reply," 1964, pp. 157-158.

222. Roger W. Jones, "The model as a decision maker's dilemma," 1964, pp. 158-160.

223. Wolf Heydebrand, "Administration of social change," 1964, pp. 163-165.

224. David Stanley, "Excellence in public ser-

vice- how do you really know?" 1964, pp. 170-174.

225. Lyle E. Schaller, "Is the citizen advisory committee a threat to representative government?" 1964, pp. 175-179.

226. Robert Presthus, "Decline of the generalist myth," 1964, pp. 211-216.

227. Albert Rosenthal, "The ombudsman - Swedish 'Grievance man'", 1964, pp. 226-230.

228. Donald C. Rowat, "Ombudsman for North America," 1964, pp. 239-233.

229. Stephen K. Bailey, "Ethics and the public service," 1964, pp. 234-243.

230. Herbert Emmerich, "The specific gravity of decisionism," 1964, pp. 250-253.

231. Luther Gulick, "The twenty-fifth aniversary of the ASPA," 1965, pp. 1-4.

232. Dwight Waldo, "The administrative state revisited," 1965, pp. 5-30.

233. Herbert A. Simon, "Administrative decision making," 1965, pp. 31-37.

234. Herbert J. Storing, "Leonard D. White and the study of public administration," 1965, pp. 38-51.

235. Lynton K. Caldwell, "Public administration and the universities: A half century of development," 1965, pp. 52-60.

236. Irving K. Fox, "New horizons in water resources administration," 1965, pp. 61-69.

237.   Fred W. Riggs, "Relearning an old lesson: The political context of development administration," 1965, pp. 70-79.

238.   Morton Kroll, "Administrative fiction and credibility," 1965, pp. 80-84.

239.   Norton E. Long, "Politicians for hire- the dilemma of education and the task of research," 1965, pp. 115-120.

240.   Philip M. Marcus, "Control in modern organizations," 1965, pp. 121-127.

241.   R.T. Golembiewski, "Specialist or generalist? Structure as a crucial factor," 1965, pp. 135-141.

242.   Dennis E. Mulvihill and D.G. Price, "EDP in State and Local governments,the present and future use of computers in State government," 1965, pp. 142-150.

243.   Caleb B. Laning, "Forces and trends in State and local government EDP," 1965, pp. 151-155.

244.   Suen Lundstedt, "Administrative leadership and use of social power," 1965, pp. 156-160.

245.   Deil S. Wright, "The advisory Commission on inter-governmental relations: Unique feature and policy orientation," 1965, pp. 193-202.

246.   Joseph R. Fiszman, "The development of administrative roles: The labor attache program of the U.S. foreign service," 1965, pp. 203-212.

247.   John Goldbach, "Local formation commissions: California's struggle over municipal incorporation," 1965,

pp. 213-220.

248. Rufus E. Miles Jr., "Administrative adaptability to political change," 1965, pp. 221.

249. Alan Altshuler, "Rationality and influence in the public service," 1965, pp. 226-233.

250. Bertram M. Gross, "National planning: Findings and fallacies," 1965, pp. 263-273.

251. Charles E. Lindblom, "Economics and the administration of national planning," 1965, pp. 274-283.

252. Reginald C. Price, "Decisions in the State's development of California's water during the 1960's," 1965, pp. 290-296.

253. Richard L. Harris, "The role of the civil servant in West Africa," 1965, pp. 308-313.

254. Lloyd M. Short, "Strengthening education for public administration," 1966, pp. 1-2.

255. Warren H. Butler, "Administering Congress: The role of the staff," 1966, pp. 3-13.

256. G. Russell Pipe, "Congressional liaison: The executive branch consolidates its relations with Congress," 1966, pp. 14-24.

257. John S Harris, "The permanent secretaries: Britain's top administrators," 1966, pp. 31-44.

258. Gilbert B. Siegel, "The strategy of public administration reform: The case of Brazil," 1966, pp. 45-55.

259. Robert A. Aleshire, "The metropolitan desk:

A new technique in program teamwork," 1966, pp. 87-95.

260. Norman Beckman, "How metropolitan are Federal and State policies?" 1966, pp. 96-106.

261. W.D. Brinckloe, "Automation and self-hypnosis," 1966, pp. 149-168.

262. Paul T. David, "Analytical approaches to the study of change," 1966, pp. 160-168.

263. Niles M. Hansen, "Central-local cooperative financing for local public investment: Can the Belgian experience be 'Borrowed'?" 1966, pp. 169-173.

264. David S. Brown, "The President and the Bureaus: Time for a renewal of relationships," 1966, pp. 174-182.

265. Warren I. Cikins, "Graduate education, public service and the Negro," 1966, pp. 183-191.

266. Robert S. Friedman and others, "Administrative agencies and the publics they serve," 1966, pp. 192-204.

267. Allen Schick, "The road to PPB: The stages of budget reform," 1966, pp. 243-269.

268. Samuel M. Greenhouse, "The PPBS: Rationale, language, and idea-relationships, " 1966, pp. 271-277.

269. Francic E. McGilvery, "A management accounts structure," 1966, pp. 277-283.

270. Aaron Wildavsky, "The political economy of efficiency: Cost-benefit analysis, system analysis and program budgeting," 1966, pp. 292-310.

271. Ida R. Hoos, "Automation, system enginee-
ring, and public administration: Observations and reflec-
tions on the California experience," 1966, pp. 311-319.

272. Helen C. Hilling, "Public administration:
Study, practice, profession," 1966, pp. 320-328.

273. Rufus E. Miles Jr., "The case for a Federal
Department of Education," 1967, pp. 1-9.

274. Thomas P. Murphy and Thomas W. Adams, "
"NASA's university research program: Dilemmas and problems
on the government - academic interface," 1967, pp. 10-17.

275. Francine F. Rabinovitz, "Politics, persona-
lity, and planning," 1967, pp. 18-24.

276. Bruce T. Barkley, "The program management
officer in the public service: His role in policy formu-
lation and administration," 1967, pp. 25-30.

277. Yong H. Cho, "The effects of local govern-
ment systems on local outcomes in the United States,"
1967, pp. 31-38.

278. Woo Sik Kee, "State and local fiscal systems
and municipal expenditures," 1967, pp. 39-41.

279. Vincent Ponko Jr., "History and methodology
of public administration: The case of the Crown agents
for the colonies," 1967, pp. 42-47.

280. Brewster C. Denny, "Science and public
policy: A symposium prologne," 1967, pp. 95-97.

281. Emmanuel G. Mesthene, "The impacts of science
on public policy," 1967, pp. 97-104.

282. Micheal D. Reagan, "R & D: Suggestions for an allocations framework," 1967, pp. 104-111.

283. Todd R. LaPorte, "Politics and 'Inventing the future': Perspectives in science and government," 1967, pp. 117-127.

284. Roger W. Jones, "Developments in government manpower: A Federal perspective," 1967, pp. 134-141.

285. S.J. Makielski Jr., "The preconditions to effective public administration," 1967, pp. 148-153.

286. Alan Rosenthal, "Administrator-teacher relations: Harmony or conflict?" 1967, pp. 154-161.

287. Yehezkel Dror, "A new professional role in government service," 1967, pp. 197-203.

288. Anthony Downs, "A realistic look at the final payoffs from urban data systems," 1967, pp. 204-210.

289. R.T. Golembiewski, "The 'Laboratory approach' to organization change: Schema of a method," 1967, pp. 211-221.

290. Dwight A. Ink, "Establishing the new Department of Housing and Urban Development," 1967, pp. 224-228.

291. John R. Probert, "Streamling the foreign policy machine," 1967, pp. 229-236.

292. Marilyn Gittell, "Professionalism and public participation in educational policy-making: New York city, a case study," 1967, pp. 237-251.

293. John C. Honey, "A report: Higher education for public service," 1967, pp. 294-319.

294. James M. Banovetz, "Needed! New expertise in public administration," 1967, pp. 321-324.

295. J. Kenneth Mulligan, "A view from Washington," 1967, pp. 328-330.

296. Herman G. Pope, "The immediate need to educate middle managers," 1967, pp. 331-334.

297. Henry Reining Jr., "A reversal of emphasis," 1967, pp. 334-337.

298. Harvey Sherman, "Some questions about the question," 1967, pp. 337-339.

299. Paul P. van Riper, "Hit'em harder John, Hit'em harder," 1967, pp. 339-342.

300. Rufus E. Miles Jr., "The search for identity of graduate schools of public affairs," 1967, pp. 343-356.

301. Don L. Bowen, "A background note," 1967, pp. 357-358.

302. P.P. van Riper, "Basic factors and issues," 1967, pp. 359-372.

303. Dan H. Fenn Jr., "A view of the practical problems," 1967, pp. 373-382.

304. Amitai Etzioni, "Mixed-scanning: A 'third' approach to decision-making," 1967, pp. 385-392.

305. Milton C. Cummings Jr., and others, "Federal and non-Federal employees: A comparative social-occupational analysis," 1967, pp. 393-402.

306. Fritz Mortein Marx, "German administration and the Speyer Academy," 1967, pp. 403-410.

307. H. George Frederickson, "Understanding attitudes toward public employment," 1967, pp. 411-420.

308. John D. Millett, "Enteprise-operations and administration: Some notes on a systematic theory of organized endeavor," 1967, pp. 421-428.

309. Frank K. Gibson and others, "Student attitudes towards government employees and employment," 1967, pp. 429-435.

310. Roderick T. Groves, "Administrative reform and the politics of reform: The case of Venezuela," 1967, pp. 436-445.

311. Mel H. Bolster, "The strategic deployment of exeptional talent: An account of the career executive Roster's short history," 1967, pp. 446-451.

312. Alan H. Schechter, "The influence of public service on businessmen's attitudes toward the Federal government," 1967, pp. 452-459.

313. Albert H. Rosenthal, "Intergovernmental relations: Insights and outlooks," 1968, pp. 3-29.

314. David R. Segal and David H. Willick, "The reinforcement of career patterns in agencies under stress," 1968, pp. 30-38.

315. Robert B. Denhardt, "Organizational citizenship and personal freedom," 1968, pp. 47-54.

316. Felix A. Nigro, "A symposium, collective negotiations in the public service," 1968, pp. 111-117.

317. Chester A. Newland, "Collective bargaining

concepts: Applications in government," 1968, pp. 117-126.

318. Gordon T. Nesvig, "The new dimensions of the strike question," 1968, pp. 126-132.

319. Paul M. Camp and others, "Bilateralism and the merit principle," 1968, pp. 132-137.

320. Felix A. Nigro, "The implications for public administration," 1968, pp. 137-147.

321. Francis E. McGilvery, "Program and responsibility cost accounting," 1968, pp. 148-154.

322. Anthony J. Catanese, "Programming for governmental operations: The critical path approach," 1968, pp. 155-167.

323. David F. Holloran, "Progress against paverty: The governmental approach," 1968, pp. 205-213.

324. W. Henry Lambright, "Government, industry, and the research partnership: The case of patent policy," 1968, pp. 214-221.

325. Herbert G. Wilcox, "The culture trait of hierarchy in middle class children," 1968, pp. 222-235.

326. William Gorham, "Sharpening the knife that cuts the public pie," 1968, pp. 236-241.

327. James Heaphey, "Comparative public administration, comments on current characteristics," 1968, pp. 242-249.

328. Boyd R. Keenan, "High energy administration: Big science model for the future?" 1968, pp. 250-

255.

329. B. Harold Chetkow, "The planning of social-
service changes," 1968, pp. 256-263.

330. Dwight Waldo, "Public administration in a
time of revolutions," 1968, pp. 299-300.

331. Lynton K. Caldwell, "Environmental policy:
New directions in Federal action," 1968, pp. 301-347.

332. Fred W. Riggs, "Administration and a
changing world environment," 1968, pp. 348-361.

333. Jameson W. Doig, "The police in a democra-
tic society," 1968, pp. 393-423.

334. Donald B. Vogel, "Analysis of informal or-
ganization patterns: A training technique," 1968, pp.
431-436.

335. Robert O. Tilman, "Emergence of black-
market bureaucracy: Administration, development, and
corruption in the new states," 1968, pp. 437-444.

336. Delmer Dunn, "Transmitting information to
the Press: Differences among officials," 1968, pp. 445-
452.

337. Jay D. Starling, "Organization and the
decision to participate," 1968, pp. 453-459.

338. Edward F. R. Hearle, "Computers in public
administration," 1968, pp. 487-518.

339. Elliot M. Fox, "Mary Parker Follet: The
ending contribution," 1968, pp. 520-529.

340. Saul M. Katz, "A model for educating

development administrators," 1968, pp. 530-538.

341. Thad L. Beyle, "The governor's formal powers: A view from the governor's chair," 1968, pp. 540-545.

342. Dwight A. Ink, "A management crisis for the new President: People programs," 1968, pp. 549-552.

343. Herbert Kaufman, "Alienation, decentralization, and participation," 1969, pp. 3-64.

344. David P. Snider, "The Gracchii House: A study in pre-Raphaelite management," 1969, pp. 65-71.

345. C. E. Grimfs and Charles E.P. Summons, "Bureaucracy and political control in Mexic: Towards an assessment," 1969, pp. 72-79.

346. Dwight Waldo, "PPBS reexamined: Development, analysis, and criticism," 1969, pp. 111-202.

347. Ronald B. Lee, "The law of bureaucratic assimilation," 1969, pp. 203-205.

348. Dennis J. Palumbo, "Power and role specificity in organization theory," 1969, pp. 237-248.

349. Charles O. Jones, "Reevaluating the Hatch Act: A report on the commission on political activity of government personnel," 1969, pp. 249-254.

350. James Stenius Roberts, "Language and development administration," 1969, pp. 255-262.

351. Thomas P. Murphy, "Mobilization for the national program in marine science: Organizational considerations," 1969, pp. 263-275.

352.   Harvey C. Mansfield, "Federal executive reorganization: Thirty years of experience," 1969, pp. 332-345.

353.   Martin Landau, "Redundency, rationality, and the problem of duplication and overlap," 1969, pp. 346-358.

354.   Fritz Morstein Marx, "Inventory of administrative study in Europe: The Speyer Conference," 1969, pp. 359-366.

355.   R.T. Golembiewski, "Organization development in public agencies: Perspectives on theory and practice," 1969, pp. 367-378.

356.   Laurin L. Henry, "The American presidency," 1969, pp. 441-482.

357.   Micheal Mont Harmon, "Administrative policy formulation and the public interest," 1969, pp. 483-491.

358.   James O. Carroll, "Noetic authority," 1969, pp. 492-500.

359.   Herbert Emmerich, "Administrative problems of multipurpose diplomacy," 1969, pp. 567-613.

360.   Amitai Etzioni and others, "Antipoverty insurance" A mode of private sector participation," 1969, pp. 614-622.

361.   Edwin L. Harper and others, "Implementation and use of PPB in sixteen Federal agencies," 1969, pp. 623-632.

362.   Kent M. Weeks, "Public servants in the

New Zealand ombudsman system," 1969, pp. 633-638.

363. Arnold J. Auerbach, "Conformation and administrative response," 1969, pp. 639-646.

364. Coleman B. Ransone Jr., "The American governor in the 1970's," 1970, pp. 1-42.

365. Earl J. Reaves, "Making equality of employment opportunity a reality in the Federal service," 1970, pp. 43-49.

366. Robert S. Lorch, "Toward administrative judges," 1970, pp. 50-55.

367. John Walton, "The dissimilarity of educational administration," 1970, pp. 56-59.

368. Clyde J. Wingfield, "The American university: A public administration perspective," 1970, pp. 95-128.

369. Robert D. Miewald, "Weberian bureaucracy and the military model," 1970, pp. 129-133.

370. Daniel H. Henning, "Natural resources administration and the public interest," 1970, pp. 134-140.

371. Micheal Marien, "Handy guide to public policy proposers and their proposals," 1970, p. 154.

372. Sidney Mailick, "Towards an international civil service," 1970, pp. 206-263.

373. Conley H. Dillon, "Needs and prospects for research in intergovernmental relations," pp. 264-276.

374. Harvey Lieber, "Public administration and environmental quality," 1970, pp. 277-286.

375. Dominic Del Guidice, "The city as a full partner," 1970, pp. 287-293.

376. Jack Culbertson, "Education and public policy," 1970, pp. 331-375.

377. Mel Scott, "Government and the arts," 1970, pp. 376-413.

378. Anders Richter, "The existentialist executive," 1970, pp. 415-422.

379. Stanley B. Botner, "Four years of PPBS: An appraisal," 1970, pp. 423-431.

380. Henry Reining Jr., "Governing megacentropolis," 1970, pp. 473-520.

381. Frank Smallwood, "Reshaping local government abroad: Anglo-C^{A}nadian experiments," 1970, pp. 521-530.

382. Joseph F. Zimmerman, "Metropolitan reform in the U.S.: An overview," 1970, pp. 531-543.

383. Micheal Cohen, "The generalist and organizational mobility," 1970, pp. 544-552.

384. John A. Rehfuss, "Executive development: Executive seminar style," 1970, pp. 553-561.

385. Robert Warren, "Federal-local development planning: Scales effects in representation and policy making," 1970, pp. 584-595.

386. Robert D. Lee Jr., and others, "A profile of State apt manpower resources: Preliminary findings," 1970, pp. 602-610.

387. Keith F. Mulrooney, "The American city manager: An urban administrator in a complex and evolving situation," 1971, pp. 6-46.

388. Frederick Mosher, "The public service in the temporary society," 1971, pp. 47-62.

389. Todd R. LaPorte, "The context of technology assessment: A changing prospective for public organization," 1971, pp. 63-73.

390. Edward C. and Nesta M. Gallas, "Judicial administration," 1971, pp. 111-149.

391. R.S. Gilmour, "Central legislative clearance: A revised perspective," 1971, pp. 150-158.

392. Samuel A. Culbert anddothers, "Organization development: An applied philosophy for managers of public enterprise," 1971, pp. 159-169.

393. Arthur L. Levin, "Multisecting the nation's non-defense programs," 1971, pp. 170-179.

394. Herman Mertins Jr., and others, "Changing styles of planning in post-industrial America," 1971, pp. 254-332.

395. Lloyd D. Musolf, "Separate career executive systems: Egalitarianism and neutrality," 1971, pp. 409-419.

396. David H. Rosenbloom, "Some political implications of the drift toward a liberation of Federal employees," 1971, pp. 420-426.

397. Robert C. Casselman, "An old state takes a new look at public management," 1971, pp. 427-434.

398. William K. Tabb, "Data retrieval systems, the university and State decision making," 1971, pp. 435-440.

399. Basil J.F. Mott, "The crisis in health care: Problems of policy and administration," 1971, pp. 501-542.

400. Kenneth L. Kraemer, "USAC: An evolving governmental mechanism for urban information systems development," 1971, pp. 543-551.

401. Frederick C. Thayer, "Presidential policy processes and 'New administration': A search for revised paradigms," 1971, pp. 552-561.

402. Leslie T. Wilkins, "Five pieces in penology," 1971, pp. 595-636.

403. Guy Black, "Externalities and structure in PPB," 1971, pp. 637-643.

404. David A. Tansik and others, "An organization theory perspective on the development of new organizational functions," 1971, pp. 644-652.

405. John M. McGuire, "Institutions and the world they helped to make," 1971, pp. 653-657.

406. Micheal P. Smith, "Alienation and bureaucracy: The role of participatory administration," 1971, pp. 658-664.

407. W. Henry Lambright, "Government and technological innovation: Weather modification as a case in point," 1972, pp. 1-10.

408. William B. Eddy, "Applied behavioral science

in urban administrative/political systems," 1972, pp. 11-16.

409. Richard A. Ogle, "Institutional factors to encourage interagency cooperation in the management of natural resources," 1972, pp. 17-23.

410. Eugene B. McGregor and Richard F. Baker, "GREMEX- A management game for the new public administration," 1972, pp. 24-32.

411. Harold Wolman, "Organization theory and community action agencies," 1972, pp. 33-42.

412. Neil D. Lawer, "The relocation of the United States public health service," 1972, pp. 43-48.

413. Thomas D. Lynch, "Neighborhoods and citizen involvement," 1972, pp. 189-223.

414. Gary English, "The trouble with community action," 1972, pp. 224-231.

415. Melvin B. Mogulof, "Federal regional council experience," 1972, pp. 232-240.

416. Alberto Guerreiro Ramos, "Models of man and administrative theory," 1972, pp. 241-246.

417. Erasmus H. Kloman, "Citizen participation in the Philadelphia Model cities, programs: Retrospect and prospect," 1972, pp. 402-408.

418. David M. Austin, "Resident participation: Political mobilization or organizational cooptation?" 1972, pp. 409-420.

419. Howard W. Hallman, "Federally financed

citizen participation," 1972, pp. 421-427.

420. Robert A. Aleshire, "Power to the people: An assessment of the community action and model cities experience," 1972, pp. 428-443.

421. John H. Strange, "The impact of citizen participation on public administration," 1972, pp. 457-470.

422. Daniel J. Elazar, "Fiscal questions and political answers in intergovernmental finance," 1972, pp. 471-478.

423. Burton Levy, "Effects of 'Racism' on the racial bureaucracy," 1972, pp. 479-486.

424. William Bechill and Jules Berman, "Some key issues in the administration of welfare," 1972, pp. 487-494.

425. C. Brooklyn Derr, "Conflict resolution in organizations: Views from the field of educational administration," 1972, pp. 495-501.

426. Charles O. Jones, "The limits of public support: Air pollution agency development," 1972, pp. 502-508.

427. Aaron Wildavsky, "The self-evaluating organization," 1972, pp. 509-520.

428. Frank G. De Balogh, "Public administration and 'The privacy thing': A time to speak out," 1972, pp. 526-530.

429. Henry J. Schmsndt, "Municipal decentra-

lization: An overview," 1972, pp. 571-588.

430. James V. Cummingham, "Citizen participation in public affairs," 1972, pp. 589-602.

431. David K. Hart, "Theories of government related to decentralization and citizen participation," 1972, pp. 603-621.

432. Adam W. Herbert, "Management under conditions of decentralization and citizen participation," 1972, pp. 622-637.

433. Charles V. Hamilton, "Racial, ethnic, and social class politics and administration," 1972, pp. 638-654.

434. Marilyn Gittell, "Decentralization and citizen participation in education," 1972, pp. 670-686.

435. John H. Strange, "Citizen participation in community action and model cities programs," 1972, pp. 655-669.

436. Martin Rein, "Decentralization and citizen participation in social sciences," 1972, pp. 687-700.

437. Lawrence C. Howard, "Decentralization and citizen participation in health services," 1972, pp. 701-717.

438. Richard A. Myren, "Decentralization and citizen participation in criminal justice," 1972, pp. 718-738.

439. Chester A. Newland, "Productivity in government," 1972, pp. 739-850.

440. Arnold J. Meltsner, "Political feasibility and policy analysis," 1972, pp. 859-867.

441. Thomas A. Morehouse, "Program evaluation: Social research versus public policy," 1972, pp. 868-874.

442. Don Hellriege and others, "Equall employment opportunity in the Federal government," 1972, pp. 851-858.

443. Edmund F. Ricketts, "Canadian public administration," 1973, pp. 1-51.

444. Howard E. McCurdy, "Fiction, phenomenology, and public administration," 1973, pp. 52-60.

445. David C. Caputo, "Evaluating urban public policy: A developmental model and some reservations," 1973, pp. 113-119.

446. Werner Z. Hirsch, "Program budgeting in the United Kingdom," 1973, pp. 120-128.

447. Robert C. Casselman, "Massachusetts revisited: Chronology of a failure," 1973, pp. 129-135.

448. Albert Mindlin, "Improvements in Federal statistical programs for small areas," 1973, pp. 136-145.

449. Allan Schick, "A death in the bureaucracy: The demise of Federal PPB," 1973, pp. 146-156.

450. Archie Kleingartner, "Collective bargaining between salaried professionals and public sector management," 1973, pp. 165-172.

451. Herman Mertins Jr., "The impacts of transportation policy making," 1973, pp. 205-224.

452. Chris Argyris, "Some limits of rational man organizational theory," 1973, pp. 253-267.

453. Herbert A. Simon, "Applying information technology to organization design," 1973, pp. 268-278.

454. Dwight Waldo, "Organizations for the future," 1973, pp. 299-335.

455. Leon V. Sigal, "Bureaucratic objectives and tactics uses of the press," 1973, pp. 336-345.

456. Herbert Simon, "Organizational man: Rational or self-actualizing?" 1973, pp. 346-353.

457. Chris Argyris, "Organizational man: Rational and self-actualizing," 1973, pp. 354-357.

458. Daniel D. Roman, "Technology assessment, perspective from the managerial position," 1973, pp. 393-400.

459. Douglas M. Fox, "The President's proposals for executive reorganization: A critique," 1973, pp. 401-406.

460. John S. Harris, "The government and the arts patronage," 1973, pp. 407-414.

461. William G. Scott and others, "Administrative crisis: The neglect of metaphysical speculation," 1973, pp. 415-420.

462. Elinor Ostrom and others, "Do we really want to consolidate urban police forces?" 1973, pp. 423-432.

463. Cortus T. Koehler, "Policy development and

legislative oversight in council manager cities: An information and communication analysis," 1973, pp. 433-441.

464. Philip L. Martin, "The Hatch Act in court," 1973, pp. 443-447.

465. Robert D. Shriner, "Governance problems in the world of the future," 1973, pp. 449-455.

466. Thomas W. Fletcher, "Continuing education for public administration," 1973, pp. 487-532.

467. Martin Landau, "On the concept of a self-correcting organization," 1973, pp. 533-542.

468. Paul M. Bunge, "Social reporting for human resources administration," 1973, pp. 553-556.

469. Peri E. Arnold, "Reorganization and politics: A reflection on the adequacy of administrative theory," 1974, pp. 205-211.

470. Donald Axelrod and others, "Managing a cabinet agency: Problems of performance at commerce," 1974, pp. 62-70.

471. David T. Stanley, "The merit principle today," 1974, pp. 425-452.

472. Richard Brown, "A matter of facts: State legislative performance auditing," 1974, pp. 318-327.

473. Bruce Buchanan, "Government managers, business executives, and organizational commitment," 1974, pp. 339-348.

474. Victor Cappoccia, "Chief executive review

and comment: A preview of new federalism in Rochester, New York," 1974, pp. 462-470.

475. Richard Chackerian, "Police professionalism and citizen evaluation," 1974, pp. 141-148.

476. Stephen R. Chitwood, "Social equality and social service productivity," 1974, pp. 29-35.

477. Jean J. Counturier, "Civil rights in civil service: The winds of change," 1974, pp. 243-245.

478. Peter Feulle, "The public administrator and final offer arbitration," 1974, pp. 575-583.

479. Neil Gilbert and others, "Federal discretion and local experience as bases for planning grant allocation," 1974, pp. 565-574.

480. Nicholas L. Henry, "Knowledge management: A new concern for public administration," 1974, pp. 189-196.

481. Adam Herbert, "The minority administrator: Problems, prospects and challenges," 1974, pp. 556-563.

482. Cary S. Hershey, "The limits of Federal protest," 1974, pp. 359-368.

483. Wholey S. Joseph and others, "Program management and the Federal evaluator," 1974, pp. 300-317.

484. Adam W. Herbert, "Minorities in public administration," 1974, pp. 519-563.

485. Orion F. White Jr., and others,"The future of organization development," 1974, pp. 129-140.

486. Erasmus H. Kloman, "Public participation in technology assessment," 1974, pp. 52-63.

487. David Lewin, "Aspects of wage determination in local government employment," 1974, pp. 149-155.

488. Richard Loss, "Administrator of personnel security," 1974, pp. 352-358.

489. Catherine Lovell, "The key issues in affirmative action,"" 1974, pp. 235-237.

490. Frederic V. Malek, "The development of public executives: Neglect and reform," 1974, pp. 230-233.

491. Ian I. Mitroff, "A comparison of some radically different approaches to policy: On the organization of inquiry," 1974, pp. 471-479.

492. Donald N. Rothblatt, "National development policy," 1974, pp. 369-376.

493. Jerome R. Saroff, "Some observations based upon the experience of the Federal executive institute," 1974, pp. 480-486.

494. Robert E. Schlenker, "Profits in public programs? A modest proposal for welfare employment," 1974, pp. 348-351.

495. Morley Segal, "Organization and environment: A typology of adaptability and structure," 1974, pp. 212-220.

496. Richard Stillman, "Racial unrest in the military: The challenge and the response," 1974, pp. 221-229.

497. Donald Stone, "The administration of chairs,"

1974, pp. 71-77.

498. James L. Sundquist, "Reflections on Watergate: Lessons for public administration," 1974, pp. 453-461.

499. Edmund H. Weiss, "The fallacy of appellation in government budgeting," 1974, pp. 377-379.

500. Bob L. Wynia, "Federal bureaucrats' attitudes toward a democratic idealogy," 1974, pp. 156-162.

501. Larry Kirkhart and others, "Organization development," 1974, pp. 97-140.

502. F. J. Tickner, "Ethical guidelines for administrators," 1974, pp. 587-592.

503. David A. Caputo, "General revenue sharing," 1975, pp. 130-135.

504. Robert J. Dworak, "Economizing in public organizations," 1975, pp. 158-165.

505. Daniel A. Mazmanian and others, "Tradition be damned! The army corps of engineers is changing," 1975, pp. 166-172.

506. John Rehfus and others, "The governance of new towns," 1975, pp. 221-262.

507. Lloyd C. Irland, "Citizen participation- A tool for conflict management on the public lands," 1975, pp. 263-269.

508. James J. Finely, "The 1974 Congressional initiative in budget making," 1975, pp. 270-278.

509. Amitai Etzioni, "Alternative conceptions

of accountability: The example of health administration,"
1975, pp. 279-286.

510.   Micheal E. McGill and others, "Management
in the third sector," 1975, pp. 443-477.

511.   James J. Heaphey, "Public administration
and legislatures," 1975, pp. 478-508.

512,   Fred A. Kramer, "Policy analysis as ideology,"
1975, pp. 509-517.

513,   Paul D. Staudohar, "An experiment in increa-
sing productivity of police service employees," 1975, pp.
518-522.

514.   Francis E. Rourke, "Administrative secrecy:
A comparative perspective," 1975, pp. 1-42.

515.   David Granham, "Foreign service elitism and
U.S. foreign affairs," 1975, pp. 44-51.

516.   David H. Rosenbloom, "Public personnel ad-
ministration and the construction: An emergent approach,"
1975, pp. 52-59.

517.   John J. Railey and others, "Operationalizing
incrementalism: Measuring the muddles," 1975, pp. 60-66.

518.   William E. Warne, "The energy crunch of the
late 20th century," 1975, pp. 315-354.

519.   Alan P. Balutis, "The role of the staff in
thelegislature: The case of New York," 1975, pp. 355-363.

520.   Micheal A. Murray, "Comparing public and
private management: An exploratory essay," 1975, pp. 364-
371.

521.   Robert D. Newton, "Towards an understanding

of Federal assisstance," 1975, pp. 372-377.

     522. Nicholas Henry, "Paradigms of public admi-
nistration," 1975, pp. 378-386.

     523. Bruce H. DeWoolfson Jr., "Public sector
MBO and PPB: Cross fertilization in management systems,"
1975, pp. 387-395.

APENDIX IV

LIST OF THE ARTICLES OF THE PUBLIC

ADMINISTRATION RELATED TO THE STUDY

OF PUBLIC ADMINISTRATION IN THE

PERIOD BETWEEN 1955 AND 1975

1. Rt. Lord Justice Denning, "Law in a develo-
ping community," 1955, pp. 1-11.

2. Sir Horace Hamilton, "Treasury control in
the eighties," 1955, pp. 13-17.

3. Prof. J. Sykes, "Some problems in the control
of industrial location," 1955, pp. 19-29.

4. F.M.G. Willson, "Ministries and Boards: Some
aspects of administrative development since 1832," 1955,
pp. 43-58.

5. T. Feyzioglu, "The reforms of the French
higher civil service since 1945," 1955, pp. 69-93.

6. F.C. Hampden, "The organization of the Minis-
try of Transport and Civil Aviation," 1955, pp. 95-101.

7. R.M. Jackson, "Tribunals and inquiries," 1955,
pp. 115-123.

8. David Butler, "The redistribution of seats,"
1955, pp. 125-147.

9. Marjorie McIntosh, "The negotiation of wages
and conditions of service for local authority employees
in England and Wales," 1955, pp. 149-162.

151

10. John Sargent, "Need all new staff be medically examined?" 1955, pp. 191-195.

11. H. Trevor Woolston, "The joint local office experiment," 1955, pp. 197-204.

12. Bryan Keith-Lucas, "Local government in Parliament," 1955, pp. 207-210.

13. H.L. Keenleyside, "Administrative problems of the UN technical assistance administration," 1955, pp. 241-267.

14. H.A. Clegg, "The Fleck report (On National Coal Board's Organization)" 1955, pp. 269-275.

15. Roscoe C. Martin, "Administrative leadership in government," 1955, pp. 277-285.

16. Edward Hughes, "Postscript to the civil service reforms of 1855," 1955, pp. 299-306.

17. Ernest H. Beet, "Parliament and delegated legislation 1945-53," 1955, pp. 325-332.

18. L.P. Green, "Municipal coordination," 1955, pp. 333-343.

19. B. Humphreys-Davies, "Internal administrative services in the Air Ministry," 1955, pp. 359-374.

20. S.A Bailey, "Training the technician in administrative practices," 1955, pp. 375.

21. Kenneth Robinson, "Selection and the social background of the administrative class," 1955, pp. 383-388.

22. H.W.R. Wade, "Are public enquiries a force?" 1955, pp. 389-394.

23. Raymond Nottage, "O & M in the nationalized industries," 1955, pp. 395-400.

24. L.P. Green, "Local government reform in South Africa," 1955, pp. 419.

25. Ivor Gowan, "The administration of the national parks," 1955, pp. 425-436.

26. William A. Ross, "Local government Board and after: Petrospect," 1956, pp. 17-25.

27. F.J. Tickner, "Public service training in the past decade," 1956, pp. 27-38.

28. F.H.W. Green, "Community of interest and local government areas," 1956, pp. 39-49.

29. Geoffry Marshall, "The courts, ministers, and the Parliamentary process," 1956, pp. 51-59.

30. Leo Blair, "Arbitration in the Federal public service of Australia," 1956, pp. 61-73.

31. Edwin Samuel, "A new civil service for Isreal," 1956, pp. 135-141.

32. R.N. Spann, "The Eisenhower civil service and the reformers," 1956, pp. 143-155.

33. Peter Campbell, "The New Zealand public service commission," 1956, pp. 157-168.

34. R.K. Kelsall, "Selection and the social background of the administrative class," 1956, pp. 169-171.

35. Denys Munby, "The procedure of public inquiries," 1956, pp. 175-185.

36. _____, "Report of the Royal Commission on the civil service (1953-55)," 1956, pp. 187-198.

37. T.E. Chester, "The Guillebaud Report (On the cost of the national health service)," 1956, pp. 199-214.

38. Harry Street, "Recent cases in administrative law," 1956, pp. 215-216.

39. K.E. Couzens, "A minister's correspondence," 1956, pp. 237-244.

40. Frederick Brundrett, "Science and the State: Government and science," 1956, pp. 245-256.

41. E.C. Williams, "Science and defence," 1956, pp. 257-266.

42. Charles Barratt, "Impressions of urban local government in the United States," 1956, pp. 267-287.

43. R.J. Lawrence, "The health services in Northern Ireland," 1956, pp. 289-308.

44. _____, "White paper on local government," 1956, pp. 309-319.

45. _____, "Royal Commission on the civil service: Implementation of report," 1956, pp. 321-328.

46. Lord Reith, "Public corporations: Need to examine control and structure," 1956, pp. 351-354.

47. R.S. Milne, "Control of government corporations in U.S.," 1956, pp. 355-364.

48. William J. Siffin, "The new public administration, its study in U.S.," 1956, pp. 395-376.

49. S.E. Finer, "The individual resposponsibility of ministers," 1956, pp. 377-396.

50. E.J. Norman, "Relations between headquarters and local offices," 1956, pp. 397-403.

51. Herbert Hart, "The County and Borough police Act," 1956, pp. 405-417.

52. Edward Hughes, "Sir Erkine May's views on parliamentary procedure in 1882," 1956, pp. 419-424.

53. T.E. Chester, "A new recruitment and training scheme for senior hospital administrators," 1956, pp. 425-429.

54. C.A. Roberts, "The national coal Board and the Fleck report," 1957, pp. 1-14.

55. D.N. Chester, "The treasury," 1956, pp. 15-23.

56. V.C. Medvei, "The health of executives," 1957, pp. 45-52.

57. Leo Blair, "Employer-employee relationships in the Federal public service of Australia," 1957, pp. 53-63.

58. Howard A. Scarrow, "Employer-employee relationship in the civil services of the Canadian provinces," 1957, pp. 65-76.

59. John A. Chatterton, "Delegation in local government," 1957, pp. 77-81.

60. David Hubback, "The treasury's role in civil service training," 1957, pp. 99-109.

61. J.V. Greenlaw, "Training and education in the Post Office," 1957, pp. 111-123.

62. Avice Turnbull, "The use of case study in the British civil service," 1957, pp. 125-142.

63. A.S. Marre, "Departmental financial control," 1957, pp. 169-178.

64. L.P. Green, "Local government finance in South Africa," 1957, pp. 179-184.

65. A.A. Williams, "Administrative adjustment of a colonial government to meet constitutional change," 1957, pp. 267-288.

66. J.V. Wood, "A modern approach to management," 1957, pp. 289-295.

67. _____, "Security precautions in the British civil service," 1957, pp. 297-304.

68. _____, "Interest in local government: The N.A.L.G.O. survey," 1957, pp. 305-309.

69. T.Fife Clark, "Do we need government information service?" 1957, pp. 335-346.

70. Geoffrey Marshall, "The Franks report on administrative tribunals and enquiries," 1957, pp. 347-358.

71. Glyn Picton, "Whitley councils in the health services," 1957, pp. 359-371.

72. J. David Singer, "The United Nations advi-

sory Committee on administrative and budgetary questions,"
1957, pp. 395-410.

73. Percival Waterfield, "Civil service recruit-
ment," 1958, pp. 3-8.

74. A.J.D. Winninfrith, "Treasury control of
establishments," 1958, pp. 9-17.

75. L. Kramer, "Reflections on Whitleyism in
English local government," 1958, pp. 47-69.

76. John Grifith, "Administrative structure of
the hospital service," 1958, pp. 71-81.

77. D.N. Chester, "Boards and Parliament," 1958,
pp. 87-92.

78. Henry Maddick and E. P. Pritchard, "Conven-
tions of local authorities in the West Midlands," 1958,
pp. 145-155.

79. G.H. Gibson, "What I expect from O & M,"
1958, pp. 169-171.

80. F.T. Lockwood, "Attitudes in administration,"
1958, pp. 213-229.

81. T.E. Headrick, "The town clerk: His training
and career," 1958, pp. 231-248.

82. Geofrey Marshall, "Tribunals and enquiries,"
1958, pp. 261-269.

83. Peter G. Richards, "Delegation in local go-
vernment," 1958, pp. 271-277.

84. A.R. Thomas, "The development of the overseas
civil service," 1958, pp. 319-333.

85. T. Headrick, "The town clerk as coordinator," 1958, pp. 335-350.

86. J.E.M. Roberts, "Selection, training and promotion of officers," 1958, pp. 352-365.

87. A.H. Hanson, "Public enterprise in Nigeria," 1958, pp. 366-384.

88. F.M.G. Willson, "Defense organization- 1958 style," 1958, pp. 385-390.

89. A.H. Hanson, "Public enterprise in Nigeria," 1959, pp. 21-39.

90. S.L. Shakdher, "The comptroller and auditor-general in India and the United Kingdom," 1959, pp. 41-54.

91. Reymond Nottage, "The Post Office: A pioneer of big business," 1959, pp. 55-64.

92. Jean Blondel, "Local government and the local offices of ministers in a French Department," 1959, pp. 65-74.

93. Harold Seidman, "The government corporation in the U.S.," 1959, pp. 103-114.

94. E.P. Pritchard and H. Maddick, "The conventions of local authorities in the West Midlands," 1959, pp. 135-143.

95. F.J. Tickner, "Public administration in Yugoslavia," 1959, pp. 145-152.

96. L.Lopez Rodo, "Spanish local government," 1959, pp. 153-163.

97. Jennifer S. Hines, "Professional bodies in the United Kingdom," 1959, pp. 165-178.

98. Harold Banwell, "The new relations between central and local government," 1959, pp. 201-211.

99. Avice V. Turnbull and Z.M.T. Tarkowski, "Scientists versus administrators: An approach towards achieving greater understanding," 1959, pp. 213-256.

100. S.A. Walkland, "Parliamentary control of delegated legislation in Northern Ireland," 1959, pp. 257-265.

101. T.E. Smith, "The effect of recent constitutional changes on the public service in the Federation of Malaya and Singapore," 1959, pp. 267-273.

102. Dudley Lofts, "The future pattern of local government in England and Wales," 1959, pp. 275-292.

103. J.B. Cullingworth, "Some administrative problems of planned overspill," 1959, pp. 343-359.

104. Amalendu N. Biswas, "Audit and the control of efficiency in the Netherlands," 1959, pp. 361-363.

105. J.A.M. Caldwell, "The genesis of the Ministry of Labour," 1959, pp. 367-391.

106. Peter Hutchison, "Committee system in East Sufflok," 1959, pp. 393-402.

107. Bryan Keith-Lucas, "The independence of chief constable," 1960, pp. 1-15.

108. Kenneth Younger, "Trained manpower for new States: The scope for international action," 1960,

pp. 17-25.

109.   B.B. Schaffer, "Sir Arthur Helps and the art of administration," 1960, pp. 35-47.

110.   S.A.Walkland and I. Hicks, "Cost accounting in British government," 1960, pp. 49-59.

111.   W.M. Ballantine, "The case for Scotland," 1960, pp. 111-118.

112.   E.D. Melrose, "Organization and methods," 1960, pp. 119-130.

113.   J.V. Miller, "The organization of internal audit in local government in England and Wales," 1960, pp. 137-156.

114.   L.J. Sharpe, "The politics of local government in greater London," 1960, pp. 157-175,

115.   S.J. Frankel, "Arbitration in the British civil service," 1960, pp. 197-211.

116.   G. Marshall, "Police responsibility," 1960, pp. 213-226.

117.   J.F. Garner, "Administration in a small authority," 1960, pp. 227-233.

118.   S. Encel, "Public corporations in Australia: Some recent developments," 1960, pp. 235-252.

119.   Brian Chapman, "The ombudsman," 1960, pp. 303-310.

120.   Taylor Cole, "Bureaucracy in transition: Independent Nigeria," 1960, pp. 321-337.

121.   John Sargent, "Project training and case

studies," 1960, pp. 353-358.

122. Henry Parris, "A civil servant diary, 1841-46," 1960, pp. 369-380.

123. William A. Robinson, "The reform of London government," 1961, pp. 59-71.

124. L.J. Sharpe, "The report of the Royal Commision on local government in greater London," 1961, pp. 73-92.

125. Nevil Johnson, "Parliamentary questions and the conduct of administration," 1961, pp. 131-148.

126. Rowland A. Egger, "Ministerial and departmental organization and management in the government of Pakistan," 1961, pp. 149-171.

127. W.A. Robinson, "The present state of teaching and research in public administration," 1961, pp. 217-222.

128. James Dunnett, "The civil service administrator and the expert," 1961, pp. 223-237.

129. E. Brewer, "Work study and incentives in a city department," 1961, pp. 239-245.

130. Peter Robshaw, "Another view on the London government Royal Commision," 1961, pp. 247-250.

131. B. Keith-Lucas, "Metropolitan local government in Canada," 1961, pp. 251-262.

132. Ursula K. Hicks, "Plowden, planning and management in the public service," 1961, pp. 299-312.

133. James Robertson, "Some problems on the path

to self-government," 1961, pp. 313-321.

134. K. R. Stowe, "Staff training in the national assisstance Board, problems and policies," 1961, pp. 331-352.

135. G. Ahmed, "Changes in the administrative organization of the government of Pakistan since 1953," 1961, pp. 353-360.

136. J.A.G. Griffith, "The Council and the Chalkpit," 1961, pp. 369-374.

137. Maurine Dean, "The public servant and the study of public administration," 1962, pp. 17-28.

138. Kathleen Ollerenshaw, "Sharing responsibility," 1962, pp. 43-52.

139. D.N. Chester, "Research as an aid in public administration," 1962, pp. 53-64.

140. E.F. Gey Van Pittius, "The Transvaal's experiment in local government," 1962, pp. 65-68.

141. A.H. Carter, "The lesser evil: Some aspects of income tax administration in the USA and the UK," 1962, pp. 69-89.

142. R.A. Ward, "Operational research," 1962, pp. 129-139.

143. F.M.G. Willson, "The organization of British central government 1955-61," 1962, pp. 159-180.

144. C.A. French, "Public board and local authority: Some reflections on their administration," 1962, pp. 245-251.

145. James Dunnett, "The relationship between central and local government in the planning and execution of road schemes," 1962, pp. 253-262.

146. T.H. Caulcott, "The control of public expenditure,: 1962, pp. 267-288.

147. E.A. Collins, "The price of financial control," 1962, pp. 289-309.

148. M.B. Brodie, "Henri Fayol: Administration industrielle et generale- a re-interpretation," 1962, pp. 311-317.

149. D.C. Rowat, "The study of public administration in Canada," 1962, pp. 319-324.

150. Ralph Braibanti, "Reflections on bureaucratic corruption," 1962, pp. 357-372.

151. D.E. Sharp, "The future of local government," 1962, pp. 375-389.

152. R.N. Spann, "The study of organizations," 1962, pp. 387-405.

153. Edward James and Noel Timms, "Charging for local social services," 1962, pp. 407-418.

154. D.N. Chester, "The treasury," 1962, pp. 419-426.

155. W.W. Morton, "The management functions of the Treasury," 1963, pp. 25-35.

156. J.E. Wall, "Management services in industry," 1963, pp. 37-50.

157. H.V. Wiseman, "The working of local govern-

ment in Leeds," 1963, pp. 51-69.

158. R.J.S. Baker, "The training of assisstant principals in the Post Office," 1963, pp. 71-82.

159. Charles Barratt, "The town clerk in British local government," 1963, pp. 157-171.

160. George Jones, "The local government Commission and County Borough extensions," 1963, pp. 173-187.

161. Donald C. Rowat, "Canada's Royal Commission on government organization," 1963, pp. 193-205.

162. Charles Cummingham, "Policy and practice," 1963, pp. 229-237.

163. Henry Phels Brown, "The National Economic Development Organization," 1963, pp. 239-246.

164. Nigel Walker, "The habitual criminal: An administrative problem," 1963, pp. 265-279.

165. John Fletcher-Cooke, "Institute of Public Administration: Some major problems," 1963, pp. 315-324.

166. Richard Ramage, "The assessment of staff requirements in a developing country," 1963, pp. 315-324.

167. Harold Banwell, "The machinery of local government: The Creaks," 1963, pp. 335-344.

168. V. Subramanian, "Specialists in British and Australian government services: A study in contrast," 1963, pp. 357-373.

169. D.N. Chester, "British government observed," 1963, pp. 375-384.

170. George Mallaby, "The Civil Service Commission: Its place into the machinery of government," 1964, pp. 1-10.

171. D.T. Gillespie, "Research management in the Commonwealth Scientific and Industrial Research Organization, Australia," 1964, pp. 11-31.

172. John M. Wilson, "The administrative problems of the long-term planning of airports," 1964, pp. 33-44.

173. P.D. Nairne, "Management and the administrative class," 1964, pp. 113-122.

174. G.H. Chipperfield, "The city manager and chief administrative officer," 1964, pp. 123-131.

175. G.E. Caiden, "The independent central personnel agency: The experience of the Commonwealth public service of Australia," 1964, pp. 133-161.

176. Keith Joseph, "Local authorities and regions," 1964, pp. 215-226.

177. Peter Self, "Regional planning and the machinery of government," 1964, pp. 227-239.

178. T.D. Haddow, "The administration of redevelopment," 1964, pp. 241-252.

179. John P. Mackintosh, "Regional administration: Has it worked in Scotland?" 1964, pp. 253-275.

180. George W. Jones, "County Borough expansion: The local government Commission's view," 1964, pp. 277-290.

181. R.J.S. Baker, "The written word in the civil service," 1964, pp. 337-350.

182. M.A. Muttalib, "The Indian Union Public Service Commission," 1964, pp. 373-390.

183. John F. Robertson, "The Royal Commission on State services in New Zealand and the State Services Act 1962," 1965, pp. 1-14.

184. L.T. Sweetman, "Prefects and planning: France's new regionalism," 1965, pp. 15-30.

185. Lawrence H. Bunker, "Management lessons from a hospital ward," 1965, pp. 31-39.

186. J.R. Nelson, "The Fleck Report and the area organization of the National Coal Board," 1965, pp. 41-57.

187. Frank Stacy, "The machinery for complaints in the national health service," 1965, pp. 59-70.

188. C.H. Dodd, "Administrative reform in Turkey," 1965, pp. 71-83.

189. R.J.S. Baker, "The art of delegation," 1965, pp. 155-171.

190. M.B. Kinch, "Qualified administrative staff in the local government service: Their deployment and opportunities," 1965, pp. 173-190.

191. C.D.E. Keeling, "Treasury centre for administrative studies," 1965, pp. 191-198.

192. Richard A. Chapman, "The Bank Rate Decision of 19 September 1957: A case study in joint decision-making," 1965, pp. 199-213.

193. Edward Boyle and others, "Who are the policy-makers?" 1965, pp. 251-287.

194. Norman W. Graham, "The administration of education in Scotland," 1965, pp. 299-311.

195. R.G.S. Brown, "Organization theory and civil service reform," 1965, pp. 313.

196. Francis Williams, "The government information srevices," 1965, pp. 331-334.

197. A.Dutheillet de Lamothe, "Ministerial cabinets in France," 1965, pp. 365-381.

198. Michel Piquard, "Organization and planning of the Paris region," 1965, pp. 383-393,

199. Henry Parris, "Twenty years of i'Ecole National d'Administration," 1965, pp. 395-411.

200. T. Dan Smith, "Local government in Newcastle upon Tyne: The background to some recent developments," 1965, pp. 413-417.

201. F.M.G. Willson, "The organization of British central government Jan 62-Oct 64," 1966, pp. 73-101.

202. S.O. Asabia, "The management functions of central personnel departments in developing countries," 1966, pp. 141-148.

203. D.E. Regan, "The expert and the administrator: Recent changes at the Ministry of Transport," 1966, pp. 149-167.

204. Ann M. Burton, "Treasury control and colonial policy in the late 19th century," 1966, pp. 169-192.

205. R.M. Punnett, "State management of the liquor trade," 1966, pp. 193-211.

206. T.D. Kingdom, "The confidential advisors of ministers," 1966, pp. 267-274.

207. William A. Robson, "The managing of organizations," 1966, pp. 275-281.

208. C.A. Roberts, "The reorganization of the National Coal Board's management structure," 1966, pp. 283-293.

209. Thelma A. Hunter, "Planning health policy in Australia 1941-45," 1966, pp. 315-332.

210. P.W. Peck, "The ombudsman on Slotsholmen," 1966, pp. 333-346.

211. R.L. Wettenhall, "The recoup concept in public enterprise," 1966, pp. 391-413.

212. Richard A. Chapman, "Prismatic theory in public administration: A review of the theories of Fred W. Riggs," 1966, pp. 415-433.

213. V. Subramanian, "The classical organization theory and its critics," 1966, pp. 435-446.

214. C.H. Dodd, "Recruitment to the administrative class, 1960-64," 1967, pp. 55-80.

215. Paul R. Wilding, "The genesis of the Ministry of Health," 1967, pp. 149-168.

216. J.F. Pickering, "Recruitment to the administrative class-part II," 1967, pp. 169-199.

217. Wolfgang Hofman, "The public interest pressure group: The case of the Deutsche Stadtetag," 1967, pp. 245-259.

218. M.A. Muttalib, "The municipal commissioner," 1967, pp. 287-303.

219. Redcliffe-Maud, "Local governors at work: Could they do better?" 1967, pp. 347-352.

220. J.D. Lees, "Legislative review and bureaucratic responsibility," 1967, pp. 369-389.

221. R. Saran, "Decision-making by a local education authority," 1967, pp. 387-402.

222. George Woodcock, "Regional government: The Italian example," 1967, pp. 403-415.

223. Ivor Gowan and Leon Gibson, "The Royal Commission on local government in England," 1968, pp. 13-24.

224. G.E. Caiden, "Prospects for administrative reform in Isreal," 1968, pp. 25-44.

225. H.D. Hughes, "The settlement of disputes in the public service," 1968, pp. 45-61.

226. A. Jeyaratnam Wilson, "The public service commission and ministerial responsibility: The Ceylonese experience," 1968, pp. 81-93.

227. Henry Parris, "The origins of the permanent civil service 1780-1830," 1968, pp. 143-166.

228. J.D.B. Mitchell, "The real argument about administrative law," 1968, pp. 167-169.

229. T. Maniruzzaman, "Development administration in Pakistan," 1968, pp. 171-184.

230. George Graham, "The theory of organization,"

231. B.S. Smith and J. Stanyer, "Administrative developments in 1967: A survey," 1968, pp. 239-279.

232. R.G. Huxtable, "Training for administration: The senior officers' responsibility," 1968, pp. 281-286.

233. D.N. Chester, "Local democracy and the internal organization of local authorities," 1968, pp. 287-298.

234. V. Subramanian, "The relative status of specialists and generalists," 1968, pp. 331-340.

235. _____, "Reforming the bureaucracy," 1968, pp. 367-374.

236. Robert C. Fried, "Administrative aluralism and Italian regional planning," 1968, pp. 375-391.

237. Maurice Spiers, "The computer and the machinery of government," 1968, pp. 411-425.

238. Richard A. Chapman, "The Fulton Report: A summary," 1968, pp. 443-451.

239. William Armstrong, "The Fulton Report: The task of the civil service," 1969, pp. 1-11.

240. James Dunnett, "Equipping the civil service for its task," 1969, pp. 13-31.

241. W.G. Harris, "The role of the professional in the civil service," 1969, pp. 33-47.

242. Maurice Dean, "Accountable management in the civil service," 1969, pp. 49-63.

243. A. H. Hanson, "Ministers and Boards," 1969, pp. 65-74.

244. Micheal J. Hill, "The exercise of discretion in the National Assisstance Board," 1969, pp. 75-90.

245. J.A. Cross, "The beginning and end of the Commonwealth Office," 1969, pp. 113-119.

246. R. Greenwood and others, "Recent changes in the internal organization of County Boroughs," 1969, pp. 151-167.

247. J. Stanyer and F.R. Oliver, "Some aspects of the financial behavior of county boroughs," 1969, pp. 169-184.

248. Noel T. Boaden and R. Alford, "Sources of diversity in English local government decisions," 1969, pp. 203-223.

249. Bleddyn Davies, "local authority size: Some associations with standards of performance of services for deprived children and old people," 1969, pp. 225-248.

250. Leslie Williams, "The role of the staff side in civil service reform," 1969, pp. 281-287.

251. Derek Williams, "The administrative contribution of the nursing sister," 1969, pp. 307-325.

252, B.C. Smith and J. Stanyer, "Administrative development in 1968: A survey," 1969, pp. 329-366.

253. A.F. Leemans, "Organizing the region," 1969, pp. 367-373.

254. _____, "The future of English local government," 1969, pp. 411-419.

255. Ioan Bowen Rees, "Local government in Switzerland," 1969, pp. 421-449.

256. Adebayo Adedeji, "training for what? A review of the development and problems of administrative training in Africa," 1969, pp. 451-464.

257. W.A.P. Reilly, "Some thoughts on public administration training overseas," 1969, pp. 465-471.

258. P. Levin and David Donnison, "People and planning," 1969, pp. 473-479.

259. Edmund Compton, "The administrative performance of the government," 1970, pp. 3-14.

260. M.J. Fores and J. B. Heath, "The Fulton Report: Job evaluation and the pay structure," 1970, pp. 15-22.

261. John Macintosh, "The Royal Commission on local government in Scotland 1966-69," 1970, pp. 49-56.

262. J.C. Strick, "Recent developments in Canadian financial administration," 1970, pp. 69-83.

263. Richard A. Chapman, "Official liberality," 1970, pp. 123-136.

264. Alan P. Brier, "The decision process in local government: A case study of Fluoridation in Hull," 1970, pp. 153-168.

265. Nimrod Raphaeli, "The senior civil service in Isreal: Notes on some characteristics," 1970, pp. 169-178.

266. Charles D. Drake, "Ombudsmen for local govern-

ment," 1970, pp. 179-189.

267. Howard N. Mantel, "Reorganization of the New York city government," 1970, pp. 191-212.

268. _____, "Access to official papers," 1970, pp. 245.

269. Samuel Goldman, "The presentation of public expenditure proposals to Parliament," 1970, pp. 247-261.

270. Karl M. Hettlage, "The problem of Medium-term financial planning," 1970, pp. 263-272.

271. Philippe Huet, "The retionalization of budget choices in France," 1970, pp. 273-287.

272. Herbert R. Balls, "Planning, programming and budgeting in Canada," 1970, pp. 289-305.

273. J.C. Swaffield, "Local government in the national setting," 1970, pp. 307-315.

274. B.C. Smith and J. Stanyer, "Administrative developments in 1969: A survey," 1970, pp. 317-349.

275. John Simpson, "The Polaris executive: A case study of a unified hierarchy," 1970, pp. 379-390.

276. R.W.L. Wilding, "The post-Fulton program: Strategy and tactics," 1970, pp. 391-403.

277. Paul S. Kim, "Japan's national civil service commission: Its origin and structure," 1970, pp. 405-421.

278. J.A. Cross, "The regional decentralization of British government departments," 1970, pp. 423-441.

279. Micheal Spicer, "Towards a policy information and control system," 1970, pp. 443-447.

280. W.E. Cavenagh and D. Newton, "The member-
ship of two administrative tribunals," 1970, pp. 449-468.

281. _____, "The reorganization of central
government," 1971, pp. 1-12.

282. John Mackintosh, "The report of the Review
Body on local government in Northern Ireland 1970: The
Macrory report," 1971, pp. 13-24.

283. K.J. Davey, "Local autonomy and independent
revenues," 1971, pp. 45-50.

284. Desmond Keeling, "The development of central
training in the civil service 1963-70," 1971, pp. 51-71.

285. H.R. Burroughes, "Political and administra-
tive problems of development planning: The case of the
CEGB and the supergrid," 1971, pp. 131-148.

286. J. Elliot, "The Harris experiment in Newcastle
upon Tyne," 1971, pp. 149-162.

287. R.G.S. Brown, "Fulton and morale," 1971, pp.
185-195.

288. W.E. Cavenagh and D. Newton, "Administrative
tribunals: How people become members," 1971, pp. 197-218.

289. Bruce Wood, "Staffing problems in the reor-
ganization of local government," 1971, pp. 279-289.

290. Shriram Maheshwari, "The all-India services,"
1971, pp. 291-308.

291. Adrian Webb, "Social service administration:
A typology for research," 1971, pp. 321-339.

292. J.J. Richardson, "The administration of dena-
tionalization: The case of road Haulage," 1971, pp. 385-402.

293. Smith and Stanyer, "Administrative development in 1970: A survey," 1971, pp. 403-438.

294. Owen A. Hartley, "The relationship between central and local authorities," 1971, pp. 439-456.

295. John Prophet, "A case for parish councils in Scotland," 1971, pp. 457-462.

296. Desmond Keeling, "Central training in the civil service: Some general issues," 1972, pp. 1-17.

297. P.H. Levin, "On decisions and decision-making," 1972, pp. 19-44.

298. Martin Edmunds, "Government contracting and renegotiation: A comparative analysis," 1972, pp. 45-64.

299. F.F. Ridley, "Public administration: Cause for discontent," 1972, pp. 65-77.

300. _____, "Letters from across the channel: 1-Ministerial cabinets," 1972, pp. 79-85.

301. H.J. Elcock, "Opportunity for ombudsman: The Northern Ireland commissioner for complaints," 1972, pp. 87-93.

302. A.W. Peterson, "Planning, programming and budgeting in the GLC: What and why," 1972, pp. 119-126.

303. E. Grebenik, "The civil service college: The first year," 1972, pp. 127-138.

304. Geoffrey K. Fry, "Policy-planning units in British central government departments," 1972, pp. 139-155.

305. R. Greenwood and others, "The policy commitee in English local government," 1972, pp. 157-166.

306. _____, "Professional standards in the public service," 1972, pp. 167-182.

307. J.D.B. Mitchell, "Three blind mice," 1972, pp. 203-206.

308. A.K. Mukhopadhyay, "The establishment of the metropolitan boroughs," 1972, pp. 207-211.

309. _____, "Change and opportunity- the next fifty years," 1972, pp. 247-251.

310. Leslie Scarman, "Law and administration: A change in relationship," 1972, pp. 253-258.

311. R. Nottage and F. Stack, "The Royal Institute of public administration 1922-1939," 1972, pp. 281-303.

312. Roy Gregory and A. Alexander, "Our Parliamentary ombudsman," 1972, pp. 313-331.

313. E. Rowlands, "The politics of regional administration: The establishment of the Welsh Office," 1972, pp. 333-351.

314. E.N. Gladden, "An old hand remembers: A personal account 1932-1947," 1972, pp. 305-312.

315. P.J. Randall, "Wales in the structure of central government," 1972, pp. 353-372.

316. Peta Sheriff, "Outsiders in a closed career: The example of the British civil service," 1972, pp. 397-417.

317. R. Nottage, "The Royal Institute of public Administration 1939-1972," 1972, pp. 419-446.

318. Owen A. Hartley, "Inspectorates in British

central government," 1972, pp. 447-466.

319. C. Painter, "The repercussions of administrative innovation: The West Midlands economic planning council," 1972, pp. 467-484.

320. Maurice Wright, "The professional conduct of civil servants," 1973, pp. 1-15.

321. W.S. Angug, "University administrative staff," 1973, pp. 17-39.

322. Roy Gregory and Alan Alexander, "Our Parliamentary ombudsman- Part II," 1973, pp. 41-59.

323. M.E. Beesley and G.M. White, "The industrial reorganization corporation: A study in choice of public management," 1973, pp. 61-89.

324. Ken Young, "The politics of London government 1880-1890," 1973, pp. 91-108.

325. Charles Cummingham, "Hiving-off: Some possibilities for future research," 1973, pp. 251-260.

326. Richard A. Chapman, "The vehicle and general affair: Some reflections for public administration in Britain," 1973, pp. 273-290.

327. R.W. Rowbottom, "Organizing social services: Hierarchy or...?" 1973, pp. 291-305.

328. Paul Wilding, "The administrative aspects of the 1919 housing scheme," 1973, pp. 307-323.

329. G.W. Jones, "The functions of organization of councillors," 1973, p. 135.

330. Ralph James, "Is there a case for local

authrity policy planning?" 1973, pp. 147.

331. David N. King, "Why do local authority rate poundages differ?" 1973, p. 165.

332. Lionel Cohen, "Local government complaints: The MP$' viewpoint," 1973, p. 175.

333. V. Seymour Wilson, "The relationship between scientific management and personnel policy in the American administrative systems," 1973, p. 193.

334. R.A.W. Rhodes, "Wilting in Lombo: Nine-theenth century civil service," 1973, p. 207.

335. B.C. Smith and J. Stanyer, "Administrative developments in 1971 and 1972, a survey," 1973, pp. 361.

336. R.A. Milne, "Bureaucracy and development administration," 1973, pp. 411.

337. Arthur silkin, "Green papers and changing methods of consultation in British government," 1973, pp. 427.

338. Gerald Rhodes, "The younger committee and research," 1973, p. 449.

339. Nevil Johnson, "The Royal Commission on the Constitution," 1974, pp. 1-12.

340. William Pile, "Corporate planning for education in the development of education and science," 1974, pp. 13-25.

341. C.E. Mills, "Corporate planning in the British Gas Corporation," 1974, pp. 27-38.

342. T.H. Caulcott and others, "Decentralized

administration in Sweden," 1974, pp. 41-53.

343. Keith Hartley, "Program budgeting and the economics of defence," 1974, pp. 55-72.

344. Maurice Wright, "Teaching public administration," 1974, pp. 73-78.

345. C. Lloyd Brown-John, "Party politics and the Canadian Federal public service," 1974, pp. 79-93.

346. M.B. Kinch, "Departmental reorganization in a local authority: The setting up of the Norwich city planning department," 1974, pp. 95-109.

347. Roger Smith, "The origins of Scottish new towns policy and the founding of East Kilbride," 1974, pp. 143-159.

348. D.G. Kermode, "Regional self-government: A case study of the Isle of Man," 1974, pp. 161-177.

349. John Hart, "Executive reorganization in the U.S.A. and the growth of presidential power," 1974, pp. 1 179-191.

350. Moshe Shani, "U.S. Federal government reorganization: Executive branch structure and central domestic policy-making staff," 1974, pp. 193-208.

351. W.E. Cavenagh and others, "Laymen on administrative tribunals," 1974, pp. 209-222.

352. Colin Mellors, "Local government in Parliament," 1974, pp. 223-229.

353. F.M.G. Willson, "The Parliamentary executive, 1868-1914

354. R.J.S. Baker, "The new courts administration: A case for a systems theory approach," 1974, pp. 285-302.

355. J.J. Richardson and others, "The British waterways Board: A neglected asset?" 1974, pp. 303-318.

356. Geoffrey K. Fry, "Civil service salaries in the post-priestley era 1956-1972," 1974,pp. 319-323.

357. Frido Wagener, "The joint municipal association for the rationalization of organization and management in the Federal Republic of Germany," 1974, pp. 335-329.

358. J.D.M. Bell, "The administrative aspects of the introduction of productivity payment schemes in the electricity supply industry," 1974, pp. 341-349.

359. Christopher Pollitt, "The central policy review staff 1970-1974," 1974, pp. 375-392.

360. Margaret Priestly, "Reorganization of colonial treasuries, 1936: The case of Ghana," 1974, pp. 395-414.

361. Rodney Lowe, "The Ministry of Labour, 1916-1924: A graveyard of social reform?" 1974, pp. 415-438.

362. Christopher Hood, "Administrative diseases: Some types of dysfunctionality in administration," 1974, pp. 439-454.

363. Royston Greenwood and others, "Contingency theory and the organization of local authorities, part 1-Differentiation and integration," 1975, pp. 1-23.

364. W.H. Greenleaf, "Toulmin Smith and the Bri-

tish political tradition," 1975, pp. 25-44.

365. Arthur Silkin, "The Expenditure Commitee: A new Department?" 1975, pp. 45-66.

366. David Bradley and others, "The Arts Council: The case for an organizational enquiry," 1975, pp. 67-81.

367. Stuart S. Blume and others, "Professional civil servants: A study in the sociology of public administration," 1975, pp. 111-131.

368. Eugen Pusic, "Intentions and realities: Local government in Yugoslavia," 1975, pp. 133-152.

369. _____, "Letters from across the channel: III- The Ecole Nationale d'Administration," 1975, pp. 153-158.

370. Howard Elcock, "English local government reformed: The politics of Humberside," 1975, pp. 159-166.

371. C.R. Hinings and others, "Contingency theory and the organization of local authorities: Part 2- Contingencies and structure," 1975, pp. 169-190.

BIBLIOGRAPHY

Books:

Boase, Frederic. <u>Modern English Biography</u>, London:
   Frank Cass & Co. Ltd., 1965.

Cattell Press, Jaques. <u>American Men & Women of Science</u>,
   12th ed., New York & London: R.R. Bowker Company,
   1973.

_____. <u>Directory of American Scholars</u>, 4 vols. New
   York & London: R.R. Bowker Company, 1974.

Eggenberger, David I. <u>The McGraw-Hill Encyclopedia of
   World Biography</u>, New York, San Francisco, St. Louis:
   McGraw Hill Book Company, 1973.

Garraty, John A. <u>Encyclopedia of American Biography</u>,
   New York, Evanston, San Francisco, London: Harper &
   Row, 1974.

Kay, Ernest. <u>Dictionary of International Biography</u>,
   Cambridge and London: Melrose Press Limited, editions
   1972-1975.

Moritz, Charles. <u>Current Biography</u>, New York: The H. W.
   Wilson Company, 1955-1975.

Riley, Carolyn. <u>Contemporary Authors</u>, Michigan: Gale
   Research Company, The Book Tower, 56 vols. 1955-
   1975.

Sobel, Robert. <u>Biographical Dictionary of the United
   States Executive Branch 1774-1971</u>, Westport, Connec-

ticut: Greenwood Publishing Company, 1971.

Williams, E. T. and Helen M. Palmer, The Dictionary of
National Biography, Oxford: University Press, 1971.

The International Who's Who, London: Europa Publication
Ltd., 1973-1975.

The New York Times Biographical Edition, New York: The New
York Times Company, 1971-1972.

Who's Who 1974, 126th edition, London: Adam and Charles
Black, 1974.

_____. 127th edition, London: Adam and Charles Black,
1975.

Who's Who in America, Chicago: Marquis- Who's Who Inc.,
5 vols. 1966-1975.

Who's Who in Government, 1st edition, Chicago: Marquis
Who's Who, Inc., 1972-1973.

Who's Who in The East, 13th and 14th editions, Chicago:
Marquis Who's Who, Inc., 1972-1975.

Who's Who in The Midwest, 13th and 14th editions, Chicago:
Marquis Who's Who, Inc., 1972-1975.

Who's Who in The West, 14th edition, Chicago: Marquis Who's
Who, Inc., 1974-1975.

Who's Who in The World, 1st and 2nd editions, Chicago: Mar-
quis Who's Who, Inc., 1971-1975.

Journals:

   American Sociological Review, Washington, D.C., 20
         (1955).

   Ibid., 21 (1956).

   Ibid., 22 (1957).

   Ibid., 23 (1958).

   Ibid., 24 (1959).

   Ibid., 25 (1960).

   Ibid., 26 (1961).

   Ibid., 27 (1962).

   Ibid., 28 (1963).

   Ibid., 29 (1964).

   Ibid., 30 (1965).

   Ibid., 31 (1966).

   Ibid., 32 (1967).

   Ibid., 33 (1968).

   Ibid., 34 (1969).

   Ibid., 35 (1970).

   Ibid., 36 (1971).

   Ibid., 37 (1972).

   Ibid., 38 (1973).

   Ibid., 39 (1974).

   Ibid., 40 (1975).

   British Journal of Sociology, London: Routledge &
         Kegan Paul Ltd., 6 (1955).

   Ibid., 7 (1956).

   Ibid., 8 (1957).

Ibid., 9 (1958).

Ibid., 10 (1959).

Ibid., 11 (1960).

Ibid., 12 (1961).

Ibid., 13 (1962).

Ibid., 14 (1963).

Ibid., 15 (1964).

Ibid., 16 (1965).

Ibid., 17 (1966).

Ibid., 18 (1967).

Ibid., 19 (1968).

Ibid., 20 (1969).

Ibid., 21 (1970).

Ibid., 22 (1971).

Ibid., 23 (1972).

Ibid., 24 (1973).

Ibid., 25 (1974).

Ibid., 26 (1975).

Public Administration, London, 33 (1955).

Ibid., 34 (1956).

Ibid., 35 (1957).

Ibid., 36 (1958).

Ibid., 37 (1959).

Ibid., 38 (1960).

Ibid., 39 (1961).

Ibid., 40 (1962).

Ibid., 41 (1963).

Ibid., 42 (1964).

Ibid., 43 (1965).

Ibid., 44 (1966).

Ibid., 45 (1967).

Ibid., 46 (1968).

Ibid., 47 (1969).

Ibid., 48 (1970).

Ibid., 49 (1971).

Ibid., 50 (1972).

Ibid., 51 (1973).

Ibid., 52 (1974).

Ibid., 53 (1975).

Public Administration Review, Chicago, 15 (1955).

Ibid., 16 (1956).

Ibid., 17 (1957).

Ibid., 18 (1958).

Ibid., 19 (1959).

Ibid., 20 (1960).

Ibid., 21 (1961).

Ibid., 22 (1962).

Ibid., 23 (1963).

Ibid., 24 (1964).

Ibid., 25 (1965).

Ibid., 26 (1966).

Ibid., 27 (1967).

Ibid., 28 (1968).

Ibid., 29 (1969).

Ibid., 30 (1970).

Ibid., 31 (1971).

Ibid., 32 (1972).

Ibid., 33 (1973).

Ibid., 34 (1974).

Ibid., 35 (1975).