

Week 1: What is Public Administration?

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May 9th, 2017

Public Administration is ...

- “the production of goods and services designed to serve the needs of citizens-consumers” (Dimock, Dimock, and Fox 1983)
- “Cooperative group effort in a public setting,” “covers all three branches—executive, legislative, and judicial—and their interrelationships,” “has an important role in the formulation of public policy, and is thus part of the political process,” “is different in significant ways from private administration,” “is closely associated with numerous private groups and individuals in providing services to the community” (Nigro and Nigro 1984)
- “the use of managerial, political, and legal theories and processes to fulfill legislative, executive, and judicial governmental mandates for the provision of regulatory and service functions for the society as a whole or for some segments of it” (Rosenbloom 1986)
- “cooperative rational (minimum loss and maximum goal achievement) human action” (Waldo 1955)

Scope of the Study

- 1 executive branch of government
- 2 formulation and implementation of public policies
- 3 problems concerning human behavior and cooperative human effort
- 4 different from private administration
- 5 production of public goods and services

Views on Public Administration

- Art v. Science
 - Creativity, leadership, and a good sense of intangibles in actual administration
 - Body of knowledge and theories that can systematically explain and predict phenomenon and outcomes

- Action v. Study
 - Activities and processes of administering public affairs and carrying out governmental functions
 - Intellectual inquiry in discovering and advancing theoretical and practical knowledge concerning public administration

Public v. Private Administration

Criteria	Public Administration	Private Administration
1. Relations to environment	<input type="checkbox"/> subject to public scrutiny; public demand and expectations; political pressures	<input type="checkbox"/> Less exposed to public inspection; internal processes are kept from public; response to public guided by market dynamics
2. Accountability	<input type="checkbox"/> Accountable to the public; transparency in transactions is expected	<input type="checkbox"/> management accountable to owners of firms/corporations
3. Measure of performance	<input type="checkbox"/> general public satisfaction is the gauge in the improvement in the quality of life	<input type="checkbox"/> profit is bottomline
4. Nature of goods and services	<input type="checkbox"/> open to all	<input type="checkbox"/> availment based on ones ability to pay

Science of Administration by Woodrow Wilson

- Functions and duties of government → becoming more complex and difficult
- Need for systematically study policies and adjust them by applying business principles to public agencies
- Institution of democracy
“Wherever regard for public opinion is a first principle of government, practical reform must be slow and all reform must be full of compromises.”
- Minimum level of confusion and cost

Principles of Scientific Management by Frederick Taylor

- Management must first make itself efficient before expecting efficiency from the workers
- Definite task with detailed instruction and an exact time standard → “Premium Wage”
- Cf) Towne and Halsey’s “Gain-sharing Plan”
Work done in a shorter time at a reduced cost → gain in profits shared between management and the workers
- Strength of Taylor’s plan:
Immediate (daily) rewards, Objective performance standards (prior standards)

Some Concepts before Delving into Social Science

- Dependent variable
- Independent variable
- Causality
- Qualitative method (e.g. case studies, survey)
- Quantitative method (e.g. statistical analysis)