

Key Terms

collaborative public management
process-oriented definition
negotiations
commitment
assessments

implementation
multidimensional model
governance dimension
administrative dimension
autonomy dimension

mutuality dimension
trust and reciprocity dimension
costs of collaboration
stakeholders
policy vs. management

Suggestions for Further Reading

Much of the earliest literature on management in this century focused on the role of line managers in business—for example, Henri Fayol, *General and Industrial Management*, translated by Constance Storrs (London: Pitman, 1949); or Frederick W. Taylor, *Scientific Management* (New York: Harper & Row, 1911). Their emphasis on the values of efficiency, rationality, and clear lines of hierarchy was carried over into the public sector by such authors as Henry Bruere, W. F. Willoughby, Frederick Cleveland, Luther Gulick, and others, who pioneered the development of management techniques in the public sector prior to World War II. For a good collection of the works of these writers, see Frederick C. Mosher, *Basic Literature of American Public Administration, 1787–1950* (New York: Holmes and Meier, 1981); and for several excellent summary essays on the lives of key management theorists, read Brian R. Fry, *Mastering Public Administration* (Chatham, N.J.: Chatham House, 1989).

A book that should be read in its entirety is Chester I. Barnard, *The Functions of the Executive* (Cambridge, Mass.: Harvard University Press, 1938), because Barnard stands in marked contrast to the pre–World War II scientific management theorists and because he made an enormous impact on other post-war writers, like Herbert Simon, who decisively reshaped our whole view of this field. William B. Wolf, *The Basic Barnard* (Ithaca, N.Y.: Institute of Labor Relations, Cornell University, 1974) offers the best available commentary on Barnard's life and work. A good summary of the work of another important figure, Henry Mintzberg, can be found in Henry Mintzberg, *Mintzberg on Management: Inside Our Strange World of Organizations* (New York: Free Press, 1989).

Post–World War Two management thought was aptly described by Harold Koontz as “the manage-

ment theory jungle,” i.e., it is divided into multiple schools and perspectives. To sample some of these diverse points of view, read C. West Churchman, *The Systems Approach* (New York: Dell Publishing, 1968), or Bertram M. Gross, *The Managing of Organizations* (New York: Free Press, 1964), for the *systems approach*; read Harry Levinson, *The Exceptional Executive: A Psychological Conception* (Cambridge, Mass.: Harvard University Press, 1968), or Rensis Likert, *The Human Organization: Its Management and Value* (New York: McGraw-Hill, 1967), for the *human behavioral school*; refer to the several hundred cases available through the Harvard Business School that were instrumental in pioneering the methodology of the *case method*; for the *policy emphasis*, see Paul Appleby, *Policy and Administration* (Tuscaloosa: University of Alabama Press, 1949); and the *decision school* of management is well represented in books by Charles E. Lindblom and Herbert A. Simon (discussed in “Further Readings” at the end of chapters 8 and 9).

Where are we today in public management thought? Again, no consensus prevails, as described in the excellent overview essays by Hal G. Rainey, “Public Management: Recent Developments and Current Prospects,” in Naomi B. Lynn and Aaron Wildavsky, eds., *Public Administration: The State of the Discipline* (Chatham, N.J.: Chatham House, 1990); as well as Eugene B. McGregor Jr., “Public Management,” *JPAM*, 16, no. 1, 153–61 (1997). The older schools are still very influential, but unquestionably economic pressures have brought about a new outpouring of ideas on economy, efficiency and effectiveness, which are reflected in various “how to” *practical efficiency-oriented managerial writings*, such as Stephen Cohen, *The Effective Public Manager*, 3rd ed. (New York: Wiley, 2002), and his *Tools for Innovators* (New York: Wiley, 1998). For the best