The Executive Bureaucracy

**Definition:** A large, complex organization composed of appointed officials.
- Authority is divided among several officials
- No one person makes all decisions

1. **Models (Theories) of Bureaucracy:** (ways of analyzing how bureaucracies work)

   **(A) The Weberian Model**
   - Based on a positive view of bureaucracies
   - Similar to a pyramid model
   - Bureaucracies are based on a structured hierarchy and “chain of command”
   - Those at the top of the hierarchy have broad and more general responsibilities
   - Those at the bottom of the pyramid have more specific, detailed duties in making sure things get done
   - Based on “standard operating procedures”, pre-set fixed routines
   - Such standard procedures are designed to apply to all without discretion or bias
   - Thus, bureaucracies are highly efficient, organized and equal to all

   **(B) The Acquisitive Model**
   - Based on the notion that bureaucracies are motivated by COMPETITION from other bureaucracies
   - Bureaucracies are constantly competing with each other for greater political and economic power
   - Bureaucracies fight over bigger portions of the budget to determine which bureaucracy gets what parts of the budget
   - Bureaucracies are competing for territorial control over lower level Bureaucracies
   - Bureaucracies seek to expand and acquire more power, influence and control

   **© The Monopolistic Model**
   - Based on the notion that bureaucracies actually have NO competition from other bureaucracies within their own policy areas
   - Because bureaucracies have a monopoly in respective policy areas, they lack motivation to be efficient
   - Thus, bureaucracies are inefficient, wasteful and bloated
(2) Structures of Bureaucracy

- (A) Cabinet-Level Dept’s
- (B) Agencies and Bureaus: Perform narrower set of functions
- Some agencies exist within the larger dept. and others exist independently (IRA’s)

(3) Bureaucratic Pathologies (Problems Confronting Bureaucracies)

(A) Territorial Imperative

- Bureaucracies (such as cabinet-level dept’s) battling over control and possession of lower level bureaucracies (such as agencies or bureaus)
- Similar and overlapping to the **acquisitive model**

(B) Capture Theory

- The notion of a bureaucracy being influenced and indirectly controlled by a private special interest
- Undermines the efficiency and fairness of bureaucracies with regard to implementing and interpreting public policy

© **Incrementalism**

- Refers to “snail-like” movement on bureaucratic changes in policy or structure
- Because bureaucracies are based on structured routines, they are resistant to change – especially change that reduced their political/economic power
- Thus, bureaucracies will often move very slowly to implement changes