

Government 1521 Second Paper Question

1. Read Kaufman's *The Forest Ranger* in its entirety. Using Kaufman and perhaps the two articles below as the evidence base for the Forest Service "case," conduct a "theory meets evidence" exercise like you did in the first paper.

Using two of the four theoretical frameworks reviewed in our course thus far – Weberian/contingency, behavioral, contractual, and cultural/reputational – address the two following questions:

- (a) how do these two theories illuminate features of the Forest Service case? What successful "predictions" or interpretations do these theories offer?
- (b) how does the Forest Service case show the limits of these theories? In other words, what would these theories predict that does not occur in the development of the Forest Service, and what occurs in these cases that is not predicted or well explained by the theory?

Supplemental readings: Kaufman should be your main "evidence base," but you might also consult the following brief articles, both available on Harvard e-journals:

Paul Sabatier, John Loomis, and Catherine McCarthy, "Policy Attitudes and Decisions within the Forest Service. Is There a Connection?" *Journal of Forestry* Volume 94, Number 1, 1 January 1996, pp. 42-46 (5 pages)

Ben W. Twight, Fremont J. Lyden, "Measuring Forest Service Bias," *Journal of Forestry*, Volume 87, Number 5, 1 May 1989, pp. 35-41 (7 pages)

These articles suggest that certain features of the U.S. Forest Service's organizational culture and patterns of decision making have changed since Kaufman wrote his book, while others have remained steady. In addition, you may also use the relevant chapters from Carpenter, *The Forging of Bureaucratic Autonomy*, if you wish. There is no expectation to use my book, but the use of the Sabatier/Loomis/McCarthy and Twight-Lyden papers may help bolster your case.

The paper is due on **Monday, November 13, at 4PM**. Please submit an electronic copy to dcarpenter@gov.harvard.edu and a paper copy (which can arrive later in the week – for example, Tuesday's lecture – if you have sent your electronic version on time). Papers arriving electronically at 4:31:00 or afterwards will be graded late and will be docked one-third of a grade for every day late.