

DYSFUNCTIONAL BUREAUCRACY

TABLE OF CONTENTS

Abbreviations.....	v
Preface.....	vii

Chapter

1. Introduction.....	1
2. The Theory of Dysfunctional Bureaucratic Organizations.....	25
3. Ibn Khaldun's Fourteenth-Century Views on Bureaucracy.....	77
4. The Bureaucratic East-West Synthesis.....	103
5. Bureaucracy, Politics, and Economics in Command Economies.....	135
6. The Bureaucratic Syndrome in Academia.....	173
7. An Analysis of the uniqueness of the Japanese Public and Private Bureaucracy.....	215
8. Conclusions.....	255
Bibliography.....	267
Index	291
About the Author	

DYSFUNCTIONAL BUREAUCRACY

LIST OF ILLUSTRATIONS

FIGURE

1. The Effect of Expansion of Bureaucratic Services.....	33
2. The Effect of Cost Inflation of Bureaucratic Services.....	33
3. Determination of Terms of Trade Between the Bureaucrats and Their Protective Strata.....	45
4. Determination of Terms of Trade Favorable to the Bureaucrats.....	45
5. The Effect of High Estimated Value of Their Services by Bureaucrats (Bureaucratic Consumer's Surplus).....	49
6. The Effect of Low Opportunity Cost of Bureaucratic Services to Bureaucrats (Bureaucratic Producer's Surplus).....	49
7. Exchange of Mutual Support Between Bureaucrats.....	55
8. Accumulation of Favors.....	55
9. The Effect of "Cashing-In" on Promised Favors.....	57
10. Bureaucratic Exchange of Services Under Dynamic Conditions.....	57
11. The Effect of Rising Absorption of Protective Services.....	64
12. Effect of Dysborgs on Economic Development.....	64

DYSFUNCTIONAL BUREAUCRACY

ABBREVIATIONS

AAUP	American Association of University Professors
BETS	(in diagrams) [amount of] benefits extended [by bureaucrats to [protective] strata = X axis
borg	a functional bureaucratic organization
CBA	College of Business Administration
CP	Communist Party
CPB	Central Planning Board
dysborg	a dysfunctional bureaucratic organization
GNP	gross national product
LDC	less developed country
LDP	[Japan's ruling] Liberal Democratic Party
MB	marginal benefit
MBA	Master of Business Administration
MBO	management by objectives
MC	marginal cost
MDC	more developed country
MITI	[Japan's] Ministry of International Trade and Industry
MRC	marginal resource cost
MRP	marginal revenue product
PR	public relations
QL	quality of life