

Works Cited

Buell, R. W., Porter, E., & Norton, M. I. (2013). Surfacing the submerged state: Operational transparency increases trust in and engagement with government (HBS Working Paper No. 14-034). Harvard Business School.

Christensen, R. K., Paarlberg, L., & Perry, J. L. (2017). Public service motivation research: Lessons for practice. *Public Administration Review*, 77(4), 529–542.

Guy, M. E., & Ely, T. L. (2022). *Essentials of public service: An introduction to contemporary public administration* (2nd ed.). Melvin & Leigh, Publishers, 188-189, 194-198, 208-228, 249-254, 261-266, 319.

Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 367–373.

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Wright, B. E., & Pandey, S. K. (2008). The assumption of person–organization fit: Testing the mediating effect of value congruence. *Administration & Society*, 40(5), 502–521.

Course and lecture materials

Administrative Law Lecture_revised [Lecture slides]. (n.d.). Course materials provided in class.

Control Mechanisms [Lecture slides]. (n.d.). Course materials provided in class.

CreativeAssignment#3 Updated2025 [Unpublished course assignment]. (2025). Course materials provided in class.

Lecture Chapters 8 and 9 [Lecture slides]. (n.d.). Course materials provided in class.

National Association of State Budget Officers. (n.d.). NASBO standards [Professional standards referenced in course materials].