The readings thus far have demonstrated that there is no single cause of inefficiency or ineffectiveness within organizations. The authors have challenged their readers to dynamically approach and analyze such issues through historical and theoretical examples. Kafka’s *Bureaucracy* tackles the concepts of too much complexity and lack of meaningful communication, while Schiavo-Campo and McFerson explain the four pillars of good governance. These authors’ ideas and teachings apply to the MPIA degree by offering a foundation of solid understanding when analyzing how to effectively orchestrate a supply chain and move forward in a logistics position, as is seen explicitly in Razor’s *Betraying Our Troops*.

Razor writes stories about the Iraq war in order to demonstrate the shortcomings of contracting out and privatizing war logistics. Rumsfeld re-organized the system so that he was the central decision-maker. In *The Study of Administration,* Wilson asserts that centralized decision-making is faster, but lacks the benefit of involving public opinion. By re-structuring the system in this way, Rumsfeld did not adequately utilize the experts who intimately understood the supply needs of the bases and soldiers and the capabilities or limitations of the system. Through this example, Wilson illustrates that it is essential to consult those involved at every level of the logistics process and that delegation (or empowering administrators) at each level is helpful in time-sensitive situations, such as war, where supply shortages can mean exponential increases in the number of lives lost.

Secondly, the complexity of the processes in the supply chain of the Iraq war made effective visibility and accountability difficult. An apparent result of this is how KBR employees had their girlfriends hired on as secretaries. The opinion of the narrator is that although these women were on the payroll, but added no positive effect to the cause of winning the war, which is directly related to Kafka’s illustration of bureaucratic complexity that leads to meaningless use of resources and non-merit based selection. Visibility relates to transparency of information, which Razor’s writing shows did not exist enough and rule of law, dealing with predictability of processes.

This brings up another key point: the fundamental conflict of interests between the armed forces and the company. A profit seeking mentality led KBR to maximize its payroll hours without maximizing its effectiveness, while the armed forces were motivated to win the war and keep their troops alive. This relates to the accountability pillar of good governance. Razor writes that the lack of clear delegation of responsibility between offices meant that there was a lot of confusion about who was responsible/accountable for what. In logistics management, especially when dealing with third party logistics providers (3PLs), it is necessary to clearly designate tasks and make and enforce the consequences of non-performance.

In *Betraying Our Troops*, the administrators are often presented as trying to save face when something goes wrong. Often, men like Kimball are shown as the valiant hero who has the courage to stand up and point out an error in the administration. This administrative situation relates to Orwell’s *An Unfree Leader – Shooting and Elephant* where the officer feels pressured to carry out an action, even though it is uncalled for, or even corrupt. This combination of stories demonstrates that when managing the processes of a supply chain, it is essential to have a feedback and consequences system in place, as Schiavo-Campo and McFerson illustrate in their teachings about accountability of pubic officers, and participation of people throughout the chain of command. In sum, systems must exist so that feedback is effectively communicated and so that visibility of processes is ensured. For example, radio frequency identifications (RFIDs) are useful to track and manage shipments of supplies only if they’re being properly scanned and catalogued. Razor makes this point in an anecdote about supply shortages to troop units in part due to faulty communication and tracking of stock-keeping units (SKUs) in warehouses.

Although the possible range of careers within MPIA is great, the background knowledge of administrative processes and bureaucratic downfalls will prove useful across the board. Thanks to Kafka, it is glaringly obvious that an overly complex institution is conducive to inefficiency on many levels, while Wilson articulates that changing the processes of a multi-lateral institution takes time and patience. A deep-rooted understanding of administration, which is policy in action, enables employees to effectively work within, and hopefully improve, the system regardless of if they find themselves in a governmental context or a third party logistics provider.