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Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	A brief history of PPB -- The survival and evolution of program budgeting at DOD -- NOAA's adoption of PPB and matrix management -- Evaluating NOAA's management initiatives -- PPB and the holy grail of performance management -- Administrative doctrine and administrative reality.
Sommario/riassunto	William F. West examines the checkered history of program budgeting (PPB) as a means of rationalizing the allocation of resources within and across government agencies. The book includes an in-depth study of the adoption and effects of PPB at the National Oceanic and Atmospheric Administration. West also discusses how the disappointing results of PPB speak more broadly to the goals and assumptions of formal requirements for planning and performance assessment.