

All of us can accomplish some things in politics, in life, better as individuals, but none of us can accomplish all that we hope to do except when we are organized.

But once we start thinking about the advantages of being in an organization, entirely new problems arise.

- Why would people join organizations in the first place? The great transformations of the politics of the American 20th Century happened because people were members of organizations: Allied soldiers from democratic countries defeated soldiers from fascist countries, not chiefly as individuals, but because these Allied soldiers were members of a powerful organization; the Civil Rights movement may have arisen because of the activities of a few brave individuals, but the movement exceeded the expectations of the individuals because of forming political organizations.
- And other political organizations are in noticeable decline. Labor unions were a proud political organization dating from the 19th Century that no longer have meaningful protections from the countering forces of management and a distributed economy.
- What does it take for an organization to be a productive one? Great organizations become great because of their accomplishments, not merely because of their size. Does it help to think of the problems of political organization as being ones of political control? Should we think of organizations composed of postal workers, police officers, and social workers in the same light as we think about firms?
- Is it useful to think about how organizations can overcome the limits of how ordinary individuals consider their own options and choices? Do we tend to depend on organizations for their productivity even when we know that all of the members of the organizations are themselves hobbled by limits on their own capacities for deliberative choice, resorting to routines?
- Is it perhaps useful to think about some settings as being “organized” in name only? Is the University of Chicago faculty an organization? Is the U.S. Congress an organization?
- What happens when organizations fail, sometimes in spectacular ways? Was the U.S. response to recent hurricanes, or to major disasters in space exploration and the management of power facilities, all part of the same pattern?

Books and Articles

There are three required books (listed below) and quite a few required articles/chapters, all of which should be available to you via E-Reserve. (Please let me know if you are having difficulty

tracking down any of the articles). I expect you to read all of the articles/chapters unless I have put it in a “Recommended” section. The “Recommended” ones are there because I think you could learn something by reading them, but I do not expect you to be reading those. (When you are writing a paper about one of the “Sessions” you may find it helpful to read up on these, but more about that in a moment).

Required Books:

Shafritz and Ott, *Classics of Organization Theory*, 6th edition (2005)

Fischer and Sirianni, *Critical Studies in Organization - Bureaucracy*, 2nd edition (1994)

Bryan Jones, *Reconceiving Decision-Making in Democratic Politic* (2004)

Assignments

You have two categories of assignments: a set of 3 short papers (5-10 pages), a midterm and a final exam. The papers should be about one of the “Sessions” of the course (e.g., Collective Goods, Challenges of Management, The University, etc.). You should focus upon a particular problem that is pertinent to one of these areas and interpret how this problem resolves using the arguments and ideas of this course. Note that there are 9 of these “Sessions,” and you could wrap up a great deal of the work for this course very early in the quarter – scheduling your papers is at your own pace. The papers will be due ONE WEEK after the last day of each session; don’t count on extensions.

The midterm will be a full coverage exam: anything we cover in the first half of the course is fair game. I will settle on the format later.

Like the midterm, the final exam will be full coverage of the ideas of the course. Any topic raised in any of the sessions is fair game.

The papers count for 60%, the midterm for 20% and the final for 20% of your grade.

Jan 3 What this course is about

Session 1: The Collective Goods Problem

Jan 5 – 10

- Mancur Olson, “A Theory of Groups and Organizations”, Chapter 1, pg. 5-22 and 33-52 in *The Logic of Collective Action* (E-reserve)
- Dennis Chong, “Selective Social Incentives and Reputational Concerns”, Chapter 3, *Collective Action and the Origins of the Civil Rights Movement* (E-reserve)
- William Chafe, “The Sit-ins Begin”, Chapter 3 in *Civilities and Civil Rights* (E-reserve)

Recommended:

- Robert Salisbury. 1969. “An Exchange Theory of Interest Groups,” *Midwest Journal of Political Science*, 13:1-32.
- Doug McAdam. 1988. *Freedom Summer*. Oxford: Oxford University Press.
- The rest of Olson, Chong, and Chafe.

Jan 10 Visitor from Chicago Workers’ Alliance

Session 2: Challenges of Management

Jan 12 – 17

- FW Taylor, “The Principles of Scientific Management”, in Fischer and Sirianni, pg. 44-54
- Henri Fayol, “General Principles of Management”, in Shafritz and Ott, pg. 48-60
- Herbert Simon, “Proverbs of Administration,” in Shafritz and Ott, pg. 112-124
- Tom Hammond, “In Defense of Luther Gulick’s *Notes on the Theory of Organization*” (E-reserve)
- Luther Gulick, “Notes on the Theory of Organization” in Shafritz and Ott, pg. 79-87

Recommended:

- Chester Barnard, “The Economy of Incentives,” Shafritz, Ott, and Jang, 93-103
- Philip Selznick, “Foundations of the Theory of Organization, Shafritz, Ott, and Jang, 125-134
- Richard Cyert and James G. March, “A Behavioral Theory of Organizational Objectives,” Shafritz, Ott, and Jang, 135-144

Session 3: Not-so-controlled

Jan 19 – 26

- Harry Braverman, “The Real Meaning of Taylorism”, in Fischer and Sirianni, pg. 55-61
- Richard Edwards, “Three Faces from the Hidden Abode”, Chapter 1, *Contested Terrain* (E-reserve)
- Ben Hamper, *Rivethhead*, Chapter 6, pg. 92-116 (E-reserve)

- Sid Haring, “The Taylorization of Police Work”, in Fischer and Sirianni (1st Edition), pg. 157-171 (E-reserve)
- Rachleff, “Machine Technology and Workplace Control: The U.S. Post-Office”, in Fischer and Sirianni, pg. 120-133
- Richard T. Ely "Pullman: A Social Study." *Harper's Magazine*, pg. 452-466 (E-reserve)
- Eugene V. Debbs, “The Federal Government and the Chicago Strike”, in *The Pullman Boycott of 1894*, pg. 63-81 (E-reserve)
- W. J. Ashley, “Statements of the Pullman Company and the Report of the Commission...”, in *The Railroad Strike of 1894*, Publications of the Church Social Union, pg. 34-38 (E-reserve)

Session 4: Bureaucracies

Jan 31 - Feb 2

- Max Weber, “Bureaucracy”, Shafritz and Ott, pg. 73-78
- James March and Herbert Simon, “Motivational Constraints”, pg. 35-81, Chapter 3 (E-reserve)
- James Q. Wilson, “Attention and Agendas in Politics”, Chapter 1, pg. 7-30, and “Rationality in Political Choice”, Chapter 2, pg. 31-57, in *Bureaucracy* (E-reserve)

Recommended:

- Robert K. Merton, “Bureaucratic Structure and Personality,” Shafritz, Ott, and Jang, 103-111
- Rosabeth Moss Kanter, “Power Failure in Management Circuits,” Shafritz, Ott, and Jang, 342-350.
- Jeffrey Pfeffer, “Understanding the Role of Power in Decision Making,” Shafritz, Ott, and Jang, 289-303.

Feb 7 MIDTERM

Session 5: Organization and Control

Feb 9 – 14

- Herbert Kaufman, “Challenges to Unity”, Chapter 3 in *The Forest Ranger*
- T.J. Tipple and J.D. Wellman, "Herbert Kaufman's Forest Ranger 30 Years Later: From Simplicity and Homogeneity to Complexity and Diversity", pg. 421-428 (E-reserve)
- J. Brehm and S. Gates, “Donut Shops and Speed Traps,” *AJPS*, pg. 555-581 (E-reserve)

Recommended:

- Robert Michels, “Democracy and the Iron Law of Oligarchy,” Shafritz, Ott, and Jang, 304-310
- James G. March, “The Power of Power,” Shafritz, Ott, and Jang, 321-333

- Rosabeth Moss Kanter, “Power Failure in Management Circuits, Shafritz, Ott, and Jang, 342-350

Session 6: Rational and Boundedly Rational Decision-Making

Feb 16 – 21

- James March, “Bounded Rationality, Ambiguity and the Engineering of Choice”, Chapter 13, pg. 266-293 in *Decisions and Organizations* (E-reserve)
- Herbert Simon, “The Psychology of Administrative Decisions”, Chapter 5, pg. 79-109 in *Administrative Behavior*
- J. Brehm and S. Gates, “Foundations of Organizational Compliance”, Chapter 3, pg. 47-74 in *Working, Shirking, and Sabotage* (E-reserve)
- Bryan Jones, “Rationality in Political Choice”, pg. 31-57 in *Reconceiving Decision-Making*

Case #2: The University (or Organized Anarchy?)

Feb 23

- Edgar H. Schein, “Defining Organizational Culture,” Shafritz, Ott, and Jang, 360-368

Session 8: Organizational Failure

Feb 28 - Mar 2

- Charles Perrow and Mauro Guillen, “The AIDS Crisis and Organizational Failure”, Chapter 23, pg. 426-445, in Fischer and Sirianni
- J. Correll, B. Park, C. Judd, B. Wittenbrink, “The Police Officer’s Dilemma: Using Ethnicity to Disambiguate Potentially Threatening Individuals”, pg. 1314-1329 (E-reserve)
- Seymour M. Hersh, “Torture at Abu Ghraib” (E-reserve)

Recommended:

- Charles Perrow, “Normal Failure at Three Mile Island,” Fischer and Sirianni, Ch. 19.

Session 9: Can Bureaucracies Be Responsive?

Mar 7

- David Osborne and Ted Gaebler, “Reinventing Government”, Shafritz and Ott, pg. 523–537
- Tom Juravich, “Quality”, Chapter 6 in *Chaos on the Shop Floor* (E-reserve)
- Robert Dahl, “The Right to Democracy within Firms”, Chapter 4 in *Preface to Economic Democracy* (E-reserve)

- David Kirkpatrick, “Lessons on Leadership: Throw it at the Wall and See if it Sticks”, (E-reserve)