

PS 164 Political Organizations

Prof. Brehm
336 Perkins
660-4336
HOURS: 9:00–12:00 MW

This class introduces students to the study of political organizations and organizational behavior. We will examine both classical and contemporary writings on organizations, and conclude by examining applications of organization theory to a set of political problems. This course consists of three sections. We will first discuss research on ‘organizations’ as political entities. This first third of the class relies on work by scholars since the turn of the century. The second third of this course discusses ‘organizing,’ or organizational behavior. In this second part, we will examine a variety of models of decision-making, ranging from rational cost-and-benefit approaches to symbolic and cybernetic models of decision-making. In the final third of this course, we will apply the study of organizations and organizing to a set of recurring political problems.

The grading for this class will be based on three short papers (5–10 pages, 15% each), a take home final exam (30%) and class participation (25%). One short paper is required in each of the three sections of the class; the paper should tackle a problem related to a week’s readings, synthesizing the discussion across the readings.

The deadlines for these short papers are firm (one per each third of the class). There will be no extensions of these deadlines, so you may wish to plan to finish far enough ahead to allow for possible illness, family crises, or other unforeseeable events. You may hand in assignments early, if you wish. Assignments turned in late will be docked one-third of a letter grade per day.

The following books are on order at the Duke University Bookstore, and are required:

Shafritz and Ott, *Classics of Organization Theory*
Brehm and Gates, *Working, Shirking, and Sabotage*

In addition, a large number of the readings will be found on E-Reserve.

13 Jan What this course is about

I. Organizations

18 – 20 Jan **Case #1: The Civil Rights Movement**

- Dennis Chong, *Collective Action and the Origins of the Civil Rights Movement*, Ch. 3 (E–reserve)
- William Chafe, *Civilities and Civil Rights*, Ch. 3 (E–reserve)

1 – 3 Feb Division of Labor

- Adam Smith, “Of the Division of Labour”
- Charles Babbage, “On the Division of Labour” (E–reserve)
- Henry Towne, “The Engineer as an Economist”
- Larry Sabato, *The Rise of Political Consultants*, pp. 8–17 (E–reserve).

8 – 10 Feb Scientific Management & Challenges

- FW Taylor, “The Principles of Scientific Management”
- Henri Fayol, “General Principles of Management”
- Luther Gulick, “Notes on the Theory of Organization,” Shafritz and Ott, pp 30–81, 87–97.
- Mary Parker Follett, “The Giving of Orders,” Shafritz and Ott, pp 150–8.
- Harry Braverman, *Labor and Monopoly Capital*, Ch. 4 (E–reserve)
- Sid Haring, “The Taylorization of Police Work,” (E–reserve).

15 – 17 Feb Organization and Control

- Richard Edwards, *Contested Terrain*, Ch. 1 (E–reserve)
- Peter Rachleff, “Working the Fast Lane” (E–reserve)
- Ben Hamper, *Rivethhead*, Ch. 6 (E–reserve).
- Robert Simons, “Control in an Age of Entitlement” (E–reserve)

22 – 24 Feb Bureaucracies

- Max Weber, “Bureaucracy,” Shafritz and Ott, pp. 81–87.
- Herbert Simon, “Proverbs of Administration,” Shafritz and Ott, pp. 102–119.
- James March and Herbert Simon, “Theories of Bureaucracy” (E–reserve)
- Brehm and Gates, WSS, Ch. 1

END OF FIRST THIRD: PAPER #1 DUE NO LATER THAN 24 FEB!!

II. Organizing: People in Organizations

29 Feb – 2 Mar Rational and Boundedly Rational Decision-Making

- James March, “Bounded Rationality and the Ambiguity of Choice” (E–reserve)
- Abraham Maslow, “The Theory of Human Motivation,” Shafritz and Ott, pp. 163–75.
- Michael Jensen and William Meckling, “Theory of the Firm,” Shafritz and Ott, pp. 331–9.
- Brehm and Gates, WSS, Ch. 2

7 – 9 Mar **Case #2: The University (Peter Lange, Provost)**

- Michael Cohen and James March, *Leadership and Ambiguity*, Ch. 6 (E–reserve)

10 – 20 Mar **Spring Break**

- 21 Mar Routine-following Behavior
- Bryan Jones, *Traces of Eve*, Ch. 3,4 (E-reserve)
 - Brehm and Gates, WSS, Ch. 3
- 23 Mar Power
- Rosabeth Moss Kanter, “Power Failure in Management Circuits,” Shafritz and Ott, pp. 400-11.
 - Jeremy Pfeffer, “Understanding the Role of Power in Decision-Making,” Shafritz and Ott, pp. 359-74.
 - Henry Mintzberg, “The Power Game and the Players,” Shafritz and Ott, pp. 364-372
- 28 Mar **Case #3: The Army (David Filer, USMA)**
- 30 Mar Garbage Cans
- Michael Cohen, James March and Johan Olsen, “Leadership in an Organized Anarchy,” Shafritz and Ott, pp. 385-99.
 - David Hickson, et al., “Sifting the Garbage” (E-reserve).
 - John Kingdon, *Agenda, Alternatives, and Public Policies*, Ch. 4 (E-reserve).

END OF SECOND THIRD: PAPER #2 DUE NO LATER THAN 4 APR

III. Applications

- 4 – 6 Apr Is oligarchy inevitable?
- Robert Michels, “Democracy and the Iron Law of Oligarchy,” *Political Parties*, pp. 377-392 (E-reserve).
 - George Orwell, *Homage to Catalonia*, Ch. 5 (E-reserve).
- 11 – 13 Apr Reciprocity in Organizations
- Robert Axelrod, “The Live-and-let-live System in Trench Warfare in World War I,” *The Evolution of Cooperation*, pp. 73-87 (E-reserve)
 - Hugh Hecló, “Working Relations: The Preliminaries,” *A Government of Strangers*, Ch. 5, pp. 154-190 (E-reserve)
 - Donald Mathews, “US Senators and their World,” (E-reserve).
- 18 – 20 Apr Organizational Failure
- Charles Perrow and Mauro Guillén, *The AIDS Disaster*, Ch. 1, 2 (E-reserve).
 - Brehm and Gates, WSS, Ch, 7, 8.
- 25 – 27 Apr Can Bureaucracies Be Responsive?
- James Q. Wilson, *Bureaucracy*, Ch. 7-9 (E-reserve)
 - David Osborne and Ted Gaebler, “Reinventing Government,” Shafritz and Ott, pp. 523-37.
 - John Brehm and Scott Gates, WSS, Ch. 4, 5, 9.
 - Bryan Jones, “Party and Bureaucracy” (E-reserve).

END OF THIRD THIRD: PAPER #3 DUE NO LATER THAN 27 APR