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.
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”

8 – 10 Feb

Scientific Management & Challenges

- Henri Fayol, “General Principles of Management”
- Harry Braverman, *Labor and Monopoly Capital*, Ch. 4 (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, *Rivethead*, Ch. 6 (E–reserve).
- Robert Simons, “Control in an Age of Entitlement” (E–reserve)

22 – 24 Feb

Bureaucracies

- 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)
- 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.
   • 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
   • David Hickson, et al., “Sifting the Garbage” (E–reserve).

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

III. Applications

4 – 6 Apr  Is oligarchy inevitable?
   • George Orwell, *Homage to Catalonia*, Ch. 5 (E–reserve).

11 – 13 Apr  Reciprocity in Organizations

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)
   • 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