This class is intended to acquaint graduate students with the major insights into control of political organizations drawn from political science, organizational psychology, and economics. This class should be considered a parallel course to the organization theory course taught by John Padgett, although there will be some overlap in the readings.

This course will concentrate on two particular forms of political organization, the firm and the bureaucracy. We will ask to what extent do the economic theories of the firm help explain the actions of governmental organizations? How do governmental organizations differ from firms, if they differ at all?

The grading for this class will be based on two short essays and a research design proposal. The short essays should be critical reviews of a week’s readings, but should be focused enough to fit into fewer than ten pages. The research design project should propose a project of dissertation scope: it should identify a research problem, explain the importance of the problem, and outline a specific plan for research.

There are three required books available in the bookstore:

Miller, *Managerial Dilemmas*
Wilson, *Bureaucracy*
Brehm and Gates, *Working, Shirking, and Sabotage*

In addition, there will be a selection of required readings available in the area just outside the graduate lounge.
3 Jan

What this course is about

9 – 11 Jan Scientific Management & Challenges
• FW Taylor, “The Principles of Scientific Management”
• Henri Fayol, “General Principles of Management”.
• Luther Gulick, “Notes on the Theory of Organization”
• Mary Parker Follett, “The Giving of Orders”
• Chester Barnard, “The Economy of Incentives,” (reserve)
• Herbert Simon, “Proverbs of Administration”
• Thomas Hammond, “In Defense of Luther Gulick” (Reserve)

16 – 18 Jan Bureaucracies
• Max Weber, “Bureaucracy” (Reserve)
• James March and Herbert Simon, “Theories of Bureaucracy” (Reserve).
• Michael Lipsky, Street-Level Bureaucracy, Ch. 1-2 (Reserve)
• Anthony Downs, Inside Bureaucracy, Ch. 8-9 (Reserve)
• James Q. Wilson, Bureaucracy, Ch. 1-5
• Jonathan Bendor and Terry Moe, “An Adaptive Model of Bureaucratic Politics” (Reserve)
• John Brehm and Scott Gates, Working, Shirking, and Sabotage, Ch. 1, 4

23 – 25 Jan Hierarchies
• Herbert Kaufman, The Forest Ranger (Reserve)
• James Q. Wilson, Bureaucracy, Ch. 7-9
• Gary Miller, Managerial Dilemmas, Ch. 1-3.

FIRST SHORT ESSAY DUE 25 JAN!

30 Jan – 1 Feb Principal–Agency
• Kenneth Arrow, “Agency and the Market” (Reserve)
• Michael C. Jensen and William H. Meckling, “Theory of the Firm” (reserve)
• Armen Alchian and Harold Demsetz, “Production, Information Costs, and Economic Organization,” (Reserve).
• Gary Miller, Managerial Dilemmas, Ch. 4-6.
• Brehm and Gates, Working, Shirking, and Sabotage, Ch. 2, 3

6 – 8 Feb Congressional Dominance of Bureaucracy
• Mathew McCubbins, Roger Noll, and Barry Weingast, “Administrative Procedures as Instruments of Political Control,” (Reserve)
• McNollGast, “Structure and Process, Politics and Policy” (Reserve)
• Jonathan Macey, “Organizational Design and Political Control of Administrative Agencies”
• David Epstein and Sharyn O’Halloran, “Administrative Procedures, Information, and Agency Discretion” (Reserve)
• David Epstein and Sharyn O’Halloran, “Divided Government and the Design of Administrative Procedures” (Reserve)
13 – 15 Feb  
**Bureaucratic Discretion**
- Terry Moe, “The New Economics of Organization” (Reserve)
- Terry Moe, “Control and Feedback in Economic Regulation: The Case of the NLRB” (Reserve)
- Dan Wood and Richard Waterman, “The Dynamics of Political–Bureaucratic Adapta-
  tion” (Reserve)
- Dan Wood and Richard Waterman, “The Dynamics of Political Control of the Bureaucracy”
- Brehm and Gates, Ch. 5, 6, 9

20 – 22 Feb  
**Power**
- Rosabeth Moss Kanter, *Men and Women of the Corporation*, Ch. 7 (reserve)
- Jeffrey Pfeffer, *Power in Organizations*, Ch. 7 (reserve)
- Charles Perrow, *Complex Organizations*, Ch. 8 (reserve)
- James March, “The power of power” (reserve)

**SECOND SHORT ESSAY DUE 22 FEB!**

27 Feb – 1 Mar  
**Informal Organization**
- James March and Johan Olsen, “The New Institutionalism” (Reserve)
- James Blau, *The Dynamics of Bureaucracy*, Ch. 12, 13
- Herbert Kaufman, *Time, Chance, and Organizations*, Ch. 4
- Martha Feldman, *Order without Design*, Ch. 10-12
- Michael Hannan and John Freeman, *Organizational Ecology*, Ch. 4-6

6 – 8 Mar  
**Organizational Failure**
- Charles Perrow, “Normal Accident at Three Mile Island,” (Reserve).
- Charles Perrow and Mauro Guillén, “The AIDS Crisis and Organizational Failure,”
  (Reserve).
- John Brehm and Scott Gates, “Policing Police Brutality,” Ch. 8
- Scott Sagan, “The Perils of Proliferation” (Reserve)

**RESEARCH DESIGN DUE 15 MAR!**