The course is a survey of organization theory, with an emphasis on decision making processes both within and among organizations. Applications cover a variety of U.S. settings: business firms, state and local governments, hospitals, unions, and schools. Many of the case studies involve decision making within the U.S. Federal Executive Branch.

The course is structured as a series of contrasts among various theories. The emphasis throughout is on using case materials as data both to illustrate and to test the theories. To facilitate this approach, the course will consist, on average, of two lectures and one discussion session each week. The lectures will focus on theories; the discussion sessions will focus on cases that students have analyzed. Each student will be required, over the course of the term, to submit three short essays (approximately 5-7 pages) that analyze a case from the perspective of the theory of the week. Students can choose their own case if they wish, but there is a list of recommendations on this reading list. These essays are due 5 p.m. the day before discussion section, in the black slot on the wall outside Pick 502.

Because of these short essays there will be no midterm exam or final term paper. There will be a final exam. Grading will be based on these ratios: essays (including discussion) = 1/2, final exam = 1/2.

Selected books for optional purchase have been ordered at the Seminary Co-op Bookstore. However, all required readings are now online through the Regenstein's "course reserve catalogue". A handout will be distributed to show how to access and print out the readings.

TOPICS AND READINGS
Asterisk (*) indicates required readings. Others are optional.

I. INTRODUCTORY CASES (Lectures September 27, 29)

*Richard A. Smith, "TFX: The $7 Billion Contract that Changed
II. INDIVIDUAL CHOICE: Rational and Behavioral Decision Theories
(Lectures October 1, 4, 6; Discussion October 8)

*Clyde H. Coombs, Robyn M. Dawes, and Amos Tversky, Mathematical Psychology: An Elementary Introduction, chapter 5.

Jon Elster, Sour Grapes: Studies in the Subversion of Rationality, chs. 1, 2.
Robert Jervis, Perception and Misperception in International
Politics, chapter 4.

Suggested Cases:
Richard A. Smith, op. cit. (from week 1)

III. ORGANIZATIONAL STRUCTURE: Weber and Contingency Theory (Lectures October 11, 13; Discussion October 15)

*James D. Thompson, Organizations in Action, chs. 4-7.
Arthur Stinchcombe, Information and Organizations.

Talcott Parsons, Structure and Process in Modern Society, chapter 2.
Paul Lawrence and Jay Lorsch, Organization and Environment, chapters 6, 7.
Suggested Cases:
Alfred D. Chandler, *Strategy and Structure*, ch. 3 (General Motors).
Tracy Kidder, *Soul of a New Machine*.
Mayer Zald, *Organizational Change: The Political Economy of the YMCA*.

IV. ORGANIZATIONS AS RATIONAL ACTORS (Lecture October 18)

*Graham Allison, *Essence of Decision: Explaining the Cuban Missile Crisis*, chapters 1, 2.


Suggested Cases:

V. ORGANIZATIONS AS LIMITED PROBLEM SOLVERS
(Lecture October 20; Discussion October 22 (on IV and V))


Alvin Gouldner, *Patterns of Industrial Bureaucracy*, ch. 9.
Harold Wilensky, *Organizational Intelligence*, chs. 2, 3.

Suggested Cases:
Richard F. Fenno, *The Power of the Purse*, chs. 1, 2, 4, 5, 8.
Roberta Wohlstetter, *Pearl Harbor: Warning and Decision*.
Michael Lipsky, *Street-Level Bureaucracy: Dilemmas of the Individual in Public Services*.
Edwin Hutchins, *Cognition in the Wild*, chaps. 1, 8. (Book is both theory and case.)

VI. ORGANIZATIONS AS COALITIONS (Lect. October 25, 27; Disc. October 29)


Suggested Cases:
Peter Marris and Martin Rein, Dilemmas of Social Reform: Poverty and Community Action in the United States.
Harvey Sapolsky, The Polaris System Development.

VII. ORGANIZATIONS AS POWER (Lect. Nov. 1, 3; Disc. Nov. 5)

*Michel Crozier, The Bureaucratic Phenomenon, ch. 6; also pp. 107-111, 139-142.

Robert Michels, Political Parties, part 6.
Steven Lukes, Power: A Radical View.
Peter Blau, Exchange and Power in Social Life, ch. 5.


Suggested Cases:
Melville Dalton, Men Who Manage.
S. M. Lipset, Martin Trow and James Coleman, Union Democracy: The Inside Politics of the International Typographical
Union.
Robert Caro, The Power Broker, ch. 33.
George Breslauer, Khruschev and Brezhnev as Leaders, pp. 179-268.
Matthew Crenson, The Un-Politics of Air Pollution, ch. 2.
Michael Burawoy, Manufacturing Consent, chap. 3.

VIII. ORGANIZATIONS AS SYMBOLS (Lect. Nov. 8, 10; Disc. Nov. 12)

Karl Weick, Sensemaking in Organizations.

W. Richard Scott and John W. Meyer, Institutional Environments and Organizations: Structural Complexity and Individualism.
Michael D. Cohen and James G. March, Leadership and Ambiguity: The American College President.
John W. Meyer and W. Richard Scott, Organizational Environments: Ritual and Rationality.


John W. Kingdon, Agendas, Alternatives, and Public Policy.

Suggested Cases:

Walter W. Powell and Paul DiMaggio (eds.), The New Institutionalism in Organizational Analysis, cases are chaps. 11-16.


Neil Fligstein, The Transformation of Corporate Control.

Clifford Geertz, Negara: The Theatre State in Nineteenth Century Bali.


Jeffrey L. Pressman and Aaron Wildavsky, Implementation: How Great Expectations in Washington are Dashed in Oakland.

Richard Scotch, From Good Will to Civil Rights: Transforming Federal Disability Policy.


Donald Chisholm, Coordination without Hierarchy: Informal Structures, Multiorganizational Systems, and the Bay Area Transportation Authority.

Nicole Woolsey Biggart, Charismatic Capitalism: Direct Selling Organizations in American.

James G. March and Johan P. Olsen, Ambiguity and Choice in Organizations, cases are chaps. 11, 15, 16.

IX. INTERORGANIZATIONAL FIELDS AS CONTRACTS (Lect. November 15)


Oliver E. Williamson, Markets and Hierarchies.
Mancur Olson, The Logic of Collective Action, chs. 1, 2.
Russell Hardin, Collective Action, chs. 2, 9-12.
Terry M. Moe, The Organization of Interests, chs. 1-5.
Thomas Schelling, Micromotives and Macrobahavior, chapters 1, 4, 7.
Robert Axelrod, The Evolution of Cooperation, chs. 1, 2, 8.
Kenneth Arrow, The Limits of Organization, chs. 1, 2.

Suggested Cases:
Toshihiro Nishiguchi, Strategic Industrial Sourcing: The Japanese Advantage.

X. INTERORGANIZATIONAL FIELDS AS NATURAL SELECTION
(Lecture November 17; Discussion Nov. 19 on IX & X)

*Arthur Stinchcombe, "Social Structure and Organizations," in
J. G. March (ed.), Handbook of Organizations, ch. 3 (pp. 142-169 only).


Michael T. Hannan and John Freeman, Organizational Ecology. Howard E. Aldrich, Organizations and Environments.


Suggested Cases:
George Oster and E.O. Wilson, Caste and Ecology among the Social Insects.

Marshall Sahlins, Social Stratification in Polynesia.


D. G. Tewksbury, The Founding of American Colleges and Universities Before the Civil War.
James Acheson, *The Lobster Gangs of Maine*.

XI. INTERORGANIZATIONAL FIELDS AS DEPENDENCY NETWORKS
(Lect. November 22, 24)


Ronald S. Burt, *Corporate Profits and Cooptation: Networks of*
Market Constraints and Directorate Ties in the American Economy.

Suggested cases:
William M. Evan (ed.), Interorganizational Relations (cases in parts 2 and 3; pick two and compare).
Louis Galambos, Competition and Cooperations: The Emergence of a National Trade Association.
Robert D. Cuff, The War Industries Board: Business-Government Relations During World War I.
Edward Laumann and David Knoke, The Organizational State.
Robert Alford, Health Care Politics.

XII. INTERORGANIZATIONAL FIELDS AS CULTURAL INTERPRETATION
(Lect. November 29; Disc. December 1 [Wednesday] on XI & XII)

*Mary Douglas, How Institutions Think, chs. 1, 4, 5, 8.

Erving Goffman, Frame Analysis, chapter 6.
Mary Douglas, Purity and Danger.
Barry Schwartz, Vertical Classification.
Peter Manning, Police Work.
Francis X. Sutton, Seymour E. Harris, Carl Kaysen and James Tobin, The American Business Creed.
Derek F. Abell, Defining the Business: The Starting Point of Strategic Planning.
Fredrik Barth, Ethnic Groups and Boundaries.
Guy E. Swanson, "An Organizational Analysis of

Suggested Cases:
Edmund R. Leach, Political Systems of Highland Burma.
M. Y. Yoshimo, Japan's Managerial System, chs. 3, 4, 5.
Morton J. Horwitz, The Transformation of American Law, 1780-1860, chapters 1, 6, 8.
Reinhard Bendix, Work and Authority in Industry, ch. 5.
Franz Schurmann, Ideology and Organization in Communist China, chapters 1, 4.
Stanley Heginbotham, Cultures in Conflict: The Four Faces of Indian Bureaucracy.
David Laitin, Hegemony and Culture: Politics and Religious Change among the Yoruba.
Ellis W. Hawley, The New Deal and the Problem of Monopoly, intro; chs. 2, 7, 9, 10, 14, 15, 20, 23, 26 (skim).
Benjamin Zablocki, The Joyful Community.
Everett Rogers and Judith Larsen, Silicon Valley Fever: Growth of High-Technology Culture.

XIII. CONCLUDING "PENTAGON PAPERS" CASE: THE STRATEGIC HAMLET
(optional Lect. Dec. 3)

For part I of final exam, analyze either
The Pentagon Papers, Vol. II: Chapters 2, 7; Vol. III: Chapters 2, 3. (As illustration, I will lecture on II:2; for exam can choose any of other three chapters.)
or
Congressional Investigation of the Iran-Contra Affair: Introduction, plus either Part II or Part III.