

**PPM 880.06**  
**Organizational Theory**  
**Fall 2009**

Trevor L. Brown  
350C Page Hall  
Phone: 292-4533  
E-mail: [brown.2296@osu.edu](mailto:brown.2296@osu.edu)  
Office Hours: F 1:00-3:00; by appointment  
Credit Hours: 5  
Time/Room: W 10:00 – 12:30/Page Hall 240

**COURSE DESCRIPTION AND OBJECTIVES**

In the advanced industrialized world, we live in organizational societies. At their cores, our economies are driven by the strategic decisions of firms in response to the preferences of consumers. Our governments are principally arranged around the nexus between political institutions, bureaucratic agencies, and citizens. Our civil societies are largely composed of organized non-profits, religious institutions, and charities. As individuals we operate in variety of organizations daily. Due to the ubiquity of organizations and the role they play in determining individual and social outcomes, they are worthy of scholarly inquiry. What explains why organizations emerge, how they are structured, how they change, and why some survive and others die? How can we understand the similarities and dissimilarities among organizations? What explains why some organizations perform better than others? In addition, this course will apply some classic organizational theories to a key subset of organizations, namely those that operate in the public sector. What explains organizational performance in this sector? Are some organizational forms superior to others in this sector?

This course provides a survey of the major perspectives in organizational theory and their application to public management. While organizational theory is too broad to completely cover in a one-quarter course, through overview chapters and some of the classics of the field we will cover much of the diversity of organizational theory perspectives. We will also identify a handful of the “big questions” in public management as we progress and apply basic organizational theories to address these questions. The course readings include empirical applications of the theories to highlight different approaches to researching organizations. As a doctoral student, you should leave the course with better skills and knowledge for analyzing the development and functioning of organizations, particularly those in the public sector. The assignments are structured to prepare you for Ph.D. qualifying exams. In addition, the assignments will help you develop critical thinking and writing skills and see how your research ideas and interests might be advanced by organizational theory.

## GRADING AND COURSE REQUIREMENTS

### John Glenn Ph.D. Students

Weekly Memos:	20%
Class Participation and Presentations:	20%
Research Prospectus:	20%
Final Exam:	40%

### Non-John Glenn Ph.D. Students

Weekly Memos:	20%
Class Participation and Presentations:	20%
Research Paper:	60%

John Glenn vs. Non-John Glenn Ph.D. Students: Students in the Glenn School of Public Affairs Ph.D. program are required to undertake a research prospectus and a final exam (each described below). Students from departments outside of the Glenn School will instead draft an extended research paper (also described below). Alternatively, you may elect to take the final and draft a more limited research prospectus. Glenn School Ph.D. students do not enjoy the same flexibility – you **must** take the final exam (see below).

Weekly Memos: Twenty-four hours prior to each class session you will be responsible for posting a one-to-two page, single-spaced memo that critically analyzes the assigned material for that week. Each student will post his/her memo to a distribution list available to all students in the course.

At its core, your memo should identify and explain the following for each theory for review that week:

- key operating assumptions;
- the basic logic of the theory (e.g. when X occurs, Y results); and,
- the primary hypotheses that result from the logic.

You should also discuss the shortcomings of the theory, identifying its weaknesses and misapplications. Ideally, you should synthesize the material by comparing and contrasting different perspectives within each theory, as well as across theories as the quarter progresses. You are also welcome to evaluate any empirical evidence that supports or refutes each theory. Finally, you should identify at least two questions you have about the readings. We will use these questions to guide our discussion in class.

I strongly encourage you to retain copies of the best memos of your classmates. These analyses and syntheses of the literature will be invaluable in preparation for the exam in this course as well as your Ph.D. qualifying exam.

Class Participation/Presentations: As the previous section indicates, critical assessment of the readings constitutes a major portion of each class activity. Thorough preparation for class participation is essential for learning the material and the memos are in part designed to

ensure that you are prepared for class. You are expected and encouraged to participate fully in class sessions. I expect attendance at all classes.

Two students will be selected at the beginning of each class session to make a brief presentation on the material for that week. We will typically examine two theories each week. Each student will be asked to present the components of the theory as discussed in the memo assignment, and initiate class discussion. The rest of us are responsible for asking probing questions of each presenter, identifying items that they have missed, and providing our thoughts on how best to apply the theory to the selected research question.

Research Prospectus/Paper: By the end of the quarter, you should have a working understanding of both major theoretical perspectives in organizational theory and some basic research questions in public management. This assignment requires you to synthesize these two components. You are to write a research prospectus (no more than ten pages double-spaced, excluding a list of references) or research paper (no more than twenty pages double-spaced, excluding a list of references). If you are undertaking the research prospectus piece, the assignment essentially has you draft the beginning of a journal article, all the way up to the data and methods section. If you are undertaking the research paper, you should approach the assignment as if you were writing the theory section for your dissertation proposal (i.e. it will be more extensive). Below are the following elements to be included in each assignment.

- Identification of a public management/organization research question [BOTH]
- A theoretical framework for answering the question, including the basic assumptions and logic, albeit tailored to the specific organization or context of study [BOTH, although this should be more extensive in the research paper assignment; the bulk of your additional pages should come here].
- Key hypotheses that result from the application of your theoretical framework to the specific organization or context of study [BOTH].
- A section on the research design you propose to test the hypotheses [PAPER – lay out the basic research design (i.e. case study, large-n empirical) to show how you intend to test the hypotheses; if you can identify the type of data you will employ, do so].
- Expectations [PAPER – basically make a preliminary judgment about whether you think you’re going to find what you expect to find].

Be sure to include a list of references and cite references throughout the work. I have no preferred style but ask that you be consistent.

If you have not done so before, please read Stimson, James. “Professional Writing in Political Science: A Highly Opinionated Essay” available in PDF form on my website. Professor Stimson provides excellent guidance and advice about how to write a research paper.

The research prospectus is due by 5 PM, Wednesday, December 2. The research paper is due by 5 PM, Monday, December 7. Email the paper to me in MS word format to

[brown.2296@osu.edu](mailto:brown.2296@osu.edu). This assignment represents 20% of your final grade if you are taking the final exam and 60% of your final grade if you are not.

**Final Exam:** The final exam for this class is designed to mirror your Ph.D. qualifying exam. We will collectively identify a set of interesting potential exam questions at the end of the quarter. I will modify and select a subset of those questions for the exam. You will be able to choose from this subset of questions as you write your exam (i.e. 2 from 4). You will have two hours to take the exam and will only be allowed a bibliography of citations (e.g. this syllabus).

## **COURSE POLICIES**

Academic and personal misconduct are defined and dealt with according to the procedures in the Code of Student Conduct (<http://www.osu.edu/units/stuaff/csc.php>). Your work should be original. I will not accept excessive quotation and paraphrasing of other's work with or without citation.

If you cannot deliver an assignment in person, you are responsible for submitting assigned material to me through some other means (Page Hall 350C, fax 292-2548 or email a Microsoft Word attachment to [brown.2296@osu.edu](mailto:brown.2296@osu.edu)). Informing me of your intention to be absent does not waive your obligation to submit assigned work. I will accept late work with a one-letter grade penalty each day that it is late.

## **REQUIRED COURSE READING MATERIAL**

The majority of the required course material is available through my website (<http://glennschool.osu.edu/faculty/brown/home/home.htm>). A portion of the course reading comes from an edited volume that is a worthwhile addition to your library so I strongly recommend that you purchase it. It is available for purchase at SBX, and is also available in the library.

Clegg, S.R. and C. Hardy (eds.). 1999. *Studying Organization: Theory & Method* (London: Sage Publications).

You will find the location of each required reading at the end of its citation in the syllabus. Note, all required readings are marked with an asterisk (\*).

*I may assign additional readings throughout the quarter.*

## COURSE CALENDAR

### Week 1 (September 23): Course Overview and the “Big Questions”

- \*Behn, Robert. 1995. “The Big Questions of Public Management,” *Public Administration Review* 55(4): 313-324. [WEBSITE – PDF]
- \*Brooks, Arthur C. 2002. “Can Nonprofit Management Help Answer Public Management’s ‘Big Questions?’” *Public Administration Review* 62(3): 259-268. [WEBSITE – PDF]
- \*Kelman, Steve. 2006. “Public Administration and Organization Studies.” Under review at *Academy of Management Review*. [WEBSITE – PDF]
- Nuemann, Francis X. 1996. “What Makes Public Administration a Science, or, Are Its ‘Big Questions’ Really Big?” *Public Administration Review* 56(5): 409-415.
- Kirlin, John J. 1996. “The Big Questions of Public Administration in a Democracy,” *Public Administration Review* 56(5): 416-424.
- Callahan, Richard F. 2001. “Challenges of (Dis) Connectedness in the ‘Big Questions’ Methodologies in Public Administration,” *Public Administration Review* 61(4): 493-499.
- Donald Kettl, “Public Administration at the Millenium: The State of the Field,” paper prepared for the Fifth National Public Management Research Conference, Texas A&M University, Dec. 4, 1999.

### Week 2 (September 30): Map of the Field, Historical Roots, and Systems Theory

- \*Stimson, James. “Professional Writing in Political Science: A Highly Opinionated Essay” [WEBSITE – PDF]
- \*Scott, W.R. 1987. *Organizations: Rational, Natural, and Open Systems*, 2<sup>nd</sup> Edition (Englewood Cliffs, NJ: Prentice Hall), pp. 3-27. [WEBSITE – PDF]
- \*Clegg, S.R. and Hardy, C. 1999. “Introduction,” in S.R. Clegg and C. Hardy (eds.), *Studying Organization: Theory & Method* (London: Sage Publications), pp. 1-22. [TEXT]
- \*Thompson, J. 1967. *Organizations in Action*. (New York: McGraw Hill, Inc.), pp. 3-65. [WEBSITE – PDF]
- \*Pondy, L.R. and I.I. Mitroff. 1979. “Beyond Open Systems Models of Organization”, in L.L. Cummings and B.M. Staw (eds.), *Research in Organizational Behavior, Vol. 1* (Greenwich, CT: JAI Press), pp. 3-39. [WEBSITE – PDF]

March, J. and H.A. Simon. 1958. "Classical' Organization Theory," *Organizations* (New York: John Wiley & Sons), pp. 12-33.

Ashmos, D. and G.P. Huber. 1987. "The Systems Paradigm in Organization Theory: Correcting the Record and Suggesting the Future," *Academy of Management Review* 12: 607-621.

Senge, Peter. 1990. *The Fifth Discipline: The Art & Practice of the Learning Organization* (New York: Doubleday).

**Week 3 (October 7): Environment vs. Agency I: Population Ecology and Structural Contingency Theories**

Population Ecology Theory

\*Baum, J. A. C. 1999. "Organizational Ecology," in S. R. Clegg and C. Hardy (eds.), *Studying Organization: Theory and Method* (London: Sage), pp. 71-108. [TEXT]

\*Hannan, M.T. and J. Freeman. 1977. "The Population Ecology of Organizations," *American Journal of Sociology* 82: 929-964. [WEBSITE – PDF]

\*Hannan, M.T. and J. Freeman. 1984. "Structural Inertia and Organizational Change," *American Sociological Review* 49: 149-154. [WEBSITE – PDF]

\*Young, Ruth. 1988. "Is Population Ecology a Useful Paradigm for the Study of Organizations?" *American Journal of Sociology* 94: 1-24. [WEBSITE – PDF]

Aldrich, Howard and Martin Ruff. 2006 *Organizations Evolving* (New York: Sage Publications Inc.)

Lewin, Arie, Chris Long and Timothy Carroll. "The Coevolution of New Organizational Forms." 1999. *Organization Science* 10 (5): 535-550.

Astley, W.G. 1985. "The Two Ecologies: Population and Community Perspectives on Organizational Evolution," *Administrative Science Quarterly* 30: 224-241.

Carroll, Glenn and Michael T. Hannan. 2000. *The Demography of Corporations and Industries* (Princeton University Press)

Lincoln, James. 1979. "Organizational Differentiation in Urban Communities: A Study in Organizational Ecology," *Social Forces* 57: 915-930.

Wholey, Douglas and Jack Brittain. 1986. "Organizational Ecology: Findings and Implications," *Academy of Management Review* 11: 513-533.

### Structural Contingency Theory

- \*Donaldson, L. 1999. "The Normal Science of Structural Contingency Theory," in S.R. Clegg and C. Hardy (eds.), *Studying Organization: Theory and Method* (London: Sage Publications), pp. 51-70. [TEXT]
- \*Laurence, P.R. and J.W. Lorsch. 1967. *Organization and Environment* (Boston: Division of Research, Graduate School of Business Administration, Harvard University), pp. 185-245. [WEBSITE – PDF]
- \*Gresov, C. 1989. "Exploring Fit and Misfit with Multiple Contingencies." *Administrative Science Quarterly* 34: 431-453. [WEBSITE – PDF]
- Tosi, H.L. and Slocum, J.W. 1984. "Contingency Theory: Some Suggested Directions," *Journal of Management* 10: 9-26,
- Drazin, Robert and Andrew H. Van de Van. 1985. "Alternative Forms of Fit in Contingency Theory," *Administrative Science Quarterly* 30: 514-539.
- Jarley, Paul, Jack Fiorito, John Thomas Delaney. 1997. "A Structural Contingency Approach to Bureaucracy and Democracy in U.S. National Unions," *Academy of Management Journal* 40: 831-861.

**Week 4 (October 14):**

**Environment vs. Agency II: Strategic Management and Resource Dependence Theories**

### Strategic Management Theory

- \*Child, J. 1972. "Organizations, Structure, Environment, and Performance: The Role of Strategic Choice," *Sociology* 6: 1-22. [WEBSITE – PDF]
- \*Whipp, Richard. 1999. "Creative Deconstruction: Strategy and Organizations," in S.R. Clegg, C. Hardy, and W.R. Nord (eds.), *Managing Organizations: Current Issues* (London: Sage Publications), pp. 11-25 [WEBSITE – PDF]
- \*Nutt, Paul and Robert Backoff. 1995. "Strategy for Public and Third-Sector Organizations," *Journal of Public Administration Research & Theory* 5(2): 189-201. [WEBSITE – PDF]
- \*Boyne, George A. and Richard M. Walker. 2004. "Strategy Content and Public Service Organizations," *Journal of Public Administration Research and Theory* 14(2): 231-252. [WEBSITE – PDF]

- \*Rainey, Hal. 1991. "Formulating and Achieving Purpose: Power, Strategy, and Decision Making" in *Understanding and Managing Public Organizations* (San Francisco: Jossey-Bass): 143-169. [WEBSITE – PDF]
- Perrow, C. 1967. "A Framework for the Comparative Analysis of Organizations." *American Sociological Review* 32(2): 194-208.
- Bryman, Alan. 1999. "Leadership in Organizations," in S.R. Clegg, C. Hardy, and W.R. Nord (eds.), *Managing Organizations: Current Issues* (London: Sage Publications), pp. 26-42.
- Matsumo, K. and JT Mentzer. 2000. "The Effects of Strategy Type on the Market Orientation-Performance Relationship." *Journal of Marketing* 64 (4): 1-16.
- Miller, Susan, Hickson, David, and Wilson, David. 1999. "Decision-Making in Organizations," in S.R. Clegg, C. Hardy, and W.R. Nord (eds.), *Managing Organizations: Current Issues* (London: Sage Publications), pp. 63-87.
- Waldman, David A. and Gabriel G. Ramirez. 2001. "Does Leadership Matter? CEO Leadership Attributes and Profitability under Conditions of Perceived Environmental Uncertainty," *Academy of Management Journal* 44(1): 134-143.
- Jackson, Susan E. and Jane E. Dutton. 1988. "Discerning Threats and Opportunities," *Administrative Science Quarterly* 33: 370-387.
- Nutt, Paul and Robert Backoff. 1993. "Transforming Public Organizations with Strategic Management and Strategic Leadership," *Journal of Management* 19: 299-347.
- Nutt, Paul. 2000. "Decision-Making Success in Public, Private, and Third Sector Organizations: Finding Sector Dependent Best Practices," *Journal of Management Studies* 37(1): 77-108.
- Nutt, Paul and Robert Backoff. 2000. "Managing the Paradoxes of Strategic Change," *Journal of Applied Management Studies* 9: 5-31.
- Koteen, Jack. 1997. *Strategic Management in Public and Nonprofit Organizations: Managing Public Concerns in an Era of Limits*, 2<sup>nd</sup> edition. (Westport, CT: Praeger)
- Papadakis, V, S. Lioukas, and David Chambers. 1998. "Strategic Decision-Making Processes: The Role of Management and Context." *Strategic Management Journal* 19(2): 115-147.
- Weschler, Barton and Robert Backoff. 1986. "Policy Making and Administration in State Agencies: Strategic Management Approaches," *Public Administration Review* 46: 321-328.
- Staw, B.M., L.E. Sandelands, and J.E. Dutton. 1981. "Threat-Rigidity Effects in Organizational Behavior: A Multi-Level Analysis," *Administrative Science Quarterly* 26: 501-524.

- Meyer, A. 1982. "Adapting to Environmental Jolts," *Administrative Science Quarterly* 27: 515-38.
- Weick, K. E. and F. Westley 1996. "Organizational Learning: Affirming an Oxymoron," in Clegg, Hardy, and Nord (eds.), *Handbook of Organizational Studies*, (London: Sage Publications), pp. 440-458.
- Charles Lindblom, "The Science of Muddling Through," *Public Administration Review*, Vol. 19, (1959), pp. 79-88.
- Charles Lindblom, "Still Muddling, Not Yet Through," *Public Administration Review*, Vol. 39, (1979), pp. 517-526.
- Amitai Etzioni, "Mixed Scanning: A Third Approach to Decision Making," *Public Administration Review*, Vol. 27 (1967), pp. 385-392.
- Amitai Etzioni, "Mixed Scanning Revisited," *Public Administration Review*, Vol. 46 (1986), pp. 8-14.
- Graham Allison, "Conceptual Models and the Cuban Missile Crisis," *American Political Science Review*, Vol. 63 (1969), pp. 689-718.
- Frances Stokes Berry and Barton Wechsler, "State Agencies Experience with Strategic Planning," *Public Administration Review*, Vol. 55, No. 2 (1995), pp. 159-168.
- Barry Bozeman and Sanjay K. Pandey, "Public Management Decision Making: Effects of Decision Content," *Public Administration Review*, Vol. 64, No 5, September/October 2004, pp. 553-565.
- Nancy Roberts, "Limitations of Strategic Action in Bureaus," Barry Bozeman, ed., *Public Management*, San Francisco, Jossey-Bass (1993), pp. 153-172.
- Bruce L. Gates, "Better Policy Administration Through Management Science," in H. George Frederickson and Charles Wise, *Public Administration and Public Policy*, Lexington: Lexington Books (1997), pp. 147-158.
- Theodore H. Poister and George Streib, "Elements of Strategic Planning and Management in Municipal Government: Status after Two Decades," *Public Administration Review*, Vol. 65, No. 1, January/February 2005, pp. 45-56.

### Resource Dependence Theory

- \*Pfeffer, J. and G. Salancik. 1978. *The External Control of Organizations: A Resource Dependence Perspective* (New York: Harper and Row), Chapters 1-3, 10, pp. 1-61; 257-287.  
[WEBSITE – PDF]

- \*Provan, Keith G., Janice M. Beyer, and Carlos Kruytbosch. 1980. "Environmental Linkages and Power in Resource-Dependence Relations between Organizations," *Administrative Science Quarterly* 25: 200-225 [WEBSITE – PDF]
- Salancik, G. 1979. "Interorganizational Dependence and Responsiveness to Affirmative Action: The Case of Women and Defense Contractors," *Academy of Management Journal* 22: 375-394.
- Grant, RM. 1999. "The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation" in Michael H. Zack (ed.), *Knowledge and Strategy* (Butterworth-Heinemann).
- Zinn, Jacqueline, Robert Weech and Diane Brannon. 1998. "Resource Dependence and Institutional Elements in Nursing Home TQM (Total Quality Management) Adoption," *Health Services Research* (June).
- Das, T. and B. Teng. 2000. "A Resource-Based Theory of Strategic Alliances," *Journal of Management* 26 (1): 31-61.
- Tolbert, P.S. 1985. "Institutional Environments and Resource Dependence: Sources of Administrative Structure in Institutions for Higher Education." *Administrative Science Quarterly* 30 (1): 1-13.
- Barney, JB. 1991. "Firm Resources and Sustained Competitive Advantage," *Journal of Management* 17 (1): 99-120.
- Ulrich, D., and J. Barney. 1984. "Perspectives on Organizations: Resource Dependence, Efficiency and Population." *Academy of Management Review* 9 (3): 471-81.
- Wernerfelt, B. 1984. "A Resource-Based View of the Firm," *Strategic Management Journal* 5 (2): 171-180.

**Week 5 (October 21):**

**Organizational Rationality and Preferences 1:  
Principal Agent and Transaction Cost Theories**

Principal-Agent Theory

- \*Barney, J. B. and W. Hesterly. 1999. "Organization Economics: Understanding the Relationship between Organizations and Economic Analysis," in S. R. Clegg and C. Hardy (Eds.), *Studying Organization: Theory and Method* (London: Sage Publications), pp. 109-141. [TEXT]
- \*Eisenhardt, K. 1989. "Agency Theory: An Assessment and Review," *Academy of Management Review* 14: 57-74. [WEBSITE – PDF]

- \*Moe, T. 1984. "The New Economics of Organization," *American Journal of Political Science* 26: 739-777. [WEBSITE – PDF]
- Moe, T. 1989. "The Politics of Bureaucratic Structure," in J.E. Chubb and P.E. Peterson (eds.), *Can the Government Govern* (Washington, DC: The Brookings Institution): 267-329.
- Miller, Gary and Andrew Whitford. 2006. "The Principal's Moral Hazard: Constraints on the Use of Incentives in Hierarchy," *Journal of Public Administration Research and Theory* 17(2): 213-233.
- March, J. and H.A. Simon. 1958. "Cognitive Limits on Rationality," *Organizations* (New York: John Wiley & Sons), pp. 136-171.
- Miller, Gary. 1992. *Managerial Dilemmas: The Political Economy of Hierarchy* (New York: Cambridge University Press)
- Jones, Bryan. 2003. "Bounded Rationality and Political Science: Lessons from Public Administration and Public Policy," *Journal of Public Administration Research and Theory* 13(4): 395-412.
- Gomez-Mejia, LR. And D. Balkin. 1992. "Determinants of Faculty Pay: An Agency Theory Perspective," *Academy of Management Journal* 35 (5): 921-955.
- Jensen, MC and WH Meckling. 1976. "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure." *The Journal of Financial Economics*.
- Farma, EF. 1980. "Agency Problems and the Theory of the Firm," *The Journal of Political Economy* 88(2).

#### Transaction Cost Theory

- \*Coase, Ronald. 1937. "The Nature of the Firm," *Economica* 4(16): 386-405 [WEBSITE – PDF]
- \*Williamson, O. 1981. "The Economics of Organization: The Transaction Cost Approach," *American Journal of Sociology* 87: 548-577. [WEBSITE – PDF]
- \*Williamson, Oliver. 1997. "Transaction cost economics and public administration." In P. Boorsma, K. Aarts, and A. Steenge (eds.), *Public Priority Setting: Rules and Costs* (London: Kluwer Academic Publishers), 19-37. [WEBSITE – PDF]
- \*Ouchi, W. 1980. "Markets, Bureaucracies and Clans," *Administrative Science Quarterly* 25: 129-141. [WEBSITE – PDF]



- Weick, K.E. 1979. *The Social Psychology of Organizing, 2<sup>nd</sup> Edition* (Reading, MA: Addison-Wesley), Chapters 1-5.
- Roberts, P.W. And R. Greenwood. 1997. "Integrating Transaction Cost and Institutional Theories: Toward a Constrained-Efficiency Framework," *Academy of Management Review* 22(2): 346-373.
- Cohen, M.D., J.G. March, J.P. Olsen. 1995. "A Garbage Can Model of Organizational Choice," in D.J. Hickson (ed.), *Managerial Decision Making* (Darmouth, MA: Aldershot), pp. 117-142.
- D'Aunno, Thomas, Melissa Succi, and Jeffrey A. Alexander. 2000. "The Role of Institutional and Market Forces in Divergent Organizational Change," *Administrative Science Quarterly* 45: 679-703.
- Gupta, P. P., M.W. Dirsmith, and T.J. Fogarty. 1994. "Coordination and Control in a Government Agency: Contingency and Institutional Theory Perspectives on GAO Audits," *Administrative Science Quarterly* 39: 264-284.
- Judge, W. Q., and C. P. Zeithaml. 1992. "Institutional and Strategic Choice Perspectives on Board Involvement in the Strategic Decision Process," *Academy of Management Journal* 35(4): 766-94.
- Jensen, Jason. 2003. "Policy Diffusion through Institutional Legitimation: State Lotteries," *Journal of Public Administration Research and Theory* 13(4): 521-541.
- Heikkila, Tanya, and Kimberley Roussin Isett. 2004. "Modeling Operational Decision Making in Public Organizations: An Integration of Two Institutional Theories," *American Review of Public Administration* 34(1): 3-19.

#### Network/Cooperation Theory

- \*Granovetter, Mark S. 1973. "The Strength of Weak Ties," *American Journal of Sociology* 78 (6): 1360-1380. [WEBSITE – PDF]
- \*Granovetter, Mark. 1985. "Economic Action and Social Structure: The Problem of Embeddedness," *American Journal of Sociology* 91 (3): 481-510. [WEBSITE – PDF]
- \*Tsai, W. and S. Ghoshal. 1988. "Social Capital and Value Creation: The Role of Intrafirm Networks," *Academy of Management Journal* 41(4): 464-476. [WEBSITE – PDF]
- Axelrod, Robert. 1986. "An Evolutionary Approach to Norms," *The American Political Science Review* 80 (4): 1095-1111.
- Axelrod, Robert. 1984. *The Evolution of Cooperation* (New York: Basic Books).

- Granovetter, Mark. 1983. "The Strength of Weak Ties: A Network Theory Revisited," *Sociological Theory* 1: 201-233.
- Coleman, James S. 1988. "Social Capital in the Creation of Human Capital," *American Journal of Sociology* 94 (S1): 95.
- Olson, Mancur. 1971. *The Logic of Collective Action: Public Goods and the Theory of Groups* (Cambridge, MA: Harvard University Press).
- Ostrom, Elinor. 1990. *Governing the Commons: The Evolution of Institutions for Collective Action* (Cambridge, England: Cambridge University Press).
- Heide, JB and AS Miner. 1992. "The Shadow of the Future: Effects of Anticipated Interaction and Frequency of Contact on Buyer-Seller Cooperation," *Academy of Management Journal* 35(2): 265-291.
- Nohria, N. 1992. "Is a Network Perspective a Useful Way of Studying Organizations?" In N. Nohria and R. G. Eccles (eds.), *Networks and Organizations: Structure, Form and Fit* (Boston: Harvard Business School Press), pp. 1-22.
- McGuire, Michael. 2003. "Is It Really So Strange? A Critical Look at the 'Network Management is Different from Hierarchical Management' Perspective," Paper presented at the National Public Management Research Conference, Washington, DC, October 9-11.
- Mandell, Myrna. 1994. "Managing Interdependencies through Program Structures: A Revised Paradigm," *American Review of Public Administration* 24(1): 99-121.
- Milward, H. B. 1982. "Interorganizational Policy Systems and Research on Public Organizations," *Administration & Society* 13: 457-478.
- Gulati, Ranjay and Harbir Singh. 1998. "The Architecture of Cooperation: Managing Coordination Costs and Appropriation Concerns in Strategic Alliances," *Administrative Science Quarterly* 43(4): 781-814.
- Hardy, C. and S.R. Clegg. 1999. "Some Dare Call it Power" in S. R. Clegg and C. Hardy (eds.), *Studying Organization: Theory and Method* (London: Sage Publications), pp. 622-641.
- Page, Stephen. 2003. "Entrepreneurial Strategies for Managing Interagency Collaboration," *Journal of Public Administration Research and Theory* 13(3): 311-340.
- Agranoff, Robert and Michael McGuire. 1998. "Multinetwork Management: Collaboration and the Hollow State in Local Economic Policy," *Journal of Public Administration Research and Theory* 8(1): 67-92.
- Agranoff, Robert and Michael McGuire. 1999. "Managing in Network Settings," *Policy Studies Review* 16(1): 18-41.

- Agranoff, Robert and Michael McGuire. 2003. *Collaborative Public Management: New Strategies for Local Government* (Washington, DC: Georgetown University Press).
- Gray, Barbara. 1989. *Collaborating: Finding Common Ground for Multiparty Problems* (San Francisco: Jossey-Bass).
- Klijn, Erik-Hans. 1996. "Analyzing and Managing Policy Processes in Complex Networks," *Administration and Society* 28(1): 90-119.
- Klijn, Erik-Hans and G.R. Teisman. 1997. "Strategies and Games in Networks," in Walter J.M. Kickert, Erik-Hans Klijn, and Joop F.M. Koppenjan (eds.), *Managing Complex Networks* (London: Sage Publications).
- La Porte, Todd R. "Shifting Vantage and Conceptual Puzzles in Understanding Public Organization Networks," *Journal of Public Administration Research and Theory* 6(1): 49-79.
- Lipnack, Jessica and Jeffrey Stamps. 1994. *The Age of the Network* (New York: John Wiley and Sons).
- O'Toole, Laurence. 1997. "Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration," *Public Administration Review* 57(1): 45-52.
- O'Toole, Laurence and Kenneth Meier. 2003. "Desperately Seeking Selznick: Cooptation and the Dark Side of Public Management in Networks." Paper presented at the National Public Management Research Conference, Washington, DC, October 9-11 (<http://teep.tamu.edu/npmrc>).
- O'Toole, Laurence and Kenneth Meier. 2000. "Networks, Hierarchies, and Management: Modeling the nonlinearities," in Carolyn Heinrich and Laurence Lynn (eds.), *Governance and Performance: New Perspectives* (Washington, DC: Georgetown University Press): 263-291.
- Kimberley Roussin Isett and Keith G. Provan, "The Evolution of Dyadic Interorganizational Relationships in a Network of Publicly Funded Nonprofit Agencies," *Journal of Public Administration Research and Theory*, Vol 15, No. 1, pp. 149-165.
- Agranoff, Robert and Michael McGuire. 2003. "Collaborative Activity and Strategy" in *Collaborative Public Management* (Washington DC: Georgetown University Press), 67-98.

**Week 7 (November 4):           The Critics: Organizational Culture, Feminism and Postmodernism**

Organizational Culture Perspective

- \*J. Martin and P. Frost. 1999. "The Organizational Culture War Games: A Struggle for Intellectual Dominance," in S. R. Clegg and C. Hardy (eds.), *Studying Organization: Theory and Method* (London: Sage Publications), pp. 345-367. [TEXT]
- \*Smircich L. 1983. "Concepts of Culture and Organizational Analysis," *Administrative Science Quarterly* 28: 339-358. [WEBSITE – PDF]
- \*Hofstede, G., B. Neuijen, D.D. Ohayv, and G. Sanders. 1990. "Measuring Organizational Cultures: A Qualitative and Quantitative Study across Twenty Cases," *Administrative Science Quarterly* 35: 286-316. [WEBSITE – PDF]
- \*Mahler, J. 1997. "Influences of Organizational Culture on Learning in Public Agencies," *Journal of Public Administration Research & Theory* 7: 519-541. [WEBSITE – PDF]
- Barney, JB. 1986. "Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?" *Academy of Management Review* 11(3): 656-665.
- Schein, EH. 2004. *Organizational Culture and Leadership* (San Francisco: Jossey-Bass).
- Wright, Bradley E. 2001. "Public-Sector Work Motivation: A Review of the Current Literature and a Revised Conceptual Model," *Journal of Public Administration Research and Theory* 11(4): 559-586.
- Perry, James. 1996. "Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity," *Journal of Public Administration Research and Theory* 6(1): 5-22.
- Barley, S. 1983. "Semiotics and the Study of Occupational and Organizational Cultures," *Administrative Science Quarterly* 28: 393-413.
- Chatman, Jennifer A., Jeffrey T. Polzer, Sigal G. Barsade, Margaret A. Neale. 1998. "Being Different Yet Feeling Similar: The Influence of Demographic Composition and Organizational Culture on Work Processes and Outcomes," *Administrative Science Quarterly* 43(4): 749-780.
- Wright, Bradley E. 2004. "The Role of Work Context in Work Motivation: A Public Sector Application of Goal and Social Cognitive Theories," *Journal of Public Administration Research and Theory* 14(1): 59-78.
- Lurie, Irene and Norma Riccucci. 2003. "Changing the 'Culture' of Welfare Offices: From Vision to the Front Lines," *Administration & Society* 34(6): 653-677.
- Parker, Rachel and Lisa Bradley. 2000. "Organizational Culture in the Public Sector: Evidence from Six Organizations," *The International Journal of Public Sector Management* 13(2): 125-141.
- Peters, Thomas, and Robert Waterman. 2004. *In Search of Excellence: Lessons from America's Best-Run Companies* (New York: HarperCollins).

## Feminism, Post-Modernism and Organizations

- \*Calas, M. B. and L. Smirchich. 1996. "From the Women's Point of View: Feminist Approaches to Organization Studies," in S. R. Clegg and C. Hardy (eds.), *Studying Organization: Theory and Method* (London: Sage Publications), pp. 212-251. [TEXT]
- \*Alvesson, M. and S. Deetz. 1996. "Critical Theory and Postmodernism Approaches to Organizational Studies," in S. R. Clegg and C. Hardy (eds.), *Studying Organization: Theory and Method* (London: Sage Publications), pp. 185-211. [TEXT]
- \*Kilduff, M. 1993. "Deconstructing Organizations," *Academy of Management Review* 18: 13-31. [WEBSITE – PDF]
- Martin, J. 1990. "Deconstructing Organizational Taboos: The Suppression of Gender Conflict in Organizations," *Organization Science* 1: 39-59.
- Stivers, Camilla. 2002. *Gender Images in Public Administration: Legitimacy and the Administrative State*, 2<sup>nd</sup> Edition (Thousand Oaks, CA: Sage).
- Pitts, David and Elizabeth Jarry. 2007. "Ethnic Diversity and Organizational Performance: Assessing Diversity Effects at the Managerial and Street Levels," *International Public Management Journal* 10(2): 233-254.

### **Week 8 (November 11):**

### **Application I: Why Do Public Sector Organizations Look Like They Do?**

- \*Brown, Trevor and Potoski, Matthew. 2003. "Transaction Costs and Institutional Explanations for Government Service Production Decisions." *Journal of Public Administration Research & Theory* 13: 441-468. [WEBSITE – PDF]
- \*Hart, Oliver, Andrei Shleifer, and Robert W. Vishny. 1997. "The Proper Scope of Government: Theory and an Application to Prisons," *The Quarterly Journal of Economics* 112(4): 1127-1161. [WEBSITE – PDF]
- \*Stone, Melissa. 1996. "Competing Contexts: The Evolution of a Nonprofit Organization's Governance System in Multiple Environments," *Administration & Society* 28(1): 61-89 [WEBSITE – PDF]
- \*Lundin, Martin. 2007. "Explaining Cooperation: How Resource Interdependence, Goal Congruence, and Trust Affect Joint Actions in Policy Implementation," *Journal of Public Administration Research and Theory* 17(4): 651-672. [WEBSITE – PDF]

**Week 9 (November 19):**

**Application II: What Factors Explain Public Sector Organizational Performance?**

- \*Boyne, George A. 2003. "Sources of Public Service Improvement: A Critical Review and Research Agenda," *Journal of Public Administration Research and Theory* 13 (3): 367-394. [WEBSITE – PDF]
- \*Provan, Keith, and Patrick Kenis. 2008. "Modes of Network Governance: Structure, Management, and Effectiveness," *Journal of Public Administration Research and Theory* 18(2): 229-252. [WEBSITE – PDF]
- \*Meier, Kenneth, Laurence O'Toole, Jr., and Holly Goerdel. 2006. "Management Activity and Program Performance: Gender as Management Capital," *Public Administration Review* 66(1): 24-36. [WEBSITE – PDF]
- \*Andrews, Rhys, George A. Boyne, and Richard M. Walker. 2006. "Strategy Content and Organizational Performance: An Empirical Analysis," *Public Administration Review* 66(1): 52-63. [WEBSITE – PDF]
- \*Meier, Kenneth, Laurence O'Toole, Jr., George A. Boyne, and Richard M. Walker. 2007. "Strategic Management and the Performance of Public Organizations: Testing Venerable Ideas Against Recent Theories," *Journal of Public Administration Research and Theory* 17(3): 357-378. [WEBSITE – PDF]

**Week 10 (December 2):**

**Research Prospectus Due**

**Week 11 (December 7):**

**Research Paper Due  
Final Exam, Self-Selected Day**

THIS MATERIAL IS AVAILABLE IN ALTERNATIVE FORMATS UPON REQUEST. PLEASE CONTACT THE SCHOOL'S OFFICE AT 292-8696 FOR ASSISTANCE. STUDENTS WITH DISABILITIES ARE RESPONSIBLE FOR MAKING THEIR NEEDS KNOWN AND FOR SEEKING THE AVAILABLE ASSISTANCE IN A TIMELY MANNER.