1. Introduction

In his groundbreaking work, *The Functions of the Executive* (1938), Chester Barnard, previously an executive with AT&T, defined organization as “a system of consciously coordinated activities or forces of two or more persons.” In this seminar, we will discuss such systems, formal or otherwise, in a variety of institutional contexts in the American political system. The course is divided into two parts:

*Part A. The Organization of Governance*
*Part B. Extra-Governmental Organization*

We will repeatedly address the following questions:
- What are the alternative means by which individuals organize to accomplish collective goals?
- What is the relationship between organizations and institutions, and does it even make sense to make distinctions between the two?
- How is power manifest in organizational structure?
- How do organizations circumvent problems of collective action and collective choice?
- Do preferences shape organizations, or is it the other way around?

Many of the readings for this course approach organizations and institutions from the perspective of positive political economy. Others employ ethnographic, quantitative, and historical institutional approaches. Students are encouraged not only to evaluate each work on its own terms, but also to assess the appropriateness of the methodology employed, and to consider what research agendas, if any, stem from the work under discussion.

2. Contact and meeting Information

Professor
Sanford Clark Gordon
726 Broadway, rm. 758
Office Hours: Wednesday 10am-12pm, or by appointment
Phone: (212) 998-3708
E-mail: sanford.gordon@nyu.edu
Web: http://www.nyu.edu/gsas/dept/politics/faculty/gordon/gordon_home.html

Class Meetings
Monday, 4-6pm, 726 Broadway
3. Required Readings

The following books are available for purchase at the University bookstore:

- Aldrich, John. *Why Parties?*
- Binder, Sarah. *Minority Rights, Majority Rule*
- Carpenter, Daniel P. *The Forging of Bureaucratic Autonomy*
- Dilulio, John J. *Governing Prisons*
- Epstein, David, and Sharyn O’Halloran. *Delegating Powers*
- Gamm, Gerald. *Urban Exodus*
- Hansen, John Mark. *Gaining Access: Congress and the Farm Lobby*
- Kanter, Rosabeth Moss. *Men and Women of the Corporation*
- Krehbiel, Keith, *Pivotal Politics*
- Rohde, David. *Parties and Leaders in the Postreform House*
- Rothenberg, Larry. *Linking Citizens to Government*

A COURSE PACKET (PK) with other required material is available for purchase at New University Copy and Graphics (11 Waverly Place).

NOTE ASSIGNED READING FOR FIRST CLASS

4. Student Responsibilities and Course Grading

Participation: 25%

Participating in seminar is an essential component of satisfactory completion of the course. In addition to normal participatory duties, each student will spend one or two of our meetings providing a public good as “defender” of a particular text or perspective. This goes a long way toward diminishing “Graduate Student’s Disease.” (A consequence of initial professional socialization, GSD makes one capable only of nitpicking otherwise valuable contributions to political science. Beware its allure.)

Three Short Papers: 45% (15% each)

You will write three 4-5 page papers, each critiquing one or two of the assigned readings. Any paper that spends more than one page summarizing will be sent back. The following timetable dictates the writing of short papers:

- The first short paper must be handed in by Wednesday, February 26, and cover one or two readings from Weeks 2, 3, or 5.
- The second short paper must be handed in by Wednesday, April 2, and cover one or two readings from Weeks 6, 7, 9, or 10.
- The third paper must be handed in by Wednesday, April 30, and cover one or two readings from Weeks 11, 12, 13, or 14.

Final research paper: 30%

A final 20 page research paper will count for 30% of the grade. Details will be discussed in class.
5. Weekly Schedule

Part A. The Organization of Governance

Week 1. January 27, 2003
Categories and Concepts: Some Preliminaries
- Barnard, Chester I. 1938. *The Functions of the Executive*, chs. 6 and 7 (Note: *Functions* is perhaps the driest book ever written; this only minutely diminishes from its importance) (PK)

Suggested:
- Barnard, Chester. 1938. *The Functions of the Executive* (entire)
- De Tocqueville, Alexis. 1840. *Democracy in America*, Volume II. Part II, chs. 5-8
- Madison, James, Alexander Hamilton, and John Jay, *The Federalist Papers* (all)
- Olson, Mancur. 1965. *The Logic of Collective Action*
- Olson, Mancur. 1982. *The Rise and Decline of Nations*
- Simon, Herbert. 1947. *Administrative Behavior*
- Stinchcombe, Arthur. 1990. *Information and Organizations*
- Williamson, Oliver. 1975. *Markets and Hierarchies*
- Williamson, Oliver. 1985. *The Economic Institutions of Capitalism*
- Williamson, Oliver, ed. 1994. *Organization Theory: From Chester Barnard to the Present and Beyond*
- Wilson, James Q. 1974. *Political Organizations*
- Wilson, James Q. 1989. *Bureaucracy*

Week 2. February 3, 2003
Legislatures I. Committee Organization

Suggested:
• Katz, Jonathan, and Sala, Brian R. 1996. “Careerism, Committee Assignments, and the Electoral Connection.” APSR 90, 21-33
• Kiewiet, D. Rodrick, and Mathew McCubbins. 1991. The Logic of Delegation, 39-133
• Shepsle, Kenneth A. 1978. The Giant Jigsaw Puzzle

Week 3. February 10, 2003
Legislatures I: Legislative Parties
• David Rohde, Parties and Leaders in the Postreform House

Week 4. February 17, 2003
President’s Day: No Class

Week 5. February 24, 2003
Legislatures II. Rules and Reciprocity
• Sarah Binder, Minority Rights, Majority Rule

Suggested:
• Dion, Douglas. 1995. *Turning the Legislative Thumbscrew*
• Dion, Douglas, and John D. Huber. 1997. “Sense and Sensibility: The Role of Rules.” *AJPS* 41, 945-957
• Krehbiel, *Information and Legislative Organization*, pp. 151-246
• Krehbiel, Keith. 1997. “Rejoinder to `Sense and Sensibility.’” *AJPS* 41, 958-964

**Week 6. March 3, 2003**

**Delegation**

Suggested:
• Balla, Steven. 1998. “Administrative Procedures and Political Control of the Bureaucracy.” *APSR* 92, 663
• Fenno, Richard. 1966. The Power of the Purse
• Kieweit, D. Roderick, and Mathew McCubbins. 1991. The Logic of Delegation
• Lowi, Theodore. 1979. The End of Liberalism, second edition

Week 7. March 10, 2003
Bureaucratic Discretion: The Demand Side

Suggested:

Week 8. March 17, 2003
Spring Break: No Class

The Separation of Powers and its Policy Consequences
• Krehbiel, Keith. Pivotal Politics: A Theory of U.S. Lawmaking

Suggested:

Week 10. March 31, 2003
Inside Bureaucracy

Suggested:
• Crozier, Michel. 1964. The Bureaucratic Phenomenon
• Downs, Anthony. 1967. Inside Bureaucracy
• Gore, Albert. 1994. From Red Tape to Results
• Gulick, Luther, and Lyndall Urwick. 1937. *Notes on the Theory of Administration*
• Miller, Gary J. 1992. *Managerial Dilemmas: The Political Economy of Hierarchy*
• Osborne and Gaebler, *Reinventing Government*
• Simon, Herbert. 1947. *Administrative Behavior*

**Part B. Extra-Governmental Organization**

**Week 11. April 7, 2003**

*The Organizational Behavior of Political Parties*


Suggested:
• Duverger, Maurice. 1954. Political Parties: Their Organization and Activities in the Modern State
• Epstein, Leon. 1986. Political Parties in the American Mold
• Mayhew, David R. 1986. Placing Parties in American Politics
• Sundquist, James L. 1983. *Dynamics of the Party System*

**Week 12. April 14, 2003**

*The Behavior of Organized Interests*

• Hansen, John Mark. *Gaining Access*

Suggested:
• Bauer, Raymond, Ithiel de Sola Pool, and Lewis Dexter. 1963. *American Business and Public Policy*
• Chong, Dennis. 1991. *Collective Action and the Civil Rights Movement*
• Laumann, Edward O., and David Knoke. 1987. *The Organizational State*
• Lowi, Theodore. 1964. “American Business, Public Policy, Case Studies and Political Theory.” World Politics
• McConnell, Grant. 1966. Private Power and American Democracy
• Schattschneider, E.E. 1935. Politics, Pressures, and the Tariff
• Schattschneider, E.E. 1960. The Semi-sovereign People
• Truman, David. 1951. The Governmental Process

Week 13. April 21, 2003
Inside Interest Groups

Suggested:
• Walker, Jack. 1991. Mobilizing Interest Groups in America

Ethnic Ties and Organization
• Gamm, Gerald. 1999. Urban Exodus: Why the Jews left Boston and the Catholics Stayed

Week 15. May 5, 2003
Gender and Organization

Suggested:
• Gordon, Linda ed. 1990. Women, the State, and Welfare