

1. Order Books
2. Questions over list by 4PM Monday
3. Buy Nicholas Book?

Public Policy and Management 504, Fall 2010
Institutional Perspectives on Management

Dr. Laura Evans

evansle@u.washington.edu

Office Hours: Tuesdays 2-4, and by appt.
Parrington 207B

I. Course Description

This foundational course prepares doctoral students to research and teach public policy and management. Using competing theories of institutional design and action, the course reviews seminal scholarship drawn from different theories, including:

1. rational choice institutionalism
2. sociological institutionalism
3. historical institutionalism

The course complements a separate UW course covering managerial responsibilities centered around the policy-making process.

By the end of the term, you should be able to:

- know the classic lines of scholarship on institutions, and distinguish how scholars from different disciplines study core management and policy challenges;
- recognize the theoretical orientation(s) of any scholarly work on management or institutions that you come across;
- identify and articulate key theoretical, descriptive, and normative overlaps and distinctions among the different schools of institutional theory;
- critique, integrate, and apply the theories to study particular problems of policy and management; and
- position your own research and teaching interests across the various schools of institutional thought.

II. Readings

-There are 4 required books for the class; they are noted in the syllabus below. All are available in used additions now. Also, they will all be available on 4-hour reserve at Odegaard Library.

Douglass North. 1990. *Institutions, Institutional Change and Economic Performance*

Elinor Ostrom. 1990. *Governing the Commons*

Mancur Olson. 1965. *The Logic of Collective Action*.

Paul Pierson. 2004. *Politics in Time*

-For readings that are short excerpts from books, they will be available on the University Library's electronic reserve.

-For articles, they are available in electronic form from the University Library.

-For other materials, a coursepack will be available. *The coursepack is still in production; I will let you know when it is available.*

III. Course Schedule

10/5: Disciplinary Perspective on Institutions & Public Administration

- Peter Hall and Rosemary Taylor. 1996. "Political Science and the Three New Institutionalisms." *Political Studies* 44:4
- James March and Johan Olson. 1984. "The New Institutionalism." *American Political Science Review* 73(3): 734-749
- Donald Kettl. 2000. "Public Administration at the Millennium: The State of the Field." *Journal of Public Administration Research and Theory* 10(1): 7-34.
- W. Richard Scott. 2008. Chapters 1 and 2 from *Institutions and Organizations: Ideas and Interests*.
- Douglas North. 1990. Introduction, *Institutions, Institutional Change and Economic Performance*.

10/12: Public Administration and the "Old" Institutionalisms in Sociology and Political Science

- Max Weber. 1922. Excerpts from "Bureaucracy,"
- Frederick Taylor. 1915. Excerpts from "The Principles of Scientific Management"
- Philip Selznick. 1948. Excerpts from "Foundations of the Theory of Organization", *ASR* 13: 25-35
- Herbert Simon, 1946. Excerpts from "The Proverbs of Administration", *PAR* 6: 53-67.
- James Q. Wilson. 1989. *Bureaucracy*. Chapters 1 and 2

10/19: New Institutionalism in Sociology

- Paul Dimaggio and Walter Powell, "The Iron Cage Revisited," *American Sociological Review* 48:2 (1983).
- John Meyer and Brian Rowan. 1991. "Institutionalized Organizations: Formal Structure as Myth and Ceremony." Chapter 2 in *The New Institutionalism in Organizational Analysis*. Powell and DiMaggio, editors.
- Mark Granovetter, "Economic Action and Social Structure: The Problem of Embeddedness," *American Journal of Sociology* 91:3 (1985)
- Alejandro Portes, Julia Sensenbrenner. "Embeddedness and Immigration: Notes on the Social Determinants of Economic Action." *The American Journal of Sociology*, Vol. 98, No. 6. (1993), pp. 1320-1350.
- Marc Schneiberg and Elisabeth Clemens. 2006. The Typical Tools for the Job: Research Strategies in Institutional Analysis. *Sociological Theory*, Vol. 24, No. 3 (Sep., 2006), pp. 195-227.

10/26: New Economics of Organization

- A.A. Alchian & H. Demsetz, "Production, Information Costs, and Economic Organization," *American Economic Review* 62:5 (Dec. 1972)
- Williamson, Oliver. "The Economics of Organization: The Transaction Cost Approach." *American Journal of Sociology*. 1981.

- Terry Moe, "The New Economics of Organizations" *American Journal of Political Science*, 28, 1984.
- "McNollGast," Matthew McCubbins, Roger Noll, and Barry Weingast. "Administrative Procedures as Instruments of Political Control." *Journal of Law, Economics and Organization*, 3, Fall 1987.
- Terry Moe. 1994. "Integrating Politics and Organizations." *J-PART*, 4(1994): 1:17-25

*Journal of Public Administration
and Research Theory*

11/2: Organizational Fields & Organizational Culture

- Population Ecology: Michael T. Hannan and John Freeman, "Structural Inertia and Organizational Change," *American Sociological Review* 49:2 (Apr 1984)
- Andrew Hoffman and Marc Ventresca. 1999. "The Institutional Framing of Policy Debates." *American Behavioral Scientist*.
- Daniel Carpenter. 1998. "The Corporate Metaphor and Executive Department Centralization in the United States, 1888–1928."
- Podolny and Page, "Network Forms of Organization." *Annual Review of Sociology*.
- Zucker, Lynne, "The Role of Institutionalization in Cultural Persistence." *American Sociological Review*, 1977.

11/9: Political Science and Rational Choice Perspectives

- Miller, Gary. "The Political Evolution of Principal-Agent Models." *Annual Review of Political Science*, 205.
- Miller, Gary. 1992. "Managerial Dilemmas" Chapters 1-3.
- Levi, Margaret, "Modeling Complex Historical Processes with Analytic Narratives."
- Avner Greif. 2005. "Commitment, Coercion, and Markets: The Nature and Dynamics of Institutions Supporting Exchange." *Handbook of New Institutional Economics*.
- Brian Arthur. 1989. "Competing Technologies, Increasing Returns, and Lock-In by Historical Events." *The Economic Journal*, Vol. 99, No. 394 (Mar., 1989), pp. 116-131.

11/16: The Problem of Cooperation

- Mancur Olson, *The Logic of Collective Action*. Selections
- Oström, *Governing the Commons*. Selections

11/23: Transactions Costs and Uncertainty

- North, *Institutions, Institutional Change and Economic Performance*. Selections.
- Arthur Stinchcombe. 1990. *Information and Organizations*. Chps 1, 10

11/30: Comparative Historical Institutionalism

- Thelen, Kathleen, 2004, *How Institutions Evolve*, Chps 1, 10
- Clemens, Elizabeth, and James Cook. 1999. "Politics and Institutionalism: Explaining Durability and Change." *Annual Review of Sociology*. 25.
- Hall, Peter, "The Movement from Keynesianism to Monetarism: Institutional Analysis and British economic policy in the 1970s." in Kathleen Thelen and Sven Steinmo, *Structuring Politics*.

- Ira Katznelson and Barry R. Weingast, editors. 2005. *Preferences and Situations: Points of Intersection Between Historical and Rational Choice Institutionalism*. Selections

12/7: Path Dependence

Pierson, Paul, *Politics in Time*. Selections

James Mahoney and Kathleen Thelen, eds. 2010. *Explaining Institutional Change: Ambiguity, Agency, and Power*. Selections. Note that the book is available as an e-book in the University Library Catalog.

Ruth Berins Collier and David Collier. 1991. "Frameworks: Critical Junctures and Historical Legacies."

Assignments

Class discussion: 30% of grade

Reading analyses: Each is 10% of grade; in all, they comprise 30% of grade.

Term paper: 40% of grade. Due Monday, December 13th, in my mailbox in the Dean's Office, by 5:00 p.m. A one-page overview and outline is due in class on November 30th.

Class Discussion

Our weekly discussions are designed to hone your ability to develop, analyze, and critique scholarly arguments and evidence related to pressing challenges of management and institutions. Please come to each class prepared to analyze and compare the readings for the week. This is a small class. Effective discussion requires everyone's participation, and it will be clear if you're not doing your share.

To focus your thinking, each week you will prepare at least two integrating questions that cut across the week's readings and can help shape our discussion in class. Often, discussion questions take one of three forms. You can raise concerns about the weaknesses or limitations in one or several authors' arguments or evidence. You can consider implications of one or several authors' findings. You can compare and contrast two or more authors' arguments.

Reading Analyses

For three weeks during the quarter, you will further develop your discussion questions in written analyses. *Analyses on a particular week's readings are due at the beginning of that week's class.* You do not have to give me advance notice of the weeks when you will write. *At least one analysis, however, must be submitted in October.* Analyses should be no longer than 3 double-spaced pages (with normal fonts and margins).

Provide critical analysis of the week's readings. This is not just a summary of the readings, although a brief synopsis will be important for your discussion. Rather, the point is to engage and assess the arguments contained in the readings. Options include the following.

- Evaluate the strength and weaknesses in one or several authors' arguments or evidence.
- Compare and contrast two or more authors' arguments.
- Offer some ideas about how one could use the framework in research and what kinds of questions it would be helpful in addressing.

It will be helpful to keep in mind the following.

- What are the fundamental strengths of the piece?
- What are the major weaknesses or questions that emerge from it?
- How could it be improved, or what other issues do you think it should address?
- What new ideas for empirical research or theory development does it inspire?

Final Paper (40% of final grade):

1. Identify a particular management or institutional dilemma you want to study. Explain why it interests you empirically or theoretically.
2. Drawing on readings from this course or from other sources, situate your dilemma in relevant literature on institutions: How do different schools of institutional theory understand your dilemma? What are the connections and distinctions among the different theories' understandings?
3. Frame a research question or questions to explore your dilemma and contribute to the theoretical debate in the literature you've reviewed.
4. Which institutional perspective(s) do you find most persuasive or promising to explore your dilemma or to answer your research question(s)? Why?
5. What conclusions or generalizations might your research uncover...about institutions?
... about management or policy?

Whenever you refer to factual information or to an author's argument, you must provide an attribution. This applies when you quote someone or when you paraphrase another's ideas or findings. Please include a parenthetical phrase in the text that includes the author's last name and the date of publication. If you're referring to a quote or to information or ideas from particular page(s), include the page number(s) to which you are referring. Example: (Jones 2010, 22). In addition to providing a parenthetical citation in the text, you should include full bibliographic information in a list of references at the end of the paper. Check with a style manual on how to structure the bibliography.

Plagiarism is a very bad idea. A paper that includes plagiarized materials of any kind will earn a grade of 0.

How Law of Institutions?