

Week 3: Organizational Theory

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- What is an organization in the context of public administration?
- What derives changes in public administration?
- What questions do you have about your organization?

Chester Barnard (1886–1961)

- Organization; system of exchanges
- Free contractual arrangement between stakeholders and the organization
- Emphasis on external validity (general theory)
- Cf) Internal validity (causal relationship)
- Three basic organizational activities:
Incentivize participants, Establish authority, and Communication

Function of the Executive (by Barnard)

- Decision-making
- Communication centers
 - 1 Defining organizational purposes
 - 2 Adopting personal moral code, which governs the behavior of the executive
 - 3 Creating and inculcating an organizational moral code, which serves as a standard of behavior throughout the organization

Barnard's Theory

- Organization as a living organism
- Critique?

Seven axioms by Charles Beard (1874–1948)

- 1 A continuous and efficient government is necessary for a great society.
- 2 A more complicated society increases the role and function of the government.
- 3 A government's administrative capacity is proportional to the strength of a society.
- 4 Legislation, as opposed to enforcement, is relatively easy.
- 5 Effective and wide administration is a central prerequisite for a government that provides legal changes.
- 6 Open recruiting system for public officials and appropriate scheme of general education is essential for public personnels to function properly.
- 7 Unless administrative system keeps local and individual responsibilities alive, democratic civilization will be destroyed.

John Gaus (1894–1969)

- Attempt to understand the changes brought by the Great Depression
- The concept of ecology

“Public administration, its development, and its activities were influenced by its setting, or its ecology”

“Ecology deals with all interrelationships of living organisms and their environment”

Seven factors that affect public administration (by Gaus)

- 1 People (eg. migration)
- 2 Place (eg. resources and productivity)
- 3 Physical technology (eg. development of transportation)
- 4 Social technology (eg. banking)
- 5 Wishes and ideas (eg. spread of feminism)
- 6 Catastrophe (eg. natural disasters)
- 7 Personality (eg. public officials' ethics)

- Value of Gaus' theory
- Criticisms?
- Any other factors?