[PDF] Rational Choice Theory And Organizational Theory

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**Rational Choice Theory and Organizational Theory**
Mary Zey - 1998
This book addresses a question central to organizational analysis: Given the well-established differences between rational choice and organizational theories, what are the limits of fruitful dialogue and collaboration between the two fields? Rational Choice Theory and Organizational Theory is

neoclassical economic rational choice theories and organizational economic theories which have emerged in the past decade. Rational choice theory exemplifies a highly abstract, deductive approach characterized by the development of models based on deliberately, rigidly simplified assumptions. In contrast, Mary Zey argues that the empirical validity of the structure of organizations

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immigration, race relations, authors show how sociologists and sociological concepts from the US and Europe have provided new insights into the functioning of organisations.

**Rational Choice Theory and Organizational Decisionmaking** - Kate Pressman - 1973

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**The Handbook of Rational Choice Social Research** - Rafael Wittek - 2013-06-05
The Handbook of Rational Choice Social Research offers the first comprehensive overview of how the rational choice paradigm can inform empirical research within the social sciences. This landmark collection highlights successful empirical applications across a broad array of disciplines, including sociology, political science, economics, history, and psychology. Taking on issues ranging from financial markets and terrorism to and emotions, and a huge variety of other phenomena, rational choice proves a useful tool for theory-driven social research. Each chapter uses a rational choice framework to elaborate on testable hypotheses and then apply this to empirical research, including experimental research, survey studies, ethnographies, and historical investigations. Useful to students and scholars across the social sciences, this handbook will reinvigorate discussions about the utility and versatility of the rational choice approach, its key assumptions, and tools.

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**Debating Rationality** - Jennifer J. Halpern - 2018-10-18
Decision makers strive to be rational. Traditionally, rational decisions maximize an appropriate return. The contributors to this book challenge the common assumption that good decisions must be rational in this economic sense. They emphasize that the decision-making process is influenced by social, organizational, and psychological considerations as well as by economic concerns. Relationships, time pressure, external demands for specific types of performance, contractual expectations, human biases, and reactions to unfair treatment alter the decision-making context and the resulting decision outcomes.

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Decision Making - Mary Zey - 1992-06-22

Prevailing, highly conservative rational choice theories are challenged in this illuminating volume. Mary Zey and other outstanding contributors expand our understanding of decision making theory by presenting evidence that points to the wide range and complexity of human decision making. Labelled as deviations from formal rationality, other models of decision making (habit, emotion, moral and ethical values) are shown to be alternative, not deviant, motives behind decision making. Written at an accessible level, this volume examines criticisms of the rational choice models from a wide range of perspectives. The following chapters then concentrate on micro- and macro- alternatives to rational choice models, including a bala.

Intelligence Analysis -
The U.S. intelligence community (IC) is a complex human enterprise whose success depends on how well the people in it perform their work. Although often aided by sophisticated technologies, these people ultimately rely on their own intellect to identify, synthesize, and communicate the information on which the nation's security depends. The IC's success depends on having trained, motivated, and thoughtful people working within organizations able to understand, value, and coordinate their capabilities. Intelligence Analysis provides up-to-date scientific guidance for the intelligence community (IC) so that it might improve individual and group judgments, communication between analysts, and analytic processes. The papers in this volume provide the detailed evidentiary base for the National Research Council's report, Intelligence Analysis for Tomorrow: Advances from the Behavioral and Social Sciences. The opening chapter focuses on the structure, missions, operations, and characteristics of the IC while the following 12 papers provide in-depth reviews of key topics in three areas: analytic methods, analysts, and organizations. Informed by the IC's unique missions and constraints, each paper documents the latest advancements of the relevant science and is a stand-alone resource for the IC's leadership and workforce. The collection allows readers to focus on one area of interest (analytic methods, analysts, or organizations) or even one particular aspect of a category. As a collection, the volume provides a broad perspective of the issues involved in making difficult decisions, which is at the heart of intelligence analysis.

Intelligence Analysis - National Research Council - 2011-04-08
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**The Oxford Handbook of Crime and Public Policy** - Michael Tonry - 2011
Much of the scholarly literature and principal books on criminal justice and crime control policy take the operations of the criminal justice system, the causes of crime and delinquency, theories about crime and justice, and crime prevention as the central topics for study.
includes new crimes (identity enforcement and public officials create policy responses to specific crimes, not broad categories of offenses. In order to develop the most effective policies, one needs to understand why particular crimes occur and what approaches might best prevent them or minimize the harm they cause. Taking this fresh perspective, The Oxford Handbook of Crime and Public Policy offers a comprehensive examination of crimes as public policy subjects. Michael Tonry, a leading authority on criminology, has brought together the most distinguished active scholars in the field to present a wide-ranging overview and analysis of violent and sexual crimes, property crimes, transactional crimes, transnational crimes, and crimes against morality. The crimes investigated range from often-discussed offenses (homicide, auto theft, sexual violence) to those that only recently began to receive attention (child abuse, domestic violence, environmental crimes); it theft, cybercrime) as well as age-old crimes (drug abuse, gambling, prostitution).

Written in a straightforward and accessible manner, each chapter explains why crimes happen, how often, and what we know about efforts to prevent or control them. Aimed at a wide audience of scholars, students, and policy makers, the Handbook is the definitive reference work on crimes and public policy responses to them.

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A Behavioral Theory of the Firm - Richard Michael 1921-Cyert - 2021-09-10
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Advances in the Sociology of Trust and Cooperation - Vincent Buskens - 2020-10
The problem of cooperation and social order is one of the core issues in the social sciences. The key question is how humans, groups, institutions, and countries can avoid or overcome the collective good dilemmas that could lead to a Hobbesian war of all against all. Using the general set of social dilemmas as a paradigmatic example, rigorous formal analysis can stimulate scientific progress in several ways. The book, consisting of original articles, provides state of the art examples of research along these lines: theoretical, experimental, and field studies on trust and cooperation. The theoretical work covers articles on trust and control, reputation
intuitive and impressionistic articles on the benefits and caveats of abstracting reality into models. The experimental articles treat lab based tests of models of trust and reputation, and the effects of the social and institutional embeddedness on behavior in cooperative interactions and possibly emerging inequalities. The field studies test these models in applied settings such as cooperation between organizations, informal care, and different kinds of collaboration networks. The book will be exemplary for rigorous sociology and social sciences more in general in a variety of ways: There is a focus on effects of social conditions, in particular different forms of social and institutional embeddedness, on social outcomes. Theorizing about and testing of effects of social contexts on individual and group outcomes is one of the main aims of sociological research. Modelling efforts include formal explications of micro-macro links that are typically easily overlooked when argumentation is

Extensive attention is paid to unintended effects of intentional behavior, another feature that is a direct consequence of formal theoretical modelling and in-depth data-analyses of the social processes. By combining different empirical methods on the same questions, essentially the book sets forth a mixed-method design across chapters, allowing for a more convincing body of evidence per underlying question. Some theoretical contributions re-evaluate what has been learned from the experimental and field results about the strengths and weaknesses of the earlier theoretical propositions, and extend the theory in light of these findings.

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**Theories of Choice** - Stefan Grundmann - 2021-01-14
Choice is a key concept of our time. It is a foundational mechanism for every legal order in societies that are, politically, constituted as democracies and, economically, built on the market mechanism. Thus, choice can be understood as an atomic structure that grounds core societal processes. In recent years, however, the debate over the right way to theorize choice - for example, as a rational or a behavioral type of decision making - has intensified. This collection provides an in-depth discussion of the promises and perils of specific types of theories of choice. It shows how the selection of a specific theory of choice can make a difference for concrete legal questions, in the digital economy or in choosing between market, firm, or network. In its first part, the volume provides an accessible overview of the current debates about rational versus behavioral approaches to theories of choice. The remainder of the book structures the vast landscape of theories of choice along with three main types: individual, collective, and organizational decision making. As theories of choice proliferate and become ever more sophisticated, however, the process of choosing an adequate theory of choice becomes increasingly intricate. This volume addresses this selection problem for the various legal arenas in which individual, organizational, and collective decisions matter. By drawing on economic, technological, political, and legal points of view, the volume shows which theories of choice are at the disposal of the legally relevant decision-maker, and how they can be operationalized for the solution of concrete legal problems. The editors
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**Rethinking Rational Choice Theory** - Jan de Jonge - 2011-12-12
The marriage of neuroscience and the science of choice behaviour gave birth to neuroeconomics. Jan de Jong explores this new discipline, investigating the relationship between choice behaviour and brain activity, and the light that this sheds on our systems of reasoning.

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**Bounded Rationality** - Gerd Gigerenzer - 2002-07-26
In a complex and uncertain world, humans and animals make decisions under the knowledge, resources, and time. Yet models of rational decision making in economics, cognitive science, biology, and other fields largely ignore these real constraints and instead assume agents with perfect information and unlimited time. About forty years ago, Herbert Simon challenged this view with his notion of "bounded rationality." Today, bounded rationality has become a fashionable term used for disparate views of reasoning. This book promotes bounded rationality as the key to understanding how real people make decisions. Using the concept of an "adaptive toolbox," a repertoire of fast and frugal rules for decision making under uncertainty, it attempts to impose more order and coherence on the idea of bounded rationality. The contributors view bounded rationality neither as optimization under constraints nor as the study of people's reasoning fallacies. The strategies in the adaptive toolbox dispense with optimization and, for the most
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**An Inquiry Into the Nature and Causes of the Wealth**
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other decision makers. Outcomes of decision processes attributable solely to the actions of individuals, or to the combined influence of interacting individuals, organizations, and societies? March's observations on how intelligence is -- or is not -- achieved through decision making, and possibilities for enhancing decision intelligence, are also provided. March explains key concepts of vital importance to students of decision making and decision makers, such as limited rationality, history-dependent rules, and ambiguity, and weaves these ideas into a full depiction of decision making. He includes a discussion of the modern aspects of several classic issues underlying these concepts, such as the relation between reason and ignorance, intentionality and fate, and meaning and interpretation. This valuable textbook by one of the seminal figures in the history of organizational decision making will be required reading for a new generation of scholars, managers, and

**Primer on Decision Making**
- James G. March - 1994-05-23
Building on lecture notes from his acclaimed course at Stanford University, James March provides a brilliant introduction to decision making, a central human activity fundamental to individual, group, organizational, and societal life. March draws on research from all the disciplines of social and behavioral science to show decision making in its broadest context. By emphasizing how decisions are actually made -- as opposed to how they should be made -- he enables those involved in the process to understand it both as observers and as participants. March sheds new light on the decision-making process by delineating four deep issues that persistently divide students of decision making: Are decisions based on rational choices involving preferences and expected consequences, or on rules that are appropriate to the identity of the decision maker
And the situation? Is decision making a consistent, clear process or one characterized by ambiguity and inconsistency? Is decision making significant primarily for its outcomes, or for the individual and social meanings it creates and sustains? And finally, are the outcomes of decision processes attributable solely to the actions of individuals, or to the combined influence of interacting individuals, organizations, and societies? March's observations on how intelligence is -- or is not -- achieved through decision making, and possibilities for enhancing decision intelligence, are also provided. March explains key concepts of vital importance to students of decision making and decision makers, such as limited rationality, history-dependent rules, and ambiguity, and weaves these ideas into a full depiction of decision making. He includes a discussion of the modern aspects of several classic issues underlying these concepts, such as the relation between reason and fate, and meaning and interpretation. This valuable textbook by one of the seminal figures in the history of organizational decision making will be required reading for a new generation of scholars, managers, and other decision makers.

Organizational Decision Making - Zur Shapira - 2002-03-25
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Institutional Theory - Ronald L. Jepperson - 2021-04
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This work serves as a comprehensive collection of global scholarship regarding the vast fields of public administration and public policy. Written and edited by leading international scholars and practitioners, this exhaustive resource covers all areas of the twin fields of study. In keeping with the multidisciplinary spirit of these fields, the entries make use of various theoretical, empirical, analytical, practical, and methodological bases of knowledge. The encyclopedia provides a snapshot of the most current research in public administration and public policy, covering such important areas as: 1. organization theory, behavior, change and development 2. administrative theory and practice 3. bureaucracy 4. public budgeting and financial management 5. public finance and public management 6. public personnel and labor-management relations 7. crisis and emergency management 8. institutional theory and public administration 9. law and regulations 10. ethics and accountability Relevant to professionals, experts, scholars, general readers, and students worldwide, this work will serve as the most viable global reference source for those looking for an introduction to the field.

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**Organization Theory and Class Analysis** - Stewart R. Clegg - 2017-11-07

**Rational Choice in an Uncertain World** - Reid Hastie - 2010-01
In the Second Edition of Rational Choice in an Uncertain World the authors compare the basic principles of rationality with actual behavior in making decisions. They describe theories and research findings from the field of judgment and decision making in a non-technical manner, using anecdotes as a teaching device. Intended as an introductory textbook for advanced undergraduate and graduate students, the material not only is of scholarly interest but is practical as well. The Second Edition includes: - more coverage on the role of emotions, happiness, and...
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Peter F. Drucker argues that what underlies the current malaise of so many large and successful organizations worldwide is that their theory of the business no longer works. The story is a familiar one: a company that was a superstar only yesterday finds itself stagnating and frustrated, in trouble and, often, in a seemingly unmanageable crisis. The root cause of nearly every one of these crises is not that things are being done poorly. It is not even that the wrong things are being done. Indeed, in most cases, the right things are being done—but fruitlessly. What accounts for
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opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

**Nested Games** - George Tsebelis - 1991-08-12
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**Rational Decisionmaking in Higher Education** - Ellen Earle Chaffee - 1983

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**Choice Theory** - William Glasser, M.D. - 2010-11-16
Dr. William Glasser offers a new psychology that, if practiced, could reverse our widespread inability to get along with one another, an inability that is the source of almost all unhappiness. For progress in human relationships, he explains that we must give up the punishing, relationship-destroying external control psychology. For example, if you are in an unhappy relationship right now, he proposes that one or both of you could be using external control psychology on the other. He goes further. And suggests that misery is always related to a current unsatisfying relationship. Contrary to what you may believe, your troubles are always now, never in the past.
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**Choice Theory** - William Glasser, M.D. - 2010-11-16
Dr. William Glasser offers a new psychology that, if practiced, could reverse our widespread inability to get along with one another, an inability that is the source of almost all unhappiness. For progress in human relationships, he explains that we must give up the punishing, relationship-destroying external control psychology. For example, if you are in an unhappy relationship right now, he proposes that one or both of you could be using external control psychology on the other. He goes further. And suggests that misery is always related to a current unsatisfying relationship. Contrary to what you may believe, your troubles are always now, never in the past. No one can change what happened yesterday.

**Organizations** - James G. March - 1993-05-07
Everything you ever wanted to know about growing grapes March and Simon's Organizations has become a classic in the field of organizational management for its broad scope and depth of information. Written by two of the most prominent experts in the field, this book offers invaluable insight on all aspects of organizational culture through deep discussion of organization theory. The definitive reference for topics including bounded rationality, satisficing, inducement/contribution balances, attention focus, uncertainty absorption and more, this seminal text offers authoritative insight with a practical grounding in the field.

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**Rational Choice Theory**  
James Samuel Coleman - 1992-07-28  
Rational Choice Theory is one of the few general theories of how individuals, groups, organizations and social structures behave - its impact on sociological theorizing has been enormous. In this volume, advocates and critics present their views of the values and limitations of rational choice theory. Whether supporter or sceptic, sociologists and other social scientists will find themselves immersed in a creative discussion of the merits and difficulties of the model and its applicability to both macro and micro level social issues.

**The Paradox of Choice**  
Barry Schwartz - 2009-10-13  
Whether we're buying a pair of jeans, ordering a cup of coffee, selecting a long-distance carrier, applying to college, choosing a doctor, or setting up a 401(k), everyday decisions—both big and
rational-choice-theory-and-organizational-theory

shows how the dramatic increasingly complex due to the overwhelming abundance of choice with which we are presented. As Americans, we assume that more choice means better options and greater satisfaction. But beware of excessive choice: choice overload can make you question the decisions you make before you even make them, it can set you up for unrealistically high expectations, and it can make you blame yourself for any and all failures. In the long run, this can lead to decision-making paralysis, anxiety, and perpetual stress. And, in a culture that tells us that there is no excuse for falling short of perfection when your options are limitless, too much choice can lead to clinical depression. In The Paradox of Choice, Barry Schwartz explains at what point choice—the hallmark of individual freedom and self-determination that we so cherish—becomes detrimental to our psychological and emotional well-being. In accessible, engaging, and anecdotal prose, Schwartz

exploration in choice—from the mundane to the profound challenges of balancing career, family, and individual needs—has paradoxically become a problem instead of a solution. Schwartz also shows how our obsession with choice encourages us to seek that which makes us feel worse. By synthesizing current research in the social sciences, Schwartz makes the counter intuitive case that eliminating choices can greatly reduce the stress, anxiety, and busyness of our lives. He offers eleven practical steps on how to limit choices to a manageable number, have the discipline to focus on those that are important and ignore the rest, and ultimately derive greater satisfaction from the choices you have to make.

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Rational Choice Theory and Religion - Lawrence A. Young - 2016-04-29
Rational Choice Theory and Religion considers one of the major developments in the social scientific paradigms
Young has brought together a greater theoretical unity among the disciplines of sociology, political science, economics and psychology. Applying the theory of rational choice—the theory that each individual will make her choice to maximize gain and minimize cost—to the study of religion, Lawrence Young has brought together a group of internationally renowned scholars to examine this important development within the field of religion for the first time.

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**Institutional Design** - David L. Weimer - 2012-12-06

Policy scientists have long been concerned with understanding the basic tools, or instruments, that governments can use to accomplish their goals. The initial interest in inductively developing comprehensive lists of generic instruments for policy analysis soon gave way to efforts to discover more parsimonious, but still useful, specifications of the elementary components out of which instruments can be assembled. Moving from a generic instrument to a fully specified policy alternative, however, requires the designer to go much beyond the elementary components. Rather than directly specifying some of these details, the designer may instead set the rules by which they will be specified. The creation of these
understanding the basic tools, be thought of as institutional design. This book helps scholars and policy analysts formulate more effective policy alternatives by a better understanding of institutional design. The feasibility and effectiveness of policies depend on the political, economic, and social contexts in which they are embedded. These contexts provide an environment of existing institutions that offer opportunities and barriers to institutional design. A fundamental understanding of institutional design requires theories of institutions and institutional change. With a resurgence of interest in institutions in recent years, there are many possible sources of theory. The contributors to this volume draw from the variety of sources to identify implications for understanding institutional design.

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Opposing views on the merits of formal rational choice approaches as they have been applied to international security studies. Formal theories and rational choice methods have become increasingly prominent in most social sciences in the past few decades. Proponents of formal theoretical approaches argue that these methods are more scientific and sophisticated than other approaches, and that formal methods have already generated significant theoretical progress. As more and more social scientists adopt formal theoretical approaches, critics have argued that these methods are flawed and that they should not become dominant in most social-science disciplines. Rational Choice and Security Studies presents opposing views on the merits of formal rational choice approaches as they have been applied in the subfield of international security studies. This volume includes Stephen Walt's article "Rigor or Rigor Mortis? Rational Choice and Security Studies," critical replies from prominent political scientists, and Walt's rejoinder to his critics. Walt argues that formal approaches have not led to creative new theoretical explanations, that they lack empirical support, and that they have contributed little to the analysis of important contemporary security problems. In their replies,
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**Rational Choice and Criminal Behavior** - Alexis Russell Piquero - 2002
Rational Choice and Criminal Behavior" is a collection of essays by experts in the field of criminal justice examines various aspects of the rational choice framework, which
Naturalistic Decision
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Linking Expertise and Naturalistic Decision Making - Eduardo Salas - 2001-07-01
This book contains selected papers presented at the 1998 conference on Naturalistic Decision Making (NDM). The objectives of the conference were to: *make American researchers more aware of NDM research being conducted abroad, particularly in Europe; *connect NDM research with work in management and industry, to stretch beyond the military and paramilitary focus; and *formulate a more explicit connection between NDM and expertise. These objectives are reflected in the chapters of this volume.

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**The Irrational Organization**
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**Foreign Policy Decision-Making (Revisited)** - R. Snyder - 2003-01-03
This classic work has helped shape the field of international relations and especially influenced scholars interested in how foreign policy is made. At a time when conventional wisdom and traditional approaches are being questioned, and when there is increased interest in the importance of process, the insights of Snyder, Bruck and Sapin have continuing and increased relevance. Prescient in its focus on the effects on foreign policy of preconceptions, organizations and their procedures, and cultures and their values, "Foreign Policy Decision-Making" is of continued relevance for anyone seeking to understand the ways foreign policy is made. Their seminal framework is here complemented by two new chapters examining its influence on generations of scholars, the current state of the field, and areas for future research.

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of science to debate the promise and problems of rational choice theory. As rational choice theory has spread from its home base in economics to other disciplines, it has come under fierce criticism. To its critics, the extension of the explanatory model mistakenly assumes that the logic of economic rationality can explain non-economic behavior and, at its worst, commits the ethnocentric error of imposing Western concepts of rationality on non-Western societies and cultures. This volume includes strong advocates as well as forceful critics of the rational choice approach. However, in contrast to previous debates, all the contributors share a commitment to open, constructive and knowledgeable dialogue. Well-known advocates of rational choice theory (Michael Hechter, Michael Smith, Chris Manfredi) explicitly ponder some of its serious limitations, while equally well-known critics (Ian Shapiro, Mario Bunge) strike a surprisingly

The Social Sciences and Rationality - Hudson Meadwell - 2017-10-19

In recent decades, rational choice theory has emerged as the single most powerful, controversial claimant to provide a unified, theoretical framework for all the social sciences. In its simplest form, the theory postulates that humans are purposive beings who pursue their goals in a rational, efficient manner, seeking the greatest benefit at the lowest cost. This volume brings together prominent scholars working in several social science disciplines and the philosophy of science to debate the preconceptions, organizations and their procedures, and cultures and their values, "Foreign Policy Decision-Making" is of continued relevance for anyone seeking to understand the ways foreign policy is made. Their seminal framework is here complemented by two new chapters examining its influence on generations of scholars, the current state of the field, and areas for future research.
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conciliatory tone in
contemplating its legitimate
uses. Vociferous critics of
neoclassical economics
(Bunge) favorably discuss
sociological proponents of
rational choice theory while
two economists who are not
particularly anti-mainstream
(Robin Rowley, George
Grantham) critically assess
the problems of such
assumptions in their
discipline. Philosophers
(Storrs McCall) and
sociologists (John Hall) alike
reflect on the variable
meaning of rationality in
explaining social behavior. In
the introduction and
conclusion, the editors survey
the current state of the
debate and show how open,
constructive dialogue enables
accusations and dismissals
that have characterized much
previous debate.

21st Century Political
Science: A Reference
Handbook

Organizations - W. Richard
Scott - 1987

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Handbook of Sociological
Theory - Jonathan H. Turner -
2006-05-17
Sociology is experiencing
what can only be described as
hyperdifferentiation of
theories - there are now many
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we should see a weeding out
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As a result, theories in
Evolutionary Theorizing head on with each other as much as they coexist. This seminal reference work was brought together with an eye to capturing the diversity of theoretical activity in sociology - specifically the forefront of theory. Contributors describe what they themselves are doing right now rather than what others have done in the past. The goal of this volume is to allow prominent theorists working in a variety of traditions - who wouldn't usually come together - to review their work. The chapters in this volume represent a mix of theoretical orientations and strategies, but these theories are diverse and represent the prominent theoretical discussions in sociology today. Some areas included are:

Section I: Theoretical Methodologies and Strategies
Section II: The Cultural Turn in Sociological Theorizing
Section III: Theorizing Interaction Processes
Section IV: Theorizing from the Systemic and Macrolevel
Section V: New Directions in Evolutionary Theorizing

Section VI: Theorizing on Power, Conflict, and Change
Section VII: Theorizing from Assumptions of Rationality

This handbook will be of interest to those wanting a broad spectrum and overview of late 20th - early 21st century sociological theory.


Sociology is experiencing what can only be described as hyperdifferentiation of theories - there are now many approaches competing for attention in the intellectual arena. From this perspective, we should see a weeding out of theories to a small number, but this is not likely to occur because each of the many theoretical perspectives has a resource base of adherents. As a result, theories in sociology do not compete head on with each other as much as they coexist. This seminal reference work was brought together with an eye to capturing the diversity of theoretical activity in sociology - specifically the
of late 20th - early 21st century sociological theory.

**Enhancing Organizational Performance** - Committee on Techniques for the Enhancement of Human Performance - 1997-04-16

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by
discusses how organizations explore how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined.

Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

Enhancing Organizational Performance - Committee on Techniques for the Enhancement of Human Performance - 1997-04-16 Total quality management
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