

# Contents

Contributors ix

Introduction 3

*Oliver E. Williamson*

1. Chester I. Barnard and the Intelligence of Learning 11  
*Barbara Levitt and James G. March*
2. Symbols and Organizations: From Barnard to the Institutionalists 38  
*W. Richard Scott*
3. On the Organizational Ecology of Chester I. Barnard 56  
*Glenn R. Carroll*
4. Incentives in Organizations: The Importance of Social Relations 72  
*Jeffrey Pfeffer*
5. Converging on Autonomy: Anthropology and Institutional Economics 98  
*Mary Douglas*
6. The Politics of Structural Choice: Toward a Theory of Public Bureaucracy 116  
*Terry M. Moe*
7. An Economist's Perspective on the Theory of the Firm 154  
*Oliver Hart*
8. Chester Barnard and the Incipient Science of Organization 172  
*Oliver E. Williamson*
9. Transaction Cost Economics and Organization Theory 207  
*Oliver E. Williamson*

Index 257