For our session on Thursday October 20, you will be reading about the way in which the behavior of organizations—public agencies and firms—are affected by the outside environment of pressures around them, and constraints and opportunities in that external environment. Though this might seem obvious, many planners and evaluators of plans, programs, and projects design and evaluate them as if the organization was a self-contained unit. When reading the assignment, think about—for our discussion in class—examples, from your own experience or other readings or from thoughts about your First-year Paper. Some of the optional readings for that session will also help you with this.