

Organizations in Society

SOCY 27

Fall Quarter 2014 12: MWF 12:30 – 1:35

X-hour: T 1:00-1:50 pm

Instructor: Denise Anthony

Office: 124 Silsby Hall
646-0017

Email: denise.anthony@dartmouth.edu (primary contact)

Office hours: Tuesdays 10am – 12:30pm

Course Description:

Most of modern life takes place within a wide variety of complex, interconnecting organizations, from multi-national corporations to churches, social service agencies to volunteer organizations. In this course we will learn about the structure, internal processes, and environments of different forms of organization. We will analyze how organizational features affect individual behavior, and vice versa. We will also consider how organizations affect social outcomes, and the basic structure of society. We will look at a wide variety of organizations, including corporations and voluntary organizations, schools, hospitals, and NGOs. Our objectives will be to learn the various ways sociologists and others have addressed these questions through theory and research, as well as to conduct our own observations of organizations.

This class is designed as a seminar, so class time is devoted to discussion between and among students and the instructor, as well as lectures. It is essential that seminar participants come to class prepared to discuss the reading material for that day's class. Participants are expected to not only read, but also reflect upon the assigned readings before coming to class.

You will choose an organization in which you are (or were recently) a member. Throughout the term you will write **eight 3-page papers** analyzing different aspects about your chosen organization (see attached assignment sheet). In addition to papers there will be **three quizzes** during the term (10% each).

Grades are determined, based on:

Organizational analysis papers	70% (see attached assignment sheet)
3 Quizzes	10% each

Honor Principle and work in this course: (1) Papers. You are encouraged to discuss your papers with other students in the class, but the writing is to be your independent work. You should cite concepts and materials from class appropriately in your papers, though it is possible that some papers will not have any citations.

(2) Quizzes are independent work ONLY. You are encouraged to study with other students from class, but quizzes are completely independent work.

Course Requirements

You should purchase the following books, some of which are also on reserve at the library.

Amy J. Binder and Kate Wood. 2013. Becoming Right. Princeton, NJ: Princeton University Press. ISBN-13: 978-0691145372

Katherine Kellogg. 2011. Challenging Operations. Chicago, IL: University of Chicago Press. ISBN 13-978-0-226-43003-4 (pbk)

Jennifer Lois. 2003. Heroic efforts: the emotional culture of search and rescue volunteers New York : New York University Press. ISBN 0-8147-5184-9 (pbk)

Thomas Medvetz. 2012. Think Tanks in America. Chicago: University of Chicago Press. ISBN-13: 978-0-226-14366-8 (pbk)

Charles Perrow. 2002. Organizing America. Berkeley: University of California Press. ISBN-13: 978-0691123158 ISBN-10: 0691123152 (pbk)

Nikil Saval. 2014. Cubed. New York: Doubleday. ISBN-13: 978-0385536578

Wendy H. Wong. 2012. Internal Affairs. Ithaca, NY: Cornell University Press. ISBN-13: 978-0801450792

Additional required readings are available on the course Canvas website.

Additional Considerations:

- Students with learning, physical or psychiatric disabilities who will be taking this course and may need disability-related classroom accommodations are encouraged to make an appointment to see me as soon as possible, and by the end of the second week of classes (**September 26, 2014**). All discussions will remain confidential, although the Student Disability Services office may be consulted to discuss appropriate implementation of any accommodation requested. Also, stop by the Academic Skills Center in 301 Collis Center to register for support services.
- For individual peer assistance with papers, students are encouraged to use RWIT, the Student Center for Research, Writing, and Information Technology. Make appointments online at www.dartmouth.edu/~rwit
- I realize that some students may wish to take part in religious observances that fall during this academic term. Should you have a religious observance that conflicts with your participation in the course, please come speak with me before the end of the second week of the term to discuss appropriate accommodations.

Course Outline

Sept 15: Introduction to Course

Sept 17: The Rise of Bureaucracy

What is a formal organization? Where did it come from? What does it do?
Weber's definitions of bureaucracy and authority

Sept 19: Formal Structure

Read: Stinchcombe *Formality*, chs 2*, 1 (on Canvas)

Week 2

Sept 22: Formal Structure

Continue discussing Stinchcombe chs 1 & 2

XHOUR: Sept 23: Organizational structure

Read: Wong, *Internal Affairs*, chapters Intro-1-2

Paper 1 DUE

Sept 24: Structure and Networks

Read: Wong, *Internal Affairs*, chapters 3-4

Sept 26: Formal structure

Read: Wong, *Internal Affairs*, chapters 5 and conclusion

Network Assignment DUE

Week 3: Informal Structure: Social Networks

Sept 29: What are social networks? Why do they matter?

Read: Baker, Wayne. 2000. *Achieving Success through Social Capital*. San Francisco, CA: Jossey-Bass. Chapters 2 and 3 (excerpt).

Read: Lin, Nan. 2001. *Social Capital*. Cambridge University Press. Chapter 10.

XHOUR: Sept 30: Race & Gender in Social Networks

Read: Ibarra, Hermina. 1993. "Personal Networks of Women and minorities in management"

Paper 2 DUE

Oct 1: Networks at Dartmouth

Quiz #1

Oct 3: Race & Gender in Organizations: formal and informal structures

Read: Ibarra. 1995. "Race, Opportunity and Diversity" *Academy of Mgmt Journal* 38:673-703.

Week 4: Organizations and Culture I

Oct 6: Recruitment and Joining an organization; Volunteer motivations

Read: Lois *Heroic Efforts*, chs 1-3

XHOUR: Oct 7: Culture as ritual and recruitment

Read: Lois *Heroic Efforts*, chs 4-6

Oct 8: Social control in organizations

Read: Van Maanen, John. 1991. "The Smile factory"

Quiz #2

Oct 10: Social control in voluntary organizations

Read: Lois *Heroic Efforts*, chs 7-8

Paper 3 DUE

Week 5: Organizational Environments I

Oct 13: Organizations and Institutions

Read: Kellogg, *Challenging Operations*, chapters 1-4

XHOUR: Oct 14: Guest Speaker: Katherine Kellogg

Paper 4 DUE

Oct 15: Organizational Change

Read: Kellogg, *Challenging Operations*, chapters 5-6

Oct 17: Organizational Change

Read: Kellogg, *Challenging Operations*, chapters 7-8

Week 6: Organizations and Culture II

Oct 20: The university as organization

Read: Binder and Wood, *Becoming Right*, chs 1 (skim), 2, 3, AND 8

XHOUR: Oct 21: No Class

Paper 5 DUE

Oct 22: Organizations, culture and social norms

Read: Binder and Wood, *Becoming Right*, chs 4 and 5

Oct 24: Organizations, culture and social norms

Read: Binder and Wood, *Becoming Right*, chs 6 and 7

Week 7: Organizational Environments II

Oct 27: Organizations, Ideas, and Institutions

Read: Medvetz *Think Tanks*, chs Prologue, 1 and 2

XHOUR: Oct 28: Theories of Org Environments

Paper 6 DUE

Oct 29: Organizations and networks

Read: Medvetz *Think Tanks*, chs 3 and 4

Oct 31: Organizations, Ideas, and Intellectual debate

Read: Medvetz *Think Tanks*, chs 5 and 6

Week 8: Organizations and Power

Nov 3: The History of Corporate Organizations

Read: Perrow, Charles. 2002. Organizing America. Chs 1 – 3

XHOUR: Nov 4: Power of Organizations

Paper 7 DUE

Read: Perrow, Charles. 2002. Organizing America. Ch 4

Nov 5: Power of Organizations

Read: Perrow, Charles. 2002. Organizing America. Chs 5 – 7

Nov 7: The Legacy of Organizational Power in US

FILM: *The Corporation*

Quiz #3

Week 9: Social Change: Organizations, Culture and Power

Nov 10: "Structure," organizations, and culture

Read: Saval, *Cubed*, chs Intro, 1 and 2

XHOUR: Nov 11: Gender in Organizations

Paper 8 DUE

Read: Saval, *Cubed*, chapter 3

Nov 12: Organizations, social control, management theory

Read: Saval, *Cubed*, chapter 5, skim ch6 especially pp.195-200

Nov 14: Technology and the future

Read: Saval, *Cubed*, chs 7,8,9

Week 10: Organizations in Society

Nov 17: The Big picture

XHOUR: Nov 18: The Big picture

Policy on Late Papers

Papers or other assignments handed in after the due date and prior to the next class period following the due date will receive a full letter grade reduction. (Basically this means the highest possible grade you can get on a late paper is a B.) I will deduct an additional half a letter grade for each additional class period your paper is late. (That means, if you hand a paper in one week after the assigned due date, or two class periods late, the highest grade you can receive on the paper is a B-).

Any assignment more than two weeks late will not be accepted. Extensions may be given for extreme individual circumstances. If you are having problems with an assignment, for whatever reason, it is best to talk with me as soon as possible, BEFORE the paper is due. Talk to me! I may be able to help you get the paper done on time, and I will be more sympathetic than if I hear of your problem the day before or day (!) the assignment is due.

Please Note Well: YOU are responsible for any file errors. Papers that I cannot open will be considered late.

Organizational Analysis Case Study Papers

The purpose of these assignments is to analyze a specific organization in depth, making use of the theories and concepts from the course. Each paper should be 3 pages, double-spaced. You may use a pseudonym for your organization. **DARTMOUTH ID Numbers only. NO NAMES.**

Paper 1: Overview (DUE 9/23) Describe your organization. What is its official mission (why does it say it exists)? Who are its members/workers? **5%**

Paper 2: Formal Structure (DUE 9/30) Describe the formal structure of your organization. Examine the extent of specialization, formalization and centralization. Do the rules help to accomplish the "work" of your organization (i.e., are they effective) or are they "myth and ceremony"? **10%**

Paper 3: Informal Structure (DUE 10/10) What are the informal networks in your organization? Describe how the formal and informal structures interact (e.g., what is the relationship between formal positions and social networks? How does interaction of formal and informal affect the organization's goals/activities?) Give examples. **10%**

Paper 4: Culture I (DUE 10/14) Describe a ritual of the organization. What does the ritual accomplish for members? Give an example of jargon. Give an illustration of how jargon and/or ritual distinguishes members from non-members in your organization. **10%**

Paper 5: Culture II (DUE 10/21) Discuss the culture of your organization. What are some of the norms? How are they enforced? What happens to those who do not follow them? Are different members rewarded/punished differently for following/breaking norms - why? **10%**

Paper 6: Decision-Making (DUE 10/28) What is the process of decision-making in your organization? Are there conflicts between actors with authority and actors with power? Has there ever been a power-struggle in your organization? Was it over the content of output (what organization does/produces) or over distribution of output (who gets what)? **10%**

Paper 7: Environment (DUE 11/4) What are the most critical elements of the environment (think about the theoretical issues of your organization and how do they affect your organization)? **10%**

Paper 8: Power (DUE 11/11) Has your organization sought to change an aspect of its environment? How? Has it had an effect on its environment (i.e., power in Perrow's view)? Describe in detail. **5%**