

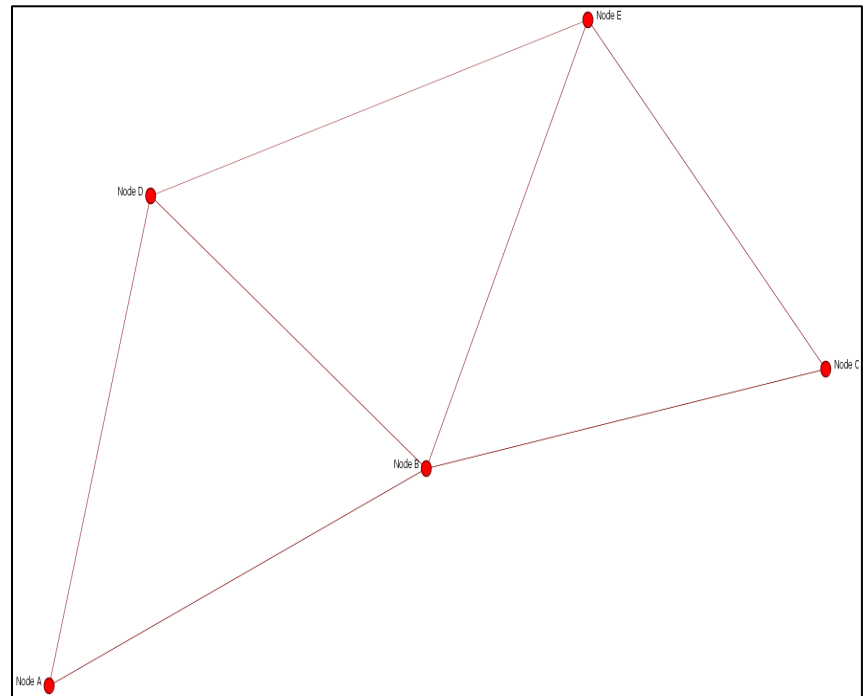


# Networks, Groups, Organizations

# Networks

# Social Network

- Web of social relationships that link one person with other people
- Exchange resources, support, information
- Nodes, links, distance
- Strong and weak ties



# Impacts

## Support

Social capital

Protective factors and  
assistance

Strength of ties, size  
of network,  
investment in network

## Jobs

Strength of weak ties

Greater gains through  
diverse networks

## Online

Active and intense  
online engagement  
leads to greater  
benefit from online  
network

Importance of offline  
networks

# Who Gets Stabbed?

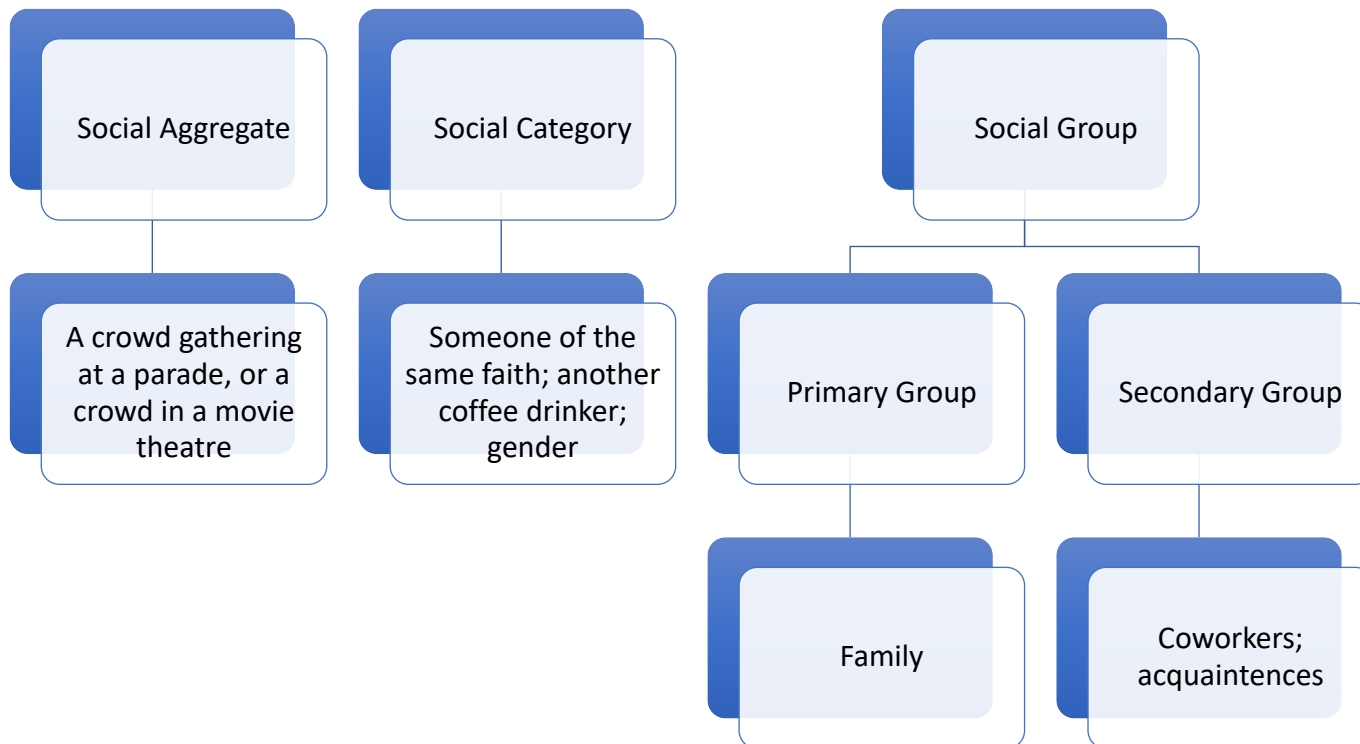
- UK network analysis of knife crime offending and victimization
- Where do people carry knives?
- Who commits knife crime?
- Who is a victim?
- Is it retaliatory?
- Is it predictable?

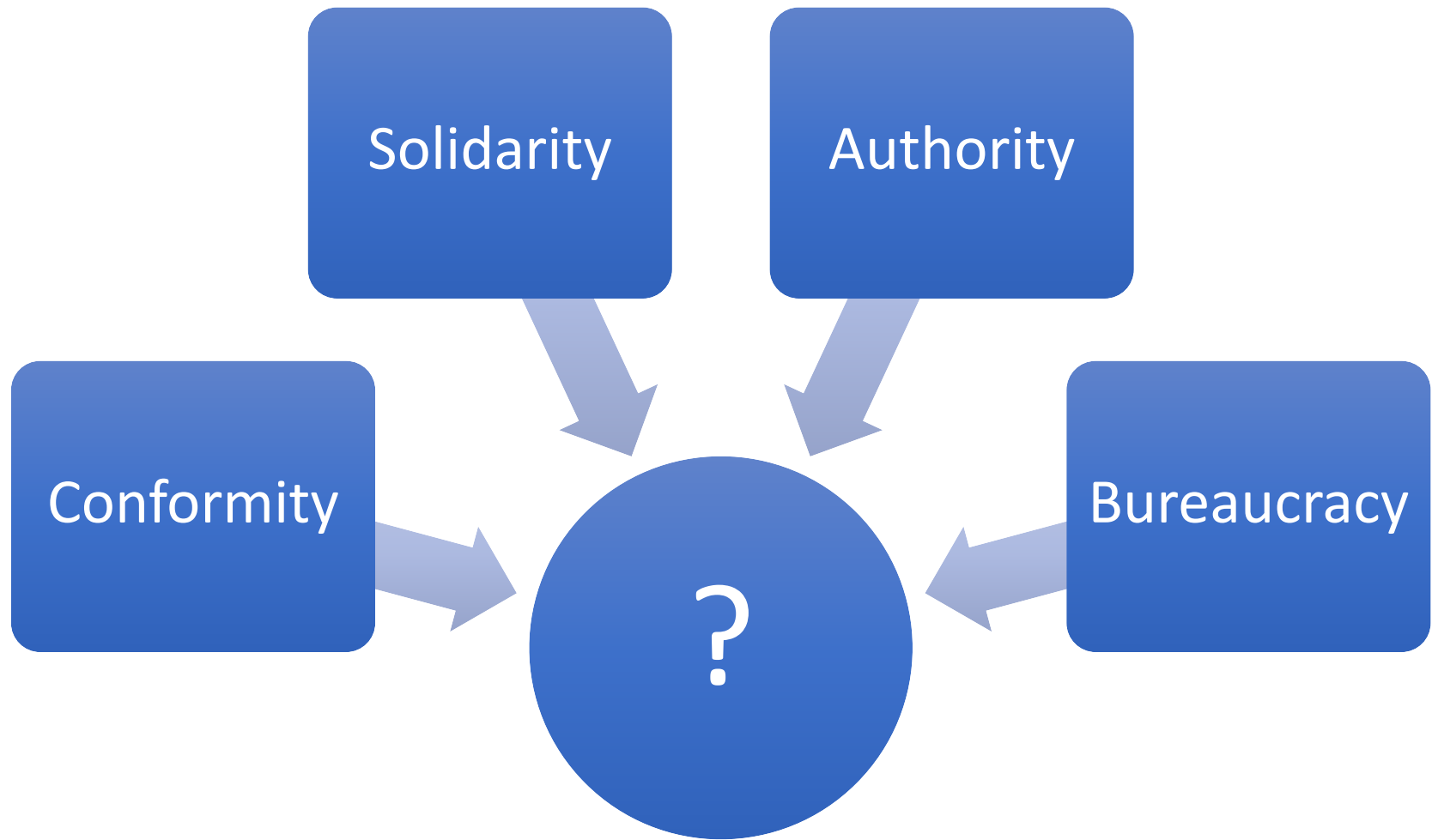


# Groups

# Groups

- A collection of two or more people who interact frequently with one another and share a sense of belonging







# Shaping Action



## Conformity

- Group think, socialization, pressure to conform



## Solidarity

- In and out groups, shared norms, cohesion, loyalty



## Authority

- Inclination to obey



## Bureaucracy

- Efficient authority structure, discrete tasks, neutralization



## Identity

- Sense of self, belonging

# Collective Behaviour

## Fear of ridicule

- Desire to avoid ridicule creates conformity

## Loyalty

- Sharing risky behavior solidifies loyalty
- Creates conformity and solidarity

## Status

- Status, respect, avoiding status loss

## Diffusion of moral responsibility

- Having others present shifts blame



# Organizations

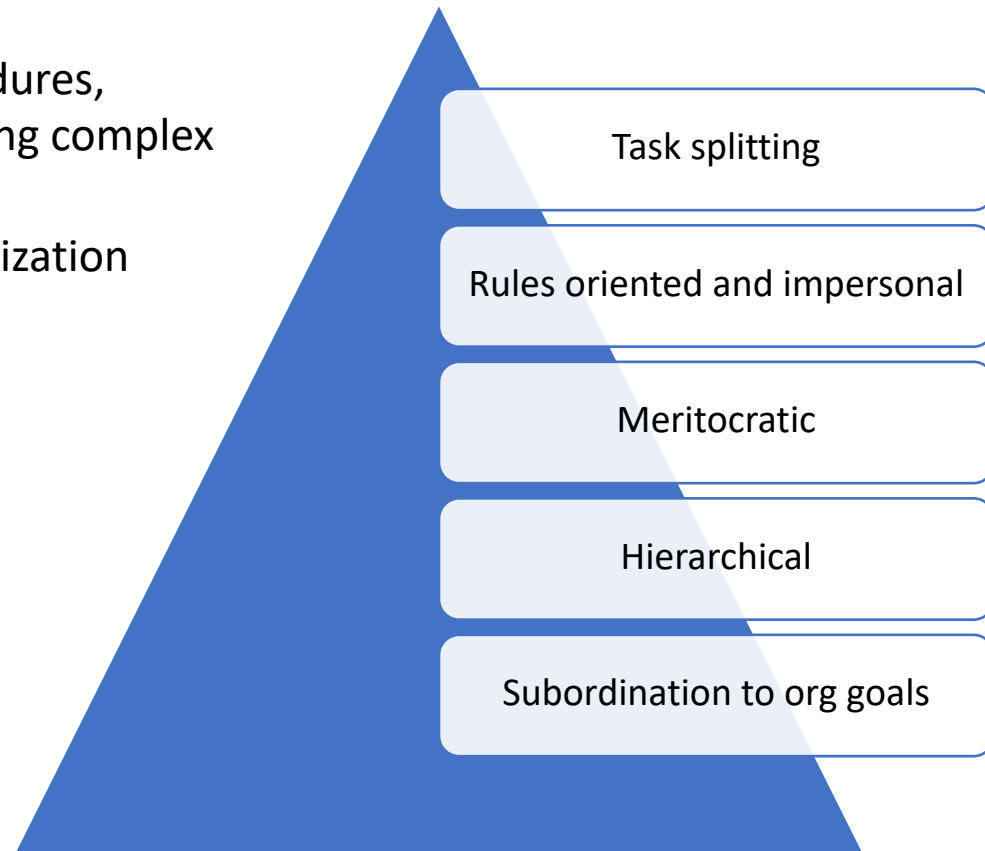
# Formal Organization

- Secondary group designed to achieve explicit objectives

| Task            | Organizations  |
|-----------------|--|
| Discovery       | Research organizations, universities                           |
| Socialization   | Schools, organized religion                                    |
| Resocialization | Prisons, mental hospitals                                      |
| Production      | Industrial firms, manufacturing, craft organizations           |
| Distribution    | Retail and wholesale organizations                             |
| Services        | Child care, financial planners, auto repair shops, hair salons |
| Protection      | Police, military, fire service, insurance companies            |
| Finances        | Banks, trust companies   |
| Health          | Hospitals, clinics, dental care, health clubs/gyms             |
| Culture         | Museums, art galleries, libraries, theatres                    |
| Communication   | Radio, television, ISPs, postal service                        |
| Recreation      | National parks, sports leagues, shooting ranges                |

# Formal Organization

- Secondary group designed to achieve explicit objectives
- Bureaucracy
  - Rational systems (rules, procedures, structures, methods) for running complex organizations
  - Application of ideas of rationalization



# Rationality

- Efficiency, calculability, predictability, control
- Universities?
  - Large classes
  - Machine-based testing
  - Publisher-supplied tests
  - Publisher-supplied slides
  - Options for students prioritizing efficiency over learning

# Organizational Culture

- The beliefs, norms, and values that are shared within an organization
- Can organizations shape the behaviour of those within them?

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|              |   |
|--------------|---|
| <b>Enron</b> | Cleverness, experimentation, aggression, pushing limits, humiliation, termination |
|--------------|---|

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|  |  |
|--|--|
|  | Rules and ethics were stretched or violated for profit and success |
|--|--|

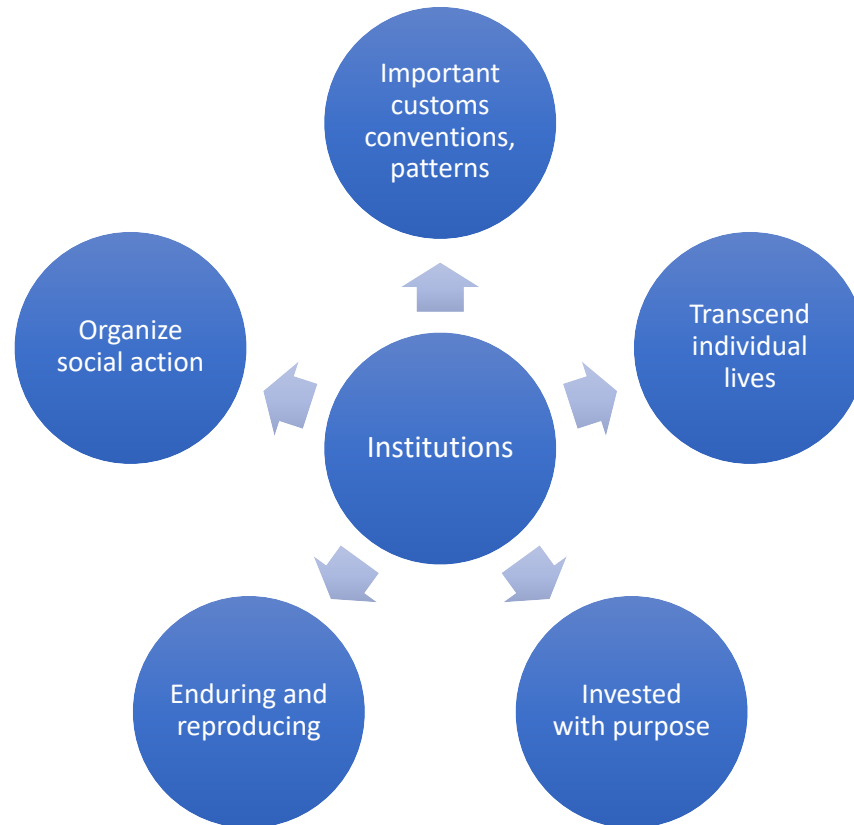
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|  |   |
|--|---|
|  | Widespread unethical behaviour, deception, self-interest, and fraud |
|--|---|

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# Institutions

- Organizations are influenced by their physical, cultural, technological, and social environments





# Institutions

- Why do universities look the same?
- Same bureaucratic structures, same departments, same hierarchies, and the same resources
- *Idea* about the best and most legitimate way to organize higher education in society
- External institutional context for legitimacy