Organizations in Society

SOCY 27

Fall Quarter 2017  10: MWF 10:10 – 11:15 am
X-hour: Th 12:15-1:05 pm

Instructor: Denise Anthony
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646-0017  Office hours: Thursdays 1:15 – 2:30 pm & by appt.

Course Description:
Modern life involves interaction with a wide variety of complex, interconnecting organizations, from multi-national corporations to churches, non-profits to social media start-ups, social service agencies to volunteer organizations. Today, even our interpersonal relationships like friendship and dating are mediated through 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 issues through theory and research, as well as to conduct our own observations of organizations. After this course you should be able to:

1) Identify and define key components of formal organizational structure
2) Analyze how organizational components affect individual behavior, and vice versa
3) Discuss how organizations affect social patterns and outcomes
4) Identify and discuss sociological theories of organization and relevant empirical research findings from organizational studies
5) Apply relevant theories and research to a specific organization as a case study
6) Work independently and in small groups; present on the objectives above

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.

Grades are determined, based on:
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).

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

Honor Principle (https://students.dartmouth.edu/judicial-affairs/policy/academic-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.


Additional required readings are available on the course Canvas website.

- 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 discuss as soon as possible, and by the end of the second week of classes (September 22, 2017). All discussions will remain confidential, although the Student Accessibility Services office (Carson Hall, Suite 125, 646-9900) may be consulted to discuss appropriate implementation of any accommodation requested.

- All students should stop by the Academic Skills Center in Baker Library, Suite 224. For individual peer assistance with papers, students are encouraged to use RWIT, the Student Center for Research, Writing, and Information Technology.

** I realize that some students may wish to take part in religious observances during this academic term. Should you have a religious observance that conflicts with your participation in the course, please speak with me at your earliest convenience to discuss appropriate accommodations. **
Course Outline

Sept 11: Introduction to Course

Sept 13: 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 15: Formal Structure
Read: Stinchcombe Formality, chs 1 & 2* CANVAS

Week 2
Sept 18: Formal Structure
Continue discussing Stinchcombe chs 1 & 2

TUESDAY Sept 19: Paper 1 DUE by 5pm to CANVAS

Sept 20: Structure and Networks
Read: Wong, Internal Affairs, chapters Intro-1-2

XHOUR: Sept 21: Organizational structure
Read: Wong, Internal Affairs, chapters 3-4

Sept 22: Formal structure
Read: Wong, Internal Affairs, chapters 5 and conclusion

Week 3: Informal Structure: Social Networks
Sept 25: NO CLASS  **DUE: Network Assignment

TUESDAY Sept 26: Paper 2 DUE by 5pm to CANVAS

Sept 27: What are social networks? Why do they matter?

XHOUR Sept 28: Race & Gender in Organizations: formal and informal structures

Sept 29: Networks at Dartmouth       Quiz #1

Week 4: Organizations and Culture I
Oct 2: Recruitment and Joining an organization; Volunteer motivations
Read: Lois Heroic Efforts, chs 1-3

TUESDAY Oct 3: Paper 3 DUE by 5pm to CANVAS

Oct 4: Social control in organizations
XHOUR: Oct 5: Culture as ritual and recruitment
Read: Lois Heroic Efforts, chs 4-6

Oct 6: Social control in voluntary organizations
Read: Lois Heroic Efforts, chs 7-8

**Week 5: Organizations and Inequality**

Oct 9: Organizations and Inequality
Read: Acker, Joan. 2006. “Inequality regimes: Gender, class and race in organizations” *Gender and Society* 20(4): 441-464. CANVAS

**TUESDAY Oct 10: Paper 4 DUE by 5pm to CANVAS**

Oct 11: Organizations and Social Status

XHOUR: Oct 12: Organizational Change
And

Oct 13: Organizational Change

**Week 6: Organizational Environments I**

Oct 16: Organizations and Institutions
Read: Kellogg, *Challenging Operations*, chapters 1-4

**TUESDAY Oct 17: Paper 5 DUE by 5pm to CANVAS**

Oct 18: Organizational Change
Read: Kellogg, *Challenging Operations*, chapters 5-6

XHOUR: Oct 19: Discuss Kellogg

Oct 20: Organizational Change
Read: Kellogg, *Challenging Operations*, chapters 7-8

**Week 7: Organizational Environments II**

Oct 23: Quiz #2

**TUESDAY Oct 24: Paper 6 DUE by 5pm to CANVAS**

Oct 25: Organizations and Organizational Fields
Read: Wooten *In the Face of Inequality*, Preface, Intro and chapter 1
XHOUR: Oct 26: Guest speaker: Melissa Wooten

Oct 27: Inequality and Organizational Change
Read: Wooten In the Face of Inequality, chapters 2, 3, 4

Week 8: Organizations and Power
Oct 30: Organizational adaptation
Read: Wooten In the Face of Inequality, chapters 5 and 6

TUESDAY Oct 31: Paper 7 DUE by 5pm to CANVAS

Nov 1: The History of Corporate Organizations
Read: Perrow Organizing America, Chs 1 – 3

XHOUR: Nov 2: FILM: The Corporation

Nov 3: FILM: The Corporation

Week 9: Social Change: Organizations, Culture and Power
Nov 6: Power of Organizations
Read: Perrow Organizing America, Ch 4

TUESDAY Nov 7: Paper 8 DUE by 5pm to CANVAS

Nov 8: Power of Organizations
Read: Perrow Organizing America, Chs 5 – 7

XHOUR Nov 9: Quiz #3

Nov 10: Organizations and the future

Week 10: Organizations in Society
Nov 13: 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.

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.

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 9/19) Describe your organization. Think about the 5 components. What is it’s official mission (why does it say it exists)? Who are its members/workers? **5%**

**Paper 2: Formal Structure** (DUE 9/26) Describe the formal structure of your organization. Describe the extent of specialization, formalization and centralization. Discuss whether the formal structure helps to accomplish the “work” of your organization (i.e., effectiveness) or are the rules merely “myth and ceremony”? **10%**

**Paper 3: Informal Structure** (DUE 10/3) 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 or activities? Give examples. **10%**

**Paper 4: Culture I** (DUE 10/10) 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 10/17) 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 10/24) 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 10/31) What are the most critical elements of the environment for your organization? How has the organization adapted to its environment? **10%**

**Paper 8: Power** (DUE 11/7) 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%**