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
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646-0017  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.


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

Sept 24: Structure and Networks
Read: Wong, *Internal Affairs*, chapters 3-4

Sept 26: Formal structure
Read: Wong, *Internal Affairs*, chapters 5 and conclusion

**Week 3: Informal Structure: Social Networks**
Sept 29: What are social networks? Why do they matter?

**XHOUR: Sept 30: Race & Gender in Social Networks**

Oct 1: Networks at Dartmouth

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

**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

**Oct 10: Social control in voluntary organizations**
Read: Lois *Heroic Efforts*, chs 7-8
**Week 5: Organizational Environments I**
*Oct 13: Organizations and Institutions*
Read: Kellogg, *Challenging Operations*, chapters 1-4

**XHOUR: Oct 14: Guest Speaker: Katherine Kellogg**

**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**

**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**

**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*

**XHOUR: Nov 4: Power of Organizations**
Read: Perrow, Charles. 2002. *Organizing America*. Ch 4

**Nov 5: Power of Organizations**
**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**

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**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%**