

Organizations in Society

SOCY 27

Fall Quarter 2006 12: MWF 12:30 – 1:35

X-hour: T 1-2 pm

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Office hours: Tuesdays 8:30-10am or by appointment

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, hospitals and gangs. 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 be graded on class participation overall. Because it is necessary to be in class to participate, **missing more than four class periods without a valid medical excuse will result in failure of the course.**

In addition to **class participation**, 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 paper description). There will be a **mid-term exam** (15%) as well as a **final take-home exam** (15%).

Grades are determined, based on:

Class participation	10%
Organizational analysis papers	60%
Mid-term exam	15%
Take home Final exam	15%

Honor Principle and work in this course: (1) Papers. You are encouraged to discuss your papers with other students in the class. 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) Exams. Exams are independent work ONLY. You are encouraged to study for the in-class mid-term with other students from class, but the exam is completely independent. The take-home final exam is also completely independent – you should not discuss the exam with any other students from the course.

Course Requirements

You should purchase the following materials from Wheelock Books. These books are also on reserve at the library.

Daniel Chambliss. 1996. Beyond Caring Hospitals, Nurses and the Social Organization of Ethics. Chicago: University of Chicago Press.

Mindy Fried. 1998. Taking Time Parental Leave Policy and Corporate Culture. Philadelphia: Temple University Press.

Martin Sanchez Janokowski. 1991. Islands in the Street Gangs and American Urban Society. Berkeley: University of California Press.

Tobin, Joseph, David Wu, and Dana Davidson. 1989. Preschool in Three Cultures. New Haven: Yale University Press.

[Lois, Jennifer](#). 2003. Heroic efforts: the emotional culture of search and rescue volunteers New York : New York University Press.

Waters, Tony. 2001. Bureaucratizing the Good Samaritan. Boulder, CO: Westview Press.

Additional required readings are available in the Sociology office, 12 Silsby Hall (*SOCY in syllabus).

- 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 29, 2006**). 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 tutorial assistance with papers, research, and new media projects, students may 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 20: Introduction to Course

Sept 22: The Rise of Bureaucracy

What is a formal organization? Where did it come from? What does it do?

Read: Perrow, Charles. 2002. "Preparing the Ground." Chapter 2, pp. 22 – 47 in Organizing America. *SOCY

Week 2: Formal Structure

September 25: What is Bureaucracy?

Weber's definitions of bureaucracy and authority

Sept 27: Formal Structure

Read: Stinchcombe Formality, chs 2*, 1 *SOCY

Paper 1: Org Overview Due

Sept 29: Formal structure and real orgs

Different expectations for different workers

Read: Fried Taking Time, chapters 1-3, 5

Paper 1: Org Overview Due

Week 3: Organizations and Culture

Oct 2: What is organizational culture?

What does culture mean? What are social norms?

Paper 2: Structure Due

Oct 4: Culture and Control

Read: Van Maanen, John. 1991. "The Smile factory: Work at Disneyland." Pp. 58-76 in Reframing Organizational Culture, edited by Peter Frost, Larry Moore, Meryl Louis, Craigh Lundberg, Joanne Martin. Newbury Park, CA: Sage. *SOCY

Oct 6: Formal Structure, Culture and Society

Read Preschool in Three Cultures, chapters 1 – 4

Week 4: Informal Structure: Networks

Oct 9: What are social networks? Why do they matter?

Read: Burt, Ronald. 1992. Structural Holes. Pp.8-25. *SOCY

Paper 3: Culture I Due

Oct 11: Informal Networks within Organizations

Effects of informal networks; How networks differ across actors;

Read: Ibarra, Hermina. 1993. "Personal Networks of Women and minorities in management" Academy of Mgmt Review 18:56-87. READ TO PAGE 77

[http://links.jstor.org/sici?sici=0363-](http://links.jstor.org/sici?sici=0363-7425%28199301%2918%3A1%3C56%3APNOWAM%3E2.0.CO%3B2-T)

[7425%28199301%2918%3A1%3C56%3APNOWAM%3E2.0.CO%3B2-T](http://links.jstor.org/sici?sici=0363-7425%28199301%2918%3A1%3C56%3APNOWAM%3E2.0.CO%3B2-T)

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

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[4273%28199506%2938%3A3%3C673%3AROADOS%3E2.0.CO%3B2-J](http://links.jstor.org/sici?sici=0001-4273%28199506%2938%3A3%3C673%3AROADOS%3E2.0.CO%3B2-J)

Oct 13: Guest Lecture on diversity in organizations

Week 5: Organizations and Gender

Oct 16: Gender Stratification

Read: Charles, Maria, and David Grusky. 2004. "The four puzzles of sex segregation." Pp. 3-31 in Occupational Ghettos. Stanford University Press, Stanford, CA. ***SOCY**

Oct 18: Review for exam

Paper 4: Informal Networks

Oct 20: In-Class Mid-term Exam

Week 6: Voluntary Organizations, Culture and Control

Oct 23: Volunteer motivations

Read: Lois Heroic Efforts, chs 1-3

Oct 24: X HOUR: Status and Cooperation

Oct 25: Social control in voluntary organizations

Read: Lois Heroic Efforts, chs 4, 7-8

Oct 27: Organizational Deviance

Paper 5: Culture II Due

Week 7: Organizational Environments

Oct 30: Organizational structure during disaster

Read: Waters Good Samaritan, chs 1-4, 6

Oct 31: X HOUR: Hurricane Katrina

Nov 1: Inter-organizational relationships and disaster

Read: Waters Good Samaritan, chs 11, 12, 14

Nov 3: Theories of Environmental Influence

Week 8: More Organizational Environments

Nov 6: Organizational Membership

Read: Islands in the Street, chapters 1 – 4 (also look at Intro, pp. 1-20)

Nov 8: Organization and Community

Read: Islands in the Street, chapters 7-9 **Be prepared to discuss in class**

Nov 10: Organizations and Power

Paper 6: Environment DUE

Week 9: Organizations and Power I: Inside the Organization

Nov 13: Power and decision-making

Read Beyond Caring, chapters, Intro-3

Nov 14: X-HOUR Film

Nov 15: What are professions? How do they affect organizations?

Read Beyond Caring, chapters 4 – conclusion

Nov 17: Power and the Individual

Paper 7: Power DUE

Week 10: Organizations in Society

Nov 20: FILM: The Corporation

Nov 23 & 25: NO CLASS

Thanksgiving Break

Week 11: Organizations in Society

Nov 27: Organizational power

Nov 29: Organizational power

Paper 8: Effectiveness DUE

Receive Take-home final exam

Organizational Analysis Case Study Papers

The purpose of these assignments is to give you the opportunity 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 and stapled. May use pseudonym for your Organization.

Paper 1: Overview (DUE September 27/29) Describe your organization. What does it do or why does it exist? Who are its members or workers? **5 percent**

Paper 2: Formal Structure (DUE October 2) Describe both the formal and informal structure of your organization. Do not simply describe the organizational chart. 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"? **5 percent**

Paper 3: Culture I (DUE October 9) Describe a ritual of the organization. What does the ritual accomplish for members? Give an example of jargon. How does jargon distinguish members from outsiders? Give an illustration of this process. **5 percent**

Paper 4: Informal Structure (DUE October 18) What are the informal networks in your organization based on? Describe how the formal and informal structures interact (e.g., what is the relationship between formal positions and social networks?) Give examples. **10 percent**

Paper 5: Culture II (DUE October 28) 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 percent**

Paper 6: Environment (DUE November 10) What are the most critical elements of the environment of your organization and how do they impact your organization? **10 percent**

Paper 7: Decision-Making and Power (DUE November 17) 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 percent**

Paper 8: Effectiveness (DUE November 29) Discuss the overall effectiveness of your organization, but consider the question, effective at what? In your first paper you were asked to describe what your organization does and for whom. Do you now have a different view of what your organization is effective at producing? **5 percent**