

Department of Sociology
Dartmouth College
Winter 2007

Course: Markets and Management (Socy 22)

Time: MWF 11:15-12:20
Tues 12:00-12:50 (X hour)

Instructor: John Campbell
123 Silsby Hall
Office phone: 646-2542

Office Hours: Monday 1:00-3:00 (and by appointment)

E-Mail: I will try to answer e-mail queries as soon as I can. However, given the rather large amount of e-mail that I receive, I can make no guarantees how fast that will be. For the same reason, my responses may be rather short. Please do not take offense.

Course Description: What is a market? How do people find jobs? Who controls corporations? Are markets always competitive? Should government help manage the economy? Do we need labor unions? Is American-style capitalism the best form of capitalism? This course explores how advanced capitalist economies are organized and operate. It explores whether markets develop naturally in response to the forces of supply and demand, or whether other social forces are involved, like friendship, trust and politics. It investigates how corporations developed and how they are changing today. It probes the positive and negative impacts that labor unions have on economic performance. It analyzes the proliferation of strategic alliances and other forms of business networks in the United States and abroad. Finally, it scrutinizes how corporate managers, unions, and governments are coping with recent economic challenges, such as those posed by rapid technological change and the “globalization” of economic activity. In sum, this is a course about the social relations and institutions within which economic activity is embedded. *No background in economics is required for this course.*

Required Texts: The following required texts for the course are available at the Dartmouth Bookstore and Wheelock Books. They are also on reserve at Baker Library.

Colin Crouch & Wolfgang Streeck, editors. 1997. Political Economy of Modern Capitalism. Thousand Oaks, CA: Sage.

Rick Fantasia and Kim Voss. 2004. Hard Work: Remaking the American Labor Movement. Berkeley: University of California Press.

Mark Roe. 1994. Strong Managers, Weak Owners. Princeton: Princeton University Press.

Juliet Schor. 1999. The Overspent American: Upscaling, Downshifting, and the New Consumer. New York: Basic Books.

Linda Weiss. 1998. The Myth of the Powerless State. Ithaca: Cornell University Press.

Josh Whitford. 2005. The New Old Economy. New York: Oxford University Press.

General Course Requirements: All students are expected to attend lectures, do the reading, participate in class discussions, and take the exams.

Examinations: There will be three take-home essay exams. They will be open book, but you will not be allowed to discuss them with anyone else. The exam dates are listed below in the course outline. **Exams must be typed and turned in as *hard copy*. Emailed exams will not be accepted!**

Due Date Policy: Exams turned in after the due date will be graded down automatically according to how late they arrive. Due dates are specified in the syllabus below. In extraordinary circumstances late exams may be accepted without being graded down if (1) you know in advance that you will be unable for extraordinary reasons to turn the exam in on time and you make arrangements with the instructor at least one week before the scheduled exam date, or (2) you are suddenly hospitalized or become seriously ill, have documentation to that effect from a doctor or dean, and consult with the instructor as soon as possible. Away games, job interviews, etc. are generally not acceptable reasons for turning exams in late.

Grading: Your grade will be based on the total number of points earned on the exams. (Note that recent student evaluations often remark that I am a hard grader. It would not be unusual for students to need 92% of the total points possible in the course to receive grades in the A range; 82-91% of points possible to receive grades in the B range; 72-81% of points possible to receive grades in the C range; and 62-71% of points possible to receive a D.)

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| Exam #1 | 60 points |
| Exam #2 | 60 points |
| Exam #3 | 60 points |

Honor Principle: Examinations will be conducted in accord with the principles of academic honor detailed in Dartmouth's Organization, Regulations and Courses and the Student Handbook.

Students with Disabilities: I encourage students with disabilities, including "invisible" disabilities like chronic diseases, learning disabilities, and psychiatric disabilities to discuss with me after class or during my office hours by the end of the second week of the term appropriate academic adjustments or accommodations that might be helpful to you. All discussions will remain confidential, although the Academic Skills Center may be consulted to verify the documentation of the disability.

Reading Assignments: The reading assignments for the course are listed below in the course outline. It is expected that you will have done the reading by the time class meets on the date for which the assignment is listed in the syllabus. There is a lot of reading so you should keep up with it as we go along. Otherwise you will be faced with an extraordinary amount of reading before the exams.

Course Outline:

- Jan 5 Introduction to the Course/What is Economic Sociology?
Crouch & Streeck. Political Economy of Modern Capitalism. (Begin reading chaps. 1-7)

Part I: Classical Views and the Varieties of Capitalism

Capitalism was created through struggle and conflict. It is embedded in political and cultural institutions. Its development was tightly linked to the development of states. It requires entrepreneurial energies that can be both creative and destructive. As a result, capitalism takes many different forms and changes over time.

- Jan 8 Are all capitalist economies the same? Are all capitalist economies homogeneous?
Crouch & Streeck. Political Economy of Modern Capitalism. (Continue reading chaps. 1-7)

- Jan 10 Is there one best way to organize a capitalist economy?
Crouch & Streeck. Political Economy of Modern Capitalism. (Finish reading chaps. 1-7)

Part II: The Social Construction of Markets

Markets do not operate in a social vacuum. They are embedded in networks of social relations, rules and regulations, values and attitudes—all of which affect how markets are organized and operate.

- Jan 12 What is a market?
Juliet Schor. The Overspent American. (Begin reading.)
- Jan 15 NO CLASS: Martin Luther King Jr. Holiday
- Jan 16 **X-HOUR** How do labor markets work?
Juliet Schor. The Overspent American. (Continue reading.)
- Jan 17 How do capital markets work?
Juliet Schor. The Overspent American. (Continue reading.)
- Jan 19 How do consumer markets work?
Film: "The Persuaders"
Juliet Schor. The Overspent American. (Continue reading.)
- Jan 22 Discussion: Why do we buy and spend?
Juliet Schor. The Overspent American. (Finish reading.)
EXAM #1 DISTRIBUTED IN CLASS

Part III: Corporations

Large-scale organizations have come to dominate capitalist economies. These corporations are

organized and operate according to several logics, including the logic of power. Control of the corporations has changed historically. So have their forms, most recently in less hierarchical and more flexible directions. All of this has political and moral as well as economic consequences.

Jan 24 How did corporations develop?

Mark Roe. Strong Managers, Weak Owners. (Begin reading, pp. 1-231 only.)

Jan 26 Who controls the corporations?

Mark Roe. Strong Managers, Weak Owners. (Continue reading, pp. 1-231.)

EXAM #1 DUE IN CLASS

Jan 29 Corporate restructuring: What is the new “flexible” firm and where did it come from?

Mark Roe. Strong Managers, Weak Owners. (Continue reading, pp. 1-231.)

Jan 31 Discussion: Possibilities for corporate social responsibility?

Film: “Bigger Than Enron”

Mark Roe. Strong Managers, Weak Owners. (Finish reading, pp. 1-231.)

Part IV: Workers and Unions

Corporate power is sometimes counterbalanced by the power of labor unions. The relation between corporations and unions has varied widely both historically and across countries. These differences have important impacts on economic performance—some good, some bad.

Feb 2 What do unions do?

Rick Fantasia and Kim Voss. Hard Work. (Begin reading)

Feb 5 How have unions changed in the United States?

Rick Fantasia and Kim Voss. Hard Work. (Continue reading)

Feb 6 **X-HOUR**. How are labor-management relations organized?

Rick Fantasia and Kim Voss. Hard Work. (Continue reading)

Feb 7 Discussion: Possibilities for organizing in America

Film: “Food Fight”

Rick Fantasia and Kim Voss. Hard Work. (Finish reading)

EXAM #2 DISTRIBUTED IN CLASS

Feb 9 NO CLASS: WINTER CARNIVAL

Part V: State-Economy Relations

States play key roles in all capitalist economies and are one of the most important reasons why capitalism takes so many different forms. States help organize markets, corporations, unions and the relationships among them. For these reasons and others state’s affect economic performance.

Feb 12 Should states help manage economies?

Linda Weiss. The Myth of the Powerless State. (Begin reading.)

Feb 14 How do states affect economic organization?

Linda Weiss. The Myth of the Powerless State. (Continue reading.)

EXAM #2 DUE IN CLASS

Feb 16 How do states affect economic performance?

Linda Weiss. The Myth of the Powerless State. (Continue reading.)

Feb 19 Can states still manage their economies—even with globalization?

Linda Weiss. The Myth of the Powerless State. (Continue reading.)

Feb 21 Discussion: Is economic deregulation the key to economic prosperity?

Linda Weiss. The Myth of the Powerless State. (Finish reading.)

Part VI: Business Networks

The network relationships among firms, workers, government, and other economic actors vary across industries and countries. These networks are increasingly important keys to economic success, in part because they tend to facilitate trust and cooperation as well as competition, which when properly balanced can yield substantial benefits—especially in industries where technological and product innovation is important.

Feb 23 How are corporations interlocked?

Josh Whitford. The New Old Economy. (Begin reading chaps. 1, 3-7.)

Feb 26 What are industrial districts and how do they work? Small firm networks.

Josh Whitford. The New Old Economy. (Continue reading chaps. 1, 3-7.)

Feb 28 What are strategic alliances and how do they work? Large firm networks.

Josh Whitford. The New Old Economy. (Continue reading chaps. 1, 3-7.)

Mar 2 What are global commodity chains and how do they work?

Josh Whitford. The New Old Economy. (Continue reading chaps. 1, 3-7.)

Mar 5 How do inter-organizational relations affect economic innovation?

Josh Whitford. The New Old Economy. (Continue reading chaps. 1, 3-7.)

Mar 7 Discussion: Do corporate networks make a difference?

Josh Whitford. The New Old Economy. (Finish reading chaps. 1, 3-7.)

EXAM #3 DISTRIBUTED IN CLASS

Mar 12 **EXAM #3 DUE IN MY OFFICE**, 123 Silsby Hall, no later than 9:00 am.