

SOCIOLOGY 155
ORGANIZATIONS AND MANAGEMENT
FALL 2011

Mon and Weds 10:05 – 11:20 am, Old Chem 116

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This course focuses on modern organizations and organizational analysis. We will explore different explanations of how organizations work, why they fail, how experts have said they should be managed, and how they connect with other aspects of social structure and culture. The course will give you grounding in basic organizational theory. We also place emphasis on current events in the field of organizations and the ways in which they relate to class readings. For example, we'll look at how the globalization of organizations affects products, workers, consumers, and broader political structures.

I strongly suggest that you regularly read reputable newspapers/ periodicals (e.g., The Economist, Wall Street Journal, New York Times). We/you will draw from current events for your short presentations and more generally for class discussions.

Books:

Rakesh Khurana (2002). *Searching for a Corporate Savior: The Irrational Quest for Charismatic CEOs*. Princeton: Princeton University Press.

Sydney Finkelstein (2003). *Why Smart Executives Fail and What You Can Learn From Their Mistakes*. Portfolio Press.

HBR Case Studies for purchase at <http://cb.hbsp.harvard.edu/cb/access/9937587>

Course Expectations:

Class attendance and participation: I expect students to attend class regularly, complete all readings, prepare for and participate actively during class discussions.

If you miss more than two classes without prior permission and/or a valid reason, I may deduct points from your final grade.

Contact: I check email frequently and will respond to questions as quickly as possible. You can also speak with me directly - stop me after class or come by my office hours. If you cannot make it during my office hours, please schedule an appointment.

Evaluation:

Attendance and Class Participation	15 %	
Presentation and Leading Discussion:	15%	As scheduled
Pop-Quiz (3 quizzes, lowest score dropped)	10%	Anytime
In Class Exam 1	20%	October 5
Paper 1	15%	November 7
Paper 2	25%	December 7

Thanks to Dave Brady, Lisa Keister and Kieran Healy for conversations/suggestions that helped shape this syllabus.

In-class exam: The in-class exam will include a combination of multiple choice, short answer and essay questions. The exams will be graded for an integration and understanding of course material, and coherent and well-reasoned arguments.

Paper 1 (About 2000 words): Identify an organization: during the first three weeks of the class, identify an organization that you find interesting and would like to follow throughout the semester. The organization can be large or small, for-profit or not-for-profit. The only requirements are that a) it is an organization (i.e., it is two or more people working together at some task), b) you are not already overly familiar with it, and c) information about the organization is publicly-available (i.e., in the business press, online, etc.). Plan to say a few words about your organization in class on September 19. Each week, be current on your organization with reference to class readings for that day and be prepared to talk about it in class.

Write a case-study of your organization. Describe the organization, identifying something interesting, important or unique about its history, workings and present condition. You should also make use of what you learn from readings and class discussions in your written assignment about your chosen organization. You might find it useful to look at the HBS case studies as examples to work from, though your paper does not have to be written in this format. This assignment is due on November 7th.

Final Paper (About 2500 words): Topics for the final paper will be assigned about two weeks in advance. This assignment is due on December 7th.

Bureaucracies and the Emergence of Large Organizations

August 31 Alfred Chandler, *The Visible Hand: The Managerial Revolution in American Business*, Harvard University Press. Pp. 1-12.
Max Weber, "Bureaucracy" and "Bureaucracy and Legitimate Authority"
Robert Merton, *Bureaucratic Structure and Personality*, *Social Forces*, 18:4 (May, 1940), Pp. 560-568.

The Managerial Revolution—Scientific Management and Human Relations

September 5 Taylor, Frederick, 1911. *The Principles of Scientific Management*, Harper and Bros Publishers Pp. 30-48, 57-60
Braverman: *Degradation of Work in the 20th century*

September 7 HBS case: Treadway Tire Company: Job Dissatisfaction and High Turnover at the Lima Plant

September 12 Khurana, Ch 1 and 2

September 14 Khurana, Ch 3 and 4

Isomorphism and Institutional Theory

September 19 Come prepared to talk about the organizations you've chosen. No readings!

September 21 Meyer, John W. and Brian Rowan. 1977. "Institutionalized Organizations: Formal Structure as Myth and Ceremony." *American Journal of Sociology*. 83: 340-363.
DiMaggio, Paul J. and Walter W. Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review*. 48: 147-160.

September 26 Khurana, Ch 5

September 28 Khurana, Ch 6 and 7

Organizations and Leadership

October 3 Rebecca Merrill, Author, Founder, and President of Durham-based Merrill Leadership will speak about personality and leadership during this guest lecture. You can also visit her website at <http://rebeccamerrill.com/>

October 5 IN-CLASS EXAM

October 12 Why Smart Executives Fail and What You Can Learn from Their Mistakes, Sydney Finkelstein

October 17 HBR Case Study: JetBlue Airways: Starting from Scratch by Jody Hoffer Gittel and Charles A. O'Reilly (Product number: 801354)

Social Movements and Corporate Social Responsibility

October 19 Mardi Gras: Made in China, 2008 (Documentary)

October 24 Sarah Soule, *Contention and Corporate Social Responsibility* (2009) Cambridge University Press, Excerpts.
The Pragmatic and Ethical Barriers to Corporate Social Responsibility Disclosure: The Nike Case

October 26 Caffeine with a Conscience, HBS Case Study

Organizations and Immigrants

- October 31 Sanders, Jimmy, Victor Nee, Scott Sernau. 2002. "Asian Immigrants' Reliance on Social Ties in a Multiethnic Labor Market." *Social Forces*. 81:281-314.
Waldinger and Lichter (2003) *How the Other Half Works: Immigration and the Social Organization of Labor*, University of California Press, Excerpts
- November 2 Guest lecture with a former NFL player - TBA
- November 7 CASE-STUDY DUE

Organizations and their Environments

- November 9 Pfeffer and Salancik, *The Social Control of Organizations: A Resource Dependence Perspective* (1978), Harper & Row. Chapter 3
HBS Case: Google and the government of China by Christopher Grogan, Jeanne Brett (Product number: KEL242)

Organizational Deviance: Disasters

- November 14 Perrow, Charles. 1984. "Normal Accidents: Living With High Risk Technology."
Vaughan, Diane. 1998. "Rational Choice, Situated Action and the Social Control of Organizations: Challenger Launch Decision."
- November 16 Film: The Spill
- November 21 Discussion: The British Petroleum Case

Social Capital and Networks

- November 28 Ronald Burt, *Structural Holes*, Chapter 1.
Brian Uzzi, Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness, *Administrative Science Quarterly*.
- November 30 Chapter 1, Unanticipated Gains
- December 5 Open/TBD
- December 7 FINAL PAPER DUE