

SYLLABUS-FALL 2012
SOCI 3304-01 SOCIAL ORGANIZATION
F-2:00-4:45
2030 SOCIAL SCIENCE CLASSROOM BLDG.

COURSE DESCRIPTION:

SOCI 3304 - Social Organization

3 Class Hours 0 Laboratory Hours 3 Credit Hours

Prerequisite: SOCI 2201.

An introduction to large scale social organizations, with an emphasis on bureaucracy. Examines both the formal and informal aspects of bureaucracy, including topics ranging from power and authority, to centralization and decentralization, red tape, and professionalism.

INSTRUCTOR INFORMATION:

DR. LINDA A. TREIBER

OFFICE: Social Science Classroom Building 4070

OFFICE PHONE: 678-797-2279

E-MAIL: ltreiber@kennesaw.edu

OFFICE HOURS:

AND BY APPOINTMENT

COURSE OBJECTIVES:

In this course we will focus on social science and sociological literatures that explain and define the important features of organizations in modern societies. There is wide variety in organizational forms and these differ over time and cross-culturally. We will discuss how organizations and their members adapt to change--including changes in markets, populations and the needs of members of the organization. Other main themes include theories of power and control and how these are manifested in organizations and framed in terms of race, social class and gender intersections. We will also be concerned with ethics and organizational deviance. At the completion of the course students should be able to use the theories and course concepts to summarize and critique key arguments in course readings and to apply these principles in an organizational case study paper and presentation and exams.

This course seeks to enable the students to:

1. Understand the social and historical context for the emergence of organizations.
2. Understand the major theoretical models for organizational analysis in the contemporary social science literature.
3. Understand alternative ways of understanding organizations.
4. Evaluate the increasing scope and centrality of organizations in contemporary society.
5. Explore the implications of increasing organizational scope for social economic and political life.
6. Apply the theories and methods of organizational analysis as researchers, workers, and professionals.

REQUIRED TEXTS:

Sociology of Organizations: Classic, Contemporary and Critical Readings

Michael J. Handel (Editor) 2002 Sage Publications. ISBN-10: 0761987665

ISBN-13: 978-0761987666

Diversity at Kaizen Motors: Gender, Race, Age, and Insecurity in a Japanese Auto Transplant.

Darina Lepadatu and Thomas Janoski. 2011 University Press of America

ISBN: 978-0-7618-5593-4

Other readings will be distributed in class or available on Georgia View Vista

ATTENDANCE:

Absences from class will only be excused for students who have documentation that severe illness, incapacity, or official university business prevented them from being present. Students are responsible for all readings and attendance at lectures and films. Attendance will be taken in every class.

EXAMS:

There will be three exams. The dates are noted in the syllabus. Although all of the exams are not comprehensive, the instructor assumes that knowledge obtained in readings, lectures, and assignments is cumulative. Each exam will consist of a combination of multiple choice and essay questions.

Make-up exams are available only for students who have documentation that illness, incapacity, or official university business prevented them from being present at the regularly scheduled examination date. Make-up exams are administered during the final exam period.

The third and final exam will be administered according to the University final exam schedule, **FRIDAY DECEMBER 7, 3:30—5:30 PM. The final exam date is non-negotiable, so please make arrangements to be there.**

| Evaluation | Weight |
|----------------------------|--------|
| Exam 1 | 20% |
| Exam 2 | 20% |
| FINAL EXAM (comprehensive) | 20% |
| Term Paper | 20% |
| Presentation | 10% |
| Class Participation | 10% |
| TOTAL | 100% |

CLASS PARTICIPATION AND ATTENDANCE:

Attendance will be taken every class. Every student is expected to participate in class. This means contributing to class discussions as well as active participation in class exercises, which will be held at announced and unannounced times throughout the course. Examples of in-class exercise include short writing assignments, small group discussions, and in-class projects. **We will have added emphasis in this class on working in teams to critique and discuss the case study papers and core concepts. You cannot get credit for class participation unless you are in class and are contributing.**

GRADES:

Grades will be based upon your percentage of the total number of points on exams, written work, and attendance. A= 90-100%; B= 89.99-80%; C= 79.99-70%; D= 69.99-60%; F= Below 60%.

Each exam is worth 25% of your grade; attendance and participation is worth 10%; the Social Problems paper (guidelines to be distributed later in the semester) is worth 15%. Please do not send your paper via email. As stated in the guidelines, late points will be deducted for work that is not received on time.

ACADEMIC INTEGRITY STATEMENT:

Every KSU student is responsible for upholding the provisions of the Student Code of Conduct, as published in the Undergraduate and Graduate Catalogs, Section II of the Student Code of Conduct addresses the university's policy on academic honesty, including provisions regarding plagiarism and cheating, unauthorized access to University materials, misrepresentation/falsification of University records or academic work, malicious removal, retention, or destruction of library materials, malicious/intentional misuse of computer facilities and/or services, and misuse of student identification cards. Incidents of alleged academic misconduct will be handled through the established procedures of the University Judiciary Program, which includes either an "informal" resolution by a faculty member, resulting in a grade adjustment, or a formal hearing procedure, which may subject a student to the Code of Conduct's minimum one semester suspension requirement.

DISABILITIES:

If you have other academic or testing needs, then please make an appointment with me so that we may work together to serve those needs.

CONDUCT:

Several rules of classroom conduct should be followed.

- PLEASE DO NOT USE CELL PHONES OR LAPTOP COMPUTERS during class.
- Arrive on time and do not leave early.
- If an instructor (including me) or any of your peers says or does anything that you consider racial or sexual harassment, notify the instructor immediately. If this happens in class, you may write me an anonymous note or contact me in person.
- Belligerent, abusive, profane, threatening and or inappropriate behavior is a violation of the KSU student council regulations. I value and respect your contributions. Please do the same for others in the class.

COURSE OUTLINE:

I plan to follow the course outline listed below as closely as possible. If changes are necessary during the semester, I will announce them in advance. Please read the specified material in the text prior to the dates on which they will be discussed. I expect that you will come to class prepared to discuss assigned course material. You will be responsible for all assigned readings, whether they are explicitly covered in class or not. Please ask questions about any information presented in texts or lectures.

SCHEDULE OF TOPICS AND READINGS

PLEASE READ THE SELECTIONS IN THE ORDER LISTED.

TOPIC 1: INTRODUCTION TO ORGANIZATIONS

August 17

Handel, "Introduction" and "Organizations as Rational Systems I: Classic Theories of Bureaucracy and Administration—A. Early Definitions of Organization and Management" pp.1-13

TOPIC 2: RATIONAL THEORIES OF ORGANIZATION

August 24

Handel, "Organizations as Rational Systems I: Classic Theories of Bureaucracy and Administration—B. Scientific Management and the Position of Labor" pp.13-16.
 Max Weber, "Bureaucracy and Legitimate Authority" [1924] Handel [1]
 Frederick W. Taylor, "The Principles of Scientific Management" [1911] Handel [2]
 Critique: Harry Braverman, "The Degradation of Work in the Twentieth Century" [1974] Handel [3]
 Ritzer, George, "The McDonaldisation of Society" (selected reading on Georgia View Vista)

TOPIC 3: EMPIRICAL RESEARCH ON ORGANIZATIONS

August 31

Handel, "Organizations as Rational Systems II: Contingency Theory and the Discovery of Organizational Variation" pp. 39-44.
 Tom Burns and G.M. Stalker, "The Management of Innovation" [1963] Handel [4]
 Woodward, "Technology and Organization" [1965] Handel [5]
 D.S. Pugh, "The Measurement of Organization Structures" [1973] Handel [6]

Lepadatu and Janoski, Appendix 1, Interviewer's Guide and Appendix 2, Methodology and Data Collection, pages 118-125

TOPIC 4: ORGANIZATIONS AS HUMAN AND SOCIAL SYSTEMS

September 7

Human Relations Management

Handel, "Organizations as Human and Social Systems I: : "The Impulse to Work", Pp. 77-84
 Homans, "The Hawthorne Experiments"[1941] in Handel [7]
 Bramel and Friend, "Hawthorne, the Myth of the Docile Worker, and Class Bias in Psychology" in Handel [8].

Lepadatu and Janoski, Chapter 1, "Bringing Diversity to Teams in Japanese Transplants" pages 1-18

September 14

Commitment and Control

Douglas McGregor, "The Human Side of Enterprise" (1957), Handel [9]
 Richard Walton, "From Control to Commitment in the Workplace" (1985) Handel [10]
 Laurie Graham, "Inside a Japanese Transplant: A Critical Perspective" (1993) Handel [12]

Lepadatu and Janoski, Chapter 2, "Welcome to Kaizen Motors!" pages 19-24.

Lepadatu and Janoski, Chapter 3, "Queens of the Line: Gender and Identity in Teams", pages 25-46.

September 14—turn in a list of organizations that you are considering studying, with some indication of what kind of access you will have to a person in that organization. You should have AT LEAST TWO possibilities. I will return the list to you with suggestions on which organization seems most feasible.

EXAM 1 September 21 2:00-3:30

TOPIC 5: INSIDE ORGANIZATIONS

September 21-28

Handel, "Organizations as Human and Social Systems II: Informal Organization as Shadow Structure," pp.145-148
 Melville Dalton, "Conflicts Between Staff and Line Managerial Officers" (1950) in Handel [13]
 Robert Jackall, "The World of Corporate Managers"(1989) in Handel [14]
 Michael Burawoy, "Manufacturing Consent" in Handel [15].

TOPIC 6: ORGANIZATIONS AND POWER

September 28-October 5

Handel, "Power in Organizations", pp. 205-209.
 Michels, "Organizations and Oligarchy" in Handel [17]
 Lepadatu and Janoski, Chapter 4, "Sexual Attraction on the Line: Family, Affairs and Team Intensification", pages 47-58.
 Lepadatu and Janoski, Chapter 5, "The Color of the Line: Race and Identity in Teams", pages 59-80.

TOPIC 7: ORGANIZATIONS AS OPEN SYSTEMS

October 5- 12

Handel, "Organizations as Open Systems: Organizations and their Environment" pp. 225-232.
 Pfeffer and Salancik, "The External Control of Organizations" (1978) in Handel [18]
 DiMaggio and Powell, "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields" (1983) in Handel [19].
 Carroll and Hannan, "Density Dependent Processes" (2000) in Handel [20]

TOPICS 8 and 9: THE EVOLUTION OF BIG BUSINESS and ORGANIZATIONAL CULTURE

October 19

Handel, "The Evolution of Modern Business Organization; from Big Business to Post-Fordism?" pp. 295-302.
 Alfred D. Chandler, Jr. "The Emergence of Managerial Capitalism" (1984) in Handel [24].
 Walter W. Powell, "Neither Market nor Hierarchy Network form of Organization" (1990) in Handel [25]

Organizational Culture

Critique: Bennett Harrison, "Lean and Mean" (1994) in Handel [26] Handel, "Organizational Culture" pp. 347-350.

Gideon Kunda, "Engineering Culture: Control and Commitment in a High-Tech Corporation" (1992) in Handel [27]

Lepadatu and Janoski, Chapter 6, "The Aging Gurus and Young Gung-hoes", pages 81-94.

October 19—Turn in at least two pages describing what the person you observed/interviewed told you about the organization, including how you are considering interpreting what you have learned about the organization.

NO CLASS OCTOBER 26

Lepadatu and Janoski, Chapter 7, "The Underdogs: Temporary Workers and Team Degradation", pages 95-110.

Lepadatu and Janoski, Chapter 8, "Conclusion", pages 111-117.

November 2 EXAM 2 2:00-3:30**TOPICS 10 and 11 GENDER RACE AND CLASS IN ORGANIZATIONS
ORGANIZATIONAL DEVIANCE****November 2-9**

Handel, "Organizations and Society," pp.371-380

Rosabeth Moss Kanter, "Numbers: Minorities and Majorities" (1977) in Handel [28]

Sharon Collins, "Black Mobility in White Corporations" (1997) Handel [29]

Richard Edwards, "Segmented Labor Markets" (1979) in Handel [30]

Deviance

Handel, "Organizational Deviance," pp.433-436.

Charles Perrow, "Normal Accidents: Living with High Risk Technology" (1984) in Handel [32]

Diane Vaughn, "Rational Choice-the Challenger Launch Decision" (1998) in Handel [33]

TOPIC 12: STUDENT PRESENTATIONS**November 9****November 16**

November 23 (no class)

November 30**TERM PAPER DUE IN CLASS**

Handel, "Democratic Alternatives to Capitalist Bureaucracy," pp.457-460

Joyce Rothschild-Whitt, "The Collectivist Organization: An Alternative to Rational-Bureaucratic Models" (1979) in Handel [34]

DECEMBER 7 FINAL EXAM 3:30-5:30**PRESENTATION**

Presentations provide you with the opportunity to talk about your case study before a supportive audience and to receive feedback on your work in progress. Presentations will be given in class. Each student will have 5-7 minutes. We will reserve presentation time for the last few days of the course. You are

responsible for attending other students' presentations. Questions about the student presentations will appear on the final exam.

TERM PAPER: Case Study of an Organization

Choose an organization in the area or one that you know from your hometown. Visit the organization, interview the owner/founder, and observe the organization in action. Construct a LIFE CYCLE story around three main themes: 1) the process by which the organization was founded; 2) the growth and transformation (if any, of the organization; and 3) survival prospects and likelihood of deterioration. Basic requirements of the paper: 8-9 double-spaced typed pages, 10-12 point font, Times New Roman. Margins should be one inch. Title page and reference pages are not included in page count.

USE COURSE CONCEPTS AND THEORIES to explain the life cycle of your organization. Use American Sociological Association (ASA) style to cite references in text and in the reference list. Throughout the semester we will meet in small teams that will cooperate throughout the semester on in class exercises and the term project. Meeting in teams and discussing your projects will help give you ideas about your own paper and will give you an opportunity to contribute to your classmates' projects.

IMPORTANT DATES FOR THE TERM PAPER

September 14—turn in a list of organizations that you are considering studying, with some indication of what kind of access you will have to a person in that organization. You should have **AT LEAST TWO** possibilities. I will return the list to you with suggestions on which organization seems most feasible.

October 5—Meet in teams to discuss the organizations you have chosen to study.

October 19—Turn in at least two pages describing what the person you observed/interviewed told you about the organization, including how you are considering interpreting what you have learned about the organization.

November 2—Meet in teams this week to compare and contrast results from your fieldwork and to exchange ideas about writing up your results.

Anytime during the semester before November 9—turn in, if you wish, an outline of your proposed paper, showing which course concepts, organizational theories, or other factors you identify as key to understanding the organization. I will give you feedback on this outline, but only if I receive it before November 9.

November 30—FINAL PAPER IS DUE IN CLASS. Your paper is due **in class** on the date assigned. Please turn in a hard copy—not by email unless specifically cleared with me. **5 POINTS** will be DEDUCTED for every day the paper is late **including weekends. Do not reach a point where your paper will be worth 0 points-plan to turn it in when it is due. Absolutely no late work is accepted after the final exam on DECEMBER 7. The class is over.**