

Sociology 110
Management and Society 110
Formal Organizations and
Bureaucracies

University of North Carolina at Chapel Hill
Fall 2003
MWF 3:00-3:50
Bingham Hall 103

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Course Website Available via:
blackboard.unc.edu
Office Hours: Wednesday 9-11 am,
Friday 1:30-2:45 pm, and by appointment

Official Course Description

110 Formal Organizations and Bureaucracy (MNGT 110) (3). Varieties of organizational forms, their structures and processes; creation, persistence, transformation, and demise; role of organizations in contemporary society.

Course Goals

In every moment of every day, organizations and bureaucracies affect life in countless subtle and obvious ways. In our post-industrial Western society, formal organizations order our lives and fulfill our needs. Despite their immense influence, most understandings of organizations are vague, shallow, and unspecific. This course aims to provide you with a thorough Sociological understanding of organizations. We will look at where organizations come from, how they change, and how they die. We will examine the ways organizations are structured, the ways they act, and the relationships between individuals in organizations, between individuals and organizations, and between organizations. A critical and rigorous understanding of organizations and organizational behavior underpins our understanding of the world around us. This course will give you the tools to apprehend organizational forms and processes at work in your life and in your world.

Administrative Matters

Rules

1. We start and end class on time*
2. Turn off cell phones, pagers, and beepers
3. Check your email account daily
4. Check the course Web page daily: check the Daily Assignments page. Some parts of the assignment are ONLY listed on the Web page.

*A note on showing up on time: We only have 50 minutes each day. This is a short amount of time to cover what we need to cover. Consequently, class will begin exactly at 3 pm. I will close the doors to the room at that time. If you are going to be late, e-mail me ahead of time. Remember the mantra of one of my undergrad instructors: Better never than late!

Contacts

You can reach me by email at cckey@email.unc.edu. For simple questions, that is the fastest and quickest way to reach me. For more difficult questions, please come see me during office hours. If you don't know if your question is easy or difficult, do as you see fit. I will respond to all e-mail by the end of business the day I receive it.

We have Discussion Board on the course web page. I encourage you to use it to continue to discuss readings and issues after class and to collaborate with your classmates. This is a particularly good forum for sharing information related to the issues in the course you may encounter in the media and in your lives. You can send messages to the entire class or to selected students through the Send e-mail option under the Communication Center on the Web page.

Office Hours

I have office hours on Wednesday from 9 to 11am and Friday from 1:30 to 2:45 pm. If you can't make these hours, please let me know and we'll arrange another time. Do not feel like you can only meet with me during the office hours.

To make the best use of our time, you should come prepared with specific questions. E.g., you might have a question about a reading, a concept we've covered in class, or something you've seen in the news, on TV, or on the Web. Be as specific as you can about how I can help you. You don't, however, have to have a problem to come to office hours -- you may just want to chat about something, and that's OK, too.

I will also try to make myself available to answer questions before and after class. I try to be in the classroom at least 10 minutes before class starts, and so you can talk to me then. After class, you can also walk back to my office with me.

Things you need to know how to do to succeed in this class:

First, learn how to use UNC libraries' resources, including the on-line databases. Second, learn how to use the reference databases in the library, such as Lexis-Nexis and JSTOR (they are available in the library or online). Third, learn how to use the Web and especially learn how to use one of the Web search engines or portals, such as Google, Excite, Yahoo, or Altavista. Fourth, some assignments are not fully described in this syllabus. Instead, they will be posted on the Course Web Page, under Daily Assignments. **You *must* check the Web Page every day.**

Honor Code

The University Honor Code will be in effect through all exams, quizzes, and written assignments. Information on the Honor Code can be found at <http://instrument.unc.edu/instrument.text.html>. Please read carefully the provisions of the Honor Code, make certain you understand and adhere to them, and ask me to clarify any questions you have regarding the Code. The Code is a long and valuable tradition at UNC -- protect it!

Blackboard.unc.edu

The website for this course will be hosted on the UNC Blackboard system. Please take some time to familiarize yourself with the website and with the features of the system. Information on Blackboard and its use can be found at <http://www.unc.edu/cit/bb/studenthelp.html>.

Academic Support Resources

UNC has several departments and centers to help you be the best student you can be. I encourage you to take advantage of all of them you think will help you.

Academic counseling, supplemental instruction, and peer tutoring are available through The Learning Center. <http://www.unc.edu/depts/lcweb/>.

Written work is an integral part of the learning process generally and of this course specifically. UNC has many resources available to help you to develop as a writer and a communicator. If you want help with the writing process and with techniques and skills in this area, ask me or consult with the experts at the Writing Center <http://www.unc.edu/depts/wcweb/>.

Students who require accommodations for disabilities can arrange those through Learning Disabilities Services, <http://www.unc.edu/depts/lds/> and Disabilities Services, <http://disabilityservices.unc.edu/>.

Class Attendance

As information covered in class often will not be found in your readings, it is to your benefit to attend class regularly. I will not allow makeup tests or quizzes, except under extreme circumstances. If you know that you will not make a class during which there is an assignment due or a test/quiz to be given, please let me know ahead of time. You may contact me in person or over email. A significant portion of the course grade derives from work and activities in the classroom. **Most importantly, class time allows you to interact with and learn from one another.**

Format

A major portion of the course involves working in groups of various sizes to explore and discuss the themes dealt with in the course. While I will occasionally lecture, I prefer and encourage your active participation in the class.

You will each be assigned to a primary group that you will work with throughout the course. These randomly assigned groups will work together on in class assignments and will make one presentation to the class as a whole.

Many course meetings use an active format, involving collaborative inquiry among groups of students. Consequently, I ask you come to class prepared to share your thoughts on the readings and topics with your peers and with the class as a whole.

Readings

There will be required reading for each meeting of the class. These are listed on the syllabus and on the course website. It is essential that you complete all the reading before class so that you will be able to participate in the class discussions and follow lectures. Class material, though related, is different from the material covered in readings and both will be needed to adequately complete assignments

There will be two required books for the course, available at the UNC Bookstore.

- Aldrich, Howard. *Organizations Evolving*
- Kanter, Rosabeth Moss. *Men and Women of the Corporation*

Remaining readings will be placed on reserve at the Sociology Library in Hamilton Hall and will be available, when possible, in electronic format via the course website.

Assignments

- **In class writings and exercises and class participation**
 - Many days in class, we will do work in groups and/or write brief pieces about the topics of the day. These will be opportunities for you to expand on the materials you learn in the readings and in the discussions we have in class. It is critical that everyone contribute to class discussions and

activities. Failure to do so impedes not only your own learning but also that of your fellow students.

- **Quizzes**
 - There will be 12 short pop quizzes throughout the term. Each of these quizzes will cover the reading for the class during which they are given and the material discussed in the previous class.
 - The lowest 2 quiz scores will be dropped from the final calculation of grades.
- **Midterm**
 - Will be given Wednesday, 22 October in class.
 - Short answer and essay.
 - Covers material up to the week before the midterm.
 - You will have 1 class period to complete the exam.
 - See note on testing below.
- **Movie Paper**
 - Three pages double-spaced answering a question using movies watched by groups.
- **Short Paper**
 - Three pages double spaced on a topic to be announced
- **Term Paper**
 - 7-8 pages double-spaced. There will be several graded checkpoints related to topics and sources in addition to the final paper.
- **Final**
 - Will be given Wednesday, 17 December at 4pm.
 - Short answer and an essay
 - Covers all material covered in the course but focuses more heavily on the second half of the course
 - You will have 3 hours to complete the exam
 - See note on testing below
- A note on testing: I do not use scantron or multiple-choice tests. They capture neither the complexity of the topics at hand nor the understanding that you, as a student, have of those topics. Tests, instead, consist of various types of short answer questions and essays. The question format for the midterm and the final will be published on blackboard well in advance of each exam and we will discuss question format and expected answer format during in-class reviews for each exam.

Grading

A	93-100	B-	80-82.9	D+	67-69.9
A-	90-92.9	C+	77-79.9	D	63-66.9
B+	87-89.9	C	73-76.9	D-	60-62.9
B	83-86.9	C-	70-72.9	F	<60

- 5% In class writings and exercises and class participation
- 15% Quizzes

- 15% Midterm
- 5% Short Paper
- 10% Movie Paper
- 10% Group Presentation
- 25% Term Paper
- 15% Final

A note on grading: Whenever possible I grade blindly. On papers and exams, I ask that you put no personal identifiers except on a cover sheet. This allows me to evaluate each piece of work as objectively as possible. I always double-check my grading and my addition of scores. If you think I have erred while grading your work in any way, let me know immediately and we will attempt to resolve the issue to our mutual satisfaction. I, of course, reserve the right to make final decisions on all matters pertaining to grading in the course.

Daily Assignments

NB: MWC is Rosabeth Moss Kanter's *Men and Women of the Corporation*
EO is Howard Aldrich's *Organizations Evolving*

- **Week One**
- Wednesday 27 August
 - First Day
 - No reading
 - Introduction, Syllabus, and Rules
- Friday 29 August
 - What is an Organization?
 - Scott, Richard. "The Subject is Organizations" Chapter One in Scott, *Organizations*

- **Week Two**
- Monday 1 September
 - Labor Day-No Class
 - MWC Ch. 1
- Wednesday 3 September
 - Bureaucracy
 - Weber, Max. "Bureaucracy" in *From Max Weber*
- Friday 5 September
 - Bureaucracy II
 - Ritzer, George. *The McDonaldization of America*. Ch. 2.

- **Week Three**

- Monday 8 September
 - How to write and research
 - MWC Chapter 2
- Wednesday 10 September
 - Organizational Boundaries
 - OE Chapter 5
- Friday 12 September
 - Organizational Boundaries II
 - Scott, Richard. "Boundary Setting and Boundary Spanning", Chapter 8 in Scott's *Organization*

- **Week Four**

- Monday 15 September
 - Goal Setting
 - Simon, Herbert. 1964. "On the Concept of an Organizational Goal." *Administrative Science Quarterly* 9,1-22.
- Wednesday 17 September
 - Pursuit of Goals
 - **Short Paper Due!**
- Friday 19 September
 - Goal Attainment
 - Caro, Robert. "One Year" Ch. 20 in *The Power Broker*.

- **Week Five**

- Monday 22 September
 - Coordination
 - Pfeffer, Jeffrey. 1978. "Who Governs?" in Grusky, *The Sociology of Organizations*.
- Wednesday 24 September
 - Cooperation
 - Barnard, Chester. 1938. "Cooperation" in Grusky, *The Sociology of Organizations*.
- Friday 26 September
 - Control
 - Michels, Robert. "Oligarchy" in Grusky, *The Sociology of Organizations*.

- **Week Six**

- Monday 29 September
 - Formal Structures and Informal Structures
 - Jackall, William. 1988. "The Social Structure of Managerial Work" Ch. 2 in *Moral Mazes*
- Wednesday 1 October
 - Activity Systems
 - Scott, Richard. "The Technical Core" Ch. 9 in Scott, *Organizations*
- Friday 3 October
 - Core/Periphery
 - Scott, Richard. "Peripheral Components" Ch. 10 in Scott, *Organizations*.

- **Week Seven**

- Monday 6 October
 - Decision Making I-Utility Theory
 - Williamson, Oliver. 1981. "The Economics of Organization" *American Journal of Sociology*. 87,3: 548-77
- Wednesday 8 October
 - Decision Making II-Ambiguity
 - March, James. 1988. "Bounded Rationality, Ambiguity, and The Engineering of Choice" in Bell et. al. *Decision Making*.
- Friday 10 October
 - Decision Making III-Garbage Cans
 - Cohen, March, and Olson. 1972. "A Garbage Can Model of Organizational Choice" *Administrative Science Quarterly*. 17,1:1-25

- **Week Eight**

- Monday 13 October
 - Decision Making IV-Neo-Institutionalism
 - Meyer and Rowan. 1977. "Institutionalized Organizations: Formalized Structure as Myth and Ceremony" *American Journal of Sociology*
- Wednesday 15 October
 - Networks
 - Podolny and Page. 1998. "Network Forms of Organization." *Annual Review of Sociology*. 24: 57-76
 - **Movie Paper Due!**
- Friday 17 October
 - Democratic and Collective Organizations
 - Rothschild and Russell. 1986. "Alternatives to Bureaucracy: Democratic Participation in the Economy." *Annual Review of Sociology*. 12: 307-328.

- **Week Nine**
- Monday 20 October
 - Midterm Review
- Wednesday 22 October
 - Midterm
- Friday 24 October
 - **Fall Break. No Class.**

- **Week Ten**
- Monday 27 October
 - Organizational Culture
 - Jackall, William. 1988. "Dexterity With Symbols" Ch. 6 in *Moral Mazes*
- Wednesday 29 October
 - Opportunity and Culture
 - "Secretaries" MWC Ch. 4
- Friday 31 October
 - Reproduction
 - "Managers" MWC Ch. 3
 - **Term Paper Topic Paragraph**

- **Week Eleven**
- Monday 3 November
 - Mobility in Organizations
 - "Opportunity" Ch. 6 in MWC.
- Wednesday 5 November
 - Power
 - Mechanic, David. 1962. "Sources of Power of Lower Participants in Complex Organizations" *Administrative Science Quarterly*. 7,3: 349-64
- Friday 7 November
 - Power II
 - "Power" Ch. 7 in MWC

- **Week Twelve**
- Monday 10 November
 - Populations
 - “Emergence of New Organizational Populations” Ch. 9 in OE
- Wednesday 12 November
 - Niches
 - Hannon and Freeman. 1977. “Population Ecology of Organizations” *American Journal of Sociology*. 82, 929-64
- Friday 14 November
 - Emergence
 - “Emergence: New Organizations” Ch. 4 in OE

- **Week Thirteen**
- Monday 17 November
 - Variation
 - “The Evolutionary Approach” Ch. 2 in OE
- Wednesday 19 November
 - Selection
 - “Structural Determinates to Behavior in Organizations” Ch. 9 in MWC
- Friday 21 November
 - Transformation
 - “Organizational Transformation” Ch. 7 in OE
 - **Term Paper Sources Due!**

- **Week Fourteen**
- Monday 24 November
 - Transformation II
 - DiMaggio and Powell. 1983. “The Iron Cage Revisited” *American Sociological Review*, 48, 147-60.
- Wednesday 26 November
 - Inertia
 - Hannon and Freeman. 1984. “Structural Inertia and Organizational Change” *American Sociological Review*, 49, 149-64
- Friday 28 November
 - Environments
 - Scott, Richard. “Conceptions of Environments” Ch. 6 in Scott’s *Organization*.

- **Week Fifteen**
- Monday 1 December
 - Organizations and Change
 - “Organizations and Social Change” Ch. 8 in OE
- Wednesday 3 December
 - Organizations and Change II
 - “Contributions to Practice” Ch. 10 in MWC
- Friday 5 December
 - Last Class
 - Futuristic Orgs: Smart Mobs, Reading TBA.
 - **Term Paper Due!**

- **Week Sixteen and Beyond**
- Monday 8 December
 - Review for Final Exam
- Wednesday 17 December **4pm**
 - Final Exam