

Spring '12 · Tu. & Th. 2:50pm–4:05pm · Classroom: Gray 228 · Office: 276 Sociology/Psychology

Sociology 155

Organizations and Management

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Course Description and Objectives

This course surveys the development of modern organizations and organizational analysis. The focus is on for-profit firms, but we will also look at other complex organizations (e.g., churches, the state, unions, voluntary associations, social movements, and so on) as we go. 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 a critical grounding in basic organizational theory, and teach you how to put these ideas to work in the analysis of both real organizations and the huge body of scholarly and popular literature about them.

Books and Cases

Three required texts are on order at the bookstore. You can also obtain them (more cheaply) from other sources. The books are:

Marshall Ganz (2009). *Why David Sometimes Wins: Leadership, Organization and Strategy in the California Farm Worker Movement*. Cambridge: Harvard University Press.

This syllabus draws inspiration in part from similar offerings by Frank Dobbin, Heather Havenman, Lisa Keister, Neil Fligstein, and Brayden King.

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

Hayagreeva Rao (2009). *Market Rebels: How activists make or break radical innovations*. Princeton: Princeton University Press.

We will use some Harvard Business School Cases during the semester. These are available for purchase from the [HBS website for this course](#). Other readings will be made available online via a course website. I will give you the details in class.

Requirements

You are required to attend and participate in class, write two papers, and one longer final paper. During the first two weeks of class, you will **choose an organization** that you think is interesting enough to follow throughout the semester. Any kind of organization will do — large or small, startup or well-established, for-profit or otherwise — as long as you are not already too familiar with it, information about it is available in the news, the business press, or similar sources, and it is not really boring. **Plan to say a few words about your organization** in class during Week 3. You will make use of what you learn about your chosen organization in class discussion and in written assignments, so make a file and start collecting notes on it.

1. *Attendance and Participation*. Do the reading, show up to class, and be prepared to discuss the material. There will be regular in-class quizzes, which I will routinely collect and may occasionally grade. Cumulatively, these will be worth 10% of your final grade.
2. *First Paper*. (About 2,000 words.) Write a case-study of your organization. Describe the organization, identifying something interesting, important or unique about its history, workings or present condition. 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 February 16th and will be worth 25% of your final grade.
3. *Second Paper*. (About 2,000 words.) Topics for the second paper will be assigned in class. This assignment is due on March 22nd and will be worth 25% of your final grade.
4. *Final Paper*. (About 4,000 words.) Topics for the final paper will be assigned in advance. This assignment is due on April 27th and will be worth 40% of your final grade.

A note about turning in the papers: All papers are due via email by midnight of their due date. You are welcome to turn them in early. Late papers will be subject to a grade penalty. Paper copies are not acceptable. Instead, email your paper to kjhealy@soc.duke.edu. **Make sure that it is in PDF format** (not MS Word, rtf, or anything else) and that the filename is of the form YourLastname-Yourfirstname.pdf. It is your responsibility to get me the papers on time and in the right format. I will not entertain lame excuses asserting that your computer is a mysterious, magical object whose capricious behavior is beyond your meager understanding.

Course Schedule

1. **Organizations and the Division of Labor.** No reading.
2. **Rationality, Bureaucracy, and the Corporation.** Max Weber, “The Pure Types of Legitimate Authority” and “Bureaucracy.” Alfred Chandler, *The Visible Hand: The Managerial Revolution in American Business*, excerpts; “Standard Oil Co.: Combination, Consolidation, and Integration” (HBS Case 391287).
3. **Scientific Management & Human Relations** “Treadway Tire Company: Job Dissatisfaction and High Turnover at the Lima Plant” (HBS Case 2189). Frederick Taylor, “Principles of Scientific Management.” George Homans, “The Hawthorne Experiments”. Harry Braverman, “The Degradation of Work in the Twentieth Century.”
4. **Management from the Inside: Garbage Cans, Fealty, and Fighting.** James March, *Ambiguity and Choice in Organizations*, excerpts. Robert Jackall, *Moral Mazes: The World of Corporate Managers*, excerpts. Calvin Morrill, “Conflict Management, Honor, and Organizational Change.”
5. **Market Structure and Resources.** Michael Hannan and John Freeman, “Where do Organizational Forms Come From?” Glenn Carroll and Anand Swaminathan, “Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the U.S. Brewing Industry.”
6. **The Institutional Environment.** John W. Meyer and Brian Rowan, “Institutionalized Organizations: Formal Structure as Myth and Ceremony.” Frank Dobbin, *Inventing Equal Opportunity*, excerpts.
7. **Shareholder Value and the CEO.** Neil Fligstein, “The Finance Conception of Control.” Rakesh Khurana, *Searching for a Corporate Savior*, Chapters 1–3, 7. “The Enron Collapse” (HBS Case IMD164).
8. **From Organizations to Organizing.** Marshall Ganz, *Why David Sometimes Wins*, excerpts.

9. **No Class.** Spring Break.
10. **Social Movements and Consumers.** Hayagreeva Rao, *Market Rebels*. Sarah Soule, *Contention and Corporate Social Responsibility*, excerpts. “Hitting the Wall: Nike and International Labor Practices” (HBS Case 700047).
11. **Networks and Strategy.** Ronald Burt, *Structural Holes*, Chapter 1. Brian Uzzi, “Embeddedness in the Making of Financial Capital.”
12. **Network Organization.** Walter W. Powell, “Neither Market nor Hierarchy: Network Forms of Organization.” Yochai Benkler, *The Wealth of Networks* (excerpts). Clay Shirky, *Here Comes Everybody* (excerpts).
13. **Organizations and Categorical Inequality.** Emilio Castilla, “Gender, Race, and Meritocracy in Organizational Careers”. Isabel Fernandez-Mateo, “Cumulative Gender Disadvantage in Contract Employment”. Martin Ruef, Howard Aldrich and Nancy Carter, “The Structure of Founding Teams: Homophily, Strong Ties, and Isolation among U.S. Entrepreneurs”.
14. **Organizations and Careers.** Stephen Barley and Gideon Kunda, *Gurus, Hired Guns, and Warm Bodies: Itinerant Experts in a Knowledge Economy*, excerpts. Ivor Southwood, *Non-Stop Inertia*, excerpts. “Eden McCallum: A Network-Based Consulting Firm” (HBS Case 410056).
15. **Open/Catch-up.**