

**Course Syllabus**  
**SOCIOLOGY 168: ORGANIZATIONS AND SOCIETY**

Fall 2016

**Instructor:** Pat Reilly

**Time and Location:** Monday and Wednesday, 12:00PM-1:50PM in Haines 220

**Office Hours:** Wednesday, 2:00PM-3:45PM (and by appointment) in Haines 218

**E-Mail:** [preilly@ucla.edu](mailto:preilly@ucla.edu)

**Course Website:** <https://moodle2.sscnet.ucla.edu/course/view/16F-SOCIOL168-1>

**Overview:**

Most social life occurs within the context of organizations—whether it is school, work, a place of worship, or retail spaces. Within organizations, choices are not reducible to a single, powerful individual or the sum of all of the individuals within the organization. The form, arrangement, and norms of organizations affect their actions and outcomes or individuals within them—whether or not it seems on the surface to make sense. Some of the questions we will address, among others, include: how are decisions made in organizations? Why are certain choices made as opposed to others? When are innovations made? Why do organizations assume particular forms? Why do some organizations succeed, and why do some fail?

Central to this course is the engagement of both theory surrounding organizations and their manifestation within practical, real-life cases. This course will cover the historical development of these theories and the variety of realms where they can be applied. We will focus primarily on for-profit firms, but we will also address other complex organizations, like those in social movements, non-profit sectors, and extracurricular organizations.

**Course Materials:**

There are no textbooks for this class. Instead, you will need to purchase three case studies, which I mark in **BOLD** text. Each one costs roughly \$9. The articles, book excerpts, videos, and podcasts will be linked on the course website. The readings are listed in the course schedule at the end of this syllabus.

**Grading:**

For this course, there will be three parts of your grade:

*Reading Quizzes (20%):* I will give six pop quizzes throughout the quarter on random sessions. These quizzes are multiple choice and cover major points from the readings. I will use them to account for your attendance and to judge whether or not you are doing the assigned readings. I will drop your lowest quiz grade.

*Midterm Examination (40%):* The midterm examination is on October 24. It will be short essay format. The test will cover the readings and sessions up until that point.

*Final Examination (40%):* The midterm examination is on December 7. It will be short essay format. The test will cover all the readings and sessions from October 26 to November 30.

**Grade Breakdown:**

The letter grade breakdown is as follows:

A:  $\geq 92.0$   
A: 91.9-90.0  
B+: 89.9-88.0  
B: 87.9-82.0  
B-: 81.9-80.0  
C+: 79.9-78.0  
C: 77.9-72.0  
C-: 71.9-70.0  
D: 69.9-60.0  
F:  $< 60.0$

Note: I will round-up to the next tenth of a point.

**E-Mail Protocol:**

The best way of getting into contact with me is through e-mail. If you have any questions about the course material or readings, do not hesitate to e-mail me. Also, if you plan on missing a session, please contact me, so we may find a way that you can catch up. I tend to respond to e-mails quickly, usually within a few hours; the only exceptions are on weekends, nights, or when I do not have access to a computer.

In the subject line of your e-mails, please put "SOC168." Doing this will make sure that you get past my e-mail filter and to prevent my e-mail client from mistakenly thinking that your e-mail about the class is a sales pitch for discount pharmaceuticals, a cache of fake Rolexes, or a fantastic financial opportunity involving a Nigerian prince.

**Cell Phones and Computers:**

Following the practice of many professors in this department, there will be no laptops or tablets in class. While this minimizes distractions, it also encourages you to take better notes. Research shows that students actually perform better in courses, retain information better, and engage more when there are no laptops in class. Because recordings of each class session are available as podcasts, do not worry if you miss anything, or you can ask me to repeat any points. You do not need to transcribe every word of the lecture. Exceptions can be made in certain circumstances, especially if there are issues that prevent you from handwriting. Please let me know ahead of time, and I recommend contacting the Office for Students with Disabilities regarding any issues. Furthermore, please refrain from texting in class.

**Office Hours:**

My office hours will be on Wednesday from 2:00PM to 3:45PM in Haines 218. Furthermore, I am available by appointment. I encourage you to come to office hours to address any questions that you may have with the content or the class in general.

### **Disabilities Issues:**

In the interest of fairness, please tell me about any disabilities or medical issues that may require any special accommodations and provide to me documentation to us from the Office for Students with Disabilities, so we can make proper arrangements.

### **Podcasting:**

Course sessions will be podcasted, which will aid in your studying and will help you to keep pace with any classes that you miss. This *should not* be a substitute for attending class, since excessive absences will adversely affect your grade and will prevent you from participating and maximizing what you get out of the class.

### **Additional Notes:**

You *must* adhere to the UCLA Honor Code with your response papers and final exam. All cases of plagiarism or cheating will be reported to the Dean's office.

Lastly, enjoy the course! I constructed this class to enrich your knowledge of organizational studies—both with regard to academics and in practical contexts like future employment or being a consumer. Furthermore, since the summer quarter can inherently be a struggle, I designed this course to be enjoyable. Thanks for signing up!

## **COURSE SCHEDULE**

SEPTEMBER 26: INTRODUCTION/WHAT IS AN ORGANIZATION?

SEPTEMBER 28: BUREAUCRACY/RATIONALITY

Max Weber. 1922. "Bureaucracy" in *Economy and Society*. [excerpts]

*Fast Food Women*, dir. Anne Lewis (1992)

<http://vimeo.com/49954840>

OCTOBER 3: HUMAN RELATIONS

Donald Roy. "Banana Time: Job Satisfaction and Informal Interaction." *Human Organization* 18:158-168.

Michel Anteby: "Identity Incentives as an Engaging Form of Control: Revisiting Leniencies in an Aeronautic Plant." *Organization Science* 19:202-220.

OCTOBER 5: BEHAVIORAL THEORY OF THE FIRM

Richard Cyert and James March. 1963. *A Behavioral Theory of the Firm* (chapter 6)

Michael Lewis. 2003. *Moneyball: The Art of Winning an Unfair Game* (excerpts)

OCTOBER 10: POWER AND ORGANIZATIONS

Richard Emerson. 1962. "Power-Dependence Relationships." *American Sociological Review* 27: 31-41.

**Elizabeth Long Lingo and Kathleen McGinn. 2001. "Power and Influence: Achieving Your Objectives in Organizations." *Harvard Business School Case Study*.**

<https://hbr.org/product/power-and-influence-achieving-your-objectives-in-organizations/801425-PDF-ENG>

OCTOBER 12: INSTITUTIONALISM AND DIFFUSION

Pamela Tolbert and Lynne Zucker. 1983. "Institutional Sources of Change in the Formal Structure of

- Organizations: The Diffusion of Civil Service Reform, 1880-1935.” *Administrative Science Quarterly* 28: 22-39.
- Michael Lewis. 2006. *The Blind Side* (excerpts)
- OCTOBER 17: ORGANIZATIONAL ECOLOGY/RESOURCE PARTITIONING
- Glenn Carroll and Anand Swaminathan. 2000. “Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the U.S. Brewing Industry.” *American Journal of Sociology* 106: 715-762.
- OCTOBER 19: CATEGORIES/CATEGORICAL IDENTITY
- Ezra Zuckerman, et al. 2003. “Robust Identities or Nonentities? Typecasting in the Feature-Film Labor Market.” *American Journal of Sociology* 108: Excerpts.
- Liz Pontikes. 2012. “Two Sides of the Same Coin: How Ambiguous Classification Affects Multiple Audience’s Evaluations.” *Administrative Science Quarterly* 57: 81-118.
- OCTOBER 24: MIDTERM EXAMINATION
- OCTOBER 26: ORGANIZATIONAL CULTURE
- John Van Maanen. 1991. “The Smile Factory: Work at Disneyland.” In *Reframing Organizational Culture*: 58-76.
- Barbara Armacost. “The Organizational Reasons Police Departments Don’t Change.” *Harvard Business Review*, August 19, 2016.
- Noah Askin and Gianpiero Petrigleri. 2016. “Tony Hsieh at Zappos: Structure, Culture, and Radical Change.” *INSEAD Case Study*.  
<http://cases.insead.edu/publishing/case?code=34430>**
- OCTOBER 31: STATUS
- Joel Podolny. 2005. *Status Signals: A Sociology Study of Market Competition*. “Chapter One”
- Angela Ahrendts. “Burberry’s CEO on Turning a Fashion Icon into a Global Luxury Brand.” *Harvard Business Review*, January-February 2013.
- NOVEMBER 2: AUTHENTICITY
- Oliver Hahl. 2016. “Turning Back the Clock on Baseball: The Increased Prominence of Extrinsic Rewards and Demand for Authenticity.” *Organization Science* 27:929-953.
- “Straight Outta Chevy Chase” on NPR’s *Radiolab*: 1 April 2014 (downloadable on the class website)
- NOVEMBER 7: TEAMS
- Beth Bechky. 2006. “Gaffers, Gofers, and Grips: Role-Based Coordination in Temporary Organizations.” *Organization Science* 17:3-21.
- Richard Farnell. “How U.S. Army Basic Training Turns Diverse Groups into Teams.” *Harvard Business Review*, July 8, 2016.
- NOVEMBER 9: TRUST/EMBEDDEDNESS
- Brian Uzzi. 1997. “Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness.” *Administrative Science Quarterly* 42:35-67.
- Rachel Ferguson. “The Digital Underground: Here’s How You Score Drugs on Social Media, Right Now.” *Complex*: June 17, 2016. <http://www.complex.com/life/2016/06/digital-underground-weed-market>
- NOVEMBER 14: NETWORKS/INFORMATION TRANSFER
- Woody Powell. 1990. “Neither Market nor Hierarchy: Network Forms of Organization.” *Research in Organizational Behavior* 12:295-336.

**Frederic Godart, Andrew Shipilov, and Nancy Leung. 2014. "LVMH Moët Hennessey-Louis Vuitton: The Rise of Talentism." *Harvard Business School Case Study*.  
<https://hbr.org/product/lvmh-mo%C3%ABt-hennessy-louis-vuitton-the-rise-of-talentism/INS905-PDF-ENG>**

NOVEMBER 16: INTERMEDIARIES/BROKERAGE

Roger Gould and Roberto Fernandez. 1989. "Structures of Mediation: A Formal Approach to Brokerage in Transaction Networks." *Sociological Methodology* 19:89-126.

Lee Drutman and Steven Teles. "Why Congress Relies on Lobbyists Instead of Thinking for Itself." *The Atlantic*. March 10, 2015. <http://www.theatlantic.com/politics/archive/2015/03/when-congress-cant-think-for-itself-it-turns-to-lobbyists/387295/>

KCRW's *The Business*. "Everything You Wanted to Know about Agents," April 21, 2008.  
[http://download.kcrw.com/audio/10490/tb\\_2008-04-21-181127.6929.mp3](http://download.kcrw.com/audio/10490/tb_2008-04-21-181127.6929.mp3)

NOVEMBER 21: STIGMA/SCANDALS

Liz Pontikes, Giacomo Negro, and Huggy Rao. 2010. "Stained Red: A Study of Stigma by Association to Blacklisted Artists during the 'Red Scare' in Hollywood, 1945-1960." *American Sociological Review* 75:456-478.

*Pony Excess*, dir. Thaddeus Matula in association with ESPN's 30 for 30 (2010).  
<https://vimeo.com/90828801>

NOVEMBER 23: THANKSGIVING HOLIDAY—NO CLASS

NOVEMBER 28: SOCIAL MOVEMENTS AND ACTIVISM

Brayden King. 2009. "When Markets Become Contentious." *Contexts* 8: 34-39.

Aldon Morris. 1984. "Black Student Sit-in Movement: An Analysis of Internal Organization." *American Sociological Review* 46:744-767.

Benjamin Wallace. "Sea World, Breached: Score One for the Cetaceans." *New York Magazine*: May 4, 2016. <http://nymag.com/daily/intelligencer/2016/04/seaworld-tilikum-orcas.html>

NOVEMBER 30: DISCRIMINATION AND EXCLUSION

Lauren Rivera. 2012. "Hiring as Cultural Matching: The Case of Elite Professional Service Firms." *American Sociological Review* 77:999-1022.

Isabel Fernandez-Mateo and Zella King. 2011. "Anticipatory Sorting and Gender Segregation in Temporary Employment." *Management Science* 57:989-1008.

