Professor:	Dr. Vernon A. Woodley
Office:	3131 Blair Hall
Email:	vawoodley@eiu.edu
Office Hours:	MW: 8.30-10.00am;
	F: 8.45-9.45am, or by appointment

Course Description

Organizations—the state, corporations, schools, the military, hospitals, churches, etc.—pervade nearly every aspect of our lives. In this class we will study how organizations are structured and how they act; relevant topics will include relational and bureaucratic organizational forms, coordination and control, and organizational culture, conflict, diversity and change. We will also examine how organizations influence individual life chances and outcomes through the workplace, federal government policy, and community institutions. Finally, we will study how external environments influence organizations, how organizations manage these environments, and how organizations change. It is imperative that you come to class prepared to discuss the readings.

Course Objectives

By the end of this course you should:
- Have an understanding of the dominant sociological perspectives on organizations, and how these perspectives have been used to study a variety of topics related to organizations.
- Be able to critique the perspectives and related empirical research by pointing out strength and weaknesses, and identifying areas where you could make a scholarly contribution to the study of organizations.

Required Readings

Godwyn, Mary and Jody Hoffer Gittell. 2012. *Sociology of Organizations: Structures and Relationships. Sage Publications*.
Supplementary readings on D2l.

Desire2Learn. This course uses Desire2Learn (D2L) for communication and course management purposes. You can access your courses in D2L using your Panther ID and password.

Evaluation Criteria

Grades for this course will be derived from five sources: weekly discussion responses, weekly reading-based quizzes and class activities, one reading presentation, a mid-term and a final exam or research paper.

Discussion responses 10@10pts	100	pts
Reading quizzes/class activities	100	pts
Reading presentation	50	pts

Mid-term exam	50 pts
Final exam/research paper	100 pts
Course total	400 pts

Grading scale: A=100-90 (358-400pts), B=89-80 (318-357pts), C=79-70 (278-317pts), D=69-60 (238-277), F=59-0% (0-237pts).

Discussion responses
I will assign at least one discussion question each week for which readings are assigned. You are required to write and submit a thorough and thoughtful response to the assigned question. Your responses will be submitted to the discussion board on D2L. You are also required to respond to the written responses of two of your classmates after you submit your own response. No more than two persons should respond to the same classmate. Thus, if a classmate already has two responses to his/her submission, move on to the next classmate with fewer than two responses.

Reading Presentations
Each student will select one reading from those assigned to present **at the start of the week** for which that reading is assigned. The presentation must 3-5 double-spaced pages and must satisfy the following four (4) objectives. (1) **Provide a brief summary of the main point(s) of the selected reading (no more than 1.5 pages). (2) Provide a thorough critique of the reading.** This means that you must assess the strengths and weaknesses of the article. For example, did the authors achieve what they set out to do in the article? Did they make a strong argument? Was the argument sufficiently supported with the data presented? What are the theoretical and methodological limitations of the article? **(3) Find and relate the reading to an issue currently in the news. (4) Generate two questions for further discussion of the topic.**
Your assigned readings are edited excerpts of published scholarly books and journal articles, thus you may find some readings challenging, but not impossible for advanced college students. Most readings are fewer than 15 pages. Saying that a reading is too long or that you had to read it more than once will not be considered a valid critique. I expect you to read your chosen article more than once to adequately understand and evaluate the main points.
N.B. You must also submit your typed presentation using standard essay format to the Presentation dropbox on D2l by the end of the day on which you present. The essay must be 3-5 double-spaced pages and the summary should account for no more than 1.5 pages of the essay.

Midterm Exam. The midterm exam will be an in-class exam and may consist of multiple choice, true and false and short answer questions.

Final Exam/Research Project. For your course final, you must choose either a comprehensive in-class exam or a research project. The in-class exam will be consists of short answer and/or essay questions. The research project will take the form of an empirical

research proposal or a research paper on a topic of your choosing. More details about the research project will follow. You may opt for the research project if you have topic that you curious about and which to explore in more depth. Also, if you wish to continue on to graduate school, you might use your research project as the starting point of a Master's thesis. Because the research project will take some time to complete, *you must choose between the exam and the paper by the end of the second week of class*.

Missed Exam or Assignment Policy
Students will be permitted to make up examinations or assignments missed because of illness, and family emergencies. Please contact the instructor prior to missing an assignment, if possible, or immediately after.

Academic Fraud
Plagiarism and cheating are academic fraud. Academic fraud is a serious matter and is reported to the university administration. For more information refer the "Student Conduct Code" http://www.eiu.edu/judicial/studentconductcode.php.

Accommodations for Disabilities
Students with documented disabilities are encouraged to contact the Office of Disability Services (581-6583) if they wish to discuss any necessary academic accommodations.

Severe Weather/Tornadoes
In case of a tornado warning, proceed to the center of the hallway on the first floor, near the posted severe weather signs. Under no circumstances should you attempt to leave the building.

Fire Statement
In case of fire, activate the fire alarm & exit the building. When a fire alarm sounds, everyone must exit the building & cannot re-enter the building until allowed by the building coordinator or fire department official. Fire alarms are located at the north & south ends of the corridors just inside the fire doors. The closest exits for all classrooms in Blair are on the north & south ends of the building. Under no circumstance should the elevator be used.

Student Classroom Behavior
The ability to learn is lessened when students engage in inappropriate classroom behavior, distracting others. When disruptive activity occurs, a University instructor has the authority to request that a student exit the classroom for the remainder of the period. Turn off or silent all cell-phones, pagers, or other electronic devices before the start of class.

I encourage spirited classroom discussions of the readings and related material. You are not required to agree with me or anyone else as I welcome a variety of opinions. However, personal attacks will not be tolerated. We can respectfully disagree without being disagreeable.

COURSE SCHEDULE

UNIT 1: INTRODUCTION
August 21-25
"Introduction." Mary Godwyn and Jody Hoffer Gittell. Pp. xi

UNIT II: THE RELATIONAL ORGANIZATIONAL FORM
August 28 – September 8

"An Introduction to the Relational Organizational Form" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations*.

"Business as an Integrative Unity" by Mary Parker Follett (1925/1942) from *Dynamic Administration: The Collected Papers of Mary Parker Follett*. New York: Harper and Brothers Publishers.

"Mechanistic and Organic Systems of Management" by Tom Burns and G.M. Stalker (1961, 1995) from *The Management of Innovation*. Oxford, UK: Oxford University Press.

"Markets, Bureaucracies and Clans" by William G. Ouchi (1980) from *Administrative Science Quarterly*.

"Neither Market Nor Hierarchy: Network Forms of Organization" by Walter Powell (1990) from *Research in Organizational Behavior*, Greenwich, CT: JAI Press.

"Organizational Social Capital and Employment Practices" by Carrie Leana and Harry Van Buren (1999) from *Academy of Management Review*.

"Doing Your Job *and* Helping Your Friends: Universalistic Norms About Obligations to Particular Others" by Carol Heimer (1992) from *Networks and Organizations: Structure, Form and Action*. Boston, MA: Harvard Business School Press.

"Social Exchange and Micro Social Order" by Edward J. Lawler, Shane R. Thye and Jeongkoo Yoon (2008) from *American Sociological Review*.

UNIT III: THE BUREAUCRATIC ORGANIZATIONAL FORM
September 11-22

"An Introduction to the Bureaucratic Organizational Form" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations.*

"Bureaucracy" by Max Weber (1920) from *Economy and Society: An Outline of Interpretive Sociology*, Volume 2. Berkeley: University of California Press.

 "Coordination" by Mary Parker Follett (1949) from *Freedom and Co-ordination: Lectures in Business Organization by Mary Parker Follett*. London: Management Publications Trust, Ltd.

"The Horizontal Dimension in Bureaucracy" by Henry Landsberger (1961) from *Administrative Science Quarterly*.

"The Social Embeddedness of Labor Markets and Cognitive Processes" by Michael Piore (1993) from *Labour*.

"Defining the Post-Bureaucratic Type" by Charles Heckscher (1994) from *The Post-Bureaucratic Organization*. Thousand Oaks, CA: Sage.

"Two Types of Bureaucracy: Enabling and Coercive" by Paul Adler and Brian Borys (1996) from *Administrative Science Quarterly*.

"Organized Dissonance: Feminist Bureaucracy as Hybrid Form" by Karen Ashcraft (2001) from *Academy of Management Journal*.

UNIT IV: COORDINATION AND CONTROL
September 25 – October 06

"An Introduction to the Coordination of Work" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations*.

"The Process of Control" by Mary Parker Follett (1949) from *Freedom and Co-ordination: Lectures in Business Organization by Mary Parker Follett*. London: Management Publications Trust, Ltd.

"The Division of Work" by James March and Herbert Simon (1958) from *Organizations*. New York: Wiley.

"Input Uncertainty and Organizational Coordination in Hospital Emergency Units" by Linda Argote (1981) from *Administrative Science Quarterly*.

"Collective Mind in Organizations: Heedful Interrelating on Flight Decks" by Karl Weick and Karlene Roberts (1993) from *Administrative Science Quarterly*.

"An Introduction to Autonomy and Control" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations*.

"Fundamentals of Scientific Management" by Frederick Winslow Taylor (1911) from *Scientific Management*. New York: Harper and Row.

 "Theory Y: The Integration of Individual and Organizational Goals" by Douglas McGregor (1960) from *The Human Side of Enterprise*. New York: McGraw-Hill.

 "Work Organization, Technology and Performance in Customer Service and Sales" by Rose Batt (1999) from *Industrial and Labor Relations Review*, 52: 539-564.

"Connective Leadership: Female Leadership Styles in the 21st Century Workplace" by Jean Lipman-Blumen (1992) from *Sociological Perspectives*.

UNIT V: ORGANIZATIONAL CULTURE
October 09 – 20

"An Introduction to Organizational Culture" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations*.

"What is Culture?" by Edgar A. Schein (1991) from *Reframing Organizational Culture*. P. Frost, L. Moore, M. Louis, C. Lundberg and J. Martin (eds.). Newbury Park, CA: SAGE Publications.

"The Organizational Culture Wars: A Struggle for Intellectual Dominance" by Joanne Martin and Peter Frost (1995) from *Handbook of Organizational Studies.* S. Clegg, C. Hardy, and W. Nord (eds.). Newbury Park, CA: SAGE Publications.

"Moral Economy and Cultural Work" by Mark Banks (2006) from *Sociology.*

"Representing Blue: Representative Bureaucracy and Racial Profiling in the Latino Community" by Vicky M. Wilkins and Brian N. Williams (2009) from *Administration & Society*.

"'This Place Makes Me Proud to be a Woman': Theoretical Explanation for Success in Entrepreneurship Education for Low-Income Women" by Mary Godwyn (2009) from *Research in Social Stratification and Mobility.*

"Hospitals as Cultures of Entrapment: Re-Analysis of the Bristol Royal Infirmary" by Karl E. Weick and Kathleen M. Sutcliffe (2003) from *California Management Review*.

"Representative Bureaucracy and Policy Tools: Ethnicity, Student Discipline and Representation in Public Schools" by Christine H. Roch, David W. Pitts and Ignaciao Navarro (2010) from *Administration & Society*.

UNIT VI: ORGANIZATIONAL CONFLICT
October 23 – November 03

"An Introduction to Organizational Conflict" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations*.

Capital: A Critique of Political Economy by Karl Marx (1887, 1967), Volume 1. New York: International Publishers.

"Constructive Conflict" by Mary Parker Follett (1926/1942) from *Dynamic Administration: The Collected Papers of Mary Parker Follett*. New York: Harper and Brothers Publishers.

"Organizational Conflict: Concepts and Models" by Louis Pondy (1967) from *Administrative Science Quarterly*.

"Marx, Globalization and Alienation: Received and Underappreciated Wisdoms" by W. Peter Archibald (2009) from *Critical Sociology*.

"Racial Inequality in the Workplace: How Critical Management Studies Can Inform Current Approaches" by Brenda Johnson (2009) from *Critical Management Studies at Work: Negotiating Tensions Between Theory and Practice*. Julie Wolfram Cox, Tony G. LeTrent-Jones, Maxim Voronov and David Weir (eds.). Northampton, MA: Edward Elgar Publishing.

"Mythicizing and Reification in Entrepreneurial Discourse: Ideology-Critique of Entrepreneurial Studies" by John O. Ogbor (2000) from *Journal of Management Studies.*

UNIT VII: DIVERSITY IN ORGANIZATIONS
November 06 – 17

"An Introduction to Diversity within Organizations" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations*.

"Women's Careers in Static and Dynamic Organizations" by Elin Kvande and Bente Rasmussen (1995) from *Acta Sociologica.*

"We Have to Make a MANagement Decision: Challenger and the Dysfunctions of Corporate Masculinity" by Mark Maier (1997) from *Managing the Organizational Melting Pot: Dilemmas of Workplace Diversity*. Thousand Oaks, CA: SAGE Publications.

"Just One of the Guys? How TransMen Make Gender Visible at Work" by Kristen Schilt (2006) from *Gender and Society,* 20(4): 465-490.

"The Emperor has no Clothes: Rewriting 'Race in Organizations'" by Stella Nkomo (1992) from *Academy of Management Review,* 17(3): 487-513.

"The Colonizing Consciousness and Representations of the Other: A Postcolonial Critique of the Discourse of Oil" (1997) by Anshuman Prasad from *Managing the Organizational Melting Pot: Dilemmas of Workplace Diversity*. Thousand Oaks, CA: SAGE Publications.

"The Disclosure Dilemma for Gay Men and Lesbians: 'Coming Out' at Work" by Kirstin H. Griffin and Michelle R. Hebl (2002) from *Journal of Applied Psychology*.

"Identification of the Characteristics of Work Environments and Employers Open to Hiring and Accommodating People with Disabilities," by Dennis Gilbride, Robert Stensrud, David Vandergoot and Kristie Golden (2003) from *Rehabilitation Counseling Bulletin.*

THANKSGIVING BREAK -NO CLASS
November 20-24

UNIT VIII: ORGANIZATIONAL LEARNING AND TECHNOLOGY
November 27 – December 08

"An Introduction to Organizational Learning and Change" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations*.

"The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organization Fields" by Paul DiMaggio and Walter Powell (1983) from *American Journal of Sociology*.

"Organizational Learning" by Barbara Levitt and James March (1988) from *Annual Review of Sociology*.

"Introduction to New Technology, Social Media and Emerging Communities" by Mary Godwyn and Jody Hoffer Gittell (2012) from *Sociology of Organizations*.

"Constructions and Reconstructions of Self in Virtual Reality: Playing in the MUDs" by Sherry Turkle (1994) from *Mind, Culture and Activity*.

"Tweeting the Night Away: Using Twitter to Enhance Social Presence" by Joanna C. Dunlap and Patrick R. Lowenthal (2009) from *Journal of Information Systems Education.*

"E-mail in Government: Not Post-Bureaucratic but Late Bureaucratic Organizations" by Albert Jacob Meijer (2008) in *Government Information Quarterly*.

"Online Organization of the LGBT Community in Singapore" by Joe Phua (2008). Paper presented at the International Communication Association Conference, Montreal, Canada, May.

FINAL EXAM
Tuesday December 12, 12:30 – 2:30pm

Disclaimer:
I reserve the right to make changes to the syllabus as the semester progresses.