

Sociology 302 Sociology of Organizations  
Northwestern University  
SCS Winter 2010

A. Hunter (847) 491-3804  
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Evanston Wed 6:15-9:15 Kresge 4225

### **Introduction:**

This class looks at formal organizations as one of the most common ways that people get together to do things in modern social life. We will explore three sectors of organizations – the state sector such as government bureaucracies, the for-profit corporate sector of business, and the non-profit or voluntary sector sometime called “the third-sector”. We will do this through readings, lectures, and discussions. I will lecture briefly each class meeting. We will then discuss the day’s readings. Students will be expected to participate and draw on their own experiences. Each class meeting you will be asked to prepare a 1 page statement of key points from the reading and a key question for discussion. These will be handed in daily. You will also be asked to make two presentations to the class of an article which you will summarize and critique in two pages. You will also be asked to do a short final term paper of approximately 6 pages on a topic selected in consultation with the instructor and drawing on your earlier article presentations. This paper should also draw on your own experience and observations as primary empirical data, and additional outside readings. You will share your paper in a brief oral presentation to the class. There will be two quizzes of a short essay format.

### **Books:**

Charles Perrow- Complex Organizations. 3d edition.. New York: McGraw Hill. 1986.

Carl Milofsky – Smallville. Medford, MA. Tufts U. Press. 2008.

Diane Vaughan – The Challenger Launch Decision. Chicago: U. of Chicago Press. 1996.

Joel Brenner – The Emperors of Chocolate: Inside the Secret World of Hershey & Mars  
New York: Broadway Books. 2000..

### **Grades:**

2 Quizzes (25% each)	50%
Article reports (10% each)	20%
Final Paper	20%
Class Participation	<u>10%</u>
Total	100%

### **Readings:**

Class 1 – The Classic Statements

1/6 Weber – “Bureaucracy” (handout)

Class 2 – Bureaucratic Rationale

1/13 Perrow – Chapter 1 - Why Bureaucracy?

Vaughan – Preface, Chapters 1,2,3

Class 3 – Bureaucracy & the State

1/20 Perrow – Chapter 8 - Power  
Vaughan – Chapters 4,5,6

Class 4 – Bureaucracy as a National Tool

1/27 Perrow – Chapter 5 – The Institutional School  
Vaughan – Chapters 7,8,9,10

Class 5 – How to Lead & Succeed

2/3 Perrow – Chapter 2 – Managerial Ideologies  
Brenner – Chapters 1-8

Class 6 - Professional B-School Types

2/10 Perrow – Chapter 4 – Neo-Weberian Model  
Brenner – Chapters 9-15

\*\*\*Quiz 1 Wed 2/10

Class 7 – Rational Bureaucracies

2/17 Perrow – Chapter – 7 – Economic Theories  
Brenner – Chapters 16-23

Class 8 – Doing-Good and Feeling-Good Bureaucracies

2/24 Perrow – Chapter 3 – Human Relations Model  
Milofsky – Chapters 1-5

Class 9 – Organizations as Tools

3/3 Perrow – Chapter 6- The Environment  
Milofsky – Chapters 6-10

Class 10 – Review & Final Paper Presentations

3/10  
\*\*\* Final Papers Due Wed 3/10

Class 10 - Final Class

3/17  
\*\*\* Quiz II -

SOCIOL 302-CN  
Sociology of Organizations

This course examines the structure and function of formal organizations, paying particular attention to business, government and non-profit organizations. Students explore how organizational goals and priorities are influenced by environment and by informal processes of stratification, social control, and conflict. Other topics include discretionary practices, the formation of rules, development of informal norms, and different modes of participation and authority in different kinds of organizations.

Spring 2009  
EV            M            6:15 - 9:15 PM    Sec. 62    Al Hunter                            Kresge Hall 4365

Sociology 302 Sociology of Organizations  
Northwestern University                            A. Hunter (847) 491-3804  
SCS Spring 2009    [ahunter@northwestern.edu](mailto:ahunter@northwestern.edu)  
Evanston - Monday 6:15 - Kresge 4365

**Introduction:**

This class looks at formal organizations as one of the most common ways that people get together to do things collectively in modern social life. We will explore three sectors of organizations – the state sector such as government bureaucracies, the for-profit corporate sector of business, and the non-profit or voluntary sector sometime called “the third-sector”. We will do this through readings, lectures, and discussions. I will lecture briefly each class meeting. We will then discuss the day’s readings. Students will be expected to participate and draw on their own experiences. Each class meeting you will be asked to prepare a 1 page statement of key points from the reading and a key question for discussion. These will be handed in daily. There will be two exams of a short essay format. You will also be asked to do a short term paper of approximately 8 pages on a topic selected in consultation with the instructor. This paper should draw on your own experience and observations as primary empirical data, and additional outside readings. You will be asked to share your paper in an oral presentation the last day of class.

**Books:**

Charles Perrow- Complex Organizations. 3d edition.. New York: McGraw Hill. 1986.

Michael O’Neill – Nonprofit Nation: A New Look at the Third America. New York: Jossey-Bass. 2002.

Diane Vaughan – The Challenger Launch Decision. Chicago: U. of Chicago Press. 1996.

Joel Brenner – The Emperors of Chocolate: Inside the Secret World of Hershey & Mars  
New York: Broadway Boos. 2000..

**Grades:**

2 Exams (30% each)	60%
Final Paper	30%
Class Participation	<u>10%</u>
Total	100%

**Readings:**

Class 1 – The Classic Statements

3/30 Weber – “Bureaucracy”

Class 2 – Bureaucratic Rationale

4/6 Perrow – Chapter 1 - Why Bureaucracy?

Vaughan – Preface, Chapters 1,2,3

Class 3 – Bureaucracy & the State

4/13 Perrow – Chapter 8 - Power

Vaughan – Chapters 4,5,6

Class 4 – Bureaucracy as a National Tool

4/20 Perrow – Chapter 5 – The Institutional School

Vaughan – Chapters 7,8,9,10

Class 5 – How to Lead & Succeed

4/27 Perrow – Chapter 2 – Managerial Ideologies

Brenner – Chapters 1-8

Class 6 - Professional B-School Types

5/4 Perrow – Chapter 4 – Neo-Weberian Model

Brenner – Chapters 9-15

\*\*\*Exam 1

Class 7 – Rational Bureaucracies

5/11 Perrow – Chapter – 7 – Economic Theories

Brenner – Chapters 16-23

Class 8 – Doing-Good and Feeling-Good Bureaucracies

5/18 Perrow – Chapter 3 – Human Relations Model

O’Neill – Chapters 1-6

MAY 25 - MEMORIAL DAY – NO CLASS

Class 9 – Organizations as Tools

6/1                      Perrow – Chapter 6- The Environment  
                             O'Neill – Chapters 7-12

Class 10 - Final Class

6/8                      Second Quiz  
                             Paper Presentations

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