

Sociology 389: Economy, Organizations and Work
Emory University

Time: MoWe 11:30AM-12:45PM
Classroom: Callaway Center C101
First Few Weeks Online

Email: weihua.an@emory.edu
Zoom Office Hour: W 1:30-2:15PM
<https://emory.zoom.us/j/9909854398>

TA: Yemariam Eyob, yemariam.eyob@emory.edu
Office Hour: M 10-11AM; Zoom Meeting ID: 765 3541 8342 (Passcode: SOC389)

Course description

This course examines modern organizations from the sociological perspectives. The topics covered include transformation of corporate control, social networks and social capital, power and leadership, innovation and diffusion, equality and diversity, the institutional school, etc.

Requirements

1. Class discussion and participation (25%). Each group of no more than two students will lead one class discussion. ([Group Sign-up](#)). For each required reading (including the assigned case), the group will prepare up to five slides to summarize the content and present 2-3 questions for discussion. All students are expected to read the readings before class. Students are expected to actively participate in class discussion and other class activities. Student participation constitutes 10% of the total grade.
 2. In-class writings (25%). Ten times, each up to 300 words. Students will write short responses to assigned questions and/or memos on selected readings.
 3. Project paper (25%). Each group of no more than four students will work on a project paper (up to 3,000 words) on organizational research. Students will select one or multiple organizations to study, which can be formal organizations like business and governmental agencies or informal organizations such as volunteer groups and student clubs. The project paper should focus on one or a few themes covered in the class and employ theories and examples from the class to elaborate the arguments. The project is empirical, requiring students to do some data collection and analysis, for example, by interviewing the leaders and members of the chosen organization or collecting historical/news data. Each student is expected to contribute to both the implementation of the project and the writing of the paper. Each group will also present their project to the class. The project presentation constitutes 10% of the total grade.
 4. Final exam (25%). The exam will include both short essay questions and case analysis. The responses are expected to be about 2,500 words.
- * Late assignment will cost 20% of the assignment grade for each day after the due day.

Textbook and Readings

W. Richard Scott and Gerald Davis. 2007. *Organizations and Organizing: Rational, Natural and Open Systems Perspectives*. Prentice Hall. (Recommended)

The required HBS cases can be purchased at: <https://hbsp.harvard.edu/import/902159>.

Other readings are available on the course website.

Grading scale

94-100	-----	A	80-82	-----	B-
90-93	-----	A-	70-79	-----	C
87-89	-----	B+	60-69	-----	D
83-86	-----	B	0-59	-----	F

Tentative Schedule

Date	Topic	Assignment
1/12	Introduction	
1/19	Sociological View of the Economy	
	<i>Structure and Functions</i>	
1/24	Transformation of Corporate Control	
1/31	Power and Leadership	
2/7	Viewing <i>The Social Network</i>	
2/9	Social Networks and Social Capital	
	<i>Cognition and Culture</i>	
2/16	Innovation and Diffusion	
2/23	Equality and Diversity	
3/2	Viewing <i>Twelve O'clock High</i>	
3/14	Sensemaking and Reactivity	
	<i>Markets and Environment</i>	
3/21	The Institutional School	Project proposal
3/28	Ecology and Evolution	
4/4	Imprinting and Contingency	
	<i>Research</i>	
4/11-4/13	Group Meeting	
4/18	Project Presentation	
4/20	Office Hour	Project paper due
4/25	Final Exam	
4/27		Final exam due

COURSE OUTLINE

0 Introduction

1 The Sociological View of the Economy

Dobbin, Frank. 2004. "The Sociological View of the Economy." Chapter 1 (especially Pp. 2-7, 38-39) in *The New Economic Sociology: A Reader*.

Smelser, Neil J. and Richard Swedberg. 2005. "Introducing Economic Sociology." Pp. 1-25 in *The Handbook of Economic Sociology*. Second Edition. Princeton University Press.

Scott, W. Richard and Gerald Davis. 2007. *Organizations and Organizing*. Pp. 27-33.

Case: Occupy Wall Street

2 Transformation of Corporate Control

Chandler, Alfred. 1977. *The Visible Hand: The Managerial Revolution in American Business*. Pages 415-454.

Fligstein, Neil. 1990. "The Transformation of Corporate Control." Chapter 15 (especially Pp. 415-419, 422-429) in *The New Economic Sociology: A Reader*.

Podolny, Joel M. and Karen L. Page. 1998. "Network Forms of Organizations." *Annual Review of Sociology* 24: 57-76.

Case: DuPont: The Enlightened Organization

3 Power and Leadership

Kanter, Rosabeth Moss. 1977. Ch. 7-8 in *Men and Women of the Corporation*. New York: Basic Books.

Zaleznik, Abraham. 1977. "Managers and Leaders: Are They Different?" *Harvard Business Review*: 67-78.

Bass, Bernard M. and Ronald E. Riggio. 2008. *Transformational Leadership*. Pp. 1-18.

Case: Coach Knight: The Will to Win (HBS 9-4-06-043)

Case: Coach K: A Matter of the Heart (HBS 9-406-044)

4 Social Networks and Social Capital

Fernandez, Roberto M. and Nancy Weinberg. 1997. "Sifting and Sorting: Personal Contacts and Hiring in a Retail Bank." *American Sociological Review* 62(6): 883-902.

Krackhardt, David and Jeffrey R. Hanson. 1993. "Informal Networks: The Company behind the Chart." *Harvard Business Review*, 104-111.

Podolny, Joel M. and James N. Baron. 1997. "Resources and Relationships: Social Networks and Mobility in the Workplace." *American Sociological Review* 62: 673-693.

Case: The Social Network (Movie) (Available at Emory library)

5 Innovation and Diffusion

Burt, Ronald S. 2004. "Structural Holes and Good Ideas." *American Journal of Sociology* 110: 349-399.

Uzzi, Brian and Jarrett Spiro. 2005. "Collaboration and Creativity: The Small World Problem." *American Journal of Sociology* 111(2): 447-504.

Rogers, M. Everett. 1995. *Diffusion of Innovation*. Chapter 1, especially Pp. 8-10, 35-37.

Case: *Aiming for an Evolutionary Advantage: Google (HBS 2515BC)*

6 Equality and Diversity

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

Dobbin, Frank. 2009. "Regulating Discrimination: The Paradox of a Weak State." Pp. 1-21 in *Inventing Equal Opportunity*. Princeton University Press.

Dobbin, Frank, and Alexandra Kalev. 2016. "Why Diversity Programs Fail." *Harvard Business Review* 94(7): 52-59.

Case: *Meeting the Diversity Challenge at PepsiCo (HBS 9-410-024)*

7 Sensemaking and Reactivity

Weick, Karl E. 1995. "Sensemaking in Organizations." Chapter 21 (especially Pp. 533-538, 547-548) in *The New Economic Sociology: A Reader*.

Espeland, Wendy Nelson and Michael Sauder. 2007. "Rankings and Reactivity: How Public Measures Recreate Social Worlds." *American Journal of Sociology* 113(1): 1-40.

Reason, James. 2000. "Human Error: Models and Management." *British Medical Journal* 320: 768-770.

Case: *Twelve O'clock High (Movie) (Accessible online through Emory library)*

8 The Institutional School

DiMaggio, Paul J. and Walter W. Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review* 48: 150-154.

Uzzi, Brian. 1997. "Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness." *Administrative Science Quarterly* 42: 35-67.

Podolny, Joel M. 1993. "A Status-Based Model of Market Competition." *American Journal of Sociology* 98: 829-872.

Case: *Google in China: <http://www.youtube.com/watch?v=sgDGNPnb124>*.

9 Ecology and Evolution

Carroll, Glenn and Anand Swaminathan. 2000. "Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the U.S. Brewing Industry." *American Journal of Sociology* 106: 715-720, 725-733.

Aldrich, Howard E and Martin Ruef. 2006. Ch. 2-3 in *Organizations Evolving*. Second Edition. SAGE Publications.

Case: Southwest Airlines 2002: An Industry Under Siege (HBS 9-803-133)

10 Imprinting and Contingency

Marquis, Christopher. 2003. "The Pressure of the Past: Network Imprinting in Intercorporate Communities." *Administrative Science Quarterly* 48: 655-689.

Mizruchi, Mark S., Linda Brewster Stearns, and Christopher Marquis. 2006. "The Conditional Nature of Embeddedness: Borrowing by Large U.S. Firms, 1973-1994." *American Sociological Review* 71(2): 310-333.

Dobbin, Frank. 2005. "Comparative and Historical Approaches to Economic Sociology." Pp. 26-48 in *The Handbook of Economic Sociology*. Second Edition. Princeton University Press.

Case: Fujifilm: A Second Foundation (HBS 9-807-137)