

San José State University
School/Department
ANTH 133(1) Organizational Cultures, Spring 2019 (27010)

Course and Contact Information

Instructor:	Chuck Darrah
Office Location:	Clark Hall 463
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Email:	chuck.darrah@sjsu.edu
Office Hours:	Mondays & Wednesdays 1200-1330
Class Days/Time:	Mondays & Wednesdays 0900-1015
Classroom:	Clark Hall 204
Prerequisites:	ANTH 11 or instructor consent

Course Format

Course Description

Complex organizations as dynamic sociocultural systems. Topics include organizational culture, cross-cultural study of organizations, organizational ethnography, cultural diversity, organizational learning and relevance of a cultural approach to enhance organizational effectiveness in a rapidly-changing world.

Course Learning Outcomes (CLO)

Upon successful completion of this course, students will be able to:

1. describe and analyze the cultural dimensions of organizations and their relationships with a complex environments;
2. be able to analyze an organization as a sociocultural system that affects--and is affected by--the people who interact with it;
3. be able to describe how people from at least one "non-Western" culture have organized to accomplish collective goals;
4. be able to collect and analyze data about organizations and expressions of culture within them;
5. describe and analyze the cultural dimensions of organizations and their relationships with a complex environments;

6. describe organizations as arenas in which larger social issues are expressed, negotiated, and managed; and
7. develop tools for more effective action within organizations.

Required Texts/Readings (Required)

Textbooks

Ilana Gershon (2015). *A World of Work* [ISBN 9780801456855]
Michael Harrison (2004). *Diagnosing Organizations*, 3e. [ISBN 9780761925729]
Ann Jordan (2012). *Business Anthropology*, 2e [ISBN 9781577668275]
Brian Moeran (2007). *Ethnography at Work* [ISBN 9781845204983]

Library Liaison

Silke Higgins is the department's library liaison and she can be contacted at silke.higgins@sjsu.edu. She is a graduate of our program and knows the department very well.

Course Requirements and Assignments

1. Open Systems Perspective Analysis (15% course grade). Students will use the open systems perspective described by Michael Harrison in Diagnosing Organizations to analyze a formal organization.
2. Work & Job Analysis (15% course grade). Students will analyze the work associated with a specific job following concepts and questions developed by Ilana Gershon in A World of Work.
3. Organizational Needs Assessment (15% course grade). Students will read and analyze primary data from a community partner in order to hypothesize appropriate organizational characteristics to address them.
4. Empowerment Evaluation Synthesis (15% course grade). Students will prepare a report describing an empowerment evaluation and its implications for organizational structure, processes, and functions.
5. Midterm Examination (15% course grade). Students will answer three essay questions based on course readings and lectures in a take-home examination
6. Final Examination (15% course grade). Students will answer three essay questions based on course readings and lectures in a non-cumulative take-home final examination.
7. Participation (10% course grade). Students will participate in classroom discussions and workshops pertinent to the analysis and interpretation of organizations.

This class will incorporate materials from an organizations in order to address questions regarding its effectiveness. Accordingly, the instructor may adjust assignments to reflect the realities of such collaboration in order or maximize student learning. Any necessary adjustments will be made collaboratively with the class and announced well in advance.

Success in this course is based on the expectation that students will spend, for each unit of credit, a minimum of 45 hours over the length of the course (normally three hours per unit per week) for instruction, preparation/studying, or course related activities, including but not limited to internships, labs, and clinical practica. Other course structures will have equivalent workload expectations as described in the syllabus.”

Final Examination or Evaluation

The take-home essay final examination will follow the same format as the midterm. It will be distributed May 6.

Grading Information

Course grades will be assigned as follows:

A plus = 98-100%
A = 94-97%
A minus = 90-93%
B plus = 88-89%
B = 84-87%
B minus = 80-83%
C plus = 78-79%
C = 74-77%
C minus = 70-73%
D plus = 68-69%
D = 64-67%
D minus = 60-63%
F = lower than 60%

Note that “All students have the right, within a reasonable time, to know their academic scores, to review their grade-dependent work, and to be provided with explanations for the determination of their course grades.” See [University Policy F13-1](http://www.sjsu.edu/senate/docs/F13-1.pdf) at <http://www.sjsu.edu/senate/docs/F13-1.pdf> for more details. The instructor will return materials submitted for grade within 10 days. I am happy to discuss student grades during office hours, but I will not do so by phone or email or in class.

Determination of Grades

All assignments must be completed during the designated period. You may be allowed to make up an exam only if (1) you contact me immediately by phone or email and (2) you can provide a compelling *and documented* excuse for your absence (e.g. family emergency, sickness, injury, etc. Late assignments that lack documented and compelling excuses *may* be accepted for grade with penalty (depending upon the nature of the assignment). Any penalties will be discussed with the student prior to submission. Please remember that it is unfair to both your classmates and the instructor to request exceptions to the official examination dates or paper deadline.

Classroom Protocol

This class is a mixture of lecture, seminar, and in-class group activities, and students should be aware of their own roles and that of the instructor. Regarding the former, students are expected to be present and prepared for class discussions. This means that you have completed the assigned readings, taken notes or underlined as appropriate, and

thought about what you have read. In other words, mastery of the material is assumed. Being prepared means that you submit materials as per the class calendar, and that those materials reflect professional standards of writing and presentation. Sloppy work will not be taken seriously. The professor's role is to develop the structure for the class, to ensure that we conform to it, and to modify it if necessary. The instructor will also raise questions and encourage the active participation of students as discussants.

There are a few expectations I have regarding technology use during class. First, cell phones should be shut off and placed in book bags at all times and not allowed to ring. Second, laptops and tablets may be used for taking notes, but if they become distracting in any way then they will be banned in class. Considerable research demonstrates that students learn more by jotting notes on paper and then revising them as they enter them later on a keyboard. Third, the internet has become both a tool for research and for cheating, especially plagiarism. This is an upper division class, so there are no excuses for failing to understand integrity in general and academic integrity in particular. If you are caught plagiarizing or otherwise cheating you should expect to fail the course, which will delay your graduation.

Roll will be taken rarely and only so I can learn names. If you wish to drop the course it is your responsibility to do so. If you vanish during the semester your name will appear on the final grade roster and you will receive a WU grade, which is equivalent to an F. If you fail to complete all the course assignments you will also receive a WU. Incompletes are only granted if I have been notified in advance and approved the request. Attendance is not graded, but I doubt you will get much out of the course, including a passing grade, if you are frequently absent. You are also expected to be present in the sense of paying attention and treating fellow students and the instructor with respect and civility.

All assignments must be completed during the designated period. You may be allowed to make up an exam only if (1) you contact me immediately by phone or email and (2) you can provide a compelling *and documented* excuse for your absence (e.g. family emergency, sickness, injury, etc. Please remember that it is unfair to both your classmates and the instructor to request exceptions to the official examination dates or paper deadline.

University Policies

Per University Policy S16-9 (<http://www.sjsu.edu/senate/docs/S16-9.pdf>), relevant information to all courses, such as academic integrity, accommodations, dropping and adding, consent for recording of class, etc. is available on Office of Graduate and Undergraduate Programs' [Syllabus Information web page](#) at <http://www.sjsu.edu/gup/syllabusinfo/>

Course Number / Title, Semester, Course Schedule

Course Schedule

Week (Optional)	Date	Topics, Readings, Assignments, Deadlines (If appropriate, add any extra column(s) to meet your needs.)
1	1/28	Course Overview
	1/30	Anthropology, Culture, & Organizations Reading: Jordan Chs. 1 & 8
2	2/4	Organizations & Organizing The Open Systems Perspective OPEN SYSTEMS PERSPECTIVE ANALYSIS DISTRIBUTED
	2/6	Organizations & Organizing The Open Systems Perspective Reading: Harrison Chs. 1 & 2
3	2/11	Organizations & Organizing
	2/13	Needs, Organizational Structure, & Functions NEEDS ASSESSMENT DISTRIBUTED Reading: Harrison Chs. 3 & 4
4	2/18	Organizations & Organizing
	2/20	Historical Perspectives on Anthropology, Organizations & Culture Reading: Jordan Chs. 1, 2, & 5
5	2/25	Metaphors for Studying Organizational Culture
	2/27	Data Workshop: Needs Assessment
6	3/4	Metaphors for Studying Organizational Culture Reading: Jordan Ch. 4
	3/6	Organizations as Cultural Artifacts OPEN SYSTEMS PERSPECTIVE ANALYSIS DUE Readings: Gershon Chs. 3 & 4; Moeran Ch. 1
7	3/11	Functional View of Organizations MIDTERM DISTRIBUTED Reading: Gershon Chs. 5-7
	3/13	Organizations & Practices NEEDS ASSESSMENT DUE Moeran Chs. 2 & 3
8	3/18	Symbolic Views of Organizations WORK & JOB ANALYSIS DISTRIBUTED Readings: Gershon Chs. 8 & 9; Moeran Chs. 4 & 5
	3/20	Symbolic Views of Organizations MIDTERM DUE

Week (Optional)	Date	Topics, Readings, Assignments, Deadlines (If appropriate, add any extra column(s) to meet your needs.)
9	3/25	Work & Jobs Reading: Gershon Ch. 10 & 11
	3/27	Work & Jobs
10	4/1	SPRING RECESS
	4/3	SPRING RECESS
11	4/8	Sources of Organizational Culture: Leaders & Other Cultures Reading: Gershon Ch. 12; Moeran Chs. 6 & 7
	4/10	Sources of Organizational Culture: Leaders & Other Cultures
12	4/15	Societal Outcomes of Organizational Culture Reading: Gershon Chs. 13 & 14
	4/17	Societal Outcomes of Organizational Culture WORK & JOB ANALYSIS DUE
13	4/22	Special Topics: Services Reading: Jordan Chs. 9 & 10
	4/24	Special Topics: Projects
14	4/29	Special Topics: Technology Reading Jordan Ch. 6 & 7
	5/1	Special Topics: Gigs EMPOWERMENT EVALUATION SYSTHESIS DUE
15	5/6	Needs, Structure, & Function Round Table FINAL EXAM DISTRIBUTED
	5/8	Needs, Structure, & Function Round Table
16	5/13	Course Synthesis
Final Exam	5/16	0715-0930 Final Exam due by 9:30 in Clark Hall 463