

**San José State University**  
**College of Social Sciences/ Department of Anthropology**

**ANTH 133 Organizational Culture, 80, Fall 2021**

Instructor(s): Maribel Martínez  
Office Location: online  
Telephone: (408) 766-4143  
Email: CANVAS inbox  
Office Hours: Tuesdays 5-6pm and by appointment  
                  <https://sjsu.zoom.us/j/9517900270>  
Class Days/Time: Asynchronous  
Classroom: CANVAS course page  
Prerequisites: ANTH 11 or instructor consent

### **Course Description**

3 unit(s)

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 Format**

Online asynchronous

This course is completely online. It does not meet in person. All assignments are distributed through the CANVAS course management system. Students are to complete all modules posted and submit finished work for grade via the same platform. Students are to check their inbox on the platform for weekly notices and announcements from the instructor

### **Service Learning (SL) Courses (Suggested, if applicable, but not mandatory)**

This course is NOT a service-learning course. However, some case studies and activities may require community engagement. When outside activities are required, class release time will be planned to allow for completion and time accommodation.

### **MYSJSU Messaging**

Course materials such as syllabus, handouts, notes, assignment instructions, etc. can be found on [Canvas Learning Management System course login website](#). You are responsible for regularly checking with the messaging system through [MySJSU](#) on [Spartan App Portal](#) (or other communication system as indicated by the instructor) to learn of any updates. For help with using Canvas see [Canvas Student Resources page](#).

## 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 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 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 - Delete the word "Required" in final draft)

### Textbooks

Michael Harrison (2004). *Diagnosing Organizations*, 3e. [ISBN 9780761925729] [Book is available on emergency check out at SJSU library online]

Alicia Garza (2020). *The Purpose of Power How We Come Together When We Fall Apart* [eBook and Audio Book available at SJLibrary.org]

Jamie Jacobs and Hema Crockett (2021). *Designing Exceptional Organizational Cultures: How to Develop Companies where Employees Thrive*

### Other Readings

Links to external webpages, podcasts, articles, PDFs, videos, and direct access to SJSU library online material or readers will be posted on Canvas.

### Other technology requirements / equipment / material

Completion of the **CliftonStrengths for Students Top 5**. Your instructor will follow up with more information by week 3.

### Library Liaison (Delete if not applicable)

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

## Course Requirements and Assignments (Required - Delete the word "Required" in final draft)

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 Case Study (15% course grade). Students will read and analyze a case study in order to hypothesize appropriate organizational plans and recommendations.

4. Reading notes (15% course grade). Students will submit notes of the reading assignments using the provided template. These will be due on the Sunday of each week.

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 submit an organizational plan that demonstrates the key learning from the class

7. Participation (10% course grade). Students will participate in online discussions by providing insights and questions based on readings, lectures, and contemporary analysis of events. You are also required to complete the pre-semester survey, fully set up your Canvas profile as instructed, and schedule at least 1 session with the instructor during office hours.

This class will incorporate materials from organizations and the media 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**

“Faculty members are required to have a culminating activity for their courses, which can include a final examination, a final research paper or project, a final creative work or performance, a final portfolio of work, or other appropriate assignment.”

For this course, a take-home essay final examination will be assigned. The assignments may be submitted as a written document or through multimedia. The assignment will be distributed the week of mid-November

## Grading Information (Required - Delete the word “Required” in final draft)

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 \(Links to an external site.\)](http://www.sjsu.edu/senate/docs/F13-1) at <http://www.sjsu.edu/senate/docs/F13-1.pdf> for more details. The instructor will return materials submitted for a 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.

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 a 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 deadlines.

There is no extra credit for this course.

## **Classroom Protocol**

This class is an asynchronous course. It will be a mixture of pre-recorded lectures, online discussions, and assignment submissions. Students should be aware of their own roles and that of the instructor. Regarding the former, students are expected to consult this syllabus, the assignment description on Canvas and ask questions well in advance of due dates. 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 recommendations I have regarding technology use for this course. Considerable research demonstrates that students learn more by jotting notes on paper and then revising them as they enter them later on a keyboard. Additionally, 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 unclear about how to cite sources, please reach out to the Writing Center or consult with an advisor or your instructor.

This is an asynchronous class so roll will not be taken. If you wish to drop the course, it is your responsibility to do so. Please communicate with your instructor early and often if you are ill or for whatever reason you need any accommodation.

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). Incompletes are only granted if I have been notified in advance and approved the request.

## **University Policies**

Per [University Policy S16-9](#), relevant university policy concerning all courses, such as student responsibilities, academic integrity, accommodations, dropping and adding, consent for recording of class, etc. and available student services (e.g. learning assistance, counseling, and other resources) are listed on [Syllabus Information web page](#) (<https://www.sjsu.edu/curriculum/courses/syllabus-info.php>). Make sure to visit this page to review and be aware of these university policies and resources.

## ANTH 133 / Organizational Culture, Fall 2021, Course Schedule

### Course Schedule

Week/Lesson /Module	Date	Topics, Readings, Assignments, Deadlines
1	8/19	Course overview and Canvas Tour Read: <a href="#"><i>The Rise of Corporate Anthropology</i></a> Jacobs and Crockett Ch1: What is organizational culture? Garza: Chapter 1 & 2 <b>COURSE SURVEY DUE</b>
2	8/26	The Open Systems Perspective  <i>OPEN SYSTEMS PERSPECTIVE ANALYSIS DISTRIBUTED</i>  Reading: Harrison Chs. 1 & 2  How to read a scholarly article  Jacobs and Crockett: Ch 2  <b>CANVAS PROFILE DUE</b>
3	9/02	Organizations & Organizing Needs, Organizational Structure, & Functions Reading: Harrison Chs. 3 & 4  Introducing the Concept Organizational Culture: The Anthropological Approach Ann T. Jordan
4	9/09	Historical Perspectives on Anthropology, Organizations & Culture  <b>Podcast: This is Anthropology 1 - Anthropology through the Ages (with Alice Beck Kehoe)</b>  Jacobs and Crockett: Ch 3 Garza Ch 3,4, 5  <b>OPEN SYSTEM ANALYSIS DUE</b>

Week/Lesson /Module	Date	Topics, Readings, Assignments, Deadlines
5	9/16	Metaphors for Studying Organizational Culture CASE STUDY DISTRIBUTED  Using Organizational Culture in Consulting: Empirical Examples  Jacobs and Crockett: Ch 4
6	9/23	Watch: Tricia Wang: Global Tech Ethnography video Practical Implications of Organizational Culture Where Americans and Japanese Work Together Jacobs and Crockett: Ch 6 Garza: Ch 6,7
7	9/30	Watch: Diego Vigil: Urban Anthropologist video Jacobs and Crockett: Ch ch6 Garza: Ch 8,9
8	10/08	Watch: The Captivating and Curious Careers of Anthropology video Garza: Ch 10, 11  <b>CASE STUDY DUE</b>
9	10/14	<a href="https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?smid=pl-share">https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?smid=pl-share</a> <a href="https://rework.withgoogle.com/print/guides/5721312655835136/">https://rework.withgoogle.com/print/guides/5721312655835136/</a> watch: <a href="https://youtu.be/LhoLuui9gX8">https://youtu.be/LhoLuui9gX8</a> Jacobs and Crockett: Ch 7
10	10/21	Jacobs and Crockett: Ch 8 Garza: Ch 12 <b>MIDTERM</b>
11	10/28	Dangerous Liaisons: Trust, Distrust, and Information Technology in American Work Organizations Author(s): Marietta L. Baba  Change, Loss, and Organizational Culture: Anthropological Consultant as Facilitator of Grief Work Garza: Ch 13, 14
12	11/04	Jacobs and Crockett: Ch 10

Week/Lesson /Module	Date	Topics, Readings, Assignments, Deadlines
		Mariachi by Moonlight by Roberto J Gonzalez <a href="https://americanethnologist.org/features/collections/flash-ethnography/mariachi-by-moonlight">https://americanethnologist.org/features/collections/flash-ethnography/mariachi-by-moonlight</a>  Garza: Ch 15, 16
13	11/11	Garza: Ch 17, 18 <b>JOB ANALYSIS DUE</b>
14	11/18	Jacobs and Crockett: Ch 9  Watch: <a href="#">Everyday Bias: Identifying and Navigating Unconscious Judgments   Howard Ross   Talks at Google</a>
15	11/25	THANKSGIVING WEEK
16	12/02	Watch: Genevieve Bell: "Being Human in a Digital World" Garza: Epilogue  <b>COURSE REFLECTION DUE</b>
Final Exam		DEC 17 5pm submit via Canvas