

**Moravian College**  
**Department of Sociology**  
**Sociology 275: Complex Organizations**

Instructor: Dr. James Ravelle  
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Office Phone: (610) 861-1378  
Office Hours: 3:45 PM to 04:45 PM on Mondays and Wednesdays  
Or by Appointment  
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**Prerequisites:**

- \* Sophomore or 2nd Semester Freshmen status; or
- \* Junior or Senior Standing with permission of the college

**Course Objectives:**

The purpose of this course is to:

- Examine the Theory, Practice and Dynamics in the function of Management of Complex Organizations.
- Examine how the above is particularly relevant to human service organizations and nonprofit and public organizations.

**Requirements and Methods of Evaluation:**

There are four requirements to successfully complete this class:

- \* You will be expected to attend and participate regularly in class (See Attendance and Participation Policy below)
- \* You will be expected to read the homework assigned to you, whether in the book or by handout.
- \* You will be expected to participate in at least one team presentation for which you either volunteer or are asked to present.
- \* You will be expected to take all three (3) exams at the times at which they are scheduled.

**Grading:**

Component	Weight
Class Participation.....	20%
Exams and Presentations.....	80%

**Attendance Policy:**

All students are expected to attend class and participate in class discussion. Failure to attend class on three or more occasions for any purpose automatically disqualifies the student from the possibility of receiving the highest participation grade.

**Academic Honesty and Disability Policy:**

The rules of the college as they apply to withdrawal from the course and plagiarism will be strictly followed. Students are encouraged to consult the college handbook for details of these policies. Students who wish to request accommodations in this class for a disability should contact Mr. Joe Kempfer, Assistant Director of Learning Services for Disability Support, 1307 Main Street (extension 1510). Accommodations cannot be provided until authorization is received from the office of Learning Services.

**Other Useful Information:*****Make-Up Exams.***

Make-up exams will not be given unless the student can prove serious illness resulting in hospitalization or death in their immediate family. The burden of proof is on the student to demonstrate the above. Minor illnesses, fatigue, vacation plans, death of pets, and distant relatives are not excuses unless the Dean of the College permits dismissal for these reasons.

***Required Text and Materials:***

The following book is required and is available for purchase at the Moravian College Bookstore: ***Complex Organizations***; by George Perrow, 3rd edition.

***Blackboard:***

I will be using the Blackboard online system as an instructional tool. Students will be able to download and print the syllabus, class assignments, and outlines for class and challenge cases. You will also be able to chat with me in real time about class matters and more easily contact me at other times. Greater facilitation of group work may also be a byproduct of this process.

### **Schedule of Assignments**

**(All Assignments refer to Perrow et al unless otherwise noted)**

01/16	Introduction to Organizational Theories
01/18	Anglo-American Theories – Theory X and Y
01/23	Anglo-American Theories - Theory W
01/25	Comparative Theories – World Systems
01/30	Comparative Theories – Theory J and Z
02/01	Why Bureaucracy: Perrow Chapter 1
02/06	Managerial Ideologies: Perrow, Chapter 2
02/08	The Human Relations Model Revisted – Perrow, Chapter 3
02/13	The Neo-Weberian Model: Perrow, Chapter 4
02/15	Continue with the above
02/20	The Institutional School, Perrow, Chapter 5
02/22	Economic Theories of Organizations, Chapter 7
02/27	Exam #1
02/29	Creation of Groups and Discussion of Group Projects
03/05	Spring Break – No Class
03/07	Spring Break – No Class