

**POL493H1S: The Politics of Organization**  
**Spring 2014**  
**Wednesdays 4-6, SK548**

**Professor:** W. Wong  
[wendyh.wong@utoronto.ca](mailto:wendyh.wong@utoronto.ca)  
315 Bloor St. W. #214  
Office hours: Th 10-12

**TA:** Gustavo Carvalho  
[gustavo.carvalho@utoronto.ca](mailto:gustavo.carvalho@utoronto.ca)  
Office hours: TBA

**Prerequisites:**

An interest in the politics of why and how people get together to achieve shared goals at the international and domestic levels.

**Purpose of the Course:**

Why do people organize themselves into groups for political purposes? What determines how they group together? This course answers these two questions by introducing a variety of theoretical frameworks with which to grasp these central ideas. From basic concepts of organization theory, we will move to analyze specific forms of political organization that exist in the world today: states, international institutions, non-state actors, and citizen alternatives. We will then apply the lessons from the readings to a class simulation that asks students to apply the theory to a hypothetical situation that will draw on the following questions: 1) What are the sources of authority for each form of organization? 2) What are the sources of legitimacy? 3) To whom are such actors accountable? 4) What are the strengths and weaknesses of each organizational type? Students should be prepared to read, on average, 100 pages a week and be willing to participate in group discussion based on lecture and reading material.

**Readings:**

For purchase @ University of Toronto (St. George) Bookstore:

Course reader from CSPI.

Other readings are hyperlinked in this document.

**Blackboard:**

This will be the primary way through which announcements and assignments will be distributed. You are REQUIRED to check this site regularly. ALL handouts and assignments will be distributed through Blackboard.

You must have a utoronto.ca account to access this service (please go to Robarts Library if you do not already have an account). It is your responsibility to log into Blackboard to access the information posted regarding the course (portal.utoronto.ca).

**Course Requirements:**

In this course, you will be evaluated on the basis of a midterm, one short essay, one progress report for the simulation, your performance during the simulation, a collaborative paper written after the simulation, and your participation in class. The breakdown of your course grade is as follows:

Short essay ( <i>week 5</i> )	15%
Midterm ( <i>week 9</i> )	20%
Progress report ( <i>week 11</i> )	10%
Simulation performance	10%
Collaborative paper ( <i>due 4 April</i> )	25%
Attendance and Participation	20%

All students' course grades will be given based on his/her performance on the assignments in the course, according to the above percentages. There are NO exceptions.

Your attendance in class is absolutely crucial to your success in this course. Missing more than TWO classes in the first 8 weeks will result in a 0% for Attendance and Participation and it is *your* responsibility to keep track of your absences. If you do not show up for the simulation weeks, you will automatically receive a 0% for Simulation Performance. You cannot make up missed class time.

All assignments are ***absolutely necessary***. You should not take the course if you do not think you can successfully complete these assignments.

**Grade Appeals:**

Changes to student grades on assignments will only be considered if there is *demonstrable* clerical error in the calculation of a particular score. You must submit a written appeal, upon approval by the course instructor, in order to have a grade reevaluated.

**Rules and Regulations:** Please read the following carefully. By registering in this course, you agree to abide by the rules below:

- 1) All work must be submitted *on time*, at the *beginning* of class, on paper in order to avoid penalty. There are no exceptions. No assignments will be accepted via email or fax unless otherwise noted.
- 2) The penalty for work turned in after the stated deadline will be 4 points per day or fraction of a day. If you bring your paper by the end of class after they have already been collected, you will lose 2 points, and if you submit it by 5pm the day it is due, it will be

marked down 4 points. If you turn in a paper the day after it is due, you lose 8 points, and so on. The late penalty includes holidays and weekends. No grace period, unless you have been granted an extension, as explained in #3.

- a. Late work will be collected upon agreement with instructor/TA – DO NOT shove papers under doors.
- 3) Extensions on course assignments are rarely granted, and only under unavoidable and unforeseeable extenuating circumstances. To seek an extension you must submit a hard copy of a one page explanation justifying your request prior to the due date to the TA. This document should indicate how the circumstances surrounding your request were both unavoidable and unforeseeable. You must contact the TA to schedule a meeting in which you will submit this document and make your case. In some instances, the TA may request additional supporting documentation before any extension is granted. Extensions will not be granted unless such a meeting has been held. Unless informed otherwise, doctors' notes are not required.
- 4) All at-home assignments are to be typed, 12-point Times New Roman, double-spaced, 1" (2.5 cm) margins. DO NOT fudge these measurements. Staple your assignment in the upper left-hand corner.
- 5) **ACADEMIC HONESTY: All written assignments must follow basic academic citation rules.** When you use other people's words and ideas, you must properly cite them, whether these words come from the readings, the Internet, or in class. Failing to do so constitutes plagiarism, and is a very serious academic offense. Please consult me if you are unsure about what constitutes plagiarism. See also: [www.writing.utoronto.ca/advice/using-sources](http://www.writing.utoronto.ca/advice/using-sources). I WILL REPORT ANY AND ALL CASES OF SUSPECTED PLAGIARISM. "Not understanding" or "I did not mean to" will not be suitable defenses for cases of plagiarism. In order to promote an environment of academic integrity, these following procedures will hold for all written work submitted in class.
  - a. Students must attach a signed copy of the Academic Integrity Checklist to each paper assignment. The Integrity Checklist form is available on Blackboard. Please note that papers will NOT be accepted without this form. Accordingly, I will apply late penalties to your paper (see #2) until the Checklist is submitted.
  - b. Students are strongly advised to keep rough draft-work and hard copies of their essays and assignments. These should be kept until the marked assignments have been returned.
- 6) Photography, audio recording, and video recording of lecture and lecture materials (i.e. slides) are NOT permitted.
- 7) There are no exceptions to the absence from class rules stated above. If you do not think you can commit to attending the required number of classes this term, I advise against taking this course.
- 8) **Final grades are final.** Please do not try to negotiate your grade with the instructor. Grades are calculated according to the above percentages, assessing your performance on all of the class assignments. **THEY ARE NOT ARBITRARY.** You should ask for help *before* an assignment – I am always happy to answer your questions and make sure you understand what's expected of you. Making the effort before the grades are turned in will

always be more beneficial to you than making the case afterward for why you need two extra points.

### **Assignment Descriptions:**

#### Short Essay

A five-page paper related to the early themes of the course. You will have a week to complete the assignment.

#### Midterm

Format TBA. The test will cover all of the readings from the first half of the course and any content from lecture.

#### Progress report

This is a mid-length paper. Due at the beginning of class, first week of the simulation, you will be required to submit a 6-8 page document that outlines the group's strategy for the week, and what you will do in order to achieve the goals outlined in your Group Kit. You will need to list which allies you plan to make, how you plan to court such allies in achieving your group's goals, what concessions you plan to give in exchange for advantages, and articulate what it means for you to be successful in achieving your goals, given the parameters outlined in your Group Kit. You should use the texts from the course to help you think about potential answers to the questions posed. You will be asked to reflect on your progress report in the Collaborative Paper.

#### Simulation performance

You will be marked based on the extent to which you are able to achieve your assigned goals in the simulation. Each group will receive a point total (10 points possible); the grade will be curved based on the top-performing group in the course. If you miss either of the simulation days, you will get a zero for this portion of the mark.

#### Collaborative paper

Format and marking scheme TBA.

#### Participation (during first part of course)

Mostly self-explanatory. The course will be lecture and discussion-based. If you are not speaking up during class discussions, but attend every lecture, you can expect to receive *no higher* than a B.

I reserve the right to have reading quizzes if it becomes clear that the class is not keeping up with the reading. These quiz grades will count toward your Attendance and Participation mark.

If you miss more than two class meetings, you will receive a zero on this portion of the mark.

### **Schedule of Topics and Readings:**

Week 1, 8 Jan: Welcome – are organizations “natural”?

[Perrow, Charles](#). 1991. “A Society of Organizations.” *Theory and Event* 20 (6): 725-762.

Shirky, Clay. 2008. *Here Comes Everybody: The Power of Organizing without Organizations*. New York: Penguin. Chapters 1 and 2.

Week 2, 15 Jan: The challenges of getting together

[Lichtman, Johannes](#). “Psych, Lies, and Audiotape: The Tarnished Legacy of the Migram Shock Experiments.” October 30, 2013.

Olson, Mancur. 1965. *The Logic of Collective Action*. Cambridge, Mass: Harvard University Press. Chapters 1 and 2.

[Ostrom, Elinor](#). 2000. “Collective Action and the Evolution of Social Norms.” *Journal of Economic Perspectives* 14 (3): 137-158.

Week 3, 22 Jan: Structuring relationships

Powell, Walter Woody. 1990. “Neither Market Nor Hierarchy: Network Forms of Organization” in *Research in Organizational Behavior*. Eds. L.L. Cummings and B.M. Shaw. Greenwich, CT: JAI Press.

[Weingast, Barry](#). 1997. “The Political Foundations of Democracy and the Rule of Law.” *American Political Science Review* 91 (2): 245-263.

[Chandler, Alfred D](#). 1992. “What is a Firm? A Historical Perspective.” *European Economic Review* 36: 483-492.

Week 4, 29 Jan: Why the state?

[Oslander, Andreas](#). 2001. “Sovereignty, International Relations, and the Westphalian Myth.” *International Organization* 55 (2): 251-287.

[Spruyt, Hendrik](#). 2002. “The Origins, Development, and Possible Decline of the Modern State.” *Annual Review of Political Science* 5: 127-149.

Tilly, Charles. 1990. *Coercion, Capital, and European States: AD 990-1990*. Oxford: Blackwell Publishers. Chapter 3.

Week 5, 5 Feb: International institutions

Barnett, Michael and Martha Finnemore. 2004. *Rules for the World*. Ithaca: Cornell University Press. Chapter 2.

[Keohane, Robert](#). 1988. “International Institutions: Two Approaches.” *International Studies Quarterly* 32 (4): 379-396.

[Woods, Ngaire](#). 1999. "Good Governance in International Organizations." *Global Governance* 5 (1): 39-61.

### Short essay due

Week 6, 12 Feb: Non-state alternatives: violence

[Fearon, James D. and David D. Laitin](#). 2000. "Violence and Social Construction of Ethnic Identity." *International Organization* 54 (4): 845-877.

[Salehyan, Idean](#). 2006. "Transnational Rebels: Neighboring States as Sanctuary for Rebel Groups." *World Politics* 59 (2): 217-242.

[Sandler, Todd](#). 2013. "The Analytical Study of Terrorism: Taking Stock." *Journal of Peace Research*. Online First.

Week 7, 26 Feb: Non-state alternatives: non-violence

[Buthe, Tim](#). 2010. "Private Regulation in the Global Economy: A P(r)evuew." *Business and Politics* 12 (3): Article 2.

[Clark, Ann Marie, Elisabeth J. Friedman, and Kathryn Hochstetler](#). 1998. "The Sovereign Limits of Global Civil Society: A Comparison of NGO Participation in UN World Conferences on the Environment, Human Rights, and Women." *World Politics* 51 (1): 1-35.

[Slaughter, Ann Marie](#). 2004. "Sovereignty and Power in a Networked World Order." *Stanford Journal of International Law* 40 (2): 283-328.

Week 8, 5 March: Is the Internet the Future?

[Gitlin, Todd](#). 2013. "Occupy's Predicament: The Moment and the Prospects for the Movement." *The British Journal of Sociology* 64 (1): 3-25.

MacKinnon, Rebecca. 2012. *Consent of the Networked: The Worldwide Struggle for Internet Freedom*. New York: Basic Books. Chapter 2.

[Wong, Wendy H. and Peter A. Brown](#). 2013. "E-bandits in Global Activism: WikiLeaks, Anonymous, and the Politics of No One." *Perspectives on Politics* 11 (4): 1015-1033.

Week 9, 12 March: Midterm

RWL110

Week 10, 19 March: Group planning week

No class meeting

[Goldstein, Joshua S. and Jon Western](#). 2011. "Humanitarian Intervention Comes of Age: Lessons from Somalia to Libya." *Foreign Affairs* 90 (6): 48-59.

[Valentino, Benjamin A.](#) 2011. "The True Costs of Humanitarian Intervention: The Hard Truth about a Noble Notion." *Foreign Affairs* 90 (6): 60-73.

Week 11, 26 March: First simulation week  
Progress report due.

Week 12, 2 April: Second simulation week  
Collaborative papers due 4 April by 5pm. Location TBA.