

Power and Organizations

University of Zurich

June 26-28, 2017

Stewart Clegg, University of Technology Sydney

Course code: DOEC0741

Lecturer: Prof. Stewart Clegg

Time: June 26-28, 2017; 9-15h

Room: UNK-E-2 (Universitätstrasse 84, 8006 Zurich)

Language: English

Contact person: Violetta Splitter (violetta.splitter@uzh.ch)

COURSE OBJECTIVES

Organization Studies is a hybrid area that has formed, largely in Business Schools, out of the meeting of an essentially social science view of organizations (as opposed to a more managerialist or economic view) in which the sociology of organizations is a dominant element. Its aim is to situate organizational relations within an account of social ordering, both within and without, organizations. The focus is on organization, organizations and organizing. To address these adequately power relations have to be in central focus.

Organizations are both crucibles of power relations and major power actors in the contemporary world. Unfortunately, power has rarely been addressed adequately by much management theory, which, where it has addressed power relations, often sees them as illegitimate.

The objective of this course is to present current research related to power and organizations to which the lecturer has made a significant contribution. The argument of the subject will be that an appropriate understanding of power and organizations should be grounded in the major streams of political theory in the West, notably the traditions inspired by Hobbes and Machiavelli.

SEMINAR ADVANCE PREPARATION

This seminar aims to provide a comprehensive introduction for newcomers to the field, and to develop a deeper understanding of power theory and research. The course will be in discussion format rather than lecture, driven by insights and questions that have arisen from participants' reading. *It is therefore essential that you read all the set readings in advance of the course (except for the one session where you have been assigned a specific paper to prepare; reading the others here is recommended but optional).*

For each session “discussion leaders” will have been assigned to initiate discussion on the set topic (the focus should be on interesting, debatable and unintelligible points). Everyone, however, is expected to have read and thought about the articles for each session. The reading lists are exhaustive because they contain eight volumes co-edited by Professor Clegg that collect the most relevant literature. Students on the course will need to have access to these eight volumes as well as the other resources listed below. When you were assigned a paper to read you will be expected to introduce it to the class with a brief presentation of no more than 10 minutes.

- My 2-minute summary of the paper is...
- It helped my understanding of power in these 2-3 ways...
- A couple of key questions it raised for me are...

The idea is to make the class as interactive as possible and so the structure will not be too formal – if needs be I will have a lecture in my head (and maybe even on my computer) that can be articulated but really I would prefer to hear what you think.

BASIC BOOKS FOR PREPARATION

Students should obtain and read these books in advance of the course:

- Lukes, S. (1974) *Power: A Radical View*, London: Macmillan (read in its brief entirety); NB: the 2005 edition is much longer but includes the entire 1975 edition with additional reflective material. The 1975 material is the most relevant.
- Clegg, S. R. & Haugaard, M. (2013) *The Sage Handbook of Power*, London: Sage. (browse as per interests)
- Clegg, S. R. (1989) *Frameworks of Power*, London: Sage, (chapter 1 in advance).
- Clegg, S. R., Courpasson, D., and Phillips, N. (2006) *Power and Organizations*, Thousand Oaks, CA: Sage, (chapter 1 in advance).

SEMINAR SCHEDULE

Each day:

0900 – 1200 Class Session I

1300 – 1500 Class Session II

Afternoon/Evening Preparation for next class session

APPLICATION

If you are interested in participating in the seminar, please send your application including a letter of motivation and your CV to Violetta Splitter (violetta.splitter@uzh.ch). Deadline for application is May 21st, 2017.

If you require ECTS for the seminar, we ask you to submit either 1) a synthesis of the course content, or 2) a reflection on how the course content helped advance your own research project. Submissions should be 10 pages long, 1.5 line spacing, Times New Roman. Deadline of submission is July 7th, 2017.

PROVISIONAL PROGRAM OUTLINE AND READING

Day 1 (June 26)

PART I: Introduction to the roots of modern power conceptions: Machiavelli & Hobbes.

On the basic building blocks of modern analyses of power relations.

Readings:

- Clegg, S. R. (1989) *Frameworks of Power*, London: Sage, chapter 1.
- Machiavelli, N. (1961) *The Prince*, Harmondsworth: Penguin.
- Hobbes, T. (2010) *Leviathan: Or the Matter, Form, and Power of a Common-Wealth Ecclesiasticall and Civill*, ed. by Ian Shapiro, Yale: Yale University Press.
- Ball, T. (1988) The changing face of power, pp. 80-105 in Ball, T. *Transforming Political Discourse: Political Theory and Critical Conceptual History*, Oxford: Blackwell.

PART II: Introduction to the foundations of modern management theory: power in practice if not in theory.

Management recasts power relations absent of an explicit theory of power

Readings:

- Clegg, S. R. et al (2006) *Power and organizations*, Thousand Oaks, CA: Sage, chapter 2.
- Taylor, F. W. (1911) *Principles of Scientific Management*, New York: Harper.
- Meyer, S. (1981). *The five dollar day: labor management and social control in the Ford Motor Company, 1908–1921*. Albany, NY: State University of New York.

PART III: From corporeal power to normative power: the importance of body and soul

The emergence of normative ordering in power relations in work as the normal methodology of power in organizations.

Readings:

- Clegg, S. R. et al (2006) *Power and organizations*, Thousand Oaks, CA: Sage, chapter 3.
- Clegg, S. R. and Haugaard (2012) Chapters 34, 37, 39, 46 of *Power at Work* section of Volume III

Day 2 (June 27)

PART IV: Organizational Theory Foundations

The foundational analyses of power in organizations in the sociology of literature come from Max Weber's work; surprisingly, later OT work takes his analyses for granted and produces some surprisingly non-Weberian approaches to power and organizations.

Readings:

- Clegg, S. R. et al (2006) *Power and organizations*, Thousand Oaks, CA: Sage, chapter 4.
- Weber, M. (1962). *Basic concepts in sociology*. Secaucus, NJ: Citadel
- Clegg, S.R. and Haugaard (2012) Chapters 5, 6, and 7 of *Foundations* section of Volume 1
- Power in practice – analysis of *Yes, Prime Minister (TV serie)*

PART V: Total institutions, disciplinary power and organization analysis

Extreme cases reveal the contours of the normal more sharply

Readings:

- Clegg, S. R. et al (2006) *Power and organizations*, Thousand Oaks, CA: Sage, chapter 6.
- Clegg, S.R. and Haugaard (2012) Chapters 27, 28, 32 in *Power and Discipline* section of Volume II,

PART VI: Power and Discourse

Readings:

- Clegg, S.R. and Haugaard (2012) Chapters 17, 20, 21, 22 in the *Power and Discourse* section of Volume II,
- Clegg, S. R. (1975/2013) *Power, Rule and Domination*, London: Routledge.
- Clegg, S. R. et al (2006) *Power and organizations*, Thousand Oaks, CA: Sage, chapter 10

Day 3 (June 28)

PART VII: The Foucault effect

Sovereign power, disciplinary power, bio-power.

Reading:

- Clegg, S. R. (1989) *Frameworks of power*, London: Sage, ch. 7
- Clegg, S. R. et al (2006) *Power and organizations*, London: Sage, ch 7.
- Foucault, M. (1977) *Discipline & punish*, Harmondsworth: Penguin.
- Haugaard and Clegg (2012) Chapters 21, 22, and 23 of *Foucault and the Foucault Effect* section of Volume II
- Haugaard and Clegg (2012) *Critique of Foucault and Foucauldian Analysis* section of Volume II (for those wanting the critique)

PART VIII: Dimensions and circuits of power

Three dimensions; four dimensions; levels or circuits?

Reading:

- Lukes, S. (1974; 2005) *Power: a radical view* (1st & 2nd edns) London: Macmillan.
- Clegg, S. R. (1989) *Frameworks of power*, London: Sage, ch 4, 5, 8
- Clegg, S. R. et al (2006) *Power and organizations*, London: Sage, ch 7, 8
- Hardy, C., & Leiba-O'Sullivan, S. (1998). The power behind empowerment: implications for research and practice. *Human Relations*, 51(4), 451–483.
- Haugaard and Clegg (2012) ch 34 by Diegeser from *The British/US power Perspectives and Foucauldian Analysis: Confrontations and Synthesis?* Section of Volume II,
- Clegg and Haugaard (2012) ch 50 by Devenport and Leitch from *Power, Control and Strategy* section of Volume IV

PART IX: Power at work

Power, resistance and language; critical management studies (CMS); control

Reading:

- Clegg, S. R. et al (2006) *Power and organizations*, Thousand Oaks, CA: Sage, ch 9, 10
- Courpasson, D. and Dany, D. (2006) Creative Resistance: How Employees Change the Workplace Through Resistance pp. 324 – 339 in Clegg, S. R. & Haugaard, M. (eds), *The Sage handbook of power*, London: Sage.
- Dany, F., Clegg, S., (2012) Resisters at Work: Generating Productive Resistance in the Workplace, *Organization Science*, Vol. 23, No. 3, May–June 2012, pp. 801–819