

This class is associated with the theme: Strategies for police organizations, organization design in changing environments.

Syllabus for 2022 winter quarter

February 8th, 2022

Global Organizations: Managing Diversity and The Matrix of Change

PUBLPOL 168/268, Sec 01

Soc 168/268

Winter 2019 (4 units)

Dates/Times:

Mon, Wed Lectures 11.30 to 13.00, individual student time from 14.20 to 15.00

Room: Lathrop 292

Teacher: Dr Eva M Meyersson Milgrom
(SIEPR, Room 337
Cynthia and John Gunn SIEPR Building
366 Galvez St.
Stanford University)
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1. An Overview

Managing organizations across nations, cultures, and different kinds of socioeconomic and political institutions is an art. Managing global organizations in a changing environment is a challenge. The focus of this course is on the management of *diversity* in global organizations. Diversity, which is defined as the degree of heterogeneity in interest, beliefs values, and language, has effects on an organization's capacity to act as a cohesive unit and to innovate and process novel information. Discovering the different social and economic mechanisms behind diversity are the main goals of the class. We will identify the advantages and disadvantages of diverse groups and most importantly how to create flexibility to change in response to radical changes in the environment. This course examines global management of diversity at many levels and in multiple arenas, from polar expeditions to the central banks, like the FED, to tribal courts like the Gacacas. This year the theme new ways of looking at police organizations: strategies and organization design in changing environments.

This course will cover topics like:

1. How does diversity influence the various dimensions of firm performance, specifically decision making and information processing?
2. How does heterogeneity with respect to demographic characteristics such as ethnicity, age, socioeconomic status, gender, and diversity affect the ability to achieve homogeneity in interests beliefs and values?
3. How do we manage diversity through group composition, informal rules such as repeated interactions, and formal rules, such as variation in wages?
4. Matching organizational design with a strategy, assessing its value and distinguishing a badmatch from a good one.

This course will integrate useful *analytical concepts* from several disciplines within the social sciences; economics, political science, social psychology, and sociology will all be featured.

This course provides *tools* for

1. Identifying workable firm/organization strategies.
2. Choosing the degree of internal diversity, in a changing institutional environment.
3. Analyzing and promoting diversity/ avoiding diversity and determining where each makes sense.
4. Matching strategy and structure to donors, and its implication for organizational design,
5. Designing an organization strategy in a flexible way, and in an often-changing environment.
6. Assessing accountability

1. Content

The course will draw on films, a business school case, a textbook, chapters from books and research articles.

2. Teaching style

Class sessions consist of lectures, guest lectures, and team-based case presentations. Guest speakers this year will lecture on designing strategies, funding structures, and accountability for organizations, with a special focus on police organizations. Other guest lecturers will be academics with a special research focus on design of emergency organizations.

3. Grading

The purpose of grading is two-fold. One is the usual evaluation of your performance for academic purposes. The second is to encourage active discussion in the classroom. In line with these objectives, your grade for the course will be based on the following components:

Individual Assignments	20 %
Case Group Projects (including team Quiz and Class Participation)	20 %
Term paper (individual assignment)	60 %

4. Final Term Paper (individual assignments)

Each student will write up a **final term paper**. More information about the papers will be forthcoming by the beginning of February.

The final term paper should be no more than 12 pages, double spaced. The final term paper is due 11th of March at noon. Be prepared to talk about your term paper in class by the of March.

Your term paper will be centered on emergency organizations, such as the police, unless otherwise discussed with the Instructor.

Send any queries to the email: emilgrom@stanford.edu

There will be one **quiz** on the assigned readings in John Roberts' "The Modern Firm."

The Quiz, on the textbook *The Modern Firm* by John Roberts, 24th of January and will consist of 5 questions. The quiz will be open book and open notes. You are expected to use your computer to write down your answers and email them back to me within 45 minutes. This is a diagnostic test of your familiarity with our framework. We will gather at 11.30 and end at 12.15. We will continue at 12.20 to discuss your solutions in class.

5. Group and Case Assignments

Groups for the case projects will consist of 2-4 students and will be formed randomly. The groups will be different for the two different cases. Each group will prepare and submit a case analysis of 2-3 pages, double spaced. You will do your presentation in class and everyone in the group need to be prepared to discuss their solution.

Submission format: Electronic form as Word or PDF files

Submission date: *The day before the corresponding class session, no later than noon.*

Submit by email to: emilgrom@stanford.edu. The cases are

Firestone/Bridgestone. Your solution/group assignment is due the day before presentation in class at noon 16th of February.

"FBI". Your solution/group assignment is due the day before presentation in class 28th of February at noon.

Extra task in case you are absent more than 3 or more sessions, due by 7th of March at noon.

6. Other Individual Class Assignments

Each student will write up a commentary of the two films, no more than 2 pages double space. Please be prepared to present your assignment in class. Make sure you refer to literature we have covered in class and lecture notes when you discuss the films. Apply arguments from articles into your analysis by referring to the authors. Make sure you develop your arguments and thoughts thoroughly before presenting. You will watch the movie on your own and if you have a problem finding the film, (usually at Greens Library) talk to instructor. Please plan ahead since the movies may in high demand.

The first film assignment, a review, "East is East", will be discussed Wed 12th of and is due at noon 11th of January. The second film, "12 Angry Men", will be discussed on 14th of Feb and the review is due at noon the day before. Send in your work to instructor at email: emilgrom@stanford.edu, or meyersson@gmail.com. Please write your name and page the document.

Each student will choose a chapter from the book, "What Works. Gender Equality by Design" by Iris Bohnnet and present in class the most important take away points, during max 5 min. Presentations is scheduled to 26th and 31st of January.

Please make sure you prepare for our guest lectures, Justin Diesslin CJA and Detective Stephanie Taylor Stanford University Dept. of Public Safety (total of 8 years)
Previously worked as a District Attorney Investigator for the San Francisco District Attorney's Office and the San Mateo County District Attorney's Office
Education: MA in General Psychology and PhD in Ed Psychology.

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7. Other Administrative Details

If you must miss a class, please let me know in advance, if possible, by means of a written note. That way we do not have to wait for you or wonder how you are doing.

If you miss a class, please find out from your classmates what material was covered, what additional assignments were given and what items may have been distributed in class. I will make sure that everybody is involved in the class discussion. If you prefer not to be called upon during some class session, please let me know in advance.

As a courtesy to your classmates and to me, please be on time. Please turn off all electronics. Please make sure we see you on the screen if we zoom.

8. Office hours

I will be available after every class. My zoom office hours are *Monday 14.30-15.30 pm PST*. If you need to see me any other times or in person, please contact me for an appointment, at 650 575 2646, or send me an email.

9. Schedule and Reading List

The assigned readings from academic books and journals are to be browsed for ideas, rather than for technical details.

The textbook and other required readings, compiled in a course readers divided up in two parts, can be found in the bookstore. A desktop copy of the course reader will be found at the Green library.

A Framework: The Fit Between Strategy and Organization Design

Session 1. (Mon 3 Jan) Matching organizational strategy with organizational design. The Tradeoffs Between Decision Making and Information Processing. A Toolbox.

Required Readings

Chapter I and II in "The Modern Firm". Organizational design for performance and growth", by *John Roberts*. Oxford University Press, Oxford, 2007.

The Difference. How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies, by *Scott E. Page* pp x-18. Princeton University Press, Princeton. 2007

Organization Design and Institutions

Session 2. (Wed 5 Jan) Institutions, Culture and Organization Structure

Required Readings

The Organization of Firms Across Countries by Nicholas Bloom, Raffaella Sadun, and John van Reenen, *The Quarterly Journal of Economics* 2012, 1663-1705,

Alesina & Giuliano, "Culture and Institutions" from *Journal of Economic Literature* Vol.53 No.4

Session 3. (M 10 Jan) Who can you trust part I?

Required Readings

Fershtman & Gneezy, "Discrimination in a Segmented Society: An Experimental Approach" from *Quarterly Journal of Economics*, Vol.116 No.1, February 2001

Fershtman, Gneezy, & Verboven, "Discrimination and Nepotism: The Efficiency of the Anonymity Rule" from *CEPR Discussion Paper* No.3175

Session 4. (Wed 12 Jan) Who Can't You Trust part II? **Discussion of film "East is East"**

Required Readings

Adida, Laitin, & Valfort, "Identifying barriers to Muslim integration in France" from *Proceedings of the National Academy of Sciences*

Heroes & cowards: the social face of war / Dora L. Costa & Matthew E. Kahn
Read Chapter 5 "POW Camp Survivors".

Motivation: Social and Pecuniary Incentives

Session 5. (Wed 19 Jan) Coordination I. Incentives. Mock Quiz

Required Readings

Gneezy, U., and A. Rustichini "A Fine Is a Price" Journal of Legal Studies, vol. XXIX, 1, part 1, 2000, 1-18

The modern firm: organizational design for performance and growth, John Roberts
Read chapter 4, pp.76-100

Session 6. (Mon 24 Jan) Coordination II. Corporate Culture. **Quiz** on Roberts

Open books, and time for presentation of solutions. Quiz covering:

Intro, chapter 2 until p 51, chapter 3, until 106, chapter 4.

Required Readings

Pay Risk, and Productivity by Eva M Meyersson Milgrom, Trond Petersen and Rita Asplund in Finnish Economic Papers Vol 15 No 1 Spring 2002, 3-23.

Organizational Design and Self Selection on the Labor Market

Session 7. (Wed. 26 Jan) Us and Them, Discrimination and Self-selection on the labor market. Discussion on Quotas and Affirmative Action and other interventions. **Individual presentations from Iris Bohnet book, and class discussion.**

Required Readings:

What works: gender equality by design / Iris Bohnet Chapter 2, 3, and 4.

Session 8. (Mon 31 Jan) Us and Them, Discrimination and Self-selection on the labor market. Discussion on Quotas and Affirmative Action and other interventions. **Individual presentations from Iris Bohnet book, and class discussion.**

Required Readings:

What works: gender equality by design / Iris Bohnet Chapter.

The Social Mechanisms for Social Inclusion and Exclusion (Course reader II)

Session 9. (Wed 2 Feb) Network Effects on Social Diversity and Integration

Required Readings

The Strength of Weak Ties: A Network Theory Revisited by Mark Granovetter (1983) in Randall Collins (Ed.) Sociology theory vol 1, pp. 201-233. San Francisco: Jossey-Bass.

Friedkin, Noah "Information Flow through Strong and Weak Ties in Intraorganizational Social Network" from *Social Networks* Volume 3, Issue 4, 1982, Pages 273-285.

Gompers, Mukharlyamov, & Xuan, "The Cost of Friendship" from NBER Working Paper No.18141.

Session 10. (Mon 7 Feb) Cognitive Dissonance, Group Think, Homophily, and Social Closure.

Required Readings

Aronson, Elliot, "Back to the Future Retrospective Review of Leon Festinger's A Theory of Cognitive Dissonance" from *The American Journal of Psychology*, vol.110, no.1

Behind the Veil in Arabia - Unni Wikan 1982 pp.141-167. Chicago University Press

The Human Network by Matthew O. Jackson pdf 2018. Pp. 93 to 116.

Session 11. (Wed 9 Feb.) Social Distance, Comparison, and Status Theories.

Required Readings

Lucas & Phelan, "Stigma and Status: The Interrelation of Two Theoretical Perspectives" from the *Social Psychology Quarterly*

A Theory of Social Comparison Processes - Festinger Leon pp. 117 –130 from *Journal: Human Relations* 1954.

- i. Human Relation journal, 1954 issue 2 (Volume 7 Issue 2, May 1954:
- ii. Provided through Stanford e-journal student will need to login to access pdf.

Beliefs, Interests, and Diversity

Session 12. (M 14 Feb) About Beliefs: "Stereotyping", and "Self-Theories of Intelligence".

Discussion of 12 Angry Men. Discussion about who reads what preparing for the police visits.

Required Readings

A Threat in the Air: How Stereotypes Shape Intellectual Identity and Performance - Claude M Steele in *American Psychologist* 1997 Vol 52 No6 613-629
1997, Volume 52, Issue 6 (Jun)

Self-Theories of Intelligence *Carol S. Dweck in Elliot Aronson, Reading About the Social Animal, New York: Worth. Adapted from: Messages That Motivate. In J. Aronson Ed. 2002. Improving academic achievement. New York: Academic Press.*

Chapter 4. in "The Modern Firm. Organizational Design for Performance and Growth", by *John Roberts*. Oxford University Press, Oxford, 2004.

Networks as Enablers of Integration and Differentiation

Session 13. (Wed 16 Feb. *Prep for your term papers* Activities Which Influence and Conflicts at the Workplace. **Case presentations of Bridgestone/Firestone**

Required Readings

Economics, organization, and management / Paul Milgrom, John Roberts

Read Chapter 6, pp.192-194 "Influence Cost and Equity. Moral Hazard and Performance Incentives: Influence Cos

Paul Milgrom and John Roberts, "The Efficiency of Equity in Organizational Decision Processes" from *The American Economic Review* 1990 Vol 80 no 2.

Alan B Krueger and Alexandre Mas, "Strikes, Scabs and Tread Separations: Labor Strife and the Production of Defective Bridgestone/Firestone Tires" from NBER Working Paper No.9524.

Session 14. (Wed 23 Feb) Guest Speakers: Justin Diesslin, California Attorney General's Office and Stephanie Taylor **Detective**

Stephanie Taylor

Deputy Sheriff Badge # 152

Stanford University Dept. of Public Safety

233 Bon Air Siding Rd. Stanford, CA 94305

Staylor2@stanford.edu

650-222-9594

Website: police.stanford.edu

650-723-9633

Presentation of term paper drafts and the India report

Session 15. (Mon 28 Feb) Student Term paper questions

Session 16. (W 2nd March) **Student presentation HBS Case # 9-905-061 FBI: Mission.**

Required reading

Intelligence Failures: An Organizational Economics Perspective. Luis Garicano and Richard A Posner, discussion paper no 5186. 1-24.

Session 17. (M 7th March) individual zoom with student advising term paper *please sign up*

Session 18. (T 8th of March) individual zoom with student advising term paper *please sign up*

This is a short write up about how complicated the policing is in the US.

There isn't a central US organization of police—there are something like 18,000 different police agencies across the country for different states, cities, counties, etc. For example, in Connecticut there are police departments for most towns but there is also the Connecticut State Police and the Highway Patrol, and then there are all the federal agencies. Each one will be organized differently and depending on the particular organization and the applicable federal, state, or local laws, each one will be responsible for enforcing different priorities. They will all also offer different services to the community that would differ from region to region.

Because of that, I think starting with the Stanford Police is a great idea. You could contrast that to someone from the East Palo Police Department, or from a police department at a larger city (maybe San Jose), to get a perspective on how the two jurisdictions differ. There are also a variety of different positions within the police department that would give different perspectives: the role of a patrol officer is very different from a detective who is assigned to a particular investigative unit, for example.

US Attorney's Offices handle the federal side and enforce federal laws. There are 93 different US Attorney's Offices across the country for the different federal judicial districts, the relationship between the US Attorney's Office and the local prosecutor's office will vary from district to district. By and large, though, the US Attorney's Office deals with federal agencies, rather than local police departments. You could have someone from the Santa Clara County District Attorney's Office come to speak more about the relationship between the police departments and the prosecutors in that area.

Peace Officers Research Association of California (PORAC)

<https://porac.org/>

Stanford University Dept. of Public Safety:

<https://police.stanford.edu/>

Memorandum of Understanding:

https://police.stanford.edu/pdf/MOUPoliceServices_CountyofSantaClara&SU2007.pdf

Sworn Personnel Policies and Procedures

<https://police.stanford.edu/policy-procedure-deck.html>

California Attorney General's Office

<https://oag.ca.gov/>

California District Attorney's Association

In addition to this site, every District Attorney's Office has a website. We are in Santa Clara County.

<https://www.cdaa.org/>

International Association of Chiefs of Police

(Shaping the Future of the Policing Profession)

<https://www.theiacp.org/>

Police Executive Research Forum

<https://www.policeforum.org/>

And to humanize us and our profession, please take note:

<https://www.odmp.org/search/year/2021>

<https://www.police1.com/the-up-beat/>

<https://www.humanizingthebadge.com/>

<http://www.californiapeersupport.org/page-831383>

Liberal critical text w r t police:

ACLU

<https://www.aclu.org/news/criminal-law-reform/should-we-abolish-the-police/>

In Oakland:

<https://www.antipoliceterrorproject.org/>

Also based in Oakland, with an international scope:

Founded by Angela Davis and Ruth Wilson Gilmore

<http://criticalresistance.org/abolish-policing/>

Alex Vitale's book

The End of Policing

<https://www.alibris.com/The-End-of-Policing-Alex-S-Vitale/book/36262072?matches=48>