Social Structure

- A set of relatively stable *roles*, that is, patterned relationships among *statuses*.
- How are things structured?
  - Organized groups of people and relationships.

Restroom Structure

- How are men’s and women’s restrooms physically structured?
- Why are they structured the way they are?
- Consider the structure of gender in society… How does that dictate the physical structure of restroom space?
- What are the manifest and latent functions of the structure of restrooms, both physically and socially?
- If unequal restroom opportunities and outcomes were framed as a social “problem”, what might be done to “solve” it?
Roles and Statuses

- A **role** is the sum total of expectations about the behaviors attached to a particular social status. A social script.

- A **status** is a position that a person occupies in a social structure.
  - We hold multiple statuses simultaneously.

Social Structure of the Family

Achieved & Ascribed Statuses

- **Achieved Status** – positions in the social structure that the individuals achieve for themselves.

- **Ascribed Status** – Individuals are placed in a status that they occupy from birth from which there is no escape.

Function of Status

- Knowing someone’s status gives us insight and information into how to interact with them.
  - Symbolic Interaction
Status Symbols

- Many clues can be detected from status symbols.
  - Wedding ring
  - Lab coat
  - Type of car
  - Nice clothes
  - Etc.

Role Strain

- Demands of our roles are such that it is hard for us to meet them all.

Status Inconsistency

- Individual occupies more than one statuses that does not mesh with another occupied status.
  - Achieved and ascribed statuses do not mesh.

- Master Status

Role Conflict

- The demands of our different roles clash.
  - Incompatible expectations arise from two or more social positions.
Role Exit

- Disengagement from occupied social roles.
- "exes".
- Still carry aspects of your formerly occupied self.
- Rebuilding connections with the social world.
- Ebaugh’s Four-Stage Process
  - Doubt
  - Search for Alternatives
  - Action or Departure
  - New Identity

The Presentation of Self

Key Terms:

- Gives (Intentional)
- Gives Off (Unintentional)
- Defensive Practices (Face-saving)
- Protective Practices (Tact)
- Consensus (Shared Definition of the Situation)
- Sign Vehicles (Status Symbols)
The Power of Status

- Stanford Prison Experiments
  - Two dozen emotionally and psychologically stable, intelligent, middle-class, North American, young men.
  - Half were randomly assigned to take the status of prisoner and half were assigned to take the role of guards.
  - Here’s what happened…..

Social Groups

- **Social group** is two or more people who identify with and interact with one another.

- **Primary groups** are where people are socialized.

- **Secondary groups** are means to an end relationships.

  Sound familiar?
Group Leadership

- Groups benefit from having two types of leaders.
  - Instrumental - Focused on task completion.
  - Expressive - Focused on collective well-being.

- Leadership Styles
  - Authoritarian - Instrumental concerns, takes charge, demands strict compliance
  - Democratic - Include everyone in the decision-making process.
  - Laissez-faire - Allows group to function on its own.

Group Conformity

- Coalitions
  - Temporary or permanent alliance geared toward a common goal.
- We are willing to compromise our own judgement to avoid being different, even from people we don’t know.
- Legitimate authority can alter our definition of the situation (obedience).
- “Groupthink” - the tendency of group members to conform by adopting a narrow view of something.

Reference Groups / In- and Out-Groups

- Reference Groups - A social group that serves as a point of reference for people making evaluations, decisions, or judgments about one’s social group.
- In-Groups - A social group that commands a member’s esteem and loyalty.
- Out-Groups - A social group toward which individuals feel a sense of competition/opposition.
Group Size

- Dyad
  - A social group with two members. Less stable than larger groups.

- Triad
  - A social group with three members. More stable than a dyad. Any two members can form a majority. Any group frustration is dispersed among one another.

Group Diversity

- Large groups turn inward.
- Heterogeneous groups turn outward.
- Homogeneous groups turn inward.
- Physical boundaries foster social boundaries.

Bureaucracy

- Bureaucracy is the result of modernization and is characterized by:
  - Interdependency / specialization
  - Impersonal associations
  - Calculating behavior
  - Development of “means-to-an-end” relationships

Weber’s Ideal-Type Bureaucracy

Six Characteristics of “Ideal-Type Bureaucracy”

- Weber’s “Ideal-Type” – Purest Form.
- Weber identified the “Ideal-Type Bureaucracy” as being fully rationalized organization… having an organization structure calculated to meet the organizational goals most effectively.
Bureaucracy and McDonaldization

- McDonald’s colossal challenge of predictability and uniformity delivered to customer 20 million times a day in 54 countries is met by drawing on scientific management’s most basic tenet: Finding One Best Way to do every task and see that the work is conducted accordingly (Leidner, p.502).

I. Division of Labor and Specialization

- There is the principle of fixed and official jurisdictional areas, which are generally ordered by rules, that is, by law or administrative regulations.

- McDonald’s
  - Corporate – Regulate, innovate, and train.
  - Franchisees and Managers – Maintain rigorous standards, train, and supervise subordinates, and receive on going training.
  - Crew People – Take orders, follow orders.

II. Hierarchy of Authority

- The principles of the office hierarchy and of levels of graded authority mean a firmly ordered system of super- and subordination in which the lower offices are supervised by the higher ones.

- McDonald’s
  - Corporate – Franchisees – Managers – Crew.
III. Preservation of Documents

- The management of the modern office is based on written documents (files), which are preserved in their original or draft form.
  - “Each company-owned store in the United States now has an “in-store processor”, a computer system that calculates yields and food costs, keeps track of inventory and cash, schedules labor, and breaks down sales…” (Leidner, p. 503).

IV. Thorough and Expert Training

- Office management usually preposes thorough and expert training.
  - “Management trainees and managers seeking promotion work with their store managers to learn materials in manuals and workbooks provided by the corporation. When they have completed the manual for the appropriate level, they are eligible for courses taught at regional training centers and at Hamburger University” (Leider, p. 506).

V. Full Working Capacity

- Official activity demands the full working capacity of the bureaucracy be carried out without hatred or passion.

- McDonald’s
  - McDonald’s produces the same product over and over again.
  - There is no room for “art” or “personal ingenuity” in the bureaucracy (McDonald’s).
  - Specialized division of labor.
VI. Follows General Rules

- The management of the office follows general rules, which are more or less stable and more or less exhaustive, and which can be learned. Knowledge of these rules represents a special technical learning which the official possess.

- McDonald’s
  - Three letter corporate credo: “QSC”
    - “Quality, service, and cleanliness are the ends that the company’s thousands of rules and specifications are intended to achieve” (Leidner, p. 505).

Weber’s Bureaucracy (Cont.)

- Functions of Bureaucracy (Manifest):
  - Achieve tasks with ever increasing frequency.
  - “Red-tape”.

- Dysfunctions of Bureaucracy (Latent):
  - Procedures and rules make change and adaptation more difficult and slow.

- Barriers to “ideal-type” (pure) bureaucracies:
  - Nepotism
  - Rules are often bent
  - Irregularity and unpredictability

Merton on Bureaucracy

- Goal Displacement
- Ritualism
- Trained Incompetence or incapacity.