

Preliminary version
The Organization of Diversity
Department of Sociology, Columbia University
Seminar Sociology 3677

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Seminar meeting time: Tues 10:10am-12pm
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Fall 2020
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This course examines diversity at the societal, organizational, and individual levels. At the societal level, for example: How to measure the health of an economy? Growth in GDP is the current dominant metric. But organizational diversity might be a better measure if health is understood as the ability to adapt to sudden changes in the environment. What is the relationship between wealth and diverse principles of worth? At the organizational level: Under what conditions does racial and gender diversity contribute to higher team performance? Can a complex organization be managed according to diverse principles of evaluation? Moving to the individual level, how do we manage the multiple presentations of self in a diverse society?



Seminar sessions: You should come to weekly 2-hour seminar prepared to discuss the readings for a given week. During the second part of the course, the seminar meeting will also be an opportunity to discuss your research for the final paper.

Requirements: Informed participation in class discussions based on the readings each week; open book mid-term exam; and a final paper. The topic and the format of the final paper are your choice, in consultation with the instructor. Our mutual goal is to find a topic and means of presentation that best meets your needs.

Grading: The research paper will count for 50% of your final grade; the mid-term 35%; class participation 15%.

Please consult the faculty statement about academic integrity:
<http://www.college.columbia.edu/academics/academicintegrity>

For information about course policy on disabilities accommodations see:
<http://www.college.columbia.edu/rightsandresponsibilities>

PART I

* *indicates required readings (other readings are recommended)*

Week of

Sept. 8th **Introduction to the course**

Sept. 15th **Diversity and Dissonance**

* Scott Page, *The Diversity Bonus*. Selected readings.

* David Stark, *The Sense of Dissonance: Accounts of Worth in Economic Life*. Chapters 1 and 5.

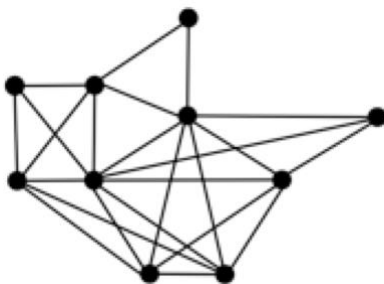
Sept. 22nd **The Perils of Monoculture**

* Michael Pollan, *Omnivore's Dilemma*. Chapters 2-5, pp. 32-99. Penguin Press, 2006.

* Fred Block and Margaret Somers, *The Power of Market Fundamentalism: Karl Polanyi's Critique*. Selections from.



Sept. 29th **Tension in Attention**



* Mathijs de Vaan, Balazs Vedres, and David Stark, "Game Changer: The Topology of Creativity." *AJS*. 120(4):1144-1194, January 2015.

* Balazs Vedres and Tunde Cserpes, "Network Tension and Deep Success in Teams: The Case of Jazz." University of Oxford, unpublished manuscript.

Brian Uzzi and Jarrett Spiro, "[Collaboration and Creativity: The Small World Problem](#)." *American Journal of Sociology* 111: 447-504, 2005.

Oct. 6th Racial Diversity and Performance

* Carter, Ashli B., and Katherine W. Phillips. "The double-edged sword of diversity: Toward a dual pathway model." *Social and Personality Psychology Compass* 11.5 (2017): e12313.

* Sommers, SR. 2006. "On racial diversity and group decision making: Identifying multiple effects of racial composition on jury deliberations." *J Pers Soc Psychol* 94(4):597-612.

* Sheen S. Levine, Evan P. Apfelbaum, Mark Bernard, Valerie L. Bartelt, Edward J. Zajac and David Stark, "Ethnic Diversity Deflates Price Bubbles." *Proceedings of the National Academy of Sciences*, 111(52): 185240-18529, December 30, 2014.

Boehm, Stephan A., et al. "Expanding insights on the diversity climate–performance link: The role of workgroup discrimination and group size." *Human Resource Management* 53.3 (2014): 379-402.

Oct. 13th Closing the Racial Recognition Gap

* Lamont, M. (2018). Addressing recognition gaps: Destigmatization and the reduction of inequality. *American Sociological Review*, 83(3), 419-444.

* Ely, Robin J., Irene Padavic, and David A. Thomas. "Racial diversity, racial asymmetries, and team learning environment: Effects on performance." *Organization Studies* 33.3 (2012): 341-362.

Puritty, Strickland, Alia, Blonder, Klein, Kohl et al., 2017 "Without Inclusion Diversity is Not Enough." *Science Policy*.

Mckay, P. F., & Avery, D. R. (2015). Diversity climate in organizations: Current wisdom and domains of uncertainty. *Research in Personnel and Human Resources Management*, 33, 191–233. <http://doi.org/10.1108/S0742-730120150000033008>

Oct. 20th Gender and Diversity Training

* Frank Dobbin, S. Kim, and Alexandra Kalev. "You can't always get what you need: Organizational determinants of diversity programs." *American Sociological Review*, (2011) 76(3):386-411.

* Frank Dobbin, D. Schrage, and Alexandra Kalev. Rage against the iron cage: The varied effects of bureaucratic personnel reforms on diversity." *American Sociological Review* (2015) 80(5): 1014-44.

K. Bezrukova, et al. "Reviewing diversity training: Where we have been and where we should go." *Academy of Management Learning & Education*, 11(2):207-227.

Oct. 27th Crossing the Gender Gap

* Miuriel Niederle, "Gender." In *The Handbook of Experimental Economics*, H.H. Kagel & A.E. Roth, eds. Princeton University Press.

* Sheen S. Levine, Charlotte, and David Stark, "Paying to Cross the Gender Gap." Unpublished manuscript.

Frank Dobbin and Alexandra Kalev. "Why Diversity Programs Why" *Harvard Business Review* 2016 94:52-60.

D. Anderson et al. "Why companies attempts to close the gender pay gap often fail." *Harvard Business Review*, 2019.

Nov. 3rd Election break

Nov 10th Mid-term exam

Nov 17th Multiple Performance Principles



* Antoine Hennion, "[Baroque and rock: Music, mediators and musical taste.](#)" *Poetics* 24 (1997): 415-435.

Antoine Hennion, "The Pragmatics of Taste." *The Blackwell Companion to the Sociology of Culture*. Mark Jacobs, Nancy Hanrahan eds, Oxford UK/Malden MA, Blackwell, 2004.

Jon McKenzie, *Perform or Else: From discipline to performance*. New York: Routledge, 2001.

Nov 24th Performing Multiple Selves

* Erving Goffman, *The Presentation of Self in Everyday Life*. Introduction and Chapter 1 "Performances" pp. 1-77

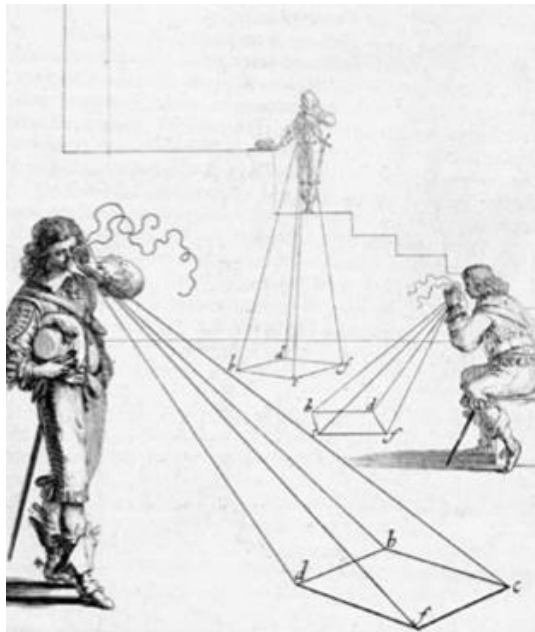
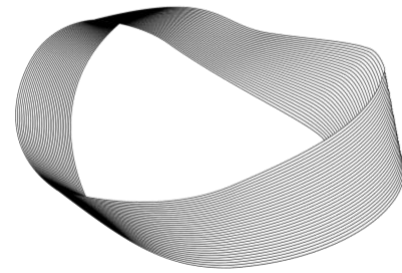
* Hans-Georg Moeller (2017). "On second-order observation and genuine pretending: Coming to terms with society". *Thesis Eleven*, 43(1): 28-43.

* Bernie Hogan (2010). "The presentation of self in the age of social media: Distinguishing performances and exhibitions online." *Bulletin of Science Technology & Society*, 30: 377.

Giovanni Formilan and David Stark, "Moments of Identity: Artists and their Aliases in Electronic Music." Paper presented at the Annual Meetings of the European Group for Organizational Studies, Tallin, July 2018.

Robert Prey, "Nothing Personal: Algorithmic individuation on music streaming platforms." *Media, Culture and Society* (2017).

Clara Dollar (2017). "My So-Called (Instagram) Life." *The New York Times*, www.nytimes.com/2017/05/05/style/modern-love-my-so-called-instagram-life.html



Dec. 1st Student Presentations

Dec. 8th Student Presentations

Dec 15th Final papers due.