

PhD Seminar in Organization Theory

Classroom: HA 232

Time: Fridays 9:00-12:00*

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**Classes on Friday 21st and 28th September to be rescheduled*

Course Objectives

This course is a PhD level seminar in organization theory. It does not assume prior knowledge of organizational theory or its foundations in sociology and quantitative social science. However, as a graduate-level course we dive directly into sophisticated material. The expectation is you will find the readings challenging and, where necessary, you will back out some theoretical foundations for yourselves.

What is organization theory? To an extent, the answer to this emerges throughout the course. As a starting point: organization theory is an attempt to understand the social processes that lead to the emergence, behavior, and outcomes of organizations. Many definitions of “organizations” exist, but roughly we think of them as groups of individuals who interact with each other, who interact with an external environment, and who have *at least partially* shared objectives.

Organization theory is not a single theory, but a body of *theories*, which sometimes compete in offering explanations for social phenomena. One thing they have in common is to take as axiomatic that social structure—i.e. the external environment surrounding individuals and organizations—is an important influence in how individuals and organizations behave. The theories span the individual, the organization, and the environment as relevant levels of analysis, but most often the organization is the focal level of analysis (as the name of the field suggests).

The objective of the course, then, is to familiarize the student with the main theories within organization theory by reading and critically discussing published research articles. The seminar aims to prepare students to pursue theoretically rigorous research that makes a novel contribution to organization theory. A corollary objective is therefore to familiarize students with how to “make a theoretical contribution” when writing a social science research article.

Reading List Structure

Between the introductory and concluding sessions, we will cover roughly one major theory per class. For each class I designate roughly five required readings, which are a mix of classics, modern classics, and contemporary exemplars. The aim here is to provide you with some knowledge of the foundations and evolution of the topic, as well as contact with the latest research. The reading will be time-consuming, so please plan your time accordingly.

For some topics I also identify “Optional / further readings.” These are a mixture of additional foundational articles / books, review articles, and book chapters. The review articles and book chapters provide retrospective reflection on the topic. They may be a helpful resource for preparing for comprehensive exams—though ideally you should form a mental model of a topic area by yourself *prior* to reading someone else’s conceptual review.

Class Format

Class will be discussion based. All students in class should have read and prepared some remarks on each required article prior to class. Here are some questions to keep in mind:

- What question do the author(s) address in this article?
- What is the basic argument made by the author(s)?
- What is the focal level of analysis?
- What are the key concepts?
- What are the underlying (implicit or explicit) assumptions made by the author(s)?
- What is the main causal mechanism / explanation?
- Can you identify weaknesses in the argument?
- How does the explanation in this article compare with others you have seen in past weeks? Are they consistent or inconsistent with one another?
 - If they are inconsistent, could the difference be resolved, theoretically or empirically?
- What would be the ideal (albeit unrealistic) way to test this theory?
- [For empirical papers]: is the evidence convincing? Is the research design appropriate?
- Are there alternate explanations or lines of reasoning the authors omit?

We currently expect that the class to be small enough that we do not need to assign discussion leaders.

Assignments and Evaluation

Grading

Component	Percent	Note
Class participation	35%	Based on all 13 classes
Pre-class memos	15%	Memos expected for 3 classes of your choice
Final term paper	30%	Due 2 weeks after last class (i.e. Dec 14 th)
Final presentation	10%	Takes place in last class (#13)
Literature map	10%	Due and presented in last class (#13)

Class participation

This evaluation component reflects the expectations for pre-class preparation outlined above, as well as the in-class engagement in generative discussion about the readings. Bring your best ideas, including your pointed critiques of articles you find lacking. Prepare to listen carefully to one another and respond constructively in our discussions.

Pre-class memos

There are 11 class sessions focused on major topics (classes 2 through 12). While you must come prepared for discussion for each class, I only require a pre-class memo to be submitted for **three** class sessions of your choice. If you plan to submit a memo for a given session, please let me know at least a week in advance, and please submit it by email it by **10pm the evening before** that class.

The memo should be up to 1-2 pages, single spaced. It should summarize and synthesize the required readings from the session and highlight some thoughtful reaction that the readings prompted (e.g. what are some research questions they give rise to? What contemporary phenomena is this body of theory relevant to?).

(Optionally: the memo may also reflect optional readings or further readings beyond the syllabus contents. If the exercise is useful, you may also optionally write memos for additional sessions. If you do, I'm happy to provide feedback on these).

Final term paper

The final term paper is your chance to engage in theory development of your own. The term paper should resemble the front end of a scholarly manuscript, up to (but not including) the empirical section. It should therefore identify and motivate a research question, develop arguments to help answer that question, and make one (or more) testable hypotheses. *Optionally*, it can include a sketch of the research design you could use to test the hypotheses. The paper should be roughly 10 to 15 pages long (double spaced, excluding references) and is due two weeks after the last class.

Students are expected to schedule a meeting with the instructor to discuss their proposed idea for a Final Term Paper some time before session #10.

Final presentation

Students will present their idea for their Final Term Paper in the last class session. This will be a chance to receive feedback on the ideas from the instructor and from peers. Guidelines for the presentation will be provided in advance of the class.

Literature map

The second assignment deliverable in the last class is a conceptual map of the organization theory literature. There is no set format this map should take. It simply needs to provide some kind of visual representation of the theories and/or articles covered in the course. The map could be created in a systematic way using data about the literature, or it could be a purely abstract visual representation of the literature, or some mix of the two. Some examples of literature maps will be shared with students in the first class (although novelty and creativity are strongly encouraged in this assignment). Time will be allocated for students to present their literature maps to each other in the final class.

Course plan – abbreviated contents

Introduction

1. Introduction (What is Theory? What is Organization Theory?) + Philosophy of science intro

Thematic classes

2. Population ecology
3. Institutional theory
4. Resource Dependence Theory
5. Behavioral Theory of the Firm
6. Evolutionary theory
7. Categories & Institutional Logics
8. Firm boundaries and Transaction Cost Economics
9. Structuralist theory & social networks 1: Embeddedness, power, status
10. Structuralist theory & social networks 2: Information, brokerage, closure
11. Organizational learning

Sample of contemporary topics

12. Contemporary topics
 - a. Organizational design
 - b. New forms of organizing
 - c. Dynamic structures of competition / rivalry
 - d. Cultural goods and status dynamics
 - e. Cultural goods and authenticity

Conclusion

13. Student presentations + Philosophy of science wrap-up

Session #1 Introduction + Philosophy of science + What is theory?

Required readings

Introduction to organization theory

1. Scott, W.R. and G.F. Davis. (2007). *Organizations: Rational, Natural, and Open Systems*, Chapter 1 “the Subject is Organizations”. Upper Saddle River, NJ: Prentice-Hall

What is theory?

2. Sutton, Robert. I., Barry M. Staw. (1995). What theory is not. *Administrative Science Quarterly*, 40: 371-384.
3. Schelling, Thomas. S. (1978). *Micromotives and Macrobehavior*. First three parts of Chapter 3. “Thermostats, Lemons, and Other Families of Models” (pp. 81-102)

Philosophy of science

4. Kuhn, Thomas S. (1962). *The Structure of Scientific Revolutions*. Chapter 2 “The Route to Normal Science.” (pp. 10-22)
5. Pfeffer, Jeffrey. (1993). Barriers to the Advance of Organizational Science: Paradigm Development as a Dependent Variable. *The Academy of Management Review* 18(4):599-620
6. Maanen, John Van. (1995). Style as Theory. *Organization Science* 6(1):133-43.

Optional readings / Further readings

Foundational readings~

Stinchcombe, Arthur L. (1965). "Social Structure and Organizations." Pp. 142-93 in *Handbook of Organizations*, edited by J. G. March. Chicago, IL: Rand-McNally.

Thompson, J. D. (1967). *Organizations in action: Social science bases of administration*.

Introduction to organization theory~

Baum, J. A., & Rowley, T. J. (2002). *Companion to organizations: An introduction. The Blackwell companion to organizations*, 1-34.

What is theory?~

Arthur L. Stinchcombe. (1968). *Constructing Social Theories*. University of Chicago Press.

Jon Elster. (2007). *Explaining Social Behavior: More Nuts and Bolts for the Social Sciences*. Cambridge University Press.

Philosophy of science~

Wilson, E. O. (1999). *Consilience: The unity of knowledge* (Vol. 31). Vintage.

Sokal, A., & Bricmont, J. (1999). *Fashionable nonsense: Postmodern intellectuals' abuse of science*. Macmillan.

Session #2 Population ecology

Required readings

1. Hannan, M. T., & Freeman, J. (1977). The population ecology of organizations. *American Journal of Sociology*, 82(5), 929-964.
2. Carroll, G. R. (1985). Concentration and specialization: Dynamics of niche width in populations of organizations. *American Journal of Sociology*, 90(6), 1262-1283.
3. Carroll, G., and A. Swaminathan. (2000). Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the U.S. Brewing Industry. *American Journal of Sociology*. 106: 715-762.
4. Audia PG, Freeman JH, Reynolds P. (2006). "Organizational foundings in community context: Instrument manufacturers and their interrelationship with other organizations." *Administrative Science Quarterly*. 51: 381-419.
5. Bermiss, Y. S., Hallen, B. L., McDonald, R. and Pahnke, E. C. (2017), Entrepreneurial beacons: The Yale endowment, run-ups, and the growth of venture capital. *Strategic Management Journal*, 38: 545-565.

Optional readings / Further readings

Hannan, M. T., & Freeman, J. (1984). Structural inertia and organizational change. *American Sociological Review*, 149-164.

Carroll, G. R., & Hannan, M. T. (2004). *The demography of corporations and industries*. Princeton University Press.

Freeman, J. H., & Audia, P. G. (2006). Community ecology and the sociology of organizations. *Annual Review of Sociology*. 32, 145-169.

Session #3 Institutional theory

(Sometimes referred to as “New Institutional Theory”)

Required readings

1. Meyer J.W. and B. Rowan. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. *American Journal of Sociology*, 83: 340-363.
2. DiMaggio, P.J., and W.W. Powell. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review*, 48: 147-160
3. Haunschild PR, Miner AS. (1997). Modes of interorganizational imitation: the effects of outcome salience and uncertainty. *Administrative Science Quarterly* 42(3): 472–500.
4. Sine, W. D., David, R. J., & Mitsuhashi, H. (2007). From plan to plant: Effects of certification on operational start-up in the emergent independent power sector. *Organization Science*, 18(4), 578-594.
5. Marquis, C., & Tilcsik, A. (2016). Institutional equivalence: How industry and community peers influence corporate philanthropy. *Organization Science*, 27(5), 1325-1341.

Optional readings / Further readings

Selznick, P. (1957). *Leadership in Administration*. Berkeley, CA: University of California Press.

Tolbert, P. S., & Zucker, L. G. (1983). Institutional sources of change in the formal structure of organizations: The diffusion of civil service reform, 1880-1935. *Administrative Science Quarterly*, 22-39.

Deephouse, D. L. (1996). Does isomorphism legitimate? *Academy of Management Journal*, 39(4), 1024-1039.

Greenwood, R., Oliver, C. Sahlin, K. & Suddaby, R. (2008). "Introduction" in R. Greenwood, C. Oliver, R. Suddaby & K. Sahlin (Eds.) *The SAGE Handbook of Organizational Institutionalism*. Los Angeles, CA: Sage: 1-46.

Session #4 Resource Dependence Theory

Required readings

1. Emerson, Richard M. (1962). "Power-Dependence Relations." *American Sociological Review* 27(1):31-41.
2. Pfeffer, J. and G. Salancik. (1978 [2003]). *External Control of Organizations: A Resource Dependence Perspective*. Stanford University Press. Chapters 2 & 3 (skim chapters 5, 6, & 7).
3. Casciaro, T. and M. Jan Piskorski. (2005). "Power Imbalance, Mutual Dependence, and Constraint Absorption: A Closer Look at Resource Dependence Theory." *Administrative Science Quarterly*, 50:167-199.
4. McEvily, B., Zaheer, A., & Kamal, D. K. F. (2017). Mutual and exclusive: Dyadic sources of trust in interorganizational exchange. *Organization Science*, 28(1), 74-92.

Optional readings / Further readings

Wry, T., Cobb, J. A., & Aldrich, H. E. (2013). More than a metaphor: Assessing the historical legacy of resource dependence and its contemporary promise as a theory of environmental complexity. *Academy of Management Annals*, 7(1), 441-488.

Session #5 Behavioral Theory of the Firm

Required readings

1. Cyert, R. M., & March, J. G. (1963). A behavioral theory of the firm. *Englewood Cliffs, NJ*, 2. **Chapters 3 and 7.**
2. Cohen, M. D., March, J. G., & Olsen, J. P. (1972). A garbage can model of organizational choice. *Administrative Science Quarterly*, 1-25.
3. Greve, H. R. (1998). Performance, aspirations, and risky organizational change. *Administrative Science Quarterly*, 58-86.
4. Baum, J. A., Rowley, T. J., Shipilov, A. V., & Chuang, Y. T. (2005). Dancing with strangers: Aspiration performance and the search for underwriting syndicate partners. *Administrative Science Quarterly*, 50(4), 536-575.
5. Kacperczyk, A., Beckman, C. M., & Moliterno, T. P. (2015). Disentangling risk and change: Internal and external social comparison in the mutual fund industry. *Administrative Science Quarterly*, 60(2), 228-262.

Optional readings / Further readings

Greve, H. R. (2003). *Organizational learning from performance feedback: A behavioral perspective on innovation and change*. Cambridge University Press.

Argote, L., & Greve, H. R. (2007). A behavioral theory of the firm—40 years and counting: Introduction and impact. *Organization Science*, 18(3), 337-349.

Gavetti, G., Levinthal, D., & Ocasio, W. (2007). Perspective—Neo-Carnegie: The Carnegie school's past, present, and reconstructing for the future. *Organization Science*, 18(3), 523-536.

Shinkle, G. A. (2012). Organizational aspirations, reference points, and goals: Building on the past and aiming for the future. *Journal of Management*, 38(1), 415-455.

Gavetti, G., Greve, H. R., Levinthal, D. A., & Ocasio, W. (2012). The behavioral theory of the firm: Assessment and prospects. *Academy of Management Annals*, 6(1), 1-40.

Posen, H. E., Keil, T., Kim, S., & Meissner, F. D. (2018). Renewing Research on Problemistic Search—A Review and Research Agenda. *Academy of Management Annals*, 12(1), 208-251.

Session #6 Evolutionary theory

Required readings

1. Aldrich, H. E., & Ruef, M. (2006). *Organizations evolving*, second edition. SAGE Publications. Chapter Two: “The Evolutionary Approach”
2. Simon, H. A. (1962). The Architecture of Complexity. *Proceedings of the American Philosophical Society*, 106(6), 467-482.
3. Nelson, Richard R. and Sidney G. Winter. (1982). An Evolutionary Theory of Economic Change. Belknap Harvard. Chapter 5, pp. 98-136 (Chapter 4 on Skills provides background that may also be useful).
4. Feldman, M. S., & Pentland, B. T. (2003). Reconceptualizing organizational routines as a source of flexibility and change. *Administrative Science Quarterly*, 48(1), 94-118.
5. Pontikes, E.G., & Barnett, W. P. (2017). The Non-consensus Entrepreneur: Organizational Responses to Vital Events. *Administrative Science Quarterly*, 62(1): 140-178.

Optional readings / Further readings

Hawley, A. H. (1986). *Human ecology: A theoretical essay*. University of Chicago Press.

Simon, H. A. (1996). *The sciences of the artificial*. MIT press.

Levinthal, D. A. (1997). Adaptation on rugged landscapes. *Management Science*, 43(7), 934-950.

Ahl, V., & Allen, T. EH. (1996) *Hierarchy Theory: A Vision, Vocabulary, and Epistemology*. Columbia University Press

Hodgson, G. M., & Knudsen, T. (2010). *Darwin's conjecture: The search for general principles of social and economic evolution*. University of Chicago Press.

Session #7 Categories & Institutional Logics

Required readings

Categories, forms, identities

1. Zuckerman, E.W. (2000). Focusing the Corporate Product: Securities Analysts and De-diversification. *Administrative Science Quarterly*, 45: 591-619.
2. Ruef, M. (2000). The emergence of organizational forms: A community ecology approach. *American Journal of Sociology*, 106(3), 658-714.
3. Pontikes, E. G. (2012). Two sides of the same coin: How ambiguous classification affects multiple audiences' evaluations. *Administrative Science Quarterly*, 57(1), 81-118.

Institutional logics

4. Thornton, P. H., & Ocasio, W. (1999). Institutional logics and the historical contingency of power in organizations: Executive succession in the higher education publishing industry, 1958–1990. *American Journal of Sociology*, 105(3), 801-843.
5. Greve, H. R., & Man Zhang, C. (2017). Institutional logics and power sources: Merger and acquisition decisions. *Academy of Management Journal*, 60(2), 671-694.

Optional readings / Further readings

Categories, forms, identities~

Zuckerman, E. W. (1999). The categorical imperative: Securities analysts and the illegitimacy discount. *American Journal of Sociology*, 104(5), 1398-1438.

Hsu, G. (2006). Jacks of all trades and masters of none: Audiences' reactions to spanning genres in feature film production. *Administrative Science Quarterly*, 51(3), 420-450.

Hannan, M., L. Polos and G. Carroll. (2007). *Logics of Organization Theory: Audience, Codes, and Ecologies*. Princeton, NJ: Princeton University

Institutional Logics~

Thornton, P. H., Ocasio, W., & Lounsbury, M. (2012). *The institutional logics perspective: A new approach to culture, structure, and process*. Oxford University Press on Demand.

Session #8 Firm boundaries and Transaction Cost Economics

Required readings

Transaction Cost Economics (TCE)

1. Williamson, O. E. (1975). *Markets and hierarchies*. New York. Chapters 1 & 2 (pp.1-40)
2. Williamson, O. E. (1991). Comparative economic organization: The analysis of discrete structural alternatives. *Administrative Science Quarterly*, 269-296.

Language, codes, communication

3. Arrow, K. J. (1974). *The Limits of Organization*. WW Norton & Company. Chapters 2 & 3 (pp. 31-59): “Organization and Information” and “The Agenda of Organization.”

Resources

4. Penrose, E. (2009). *The Theory of the Growth of the Firm*. Oxford University Press. Chapters 1 & 2 (pp. 1-30)

Optional readings / Further readings

Foundational essay~

Coase, R. H. (1937). The nature of the firm. *Economica*, 4(16), 386-405.

Exemplary review~

Santos, F. M., & Eisenhardt, K. M. (2005). Organizational boundaries and theories of organization. *Organization Science*, 16(5), 491-508.

Transaction Cost Economics~ this is an enormous literature. Ask me for recommendations.

Language, codes, communication~ this is a smaller literature. I recommend this item:

Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science*, 3(3), 383-397.

Resources~ strategic resources have become a central concept in the field of strategy, under the label the “Resource Based View” (RBV). The following are two foundational articles on this:

Barney, J. B. (1986). Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32(10), 1231-1241.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Session #9 Structuralist theory & social networks 1

Required readings

Embeddedness of economic activity

1. Granovetter, M. (1985). Economic Action and Social Structure: The Problem of Embeddedness. *American Journal of Sociology*, 91:481-510.
2. Uzzi, B. (1996). The Sources and Consequences of Embeddedness for the Economic Performance of Organizations: The Network Effect. *American Sociological Review*, 61: 674-698

Power and status in exchange networks

3. Cook, K. S., Emerson, R. M., Gillmore, M. R., & Yamagishi, T. (1983). The distribution of power in exchange networks: Theory and experimental results. *American Journal of Sociology*, 89(2), 275-305.
4. Podolny, J. (1993). A Status-Based Model of Market Competition. *American Journal of Sociology* 98: 829-972
5. Rider, C. I., & Tan, D. (2014). Labor market advantages of organizational status: A study of lateral partner hiring by large US law firms. *Organization Science*, 26(2), 356-372.

Optional readings / Further readings

On embeddedness~

Polanyi, K. (1944). The great transformation: Economic and political origins of our time.

Polanyi, K. (1957). The economy as instituted process. (chapter in *Trade and market in the early empires*, 243.)

Krippner, G. R., & Alvarez, A. S. (2007). Embeddedness and the intellectual projects of economic sociology. *Annual Review of Sociology*, 33, 219-240.

On markets as networks~

White, Harrison C. (1981). Where Do Markets Come From? *American Journal of Sociology* 87:517-47.

On the structural theory of status~

Podolny, J. M. (2001). Networks as the pipes and prisms of the market. *American Journal of Sociology*, 107(1), 33-60.

Podolny, Joel M. 2005. Status signals: A Sociological Theory of Market Competition. Princeton: Princeton University Press.

Session #10 Structuralist theory & social networks 2

Required readings

Information flows

1. Coleman, J., Katz, E., & Menzel, H. (1957). The diffusion of an innovation among physicians. *Sociometry*, 20(4), 253-270.
2. Granovetter, M. S. (1973). The Strength of Weak Ties. *American Journal of Sociology*, 78(6), 1360-1380.

Brokerage and Closure

3. Burt, Ronald S. (1992). *Structural Holes: The Social Structure of Competition*. Cambridge, Harvard University Press. Read Chapters 1-2, pp. 8-81.
4. Burt, R. S. (2004). Structural holes and good ideas. *American Journal of Sociology*, 110(2), 349-399.
5. Ter Wal, A. L., Alexy, O., Block, J., & Sandner, P. G. (2016). The best of both worlds: The benefits of open-specialized and closed-diverse syndication networks for new ventures' success. *Administrative Science Quarterly*, 61(3), 393-432.

Optional readings / Further readings

Information flows and diffusion~

Rogers, E. M. (2010). *Diffusion of innovations*. Simon and Schuster.

Strang, D., & Soule, S. A. (1998). Diffusion in organizations and social movements: From hybrid corn to poison pills. *Annual Review of Sociology*, 24(1), 265-290.

Burt, R. S. (1987). Social contagion and innovation: Cohesion versus structural equivalence. *American Journal of Sociology*, 92(6), 1287-1335.

Van den Bulte, C., & Lilien, G. L. (2001). Medical innovation revisited: Social contagion versus marketing effort. *American Journal of Sociology*, 106(5), 1409-1435.

On brokerage ~ this is an enormous and perennial literature. Speak to me for some tailored recommendations here. A good starting point is Burt's book:

Burt, R. S. (2005). *Brokerage and closure: An introduction to social capital*. Oxford university press.

Obstfeld, D. (2005). Social networks, the tertius iungens orientation, and involvement in innovation. *Administrative Science Quarterly*, 50(1), 100-130.

Session #11 Organizational learning

Required readings

Classic theoretical statement

1. Levitt, B., & March, J. G. (1988). Organizational learning. *Annual Review of Sociology*, 14(1), 319-338.

Exploration and Exploitation

2. March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization Science*, 2(1), 71-87.

Absorptive capacity

3. Cohen, W. M., & Levinthal, D. A. (1990). Absorptive Capacity: A New Perspective On Learning And Innovation. *Administrative Science Quarterly*, 35(1), 128.

Learning curves

4. Darr, E. D., Argote, L., & Epple, D. (1995). The acquisition, transfer, and depreciation of knowledge in service organizations: Productivity in franchises. *Management Science*, 41(11), 1750-1762.

Path dependence

5. Greve, H. R., & Seidel, M. D. L. (2015). The thin red line between success and failure: Path dependence in the diffusion of innovative production technologies. *Strategic Management Journal*, 36(4), 475-496.

Optional readings / Further readings

Levinthal, D. A., & March, J. G. (1993). The myopia of learning. *Strategic Management Journal*, 14(S2), 95-112.

Miner, A. S., & Mezias, S. J. (1996). Ugly duckling no more: Pasts and futures of organizational learning research. *Organization Science*, 7(1), 88-99.

Argote, L. (2012). *Organizational learning: Creating, retaining and transferring knowledge*. Springer

Rosenkopf, L., & McGrath, P. (2011). Advancing the conceptualization and operationalization of novelty in organizational research. *Organization Science*, 22(5), 1297-1311.

Session #12 Contemporary topics

Here I indicate a few topics that appear to be ‘on the rise’ based on my observations of what is getting presented at conferences in recent years (noting that conference trends are ahead of journal trends by several years). We will read and discuss a paper for each topic.

Required readings

Organizational design (e.g. selecting incentives and organizational structure)

1. Reitzig, M., & Maciejovsky, B. (2015). Corporate hierarchy and vertical information flow inside the firm—a behavioral view. *Strategic Management Journal*, 36(13), 1979-1999

New forms of organizing (e.g. open innovation, crowdsourcing, online labor markets)

2. Lifshitz-Assaf, H. (2017). Dismantling Knowledge Boundaries at NASA: The Critical Role of Professional Identity in Open Innovation. *Administrative Science Quarterly*.

Dynamic structures of competition / rivalry

3. Piezunka, H., Lee, W., Haynes, R., & Bothner, M. S. (2018). Escalation of competition into conflict in competitive networks of Formula One drivers. *Proceedings of the National Academy of Sciences*, 201717303.

Cultural goods and status dynamics

4. Salganik MJ, Watts DJ. (2008). Leading the herd astray: an experimental study of self-fulfilling prophecies in an artificial cultural market. *Social Psychology Quarterly* 71:338–55

Cultural goods and authenticity

5. Kovács, B., Carroll, G. R., & Lehman, D. W. (2013). Authenticity and consumer value ratings: Empirical tests from the restaurant domain. *Organization Science*, 25(2), 458-478.

Optional readings / Further readings.

These are too numerous to list, and it is largely too early for many retrospective reviews and book chapters to appear on these topics yet. Ask me for recommendations.

Session #13 Student presentations + philosophy of science wrap-up

Part 1

Students present maps of the literature + I will provide some reflections on the state of field of organization theory

Part 2

Students present research proposals

Recommended readings on writing theory

- Davis, Murray S. 1971. "That's Interesting! Towards a Phenomenology of Sociology and a Sociology of Phenomenology." *Philosophy of Social Science* 1:309-344.
- Grant, A. M., & Pollock, T. G. (2011). Publishing in AMJ—Part 3: Setting the hook.

Omitted topics

While I believe this syllabus covers the core of organization theory fairly well, there are more branches of organization theory than we have time to cover in one semester. Some branches of theory that were omitted include (along with suggested readings):

Interpretive theory

Weick, K. E. (1979). *The social psychology of organizing*.

Barley, S. R. (1986). Technology as an occasion for structuring: Evidence from observations of CT scanners and the social order of radiology departments. *Administrative Science Quarterly*, 78-108.

Social constructionism

Berger, P. L., & Luckmann, T. (1991). *The social construction of reality: A treatise in the sociology of knowledge* (No. 10). Penguin UK.

Baker, T., & Nelson, R. E. (2005). Creating something from nothing: Resource construction through entrepreneurial bricolage. *Administrative Science Quarterly*, 50(3), 329-366.

Social movements

Davis, G. F., McAdam, D., Scott, W. R., & Zald, M. N. (Eds.). (2005). *Social movements and organization theory*. Cambridge University Press.

Weber, K., Heinze, K. L., & DeSoucey, M. (2008). Forge for thought: Mobilizing codes in the movement for grass-fed meat and dairy products. *Administrative Science Quarterly*, 53(3), 529-567.