

**SOCIOLOGY 1030: Organizational Theory**  
Autumn 2009, T-Th 10:30-11:50 pm  
Hunter Laboratory Auditorium

**Professor:**

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**COURSE SUMMARY:** This course examines the growing body of theoretical and empirical research on the sociology of organizations. Lectures and discussions will cover a wide range of perspectives and draw examples from a wide range of organizational settings -- corporations, non-profits, political parties, public agencies, the military, professions, and voluntary associations. The goal is to survey the many different ways in which sociologists think about and study organizational life. Optional readings and assignments will also allow students to develop a more intensive command of specific sub-fields, should they wish to do so.

Structurally, the course focuses on four major metaphors in organizational theory: the organization as machine, the organization as organism, the organization as coalition, and the organization as ritual. Within each metaphor, we will examine three distinct levels of analysis: individual decision-making, organizational structure, and the inter-organizational environment. Throughout, students will be encouraged to seek contrasts and commonalities both across metaphors and across levels.

Although this course is intentionally broad, it is not all-inclusive. Occasionally, we may discuss managerial dilemmas, but this is not primarily a course in business administration. In addition, we will give only passing consideration to traditional micro-economics and industrial psychology. Students interested in these topics may find Sociology 1030 to be a useful and thought-provoking counterpoint, but they are unlikely to find it to be redundant -- or even entirely consonant -- with other courses in their curriculum.

**COURSE REQUIREMENTS:** Students are expected to complete all required readings, to attend all lectures and sections, to participate actively in all in-class discussions and exercises, and to complete the following assignments:

**Undergraduates:** Undergraduate assignments include two take-home midterm exams, a cumulative final exam, and a term-paper. Students may also submit up to three *extra-credit thinkpieces* (see detailed description on p. 3 below). All undergraduate students are expected to complete the *first* mid-term; each student must then also complete any *two* of the other three assignments (i.e., the second mid-term, the final, and the term paper). Students may complete all four assignments if they wish; in that case, grading will be based on the first midterm and the student's two highest scores among the other three assignments. To facilitate course planning, all students must declare, by **Tuesday December 8**, whether they plan to sit for the final.

**Graduate students:** Like undergraduates, all graduate students must complete the first mid-term. However, graduate students may, if they wish, substitute a longer (20-25 page) seminar-style paper for both the second and the third assignment. This paper should be a serious piece of independent scholarship. The topic can be either theoretical or empirical or both, but it should be well-integrated with issues and materials from the Sociology 1030 syllabus. Students who wish to pursue the graduate paper option *must* meet with the instructor by **Thursday, October 29**, to discuss their topic. Completed papers are due on **Monday, December 14**. Graduates students must also participate in the Sociology Department's bi-weekly **Organizations Reading Group** (details to be announced).

**GRADING:** Final course grades will be based on a 500-point scale, with the various course requirements carrying the following point values:

Assignment	Date	Points	
		Undergraduate	Graduate
<b>Midterm Exam #1</b>	Oct. 6 - Oct. 13	100	100
<b>Any two of the following:</b>			
Midterm Exam #2	Nov. 10 - Nov. 17	150	0
Term Paper	proposal: Oct. 29 outline: Dec. 1 final draft: Dec. 14	150	300
Final Exam	declare: Dec. 8 exam: Dec. 16	150	0
<b>Sections:</b>			
Attendance	3pts/section	30	30
Participation	3pts/section	30	30
<b>Lectures:</b>			
Attendance	1pt/lecture	20	20
Clicker games	occasional	20	20
<b>Total:</b>		500	500

**Grading curve:** Point totals will be converted to final letter grades on the following curve (graduate students and undergraduates will be curved separately):

- A** 75th percentile and above
- B** 25th - 75th percentile
- C** 5th - 25th percentile
- NC** Below 5th percentile

Note that your final grade will depend on your standing *relative to your classmates*, not on your absolute score (but see the “safe harbor” provisions below).

**Safe harbors:** Some students find curved grading to be excessively stressful, because no one can be sure of his/her grade until the end of the semester. To reduce this stress, Soc 1030 will employ a set of “safe harbor” provisions, allowing you to guarantee that you will receive at least a B or at least a C, regardless of your position on the curve. (Grades of A will be awarded solely on the basis of the grading curve.)

**Guaranteed B:** To be guaranteed at least a B, you must accomplish *all* of the following:

- Point total (without extra-credit) of at least 400
- Section and lecture point total of at least 75
- Extra-credit point total of at least 30

**Guaranteed C:** To be guaranteed at least a C, you must accomplish *all* of the following:

- Point total (without extra-credit) of at least 325
- Section and lecture point total of at least 50
- Extra-credit point total of at least 30

**Extra-credit:** Students can earn extra credit by writing up to *three* 2-3 page “thinkpieces” (p. 3 below). To avoid penalizing students who do not write thinkpieces, however, extra-credit points will *not* be reflected in the “base” grading curve. Rather, alongside the base curve, we will calculate a second, “extra-credit” curve that includes any thinkpiece points that students have earned. Each student will then receive the *higher* of his/her two possible letter grades, as calculated from the base curve and the extra-credit curve, respectively.

### *Extra-Credit Thinkpieces*

Students who wish to receive extra credit may write up to *three* short “thinkpieces.” Thinkpieces should be 2-3 pages in length. They should follow the general guidelines for written assignments (p. 5 below), and they should include a title of some kind.

There are no assigned topics for these thinkpieces, except that they all must address the course material. Each thinkpiece should focus on *one* interesting idea or insight that the course has inspired in you. Thinkpieces may take a wide range of forms, including personal reflections, empirical observations, policy proposals, and reactions to theoretical arguments and debates; thinkpieces should not, however, be simple summaries of the readings.

These short essays should be neither hard to write nor time-consuming, particularly if you give them some thought in advance. In general, thinkpieces will prove easiest if you write them while insights are fresh in your mind. Do not wait until the end of the course to see whether an idea is genuinely “novel” or “correct”; that isn't the goal of these pieces.

**Due Dates:** To ensure that we can give adequate attention to your thinkpieces, we will accept no more than two thinkpieces from any given student after **October 27**, and we will accept no more than one thinkpiece after **November 24**. Your last thinkpieces must be submitted by **December 10**. *You need not wait for these deadlines to submit your thinkpieces, however.* Indeed, the earlier you hand in your thinkpieces, the more attention we will be able to give them.

**Grading:** Thinkpieces will be graded on a 15-point scale: Fair = 5 pts.; Good = 10 pts.; Excellent = 15 pts.

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**Special Reading-Review Thinkpiece:** If you wish, you may structure *one* of your three thinkpieces as a series of “thumb-nail reviews” of various course readings. Each review should be no more than a few sentences long. It should: (a) identify the reading, (b) state the reading's central thesis, (c) state why you did or did not find the reading useful/enjoyable, and (d) rate the reading on a “five-star” scale. Reading-review thinkpieces will be graded based on the number of items reviewed -- 1 point for each item. (**Note:** Readings in the Scott & Davis and Morgan texts are *not* eligible for this thinkpiece.)

### *General Guidelines for Discussion Sections*

Weekly discussion sections are a **required** element of the coursework in Sociology 1030. This is a large class, and although you should certainly feel free to raise questions in lecture, discussion sections provide an invaluable opportunity to address issues in depth and to debate the nuances of the course material in conversation with your fellow students.

**Format:** Section discussions will take a range of forms: Some will focus primarily on answering student questions and clarifying lecture material; however, this will not be the norm. More often, discussions will explore an advanced or applied topic related to -- but not redundant with -- the week's lecture material. Some of these explorations will take the form of open-ended conversations; others will take the form of "staged" debates; and still others may involve various kinds of classroom exercises. Some discussion sessions will have assigned readings of their own; others will ask you merely to review the readings assigned for the week's lectures; and still others will ask you simply to think about the topic a bit in advance. In all cases, though, our goal is to allow you to wrestle with the complexities, ambiguities and controversies of the course material in a hands-on way, free from the shrink-wrapped pre-packaging that often goes into presenting a tight lecture.

**Participation Guidelines:** A colleague of mine once drafted the following list of section-participation best practices. Although you should certainly feel free to develop your own section-participation style, these basic guidelines are a good place to start:

- Consistently make valuable contributions about topics under discussion
- Stay focused and on-topic, keeping your comments relevant and succinct
- Demonstrate your listening skills, responding appropriately to others' comments
- Respectfully help to clarify points that others may not have understood
- Bring up good questions about subjects that need further exploration
- Draw creatively on personal experience or opinion, but only when relevant to the discussion
- Demonstrate your ability to analyze, apply, and synthesize course material
- Demonstrate your willingness to take risks (e.g. offer creative speculations, attempt to answer unpopular or difficult questions, be willing to recognize and acknowledge good counter-arguments.)

**Grading:** Section attendance and participation are worth 60 points toward the final course grade -- 6 points per section. Unless your TA gives you prior approval to miss a section, any absences will count against **both** your attendance and your participation grades. In general, if you need to miss a section meeting, your TA will ask you to attend section at another time or to write a brief "reaction paper" summarizing your thoughts on the week's topic. Note, though, that you may **not** simply choose on your own to attend a different section or write a reaction paper in lieu of attending your assigned section; to avoid losing credit, you must: (a) have a valid excuse, (b) obtain *prior* permission from your TA, and (c) complete make-up work as specified by your TA.

### *General Guidelines for Written Assignments*

Written assignments will be graded primarily on the clarity, comprehensiveness and originality of their substantive arguments. You should address and engage with lecture and section materials wherever appropriate, but you should do so creatively and critically, giving a fair presentation of core arguments (and counter-arguments) from prior scholarship, but also trying to make an intellectual contribution of your own. Think before you write, and do not hesitate to discuss your ideas with the instructor and your TA in advance.

Bear in mind, though, that some assignments -- particularly exams -- are supposed to be purely *individual* products. So your TA may be constrained in how much he/she can tell you. For such assignments, you should work independently and should not discuss your ideas with others until after the assignment has been submitted.

**Organization and style:** Papers should be carefully organized, with a clear thesis (or at least a clear sense of purpose), and a logical progression from point to point. They should adopt a mature, professional tone, but they should not be oblique or stuffy. Use direct, forceful language wherever possible, and if you need to use jargon, be sure to define your terms and explain the underlying concepts. Final drafts should be thoroughly proof-read; repeated errors in gender-neutrality, grammar and spelling will be frowned upon.

**Page formats:** All written assignments for this course should be typed, double-spaced, with margins of roughly one-inch on all four sides. Assigned page lengths do not include title pages and references, although you should include both when appropriate. Please *do not* engage in "creative typography" (e.g., huge, tiny, or excessively ornate fonts); this only distracts from your analysis and irritates your reader. If you cannot fit your argument within the specified guidelines, try to elaborate it (if it's too short) or rephrase it (if it's too long). If all else fails, ask permission to stretch the page limit; reasonable proposals will usually be accepted.

**Titles and notes:** All written assignments should include citations wherever appropriate. Course readings may be cited in abbreviated form in the text -- e.g., "(Weber 1978:3-4)"; other materials should be cited in full at least once, either in a footnote or in a list of citations. Feel free to include substantive footnotes and/or endnotes if they contribute to your argument, but be sure to count these toward your total page-length.

Term papers and thinkpieces should include a separate cover page, with a title, your name, your TA's name, your section time, the assignment for which the paper is being submitted, and the date of submission. Take-home exams should provide similar identifying information at the top of the first page, although they need not have a separate cover sheet or title.

**Plagiarism:** Scholarship is a collective enterprise, and you should take every opportunity to situate your work in the context of what has gone before. Nonetheless, written material that you present as your own should *be* your own. Although you should not hesitate to make use of other people's research findings and theoretical insights, you should *always* give credit to your sources, unless the point is clearly a matter of common knowledge. When in doubt, err on the side of attribution. You should, of course, explicitly indicate when you are quoting directly from someone else's work; in addition, though, you should also indicate when you are borrowing ideas without borrowing specific words. Paraphrasing (e.g., changing a few words in each sentence) does *not* relieve you of the duty to cite the original author. (Note that submitting a paper that you wrote for another course, or collaborating with another student on an individual-writing assignment also constitutes plagiarism. If you believe that you have a valid educational reason to engage in either of these activities, you should consult the instructor for explicit permission *before* proceeding.)

In a larger sense, you should be using other peoples' work to make *your own* arguments. Writing is a creative exercise. No amount of citation justifies simply restating the views of others, unless you are synthesizing them, critiquing them, or expanding upon them in some way. The best precaution against plagiarism is to formulate an argument before you begin writing, and then to produce a rough draft (or at least an outline) with your source-books closed. If you know what you want to say, you will not need to steal other people's words to say it.

**Late work:** Late assignments will be penalized 5 points per business day. Although extensions may be granted in cases of unusual hardship, extensions will *not* be considered routine. In particular, extensions will rarely be granted retrospectively, after a deadline has passed.

*Miscellaneous Notes*

***i-Clickers:*** This semester, we will be experimenting with “i-Clickers,” a technology for allowing real-time in-class group feedback. All students should obtain an i-Clicker and should bring it to every class session. Participation in i-Clicker exercises will count for a (small) portion of the final course grade. i-Clickers are available without charge from the **Friedman Center of the Science Library**, level A. Once you have obtained your i-Clicker, you should register it online at [www.iclicker.com](http://www.iclicker.com) in order to allow us to track (and to give you credit for) your responses throughout the semester.

***H1N1 Emergencies:*** In the event of an H1N1 emergency, elements of the course may need to be changed on relatively short notice. If this occurs, e-mail will be our primary means of communicating with you about class cancellations, assignment changes, etc. So please be sure to check your e-mail regularly. If you yourself are quarantined because of H1N1 influenza at any time during the semester, please be sure to make use of whatever system the university establishes for reporting and recording illnesses. Also, please notify your TA (by e-mail!) immediately, so that we can begin making appropriate plans for make-up work, etc.

*Course Outline*

**INTRODUCTION: September 10 - September 29**

Thursday, September 10	Introduction: What are Organizations?
Tuesday, September 15	Surveying the Field of Organizational Theory
Thursday, September 17	Rational Systems: Organizations as Machines
<i>Week #2 Section</i>	<i>Introductions and Explanations</i>
Tuesday, September 22	Organic Systems: Organizations as Organisms
Thursday, September 24	Political Systems: Organizations as Coalitions
<i>Week #3 Section</i>	<i>Units and Subunits: E Pluribus Unum?</i>
Tuesday, September 29	Cultural Systems: Organizations as Rituals

**RATIONAL SYSTEM THEORIES: October 1 - October 15**

Thursday, October 1	Rationality and Bounded Rationality	
<i>Week #4 Section</i>	<i>Total Quality Metaphors</i>	
Tuesday, October 6	From Taylorism to Human Relations	<b>Midterm #1 distributed</b>
Thursday, October 8	Agency Theory	
<i>Week #5 Section</i>	<b>No Section Meetings</b>	
Tuesday, October 13	Transaction Costs	<b>Midterm #1 due</b>
Thursday, October 15	Competitive Strategy	
<i>Week #6 Section</i>	<i>High Reliability Org.s &amp; Normal Accidents</i>	

**ORGANIC SYSTEM THEORIES: October 20 - November 3**

Tuesday, October 20	Organizational Learning	
Thursday, October 22	Functionalist Institutionalism	
<i>Week #7 Section</i>	<i>Path Dependence and History</i>	
Tuesday, October 27	Boundary Setting and Boundary Spanning	<b>Thinkpiece #1 (optional)</b>
Thursday, October 29	Organizational Networks	<b>Paper proposal</b>
<i>Week #8 Section</i>	<i>Promises and Pitfalls of Networks</i>	
Tuesday, November 3	Organizational Ecology	

**POLITICAL SYSTEM THEORIES: November 5 - November 19**

Thursday, November 5	Political Systems Overview	
<i>Week #9 Section</i>	<i>Debating Organizational Change</i>	
Tuesday, November 10	Power and Authority	<b>Midterm #2 distributed</b>
Thursday, November 12	Strategic Contingencies/Resource Dependence	
<i>Week #10 Section</i>	<i>Recognizing Power</i>	
Tuesday, November 17	The Class Character of the Corporation	<b>Midterm #2 due</b>
Thursday, November 19	Gender and Race in Organizations	
<i>Week #11 Section</i>	<i>Option 1: EEO, Affirmative Action, Diversity</i>	
	<i>Option 2: Politics of, by, for the Corporation</i>	

**CULTURAL SYSTEM THEORIES: November 24 - December 8**

Tuesday, November 24	Cultural Systems Overview	<b>Thinkpiece #2 (optional)</b>
Tuesday, December 1	Ambiguity and Enactment	<b>Paper outline</b>
Thursday, December 3	Socialization, Ritual and Symbolism	
<i>Week #13 Section</i>	<i>Culture or Con-Game?</i>	
Tuesday, December 8	Institutional Theory	<b>Exam declaration</b>

**CONCLUSION: December 10**

Thursday, December 10	Looking Backward, Looking Forward	<b>Thinkpiece #3 (optional)</b>
Monday, December 14		<b>Term Paper</b>
Wednesday, December 16		<b>Final Exam</b>

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### **Abbreviation Key**

\*\* = Required

\* = Recommended

(All other readings are optional)

S&D	=	W. Richard Scott and Gerald F. Davis (2006), <i>Organizations and Organizing: Rational, Natural and Open System Perspectives</i> . Upper Saddle River, NJ: Pearson Prentice Hall.
Morgan	=	Gareth Morgan (2006), <i>Images of Organization</i> . Thousand Oaks, CA: Sage.
G&M	=	Oscar Grusky & George Miller, eds. (1981), <i>The Sociology of Organizations: Basic Studies</i> (2nd ed.). New York: Free Press.
Handel	=	Handel, Michael J., ed. (2003), <i>The Sociology of Organizations: Classic, Contemporary, and Critical Readings</i> . Thousand Oaks, CA: Sage.
SO&J	=	Shafritz, Jay M., J. Steven Ott and Yong Suk Jang, eds. (2005), <i>Classics of Organization Theory, 6th edition</i> . Boston, MA: Thomson Wadsworth.
Wharton	=	Wharton, Amy S., ed. (2007), <i>The Sociology of Organizations: An anthology of Contemporary Theory and Research</i> . Los Angeles, CA: Roxbury Publishing.
ASR	=	<i>American Sociological Review</i>
AJS	=	<i>American Journal of Sociology</i>
ARS	=	<i>Annual Review of Sociology</i>
ASQ	=	<i>Administrative Science Quarterly</i>
AMR	=	<i>Academy of Management Review</i>
AMJ	=	<i>Academy of Management Journal</i>

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**UNIT I: INTRODUCTION**  
(September 10 - September 29)

September 10      **Introduction: What are Organizations?**

- \*\* S&D, "The Subject is Organizations; The Verb is Organizing," pp. 1-34.
- \* S&D, "The Rise and Transformation of the Corporate Form," pp. 340-367.
- Coleman, J. (1974), "Emergence of New Persons," *Power and the Structure of Society*, 13-31.
- Kalleberg, Arne, Peter Marsden, Howard Aldrich & James Cassell (1990), "Comparing Organizational Sampling Frames," *ASQ* 35:658-688.

*Week #1 Discussion Section:*      **No Section Meetings**

September 15      **Surveying the Field of Organizations Theory**

- \*\* Morgan, "Introduction," pp. 3-8.
- \*\* S&D, "Glancing Back and Looking Forward," "Expanded Levels of Analysis," pp. 112-120.
- Lazarsfeld, P. & H. Menzel (1961), "On the Relation Between Individual and Collective Properties," in Etzioni, *A Sociological Reader on Complex Organizations*, pp. 499-516.
- Freeman, John (1978), "The Unit of Analysis in Organizational Research," in M. Meyer et al. (eds.) *Environments and Organizations*, pp. 335-351

September 17      **Rational Systems: The Organization as Machine**

- \*\* Morgan, "Mechanization Takes Command: Organizations as Machines," pp. 11-31.
- \*\* S&D, "Organizations as Rational Systems: Defining Characteristics," "Weber's Theory of Bureaucracy," pp. 35-40, 46-53.
- \*\* Weber, Max (1922), "Bureaucracy," [excerpts in Handel, pp. 17-23].
- Stanley Udy (1959), "'Bureaucracy' and 'Rationality' in Weber's Organization Theory," *ASR* 24:791-795.

*Week #2 Discussion Section:*      **Introductions and Explanations**

[No assigned readings]

September 22      **Organic Systems: The Organization as Organism**

- \*\* Morgan, "Nature Intervenes: Organizations as Organisms," pp. 33-69.
- \*\* S&D, "Organizations as Natural Systems," "Organizations as Open Systems," "Contingency Theory," pp. 59-64, 87-98, 103-104.
- \* Katz, Daniel & Robert Kahn (1978), "Organizations and the Systems Concept," *The Social Psychology of Organizations*, 2nd edition [excerpt in SO&J pp. 480-490].
- Boulding, Kenneth (1953), "General System Theory: The Skeleton of Science," *Management Science* 2:197-208.
- Simon, Herbert (1962), "The Architecture of Complexity," *Proceedings of the American Philosophical Society* 106:467-482.

September 24      **Political Systems: The Organization as Coalition**

- \*\* Morgan, "Interests, Conflict and Power: Organizations as Political Systems," pp. 149-206.
- \*\* S&D, "Goal Setting in Organizations," pp. 183-188.
- \* Cyert, Richard & James March (1963), "Organizational Goals," *A Behavioral Theory of the Firm*, pp. 26-44.

*Week #3 Discussion Section:*      **Units and Subunits: E Pluribus Unum?**

[No assigned readings]

September 29

**Cultural Systems: The Organization as Ritual**

- \*\* Morgan, "Creating Social Reality: Organizations as Cultures," pp. 115-147.
- \*\* Smircich, Linda (1983), "Concepts of Culture and Organizational Analysis," *ASQ* 28:339-58.
- \* Schein, Edgar H. (1993) "Defining Organizational Culture," *Organizational Culture and Leadership*, 2nd ed. [excerpt in *SO&J* pp. 360-367].
- Geertz, Clifford (1973), "Religion as a Cultural System," excerpt at pp. 61-82 in M. Lambek ed., *A Reader in the Anthropology of Religion*.
- Meyerson, Debra and Joanne Martin (1987), "Cultural Change: an Integration of Three Different Views," *Journal of Management Studies* 24(6):623-647.

**Week #4 Discussion Section: Total Quality Metaphors**

- \*\* Spencer, Barbara A. (1994), "Models of Organization and Total Quality Management: A Comparison and Critical Evaluation," *AMR* 19:446-471.

**UNIT II: RATIONAL SYSTEM THEORIES**  
(October 1 - October 15)

October 1                    **Rationality and Bounded Rationality**

- \*\* S&D, "Simon's Theory of Administrative Behavior," pp. 53-56.
- \*\* March, James G. (1994), "Limited Rationality," *A Primer on Decision-making*, pp. 1-35.
- \* March, James & Herbert Simon (1958), "Decision-Making Theory," *Organizations* [excerpt in G&M, pp. 135-150].
- \* Cyert, Richard & James March (1963), "A Summary of Basic Concepts in the Behavioral Theory of the Firm," *A Behavioral Theory of the Firm*, pp. 114-127.
- Simon, Herbert (1945), *Administrative Behavior*, especially pp. 1-78.
- Arrow, Kenneth (1974), *The Limits of Organization*.
- Tversky, A. & D. Kahneman (1986), "Rational Choice and the Framing of Decisions," *Journal of Business* 59:S251-S278.

*Week #4 Discussion Section:*    **Total Quality Metaphors**

- \*\* Spencer, Barbara A. (1994), "Models of Organization and Total Quality Management: A Comparison and Critical Evaluation," *AMR* 19:446-471.

\*\*\* **MIDTERM #1: Distributed on October 6, due on October 13** \*\*\*

October 6                    **From Taylorism to Human Relations**

- \*\* S&D, "Organizations as Rational Systems: Selected Schools," "Summary and Tentative Conclusions," "Mayo and the Human Relations School," "Barnard's Cooperative System," pp. 40-46, 56-58, 64-72.
- \*\* Taylor, Frederick (1911), "Scientific Management," [excerpt in G&M, pp. 55-66].
- \*\* Roethlisberger, Fritz (1941), "The Hawthorne Experiments," *Management and Morale* [excerpt in SO&J, pp. 158-166].
- \*\* Barnard, Chester (1938), "The Economy of Incentives," *Functions of the Executive* [excerpt in SO&J, pp. 93-102].
- \* Braverman, Harry, *The Degradation of Work in the 20th Century* [excerpt in Handel, pp. 32-37].
- Prechel, Harland (1994), "Economic Crisis and the Centralization of Control over the Managerial Process: Corporate Restructuring and Neo-Fordist Decision-making," *ASR* 59:723-745.

October 8                    **Agency Theory**

- \*\* Handel, Michael, "Economic Theories of Organizations," pp. 263-267 in Handel.
- \*\* Alchian, A.A. & H. Demsetz (1972), "Production, Information Costs, and Economic Organization," *American Economic Review* 62:777-795.
- \*\* Jensen, Michael & William Meckling (1976), "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure," *Journal of Financial Economics* 3:305-360. [excerpt in Handel, pp. 269-275].
- Eisenhardt, Kathleen (1989), "Agency Theory, An Assessment and Review," *AMR* 14:57-74.

*Week #5 Discussion Section:*    **No Section Meeting**

October 13

**Transaction Costs**

- \*\* S&D, "The Dyadic Environment of the Organization: Transaction Costs and the Origins of Firms," "Changing Forms of Organizations," pp. 220-33; 343-61 (especially 347-54).
- \*\* Williamson, Oliver (1981), "The Economics of Organization: The Transaction Cost Approach," *AJS* 87:548-577 [excerpt in Handel, pp. 276-287].
- \*\* Chandler, Alfred (1984), "The Emergence of Managerial Capitalism," Harvard Business School Case 384-081 [excerpt in Handel, pp. 303-314].
- \* Perrow, Charles (1981), "Markets, Hierarchies, and Hegemony" [excerpt in Handel, pp. 288-293].
- \* Handel, Michael, "The Evolution of Business Organization: From Big Business to Post-Fordism?" pp. 295-301 in Handel.
- Chandler, Alfred (1962), "Strategy and Structure" and "Chapters in the History of the Great Industrial Enterprise," *Strategy and Structure*, pp. 1-17, 383-396.
- Ouchi, William (1980), "Markets, Bureaucracies and Clans," *ASQ* 25:129-140.
- Robins, James A. (1987), "Organizational Economics: Notes on the Use of Transaction Cost Theory in the Study of Organizations," *ASQ* 32:68-86.

October 15

**Competitive Strategy**

- \*\* S&D, "Strategy, Structure and Performance: The Sociology of Organizational Strategy," pp. 310-319.
- \*\* Barney, Jay (1991), "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, 17(1):99-120.
- \* Child, John (1973), "Organization Structure, Environment and Performance: The Role of Strategic Choice," *Sociology* 6:1-17.
- \* Porter, Michael (1980), "The Structural Analysis of Industries" and "Generic Competitive Strategies [partial]," *Competitive Strategy*, pp. 3-41.
- Porter, Michael (1980), "Generic Industry Environments," *Competitive Strategy*, pp. 191-299.
- Miles, Raymond, Charles Snow, Alan Meyer & H. Coleman (1978), "Organizational Strategy, Structure and Process," *AMR* 3:546-562.

**Week #6 Discussion Section: High Reliability Organizations and Normal Accidents**

- \*\* S&D, "Systems Design," pp. 99-102.
- \*\* Perrow, Charles (1981), "Normal Accident at Three Mile Island," *Society* 18:17-26.
- \*\* Roberts, Karlene (1990), "Some Characteristics of One Type of High Reliability Organization," *Organization Science* 1:160-176.
- \* Vaughan, Diane (1990), "Autonomy, Interdependence, and Social Control: NASA and the Space Shuttle *Challenger*," *ASQ* 35:225-257 [excerpt in Wharton, pp. 412-435].
- Feynman, Richard (1988), "What Do You Care What Other People Think?" pp. 220-237.

**UNIT III: ORGANIC SYSTEM THEORIES**  
(October 20 - November 3)

October 20                    **Organizational Learning**  
**Review:** Morgan, pp. 33-69 and S&D, pp. 59-64.  
 \*\* S&D, "Organizational Performance," 326-339.  
 \*\* March, James G. (1994), "Rule Development and Change," *A Primer on Decision-making*, pp. 76-100  
 \* Morgan, "Learning and Self-Organization: Organizations as Brains," pp. 71-114.  
 Campbell, Donald (1969), "Variation and Selective Retention in Socio-Cultural Evolution," *General Systems: Yearbook of the Society of General Systems Research* 14:69-85.  
 Hirschman, Albert (1970), *Exit, Voice and Loyalty* (126 pages).  
 Levitt, Barbara & James March (1988), "Organizational Learning," *ARS* 14:319-340  
 Argote, Linda (1999), *Organizational Learning: Creating, Retaining and Transferring Knowledge*. Boston, MA: Kluwer Academic Publishers.

October 22                    **Functionalist Institutionalism**  
 \*\* S&D, "Selznick's Institutional Approach," "Parson's Social System," pp. 72-80.  
 \*\* Selznick, Philip (1948), "Foundations of the Theory of Organizations," *ASR* 13:25-35 [excerpt in *SO&J*, pp. 125-134].  
 \*\* Parsons, Talcott (1960), "Social Systems," [excerpt in *G&M*, pp. 98-109].  
 \* Perrow, Charles (1986), "The Institutional School," *Complex Organizations*, pp. 157-177.  
 Selznick, Philip (1957), *Leadership in Administration*.  
 Parsons, Talcott (1956), "Suggestions for A Sociological Approach to the Theory of Organizations," *ASQ* 1:63-85, 225-239 [two part article].

*Week #7 Discussion Section:*    **Path Dependence and History**

\*\* Arthur, Brian (1990), "Positive Feedbacks in the Economy," *Scientific Amer.* 262(2):92-99.  
 \* David, Paul (1986), "Understanding the Economics of QWERTY: The Necessity of History" in W. Parker (ed.), *Economic History and the Modern Economist*, pp. 30-49.  
 Arthur, Brian (1989), "Competing Technologies and Lock-in by Historical Events: The Dynamics of Allocation under Increasing Returns," *Economic Journal* 99:116-131.  
 Carroll, Glenn & J. Richard Harrison (1994), "On the Historical Efficiency of Competition between Organizational Populations," *AJS* 100:720-749.

**\*\*\* OPTIONAL THINKPIECE #1 DUE: October 27 \*\*\***

October 27                    **Boundary Setting and Boundary Spanning**  
 \*\* S&D, "The Social Boundaries of Organizations," pp. 151-158.  
 \*\* Scott, W. Richard (1998), "Managing Task Environments," "Environment and Structure," "Connecting the Core and Peripheral Structures," in *Organizations: Rational, Natural and Open Systems, 4th edition*, pp. 194-210, 264-268, 278-284.  
 \* Thompson, James (1967), "Rationality in Organizations," and "Organizational Rationality and Structure," *Organizations in Action*, pp. 14-24, 66-82.  
 Emery, F. & E. Trist (1965), "The Causal Texture of Organizational Environments," *Human Relations* 18:21-32.  
 Thompson, James (1967), "Organizational Design," *Organizations in Action*, pp. 39-50.  
 Friedman, Raymond & Joel Podolny (1992), "Differentiation of Boundary Spanning Roles: Labor Negotiations and Implications for Role Conflict," *ASQ* 37:28-47.

**\*\*\* TERM PAPER PROPOSAL DUE: October 29 \*\*\***

October 29

**Organizational Networks**

- \*\* S&D, "Networks In and Around Organizations," pp. 278-309.
- \* Powell, Walter W. (1990), "Neither Market Nor Hierarchy: Network Forms of Organization," *Research in Organizational Behavior* 12:295-336 [excerpt in Handel, pp. 315-330].
- \* Burt, Ronald S. (2000), "The Network Entrepreneur," pp. 281-307 in R. Swedberg ed., *Entrepreneurship: The Social Science View*. New York: Oxford University Press.
- Granovetter, Mark (1985), "Economic Action and Social Structure: The Problem of Embeddedness," *AJS* 91(3):481-510.
- Uzzi, Brian (1997), "Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness," *ASQ* 42(1):35-67.
- Hoang, Ha and Bostjan Antoncic (2003), "Network-based Research in Entrepreneurship a Critical Review," *Journal of Business Venturing* 18(2):165-187.
- Borgatti, Stephen P., and Pacey C. Foster (2003), "The Network Paradigm in Organizational Research: A Review and Typology." *Journal of Management* 29(6):991-1013.

**Week #8 Discussion Section: Promises and Pitfalls of Network Organizations**

- \*\* Snow, Charles C., Raymond E. Miles and Henry J. Coleman Jr. (1992), "Managing 21st Century Network Organizations," *Organizational Dynamics* 20(3):5-20.
- \*\* Brass, Daniel J., Kenneth D. Butterfield and Bruce C. Skaggs (1998), "Relationships and Unethical Behavior: A Social Network Perspective," *AMR* 23(1):14-31.
- \* Podolny, Joel and Karen Page (1998), "Network Forms of Organization." *ARS* 24:57-76.
- Järvensivu, Timo and Kristian Möller (2009), "Metatheory of Network Management: a Contingency Perspective," *Industrial Marketing Management* 38(6):654-661.

November 3

**Organizational Ecology**

- \*\* S&D, "Organization of the Environment ... Ecological Perspectives," pp. 245-257.
- \*\* Hannan, Michael & John Freeman (1977), "The Population Ecology of Organizations," *AJS* 82(5):929-964 [excerpt in G&M, pp. 176-200].
- \* Astley, Graham (1985), "The Two Ecologies: Population and Community Perspectives on Organizational Evolution," *ASQ* 30:224-241.
- \* Carroll, Glenn R. and Michael T. Hannan (2000), "Density Dependent Processes," *The Demography of Corporations and Industries* [excerpt in Handel, pp. 254-261].
- Carroll, Glenn, ed. (1988), *Ecological Models of Organizations*.
- Hannan, Michael & John Freeman (1989), *Organizational Ecology*, especially chapters 1-6.
- Baum, Joel A.C. and Andrew B. Shipilov (2006), "Ecological Approaches to Organizations," pp. 55-110 in S. Clegg, C. Hardy, T. Lawrence, & W. Nord eds., *The Sage Handbook of Organization Studies*. Thousand Oaks, CA: Sage Publications.
- Aldrich, Howard and Martin Ruef (2006), *Organizations Evolving*. Thousand Oaks, CA: Sage Publications.

**Week #9 Discussion Section: Debating Organizational Change**

- \*\* Hannan, Michael & John Freeman (1989), "Structural Inertia and Organizational Change," *Organizational Ecology*, pp. 66-90.
- \*\* March, James (1981), "Footnotes to Organizational Change," *ASQ* 26:563-577.
- \*\* Child, John (1973), "Organization Structure, Environment and Performance: The Role of Strategic Choice," *Sociology* 6:1-17.
- Zald, Mayer & Patricia Denton (1963), "From Evangelism to General Service: The Transformation of the YMCA," *ASQ* 8:214-234.

**UNIT IV: POLITICAL SYSTEM THEORIES**  
(November 5 - November 19)

November 5                    **Political Systems Overview**

- \*\* S&D, "Early Exemplars of the Social Conflict Model," pp. 80-82.  
**Review:** Morgan, pp. 149-206

*Week #9 Discussion Section:*    **Debating Organizational Change**

- \*\* Hannan, Michael & John Freeman (1989), "Structural Inertia and Organizational Change," *Organizational Ecology*, pp. 66-90.  
\*\* March, James (1981), "Footnotes to Organizational Change," *ASQ* 26:563-577.  
\*\* Child, John (1973), "Organization Structure, Environment and Performance: The Role of Strategic Choice," *Sociology* 6:1-17.  
Zald, Mayer & Patricia Denton (1963), "From Evangelism to General Service: The Transformation of the YMCA," *ASQ* 8:214-234.  
Miner, Anne, Terry Amburgey & Timothy Stearns (1990), "Interorganizational Linkages and Population Dynamics: Buffering and Transformational Shields," *ASQ* 35:689-713.

\*\*\* **MIDTERM #2: Distributed on November 10, due on November 17** \*\*\*

November 10                    **Power and Authority**

- \*\* S&D, "Control Systems," pp. 202-212.  
\*\* Emerson, Richard (1962), "Power-Dependence Relations," *ASR* 27:31-41.  
\*\* Lukes, Steven (2007), "Power," *Contexts* 6(3):59-61.  
\* Michels, Robert (1962 [1915]), "Organizations and Oligarchy," *Political Parties: A Sociological Study of the Oligarchical Tendencies of Modern Democracy*. [excerpt in Handel, pp. 211-223].  
\* Pfeffer, Jeffrey (1981), "Understanding the Role of Power in Decision Making," *Power in Organizations* [excerpt in SO&J, pp. 289-303].  
Lukes, Steven (1974), *Power: A Radical View*. London, UK: MacMillan Press.  
Pfeffer, Jeffrey (1978), "The Micropolitics of Organizations," in M. Meyer (ed.), *Environments and Organizations*, pp. 29-50.

November 12

**Strategic Contingencies and Resource Dependence**

- \*\* S&D, "What Factors Affect the Size and Composition of the Dominant Coalition?" pp. 188-196.
- \*\* Pfeffer, Jeffrey & Gerald Salancik (1989), "Who Gets Power—and How They Hold on to It: A Strategic-Contingency Model of Power," pp. 346-366 in H.J. Leavitt, L.R. Pondy & D.M. Boje eds., *Readings in Managerial Psychology*. Chicago, IL: University of Chicago Press.
- \*\* Pfeffer, Jeffrey & Gerald Salancik (1978), *The External Control of Organizations: A Resource Dependence Perspective* [excerpt in Handel, pp. 233-242].
- \* Hickson, D., C.R. Hinings, C.A. Lee, R.E. Schenck and J.M. Pennings (1971), "A Strategic Contingencies Theory of Intraorganizational Power," *ASQ* 16:216-229.
- \* Pfeffer, Jeffrey & Gerald Salancik (1978), "The Design and Management of Externally Controlled Organizations" *The External Control of Organizations: A Resource Dependence Perspective*, pp. 257-288.
- Hickson, David & Arthur McCullough (1980), "Power in Organizations," pp. 27-55 in G. Salaman & K. Thompson (eds.), *Control and Ideology in Organizations*. Cambridge, MA: MIT Press.
- Aldrich, Howard & Jeffrey Pfeffer (1976), "Environments of Organizations," *ARS* 2:79-105.
- Thompson, James (1967), "Domains of Organized Action," *Organizations in Action*, pp. 25-38.
- Aiken, Michael & Jerald Hage (1968), "Organizational Interdependence and Intraorganizational Power," *ASR* 333:912-929.

**Week #10 Discussion Section: Recognizing Power**

- \*\* Suchman, Mark "Recognizing Power: Discussion Questions."
- \* Gaventa, John (1980), "Power and Participation," *Power and Powerlessness: Quiescence and Rebellion in an Appalachian Valley*, pp. 1-32.
- Gaventa, John (1980), "Power Within the Organization: Reformism in the United Mine Workers of America," *Power and Powerlessness*, pp. 165-204.

November 17

**The Class Character of the Corporation**

- \*\* S&D, "Division of Labor," "Problems for Participants," "Structural Control," pp. 158-163, 173-181.
- \*\* Edwards, Richard (1979), "Segmented Labor Markets," *Contested Terrain* [excerpt in Handel, pp. 408-422].
- \*\* Glasberg, Davita & Michael Schwartz (1981), "Ownership and Control of Corporations," *ARS* 9:311-332.
- \* S&D, "Labor Markets and Organizational Boundaries," "High-Performance Work Organizations," pp. 164-172.
- \* Morrill, Calvin, Mayer N. Zald and Hayagreeva Rao (2003), "Covert Political Conflict in Organizations: Challenges from Below," *ARS* 29:391-415 [excerpt in Wharton, 237-49]
- Marglin, Steven (1974), "What Do the Bosses Do?" *Review of Radical Political Economics* 6:60-92.
- Useem, Michael (1980), "Corporations and the Corporate Elite," *ARS* 6:41-77.
- Braverman, Harry (1974), *Labor and Monopoly Capital*.
- Zeitlin, Maurice (1974), "Corporate Ownership and Control: The Large Corporation and the Capitalist Class," *AJS* 79:1073-1119.
- Palmer, Donald (1983), "Broken Ties: Interlocking Directorates, the Interorganizational Paradigm, and Intercorporate Coordination," *ASQ* 28:40-55.
- Burawoy, Michael (1985), *The Politics of Production*.

November 19 **Gender and Race in Organizations**

- \*\* England, Paula (1992), "Segregation and the Pay Gap," *Comparable Worth*, pp. 1-4, 12-44.
- \*\* Kanter, Rosabeth (1977), *Men and Women of the Corporation* [excerpt in Handel, pp. 381-96].
- \*\* Collins, Sharon (1997), "Black Mobility in White Corporations," *Social Problems* 44(1):55-67 [excerpt in Handel, pp. 397-407].
- \* Acker, Joan (1992), *Gendering Organizational Analysis* [excerpt in SO&J, pp. 450-459].
- Martin, Joanne (1990), "Rereading Weber: Searching for Feminist Alternatives to Bureaucracy," paper presented to the annual meeting of the Academy of Management, San Francisco.
- Nkomo, Stella M. (1992), "The Emperor Has No Clothes: Rewriting 'Race in Organizations,'" *AMR* 17(3):487-513.
- Reskin, Barbara F., Debra B. McBrier, and Julie A. Kmec (1999), "The Determinants and Consequences of Workplace Sex and Race Composition," *ARS* 25:335-361.
- Smith, Ryan A. (2002), "Race, Gender, and Authority in the Workplace: Theory and Research," *ARS* 28:509-542.
- DiTomaso, Nancy, Corinne Post, and Rochelle Parks-Yancy (2007), "Workforce Diversity and Inequality: Power, Status, and Numbers," *ARS* 33:473-501.

**Week #11 Discussion Section: Option 1 -- Equal Opportunity, Affirmative Action, and Diversity**

- \*\* Eden, John M. and John P. Ryan, eds. (1998), "Affirmative Action: A Dialogue on Race, Gender, Equality and Law in America," *Focus on Law Studies*, vol. XIII(2).
- \*\* Kelly, Erin and Frank Dobbin (1998), "How Affirmative Action became Diversity Management: Employer Response to Anti-discrimination Law, 1961-1996," *American Behavioral Scientist* 41(7):960-984.
- Edelman, Lauren B., Sally Riggs Fuller, and Iona Mara-Drita (2001), "Diversity Rhetoric and the Managerialization of Law," *AJS* 106(6):1589-1641.

**Option 2 -- Politics of, by and for the Corporation**

- \*\* Davis, Gerald F. and Tracy A. Thompson (1994), "A Social Movement Perspective on Corporate Control" *ASQ* 39:141-173 [excerpt in Wharton, pp. 251-265].
- \*\* Clawson, Dan, Alan Neustadtl and Denise Scott (1992), *Money Talks: Corporate PACS and Political Influence* [excerpt in Handel, pp. 423-431].
- \* Hillman, Amy J., Gerald D. Keim and Douglas Schuler. 2004. "Corporate Political Activity: A Review and Research Agenda" *Journal of Management* 30:837-857.
- Bonardi, Jean-Philippe and Gerald D. Keim (2005), "Corporate Political Strategies for Widely Salient Issues," *AMR* 30(3):555-576.

*** <b>OPTIONAL THINKPIECE #2 DUE: November 24</b> ***
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**UNIT V: CULTURAL SYSTEM THEORIES**  
(November 24 - December 8)

November 24                    **Cultural Systems Overview**

**Review:** Morgan, pp. 119-152.

*Week #12 Discussion Section:*    **Thanksgiving Break - No Section Meetings**

**\*\*\* TERM PAPER OUTLINE DUE: December 1 \*\*\***

December 1                    **Ambiguity and Enactment**

- \*\* S&D, "Weick's Model of Organizing," "Anarchies, Adhocracies, and Learning," pp. 104-106; 196-202.
- \*\* March, James G. (1994), "Rule Following," *A Primer on Decision-making*, pp. 57-73.
- \*\* Weick, Karl (1979), "Enactment and Organizing" [excerpt in G&M, pp. 265-279].
- \* Cohen, Michael, James March and Johan Olsen (1972), "A Garbage Can Model of Organizational Choice," *ASQ* 17:1-25.
- \* Weick, Karl E., Kathleen M. Sutcliffe, and David Obstfeld (2005), "Organizing and the Process of Sensemaking," *Organization Science* 16(4):409-421.
- Weick, Karl (1969), *The Social Psychology of Organizing*.
- March, James & Johan Olsen (1976), "Organizational Choice under Ambiguity," [excerpt in G&M, pp. 248-262.
- March, James G. (1981), "Decisions in Organizations and Theories of Choice," in A. Van de Ven & W. Joyce (eds.), *Perspectives on Organization Design and Behavior*, pp. 205-244; especially pp. 221-236.

December 3                    **Socialization, Ritual and Symbolism**

- \*\* S&D, "Culture," "Critical and Post-Modern Conceptions of Power," pp. 212-218.
- \*\* Hatch, Mary Jo with Ann L. Cunliffe (2006), "Organizational Culture," pp. 175-219 in *Organization Theory, 2nd edition*. New York, NY: Oxford University Press.
- \* Pfeffer, Jeffrey (1981), "Management as Symbolic Action: The Creation and Maintenance of Organizational Paradigms," in L. Cummings & B. Staw (eds.), *Research in Organizational Behavior* 3:1-52.
- \* Trice, Harrison M. & Janice M. Beyer (1993), "How and Why Organizations are Cultures," pp. 1-32 in *Cultures of Work Organizations*. Englewood Cliffs, NJ: Prentice Hall
- Feldman, Martha & James G. March (1981), "Information in Organizations as Signal & Symbol," *ASQ* 26:171-186.
- Swidler, Ann (1986), "Culture in Action: Symbols and Strategies," *ASR* 51:273-283
- Morrill, Calvin (1991), "Conflict Management, Honor and Organizational Change," *AJS* 97:585-621.

*Week #13 Discussion Section:*    **Debate: Culture or Con-Game?**

- \*\* Van Maanen, John (1991), "The Smile Factory: Work at Disneyland," pp. 58-76 in P.J. Frost et al. eds., *Reframing Organizational Culture*. Newbury Park, CA: Sage.
- \*\* Kunda, Gideon (1992), *Engineering Culture: Control and Commitment in a High-Tech Corporation* [excerpt in Handel, pp. 351-369].
- \* Pascale, Richard (1985), "The Paradox of 'Corporate Culture': Reconciling Ourselves to Socialization," *California Management Review* 27:304-316.
- Burawoy, Michael (1979), "The Labor Process as a Game," *Manufacturing Consent: Changes in the Labor Process Under Monopoly Capitalism*, pp. 77-94.

\*\*\***DEADLINE TO DECLARE FOR FINAL EXAM: December 8**\*\*\*

December 8

**Institutional Theory**

- \*\* S&D, "Organization of the Environment ... Institutional Perspectives," "Founding Conditions," "Law and Public Policy," "Emulation," pp. 258-277; 319-326.
- \*\* Meyer, John & Brian Rowan (1977), "Institutionalized Organizations: Formal Structure as Myth and Ceremony," *ASR* 83(2):340-363 [excerpt in Wharton, pp. 68-83].
- \*\* DiMaggio, Paul & Walter Powell (1983), "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields," *ASR* 48:147-160. [excerpt in Handel, pp. 243-253].
- \* DiMaggio, Paul & Walter Powell (1991), "Introduction," in W. Powell & P. DiMaggio (eds.), *The New Institutionalism in Organizational Analysis*, pp. 1-38.
- \* Suchman, Mark C. (1995), "Managing Legitimacy: Strategic and Institutional Approaches," *AMR* 20:571-610.
- Tolbert, Pamela & Lynne Zucker (1983), "Institutional Sources of Change in the Formal Structure of Organizations: The Diffusion of Civil Service Reform, 1880-1935," *ASQ* 28:22-39.
- Powell Walter & Paul DiMaggio, eds. (1991), *The New Institutionalism in Organizational Analysis*. Chicago, IL: University of Chicago Press

Additional Topic  
(if time permits):

**The Structuration of New Organizational Fields**

- \*\* Aldrich, Howard and C. Marlene Fiol (1994), "Fools Rush In? The Institutional Context of Industry Creation," *AMR* 19(4):645-670.
- \* Suchman, Mark C. (2000), "Dealmakers and Counselors: Law Firms as Intermediaries in the Development of Silicon Valley." pp. 71-97 in Martin Kenney (ed.), *Understanding Silicon Valley*. Stanford, CA: Stanford University Press.
- \* Lounsbury, Michael, Marc J. Ventresca and Paul M. Hirsch, (2003), "Social Movements, Field Frames and Industry Emergence: A Cultural-Political Perspective on US Recycling" *Socio-Economic Review* 1:71-104.
- Porter, M. (1980), "Competitive Strategy in Emerging Industries," *Competitive Strategy*, pp. 215-36.
- Van de Ven, Andrew & Raghu Garud (1989), "A Framework for Understanding the Emergence of New Industries," in R. Rosenbloom (ed.), *Research on Technological Innovation, Management and Policy* 4:195-225.
- DiMaggio, Paul (1991), "Constructing an Organizational Field as a Professional Project: U.S. Art Museums, 1920-1940," in W. Powell & P. DiMaggio (eds.), *The New Institutionalism in Organizational Analysis*, pp. 267-292.
- Leblebici, Huseyin, Gerald Salancik, Anne Copay & Tom King (1991), "Institutional Change and the Transformation of Interorganizational Fields: An Organizational History of the U.S. Radio Broadcasting Industry," *ASQ* 36:333-363.
- Romanelli, Elaine (1991), "The Evolution of New Organizational Forms" *ARS* 17:79-103.

\*\*\* **OPTIONAL THINKPIECE #3 DUE: December 10** \*\*\*

**CONCLUSION**December 10            **Looking Backward, Looking Forward**

- \*\* S&D, "Combining Perspectives, Expanding Levels: Attempts at Integration," "Changing Contours of Organizations and Organizations Theory," pp. 107-111; 361-390.
  - \*\* Morgan, "The Challenge of Metaphor," "Reading and Shaping Organizational Life," "Postscript," pp. 337-366.
  - \* Davis, Gerald F. and Doug McAdam (2000), "Corporations, Classes and Social Movements After Managerialism," *Research in Organizational Behavior* 22:193-236. [excerpt in Wharton, pp. 516-538].
  - \* Powell, Walter W. (2001), "The Capitalist Firm in the Twenty-First Century: Emerging Patterns in Western Enterprise," *The Twenty-First Century Firm* [excerpt in Wharton, pp. 495-515].
- Barley, Stephen & Gideon Kunda (1992), "Design and Devotion: Surges of Rational and Normative Ideologies of Control in Managerial Discourse," *ASQ* 37:363-399.

**\*\*\* TERM PAPER DUE: December 14 \*\*\***

**\*\*\* FINAL EXAM: 9:00 AM, December 16 \*\*\***

**HAPPY HOLIDAYS !**