

SOCIOLOGY 1030: Organizational Theory

Autumn 2008, T-Th 1:00-2:20 pm
Metcalf Chemical Laboratory Auditorium

Professor Mark Suchman

Office: 208 Maxcy Hall

Office Hrs: T 3:00-4:00; Th 2:30-3:30; or by appointment

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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. The course material is appropriate for both advanced undergraduates and graduate students, although the reading expectations are somewhat higher for the latter than for the former.

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 the coverage of 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 attend all lectures and to participate actively in discussions and exercises.

Undergraduates: Undergraduate assignments include two take-home midterm exams, a cumulative final exam, and a term-paper. All undergraduate students are expected to complete the *first* midterm; each student must then also complete any *two* of the other three assignments (i.e., the second midterm, 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.

Graduate students: Like undergraduates, all graduate students must complete the first midterm. However, graduate students may, if they wish, substitute a longer (20-25 page) seminar-style paper for both the second and the third assignment. Seminar papers should be serious pieces 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 30**, to discuss their topic. Completed papers are due on **Wednesday, December 17**.

Assignment	Date	Undergrad	Graduate
Midterm #1	Sept. 30 - Oct. 7	20	20
Any two of the following:			
Midterm #2	Nov. 4 - Nov. 11	35	0
Final	Dec. 13	35	0
Term Paper	Dec. 17	35	70
Participation	---	10	10

(Note: Final scores will be graded on a curve. Grad students and undergrads will be curved separately.)

Extra-Credit Thinkpieces

Students who wish to receive extra credit may write up to *three* “thinkpieces.” Thinkpieces should be 2-3 pages in length. They should follow the general guidelines for written assignments (see 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 I can give adequate attention to your thinkpieces, I will accept no more than two thinkpieces from any given student after **October 16**, and I will accept no more than one thinkpiece after **November 20**. Your last thinkpieces must be submitted by **December 11**. *You need not wait for these deadlines to submit your thinkpieces, however.* Indeed, the earlier you hand in your thinkpieces, the more attention I will be able to give them.

Grading: Thinkpieces will be graded on a 3-point scale: Fair = 1 pt.; Good = 2 pts.; Excellent = 3 pts.

Special Reading-Review Thinkpiece: Students who wish to do so may structure *one* of their 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 10 items; 2 points for 15 items; 3 points for 20 items. (Note: The readings in the Scott and Morgan texts are **not** eligible for this thinkpiece.)

General Guidelines for Written Assignments

All written assignments for this course should be typed, double-spaced, with margins of roughly one-inch on all four sides. Please *do not* engage in “creative typography” (e.g., huge, tiny, or excessively ornate fonts); this only distracts from your argument 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.

Assigned page lengths do not include title pages and references, although all papers should contain these if 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.

Papers should be carefully organized and proof-read. Repeated errors in gender-neutrality, grammar and spelling will be frowned upon. Primarily, however, papers will be graded on the clarity, comprehensiveness and creativity of their substantive arguments. Think before you write, and do not hesitate to discuss your ideas with the instructor and/or your TA in advance.

A Note About 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.

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. (*Note:* 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.)

Course Outline

INTRODUCTION: September 4 - September 23

Thursday, September 4	Introduction: What are Organizations?
Tuesday, September 9	Surveying the Field of Organizational Theory
Thursday, September 11	Rational Systems: Organizations as Machines
<i>Week #2 Section</i>	<i>Introductions and Review</i>
Tuesday, September 16	Organic Systems: Organizations as Organisms
Thursday, September 18	Political Systems: Organizations as Coalitions
<i>Week #3 Section</i>	<i>Units and Subunits: E Pluribus Unum?</i>
Tuesday, September 23	Cultural Systems: Organizations as Rituals

RATIONAL SYSTEM THEORIES: September 25 - October 14

Thursday, September 25	Rationality and Bounded Rationality	
<i>Week #4 Section</i>	<i>Total Quality Metaphors</i>	
Tuesday, September 30	From Taylorism to Human Relations	Midterm #1 distributed
Thursday, October 2	Agency Theory	
<i>Week #5 Section</i>	No Section Meetings	
Tuesday, October 7	Transaction Costs	Midterm #1 due
Thursday, October 9	No Class	
<i>Week #6 Section</i>	<i>High Reliability Org.s & Normal Accidents</i>	
Tuesday, October 14	Competitive Strategy	

ORGANIC SYSTEM THEORIES: October 16 - November 4

Thursday, October 16	Organizational Learning	Thinkpiece #1 (optional)
<i>Week #7 Section</i>	<i>To Be Announced</i>	
Tuesday, October 21	Functionalist Institutionalism	
Thursday, October 23	Boundary Setting and Boundary Spanning	
<i>Week #8 Section</i>	<i>Path Dependence and History</i>	
Tuesday, October 28	Organizational Networks	
Thursday, October 30	Organizational Ecology	Grad Paper Topic
<i>Week #9 Section</i>	<i>Debating Organizational Change</i>	

POLITICAL SYSTEM THEORIES: November 6 - November 20

Tuesday, November 4	Political Systems Overview	Midterm #2 distributed
Thursday, November 6	Power and Authority	
<i>Week #10 Section</i>	<i>Recognizing Power</i>	
Tuesday, November 11	Strategic Contingencies/Resource Dependence	Midterm #2 due
Thursday, November 13	The Class Character of the Corporation	
<i>Week #11 Section</i>	<i>Power at Brown</i>	
Tuesday, November 18	Gender and Race in Organizations	

CULTURAL SYSTEM THEORIES: November 25 - December 4

Thursday, November 20	Cultural Systems Overview	Thinkpiece #2 (optional)
<i>Week #12 Section</i>	<i>Option 1: EEO, Affirmative Action, Diversity</i>	
	<i>Option 2: Politics of, by and for the Corporation</i>	
Tuesday, November 25	Ambiguity and Enactment	
Tuesday, December 2	Socialization, Ritual and Symbolism	
Thursday, December 4	Institutional Theory	
<i>Week #14 Section</i>	<i>Culture or Con-Game?</i>	

CONCLUSION: December 9

Tuesday, December 9	Looking Backward, Looking Forward	Thinkpiece #3 (optional)
Saturday, December 13		Final Exam
Wednesday, December 17		Term Paper

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** = Required
* = Recommended
(All other readings are optional)

- S&D = W. Richard Scott and Gerald F. Davis (2007), *Organizations and Organizing: Rational, Natural and Open System Perspectives*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Morgan = Gareth Morgan (2006), *Images of Organization*. Thousand Oaks, CA: Sage.
- G&M = Oscar Grusky & George Miller, eds. (1981), *The Sociology of Organizations: Basic Studies* (2nd ed.). New York: Free Press.
- Handel = Handel, Michael J., ed. (2003), *The Sociology of Organizations: Classic, Contemporary, and Critical Readings*. Thousand Oaks, CA: Sage.
- SO&J = Shafritz, Jay M., J. Steven Ott and Yong Suk Jang, eds. (2005), *Classics of Organization Theory, 6th edition*. Boston, MA: Thomson Wadsworth.
- Wharton = Wharton, Amy S., ed. (2007), *The Sociology of Organizations: An anthology of Contemporary Theory and Research*. Los Angeles, CA: Roxbury Publishing.
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INTRODUCTION
(September 4 - September 23)

September 4 **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, James (1974), "Emergence of New Persons," *Power and the Structure of Society*, pp. 13-31.
- Horowitz, Morton J. (1986), "Santa Clara Revisited: The Development of Corporate Theory," *West Virginia Law Review* 88:173-224.
- Kalleberg, Arne, Peter Marsden, Howard Aldrich & James Cassell (1990), "Comparing Organizational Sampling Frames," *Administrative Science Quarterly* 35:658-688.

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

September 9 **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 A. Etzioni (ed.), *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 11 **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," *American Sociological Review* 24:791-795.

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

September 16 **Organic Systems: The Organization as Organism**

- ** Morgan, "Nature Intervenes: Organizations as Organisms," pp. 33-69.
- ** S&D, "Organizations as Natural Systems: Basic versus Distinctive Characteristics," "Organizations as Open Systems: System Levels; Special Emphases and Insights," "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 18 **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?***

September 23 **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," *Administrative Science Quarterly* 28:339-358.
- * 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
- Hatch, Mary Jo (1993), "The Dynamics of Organizational Culture," *Academy of Management Review* 18:657-693.

RATIONAL SYSTEM THEORIES

(September 25 - October 14)

September 25 **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.
- Simon, Herbert (1955), "A Behavioral Model of Rational Choice," *Quarterly Journal of Econ.* 69(1):99-118.
- 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," *Academy of Management Review* 19:446-471.

September 30 **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 Twentieth Century* [excerpt in Handel, pp. 32-37].
- Baron, James, Frank Dobbin and P. Devereaux Jennings (1986), "War and Peace: The Evolution of Modern Personnel Systems in U.S. Industry," *American Journal of Sociology* 92:250-383.
- 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 2 **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 M. (1989), "Agency Theory, An Assessment and Review," *Academy of Management Review* 14:57-74.

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

October 7 **Transaction Costs**

- ** S&D, "The Dyadic Environment of the Organization: Transaction Costs and the Origins of Firms," "Changing Forms of Organizations," pp. 220-233; 343-361 (especially 347-354).
- ** Williamson, Oliver (1981), "The Economics of Organization: The Transaction Cost Approach," *American Journal of Sociology* 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. 288-93].
- * 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," *Admin. Sci. Quarterly* 25:129-140.
- Robins, James A. (1987), "Organizational Economics: Notes on the Use of Transaction Cost Theory in the Study of Organizations," *Administrative Science Quarterly* 32:68-86.

October 9 **No Class**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," *Administrative Science Quarterly* 35:225-257 [excerpt in Wharton, pp. 412-435].
- Feynman, Richard (1988), "What Do You Care What Other People Think?" pp. 220-237.

October 14 **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," *Academy of Management Review* 3:546-562.

ORGANIC SYSTEM THEORIES

(October 16 - November 4)

October 16

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," *Annual Review of Sociology* 14:319-340

Week #7 Discussion Section: **To Be Announced**

October 21

Functionalist Institutionalism

- ** S&D, "Selznick's Institutional Approach," "Parson's Social System," pp. 72-80.
 ** Selznick, Philip (1948), "Foundations of the Theory of Organizations," *American Sociological Review* 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," *Admin. Science Quarterly* 1:63-85, 225-239 [two part article].

October 23

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," *Administrative Science Quarterly* 37:28-47.
 Davis, Gerald, Robert Kahn & Mayer Zald (1990), "Contracts, Treaties, and Joint Ventures," in R. Kahn & M. Zald (eds.), *Organizations and Nation-States: New Perspectives on Conflict and Cooperation*, pp. 19-54.

Week #8 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," *American Journal of Sociology* 100:720-749.

October 28

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, NY: Oxford University Press.
- Granovetter, Mark (1985), "Economic Action and Social Structure: The Problem of Embeddedness," *American Journal of Sociology* 91(3):481-510.
- Uzzi, Brian (1997), "Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness," *Administrative Science Quarterly* 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.

October 30

Organizational Ecology

- ** S&D, "Organization of the Environment ... Ecological Perspectives," pp. 245-257.
- ** Hannan, Michael & John Freeman (1977), "The Population Ecology of Organizations," *American Journal of Sociology* 82(5):929-964 [excerpt in G&M, pp. 176-200].
- * Astley, Graham (1985), "The Two Ecologies: Population and Community Perspectives on Organizational Evolution," *Administrative Science Quarterly* 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].
- McKelvey, William (1982), *Organizational Systematics: Taxonomy, Evolution, Classification*.
- 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," *Administrative Science Quarterly* 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," *Administrative Science Quarterly* 8:214-234.
- Miner, Anne, Terry Amburgey & Timothy Stearns (1990), "Interorganizational Linkages and Population Dynamics: Buffering and Transformational Shields," *Administrative Science Quarterly* 35:689-713.

POLITICAL SYSTEM THEORIES
(November 6 - November 27)

November 4 **Political Systems Overview**

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

November 6 **Power and Authority**

- ** S&D, "Control Systems," pp. 202-212.
- ** Emerson, Richard (1962), "Power-Dependence Relations," *American Sociological Review* 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.

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 11 **Strategic Contingencies and Resource Dependence**

- ** S&D, "What Factors Affect the Size and Composition of the Dominant Coalition?" pp. 188-196.
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November 13 **The Class Character of the Corporation**

- ** S&D, "Division of Labor," "Problems for Participants," "Structural Control," pp. 158-163, 173-181.
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CULTURAL SYSTEM THEORIES
(November 29 - December 11)

November 20 **Cultural Systems Overview**

Review: Morgan, pp. 119-152.

Week #12 Discussion Section: **Option 1 -- Equal Opportunity, Affirmative Action, and Diversity**

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Week #12 Discussion Section: **Option 2 -- Politics of, by and for the Corporation**

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- ** Morrill, Calvin, Mayer N. Zald and Hayagreeva Rao (2003), "Covert Political Conflict in Organizations: Challenges from Below," *Annual Review of Sociology* 29:391-415 [excerpt in Wharton, 237-249]
- * Clawson, Dan, Alan Neustadtl and Denise Scott (1992), *Money Talks: Corporate PACS and Political Influence* [excerpt in Handel, pp. 423-431].

November 25 **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].
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Week #13 Discussion Section: **No Section Meetings**

December 2

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," *Administrative Science Quarterly* 26:171-186.
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- Morrill, Calvin (1991), "Conflict Management, Honor and Organizational Change," *American Journal of Sociology* 97:585-621.

December 4

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," *American Sociological Review* 83(2):340-363 [excerpt in Wharton, pp. 68-83].
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Week #14 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].
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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," *Academy of Management Review* 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.
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- 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," *Admin. Science Quarterly* 36:333-363.
- Romanelli, Elaine (1991), "The Evolution of New Organizational Forms" *Annual Review of Sociology* 17:79-103.

CONCLUSION

December 9

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.
- * Barley, Stephen & Gideon Kunda (1992), "Design and Devotion: Surges of Rational and Normative Ideologies of Control in Managerial Discourse," *Administrative Science Quarterly* 37:363-399.
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HAPPY HOLIDAYS !