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Macro Topics in Organizational Behavior (HBS 4880)/ Organizational Analysis (Soc 224)

Spring 2013
Syllabus
(as of 1-22-13: Subject to Change)

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Tuesdays from 2:00 to 5:00pm
Harvard Business School
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Office Hours: By appointment.

Course Information

This course covers classical and key contemporary works in organization theory and surveys the main paradigms that are now active in the field. Organization theory draws on disciplinary roots in (alphabetically) economics, political science, psychology, and sociology to explain the origins, persistence, and disappearance of the institutional structures that order economic life (organizations, firms, networks, markets, and others). We will read some of the classic statements of the major approaches and trace the history of ideas as the field has developed up to the present. As the field is broad and deep in many spots, and I include a list of recommended further readings for each topic area.

Class sessions will typically begin with the instructor providing a general overview of the session, highlighting relevant background and context of the assigned readings. Next will be a more focused discussion and critique of the individual papers that are assigned for that week led by students. The final segment of the class will be a general discussion led by the instructor, which will focus on the questions that the students send in advance. The instructor will then wrap-up the discussion with some concluding comments. For many sessions, an author of one of the papers we have read that week will be joining us for the last part of class to reflect on the session topic and the particular paper.

Requirements

This course has three requirements: class participation, discussion of assigned readings, and a final paper, which will take the form of a research proposal.

Class Participation. Because this course is a seminar, most of the action takes place during class discussion. Thus, all participants should show up prepared to discuss the readings. Please also email me 1 question you would like to see addressed during the discussion by 8:00 AM the day of the class (Tuesday).

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Discussion of Assigned Readings. Each assigned paper will be reviewed and critiqued by an individual student during the class session. One way to think about this 5-10 minute presentation is to first present the 2-3 main contributions of the work and/or why you think the paper is interesting, and then highlight the 2-3 areas of improvement for the paper. Students will have the opportunity to sign up for their readings on the first day of class and via the Sharesite:

<https://inside.hbs.edu/sites/adhocshare/HBS/maob/SitePages/Home.aspx>

Final Paper. The final paper is intended to get you thinking concretely about designing research that advances the discourse in a particular area (and, not incidentally, to give you practice in writing a dissertation proposal). Proposals are to resemble the front end of an empirical research paper, with theoretical development, hypotheses, and a sketch of a methods section. So that our seminar and discussions can be most helpful in developing your ideas, I have set the following deadlines for the paper:

- March 5: Statement of paper topic
- March 26: Paragraph on topic
- April 16: 2 page outline and bibliography
- May 7: Final paper due

1: January 29: INTRODUCTION

I will provide an introduction to the class; and we will review the syllabus and assign the readings for the term.

Please come to class ready to discuss:

- Your favorite published piece of research in the field of organizational studies. Why is it your favorite? By what standards would it be judged to be exemplary?
- One question about the assigned readings

Background Reading:

W. Richard Scott and Gerald F. Davis. 2006. "The subject is organizations, the verb is organizing" Chapter 1 in Organizations and organizing: rational, natural, and open systems perspectives (6th ed.). Upper Saddle River, NJ: Prentice-Hall. (email instructor)

Davis, G. F. & Marquis, C. 2005. "Prospects for Organization Theory in the Early Twenty-First Century: Institutional Fields and Mechanisms." Organization Science, 16(4): 332-343.

2: February 5: CONTINGENCY THEORY (Guest, Ranjay Gulati)

- Thompson, James D. 1967. Organizations in Action: Social Science Bases of Administrative Theory. New York: McGraw-Hill. Chapters 1, 3, 4, and 5. Pages 1-13 and 25-65.
- Lawrence, Paul D., and Jay W. Lorsch. 1967. "Differentiation and Integration in Complex Organizations." Administrative Science Quarterly, 12: 1-47.
- Marquis, C. & Huang, Z. 2009. "The contingent nature of public policy and the growth of U.S. commercial banking." Academy of Management Journal, 52(6): 1222-1246.
- Gulati, R., Lawrence, P. R., & Puranam, P. 2005. Adaptation in vertical relationships: Beyond incentive conflict. Strategic Management Journal, 26(5): 415-440.

3: February 12: RESOURCE DEPENDENCE (Guest, Mikolaj Jan Piskorski)

- Pfeffer, Jeffrey, and Gerald R. Salancik. 1978. The External Control of Organizations: A Resource Dependence Perspective. New York: Harper and Row. Chapters 2, 3 and 4 pages 23-92.
- Baker, W. E. 1990. Market Networks and Corporate Behavior. American Journal of Sociology, 96(3): 589-625.
- Casciaro, T., & Piskorski, M. J. 2005. Power Imbalance, Mutual Dependence, and Constraint Absorption: A Closer Look at Resource Dependence Theory. Administrative Science Quarterly, 50(2): 167-199.

4: February 19: NETWORK APPROACHES

- Granovetter, Mark. 1985. "Economic action and social structure: the problem of embeddedness." American Journal of Sociology 91: 481-510.
- Burt, Ronald S. 1992. Structural Holes: The Social Structure of Competition. Cambridge MA: Harvard University Press. Pages 1-49.
- Uzzi, Brian. 1996. "The Sources and Consequences of Embeddedness for the Economic Performance of Organizations: The Network Effect." American Sociological Review 61:674-698.
- Gulati, Ranjay and Martin Gargiulo. 1999. "Where Do Interorganizational Networks Come From?" The American Journal of Sociology 104:1439-1493.

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5: February 26: NETWORK APPROACHES 2 (Guest, Magnus Thor Torfason)

Podolny, Joel M. 1993. "A status-based model of market competition." American Journal of Sociology 98: 829-872.

Podolny, Joel M. 2001. "Networks as the Pipes and Prisms of the Market." The American Journal of Sociology 107:33-60.

Davis, G. F., Yoo, M., & Baker, W. E. 2003. The Small World of the American Corporate Elite, 1982-2001. Strategic Organization, 1(3): 301-326.

Torfason, Magnus Thor and Paul Ingram. 2010. "The Global Rise of Democracy." American Sociological Review 75:355-377.

6: March 5: INSTITUTIONAL THEORY 1

Meyer, John W. and Brian Rowan. 1977. "Institutionalized organizations: formal structure as myth and ceremony." American Journal of Sociology 83: 340-363. Reprinted in Powell and Dimaggio: 41-62.

Marquis, Christopher. 2003. "The Pressure of the Past: Network Imprinting in Intercorporate Communities." Administrative Science Quarterly 48:655-689.

Zajac, E., J., & Westphal, J., D. 2004. The Social Construction of Market Value: Institutionalization and Learning Perspectives on Stock Market Reactions. American Sociological Review, 69(3): 433-457.

Tilcsik, A. 2010. From Ritual to Reality: Demography, Ideology, and Decoupling in A Post-Communist Government Agency. The Academy of Management Journal, 53(6): 1474-1498.

7: March 12: INSTITUTIONAL THEORY 2

DiMaggio, Paul J. and Walter W. Powell. 1983. "The iron cage revisited: institutional isomorphism and collective rationality in organizational fields." American Sociological Review 48: 147-160. Reprinted in Powell and Dimaggio: 63-82.

Dobbin, Frank. 1994. Forging Industrial Policy: The United States, Britain, and France in the Railway Age. New York: Cambridge University Press. Chapters 1 and 5.

Greenwood, Royston and Roy Suddaby. 2006. "Institutional Entrepreneurship in Mature Fields: The Big Five Accounting Firms." Academy of Management Journal 49:27-48.

Marquis, C., Davis, G. F., & Glynn, M. A. 2011. Golfing Alone? Corporations, Elites and Nonprofit Growth in 100 American Communities. Organization Science.

<SPRING BREAK>

8: March 26: INSTITUTIONAL THEORY 3 (Guest, Julie Battilana)

- 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. The American Journal of Sociology, 105(3): 801-843.
- Suddaby, R., & Greenwood, R. 2005. Rhetorical Strategies of Legitimacy. Administrative Science Quarterly, 50(1): 35-67.
- Lounsbury, Michael. 2007. "A Tale of Two Cities: Competing Logics and Practice Variation in the Professionalizing of Mutual Funds." Academy of Management Journal 50:289-307.
- Battilana, J., & Dorado, S. 2010. Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. The Academy of Management Journal, 53(6): 1419-1440.

9: April 2: SOCIAL MOVEMENTS AND ORGANIZATIONS 1 (Guest, Shon Hiatt)

- McCarthy, J. D., & Zald, M. 1977. Resource Mobilization and Social Movements: A Partial Theory. American Journal of Sociology, 82: 1212-1241.
- Davis, Gerald F. and Tracy A. Thompson. 1994. "A social movement perspective on corporate control." Administrative Science Quarterly 39: 141-173.
- Carroll, Glenn R. and Anand Swaminathan. 2000. "Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the U.S. Brewing Industry." The American Journal of Sociology 106:715-762.
- Hiatt, Shon R., Wesley D. Sine, and Pamela S. Tolbert. 2009. "From Pabst to Pepsi: The Deinstitutionalization of Social Practices and the Creation of Entrepreneurial Opportunities." Administrative Science Quarterly 54:635-667.

10: April 9: SOCIAL MOVEMENTS AND ORGANIZATIONS 2

- Rao, Hayagreeva, Phillipe Monin and Rodolphe Durand. 2003. "Institutional Change in Toque Ville : Nouvelle Cuisine as an Identity Movement in French Gastronomy." American Journal of Sociology 108: 795- 843.
- Haveman, Heather A., Hayagreeva Rao, and Srikanth Paruchuri. 2007. "The Winds of Change: The Progressive Movement and the Bureaucratization of Thrift." American Sociological Review 72:117-142.
- Weber, Klaus, Hayagreeva Rao, and L. G. Thomas. 2009. "From Streets to Suites: How the Anti-Biotech Movement Affected German Pharmaceutical Firms." American Sociological Review 74:106-127.
- Ingram, Paul, Lori Qingyuan Yue, and Hayagreeva Rao. 2010. "Trouble in Store: Probes, Protests, and Store Openings by Wal-Mart, 1998–2007." American Journal of Sociology 116:53-92.

11: April 16: ORGANIZATIONAL ECOLOGY

Stinchcombe, Arthur. 1965. Pages 142-169 of "Social Structure and Organizations." In Handbook of Organizations. Edited by James March. Chicago: Rand McNally.

Hannan, Michael T., and John Freeman. 1977. "The Population Ecology of Organizations." American Journal of Sociology 82: 929-964.

Hannan, Michael T., Glenn R. Carroll, Elizabeth A. Dundon, and John Charles Torres. 1995. "Organizational Evolution in a Multinational Context: Entries of Automobile Manufacturers in Belgium, Britain, France, Germany, and Italy." American Sociological Review 60:509-528.

Marquis, C., & Huang, Z. 2010. Acquisitions as exaptation: The legacy of founding institutions in the U.S. commercial banking industry. Academy of Management Journal, 53(6): 1441–1473.

12: April 23: CATEGORIES AND IDENTITY

Zuckerman, Ezra W. 1999. "The categorical imperative: securities analysts and the illegitimacy discount." American Journal of Sociology 104: 1398-1438.

Rao, Hayagreeva, Philippe Monin, and Rodolphe Durand. 2005. "Border Crossing: Bricolage and the Erosion of Categorical Boundaries in French Gastronomy." American Sociological Review 70:968-991.

Ruef, Martin and Kelly Patterson. 2009. "Credit and Classification: The Impact of Industry Boundaries in Nineteenth-century America." Administrative Science Quarterly 54:486-520.

Khair, M., & Wadhvani, R. D. 2010. Changing Landscapes: The Construction of Meaning and Value in a New Market Category--Modern Indian Art. Academy of Management Journal, 53(6): 1281-1304.

13: April 30: LAST CLASS (WRAP-UP And PAPER PRESENTATIONS)

FURTHER READING:

RESOURCE DEPENDENCE:

- Emerson, Richard M. 1962. "Power-Dependence Relations." *American Sociological Review* 27: 31-40.
- Lawrence, Paul D., and Jay W. Lorsch. 1967. *Organization and Environment: Managing Differentiation and Integration*. Boston: Harvard Business School Press. Chapter 8, pages 185-210.
- Mintz, Beth and Michael Schwartz. 1985. *The Power Structure of American Business*. Chicago: University of Chicago Press.
- Pfeffer, Jeffrey. 1981. *Power in Organizations*, chapters 1-3. Cambridge, MA: Ballinger.
- Woodward, Joan. 1984 [1958]. "Management and Technology." Pp. 52-66 in *Organization Theory: Selected Readings*. Second Edition. Edited by D.S. Pugh. New York: Penguin.

NETWORK APPROACHES:

- Baker, Wayne E. 1984. "The social structure of a national securities market." *American Journal of Sociology* 89: 775-811.
- Burt, Ronald S. 2004. "Structural Holes and Good Ideas." *The American Journal of Sociology* 110:349-399.
- Davis, Gerald F. and Henrich R. Greve. 1997. Corporate elite networks and governance changes in the 1980s. *American Journal of Sociology* 103:1-37.
- Granovetter, Mark S. 1973. "The Strength of Weak Ties." *American Journal of Sociology* 78: 1360-1380.
- Granovetter, Mark S. 1974. *Getting a job: A study of contacts and careers*. Cambridge, Mass.: Harvard University Press. Pages 3-103.
- Ibarra, Herminia. 1992. "Homophily and Differential Returns: Sex Differences in Network Structure and Access in an Advertising Firm." *Administrative Science Quarterly* 37:422-447.
- Marsden, Peter. 1983. "Restricted Access in Networks and Models of Power." *The American Journal of Sociology* 88 (4): 686-717.
- Mizruchi, Mark S. 1996. "What Do Interlocks Do? An Analysis, Critique, and Assessment of Research on Interlocking Directorates." *Annual Review of Sociology* 22:271-298.
- Powell, Walter W., Kenneth W. Koput, and Laurel Smith-Doerr. 1996. "Interorganizational Collaboration and the Locus of Innovation: Networks of Learning in Biotechnology." *Administrative Science Quarterly* 41:116-145.
- Swedberg, Richard. 1994. "Markets as Social Structures." Pp. 255-282 in *The Handbook of Economic Sociology*, edited by N. J. Smelser and R. Swedberg. Princeton: Princeton University Press.
- Uzzi, Brian and Jarrett Spiro. 2005. "Collaboration and Creativity: The Small World Problem." *The American Journal of Sociology* 111:447-505.
- Uzzi, Brian. 1999. "Embeddedness in the Making of Financial Capital: How Social Relations

and Networks Benefit Firms Seeking Financing." American Sociological Review 64:481-505.

INSTITUTIONAL THEORY:

Campbell, John L. 1998. "Institutional Analysis and the Role of Ideas in Political Economy." Theory and Society 27: 377-409.

Davis, Gerald F. and Henrich R. Greve. 1997. "Corporate elite networks and governance changes in the 1980s." American Journal of Sociology 103: 1-37.

Davis, Gerald F., Kristina A. Diekmann, and Catherine H. Tinsley. 1994. "The decline and fall of the conglomerate firm in the 1980s: The deinstitutionalization of an organizational form." American Sociological Review 59: 547-570.

DiMaggio, Paul J. and Walter W. Powell. 1991. "Introduction to the New Institutionalism." Pp. 1-38 in The New Institutionalism in Organizational Analysis, edited by W. W. Powell and P. J. DiMaggio. Chicago: University of Chicago Press.

Dobbin, Frank. 1994. "Cultural Models of Organization: The Social Construction of Rational Organizing Principles." Pp. 117-141 in Sociology of Culture: Emerging Theoretical Perspectives. Edited by Diana Crane. Oxford: Basil Blackwell.

Hirsch, Paul M. and Michael Lounsbury. 1997. "Ending the Family Quarrel: Towards a Reconciliation of 'Old' and 'New' Institutionalism." American Behavioral Scientist 40:406-418.

Mizruchi, Mark S. and Lisa C. Fein. 1999. "The Social Construction of Organizational Knowledge: A Study of the Uses of Coercive, Mimetic, and Normative Isomorphism." Administrative Science Quarterly 44:653-683.

Scott, W. Richard. 1995. Institutions and Organizations. Sage: Thousand Oaks, CA.

Selznick, Philip. 1949. TVA and the Grassroots. Berkeley: University of California Press.

Suchman, Mark C. 1995. "Managing legitimacy: strategic and institutional approaches." Academy of Management Review 20: 571-610.

Tolbert, Pamela S. and Lyryne G. Zucker. 1983. "Institutional Sources of Change in the Formal Structure of Organizations: The Diffusion of Civil Service Reform, 1880-1935." Administrative Science Quarterly 28:22-39.

SOCIAL MOVEMENTS AND ORGANIZATIONS:

Davis, Gerald F., Doug McAdam, W. Richard Scott, and Mayer N. Zald. 2005. Social movements and organization theory. New York: Cambridge University Press.

King, Brayden G. 2008. "A Political Mediation Model of Corporate Response to Social Movement Activism." Administrative Science Quarterly 53:395-421.

Lounsbury, Michael. 2001. "Institutional Sources of Practice Variation: Staffing College and University Recycling Programs." Administrative Science Quarterly 46:29-56.

O'Mahony, Siobhan and Beth A. Bechky. 2008. "Boundary Organizations: Enabling Collaboration among Unexpected Allies." Administrative Science Quarterly 53:422-459.

Weber, K., Heinze, K. L., & DeSoucey, M. 2008. Forage for Thought: Mobilizing Codes in the Movement for Grass-fed Meat and Dairy Products. Administrative Science Quarterly, 53(3): 529-567.

ORGANIZATIONAL ECOLOGY:

Aldrich, Howard. 1999. Organizations Evolving. Thousand Oaks, CA: Sage. Chapters 2 and 3, pages 20-74.

Baum, Joel A.C. 1996. "Organizational Ecology." Pp. 77-114 in Stewart R. Clegg, Cynthia Hardy, and Walter Nord (eds.), Handbook of Organization Studies. London: Sage.

Baum, Joel A. C. and Walter W. Powell. 1995. "Cultivating an Institutional Ecology of Organizations: Comment on Hannan, Carroll, Dundon, and Torres." American Sociological Review 60:529-538. Carroll, Glenn R. 1985. "Concentration and Specialization: Dynamics of Niche Width in Populations of Organizations." American Journal of Sociology 90: 1262-1283.

Carroll, Glenn R., and Michael T. Hannan. 2000. The Demography of Corporations and Industries. Princeton NJ: Princeton University Press.

Hannan, Michael T. and John Freeman. 1984. "Structural Inertia and Organizational Change." American Sociological Review 49:149-164.

Hannan, Michael T. and John Freeman. 1989. Organizational Ecology. Cambridge, MA: Harvard University Press.

Hannan, Michael T. and Glenn R. Carroll. 1995. "Theory Building and Cheap Talk About Legitimation: Reply to Baum and Powell." American Sociological Review 60:539-544.

Haveman, Heather A. 1993. "Follow the Leader: Mimetic Isomorphism and Entry Into New Markets." Administrative Science Quarterly 38:593-627.

Rao, Hayagreeva and Eric H. Neilsen. 1992. "An ecology of agency arrangements: mortality of savings and loan associations, 1960-1987." Administrative Science Quarterly 37: 448-470.

CATEGORIES AND IDENTITY:

Espeland, W., & Stevens, M. L. 1998. Commensuration as a Social Process. Annual Review of Sociology, 24: 313-343.

Fourcade, M. 2011. Cents and Sensibility: Economic Valuation and the Nature of "Nature". American Journal of Sociology, 116(6): 1721-1777.

Sauder, M., & Espeland, W. 2009. The Discipline of Rankings: Tight Coupling and Organizational Change. *American Sociological Review*, 74(1): 63-82.