

**Course Description:** This seminar seeks to enable an interactive and critical survey of Organization Theory (OT). It is organized around broad theoretical lenses. Note that the boundaries between OB, OT, Strategic Management, and Organizational Economics are artificial and permeable. For each OT Lens, I have included at least one, overview piece, some 'classics' as well as at least one recent exemplar (from a local author when possible). Thorough preparation for and active discussions in class are a must. During the quarter, my hope is that we will learn as much from each others' views as we do from the readings themselves.

**Course Objectives:**

1. To acquire understanding of the diverse perspectives broadly constituting the field of OT
2. To understand key research questions and approaches central to the field
3. To recognize and understand integral OT conceptual and methodological issues
4. To be able to think critically and integratively about the varied lenses and issues canvassing OT

**Assignments/Evaluation:**

1. Class preparation/participation (50%): Thoroughly prepare to discuss the readings for each class session. Approach readings critically to ascertain: what are keys to the particular theoretical perspective; how is the perspective applied; how does it differ from other perspectives; what is the value; what are the criticisms, limitations or weaknesses? Could other perspectives provide explanatory value to or complement this work? Go beyond the reading list in search of works that extend and/or challenge that week's readings and fit your personal research interests. *Each student will be responsible for organizing one or two days of the course situating the theoretical perspective and getting the discussion started.*
2. Term paper (50%): Take one of the theoretical perspectives that we have studied and provide an in-depth analysis of strengths, weakness, and applicability of that perspective. To what extent does the perspective address key OT issues? What is a likely research direction that should/could be pursued? How does this perspective fit with other dominant OT perspectives? As so on... *The paper (5000-6000 words in length) is due the last day of class during exam week.*

**Jan 8<sup>th</sup>: OT Overview/Foundations**

- Reed, M. 1996. Organizational theorizing: A historically contested terrain. In S.R. Clegg, C. Hardy & W.R Nord (eds). *Handbook of Org Studies*.
- Sutton, R. & Staw, B. 1995. What theory is not. *ASQ*, 40, 371-384.
- Weick, K. 1989. Theory construction as disciplined imagination. *AMR*, 14, 516-531
- Astely, W.G., & Van De Ven, A.H. 1983, Central perspectives and debates in organization theory. *ASQ*, 28: 245-273.
- Poole, M.S., & Van de Ven, A.H. 1989. Using paradox to build management and organization theories. *AMR*, 14: 562-578.

**Jan 15<sup>th</sup>: Contingency Theory**

- Donaldson, L. 1996. The Normal Science of Structural Contingency Theory. In S.R. Clegg, C. Hardy & W.R Nord (eds). *Handbook of Org Studies*, 57-76.
- Lawrence, P & Lorsch, P. 1967. Differentiation and Integration in Complex Organizations, *ASQ*, 12.
- Meyer, A.D., Tsui, A.S., & C.R. Hinings. 1993. Configurational approaches to organizational analysis. *AMJ*, 36: 1175-1195.
- Dean, J.W., Jr., Yoon, S.J., & Susman, G.I. 1992. Advanced Manufacturing Technology and organizational structure: Empowerment or subordination? *Org Science*, 3: 203-229.
- Lewis, M.W., Welsh, A.W., Dehler, G.E., & Green, S.G. 2002. Product development tensions: Exploring contrasting project management styles. *AMJ*, 45: 546-564.

### **Jan 22<sup>nd</sup>: Institutional Theory**

- Tolbert, P.S., & Zucker, L.G. 1996. The institutionalization of institutional theory. In S.R. Clegg, C. Hardy, & W. Nord (eds) *Handbook of Org. Studies*, London Sage.
- Meyer, J.W., & Rowan, B. 1977. Institutionalized Organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83: 340-363.
- DiMaggio, P.J., & Powell, W.W. 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *ASR*, 48: 147-160.
- Elsbach, K.D. & Sutton, R.I. 1992. Acquiring organizational legitimacy through illegitimate actions: A marriage of institutional and impression management theories. *AMJ*, 25: 699-738.
- George, E., Chattopadhyay, P., Sitkin, S.B., & Barden, J. 2006. Cognitive underpinnings of institutional persistence and change: A framing perspective. *AMR*. 31: 347.

### **Jan 29<sup>th</sup> Organizational Ecology**

- Baum, J. 1996. Organizational ecology. In S.R. Clegg, C. Hardy, & Nord (eds) *Handbook of Org Studies*, London: Sage.
- Haunschild, P., & Sullivan, B. 2002. Learning from complexity. Effects of prior accidents and incidents on airlines learning. *ASQ* 47: 609-643.
- Romanelli, E., & Tushman, M. 1994 Organizational transformation as punctuated equilibrium: an empirical test. *AMJ*, 37: 1141-1166.
- Astley, W.G. 1985. The two ecologies: population and community perspectives on organizational evolution. *ASQ*, 30: 224-241.
- Hsu, G. 2006. Jacks of All Trades and Masters of None: Audiences' Reactions to Spanning Genres in Feature Film Production. *ASQ*. 51: 420.

### **Feb 5<sup>th</sup> Economic Theories of the Firm**

- Barney, J.B. & Hesterly, W. 1996. Organizational economics: Understanding the relationship between organizations and economic analysis. In Clegg, Hardy, & Nord (eds) *Handbook of Org. Studies*. Sage.
- Roberts, R.P., & Greenwood, R. 1997. Integrating transaction cost and institutional theories: Toward a constrained –efficiency framework for understanding organization design adoptions. *AMR*, 22: 346-373.
- Eisenhardt, K.M. 1989. Agency Theory: and assessment and review. *AMR*, 14: 57-74
- Sharma, A. 1997. Professional as agent: Knowledge asymmetry in agency exchange. *AMR*, 22: 758-798.
- Sundaramurthy, C. & Lewis, M.W. 2003. Paradoxes of governance: Managing control and collaboration. *AMR*. 28: 397-415.

### **Feb 12<sup>th</sup> Cognition. Decision Making and Learning**

- Miller, S.J., Hickson, D.J., & Wilson, D.C. 1996. Decision-making in organizations. In S.R. Clegg, C. Hardy, & W. Nord (eds) *Handbook of Org. Studies*, London: Sage.
- March, J. 1991. Exploration and exploitation in organizational learning. *Org Science*, 2:71-87.
- Eisenhardt, K. 1989. Making fast strategic decisions in high velocity environments. *AMJ*, 32: 543-576.

- Nonaka, I. 1994. A dynamic theory of organizational knowledge creation. *Org Science*, 5: 14-37.
- Dane, E. & Pratt, M.G. 2007. Exploring intuition and its role in managerial decision making. *AMR*. 32: 33.

### **Feb 19<sup>th</sup> Network Perspectives**

- Porter, K.A., & Powell, W.W. 2006. Networks and organizations. In S.R. Clegg, C. Hardy, Lawrence, T.B., & W. Nords (eds) *Handbook of Org. Studies*, London: Sage.
- Powell, W.W., Koput, K.W., Smith-Doerr, L. 1996. Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology. *ASQ*, 41: 116-145.
- Uzzi, B. 1996. The sources and consequences of embeddedness for the economic performance of organizations: The network effect. *ASR*, 61: 674-698.
- Ahuja, G. 2000. Collaboration networks, structural holes, and innovation: A longitudinal study. *ASQ*, 45: 425-455.
- Leonard, Mehra and Katerberg. In press. The social identity and social networks of ethnic minority groups in organizations: a crucial test of distinctiveness theory. *JOB*.

### **Feb 26<sup>th</sup> Social Construction Theory: Sensemaking, Culture and Identity**

- Daft, R.L., Weick, K.E. 1984. Toward a model of organizations as interpretation systems. *AMR*, 9: 284-295.
- Smircich, L. 1983. Concepts of culture in organizational analysis. *ASQ*, 28: 339-358.
- Weick, K.E. 1993. The collapse of sensemaking in organizations: The Mann Gulch disaster. *ASQ*. 38: 628-652.
- Gioia, D.A., Schultz, M., & Corley, K.G. 2000. Organizational identity, image and adaptive instability. *AMR*, 25: 63-81.
- Kreiner, G.E., Hollensbe, E.C., & Sheep, M.L. 2006. On the edge of identity: Boundary dynamics at the interface of individual and organizational identities. *Human Relations*.

### **March 4<sup>th</sup> Critical and Postmodern Theory: Power, ideologies and Control**

- Alvesson, M., & Deetz, S. 1996. Critical theory and postmodern approaches to organizational studies. In S.R. Clegg, C. Hardy, & W. Nords (eds) *Handbook of Org. Studies*, London: Sage.
- Kilduff, M., & Mehra, A. 1997. Postmodernism and organizational research. *AMR*, 22: 453-481.
- Boje, D.M. 1995. Stories of storytelling organization: A postmodern analysis of Disney as "Tamara-Land". *AMJ*, 38: 997-1035.
- Martin, J., Knopoff, K., & Beckman, C. 1998. An alternative to bureaucratic impersonality and emotional labor: Bounded emotionality at the Body Shop. *ASQ*, 43: 429-469.
- Lewis, M.W., & Kelemen, M. 2002. Multiparadigm inquiry: Exploring organizational pluralism and paradox. *Human Relations*, 55: 251-275.

### **March 11<sup>th</sup> Last Class – Organization Theorist Panel (date may be changed to schedule panelists)**

Ann Welsh, Elaine Hollensbe, Anna Leonard

**Final Paper DUE: by pm Tuesday, March 18<sup>th</sup>**