

## **SOCIOLOGY 1030: Organizational Theory**

Autumn 2009, T-Th 10:30-11:50 pm  
Hunter Laboratory Auditorium

### **Professor:**

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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.

\*\*\* **OPTIONAL THINKPIECE #2 DUE: November 24** \*\*\*

**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
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*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].
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\*\*\***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.
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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," *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.
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- 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 !**