

**ORGANIZATION THEORY**  
**Winter 2018**  
**Professor Massimo Maoret**

**Contact Information**

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**Introduction**

In the last 50 years, the field of Organization Theory has contributed to the enrichment of our understanding of economic and management action, providing novel approaches, theories and methodological tools to management inquiry. This doctoral course provides a broad overview of the major theoretical debates within organization theory, and how they have influenced research in more applied fields. We will read and discuss theoretical and empirical papers, both classic and contemporary, and identify the current frontier of the field. Learning more about how organizations are structured and work can help us to improve organizational processes and their outcomes.

**Objectives**

By the end of the course the students will be able to frame a scientific research question from a theoretical point of view, and develop original scientific research ideas to advance scholarship in organizational theory. The goals are to provide students with the theoretical groundings that explain why organizations exist, how they operate, change and perform – and how to further our understanding of organizations from a scientific perspective.

**Learning outcomes**

1. Evaluate the relevance of the theoretical advancements of scientific publications in organization theory
2. Evaluate the scientific standards and quality of the methodologies of scientific publications in organization theory
3. Write a literature review of a sub-stream of research of organization theory, integrating several scientific contribution
4. Generate new theory that advances our current understanding of organizations
5. Lead a dialectic discussion that integrates several scientific contributions
6. Communicate and debate the merits of one's scientific ideas

**General competences**

- Acquire knowledge, skills, abilities and attitudes required to conduct research on a global basis in the field of business management.

- Conduct a critical analysis, evaluation and synthesis of new and complex ideas with the objective to produce general principles applicable to business situations.
- Demonstrate knowledge and understanding that provide a basis or opportunity for originality in developing and / or application of ideas, often related to a research context.
- Students should be able to communicate clearly and concisely their conclusions, underlying knowledge and reasons to a specialized and non-specialized audience.

### **Specific competences**

- Understand the concepts of social and human sciences relevant and necessary to carry out research projects of international level in the area of business management.
- Organization, planning and implementation of a research project related to social sciences.
- Ability to understand state-of-the-art research in organization theory published in the top academic journals (Administrative Science Quarterly, Academy of Management Journal, Organization Science, American Journal of Sociology, etc.) and compare and contrast the arguments developed in the papers from a logical and empirical point of view.
- Ability to take current management and organizational problems and identify how different theories of organizations can help us understand them.
- Ability to design research programs in the area of Business Management.
- Analyze business phenomena formal analysis tools (logic and mathematics) in order to develop consistent structural theories.

### **Content**

The content of the class will cover all the major streams of organizational theory. Each week a new theoretical perspective will be explored, and compared to the previous ones. Every perspective relies on different assumptions about a) why organizations exist and b) how organizations work. We will thus cover:

1. Intro to organizational theory
2. Networks, social capital and embeddedness
3. Status-based competition
4. Tie strength and network brokerage
5. Carnegie school and the neo-behavioral theory of the firm
6. Developments of neo-institutional theory
7. Sense-making, framing, and symbolic management
8. Categories and evaluation processes
9. Identity and authenticity
10. Culture and cognition

### **Methodology**

The course will be run in a doctoral seminar format. For each doctoral-style session, students are expected to read all the required readings, provide a written answer for the assigned memo questions in advanced (see section on weekly memos), and be prepared to discuss the material in class on the schedule indicated in the syllabus. All students should come to class with questions, topics, and issues to be raised for discussion. The professor's role is to facilitate

and direct the discussion. The students' role is to engage each other in developing the best critical understanding of each paper.

As you do the readings, think about the following questions:

- 1) What is the basic argument made by the author(s)? What are its strengths?
- 2) What are the weaknesses of the argument?
- 3) If you disagree with an argument, what would it take to convince you?
- 4) Are there critical differences between these authors' arguments and those of others we have read?
- 5) Can these differences be resolved through an empirical test? How would you design a test to resolve these differences?
- 6) If an empirical paper, what alternative explanations can account for the findings of the authors?
- 7) Important: BE CRITICAL!

In addition to preparing the papers for discussion, each student will lead the discussion once during the course. We will assign the topics on the first day of class. Discussion leaders are required to read all the memos in advance, and be prepared to open the general discussion by identifying some key debate issues and questions.

### **Evaluation**

<b>Grading type</b>	<b>Weight</b>	<b>Evaluation elements and learning outcomes</b>
Class participation	<b>30%</b>	<ul style="list-style-type: none"> <li>- effectively communicate the analysis of the underlying theoretical logic of the assigned readings, and effectively compare them to the previous weeks (LO 1, 5)</li> <li>- engage in an open constructive dialectic process to expose the contributions and limitations of the assigned readings (LO 2, 6)</li> </ul>
Weekly memo	<b>40%</b>	<ul style="list-style-type: none"> <li>- the evaluation is based on the ability of each students to grasp, summarize and criticize the theoretical perspective of the week, applying scientific standards in a written formal (LO 1, 2, 3)</li> </ul>
Final paper	<b>30%</b>	<ul style="list-style-type: none"> <li>- the final paper will be used to evaluate the students' written ability to answer a theoretical question integrated in an existing stream of research using publishable standards. (LO 2, 3, 4, 6)</li> </ul>

#### ***Class participation***

Performance will be a function of both quantity and quality. In order for the class to succeed, students must have read the readings and be prepared to talk critically about them.

#### ***Weekly memo***

Each week, students are asked to prepare a two-part memo (MAX 2000 words total, single-spaced) related to the readings of the class. Memos should be posted by 9am (same day of class) on Virtual Campus. Students are encouraged to read one another's memo before class.

Memos that are posted after the deadline will be reduced by a full grade for every hour they are late.

As mentioned, the memo should be divided in two parts. **The first part** (synthetic) requires you to answer the weekly “memo questions” listed in the syllabus. These questions usually require you to synthesize the focal readings into a coherent thought process, highlighting key assumptions behind a specific school of thought. This part is the most important part of the memo, so feel free to use more space if you need so (i.e. the overall length should be between 1000 and 1400 words). Please note that there may be an extra memo question to answer. This question is completely optional but will be considered for a potential extra grading bonus (you can use an additional 300 words for the extra question).

**The second part** of the memo (critical review) should focus on a single reading for which you will provide a critical reading. In approaching the critical review, it is recommended that you organize your thoughts in terms of the following questions (some of which will be more or less relevant depending on the readings):

1. **Motivation:** Why do the authors think that their topic or question is important? What does the author (implicitly or explicitly) regard as incomplete in existing research such that his or her research constitutes a significant contribution? How is the motivation provided by the various others similar or different to each other?
2. **Theory:** What distinguishes the theoretical viewpoint of the authors under consideration? What causal mechanism or mechanisms do the authors focus on and why? What are the potential advantages of a given focus and what are the drawbacks?
3. **Evidence:** What types of evidence do the authors bring to bear to support their argument? Which sorts of analyses do you find most compelling and why?
4. **Big Picture:** To what extent do you regard this reading as making a significant contribution to the larger questions that animate research in the “organizations and environments?” How could the work have made a bigger contribution?

You are required to write a minimum of 8 memos over the course of the term. If you submit  $N > 8$  memos, your weakest  $N-8$  memos will be dropped from your grade.

I highly recommend to follow this general guide when writing the second part of the memo:

Turco, Catherine. 2011. “Notes on a doctoral student exercise in deconstructing scholarly work.” Unpublished document.

### ***Final paper***

More information about the final paper will be given in the first week of class. Please make sure to read these two notes before submitting the first draft of your paper idea:

Zuckerman, E. W. Tips to Article-Writers.

(<http://mitsloan.mit.edu/shared/ods/documents/?DocumentID=2468>)

Zuckerman, E. W. On Genre: A Few More Tips to Article-Writers.

(<https://www.dropbox.com/s/a3n1ux6lnu7wbpe/On%20Genre.pdf?dl=1>)

### **Course Material**

All the required readings will be in the course reader. An extended (but not exhaustive) bibliography is provided throughout this document, divided by topic covered (and not covered).

## COURSE OUTLINE

### **Session 1. Introduction to Organization Theory**

**Note:** For this first week, only submit the first part of the memo. Instead of submitting the critical review part, submit a one page introduction of yourself, explaining what research ideas excite you the most, and which idea you are planning to pursue (and why).

#### **Memo question(s):**

1. We could easily imagine a Society without organizations, where all transactions are regulated by a market. So why do organizations exist? Answer this question from the point of view of Zuckerman, Granovetter and Williamson, and then offer your opinion.
2. What is theory, what is good theory? Do not simply summarize the readings, but offer your original point of view (which can – but doesn't have to – build on the readings).

#### **Required readings on organization theory (read in this order):**

- Williamson, Oliver E. 1981. The economics of organization: The transaction cost approach. *American Journal of Sociology*: 548-577.
- Granovetter, Mark. 1985. Economic action and social structure: The problem of embeddedness. *American Journal of Sociology* 91: 481-510.
- Zuckerman, E. W. 2010. Speaking with one voice: A 'Stanford School' approach to organizational hierarchy. *Research in the Sociology of Organizations* 28:289–307.

#### **Required readings on theorizing in organizational theory:**

- Ashford, Susan J. 2013. Having scholarly impact: The art of hitting academic home runs. *Academy of Management Learning & Education* 12(4): 623-633.
- Davis, Gerald F., and Christopher Marquis. 2005. Prospects for organization theory in the early twenty-first century: Institutional fields and mechanisms. *Organization Science* 16(4): 332-343.
- Hedstrom, Peter, and Richard Swedberg. 1998. Social mechanisms: An introductory essay. *Social mechanisms: An analytical approach to social theory*: 1-25.
- Sutton, Robert I., and Barry M. Staw. 1995. What theory is not. *Administrative Science Quarterly*: 371-384.
- Lounsbury, Michael, and Christine M. Beckman. 2015. Celebrating Organization Theory. *Journal of Management Studies* 52 (2):288–308.
- Gerald F. Davis (2015). Celebrating Organization Theory: The After-party. *Journal of Management Studies* 52(2): 309-319.
- Gerald F. Davis (2015). What is Organizational Research For? *Administrative Science Quarterly* 60(2): 179-188.
- Turco, Catherine. 2011. "Notes on a doctoral student exercise in deconstructing scholarly work." Unpublished document.

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#### **Additional readings on the current debate on organizational theory:**

- Gerald F. Davis (2017). "Organization theory and the dilemmas of a post-corporate economy." *Research in the Sociology of Organizations* 48B: 311-322.
- Pfeffer, J. 1997. *New directions for organization theory problems and prospects*. New York, Oxford University Press. (Chapt. 1)

*Additional readings on the theoretical foundations:*

- Coleman, James S. 1994. *Foundations of social theory*. Chapter 1. Harvard University Press.
- Shenhav, Yehouda. 2003. *The Historical and Epistemological Foundations of Organization Theory: Fusing sociological theory with engineering discourse*. in Tsoukas, Haridimos, George D. Mavros and Christian Knudsen (Eds.) *The Oxford Handbook of Organization Theory* Oxford University Press.
- Parsons, Talcott. 1956. "Suggestions for a Sociological Approach to the Theory of Organizations-I." *Administrative Science Quarterly* 1 (1): 63–85. doi:10.2307/2390840.
- Parsons, Talcott. 1956. "Suggestions for a Sociological Approach to the Theory of Organizations.II." *Administrative Science Quarterly* 1 (2): 225–39.
- Fligstein, Neil. 2001. "Organizations: Theoretical Debates and the Scope of Organizational Theory" in Calhoun Craig, Chris Rojek, and Bryan Turner (eds.) *International Handbook of Sociology*. Sage Press.

**Session 2. Network embeddedness, Organizations and Inter-organizational networks**

**Memo question(s):**

1. Compare how the authors use the term "embeddedness". Do you think it's a useful concept, and why? What kind of research questions does "embeddedness" help us to answer? Please provide three, concrete examples of potential research questions.

**Required readings:**

- Uzzi, Brian. 1997. *Social structure and competition in interfirm networks: The paradox of embeddedness*. *Administrative Science Quarterly* 42: 35-67.
- Ingram, Paul & Peter W. Roberts. 2000. *Friendships among competitors in the Sydney hotel industry*. *American Journal of Sociology*, 106: 387-423.
- Aral, Sinan, and Dylan Walker. 2013. *Tie strength, embeddedness and social influence: Evidence from a large-scale networked experiment*. *Management Science*.
- Samila, S., Sorenson, O. 2017. *Community and Capital in Entrepreneurship and Economic Growth*, *American Sociological Review*, Vol. 82, No. 4, 2017, pp 770 - 795
- Azoulay, Pierre, Nelson P. Repenning, and Ezra W. Zuckerman. 2010. *Nasty, brutish, and short: Embeddedness failure in the pharmaceutical industry*. *Administrative Science Quarterly* 55 (3): 472–507.

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*Additional readings on diffusion and influence:*

- Briscoe, Forrest, and Chad Murphy. *Sleight of hand? Practice opacity, third-party responses, and the interorganizational diffusion of controversial practices*. *Administrative Science Quarterly* 57, no. 4 (2012): 553-584.

- Aral, Sinan, Lev Muchnik, and Arun Sundararajan. 2009. Distinguishing influence-based contagion from homophily-driven diffusion in dynamic networks. *Proceedings of the National Academy of Sciences* 106 (51): 21544-21549.
- Fowler, James H. and Nicholas A. Christakis. 2010. Cooperative Behavior Cascades in Human Social Networks. *Proceedings of the National Academy of Sciences (PNAS)*, 107(12):5334-5338.
- Centola, D., and M. Macy. 2007. Complex Contagions and the Weakness of Long Ties. *American Journal of Sociology* 113 (3): 702-734.
- Peer C. Fiss, Mark T. Kennedy and Gerald F. Davis (2012). "How Golden Parachutes Unfolded: Diffusion and Variation of a Controversial Practice." *Organization Science* 23(4):1077-1099.
- Mizruchi, Mark. 1996. What do interlocks do? An analysis, critique, and assessment of research on interlocking directorates. *Annual Review of Sociology* 22: 271-98.
- Johan S.G. Chu and Gerald F. Davis (2016). "Who Killed the Inner Circle? The Decline of the American Corporate Interlock Network." *American Journal of Sociology* 122: 714-754.

*Additional readings on embeddedness and social capital:*

- Coleman, J. S. 1988. Social capital in the creation of human capital. *American Journal of Sociology* 94:S95–S120.
- Inkpen, Andrew C., and Eric W. K. Tsang. 2005. "Social Capital, Networks, and Knowledge Transfer." *The Academy of Management Review* 30 (1):146–65.
- Sytch, Maxim and Yong Hyun Kim. 2013. Embeddedness. In D. Teece and M. Augier (Eds.), *Palgrave Encyclopedia of Strategic Management*.
- Sorenson, Olav, and Michelle Rogan. 2014. "(When) Do Organizations Have Social Capital?" *Annual Review of Sociology* 40:261–280.
- Abraham, Mabel. 2015. "Explaining Unequal Returns to Social Capital among Entrepreneurs." In *Academy of Management Proceedings*, 2015:11264. *Academy of Management*. Rowley, Tim, Dean Behrens, and David Krackhardt. 2000. Redundant Governance Structures: An Analysis of Structural and Relational Embeddedness in the Steel and Semiconductor Industries. *Strategic Management Journal* 21 (3): 369–86.
- Uzzi, Brian. 1999. Embeddedness in the Making of Financial Capital. *ASR* 64: 481-505
- Sorenson, Olav and Toby Stuart. 2001. Syndication Networks and the Spatial Distribution of Venture Capital. *AJS* 106(6): 1546-88.

*Additional readings on social exchange:*

- Casciaro, Tiziana, and Mikołaj Jan Piskorski. 2005. "Power Imbalance, Mutual Dependence, and Constraint Absorption: A Closer Look at Resource Dependence Theory." *Administrative Science Quarterly* 50 (2):167–99.
- Cook, Karen and J.M. Whitmeyer. 1992. Two Approaches to Social Structure: Exchange Theory and Network Analysis. *Annual Review of Sociology* 18:109-127.
- Lawler, Edward, Shane Thye, and Jeongkoo Yoon. 2008. Social Exchange and Micro Social Order. *American Sociological Review* 73: 519-542.
- Lawler, Edward, and Shane Thye. 1999. Bringing Emotions into Social Exchange Theory. *Annual Review of Sociology* 25: 217-244.
- Molm, Linda. 2010. The Structure of Reciprocity. *Social Psychology Quarterly* 73:119-131.
- Willer, Rob, Francis Flynn, and Sonya Zak. 2012. Structure, Identity, and Solidarity: A Comparative Field Study of Generalized and Direct Exchange. *Administrative Science Quarterly* 57:119-155.



- Kuwabara, Ko. 2011. Cohesion, Cooperation, and the Value of Doing Things Together: How Economic Exchange Creates Relational Bonds. *American Sociological Review* 74(6): 560-580.
- Allison, Graham, 1969. Conceptual Models and the Cuban Missile Crisis. *APSR* Sept: 689-718.

*Additional readings on network governance:*

- Jones, Candace, William S. Hesterly, and Stephen P. Borgatti. 1997. "A General Theory of Network Governance: Exchange Conditions and Social Mechanisms." *The Academy of Management Review* 22 (4):911-45.
- Podolny, Joel M. and Karen L. Page. 1998. Network Forms of Organization. *Annual Review of Sociology* 24: 57-76.
- Lincoln, James R., Michael L. Gerlach, and Christina L. Ahmadjian. 1996. Keiretsu networks and corporate performance in Japan. *American Sociological Review*, 61: 67-88.
- Powell, Walter W., K. Koput, and L. Smith-Doerr. 1996. Interorganizational Collaboration and the Locus of Innovation. *ASQ* 41(1): 116-45.

*Additional readings on network formation and evolution:*

- Tatarynowicz, Adam, Maxim Sytch, and Ranjay Gulati. Environmental Demands and the Emergence of Social Structure: Technological Dynamism and Interorganizational Network Forms. *Administrative Science Quarterly* 61, no. 1 (March 2016): 52-86.
- Walker, Gordon, Bruce Kogut, and Weijian Shan. 1997. "Social Capital, Structural Holes and the Formation of an Industry Network." *Organization Science* 8 (2):109-25.
- Ozmel, Umit, Jeffrey J. Reuer, and Ranjay Gulati. Signals across Multiple Networks: How Venture Capital and Alliance Networks Affect Interorganizational Collaboration. *Academy of Management Journal* 56, no. 3 (June 2013): 852-866.
- Gulati, Ranjay, Maxim Sytch, and Adam Tatarynowicz. 2012. The Rise and Fall of Small Worlds: Exploring the Dynamics of Social Structure. *Organization Science* 23:449-471.
- Diekmann, A., Ben, J., Przepiorka, W. & Wehrli, S. 2013. Reputation Formation and the Evolution of Cooperation in Anonymous Online Markets *American Sociological Review* first published on November 21, 2013 as doi:10.1177/0003122413512316
- Powell, Walter W., D. White, K. Koput, and J. Owen-Smith. 2004. Network Dynamics and Field Evolution: The Growth of Interorganizational Collaboration in the Biotechnology Industry. *American Journal of Sociology*.

### **Session 3. Competing for status: Foundations**

**Memo question(s):**

1. Compare and contrast Gould and Podolny's theories, in terms of the questions they are trying to explain and how they go about addressing those questions.
2. Considering at least three of the readings, to what extent do the authors have a similar conception of what it means to compete for/with status? Put more concretely, imagine you "lived" in these status structures. Would you compete in a similar or different way? What does your answer imply?

**Required readings:**

- Gould, Roger V. 2002. The origins of status hierarchies: A formal theory and empirical test. *American Journal of Sociology*, 107: 1143-1178.
- Phillips, Damon J., and Ezra W. Zuckerman. 2001. Middle-Status Conformity: Theoretical Restatement and Empirical Demonstration in Two Markets. *American Journal of Sociology* 107 (2): 379–429.
- Podolny, Joel P. 2005. *Status Signals: A Sociological Study of Market Competition*. Princeton University Press. Chapters 1,2,3.
- Malter, D. 2014 On the causality and cause of returns to organizational status: Evidence from the Grands Crus classes of the Medoc. *Administrative Science Quarterly*, 59(2): 271-300.
- Sorenson, Olav. 2014. Status and Reputation: Synonyms or Separate Concepts? *Strategic Organization* 12 (1):62–69.
- Jensen, Michael, and Aradhana Roy. 2008. Staging Exchange Partner Choices: When Do Status and Reputation Matter? *Academy of Management Journal* 51 (3): 495–516.

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**Additional readings on status:**

- Amanda Sharkey, Balazs Kovacs (2017) The Many Gifts of Status: How Attending to Audience Reactions Drives the Use of Status. Forthcoming in *Management Science*
- Washington, Marvin, and Edward J. Zajac. 2005. Status Evolution and Competition: Theory and Evidence. *The Academy of Management Journal* 48 (2): 282–96.
- Phillips, Damon J., Catherine J. Turco, and Ezra W. Zuckerman. Betrayal as Market Barrier: Identity-Based Limits to Diversification among High-Status Corporate Law Firms. *American Journal of Sociology* 118, no. 4 (2013): 1023-1054.
- Lynn, Freda B., Joel M. Podolny, and L. Tao. 2009 A Sociological (De)Construction of the Relationship between Status and Quality. *American Journal of Sociology*, 115(3): 755-804.
- Rider, Christopher I., and Giacomo Negro. Organizational failure and intraprofessional status loss. *Organization Science* (2015).
- Bothner, Matthew S., Joel M. Podolny, and Edward Bishop Smith. 2011. Organizing Contests for Status: The Matthew Effect vs. the Mark Effect. *Management Science* 57 (3): 439–57.
- Sauder, Michael, Freda Lynn, and Joel M. Podolny. 2012. Status: Insights from Organizational Sociology. *Annual Review of Sociology* 38:267–283.

**Session 4. Intra-organizational networks: Brokerage and performance****Memo question(s):**

1. Compare the model of brokerage used by the authors this week. How are these models same or different? What theoretical and practical implications does this have?
2. Which relational mechanisms underlie individual performance and network advantage in organizations?

**Required readings:**

- Burt, Ronald S. 2004. Structural Holes and Good Ideas. *American Journal of Sociology* 110 (2): 349–99.
- Obstfeld, David. 2005. Social Networks, the Tertius Iungens Orientation, and Involvement in Innovation. *Administrative Science Quarterly* 50: 100-130.
- Reagans, Ray, and Bill McEvily. 2003. Network Structure and Knowledge Transfer: The Effects of Cohesion and Range. *Administrative Science Quarterly* 48 (2): 240–67.
- Hasan, Sharique, and Surendrakumar Bagde. 2015. Peers and Network Growth: Evidence from a Natural Experiment. *Management Science* 61 (10):2536–2547.
- Fonti F, Maoret M. 2016. The direct and indirect effects of core and peripheral social capital on organizational performance. *Strategic. Management Journal* 37(8):1765–1786.

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*Additional readings on network brokerage:*

- Granovetter, Mark S. 1973. The Strength of Weak Ties. *American Journal of Sociology* 78: 1360-1380.
- Ryall, Michael D. and Olav Sorenson. 2007. Brokers and competitive advantage. *Management Science* 53: 566-583.
- Kleinbaum, Adam M. 2012. Organizational Misfits and the Origins of Brokerage in Intrafirm Networks. *Administrative Science Quarterly* 57:407-452.
- Shipilov, Andrew V., Stan Xiao Li, and Henrich R. Greve. 2011. “The Prince and the Pauper: Search and Brokerage in the Initiation of Status-Heterophilous Ties.” *Organization Science* 22 (6):1418–34.
- Lingo, L. E. & O’Mahony, S. 2010. Nexus Work: Brokerage on Creative Projects. *Administrative Science Quarterly*, 55 (2010): 47–81
- Burt, Ronald S. 2007. Secondhand Brokerage: Evidence on the Importance of Local Structure for Managers, Bankers, and Analysts. *Academy of Management Journal* 50: 119 – 148.
- Valderes, B. & Stark, D. 2010. Structural folds. *American Journal of Sociology*, 15: 1150–90
- Symposium on Structural Holes, including Reagans & Zuckerman, “Why Knowledge Does Not Equal Power: The Network Redundancy Tradeoff”; comments by Burt, Podolny, van de Rijt et al., and reply (“ All in the Family”) by Reagans and Zuckerman. *Industrial and Corporate Change* 17: 903-999.
- Stovel & Shaw, 2012. Brokerage. *Annual Review of Sociology*, 38:139-158.
- Podolny, Joel M. 2001. Networks as the Pipes and Prisms of the Market. *American Journal of Sociology* 107 (1):33–60.

*Additional readings on homophily:*

- Kleinbaum, Adam, Toby E. Stuart, and Michael L. Tushman. 2013. Discretion within Constraint: Homophily and Structure in a Formal Organization. *Organization Science* 24:1316-1336.
- McPherson, Miller, Lynn Smith-Lovin, and James M. Cook. 2001. “Birds of a Feather: Homophily in Social Networks.” *Annual Review of Sociology* 27 (January):415–44.
- Ibarra, Herminia. 1992. “Homophily and Differential Returns: Sex Differences in Network Structure and Access in an Advertising Firm.” *Administrative Science Quarterly* 37 (3):422–47.
- Reagans, Ray. 2005. “Preferences, Identity, and Competition: Predicting Tie Strength from Demographic Data.” *Management Science* 51 (9):1374–83.

Bacharach, Samuel B., Peter A. Bamberger, and Dana Vashdi. 2005. "Diversity and Homophily at Work: Supportive Relations among White and African-American Peers." *The Academy of Management Journal* 48 (4):619–44.

*Additional readings on tie dynamics:*

- Dahlander, Linus and Daniel A. McFarland. 2013. "Ties That Last: Tie Formation and Persistence in Research Collaborations over Time." *Administrative Science Quarterly* 58:69-110.
- Srivastava, Sameer B. 2015. Intraorganizational Network Dynamics in Times of Ambiguity. *Organization Science* 26:1365-1380.
- Walter, Jorge, Daniel Z. Levin, and J. Keith Murnighan. 2015. "Reconnection Choices: Selecting the Most Valuable (vs. Most Preferred) Dormant Ties." *Organization Science* 26:1447-1465.

*Additional readings on knowledge transfer and innovation:*

- Aral, Sinan, and Marshall Van Alstyne. 2011. The Diversity-Bandwidth Trade-Off. *American Journal of Sociology* 117 (1):90–171.
- Hansen, Morten T. 1999. The search-transfer problem The role of weak ties in sharing knowledge across organization subunits. *Administrative Science Quarterly* 44: p. 82-
- Biancani, Susan, Daniel A. McFarland, and Linus Dahlander. 2014. The Semiformal Organization. *Organization Science* 25:1306-1324.
- Tortoriello, Marco, Ray Reagans, and Bill McEvily. 2012. Bridging the Knowledge Gap: The Influence of Strong Ties, Network Cohesion, and Network Range on the Transfer of Knowledge Between Organizational Units. *Organization Science* 23 (4): 1024–39.
- Reagans, Ray, and Ezra W. Zuckerman. 2001. "Networks, Diversity, and Productivity: The Social Capital of Corporate R&D Teams." *Organization Science* 12 (4): 502–17.
- Reagans, Ray, Ezra Zuckerman, and Bill McEvily. 2004. "How to Make the Team: Social Networks Vs. Demography as Criteria for Designing Effective Teams." *Administrative Science Quarterly* 49 (1): 101–33.
- Perry-Smith, Jill E., and Pier Vittorio Mannucci. 2017. "From Creativity to Innovation: The Social Network Drivers of the Four Phases of the Idea Journey." *Academy of Management Review* 42 (1):53–79. <https://doi.org/10.5465/amr.2014.0462>.
- Tortoriello, Marco, and David Krackhardt. 2010. Activating Cross-Boundary Knowledge: The Role of Simmelian Ties in the Generation of Innovations. *Academy of Management Journal* 53 (1): 167–81.
- Borgatti, Stephen P., and Rob Cross. 2003. A Relational View of Information Seeking and Learning in Social Networks. *Management Science* 49 (4): 432–45.

*Additional readings on network perception and cognition:*

- Smith, Edward Bishop, Tanya Menon, and Leigh Thompson. 2012. Status Differences in the Cognitive Activation of Social Networks. *Organization Science* 23 (1): 67–82.
- Krackhardt, David. 1990. "Assessing the Political Landscape: Structure, Cognition, and Power in Organizations." *Administrative Science Quarterly* 35 (2): 342–69.
- Kilduff, Martin, and David Krackhardt. 1994. "Bringing the Individual Back in: A Structural Analysis of the Internal Market for Reputation in Organizations." *The Academy of Management Journal* 37 (1): 87–108.

Krackhardt, David. 1992. The Strength of Strong Ties: The Importance of Philos in Organizations. *Networks and Organizations: Structure, Form, and Action* 216: 239.

Additional readings on core/periphery structures:

- Borgatti, Stephen P, and Martin G Everett. 2000. Models of Core/periphery Structures. *Social Networks* 21 (4): 375–95.
- Fonti, Fabio, and Massimo Maoret. 2016. “The Direct and Indirect Effects of Core and Peripheral Social Capital on Organizational Performance.” *Strategic Management Journal* 37 (8):1765–86. <https://doi.org/10.1002/smj.2409>.
- Cattani, Gino, and Simone Ferriani. 2008. “A Core/Periphery Perspective on Individual Creative Performance: Social Networks and Cinematic Achievements in the Hollywood Film Industry.” *Organization Science* 19 (6):824–44.
- Cattani, Gino, Simone Ferriani, and Paul D. Allison. 2014. “Insiders, Outsiders, and the Struggle for Consecration in Cultural Fields A Core-Periphery Perspective.” *American Sociological Review* 79 (2):258–81. <https://doi.org/10.1177/0003122414520960>.

Additional readings on affect in networks:

- Casciaro, Tiziana, and Miguel Sousa Lobo. 2008. When Competence Is Irrelevant: The Role of Interpersonal Affect in Task-Related Ties. *Administrative Science Quarterly* 53 (4): 655–84.
- Casciaro, Tiziana, Kathleen M. Carley, and David Krackhardt. 1999. “Positive Affectivity and Accuracy in Social Network Perception.” *Motivation and Emotion* 23 (4):285–306.
- Casciaro, Tiziana, and Miguel Sousa Lobo. 2014. Affective Primacy in Intraorganizational Task Networks. *Organization Science* 26 (2):373–89.

Additional readings:

- Fernandez, Roberto M., Emilio J. Castilla, and Paul Moore. 2000. Social Capital at Work: Networks and Employment at a Phone Center. *American Journal of Sociology* 105:1288-1356.
- Krackhardt, David, and Daniel J. Brass. 1994. *Intraorganizational Networks*. Thousand Oaks, CA: Sage.
- Saavedra, Serguei, Kathleen Hagerty, and Brian Uzzi. 2011. Synchronicity, Instant Messaging, and Performance among Financial Traders. *Proceedings of the National Academy of Sciences* 108:5296-5301.

## **Session 5. The Carnegie School: Towards a Neo-Behavioral Theory of the Firm**

### **Memo question(s):**

1. Identify the key constructs of the Carnegie school. What theoretical mechanisms link these constructs into a school? Looking back at past readings, which mechanisms relate to embeddedness, institutional theory and/or population ecology? Make explicit references.
2. How can a neo-behavioral theory of the firm help explain current, modern-day issues in management? Please provide a research question and sketch a research design to answer it.

**Background reading (skim):**

Gavetti, Giovanni, Henrich R. Greve, Daniel A. Levinthal, and William Ocasio. 2012. The Behavioral Theory of the Firm: Assessment and Prospects. *The Academy of Management Annals* 6 (1):1–40.

**Required readings:**

- Feldman, M.S. 2000. Organization routines as sources of continuous change. *Organization Science*, 11: 611-629.
- Greve, Henrich R. 1998. Performance, Aspirations, and Risky Organizational Change. *Administrative Science Quarterly* 43 (1): 58–86.
- Bouquet, Cyril, and Julian Birkinshaw. 2008. Weight versus Voice: How Foreign Subsidiaries Gain Attention from Corporate Headquarters. *Academy of Management Journal* 51 (3):577–601.
- Ocasio, William. 1994. Political Dynamics and the Circulation of Power: CEO Succession in U.S. Industrial Corporations, 1960-1990. *Administrative Science Quarterly* 39 (2):285–312.
- Tripsas, Mary, and Giovanni Gavetti. 2000. Capabilities, Cognition, and Inertia: Evidence from Digital Imaging. *Strategic Management Journal* 21 (10-11): 1147–61.

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**Additional reviews on the Carnegie School:**

- Argote, Linda, and Henrich R. Greve. 2007. A Behavioral Theory of the Firm?: 40 Years and Counting: Introduction and Impact. *Organization Science* 18 (3): 337–49.
- Gavetti, G., D. Levinthal, and W. Ocasio. 2007. Neo-Carnegie: The Carnegie School's past, present, and reconstructing for the future. *Organization Science* 18:523-536

**Additional readings on organizational adaptation, search, feedback and learning:**

- March, J.G. 1991. Exploration and Exploitation in Organizational Learning. *Organization Science* 2(1):71-87.
- Audia, P. G., and H. R. Greve. 2006. Less likely to fail: Low performance, firm size, and factory expansion in the shipbuilding industry. *Management Science* 52 (1):83-94.
- Barnett, William P., and Morten T. Hansen. 1996. "The Red Queen in Organizational Evolution." *Strategic Management Journal* 17 (S1):139–157.
- Baum, Joel AC, and Kristina B. Dahlin. 2007. Aspiration Performance and Railroads' Patterns of Learning from Train Wrecks and Crashes. *Organization Science* 18 (3):368–385.
- Barnett, William P., and Elizabeth G. Pontikes. 2008. The Red Queen, Success Bias, and Organizational Inertia. *Management Science* 54 (7): 1237–51.
- Cohen, W.S. & Levinthal, D.A. 1990. Absorptive capacity: A New Perspective on Learning and Innovation. *Administrative Science Quarterly*, 35: 128-152.
- Eggers, Jamie P., and Sarah Kaplan. 2009. "Cognition and Renewal: Comparing CEO and Organizational Effects on Incumbent Adaptation to Technical Change." *Organization Science* 20 (2):461–477.

- Ethiraj, Sendil K., and Daniel Levinthal. 2004. "Bounded Rationality and the Search for Organizational Architecture: An Evolutionary Perspective on the Design of Organizations and Their Evolvability." *Administrative Science Quarterly* 49 (3):404–37.
- Greve, Henrich R. 2002. Sticky Aspirations: Organizational Time Perspective and Competitiveness. *Organization Science* 13 (1):1–17.
- Kaplan, Sarah. 2008. Cognition, Capabilities, and Incentives: Assessing Firm Response to the Fiber-Optic Revolution. *Academy of Management Journal* 51 (4):672–95.
- Levinthal, D. A. 1997. Adaptation on rugged landscapes. *Management science*, 43(7), 934-950.
- Levinthal, Daniel A., and James G. March. 1993. "The Myopia of Learning." *Strategic Management Journal* 14 (S2):95–112.
- Levitt, B. & March, J.G. 1988. Organization Learning. *Annual Review of Sociology*, 14: 319-340
- March, J.G. 1996. Continuity and change in theories of organizational action. *Administrative Science Quarterly*, 41: 278-287.
- March, James G. 1981. "Footnotes to Organizational Change." *Administrative Science Quarterly*, 563–577.
- Padgett, John F. 1980. "Bounded Rationality in Budgetary Research." *American Political Science Review* 74 (2):354–372.
- Rivkin, Jan W., and Nicolaj Siggelkow. 2003. Balancing Search and Stability: Interdependencies among Elements of Organizational Design. *Management Science* 49 (3):290–311.
- Gavetti, Giovanni, and Daniel Levinthal. 2000. Looking Forward and Looking Backward: Cognitive and Experiential Search. *Administrative Science Quarterly* 45 (1):113–37.

*Additional readings on organizational attention:*

- Cho, Theresa S., and Donald C. Hambrick. 2006. Attention as the Mediator Between Top Management Team Characteristics and Strategic Change: The Case of Airline Deregulation. *Organization Science* 17 (4):453–69.
- Rosenkopf, Lori, Anca Metiu, and Varghese P. George. 2001. "From the Bottom up? Technical Committee Activity and Alliance Formation." *Administrative Science Quarterly* 46 (4):748–772.
- Ocasio, William. 2011. Attention to Attention. *Organization Science* 22 (5):1286–96.
- Jacobides, Michael G. 2007. "The Inherent Limits of Organizational Structure and the Unfulfilled Role of Hierarchy: Lessons from a near-War." *Organization Science* 18 (3):455–477.
- Ocasio, W. 1997. Towards an attention-based view of the firm. *Strategic Management Journal* 18:20.

*Additional readings on organizational politics:*

- Zhang, Yan. 2006. "The Presence of a Separate COO/President and Its Impact on Strategic Change and CEO Dismissal." *Strategic Management Journal* 27 (3):283–300.
- Shen, Wei, and Albert A. Cannella. 2002. "Power Dynamics within Top Management and Their Impacts on CEO Dismissal Followed by inside Succession." *Academy of Management Journal* 45 (6):1195–1206.
- Bourgeois, L. J., and K. M. Eisenhardt. 1988. Politics of Strategic Decision Making in High-Velocity Environments: Toward a Midrange Theory. *Academy of Management Journal* 31 (4):737–770.

March, James G. 1962. "The Business Firm as a Political Coalition." *The Journal of Politics* 24 (4):662–678.

*Additional readings on organizational routines and capabilities:*

- Salvato, Carlo, and Claus Rerup. 2017. Routine Regulation: Balancing Conflicting Goals in Organizational Routines. *Administrative Science Quarterly*, April
- Zbaracki, Mark J., and Mark Bergen. 2010. When Truces Collapse: A Longitudinal Study of Price-Adjustment Routines. *Organization Science* 21 (5):955–972.
- Gavetti, Giovanni. 2005. Cognition and Hierarchy: Rethinking the Microfoundations of Capabilities' Development. *Organization Science* 16 (6):599–617.
- Gavetti, Giovanni, and Jan W. Rivkin. 2007. On the Origin of Strategy: Action and Cognition over Time. *Organization Science* 18 (3): 420–39.
- Tripsas, Mary, and Giovanni Gavetti. 2000. Capabilities, Cognition, and Inertia: Evidence from Digital Imaging. *Strategic Management Journal* 21 (10-11): 1147–61.

*Additional readings on the garbage can model:*

- Cohen, M.D., March, J.G. & Olsen, J.P. 1972. A garbage can model of organizational choice". *Administrative Science Quarterly*, 17: 1-25.
- Levitt, B. & Nass, C. 1989. The lid on garbage can: Institutional constraints on decision making in the technical core of college-text publishers. *Administrative Science Quarterly*, 34: 190-207
- Bendor, Jonathan, Terry Moe, and Ken Schotts. 2001. "Recycling the Garbage Can: An Assessment of the Research Program." *APSR* 95, 1: 169-190. Reply by Johan Olsen, "Garbage Cans, New Institutionalism, and the Study of Politics." Pp. 191-198.
- Padgett, John F. 1980. "Managing Garbage Can Hierarchies." *Administrative Science Quarterly*, 583–604.

## **Session 6. Institutional logics and institutional entrepreneurship**

### **Memo question(s):**

1. Under what conditions should we expect to see an institutional logic dominate versus seeing a co-existence of a plurality of logics?
2. Institutional maintenance versus change is a central debate in institutional theory. First, compare these articles on where change comes from and how this influences the evolution of an institutional field. Then provide a theoretical model that predicts the stability and change of an institutional field.

### **Required readings:**

- Greenwood, Royston, and Roy Suddaby. 2006. Institutional Entrepreneurship in Mature Fields: The Big Five Accounting Firms. *Academy of Management Journal* 49 (1):27–48.
- Etzion, Dror, and Fabrizio Ferraro. 2010. The Role of Analogy in the Institutionalization of Sustainability Reporting. *Organization Science* 21 (5):1092-1107.
- Lounsbury, Michael. 2007. A Tale of Two Cities: Competing Logics and Practice Variation in the Professionalizing of Mutual Funds. *Academy of Management Journal* 50 (2):289–307.



- Almandoz J. 2012. Arriving at the Starting Line: The Impact of Community and Financial Logics on New Banking Ventures. *Academy of Management Journal* 55(6):1381–1406.
- Pache, Anne-Claire, and Filipe Santos. 2013. Inside the Hybrid Organization: Selective Coupling as a Response to Competing Institutional Logics. *Academy of Management Journal* 56 (4):972–1001.

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*Additional readings on institutional theories of diffusion:*

- Tolbert, Pamela S., and Lynne 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 (1): 22–39.
- Westphal, James D., Ranjay Gulati, and Stephen M. Shortell. 1997. “Customization or Conformity? An Institutional and Network Perspective on the Content and Consequences of TQM Adoption.” *Administrative Science Quarterly* 42 (2): 366–94.
- Jones, C. & Massa, F. 2013. From Novel Practice to Consecrated Exemplar: Unity Temple as a Case of Institutional Evangelizing. *Organization Studies*, 34: 1099-1136
- Zucker, Lynne G. 1977. “The Role of Institutionalization in Cultural Persistence.” *American Sociological Review* 42 (5): 726–43.
- Ansari, Shahzad M., Peer C. Fiss, and Edward J. Zajac. 2010. “Made to Fit: How Practices Vary As They Diffuse.” *Academy of Management Review* 35 (1): 67–92.
- Colyvas, Jeannette A., and Stefan Jonsson. 2011. “Ubiquity and Legitimacy: Disentangling Diffusion and Institutionalization\*.” *Sociological Theory* 29 (1): 27–53.
- Fligstein, Neil 1985. “The Spread of the Multidivisional Form Among Large Firms, 1919-1979,” *ASR*, June 1985:377-391.
- Fiss, Peer C., Mark T. Kennedy, and Gerald F. Davis. How golden parachutes unfolded: Diffusion and variation of a controversial practice. *Organization Science* 23, no. 4 (2012): 1077-1099.
- Briscoe, F., S. Safford. 2008. The Nixon-in-China Effect: Activism, Imitation, and the Institutionalization of Contentious Practices. *Administrative Science Quarterly* 53(3) 460-491.

*Additional readings on institutional complexity and hybrid organizations:*

- Battilana, Julie, and Silvia Dorado. 2010. Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. *Academy of Management Journal* 53(6):1419–1440.
- Greenwood, R., Raynard, M., Kodieh, F., Micelotta, E.R. & Lounsbury, M. 2011. Institutional Complexity and Organizational Responses. *Academy of Management Annals*, 5: 317-371.(40 pp)
- Oliver, C. 1991. ‘Strategic responses to institutional processes. *Academy of Management Review*, 16: 145-179.

*Additional readings on institutional work and change:*

- Kellogg, K. 2009. Operating Room: Relational Spaces and Microinstitutional Change in Surgery. *American Journal of Sociology*, 115: 657–711

- DiMaggio, P.J. 1988. Interest and agency in institutional theory. In L.G. Zucker (ed), Institutional patterns and organizations: Culture and environment, pp. 3-21. Cambridge, Mass.: Ballinger Pub. Co.: Interest and agency in institutional theory.
- Emirbayer, M. & Mische, A. 1998. What is agency? *American Journal of Sociology*, 103: 962-1023
- Seo, M-G. & Creed, W.E.D. 2002. Institutional contradictions, Praxis and Institutional change: A dialectical perspective. *Academy of Management Review*, 27: 222-247.
- Stinchcombe, A. L. 2002. New sociological microfoundations for organizational theory: A postscript. In M. Lounsbury & M. J. Ventresca (Eds.), *Research in the Sociology of Organizations* 19: 415–433. Bingley, UK: Emerald Group Publishing.
- Rao, H., Monin, P., & Durand, R. 2003. Institutional change in Toque Ville: Nouvelle cuisine as an identity movement in French gastronomy. *American Journal of Sociology*, 108, 795–843.
- Smets, M., Morris, T. & Greenwood, R. 2012. From Practice to Field: A Multilevel Model of PracticeDriven Institutional Change, *Academy of Management Journal*, 55: 877-904.
- Colyvas, J.A. & Powell, W.W. 2006. Roads to institutionalization: The remaking of boundaries between public and private science. *Research in Organizational Behavior*: 27: 305-353.
- Leblebici, H., Salancik, G.R., Copay, A. and King, T. 1991 Institutional change and the transformation of interorganizational fields: An organizational history of the U.S. radio broadcasting industry,' *Administrative Science Quarterly*, 36, 333-363.
- Heugens, P.P.M.A.R. & Lander, M.W. 2009. Structure! Agency!(And other quarrels): A metanalysis of institutional theories of organization. *Academy of Management Journal*, 52: 61-85.
- Lawrence, T. B. & Suddaby, R. 2006. Institutions and institutional work, pp. 215–254. In S. R. Clegg, C. Hardy, T. B. Lawrence, and W. R. Nord (eds.),
- Maguire, Steve, Cynthia Hardy, and Thomas B. Lawrence. 2004. Institutional Entrepreneurship in Emerging Fields: HIV/AIDS Treatment Advocacy in Canada. *The Academy of Management Journal* 47 (5): 657–79.

*Additional readings on institutional logics:*

- Dunn, M.B. & Jones, C. 2010. Institutional logics and institutional pluralism: The contestation of care and science logics in medical education, 1967-2005. *Administrative Science Quarterly*, 55: 114–149.
- Thornton, P.H. & Ocasio. W. 2008. Institutional logics. In R. Greenwood, C. Oliver, R. Suddaby & K. Sahlin-Andersson (editors), *Handbook of Institutional Theory*: pp. 99-129. London: Sage Publications.
- McPherson, C.M. & Sauder, M. 2013. Logics in Action: Managing Institutional Complexity in a Drug Court. *Administrative Science Quarterly*, 58: 165-196.
- Thornton, Patricia H., and William Ocasio. 1999. Institutional Logics and the Historical Contingency of Power in Organizations: Executive Succession in the Higher Education Publishing Industry, 1958– 1990. *American Journal of Sociology* 105 (3):801–43.

*Additional readings on legitimacy:*

- Suddaby, Roy, Alex Bitektine, and Patrick Haack. 2017. “Legitimacy.” *Academy of Management Annals* 11 (1):451–78. <https://doi.org/10.5465/annals.2015.0101.Suddaby>,
- R. & Greenwood, R. 2005 Rhetorical strategies of legitimacy. *Administrative Science Quarterly*, 50: 35-67

- Schneiberg, M. & Clemens, E.S. 2006. The Typical Tools for the Job: Research Strategies in Institutional Analysis. *Sociological Theory*, 24: 195-227.
- Suchman, Mark C. 1995. Managing Legitimacy: Strategic and Institutional Approaches. *Academy of Management Review* 20 (3):571–610.
- Graffin, Scott D., and Andrew J. Ward. 2010. “Certifications and Reputation: Determining the Standard of Desirability Amidst Uncertainty.” *Organization Science* 21 (2):331–46.
- Sine, Wesley D., Robert J. David, and Hitoshi Mitsuhashi. 2007. “From Plan to Plant: Effects of Certification on Operational Start-up in the Emergent Independent Power Sector.” *Organization Science* 18 (4):578–94.

*Additional readings on de-institutionalization:*

- Maguire, Steve, and Cynthia Hardy. 2009. “Discourse and Deinstitutionalization: The Decline of DDT”. *The Academy of Management Journal* 52 (1): 148–78.
- Oliver, Christine. 1992. “The Antecedents of Deinstitutionalization.” *Organization Studies* 13 (4):563–588.
- 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.

**Session 7. Sense-Making, Framing, and Symbolic Management**

**Memo question(s):**

1. Provide a typology of symbolic management tactics. For each tactic, please specify the conditions under which we should expect each tactic to succeed, or fail.
2. How do the following readings reject, integrate or reaffirm some of the organizational theories that we have analyzed so far?

**Required readings:**

- Kennedy, Mark T. 2008. Getting Counted: Markets, Media, and Reality. *American Sociological Review* 73:270–295.
- Zbaracki, Mark J. 1998. The Rhetoric and Reality of Total Quality Management. *Administrative Science Quarterly* 43 (3): 602–36.
- Fiss, Peer C., and Edward J. Zajac. The symbolic management of strategic change: Sensegiving via framing and decoupling. *Academy of Management Journal* 49, no. 6 (2006): 1173-1193.
- Granqvist, Nina, Stine Grodal, and Jennifer L. Woolley. Hedging your bets: Explaining executives' market labeling strategies in nanotechnology. *Organization Science* 24, no. 2 (2013): 395-413.
- McDonnell, Mary-Hunter, and Brayden King. 2013. Keeping up Appearances: Reputational Threat and Impression Management after Social Movement Boycotts. *Administrative Science Quarterly* 58 (3):387–419.

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*Additional readings on social construction of markets:*

- Abbolafia, M. & Kilduff, M. 1988. Enacting market crisis: The social construction of a speculative bubble. *Administrative Science Quarterly*, 33: 177-194.
- Porac, J. F., H. Thomas, F. Wilson, D. Paton, and A. Kanfer. 1995. Rivalry and the Industry Model of Scottish Knitwear Producers. *Administrative Science Quarterly*, 40: 203-27
- Porac, J. F., J. B. Wade, and T. G. Pollock. 1999. Industry categorizations and the politics of the comparable firm in CEO compensation. *Administrative Science Quarterly*, 44: 112-144.
- Porac, Joseph F., Howard Thomas, and Charles Baden-Fuller. 1989. "Competitive Groups as Cognitive Communities: The Case of Scottish Knitwear Manufacturers." *Journal of Management Studies* 26 (4):397–416.

*Additional readings on organizational sense-making:*

- Balogun, Julia, and Gerry Johnson. 2004. Organizational Restructuring and Middle Manager Sensemaking. *The Academy of Management Journal* 47 (4): 523–49.

*Additional readings on social construction of technology:*

- Barley, Stephen, 1986. Technology as an occasion for structuring. *ASQ* 31: 78-108.
- Garud R, Rappa MA. 1994. A Socio-Cognitive Model of Technology Evolution: The Case of Cochlear Implants. *Organization Science* 5(3):344–362.
- Orlikowski, W.J. The Duality of Technology: Rethinking the Concept of Technology in Organizations. *Organization Science*, 3, 3, 1992: 398-427.
- Orlikowski, W.J. Using Technology and Constituting Structures: A Practice Lens for Studying Technology in Organizations. *Organization Science*, 11, 4, 2000: 404–428.

*Additional readings on framing and symbolic management:*

- Crilly, Donal, Maurizio Zollo, and Morten T. Hansen. Faking it or muddling through? Understanding decoupling in response to stakeholder pressures. *Academy of Management Journal* 55, no. 6 (2012): 1429-1448.
- Fiss, Peer C., and Paul M. Hirsch. The discourse of globalization: Framing and sensemaking of an emerging concept. *American Sociological Review* 70, no. 1 (2005): 29-52.
- Durand, Rodolphe, and Jean-Philippe Vergne. Asset divestment as a response to media attacks in stigmatized industries. *Strategic Management Journal* (2014).
- Goffman, Erving. 1974. *Frame Analysis: An Essay on the Organization of Experience*. Cambridge, MA: Harvard University Press. Chapters 1-3; 5; 7; 9-10; 14.
- Diehl, David and Daniel McFarland. 2010. Toward a Historical Sociology of Social Situations. *American Journal of Sociology* 115: 1713-1752.
- Fiss, Peer C., and Edward J. Zajac. The diffusion of ideas over contested terrain: The (non) adoption of a shareholder value orientation among German firms. *Administrative Science Quarterly* 49, no. 4 (2004): 501-534.
- Benford, Robert D., and David A. Snow. 2000. Framing Processes and Social Movements: An Overview and Assessment. *Annual Review of Sociology* 26 (1):611–639.

*Additional readings on naming:*

- Ingram, Paul. 1996. "Organizational Form as a Solution to the Problem of Credible Commitment: The Evolution of Naming Strategies among U.S. Hotel Chains, 1896–1980." *Strategic Management Journal* 17 (S1):85–98.

Phillips, Damon J., and Young-Kyu Kim. 2009. "Why Pseudonyms? Deception as Identity Preservation among Jazz Record Companies, 1920–1929." *Organization Science* 20 (3):481–499.

*Additional readings on practice theory:*

Kaplan, S. and Orlikowski, W.J. Temporal Work in Strategy Making. *Organization Science*, 24, 4, 2013: 965-995.

Orlikowski, W.J. Improvising Organizational Transformation over Time: A Situated Change Perspective. *Information Systems Research*, 7, 1, 1996: 63-92.

Tsoukas, H. and Chia, R. "On organizational becoming: Rethinking organizational change." *Organization Science*, 13, 2002: 567-582

**Session 8. Categories and evaluation processes**

**Memo question(s):**

1. How does the concept of "category" vary across the various readings? Which one do you find most compelling, and why?
2. The concept of "category" is quite popular in organizational theory these days. Given your reading of this week's articles, what is your take on the study of categories and categorization? How do these studies related to previously established theories (e.g. behavioral theory, population ecology and neo-institutional theory), and to what extent do they offer a novel theoretical advancement?

**Required readings:**

Zuckerman, Ezra W. 1999. The Categorical Imperative: Securities Analysts and the Illegitimacy Discount. *American Journal of Sociology* 104: 1398-1438.

Leung, Ming D. and Amanda J. Sharkey. 2014. Out of Sight, Out of Mind? The Audience side Effect of Multi-category Membership in Markets. *Organization Science*, 25 (1) p.171- 184.

Deephouse, David L. 1999. To Be Different, or to Be the Same? It's a Question (and Theory) of Strategic Balance. *Strategic Management Journal* 20 (2):147–66.

Pontikes, E.G. 2012. Two Sides of the Same Coin: How Ambiguous Classification Affects Multiple Audiences' Evaluations. *Administrative Science Quarterly*, 57(1) 81-118.

Jones, C, Maoret, M., Massa, F.G. and Svejenova, S. 2011. Rebels with a Cause: Formation, Contestation, and Expansion of the De Novo Category 'Modern Architecture,' 1870–1975. *Organization Science* 23 (6): 1523–45.

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*Additional readings on categories and valuation:*

Bitektine, Alex. 2011. "Toward a Theory of Social Judgments of Organizations: The Case of Legitimacy, Reputation, and Status." *Academy of Management Review* 36 (1):151–179.

Botelho, Tristan L., and Mabel Abraham. 2017. "Pursuing Quality: How Search Costs and Uncertainty Magnify Gender-Based Double Standards in a Multistage Evaluation Process." *Administrative Science Quarterly* 62 (4):698–730.

- Balazs Kovacs and Amanda Sharkey (2014) The Paradox of Publicity: How Awards Can Negatively Affect the Evaluation of Quality. *Administrative Science Quarterly* 59: 1-33.
- Amir Goldberg, Michael Hannan, Balazs Kovacs (2016) What Does It Mean to Span Cultural Boundaries? Variety and Atypicality in Cultural Consumption. *American Sociological Review* 81: 215-241.
- Gianluca Carnabuci, Elisa Operti, Balazs Kovacs (2015) Categorical imperative and structural reproduction: Insights from the global semiconductor industry. *Organization Science* 26(6): 1734-1751.
- Zuckerman, Ezra W. 2017. The Categorical Imperative Revisited: Implications of Categorization as a Theoretical Tool. In *From Categories to Categorization: Studies in Sociology, Organizations and Strategy at the Crossroads*, 51:31–68. Research in the Sociology of Organizations 51. Emerald Publishing Limited.
- Hsu, G. & Hannan, M.T. 2005. Identities, Genres, and Organizational Forms. *Organization Science*, 16: 474-490
- Negro, Giacomo, and Ming D. Leung. 2013. ‘Actual’ and Perceptual Effects of Category Spanning. *Organization Science* 24 (3):684–696.
- Leung, Ming D., and Amanda J. Sharkey. 2013. Out of Sight, out of Mind? Evidence of Perceptual Factors in the Multiple-Category Discount. *Organization Science* 25 (1):171–184.
- Hannan, M.T. 2010. Partiality of Memberships in Categories and Audiences. *Annual Review of Sociology*, 36: 159-181.
- Hsu, Greta and Stine Grodal. 2015. Category Taken-for-Grantedness as a Strategic Opportunity: The Case of Light Cigarettes, 1964 to 1993. *American Sociological Review*, Vol. 80(1) 28 –62.
- Hsu, G. 2006. Jacks of all trades and masters of none: Audiences’ reactions to spanning genres in feature film production. *Administrative Science Quarterly*, 51: 420–50.
- Fleischer, A. 2009. Ambiguity and the Equity Rating Systems: United States Brokerage Firms, 1995-2000. *Administrative Science Quarterly*, 54: 555-574.
- Rao, H. P. Monin, and R. Durand 2005. Border crossing: Bricolage and erosion of categorical boundaries in French gastronomy. *American Sociological Review*, 70: 968-991.
- Ruef, M. and K. Patterson. 2009. Credit and classification: The impact of industry boundaries in 19th century America. *Administrative Science Quarterly*, 54(3): 486-520.
- Zuckerman, Ezra W, Tai-Young Kim, Kalinda Ukanwa, and James von Rittmann. 2003. "Robust Identities or Non-Entities? Typecasting in the Feature Film Labor Market." *American Journal of Sociology* 108: 1018-1075.
- Sharkey, Amanda J. 2014. "Categories and Organizational Status: The Role of Industry Status in the Response to Organizational Deviance." *American Journal of Sociology* 119 (5): 1380–1433.
- Navis, Chad, and Mary Ann Glynn. 2010. How New Market Categories Emerge: Temporal Dynamics of Legitimacy, Identity, and Entrepreneurship in Satellite Radio, 1990-2005. *Administrative Science Quarterly* 55 (3): 439–71.
- Rosa, J. A., J. F. Porac, J. Runser-Spanjol, M. Saxon. 1999. Sociocognitive Dynamics in a Product Market. *Journal of Marketing* 63 64-77.

## **Session 9. Identity and authenticity**

### **Memo question(s):**

1. To what extent are this week readings consistent with each other? Please provide a theoretical framework that a) defines the concept of “authenticity” and b) reconciles the readings for this week. How does your framework help us better explain reality? Provide examples.

### **Required readings:**

- Padgett, John F., and Christopher K. Ansell. 1993. Robust Action and the Rise of the Medici, 1400-1434. *American Journal of Sociology* 98 (6):1259–1319.
- Tripsas, Mary. 2009. Technology, Identity, and Inertia through the Lens of ‘The Digital Photography Company. *Organization Science* 20 (2):441–60.
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## **Session 10. Culture and Cognition**

**Memo question(s): TBD**

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## Professor's Biography



Massimo Maoret is an Assistant Professor in the Strategic Management Department, and a European Commission Marie Curie Fellow. He received a Ph.D. in Management from Boston College in 2013; he is an active member of the Academy of Management and was also part of the Economic Sociology Work Group at the MIT Sloan School of Management between 2010 and 2013.

Massimo's research focuses on how social networks influence performance both at the individual and organizational level. His work focuses on explaining how informal relationships facilitate the innovativeness of knowledge workers (R&D engineers and architects), and the process through which new organizational members become socialized by developing their networks in their new jobs. He also studies how organizations of the public and private sector exchange knowledge in large technological consortia, and how the stability of task-related interactions boosts organizational competitiveness.

Massimo has investigated the impact of social networks on the performance of various small and large firms, but also on no-profit organizations from different institutional sectors (e.g. basketball teams and the military). His work has appeared in multiple prestigious academic outlets, including *Organization Science*, the *Strategic Management Journal*, *Advances in Strategic Management* and the *Proceedings of the Academy of Management*. He currently serves in the Editorial Review Board of *Organization Science*, *Journal of Management* and *Organization Studies*.

At IESE, Massimo teaches *Competitive Strategy*, *Strategy Execution*, *Organizational Theory* and *Organizational Change*. He also teaches modules on managing your network and getting things done at the Executive level, where he has collaborated with organizations such as DOW Chemical, DSM, Faurecia, Henkel and UNICEF.