

# **ORGANIZATION THEORY**

## **Winter 2022**

### **Professor Massimo Maoret & Romain Boulongne**

#### **Contact Information**

Professor: Massimo Maoret  
Tel.: 504037  
Room: Q-628  
Email: [mmaoret@iese.edu](mailto:mmaoret@iese.edu)

Assistant: Carolina Dolz  
Tel.: 506402  
Room: Q-629  
Email: [cdolz@iese.edu](mailto:cdolz@iese.edu)

Professor: Romain Boulongne  
Tel.: 504177  
Room: Q-618  
Email: [rboulongne@iese.edu](mailto:rboulongne@iese.edu)

Assistant: Marta Domenech  
Tel.: 506484  
Room: Q-615  
Email: [mdomenech@iese.edu](mailto:mdomenech@iese.edu)

**Room: TBA**

#### **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. Social embeddedness and inter-organizational networks
3. Status-based models of competition
4. Intra-organizational networks
5. Carnegie school and the neo-behavioral theory of the firm
6. Institutional logics and complexity
7. Categories and evaluation processes
8. Conformity and differentiation
9. Identity and authenticity

### **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

Grading type	Weight	Evaluation elements and learning outcomes
Class participation	33%	<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	33%	<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	24%	<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>
Final presentation	10%	<ul style="list-style-type: none"> <li>- the final presentation will be used to evaluate the students' 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 on Virtual Campus by:

- 9am (same day of class) if class is in the afternoon;
- 9pm (day before class) if class is in the morning;

Memos that are posted after the deadline will be reduced by a full grade for every hour they are late. Students are encouraged to share and read one another's memo before class.

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).

**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 7 memos over the course of the term. If you submit n > 7 memos, your weakest n-7 memos will be dropped from your grade.

I highly recommend following 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.

**All memos must follow the AMJ style guide for authors and be in Word format:**

<https://aom.org/docs/default-source/events/amjstyleguide.aspx>

### *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=4448>)

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

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

On the final day of class, you will be asked to present a first version of your paper ideas.

### **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 (synthetic) of the memo answering the memo question below. Instead of submitting the critical review part, please:

1. Submit a one-page introduction of yourself, explaining which research ideas excite you the most, and what idea you are planning to pursue for the class final paper (and why).
2. Choose your favorite empirical paper from Introduction to Organization and Management Theory. This should be a paper that you consider a role model. Prepare a five minutes presentation, explaining:
  - a. Why you liked the paper;
  - b. “Deconstructing” the article using the “required readings on theorizing”, particularly using Turco’s and Zuckerman’s notes as a guideline.

Some of you will be asked to present at random. Do not simply copy and paste a critical memo you wrote for the “Management and Organizations Classics” class.

#### 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.

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

- Williamson, O. E. 1981. The economics of organization: The transaction cost approach. *American Journal of Sociology*: 548-577.
- Granovetter, M. 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:

- Hedstrom, P., and Swedberg, R. 1998. Social mechanisms: An introductory essay. *Social mechanisms: An analytical approach to social theory*: 1-25.
- Sutton, R. I., and Staw, B. M. 1995. What theory is not. *Administrative Science Quarterly*: 371-384.
- Zuckerman, E. W. Tips to Article-Writers.  
(<http://mitsloan.mit.edu/shared/ods/documents/?DocumentID=4448>)
- Zuckerman, E. W. On Genre: A Few More Tips to Article-Writers.  
(<https://www.dropbox.com/s/a3n1ux6lnu7wbpe/On%20Genre.pdf?dl=1>)
- Turco, C. 2011. “Notes on a doctoral student exercise in deconstructing scholarly work.” Unpublished document.
- AMJ style guide for authors: <https://aom.org/docs/default-source/events/amjstyleguide.aspx>

#### Background readings on the state of organizational theory:

- Lounsbury, M., and Beckman, C. M. 2015. Celebrating organization theory. *Journal of Management Studies* 52 (2):288–308.
- Davis, G. F. 2015. Celebrating organization theory: The after-party. *Journal of Management Studies* 52(2): 309-319.

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*Additional (optional) readings on the current debate on organizational theory:*

- Davis, G. F. 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 (optional) 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. Social embeddedness 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, B. 1997. Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly* 42: 35-67.
- Ingram, P., and Roberts, P.W. 2000. Friendships among competitors in the Sydney hotel industry. *American Journal of Sociology*, 106: 387-423.
- Aral, S., and Walker, D. 2014. Tie strength, embeddedness, and social influence: A large-scale networked experiment. *Management Science*, 60(6): 1352–1370.
- Azoulay, P., Repping, N.P., and Zuckerman, E.W. 2010. Nasty, brutish, and short: Embeddedness failure in the pharmaceutical industry. *Administrative Science Quarterly* 55 (3): 472–507.

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Additional (optional) readings on diffusion and influence:

- Godart, F. C., and Galunic, C. 2019. Explaining the popularity of cultural elements: Networks, culture, and the structural embeddedness of high fashion trends. *Organization Science*, 30(1): 151–168.
- Briscoe, F., and Chad M. 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, S., Muchnik, L., and Sundararajan. A. 2009. Distinguishing influence-based contagion from homophily-driven diffusion in dynamic networks. *Proceedings of the National Academy of Sciences* 106 (51): 21544-21549.
- Fowler, J. H. and Christakis, N.A. 2010. Cooperative behavior cascades in human social networks. *Proceedings of the National Academy of Sciences*, 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.
- Fiss, P.C., Kennedy, M.T. and Davis, G.F. 2012. How golden parachutes unfolded: Diffusion and variation of a controversial practice. *Organization Science* 23(4):1077-1099.
- Mizruchi, M. 1996. What do interlocks do? An analysis, critique, and assessment of research on interlocking directorates. *Annual Review of Sociology* 22: 271-98.
- Chu, J.S.G. and Davis, G.F. (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:

- Godart, F. C., and Galunic, C. 2019. Explaining the popularity of cultural elements: Networks, culture, and the structural embeddedness of high fashion trends. *Organization Science*, 30(1): 151–168.
- Cattani, G., and Ferriani, S. 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.
- Samila, S., and Sorenson, O. 2017. Community and capital in entrepreneurship and economic growth. *American Sociological Review*, Vol. 82, No. 4, 2017, pp 770 - 795
- Coleman, J. S. 1988. Social capital in the creation of human capital. *American Journal of Sociology* 94:S95–S120.
- Sorenson, O. and Rogan, M. 2014. (When) do organizations have social capital? *Annual Review of Sociology* 40:261–280.
- Inkpen, A.C. and Tsang, E.W.K. 2005. Social capital, networks, and knowledge transfer. *Academy of Management Review* 30 (1):146–65.
- Sytch, M. and Kim, Y.H. 2013. Embeddedness. In D. Teece and M. Augier (Eds.), *Palgrave Encyclopedia of Strategic Management*.
- Rogan, M. 2013. Too close for Comfort? The effect of embeddedness and competitive overlap on client relationship retention following an acquisition. *Organization Science*, 25(1): 185–203.
- Rowley, T., Behrens, D., and Krackhardt, D. 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, B. 1999. Embeddedness in the making of financial capital. *American Sociological Review* 64: 481-505
- Sorenson, O. and Stuart, T. 2001. Syndication networks and the spatial distribution of venture capital. *American Journal of Sociology* 106(6): 1546-88.

*Additional readings on social exchange and resource dependence:*

- McEvily, B., Zaheer, A., and Kamal, D. K. F. 2017. Mutual and exclusive: Dyadic sources of trust in interorganizational exchange. *Organization Science*, 28(1): 74–92.
- Rogan, M., and Greve, H. R. 2014. Resource dependence dynamics: Partner reactions to mergers. *Organization Science*, 26(1): 239–255.
- Casciaro, T., and Piskorski, M. J. 2005. Power imbalance, mutual dependence, and constraint absorption: A closer look at resource dependence theory. *Administrative Science Quarterly* 50 (2):167–99.
- Cook, K. and Whitmeyer, J.M. 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, L. 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, K. 2011. Cohesion, cooperation, and the value of doing things together: How economic exchange creates relational bonds. *American Sociological Review* 74(6): 560-580.

*Additional readings on network governance:*

- Jones, C., Hesterly, W.S. and Borgatti, S.P. 1997. A general theory of network governance: Exchange conditions and social mechanisms. *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*.
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### **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, R. V. 2002. The origins of status hierarchies: A formal theory and empirical test. *American Journal of Sociology*, 107: 1143-1178.
- Phillips, D. J., and Zuckerman, E. W. 2001. Middle-status conformity: Theoretical restatement and empirical demonstration in two markets. *American Journal of Sociology* 107 (2): 379–429.
- Podolny, J. P. 2005. Status signals: A sociological study of market competition. Princeton University Press. Chapters 1,2,3.
- Maoret, M., Marchesini, G., and Ertug, G. 2022. On the Status Shocks of Tournament Rituals: How Ritual Enactment Affects Productivity, Input Provision, and Performance. *Academy of Management Journal*
- Sorenson, O. 2014. Status and reputation: Synonyms or separate concepts? *Strategic Organization* 12 (1):62–69.

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#### **Additional readings on status:**

- 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.
- Merton, R. 1968. The Matthew effect in science. *Science*, 159: 56–63.
- Kovacs, B. and Sharkey, A. 2014. The paradox of publicity: How awards can negatively affect the evaluation of quality. *Administrative Science Quarterly*. 59(1): 1-33.
- Askin, N., & Bothner, M. 2016. Status-aspirational pricing: The "Chivas Regal" strategy in U.S. higher education, 2006–2012. *Administrative Science Quarterly*, 61: 217–253.

- Prato, M., Kypraios, E., Ertug, G., & Lee, Y. G. 2019. Middle-status conformity revisited: The interplay between achieved and ascribed status. *Academy of Management Journal*, 62(4): 1003–1027.
- Phillips, D. J., Turco, C.J. and Zuckerman, E. W. 2013. Betrayal as market barrier: Identity-based limits to diversification among high-status corporate law firms. *American Journal of Sociology* 118, no. 4: 1023-1054.
- Foladare, I. S. 1969. A clarification of “ascribed status” and “achieved status.” *Sociological Quarterly*, 10: 53–61.
- Jensen, M., and Roy, A. 2008. Staging exchange partner choices: When do status and reputation matter? *Academy of Management Journal* 51 (3): 495–516.
- Jensen, M., & Wang, P. 2018. Not in the same boat: How status inconsistency affects research performance in business schools. *Academy of Management Journal*, 61: 1021–1049.
- Bothner, M. S., Podolny, J. M. and Smith, E B. 2011. Organizing contests for status: The Matthew effect vs. the Mark effect. *Management Science* 57 (3): 439–57.
- Kovacs, B., & Liu, C. 2016. Audience structure and status multiplicity. *Social Networks*, 44: 36–49.
- Bowers, A., & Prato, M. 2018. The structural origins of unearned status: How arbitrary changes in categories affect status position and market impact. *Administrative Science Quarterly*, 63(3): 668–699.
- Bowers, A., & Prato, M. 2019. The role of third-party rankings in status dynamics: How does the stability of rankings induce status changes? *Organization Science*, 30(6): 1146–1164.
- Prato, M., and Ferraro, F. 2018. Starstruck: How hiring high-status employees affects incumbents’ performance. *Organization Science*.
- Sharkey, A. and Kovacs, B. 2018. The many gifts of status: How attending to audience reactions drives the use of status. *Management Science*, 64(11): 5422-5443
- Berger, J., & Fisek, H. 2006. Diffuse status characteristics and the spread of status value: A formal theory. *American Journal of Sociology*, 111: 1038–1079.
- Castellucci, F., & Ertug, G. 2010. What’s in it for them? Advantages of higher-status partners in exchange relationships. *Academy of Management Journal*, 53: 149–166.
- Durand, R., & Kremp, P. A. 2016. Classical deviation: Organizational and individual status as antecedents of conformity. *Academy of Management Journal*, 59: 65–89.
- Graffin, S. D., Wade, J. B., Porac, J. F., & McNamee, R. C. 2008. The impact of CEO status diffusion on the economic outcomes of other senior managers. *Organization Science*, 19: 457–474.
- Jackson, E. F. 1962. Status consistency and symptoms of stress. *American Sociological Review*, 27: 469–480.
- Sharkey, A. J. 2014. Categories and organizational status: The role of industry status in the response to organizational deviance. *American Journal of Sociology*, 119: 1380–1433.
- Zhao, W., & Zhou, X. 2011. Status inconsistency and product valuation in the California wine market. *Organization Science*, 22: 1435–1448.
- Washington, M., and Zajac, E. J. 2005. Status evolution and competition: Theory and evidence. *Academy of Management Journal* 48 (2): 282–96.
- Sauder, M., Lynn, F., and Podolny, J. M. 2012. Status: Insights from organizational sociology. *Annual Review of Sociology* 38:267–283.
- Lynn, F. B., Podolny, J.M. and Tao, L. 2009 A sociological (de)construction of the relationship between status and quality. *American Journal of Sociology*, 115(3): 755-804.
- Rider, C. I., and Negro, G. Organizational failure and intraprofessional status loss. *Organization Science* (2015).
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## Session 4. Intra-organizational networks: Tie formation, content and performance

### Memo question(s):

1. Compare how this week's authors conceptualize social networks in terms of: a) the nature of ties b) mechanisms of tie generation c) mechanisms that link networks to individual advantage.
2. Compare and contrast the pros and cons of the different methods to measure social networks. Which persuades you the most, and why?

### Required readings:

- Burt, R. S. 2004. Structural holes and good ideas. *American Journal of Sociology* 110 (2): 349–99.
- Obstfeld, D. 2005. Social networks, the tertius iungens orientation, and involvement in innovation. *Administrative Science Quarterly*, 50(1): 100–130.
- Kilduff, M., and Krackhardt, D. 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.
- Maoret, M., Tortoriello, M., & Iubatti, D. 2020. Big fish, big pond? The joint effect of formal and informal core/periphery positions on the generation of incremental innovations. *Organization Science*, 31(6), 1538-1559.

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### Additional readings on network brokerage:

- Casciaro, T, and Lobo, M. S. 2014. Affective primacy in intraorganizational task networks. *Organization Science* 26 (2):373–89.
- Podolny, Joel M. 2001. Networks as the pipes and prisms of the market. *American Journal of Sociology* 107 (1):33–60.
- Kleinbaum, A. M., Jordan, A. H., & Audia, P. G. 2015. An altercentric perspective on the origins of brokerage in social networks: How perceived empathy moderates the self-monitoring effect. *Organization Science*, 26(4): 1226–1242.
- Vedres, B., & Stark, D. 2010. Structural folds: Generative disruption in overlapping groups. *American Journal of Sociology*, 115(4): 1150–1190.
- Ryall, M. D. and Sorenson, O. 2007. Brokers and competitive advantage. *Management Science* 53: 566-583.
- Kleinbaum, A. M. 2012. Organizational misfits and the origins of brokerage in intrafirm networks. *Administrative Science Quarterly* 57:407-452.
- Reagans, R., and McEvily, B. 2003. Network structure and knowledge transfer: The effects of cohesion and range. *Administrative Science Quarterly* 48 (2): 240–67.
- Granovetter, M. S. 1973. The strength of weak ties. *American Journal of Sociology* 78: 1360-1380.
- Shipilov, A. V., Li, S. X., and Greve, H. R. 2011. The prince and the pauper: Search and brokerage in the initiation of status-heterophilous ties. *Organization Science* 22 (6):1418–34.
- Burt, R. S. 2007. Secondhand brokerage: Evidence on the importance of local structure for managers, bankers, and analysts. *Academy of Management Journal* 50: 119 – 148.

- 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, J. M. 2001. Networks as the pipes and prisms of the market. *American Journal of Sociology* 107 (1):33–60.

*Additional readings on homophily:*

- McPherson, M., Smith-Lovin, L. and Cook, J. M. 2001. Birds of a feather: Homophily in social networks. *Annual Review of Sociology* 27 (January):415–44.
- Kleinbaum, A., Stuart, T. E. and Tushman, M. L. 2013. Discretion within constraint: Homophily and structure in a formal organization. *Organization Science* 24:1316-1336.
- Ibarra, H. 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:*

- Srivastava, S. B. 2015. Intraorganizational network dynamics in times of ambiguity. *Organization Science* 26:1365-1380.
- Kleinbaum, A. M. 2017. Reorganization and tie decay choices. *Management Science*, 64(5): 2219–2237.
- Dahlander, L. and McFarland, D. A. 2013. Ties that last: Tie formation and persistence in research collaborations over time. *Administrative Science Quarterly* 58:69-110.
- Jorge, W., Levin, D.Z. and Murnighan, J. K. 2015. Reconnection choices: Selecting the most valuable (vs. most preferred) dormant ties. *Organization Science* 26:1447-1465.
- Hasan, S, and Bagde, S. 2015. Peers and network growth: Evidence from a natural experiment. *Management Science* 61 (10):2536–2547.

*Additional readings on knowledge transfer and innovation:*

- Aral, S., and Van Alstyne, M. 2011. The Diversity-Bandwidth Trade-Off. *American Journal of Sociology* 117 (1):90–171.
- Sosa, M. E. 2010. Where do creative interactions come from? The role of tie content and social networks. *Organization Science*, 22(1): 1–21.
- Hansen, M. T. 1999. The search-transfer problem: The role of weak ties in sharing knowledge across organization subunits. *Administrative Science Quarterly* 44: p. 82-
- Biancani, S., McFarland, D. A., and Dahlander, L. 2014. The Semiformal Organization. *Organization Science* 25:1306-1324.
- Tortoriello, M., Reagans, R., and McEvily, B. 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.
- Tortoriello, M., McEvily, B., & Krackhardt, D. 2014. Being a catalyst of innovation: The role of knowledge diversity and network closure. *Organization Science*, 26(2): 423–438.

- Reagans, R., and Zuckerman, E. W. 2001. Networks, diversity, and productivity: The social capital of corporate R&D teams. *Organization Science* 12 (4): 502–17.
- Reagans, R., Zuckerman, E., and McEvily, B. 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.
- Tortoriello, M., and Krackhardt, D. 2010. Activating cross-boundary knowledge: The role of simmelian ties in the generation of innovations. *Academy of Management Journal* 53 (1): 167–81.
- Borgatti, S. P., and Cross, R. 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, E. B., Menon, T. and Thompson, L. 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.
- 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, F., and Maoret, M. 2016. The direct and indirect effects of core and peripheral social capital on organizational performance. *Strategic Management Journal* 37 (8):1765–86.
- Cattani, G., Ferriani, S. and Allison, P. D. 2014. Insiders, outsiders, and the struggle for consecration in cultural fields: A core-periphery perspective. *American Sociological Review* 79 (2):258–81.

*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.

*Additional readings:*

- Fernandez, R. M., Castilla, E. J. and Moore, P. 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.

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## 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.
- Sobreperè i Profitós, X., Keil, T., & Kuusela, P. (2022). The Two Blades of the Scissors: Performance Feedback and Intrinsic Attributes in Organizational Risk Taking. *Administrative Science Quarterly*, 67(4), 1012-1048.
- Greve, H. R. 1998. Performance, aspirations, and risky organizational change. *Administrative Science Quarterly* 43 (1): 58–86.
- Ocasio, W. 1994. Political Dynamics and the Circulation of Power: CEO Succession in U.S. Industrial Corporations, 1960-1990. *Administrative Science Quarterly* 39 (2):285–312.

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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:**

- Greve, H. R. 2003. A behavioral theory of R&D expenditures and innovations: Evidence from shipbuilding. *Academy of Management Journal*, 46(6): 685–702.
- Koryak, O., Lockett, A., Hayton, J., Nicolaou, N., & Mole, K. 2018. Disentangling the antecedents of ambidexterity: Exploration and exploitation. *Research Policy*, 47(2): 413–427.
- March, J.G. 1991. Exploration and Exploitation in Organizational Learning. *Organization Science* 2(1):71-87.

- Baum, J., and Dahlin, K. B. 2007. Aspiration performance and railroads' patterns of learning from train wrecks and crashes. *Organization Science* 18 (3):368–385.
- 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.
- Barnett, W. P., and Pontikes, E. G. 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.
- 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:*

- Kaplan, S. 2008. Cognition, capabilities, and incentives: Assessing firm response to the fiber-optic revolution. *Academy of Management Journal* 51 (4):672–95.
- Ocasio, W., Laamanen, T., & Vaara, E. 2018. Communication and attention dynamics: An attention-based view of strategic change. *Strategic Management Journal*, 39(1): 155–167.
- Cho, T. S., and Hambrick, D. C. 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.



- 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. 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:*

- Blagoeva, R., Mom, T. J. M., Jansen, J. J. P., & George, G. 2019. Problem-solving or self-enhancement? A power perspective on how CEOs affect R&D search in the face of inconsistent feedback. *Academy of Management Journal*.
- 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.
- 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:*

- Tripsas, M., and Gavetti, G. 2000. Capabilities, cognition, and inertia: Evidence from digital imaging. *Strategic Management Journal* 21 (10-11): 1147–61.
- Salvato, C., and Rerup, C. 2017. Routine regulation: Balancing conflicting goals in organizational routines. *Administrative Science Quarterly*.
- 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 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

*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.
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## **Session 6. Institutional logics and hybrids**

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

1. What is institutional complexity, and how can firms respond to it?
2. Under what conditions should we expect to see an institutional logic dominate versus seeing a co-existence of a plurality of logics?

### **Required readings:**

- Battilana, J., Sengul, M., Pache AC, and Model J. 2015. Harnessing Productive Tensions in Hybrid Organizations: The Case of Work Integration Social Enterprises. *Academy of Management Journal*, 58(6): 1658-1685.
- 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.
- Thornton, P. H., and Ocasio, W. 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.
- Yan, S., Ferraro, F., & Almandoz, J. (John). 2019. The rise of socially responsible investment funds: The paradoxical role of the financial logic. *Administrative Science Quarterly*, 64(2), 466-501.

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### **Additional readings on institutional complexity and hybrid organizations:**

- Battilana, J., and Dorado, S. 2010. Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. *Academy of Management Journal* 53(6):1419-1440.
- Marquis, C., & Tilcsik, A. 2016. Institutional equivalence: How industry and community peers influence corporate philanthropy. *Organization Science*, 27(5): 1325-1341.
- 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.

Seo, M-G. & Creed, W.E.D. 2002. Institutional contradictions, praxis and institutional change: A dialectical perspective. *Academy of Management Review*, 27: 222-247.

*Additional readings on institutional logics:*

- Thornton, P.H. and 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.
- Dunn, M.B. and 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.
- McPherson, C.M. & Sauder, M. 2013. Logics in action: Managing institutional complexity in a drug court. *Administrative Science Quarterly*, 58: 165-196.
- 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.

*Additional readings on legitimacy:*

- Suddaby, Roy, Alex Bitektine, and Patrick Haack. 2017. Legitimacy. *Academy of Management Annals* 11 (1):451–78.
- 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 institutional theories of diffusion:*

- Tolbert, P. S., and Zucker, L. G. 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. *American Sociological Review*, June 1985:377-391.
- Fiss, P. C., Kennedy, M.T., and Davis, G. F. 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.
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## **Session 7. 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. This week’s articles contribute to a general sociological theory of evaluation. Please propose a theoretical model that integrates the various readings.

### **Required readings:**

- Zuckerman, E. W. 1999. The categorical imperative: Securities analysts and the illegitimacy discount. *American Journal of Sociology* 104: 1398-1438.
- Hsu, G., O. Koçak, and M. T. Hannan. 2009 "Multiple Category Memberships in Markets: An Integrative Theory and Two Empirical Tests." *American Sociological Review*, 74: 150-169
- Sgourev, S. V. & Althuizen, N. 2014. "Notable" or "Not Able" When Are Acts of Inconsistency Rewarded? *American Sociological Review*. 79(2): 282-302.
- Paolella, L. and Durand, R. (2016) “Category spanning, evaluation, and performance: revised theory and test on the corporate law market.” *Academy of Management Journal*, 59(1): 330-35
- Pontikes, E. G. 2012 "Two sides of the same coin: How ambiguous classification affects multiple audience evaluations." *Administrative Science Quarterly*, 57: 81-118

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### **Additional readings on categories and valuation:**

- Goldberg, A., Hannan, M., Kovacs, B. 2016. What does it mean to span cultural boundaries? Variety and atypicality in cultural consumption. *American Sociological Review* 81: 215-241.
- Goldfarb, B., & Yan, L. (2021). Revisiting Zuckerman's (1999) categorical imperative: An application of epistemic maps for replication. *Strategic Management Journal*.
- Jones, C, Maoret, M., Massa, F.G. and Svejnova, S. 2012. Rebels with a Cause: Formation, Contestation, and Expansion of the De Novo Category ‘Modern Architecture,’ 1870–1975. *Organization Science* 23 (6): 1523–45.
- Gianluca Carnabuci, Elisa Operti, Balazs Kovacs (2015) Categorical imperative and structural reproduction: Insights from the global semiconductor industry. *Organization Science* 26(6): 1734-1751.

- Deephouse, D. 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.
- 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, T. L., and Abraham, M. 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.
- Pontikes, E.G. 2012. Two sides of the same coin: How ambiguous classification affects multiple audiences' evaluations. *Administrative Science Quarterly*, 57(1) 81-118.
- 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.
- 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 Patterson, K. 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, A. 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 8: Conformity and differentiation**

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

1. How do a) individuals and b) organizations strike a balance between conformity and differentiation?
2. What are the assumptions that the authors use to think about conformity/differentiation? Please provide a critical review of these assumptions.

3. Please provide a critical review of a paper (to be distributed in due time)

**Required readings:**

- Brewer, Marylenn. 1991. "The Social Self: On Being the Same and being Different at the Same Time." *Personality and Social Psychology Bulletin* 17: 475-82.
- Deephouse, DL. 1999. "To be Different, or to be the same? It's a Question (and theory) of Strategic balance." *Strategic Management Journal* 20 (2): 147-166
- Durand R, Kremp P-A. 2016. Classical deviation: Organizational and individual status as antecedents of conformity. *Academy of Management Journal* 59(1): 65–89.
- Salganik, Matthew J., Peter Sheridan Dodds, and Duncan J. Watts. 2006. "Experimental Study of Inequality and Unpredictability in an Artificial Cultural Market." *Science* 311: 854-956.
- Salganik, Matthew J. and Duncan J. Watts. 2008. "Leading the Herd Astray: An Experimental Study of Self-fulfilling Prophecies in an Artificial Cultural Market." *Social Psychology Quarterly* 71: 338–355.

*Additional readings on optimal distinctiveness:*

- Barlow, M. A., Verhaal, J. C., & Angus, R. W. 2019. Optimal distinctiveness, strategic categorization, and product market entry on the Google Play app platform. *Strategic Management Journal*, 40(8): 1219-1242.
- Deephouse, DL. 1999. To be Different, or to be the same? It's a Question (and theory) of Strategic balance. *Strategic Management Journal* 20 (2): 147-166.
- R.F.J. Haans .2019. What's the value of being different when everyone is? The effects of distinctiveness on performance in homogeneous versus heterogeneous categories. *Strategic Management Journal*, 40 (1), 3-27.
- Zhao, E. Y., Fisher, G., Lounsbury, M., and Miller, D. 2017. Optimal distinctiveness: Broadening the interface between institutional theory and strategic management. *Strategic Management Journal*, 38(1), 93-113
- Van Angeren, J., G. Vroom, B. T. McCann, K. Podoyntsyna, and F. Langerak (2022). Optimal distinctive- ness across revenue models: Performance effects of differentiation of paid and free products in a mobile app market. *Strategic Management Journal*.

**Session 9. Organizational identity and authenticity**

**Memo question(s):**

1. Please provide a theoretical framework that a) defines the concept of "organizational identity" and b) reconciles the readings for this week.
2. How does your framework help us better explain reality? Provide examples.

**Required readings:**

- Carroll, Glenn R. and Anand Swaminathan. 2000. Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the U.S. Brewing Industry. *American Journal of Sociology* 106:715–62.

- Hahl, O., Kim, M., & Sivan, E. W. Z. 2018. The authentic appeal of the lying demagogue: proclaiming the deeper truth about political illegitimacy. *American Sociological Review*, 83(1): 1–33.
- Hahl, Oliver, Jae Kyung Ha. 2020. Committed Diversification: Why Authenticity Insulates Against Penalties for Diversification. *Organization Science* 31(1):1-22
- Hsu, G., Koçak, Ö., & Kovács, B. 2018. Co-opt or coexist? A study of medical cannabis dispensaries' identity-based responses to recreational-use legalization in Colorado and Washington. *Organization Science*, 29(1): 172–190.
- Phillips, Damon J., Turco, and Ezra W. Zuckerman. 2013. Betrayal as Market Barrier: Identity-Based Limits to Diversification among High-Status Corporate Law Firms. *American Journal of Sociology* 118(4):1023–54.

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*Additional readings on authenticity:*

- Kovács, B., Glenn R. Carroll, G. R., and Lehman, D. W. 2013. Authenticity and consumer value ratings: Empirical tests from the restaurant domain. *Organization Science* 25 (2):458–478.
- Kovács, B., Carroll, G. R., & Lehman, D. W. 2017. The perils of proclaiming an authentic organizational identity. *Sociological Science*, 4: 80–106.
- Hahl, Oliver, Ezra W. Zuckerman, and Minjae Kim. 2017. Why elites love authentic lowbrow culture: Overcoming high-status denigration with outsider art. *American Sociological Review* 82 (4):828-56.
- Hahl, O., Kim, M., and Zuckerman, E. W. 2017. The authentic appeal of the lying demagogue: proclaiming the deeper truth about political illegitimacy.
- 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.
- Lehman, David W., Balázs Kovács, and Glenn R. Carroll. 2014. Conflicting Social Codes and Organizations: Hygiene and Authenticity in Consumer Evaluations of Restaurants. *Management Science* 60 (10):2602–2617.
- Hannan, Michael, Giacomo Negro, Hayagreeva Rao, and Ming De Leung. 2007. No Barriquee, No Berlusconi: Collective Identity, Contention, and Authenticity in the Making of Barolo and Barbaresco Wines.
- Kieran O'Connor, Glenn Carroll, Balazs Kovacs (2017) Disambiguating authenticity: Testing for patterned choice among authentic items. *PLOS One* 12(6): e0179187.

*Additional readings on identity:*

- Cerulo, K. A. 1997. Identity Construction: New Issues, New Direction. *Annual Review of Sociology* 23: 385-409.
- Dutton, J. E., & Dukerich, J. M. 1991. Keeping an eye on the mirror: Image and identity in organizational adaptation. *Academy of Management Journal*, 34(3): 517–554.
- Brubaker, R. and Cooper, F. 2000. Beyond Identity. *Theory and Society* 29: 1-47.
- Glynn, M. A. 2000. When cymbals become symbols: Conflict over organizational identity within a symphony orchestra. *Organization Science*, 11(3): 285–298.
- Goffman, Erving. 1986. *Stigma: Notes on the Management of Spoiled Identity*. New York: Simon & Schuster. Chapters 1, 2, and 5.
- Tripsas, M. 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. Final presentations**

*There are no required readings for this class – you will present your ideas for the final paper. However, here’s a few cool recent papers that I was not able to fit into the syllabus. You should at least skim them, they are great articles!*

Rodrigo Canales and Jason Greenberg. 2015. A Matter of (Relational) Style: Loan Officer Consistency and Exchange Continuity in Microfinance. *Management Science* 62(4): 1202-1224.

Saverio D. Favaron, Giada Di Stefano and Rodolphe Durand (2022), “Michelin is coming to town: Organizational responses to status shocks.” Forthcoming at *Management Science*  
Hsu, Greta and Stine Grodal. 2021. The Double-edged Sword of Oppositional Positioning: A Study of the U.S. E-cigarette Category, 2007-2017. *Administrative Science Quarterly*, 66: 86–132.

Prato, Matteo, Kypraios, E., Ertug, G. & Lee, Y. G. 2019. Middle-status conformity revisited: The interplay between achieved and ascribed status. *Academy of Management Journal*, 62 (4), pp. 1003-1027

Ranganathan, A. 2018. The Artisan and His Audience: Identification with Work and Price Setting in a Handicraft Cluster in Southern India *Administrative Science Quarterly* 63 (3): 637 – 667.



## **Selected readings on other topics not covered in this course**

### **Organizational culture**

- Emirbayer, Mustafa and Jeff Goodwin. 1994. Network Analysis, Culture, and the Problem of Agency. *American Journal of Sociology* 99: 1411-1454.
- DellaPosta, Daniel, Yongren Shi, and Michael Macy. 2015. Why Do Liberals Drink Lattes? *American Journal of Sociology* 120:1473-1511.
- Srivastava, Sameer B., Amir Goldberg, V. Govind Manian, and Christopher Potts. 2017. Enculturation Trajectories: Language, Cultural Adaptation, and Individual Outcomes in Organizations. *Management Science*, March
- Mohr, John W., Robin Wagner-Pacifi, Ronald L. Breiger, and Petko Bogdanov. 2013. Graphing the Grammar of Motives in National Security Strategies: Cultural Interpretation, Automated Text Analysis and the Drama of Global Politics. *Poetics* 41:670-700.
- Bethany Bryson, 2001. Symbolic Exclusion and Musical Dislikes. Pp. 108-119 in *Cultural Sociology*, edited by Lyn Spillman. New York: Blackwell.
- Carroll, Glenn R., and J. Richard Harrison. 1998. Organizational demography and culture: Insights from a formal model and simulation. *Administrative Science Quarterly*, 43: 637-667.
- Danescu-Niculescu-Mizil Cristian, Lillian Lee, Bo Pang, and Jon Kleinberg. 2012. Echoes of Power: Language Effects and Power Differences in Social Interaction. *Proceedings of the 21st International World Wide Web Conference*, 2012.
- DiMaggio, P., Culture and Economy, In N. J. Smelser and R. Swedberg, eds., *The Handbook of Economic Sociology*, Princeton, NJ: Princeton U.P., 1994: 27-57
- Kunda, Gideon. 1992. *Engineering Culture: Control and Commitment in a High-Tech Corporation*. Philadelphia: Temple University Press.
- Lieberson, Stanley. 2000. *A Matter of Taste: How Names, Fashion and Culture Change*. New Haven: Yale University Press
- Michèle Lamont and Mario Small. 2008. How Culture Explains Poverty: Thickening our Understanding. Pp. 76-102 in *The Colors of Poverty*, edited by David Harris and Ann Lin. New York: Russell Sage Foundation.
- Omar Lizardo. 2006. How Cultural Tastes Shape Personal Networks. *American Sociological Review*. 71: 778-807.
- Paul DiMaggio. 1997. "Culture and Cognition." *Annual Review of Sociology*. 23: 263-287.
- Peterson, Richard A., and David G. Berger. 1975. Cycles in symbol production: The case of popular music. *American Sociological Review*, 40: 158-173.
- Polavieja, Javier G. 2015. Capturing Culture: A New Method to Estimate Exogenous Cultural Effects Using Migrant Populations. *American Sociological Review* 80:166-191.
- Srivastava, Sameer B. and Mahzarin R. Banaji. 2011. Culture, Cognition, and Collaborative Networks in Organizations. *American Sociological Review*. 76: 207-233.
- Stets, Jan E. and Peter J. Burke. 2000. Identity Theory and Social Identity Theory. *Social Psychology Quarterly* 63:224-237.
- Swidler, Ann. 1986. Culture in action: Symbols and strategies. *American Sociological Review*, 51: 273-286.
- Yeung, King-To and John Levi Martin. 2003. The Looking Glass Self: An Empirical Test and Elaboration. *Social Forces* 81:843-881.

### **Social movements and organizations**

- Davis, Gerald, Calvin Morrill, Hayagreeva Rao, and Sarah Soule. 2008. Introduction: Social Movements in Organizations and Markets. *Administrative Science Quarterly* 53: 389-394
- Jung, Wooseok, Brayden King, and Sarah Soule. 2014. Issue Bricolage: Explaining the Configuration of the Social Movement Sector. *American Journal of Sociology* 120(1):187-225
- Dan Wang, and Sarah A. Soule. 2012. Social Movement Organizational Collaboration: Networks of Learning and the Diffusion of Protest Tactics. *American Journal of Sociology*
- Lori Yue, Hayagreeva Rao, and Paul Ingram. 2013. Informational Spillovers from Protests against Corporations: A Tale of Walmart and Target. *Administrative Science Quarterly*. 58: 669-701
- Hiatt, Shon R., Wesley D. Sine, and Pamela S. Tolbert. From Pabst to Pepsi: The deinstitutionalization of social practices and the creation of entrepreneurial opportunities. *Administrative Science Quarterly* 54, no. 4 (2009): 635-667.
- Campbell, John L. 2005. Where Do We Stand? Common mechanisms in organizations and social movement research. Chapter 2 in *Social Movements and Organization Theory* (ed. Gerald Davis, Doug McAdam, Richard Scott and Mayer Zald). New York, Cambridge University Press
- Sine, Wesley, and Brandon Lee. 2009. Tilting at Windmills? The Environmental Movement and the Emergence of the US Wind Energy Sector. *Administrative Science Quarterly* 54(1): 123-155
- Weber, Klaus, Hayagreeva Rao, and L. G. Thomas. 2009. From Streets to Suites: How the Anti- Biotech Movement Affected German Pharmaceutical Firms. *American Sociological Review* 74 (1):106–27.
- Schneiberg, Marc, Marissa King, and Thomas Smith. 2008. Social Movements and Organizational Form: Cooperative Alternatives to Corporations in the American Insurance, Dairy, and Grain Industries. *American Sociological Review* 73(4): 635-667
- Sarah A. Soule. 2012. “Social Movements and Markets, Industries, and Firms.” *Organization Studies*
- King, Brayden. 2008. A Political Mediation Model of Corporate Response to Social Movement Activism. *Administrative Science Quarterly* 53(3)” 395-421
- McAdam, Doug and Richard Scott. 2005. Organizations and movements. Chapter 1 in *Social Movements and Organization Theory* (ed. Gerald Davis, Doug McAdam, Richard Scott and Mayer Zald). New York, Cambridge University Press
- Hayagreeva Rao, and Sunasir Dutta. 2012. Free Spaces as Organizational Weapons of the Weak: Religious Festivals and Regimental Mutinies in the Bengal Native Army, 1857 *Administrative Science Quarterly* 57(4): 625-668
- Davis, Gerald and Mayer Zald. 2005. Social Change, Social Theory, and the Convergence of Movements and Organizations. Chapter 12 in *Social Movements and Organization Theory* (eds. Gerald F. Davis, Doug McAdam, W. Richard Scott, and Mayer N. Zald). New York, Cambridge University Press
- Sarah A. Soule. 2012. Targeting Organizations: Private and Contentious Politics. *Research in the Sociology of Organization*
- Soule, Sarah, and Brayden King. 2008. Competition and Resource Partitioning in Three Social Movement Industries. *American Journal of Sociology* 113(6):1568-1610
- McCarthy, John D., and Mayer N. Zald. 1977. “Resource Mobilization and Social Movements: A Partial Theory.” *American Journal of Sociology* 82 (6):1212–1241.

### **The population ecology of organizations**

Additional readings on population ecology foundations:

- Amos Hawley. 1992. The Logic of Macrosociology. *Annual Review of Sociology*. 18:1-14.
- Hannan, M. T. & Freeman, J. 1977. The population ecology of organizations. *American Journal of Sociology*, 82: 929-964.
- McPherson, J.M. 1983. "An ecology of affiliation." *American Sociological Review*, Vol. 48, pp.519-535.
- Stinchcombe, A. 1965. Social structure and organizations. In James G. March (Ed.), *Handbook of Organizations*: 142-169. Chicago: Rand McNally.
- Baum, Joel A. C. and Walter W. Powell. 1995. Cultivating an Institutional Ecology of Organizations: Comment on Hannan, Carroll, Dundon, and Torres. *American Sociological Review* 60: 529-538.
- Carroll, Glenn R. and Michael T. Hannan. 1995. Theory Building and Cheap Talk About Legitimation: Reply to Baum and Powell." *American Sociological Review* 60: 539-544.

Additional readings on niche theory:

- Podolny JM, TE Stuart, MT Hannan. 1996. Networks, knowledge, and niches: competition in the worldwide semiconductor industry 1984–1991. *American Journal of Sociology*, 102:659–89.
- Dobrev, SD, TY Kim, and MT Hannan. 2000. Dynamics of Niche Width and Resource Partitioning. *American Journal of Sociology*, 106(5) 1299-1337.
- Glenn R. Carroll. 1985. "Concentration and Specialization: Dynamics of Niche Width in Populations of Organizations." *American Journal of Sociology*, Vol. 90, No. 6, pp. 1262-1283.
- Freeman, John and Michael T. Hannan 1983. Niche width and the dynamics of organizational populations. *American Journal of Sociology* 88:1116-45.
- Baum, Joel A. C. and Jitendra V. Singh. 1994. Organizational Niches and the Dynamics of Organizational Mortality. *American Journal of Sociology*, Vol. 100, No. 2, pp. 346-380.

Additional readings on inertia and age-dependence:

- Hannan, Michael T. and John Freeman. 1984. Structural Inertia and Organizational Change. *American Sociological Review*, Vol. 49, No. 2., pp. 149-164.
- Freeman, John, Glenn R. Carroll and Michael T. Hannan 1983. The liability of newness: age-dependence in organizational death rates. *American Sociological Review* 48:692-710.
- Sørensen, Jesper B., and Toby E. Stuart. 2000. Aging, Obsolescence, and Organizational Innovation. *Administrative Science Quarterly* 45 (1): 81–112.

Additional readings on theoretical extensions:

- Barnett, William P., and Glenn R. Carroll. 1987. Competition and mutualism among early telephone companies. *Administrative Science Quarterly*, 32: 400-421.
- Haveman, H. & Rao, H. 1997. Structuring a theory of moral sentiments: Institutional and organizational coevolution in the early thrift industry. *American Journal of Sociology*, 102:1606-1651.
- Haveman, Heather A. 1992. "Between a Rock and a Hard Place: Organizational Change and Performance Under Conditions of Fundamental Environmental Transformation." *Administrative Science Quarterly* 37 (1): 48–75. doi:10.2307/2393533.

Carroll, G. and A. Swaminathan. 2000. Why the Microbrewery Movement?: Organizational Dynamics of Resource Partitioning in the U.S. Brewing Industry. *American Journal of Sociology*, 106(3) 715-62.

### **Boundaries of the firm and TCE:**

- Alcacer, J. and Oxley, J. (2014), Learning by supplying. *Strategic Management Journal* 35: 204-223.
- Azoulay, Pierre. 2003. Acquiring knowledge within and across firm boundaries: Evidence from clinical development. Working paper, Columbia University.
- Baker, George, and Thomas Hubbard. 2003. Make versus buy in trucking: Asset ownership, job design, and information. *American Economic Review*, 93: 551-572.
- Baker, George, Robert Gibbons, and Kevin J. Murphy. 2002. Relational contracts and the theory of the firm. *Quarterly Journal of Economics*, 117: 39-84.
- Banerjee, Abhijit, and Esther Duflo. 2000. Reputation effects and the limits of contracting: A study of the Indian software industry. *Quarterly Journal of Economics*, 115: 989-1017.
- Brusoni, Stefano, Andrea Prencipe, and Keith Pavitt. (2001). Knowledge specialization, organizational coupling, and the boundaries of the firm: why do firms know more than they make? *Administrative science quarterly* 46 (4): 597-621.
- Casadesus-Masanell, Ramon, and Daniel Spulber. 2000. The fable of Fisher Body. *Journal of Law and Economics*, 43: 67-104.
- Coase, Ronald. 2000. The acquisition of Fisher Body by General Motors. *Journal of Law and Economics*, 43: 15-31.
- David, Robert J., and Shin-Kap Han. 2003. A systematic assessment of the empirical support for transaction cost economics. Forthcoming, *Strategic Management Journal*.
- Freeland, Robert. 2000. Creating holdup through vertical integration: Fisher Body revisited. *Journal of Law and Economics*, 43: 33-66.
- Hart, Oliver. 1995. *Firms, Contracts, and Financial Structure* (especially chapters 1-3). Oxford: Oxford University Press.
- Holmström, Bengt, and John Roberts. 1998. The boundaries of the firm revisited. *Journal of Economic Perspectives*, 12: 73-94.
- Holmström, Bengt. 1999. The firm as a subeconomy. *Journal of Law, Economics, and Organization*, 15: 74-102.
- Jacobides, Michael G., and Stephan Billinger. "Designing the boundaries of the firm: From "make, buy, or ally" to the dynamic benefits of vertical architecture." *Organization science* 17.2 (2006): 249-261.
- Joskow, Paul. 1987. Contract duration and relationship-specific investment: Empirical evidence from coal markets. *American Economic Review*, 77: 168-85.
- Kapoor, Rahul, and Ron Adner. "What firms make vs. what they know: how firms' production and knowledge boundaries affect competitive advantage in the face of technological change." *Organization Science* 23.5 (2012): 1227-1248.
- Klein, Benjamin. 2000. Fisher-General Motors and the nature of the firm. *Journal of Law and Economics*, 43: 105-41.
- Monteverde, Kirk, and David Teece. 1982. Supplier switching costs and vertical integration in the automobile industry. *Bell Journal of Economics*, 13: 206-13.
- Mullin, Joseph, and Wallace Mullin. 1997. United States Steel's acquisition of Great Northern Ore Properties: Vertical foreclosure or efficient contractual governance? *Journal of Law, Economics, and Organization*, 13: 74-100.

- Pisano, Gary P. 1990. The R&D boundaries of the firm: An empirical analysis. *Administrative Science Quarterly*, 35: 153-176.
- Whinston, Michael. 2003. On the transaction cost determinants of vertical integration. *Journal of Law, Economics, and Organization*, 19: 1-23.
- Williamson, Oliver E. 1975. *Markets and Hierarchies: Analysis and Anti-Trust Implications* (especially chapters 1, 2, 5-8). New York: Free Press.
- Williamson, Oliver E. 1991. Comparative economic organization: The analysis of discrete structural alternatives. *Administrative Science Quarterly*, 36: 269-296.

### **Evolutionary theory, technology and innovation**

- Aldrich, Howard E. 1999. *Organizations Evolving*. Thousand Oaks, CA: Sage.
- Anderson, Philip, and Michael L. Tushman. 1990. Technological discontinuities and dominant designs: A cyclical model of technological change. *Administrative Science Quarterly*, 35: 604-633.
- Arthur, W. Brian. 1989. Competing technologies, increasing returns, and lock-in by historical events. *Economic Journal*, 99: 116-131.
- Benner, Mary J., and Michael L. Tushman. 2002. Process management and technological innovation: A longitudinal study of the photography and paint industries. *Administrative Science Quarterly*, 47: 676-706.
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- Carroll, Glenn R., and J. Richard Harrison. 1994. On the historical efficiency of competition between organizational populations. *American Journal of Sociology*, 100: 729-749.
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- Gersick, Connie J. G. 1991. Revolutionary change theories: A multilevel exploration of the punctuated equilibrium paradigm. *Academy of Management Review*, 1: 10-36.
- Nelson, Richard R. 1994. "The Co-Evolution of Technology, Industrial Structure, and Supporting Institutions," *Industrial and Corporate Change* 3: 47-64.
- Nelson, Richard R., and Sidney G. Winter. 1982. *An Evolutionary Theory of Economic Change*. Cambridge, MA: Belknap Press of Harvard University Press.
- Tushman, Michael L., and Elaine Romanelli. 1985. Organizational evolution: A metamorphosis model of convergence and reorientation. In L. Cummings and B. Staw, eds., *Research in Organizational Behavior*, 7: 171-222. Greenwich, CT: JAI Press.
- Tushman, Michael L., and Philip Anderson. 1986. Technological discontinuities and organizational environments. *Administrative Science Quarterly*, 31: 439-465.
- Van de Ven, Andrew and Garud, Raghu. 1994. "The Coevolution of technical and Institutional Events in the Development of Innovation". Pp. 425-443 in *Evolutionary Dynamics of Organizations*, edited by Joel A.C. Baum and Jitendra Singh. New York, Oxford University Press.

### **Entrepreneurship and organizational founding**

- Aldrich, Howard E, and Marlene Fiol. 1994. Fools rush in? The institutional context of industry creation. *Academy of Management Review*, 19: 645-670.
- Aldrich, Howard E. 1999. *Organizations Evolving*. Thousand Oaks, CA: Sage.

- Baum, Joel A.C., and Heather A. Haveman. 1997. Love thy neighbor? Differentiation and agglomeration in the Manhattan hotel industry. *Administrative Science Quarterly*, 41: 304-338.
- Burton, M. Diane, Jesper B. Sørensen, and Christine M. Beckman. 2002. Coming from good stock: Career histories and new venture formation. *Research in the Sociology of Organizations*, 19: 229-262. New York: Elsevier Science Ltd.
- Chinoy, Ely. 1955/1992. *Automobile Workers and the American Dream*. Urbana: University of Illinois Press.
- Dobbin, Frank R., and Timothy Dowd. 1997. How policy shapes competition: Early railroad foundings in Massachusetts. *Administrative Science Quarterly*, 42: 501-529.
- Ruef, Martin, Howard E. Aldrich, and Nancy M. Carter. 2003. The structure of founding teams: Homophily, strong ties, and isolation among U.S. entrepreneurs. *American Sociological Review*, 68: 195-222.
- Ruef, Martin. 2000. The emergence of organizational forms: A community ecology approach. *American Journal of Sociology*, 106: 658-714.
- Sorenson, Olav, and Pino G. Audia. 2000. The social structure of entrepreneurial activity: Geographic concentration of footwear production in the United States, 1940-1989. *American Journal of Sociology*, 106: 424-462.
- Sorenson, Olav, and Toby Stuart. 2001. Syndication networks and the spatial distribution of venture capital investments. *American Journal of Sociology*, 106: 1546-1588.
- Stinchcombe, Arthur L. 1965. Social structure and organizations. In J. March, ed., *Handbook of Organizations*: 142-193. Chicago: Rand-McNally.
- Wiewel, Wim, and Albert Hunter. 1985. The interorganizational network as a resource: A comparative case study of organizational genesis. *Administrative Science Quarterly*, 30: 482-496.
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### **Organizational demography**

- Blau, Peter M. 1977. *Inequality and Heterogeneity: A Primitive Theory of Social Structure*, chapters 1-4. New York: Free Press.
- Cohen, Lisa E., Joseph P. Broschak, and Heather A. Haveman. 1998. And then there were more? The effect of organizational sex composition on the hiring and promotion of managers. *American Sociological Review*, 63: 711-727.
- Gusfield, Joseph R. 1957. The problem of generations in an organizational structure. *Social Forces*, 35: 323-330.
- Lawrence, Barbara. 1997. The black box of organizational demography. *Organization Science*, 8: 1-22.
- McPherson, J. Miller, Pamela A. Popielarz, and Sonia Drobic. 1992. Social networks and organizational dynamics. *American Sociological Review*, 57: 153-170.
- Pfeffer, Jeffrey. 1983. Organizational demography. In L. Cummings and B. Staw, eds., *Research in Organizational Behavior*, 5: 299-357. Greenwich, CT: JAI Press.
- Reagans, Ray, and Ezra W. Zuckerman. 2001. Networks, diversity, and productivity: The social capital of corporate R&D teams. *Organization Science*, 12: 502-517.
- Reed, Theodore. 1978. Organizational change in the American Foreign Service, 1925-1965: The utility of cohort analysis. *American Sociological Review*, 43: 404-421.
- Reskin, Barbara F., Debra B. McBrier, and Julie A. Kmec. 1999. The determinants and consequences of workplace sex and race composition. In Karen S. Cook, ed., *Annual Review of Sociology*, 25: 235-261.

- Ryder, Norman B. 1964. Notes on the concept of a population. *American Journal of Sociology*, 69: 447-463.
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- Sørensen, Jesper B. 1999. The ecology of organizational demography: Managerial tenure distributions and organizational competition. *Industrial and Corporation Change*, 8: 713-744.
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### **Jobs and careers**

- Baron, James N., and William T. Bielby. 1980. Bringing the firms back in: Stratification, segmentation, and the organization of work. *American Sociological Review*, 45: 737-765.
- Baron, James N., and William T. Bielby. 1984. The organization of work in a segmented economy. *American Sociological Review*, 49: 454-473.
- Bendix, Reinhard. 1956. *Work and Authority in Industry: Ideologies of Management in the Course of Industrialization*. Berkeley: University of California Press.
- Faulkner, Robert R., and Andy B. Anderson. 1987. Short-term projects and emergent careers: Evidence from Hollywood. *American Journal of Sociology*, 92: 879-909.
- 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.
- Guillén, Mauro F. 1994. *Models of Management: Work, Authority, and Organization in a Comparative Perspective*. Chicago: University of Chicago Press.
- Haveman, Heather A., and Lisa E. Cohen. 1994. The ecological dynamics of careers: The impact of organizational founding, dissolution, and merger on job mobility. *American Journal of Sociology*, 100: 104-152.
- Kalleberg, Arne L., Barbara F. Reskin, and Ken Hudson. 2000. Bad jobs in America: Standard and non-standard employment relations and job quality in the United States. *American Sociological Review*, 65: 256-278.
- Miner, Anne S. 1987. Idiosyncratic jobs in formalized organizations. *Administrative Science Quarterly*, 32: 327-351.
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- Podolny, Joel M., and James N. Baron. 1997. Resources and relationships: Social networks and mobility in the workplace. *American Sociological Review*, 62: 673-693.
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- Stovel, Katherine, Michael Savage, and Peter Bearman. 1996. Ascription into achievement: Models of career systems at Lloyds Bank, 1890-1970. *American Journal of Sociology*, 102: 358-399.
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## **Professions**

- Abbott, Andrew. 1988. *The System of Professions: An Essay on the Division of Expert Labor*. Chicago: University of Chicago Press.
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- Freidson, Eliot. 1970. *Profession of Medicine: A Study of the Sociology of Applied Knowledge*. Chicago: University of Chicago Press.
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- Galanter, Marc, and Thomas Palay. 1991. *Tournament of Lawyers: The Transformation of the Big Law Firm*. Chicago: University of Chicago Press.
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- Wilensky, Harold L. 1965. The professionalization of everyone? *American Journal of Sociology*, 70: 137-158.

## **Gender and organizations**

- Bernhardt, Annette, Martina Morris, and Mark S. Handcock. 1995. Women's gains or men's losses? A closer look at the shrinking gender gap in earnings. *American Journal of Sociology*, 101: 302-328.
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## Professor's Biography



Massimo Maoret is an Associate Professor in the Strategic Management Department at IESE Business School, 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 impact performance, innovation, organizational socialization and the social creation of culture. His work has appeared in multiple academic outlets, including *Organization Science*, *Strategic Management Journal*, *Journal of Organizational Behavior*, *Journal of Management Studies*, *Academy of Management Discoveries*, *Advances in Strategic Management* and *Research in the Sociology of Organizations*. He currently serves in the Editorial Review Board of *Organization Science*, *Academy of Management Journal*, *Journal of Management*, *Journal of Management Studies* and *Organization Studies*.

At IESE, Massimo teaches Strategy Execution, Organizational Theory and Organizational Change, and Competitive Strategy (with a focus on the energy sector). He also teaches modules on Managing your Network and Getting Things Done at the Executive level, where he has offered customized modules for the Adecco Group, Boehringer Ingelheim, DOW Chemical, DSM, ERSTE, Faurecia, HARMAN, Henkel, Shiseido, UNICEF, UPS, WebSummit and XING.

Link to complete CV:

<https://www.iese.edu/faculty-research/faculty/massimo-maoret/>

## Professor's Biography



### **Prof. Romain Boulongne**

Assistant Professor, Strategic Management Department

Romain holds a Ph.D. in Management from HEC Paris, a Master of Science in Management and Organizational Dynamics from the University of Paris, and a Graduate Degree in Political Science from Sciences Po Lille. During his time at HEC, Romain also spent one year as a Visiting Doctoral Student in the Economic Sociology Group at MIT Sloan.

His primary research focus is on how categorization processes—the various cognitive mechanisms that people use to make sense of the social world—shape social evaluation and performance of organizations in markets.

Another aspect of Romain's research draws on his broader interest in questions related to sustainability. To address them, he uses experimental methods and large-scale empirical approaches to explore topics such as the performance of alternative forms of organizing, impact investing and, more broadly, how organizations can integrate Sustainable Development Goals (SDGs) in their strategies.

Finally, Romain has been working closely with public authorities, and he recently published a policy report on the impact of intangibles on performance—a report commissioned by the French Minister in charge of Industry.

Prior to joining academia, Romain spent several years studying the intricacies of complex organizational dynamics at a social enterprise in France, working on topics such as urban development and human rights/equality.

His work has been published in *Organization Science*, *Strategic Entrepreneurship Journal* or *Research in the Sociology of Organizations* amongst others.