

01/14/13

**Sociology 525
Organizational Theory
Spring, 2014
Thursday, 3:30-6:00
Social Science 415**

**Instructor: Professor Joseph Galaskiewicz
Social Science 434
520-621-7084
Office Hours: Friday 11:00-12:00, 4:00-5:00
Email:galaskie@email.arizona.edu**

Objectives

The purpose of the course is to provide graduate students with an overview of the work in Sociology on formal or complex organizations. The course is built on the premise that there is a constant dialogue between theory and empirical research and across the generations and disciplines. Our basic purpose is to explore and evaluate - and possibly even contribute to - the development of theoretical knowledge of macro organizational behavior.

The course begins with a review of rationalist theories of organizations. Here we are introduced to Weber's bureaucratic ideal type and theories of scientific management. We also review work on the limits of rationality. Next we discuss naturalist theories and review the work of the human relations school. Much work today is still influenced by this perspective. We focus on inter-group relations, culture, power, and networks. We finish with open systems models and examine organizational ecology, neo-institutional theory, and political economy theory. The course is necessarily an overview of what has been done and does not go into great deal on any one topic. Hopefully your appetite will be whetted, and you will be inspired to explore the various theories more in your other coursework and possibly your dissertation.

Format and Assignments

The format for the class is very simple. All students are expected to read all the required material on the syllabus for the class period. The instructor will begin the discussion with an overview of the readings for the day and summarize the discussion at the end. In between there will be student presentations on the readings for that day. All students are required to make *three* class presentations. The presentations should be descriptive and analytic. Presenters are expected to prepare a one-page (single-spaced, one inch margins, 11-pt font) review essay for each reading that they present. After a *brief* summary of the main points (about 1/3 of the text), the essay will point out something 'nice' and 'naughty' (about 2/3 of the text) about each reading. The 'nice' highlights how this reading contributes to our understanding of the topic for the week; the 'naughty' highlights what is wrong with the article or what it has ignored. These are to be distributed at the beginning of the class on the day of the presentation. I will make copies for you if you email them to me 24 hours before class, otherwise it's your responsibility to

make copies. They will be posted on D2L afterwards after I read and make corrections. Points will be deducted for anything outside these parameters. 45% of the student's grade will be based on the presentations and essays (15% for each presentation/essay). Students who fail to make a presentation on the assigned date will get a C on the assignment, if an essay is turned in late but within one week of the presentation, or an F, if there is no essay turned in.

Finally, students are required either to complete a take-home exam (there will be word limits) or a research paper. The purpose of the exam is to see how well students have been able to master the theory and research in the field. You will get the exam on April 24th and it is due May 8th at 3:30 PM (paper copy in my mailbox). 50% of the student's grade will be based on the exam. You can get an extension and an incomplete, but only for a serious illness/tragedy which makes turning it in on the 8th impossible. However, exams turned in late will be graded in August before the fall semester begins. To get the maximum amount out of the course material, the exam is an excellent option.

Alternatively, students can do a twenty-page literature review (not including references) comparable to something which might be published in the *Annual Review of Sociology* (see recent volumes for examples) or a research proposal. We will discuss the details of the paper in class. Students who elect this option need to prepare a one page abstract (250 words) by February 13th and will have ten minutes to describe their project in class that day. Students will make a 20 minute presentation on their paper during the last two sessions (April 24th & May 1st). Students who select this option will be expected to turn in their paper at 3:30 pm on May 1st. Please submit a hard copy and an e-copy. For these students the paper's grade will count for 50% of their grade. You can get an extension and an incomplete, but only for a serious illness/tragedy which makes turning it in on the 1st impossible. However, papers turned in late will be graded in August before the fall semester begins. The paper is for an advanced student who has taken org theory classes before and is already familiar with the canon of work.

For everyone, 5% of your grade is based on attendance. This is an easy 'A'. If you are sick, have a personal emergency, or a professional commitment and cannot attend, please notify me ahead of time for an excused absence. However, everyone gets one 'party day' (last minute TA assignments, a visit by mom, hangovers). Thus one unexcused absence results in no penalty, two lowers your grade to a 'B', three lowers your grade to a 'C', four lowers it to a 'D', and five or more lowers it to an 'F' for attendance.

Readings

These books are for sale in the bookstore and are on reserve in the library.

W. Richard Scott and Gerald F. Davis. 2007. Organizations and Organizing: Rational, Natural, and Open Systems Perspectives. Upper Saddle River, NJ: Pearson Prentice-Hall. (9780131958937)

Michael Burawoy. 1979. Manufacturing Consent. Chicago: University of Chicago Press. (0-226-08038-2)

Rosabeth Moss Kanter. 1993(1977). Men and Women of the Corporation. New York: Basic Books. (0-465-04454-9)

Walter W. Powell and Paul. J. DiMaggio, eds. 1991. The New Institutionalism in Organizational Analysis. Chicago, IL: University of Chicago Press. (0-226-67709-5)

Michael T. Hannan and John Freeman. 1989. Organizational Ecology. Cambridge, MA: Harvard University Press. (0674643496)

Ronald S. Burt. 1992. Structural Holes. Cambridge, MA: Harvard University Press. (0674843711)

Required readings which are articles and book chapters can be accessed using D2L.

The reading list is not as dense as your other seminars, but the class is premised on the assumption that you do all the readings. If you don't intend on doing the readings, you should take another class or audit. A common complaint is that courses like this skim over a great deal of material without ever getting in depth. There is no sure-fire way to prevent this from happening, and this is one reason why I am requiring fewer readings each session and offering an integrative exam. Hopefully, this will help you get some closure on the literature. Still, be forewarned and give yourself enough time to enjoy and appreciate the intellectual debates within the field.

This and That

I will use D2L to communicate with students this semester (announcements, postings, etc.), but I will email you through Outlook, not D2L. That means that you should check often for messages. You never know when I will unexpectedly call off class!

I will not tolerate any cheating or plagiarism of any kind. You will not only flunk the assignment but you will be reported to the Graduate School and disciplinary procedures will be initiated. Also I will not tolerate any aggressive remarks toward other students during the seminar. My first obligation is to provide a safe environment for the exchange of ideas and there will be no harassment or intimidating behavior in my classroom. Finally, please turn off the cell phones and no emailing or text messaging during class. We will have a break halfway through the class, and you can call mommy then.

Schedule of Classes

Introduction

January 16th **Living in a Society of Organizations**

Perrow, Charles. 1991. "A Society of Organizations." Theory and Society, 20:725-62.

Scott, W. Richard and Gerald F. Davis. 2007. Organizations and Organizing: Rational, Natural, and Open Systems Perspectives. Upper Saddle River, NJ: Pearson Prentice-Hall. Chapters 1.

Organizations as Rational Systems

January 23rd **Bureaucracy**

Scott, W. Richard and Gerald F. Davis. 2007. Organizations and Organizing: Rational, Natural, and Open Systems Perspectives. Upper Saddle River, NJ: Pearson Prentice-Hall. Chapters 2.

Weber, Max. 1946/1958. "Bureaucracy." In From Max Weber: Essays in Sociology edited and translated by Hans H. Gerth and C. Wright Mills. New York: Oxford University Press. Chapter 8, Sections 1, 2, 6, 9, 10,

Gouldner, Alvin W. 1954/1964. Patterns of Industrial Bureaucracy. New York: Free Press. Chapter 9.

Merton, Robert K. 1957. "Bureaucratic Structure and Personality." Social Theory and Social Structure. Glencoe, IL: Free Press. Chapter 8.

Perrow, Charles. 1972/1986. "Why Bureaucracy?" Complex Organizations: A Critical Essay. New York: McGraw-Hill Companies

January 30th **Contingency Theory**

Scott, W. Richard and Gerald F. Davis. 2007. Organizations and Organizing: Rational, Natural, and Open Systems Perspectives. Upper Saddle River, NJ: Pearson Prentice-Hall. Chapters 6.

Stinchcombe, Arthur L. 1959. "Bureaucratic and Craft Administration of Production." Administrative Science Quarterly, 4:168-87.

Woodward, Joan. 1965 /1994. Industrial Organization: Theory and Practice. New York: Oxford University Press. Chapters 4-5.

Lawrence, Paul R. and Jay W. Lorsch. 1967/1969. Organization and Environment: Managing Differentiation and Integration. Homewood, IL: Richard D. Irwin, Inc. Chapters 1, 2.

Blau, Peter. 1972. "Interdependence and Hierarchy in Organizations." Social Science Research, 1:1-24.

February 6th Transaction Cost Analysis

Scott, W. Richard and Gerald F. Davis. 2007. Organizations and Organizing: Rational, Natural, and Open Systems Perspectives. Upper Saddle River, NJ: Pearson Prentice-Hall. Chapter 9.

Chandler, Alfred D. 1962. Strategy and Structure. Cambridge, MA: MIT Press. Introduction, Chapters 1, 2.

Ouchi, William G. 1979. "Markets, Bureaucracies, and Clans." Administrative Science Quarterly, 25:129-41.

Williamson, Oliver. 1981. "The Economics of Organization: The Transaction Cost Approach." American Journal of Sociology, 87:548-577.

February 13th Bounded Rationality and the Behavioral School

Paper abstracts due

Simon, Herbert A. 1957. Administrative Behavior. New York: The Free Press, 1957. Chapters 4, 5.

Cohen, Michael D., et al. 1972. "A Garbage Can Model of Organizational Choice," Administrative Science Quarterly, 17:1-25.

Cohen, Michael D. and James G. March. 1974/1986. "The Processes of Choice." Leadership and Ambiguity. Boston: Harvard Business School Press. Chapter 5.

Weick, Karl. 1976. "Educational Organizations as Loosely Coupled Systems," Administrative Science Quarterly, pp. 1-19.

March, James G. 1991. "Exploration and Exploitation in Organizational Learning." Organization Science, 2: 71-87.

Organizations as Natural Systems

February 20th Organizational Power

Scott, W. Richard and Gerald F. Davis. 2007. Organizations and Organizing: Rational, Natural, and Open Systems Perspectives. Upper Saddle River, NJ: Pearson Prentice-Hall. Chapters 2, 8.

Kanter, Rosabeth. 1977/1993. Men and Women of the Corporation, 2nd Edition. New York: Basic Books. Chapter 6-8.

Pfeffer, Jeffrey. 1981. "Understanding the Role of Power in Decision Making." Power in Organizations. Marshfield, MA: Pitman Publishing. Chapter 1.

Brescoll, Victoria L. 2011. "Who Takes the Floor and Why: Gender, Power, and Volubility in Organizations." Administrative Science Quarterly, 56:622-41.

February 27th Organizational Cultures

Hochschild, Arlie. 1979. "Emotion Work, Feeling Rules and Social Structure." American Journal of Sociology, 85:551-575.

Van Maanen, John and Gideon Kunda. 1989. "Real Feelings: Emotional Expression and Organizational Culture." Pp. 43-104 in Larry L. Cummings and Barry M. Staw (eds), Research in Organizational Behavior, Vol 11. Greenwich, CT: JAI Press.

Acker, Joan. 1990. "Hierarchies, Jobs, Bodies: A Theory of Gendered Organizations." Gender and Society, 4:139-58.

Vaughan, Diane. 2004. "Theorizing Disaster: Analogy, Historical Ethnography, and the Challenger Accident." Ethnography, 5: 315

Grant, Don, Alfonso Morales, and Jeffrey J. Sallaz. 2009. "Pathways to Meaning: A New Approach to Studying Emotions at Work." American Journal of Sociology, 115:327-64.

Michel, Alexandra. 2011. "Transcending Socialization: A Nine-Year Ethnography of the Body's Role in Organizational Control and Knowledge Workers' Transformation." Administrative Science Quarterly, 56:325-68.

March 6th Social Networks - Micro

Scott, W. Richard and Gerald F. Davis. 2007. Organizations and Organizing: Rational, Natural, and Open Systems Perspectives. Upper Saddle River, NJ: Pearson Prentice-Hall. Chapter 11.

Burt, Ronald S. 1992. Structural Holes. Cambridge, MA: Harvard University Press. Chapters 1, 4.

Krackhardt, David. 1990. "Assessing the Political Landscape: Structure, Cognition and Power in Organizations." Administrative Science Quarterly, 35:342-69.

Galaskiewicz, Joseph and Ronald S. Burt. 1991. "Interorganization Contagion in Corporate Philanthropy." Administrative Science Quarterly 36:88-105.

Zhixing Xiao and Anne S. Tsui. 2007. "When Brokers May Not Work: The Cultural Contingency of Social Capital in Chinese High-tech Firms." Administrative Science Quarterly, 52:1-31.

March 13th Social Networks - Macro

Granovetter, Mark. 1985. "On the Social Embeddedness of Economic Exchange." American Journal of Sociology, 91:481-510.

Powell, Walter. 1990. "Neither Market nor Hierarchy: Network Forms of Organization." Pp. 295-336 in Larry Cummings and Barry Staw Research in Organizational Behavior, Vol. 12. Greenwich, CT: JAI Press.

Uzzi, Brian. 1997. "Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness." Administrative Science Quarterly, 42:35-67.

Walter W. Powell, Douglas R. White, Kenneth W. Koput and Jason Owen-Smith. 2005 "Network Dynamics and Field Evolution: The Growth of Interorganizational Collaboration in the Life Sciences." American Journal of Sociology 110(4):1132-1205.

Joseph Galaskiewicz. 2007. "Editorial: Has a Network Theory of Organizational Behaviour Lived Up to its Promises?" Management and Organization Review, 3:1-18.

Bunker Whittington, Kjersten, Jason Owen-Smith, and Walter W. Powell. 2009. "Networks, Proximity, and Innovation in Knowledge-Intensive Industries." Administrative Science Quarterly, 54:90-122.

Organizations as Open Systems

March 27th The New Institutionalism

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, 28:22-39.

Meyer, John W. and Brian Rowan. 1991. "Institutionalized Organizations: Formal Structure as Myth and Ceremony." In Walter W. Powell and P. J. DiMaggio, eds. The New Institutionalism in Organizational Analysis. Chicago, IL: University of Chicago Press, 1991. Chapter 2.

DiMaggio, Paul and Walter W. Powell. 1991. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality." In Walter W. Powell and P. J. DiMaggio, eds. The New Institutionalism in Organizational Analysis. Chicago, IL: University of Chicago Press, 1991. Chapters 1

DiMaggio, Paul and Walter W. Powell. 1991. "Introduction." In Walter W. Powell and P. J. DiMaggio, eds. The New Institutionalism in Organizational Analysis. Chicago, IL: University of Chicago Press, 1991. Chapter 1

Dobbin, Frank R. and John R. Sutton. 1998. "The Strength of a Weak State: The Rights Revolution and the Rise of Human Resources Management Divisions." American Journal of Sociology, 104:441-76.

Emirbayer, Mustafa and Victoria Johnson. 2008. "Bourdieu and Organizational Analysis," with Mustafa Emirbayer, Theory and Society 37: 1-44

April 3th Collective Action Perspective on Organizational Behavior

Joseph Galaskiewicz. 1991. "Making Corporate Actors Accountable: Institution-Building in Minneapolis-St. Paul." Pp. 293-310 in The New Institutionalism in Organizational Analysis, edited by Walter W. Powell and Paul J. DiMaggio. Chicago: University of Chicago Press.

Davis, Gerald F. and Tracy A. Thompson. 1994. "A Social Movement Perspective on Corporate Control." Administrative Science Quarterly, 39: 141-173.

Ingram, Paul and Hayagreeva Rao. 2004. "Store Wars: The Enactment and Repeal of Anti-Chain-Store Legislation in America." American Journal of Sociology, 110: 446-87.

Davis, Gerald F., Doug McAdam, W. Richard Scott, and Mayer N. Zald (eds). 2005. Social Movements and Organizational Theory. New York: Cambridge University Press. Chapters 1, 2.

King, Brayden. 2008. "A Political Mediation Model of Corporate Response to Social Movement Activism." Administrative Science Quarterly, 53(3): 395-421.

Yue, Lori Qingyuan, Hayagreeva Rao, and Paul Ingram. 2013. "Information Spillovers from Protests against Corporations: A Tale of Walmart and Target." Administrative Science Quarterly, 58: 669-701.

April 10th Organizational Ecology and Niche Theory

J. Miller McPherson. 1983. "An Ecology of Affiliation." American Sociological Review, 48:519-532.

Hannan, Michael T. and John H. Freeman. 1989. Human Ecology. Cambridge, MA: Harvard University Press. Chapters 1-6, 9-10.

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, 106:715-762.

April 17th Organizational Identities

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

Hsu, Greta and Michael T. Hannan. 2005. "Identities, genres, and organizational forms." Organization Science 16, 5: 474-90.

Hsu, Greta, Michael T. Hannan and Özgecan Koçak. 2009. "Multiple category memberships in markets: A formal theory and two empirical tests," American Sociological Review, 74: 150-69.

Giacomo Negro, Giacomo, O. Ozgecan Kocak and Greta Hsu. 2010. "Research on Categories in the Sociology of Organizations." Pp. 3-35 in Research in the Sociology of Organizations, Volume 31. Emerald Group Publishing Limited.

Joseph Galaskiewicz and Sondra Barringer. 2012. "Social Enterprises and Social Categories." Pp. 47-70 in Social Enterprises: An Organizational Perspective, edited by Benjamin Gidron and Yeheskel Hasenfeld. New York: Palgrave Macmillan.

Phillips, Damon J., Catheine 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, 118:1023-1054.

The Political Economy Approach

April 24th Marxian Perspective

Burawoy, Michael. 1979. Manufacturing Consent. Chicago: University of Chicago Press. Chapters 1-7, 10-12.

Burawoy, Michael. 2004. "Another Thirty Years." Unpublished manuscript.

May 1st Markets as Politics

Papers Due

Hamilton, Gary G. and Nicole Woolsey Biggart. 1988. "Market, Culture, and Authority: A Comparative Analysis of Management and Organization in the Far East." American Journal of Sociology, 94:S52-S94.

Fligstein, Neil. 1996. "Markets as Politics: A Political-Cultural Approach to Market Institutions." American Sociological Review, 61:656–73.

Sallaz, Jeffrey. 2012. "Politics of Organizational Adornment: Lessons from Las Vegas and Beyond." American Sociological Review, 77(1) 99–119.

May 8th Exams Due