

BA 259B: RESEARCH IN MACRO-ORGANIZATIONAL BEHAVIOR

INSTRUCTOR: James Lincoln, 220 IIR (3-5863) or 499 Haas (2-3657), lincoln@haas.berkeley.edu, office hours by appointment.

TIME AND PLACE: 9-12AM Wednesday, F555 Haas School of Business

COURSE DESCRIPTION: This course examines macro-organizational theory and research from the classics up to the present. Primary attention will be given to the content domains, presuppositions, core propositions, chains of reasoning that underlie a body of organizational scholarship. However, theory is grasped not only in the weighty tomes of pure theorists but also in the empirical research traditions designed to determine the veracity or falsity of theoretical ideas. We will also pay attention to the research methods employed in organizational research, for any assessment of the findings or theoretical implications of research cannot be divorced from the methods used to gather and analyze data. Moreover, some influential programs of macro-organizational theory and research have evolved new and distinctive methodological techniques: network analysis and organizational ecology come to mind.

Although we will certainly devote significant class time to critiques of particularly significant articles and books, my view is that Ph.D. students in organizational theory should acquire some familiarity with very broad literatures over a considerable span of time. Consequently, a lot of material will at least be discussed. The study of organizations is a field where substantial traditions of theory and research grow up, dominate inquiry for a time, then fade away. To some this is a troublesome symptom of the pre-paradigmatic state of organizational science. Closer examination, however, reveals that, while research methodologies come and go as do conceptual frames and scholarly vocabularies, the range of truly distinct questions and issues posed by organizational study is relatively small. Once the student has seen this for her or himself, a much deeper grasp of particular traditions and the field as a whole may be had.

Thus, I think it important that that we spend a fair amount of time on older bodies of work (e.g., classical management, structural functionalism, contingency theory, neo-Marxism) which, if not at present directly inspiring much research, have strongly shaped the paths along which organizational theory has evolved. Since the core discipline behind most macro-organizational behavior study is sociology, we will at least in passing familiarize students with the perspectives, reasoning modes, and methods of that field. Later in the course, we will devote some time to economic perspectives on organization (transaction cost and agency theory), as these in recent years have had marked impact on organizational theory and have produced some passionate debates with the sociological side. Organizational ecology, exchange or resource dependence theory, and network analysis are some important sociological paradigms that have alternately absorbed and engaged the economic models. A final topic area central to my own research program and of major importance to both pure and applied organizational theory is comparative, cross-national organizational research.

READINGS:

To be discussed in class.

COURSE REQUIREMENTS:

Exams: (30%). Two take-home (prelim type) exams will be given over the lecture and class discussion material. The second exam is not a comprehensive final but will cover the second half of the course. Each exam paper should be eight pages maximum.

Paper: (30%). In addition, students will write a term paper (maximum 20 pages). The paper will be a research prospectus. From the set of theory/research topics given below, you are to identify a research problem and design an empirical study which addresses it. Although your design can and should build upon previous research in the area, originality will be an important criterion on which papers will be evaluated.

Presentation: (15%). Each week one or more students will have the responsibility for orally presenting a critical review and analysis of (all or part of) the reading to the class. Each presentation should be about 15 minutes in length.

Participation: (25%). Students are also expected to have read the required material by the assigned date and to participate actively in class discussions. Participation includes careful reading of assigned materials before the date they are discussed in class, posing of thoughtful questions and problems relating to the topics, and critical, analytical comments.

COURSE FORMAT: This is a seminar, and it cannot succeed without the full and active participation of all members. However, as we will be reviewing more literature each week than students can reasonably be asked to read, I will at the outset of each class session give a quasi-lecture on the topic area and identify key issues and perspectives.

COURSE SCHEDULE AND TOPICS.¹ Readings with an exclamation mark should be read carefully. Readings with an asterisk should be skimmed. All other readings are recommended only. As we proceed, I will further indicate which required readings deserve close attention and which can be skimmed.

Week 1 (August 27): INTRODUCTION AND OVERVIEW

Week 2 (September 3): WEBER, MARX, AND CLASSICAL MANAGEMENT

- Barnard, Chester. 1938. "A definition of authority." From *THE FUNCTIONS OF THE EXECUTIVE*. Harvard University Press, 1938.
- Bendix, Reinhard. 1956. *WORK AND AUTHORITY IN INDUSTRY*. New York: Wiley.
- Braverman, Harry. 1974. "Scientific Management" in *LABOR AND MONOPOLY CAPITAL*. NY: Monthly Review Press.
- Fayol, Henry. 1949. "General principles of management." In H. Fayol: *GENERAL AND INDUSTRIAL MANAGEMENT*. London: Pitman. Reprinted in Jay M. Shafritz and J. Steven Ott: *CLASSICS OF ORGANIZATION THEORY* (4th edition). 1996.
- Gulick, Luther. 1937. "Notes on the theory of organization." Pp. 3-13 in *PAPERS ON THE SCIENCE OF ADMINISTRATION*. NY: Institute of Public Administration.
- Graicunas, V. A. 1937. "Relationship in organization." Pp. 183-87 in Gulick and Urwick (eds.): *PAPERS IN THE SCIENCE OF ADMINISTRATION*.
- Guillen, Mauro. 1991. *MODELS OF MANAGEMENT: WORK, AUTHORITY, AND ORGANIZATION IN A COMPARATIVE PERSPECTIVE*. Chicago: University of Chicago Press.
- Hammer, Michael & James Champy. 1993. *REENGINEERING THE CORPORATION*. NY: Harper.
- Lawrence and J. W. Lorsch. 1967. "Traditional organizational theories." Ch. II in their *ORGANIZATION AND ENVIRONMENT*. Harvard Business School Press.
- Lincoln, James R. and Didier Guillot. 2004. "A Durkheimian view of organizational culture." In Marek Korczynski and Randy Hodson (editors): *SOCIAL THEORY AT WORK*. Oxford, UK: Oxford University Press.
- March, James G. and Herbert A. Simon. 1958. *ORGANIZATIONS*. New York, Wiley.
- Marx, Karl. 1967. "Co-operation." Ch. XIII in *CAPITAL*. New York: International Publishers.
- 1964. Pp. 127-160 in T. B. Bottomore (ed.): *KARL MARX: SELECTED WRITINGS IN SOCIOLOGY & SOCIAL PHILOSOPHY*. New York: McGraw-Hill.
- Massev, James L. 1965 "Management Theory," in J. March (ed.): *HANDBOOK OF ORGANIZATIONS*. Rand McNally.
- Mouzelis, Nicos P. 1968. Ch. 1 in *ORGANIZATION AND BUREAUCRACY*. Aldine.
- * Scott, W. Richard. 2003. Parts 1 and 2 of his *ORGANIZATIONS: RATIONAL, NATURAL, AND OPEN SYSTEMS*. Englewood Cliffs, NJ: Prentice-Hall. Fifth edition.
- Simon, Herbert A. 1944. "Decision-making and administrative organization." *PUBLIC ADMINISTRATION REVIEW* 4:16-25.

¹ ASR=American Sociological Review; AJS=American Journal of Sociology; ARS=ARS; ASQ=Administrative Science Quarterly; OS=Organization Science; ROB=Research in Organizational Behavior; SMJ=Strategic Management Journal.

- , 1946. "Some problems of administrative theory." In his ADMINISTRATIVE BEHAVIOR. Macmillan. Reprint of "The proverbs of administration." PUBLIC ADMINISTRATION REVIEW 6:53-67.
- Tsutsui, William. 1998. MANUFACTURING IDEOLOGY: SCIENTIFIC MANAGEMENT IN TWENTIETH-CENTURY JAPAN. Princeton.
- ! Weber, Max. 1964. THE THEORY OF SOCIAL AND ECONOMIC ORGANIZATION. Edited with an introduction by Talcott Parsons. The Free Press.
- , 1978. Pp. 204-244 in H. Gerth and C. W. Mills: FROM MAX WEBER. New York: Oxford U. Press, 1946.
- , 1978. Part III in Guenther Roth and Claus Wittich (eds.): ECONOMY AND SOCIETY. University of California Press, 1978.
- , 1982. "Bureaucracy." Pp. 7-36 in O. Grusky and G. Miller (eds.): COMPLEX ORGANIZATIONS. Free Press.

Week 3 (September 10): ORGANIZATIONS AS INSTITUTIONS: STRUCTURAL-FUNCTIONALISM

- Barnard, Chester I. 1983. "Informal organizations and their relation to formal organizations." From THE FUNCTIONS OF THE EXECUTIVE. Cambridge: Harvard University Press.
- Bendix, Reinhard. 1947. "Bureaucracy: the problem and its setting." ASR, 12:493-507.
- ! Blau, Peter M. 1955. Chapters 1 and 7 in his THE DYNAMICS OF BUREAUCRACY. Chicago.
- Clark, Burton R. 1956. ADULT EDUCATION IN TRANSITION. University of California Press.
- ! Crozier, Michel. 1964. THE BUREAUCRATIC PHENOMENON. Chicago. For a formalization of Crozier, see Robert Gibbons. 1999. "Taking Coase Seriously." ASQ 44:145-158, and comments by Granovetter and Freeman.
- Gouldner, Alvin. 1954. "About the functions of bureaucratic rules." Chapter 9 of his PATTERNS OF INDUSTRIAL BUREAUCRACY. New York: Free Press.
- Buckley, Walter (ed.). 1968. MODERN SYSTEMS RESEARCH FOR THE BEHAVIORAL SCIENTIST. Chicago: Aldine.
- Katz, Daniel and Robert L. Kahn. 1966. "Organizations and the system concept." Pp. 14-29 in THE SOCIAL PSYCHOLOGY OF ORGANIZATIONS. Wiley.
- Merton, Robert K. 1957. "Bureaucratic Structure and Personality" in his Merton: SOCIAL THEORY AND SOCIAL STRUCTURE. Free Press, 1957.
- March, James G. and H. Simon. 1958. "Theories of bureaucracy." Pp. 36-47 in ORGANIZATIONS. NY: Wiley.
- Merton, R. K. 1957. "The Unanticipated Consequences of Purposive Social Action," in his SOCIAL THEORY AND SOCIAL STRUCTURE. Free Press.
- Messinger, Sheldon. 1955. "Organizational transformation: a case study of a declining social movement." ASR 20:3-10.
- Michels, Robert. 1962. POLITICAL PARTIES. Glencoe, IL: Free Press.
- Mouzelis, N. P. 1968. "The post-Weberian theories of bureaucracy." In ORGANISATION AND BUREAUCRACY. Chicago: Aldine.
- Parsons, Talcott. 1956. "Suggestions for a sociological approach to the theory of organizations." ASQ 1:63-85.
- Parsons, Talcott and Edward A. Shils. 1962. "The social system." Pp. 190-233 in Parsons and Shils: TOWARD A GENERAL THEORY OF ACTION. New York: Harper.
- ! Perrow, Charles. 1986. "The Institutional School." In C. Perrow: COMPLEX ORGANIZATIONS: A CRITICAL ESSAY. Third edition.
- _____. 1962. "Organizational goals." INTERNATIONAL ENCYCLOPEDIA OF THE SOCIAL SCIENCES, 1965.
- Powell, Walter W. and Paul J. DiMaggio. 1991. "Introduction." Ch. 1 in their THE NEW INSTITUTIONALISM IN ORGANIZATIONAL ANALYSIS. Chicago.
- * Scott, W. Richard. 2003. "Organizations as natural systems." Ch. 3 in ORGANIZATIONS.
- ! Selznick, Philip R. 1948. "Foundations of the theory of organizations." ASR 13:25-35.
- ! _____. 1949. "Conclusion" in TVA AND THE GRASS ROOTS. University of California Press.
- Sills, David. 1957. THE VOLUNTEERS. Glencoe, Ill., Free Press.
- Selznick, P. R. 1996. "Institutionalism old and new." ASQ 41: 270-277.
- Thompson, James D. and William J. McEwen. 1958. "Organizational goals and environment: goal-setting as an interaction process." ASR 23: 24-31.

- Williamson, Oliver W. 1990. "Chester Barnard and the incipient science of organization." Pp. 172-206 in O. E. Williamson (ed.): ORGANIZATION THEORY FROM CHESTER BARNARD TO THE PRESENT AND BEYOND. NY: Oxford.
- Zald, Mayer and Patricia Denton. 1963. "From evangelism to general service: the transformation of the YMCA." ASQ 8:214-34.

Precursors to contingency theory

- Adler, Paul S. and Bryan Borys. 1996. "Two types of bureaucracy: enabling and coercive." ASQ 41: 61-89.
- Blau, P. M. 1963. "The hierarchy of authority in organizations." AJS 73:453-467.
- ! Burns, T. and G. M. Stalker. 1961. "Models of mechanistic and organic structure." From THE MANAGEMENT OF INNOVATION. Tavistock, 1961.
- Hage, Jerald. 1965. "An axiomatic theory of organizations." ASQ 10:289-320.
- * Hall, R. H. 1963. "The Concept of Bureaucracy: An Empirical Assessment." AJS 69:32-40.
- , 1968. "Professionalization and bureaucratization." ASR 33:92-104.
- Lincoln, J. R. and G. Zeitz. 1980. "Organizational properties from aggregate data: separating individual and structural effects." ASR 45:391-408.
- ! Parsons, Talcott. Pp. 68-60 in his MAX WEBER--THE THEORY OF SOCIAL AND ECONOMIC ORGANIZATION. New York: Free Press.
- Pennings, J. S. 1973. "Measures of organizational structure: a methodological note." AJS 79:686-704.
- * Pugh, D. S. et al.: "Dimensions of organizational structure." ASQ 13:65-105.
- Udy, Stanley. 1959. "Bureaucracy and rationality in Weber's organization theory." ASR 24:791-95.
- , 1961. "Technical and Institutional Factors in Production Organization." AJS 67:247-54.

Week 4 (September 17): CONTINGENCY THEORY

Technology and environment

- Anderson, P. and M. L. Tushman. 1990. "Technological discontinuities and dominant designs: a cyclical model of technological change. ASQ 35-604-33.
- Barley, S. R. 1990. "The alignment of technology and structure through roles and networks," ASQ 35: 61-103.
- * Blau, P. M. et al. 1976. "Technology and organization in manufacturing." ASQ 21:20-40.
- Blauner, Robert. 1964. ALIENATION AND FREEDOM. Chicago: University of Chicago Press.
- Child, J. and R. Mansfield. 1972. "Technology, size and organization structure." SOCIOLOGY 6: 369-373.
- Comstock, Donald E. and W. Richard Scott. 1977. "Technology and the structure of subunits: distinguishing individual and workgroup effects." ASQ 22.: 177-202.
- Drazin, Robert and Andrew H. Van de Ven. 1985. "Alternative forms of fit in contingency theory." ASQ. 30: 514-539.
- Duncan, Robert B. 1972. "Characteristics of organizational environments and perceived environmental uncertainty." ASQ 17:313-27.
- Eccles, Robert G. 1981. "Bureaucratic versus Craft Administration: The Relationship of Market Structure to the Construction Firm." ASQ 26:449-469.
- Emery, F. E. and E. L. Trist. 1965. "The causal texture of organizational environments." HUMAN RELATIONS 18:21-31.
- Galbraith, Jay. 1977. ORGANIZATION DESIGN. Reading, Mass.: Addison-Wesley.
- Gupta, P. M., M. Dirsmith and T. Fogarty. 1994. "Coordination and control in a government agency: contingency and institutional theory perspectives on GAO audits" ASQ 39:264-84.
- Hall, Richard H. 1968. "Professionalization and bureaucratization." ASR 33:92-104.
- * Hage, Jerald and Michael Aiken. 1969. "Routine technology, social structure, and organization goals." ASQ 10:366-76.
- Henderson, R. and K. Clark. 1990. "Architectural innovation: the reconfiguration of existing product technologies and the failure of established firms" ASQ 35:9-30.
- Kelley, M. R. 1990. "New process technology, job design, and work organization: A contingency model," ASR 55: 191-208.
- ! Lawrence, Paul R. and J. W. Lorsch. 1967. Ch. 2 in their ORGANIZATION AND ENVIRONMENT. Harvard.

- , 1967. "Differentiation and integration in complex organizations," ASQ 12:1-47.
- Lawrence, P. R. 1993. "The contingency approach to organization design." Pp. 9-18 in R. T. Golembiewski (ed.): HANDBOOK OF ORGANIZATIONAL BEHAVIOR. New York: Dekker.
- Lincoln, J. R., Mitsuyo Hanada, and Kerry McBride. 1986. "Organizational structures in Japanese and U. S. manufacturing." ASQ 31:338-364.
- Mintzberg, Henry. 1981. "Organization design: fashion or fit?" HARVARD BUSINESS REVIEW, January 1.
- , 1983. STRUCTURES IN FIVES: DESIGNING EFFECTIVE ORGANIZATIONS. Prentice-Hall.
- Miles, Raymond E. and Charles C. Snow. 1994. FIT, FAILURE, AND THE HALL OF FAME. New York: Free Press.
- Nadler, David and Michael Tushman. 1997. COMPETING BY DESIGN: THE POWER OF ORGANIZATIONAL ARCHITECTURE. Oxford U. Press.
- Pennings, J. M. 1975. "The relevance of the structural-contingency model for organizational effectiveness." ASQ 20:393-410.
- * Perrow, Charles. 1967. "A Framework for the comparative analysis of organizations." ASR 32:194-208.
- , 1984. NORMAL ACCIDENTS. LIVING WITH HIGH-RISK TECHNOLOGIES. N.Y.: Basic Books.
- ! Pugh, D. S. et al. 1969. "The context of organizational structures." ASQ 14:91-114.
- ! Scott, W. R.: Ch. 9 in his ORGANIZATIONS.
- Stinchcombe, A. 1959. "Bureaucratic and craft administration of production." ASQ 4:158-187.
- Terreberry, Shirley. 1968. "The evolution of organizational environments." ASQ 12:590-613.
- * Thompson, James D. 1967. "Rationality in organizations" and "Technology and structure" from ORGANIZATIONS IN ACTION. New York: McGraw-Hill. See also Kamps and Polos, 1999.
- ! Tushman, Michael L. and Philip Anderson. 1986. "Technological discontinuities and organizational environments." ASQ 31:439-465.
- Van de Ven., Andrew, Andre L. Delbecq, and Richard Koenig, Jr. 1976 "Determinants of coordination modes within organizations." ASR 41: 322-338.
- ! Woodward, Joan. 1961. Chapter 4 in her INDUSTRIAL ORGANIZATION. Oxford.

Size and growth

- Aldrich, H. E. and E. Auster: 1986. "Even dwarfs started small: liabilities of age and size and their strategic implications." In B. Staw and L. L. Cummings (eds.): ROB. Greenwood, Conn.: JAI Press.
- * Blau, P. M. 1970. "A formal theory of differentiation in organizations." ASR 35:201-18.
- and R. Schoenherr. 1971. THE STRUCTURE OF ORGANIZATIONS. Basic Books.
- ! Child, John. 1972. "Organization structure, environment, and performance: The role of strategic choice." SOCIOLOGY 6:1-22.
- Dogramaci, A. 1977. "Research on the size of administrative overhead and productivity: some methodological considerations." ASQ 22:22-26.
- Donaldson, Lex. 1996. "The normal science of structural contingency theory." Pp. 57-76 in S. Clegg, C. Hardy, and W. Nord, eds., HANDBOOK OF ORGANIZATION STUDIES, Newbury Park: Sage, 1996.
- , 2001. THE CONTINGENCY THEORY OF ORGANIZATIONS. Thousand Oaks, CA: Sage.
- * Freeman, J. H. and M. T. Hannan. 1975. "Growth and decline processes in organizations." ASR 52:215-228.
- Freeman, J. H. and J. E. Kronenfeld: "Problems of definitional dependency: the case of administrative intensity." SOCIAL FORCES 52:108121.
- Hall, R. H., J. E. Haas, and N. J. Johnson. 1967. "Organizational size, complexity, and formalization." ASR 72:903-12.
- Mayhew, B., R. Levinger, J.M. McPherson, and T. F. James. 1972. "System size and structural differentiation in formal organizations." ASR 37:629-633.
- Meyer, M. 1972. "Size and the structure of organizations." ASR 37:434-41.
- Pondy, L. R. 1969. "Effects of size, complexity, and ownership on administrative intensity." ASQ 14:47-60.
- Starbuck, W. H. 1965. "Organizational Growth and Development." Pp. 451-553 in J. G. March (ed.): HANDBOOK OF ORGANIZATIONS. Rand McNally.

Critiques and expositions

- Aldrich, Howard E. 1979. ORGANIZATIONS AND ENVIRONMENTS. Englewood Cliffs, NJ: Prentice-Hall.
- Galbraith, Jay. 1977, ORGANIZATION DESIGN, Reading, MA: Addison-Wesley.
- Kimberly, John. 1976. "Organizational size and the structuralist perspective: A review, critique, and proposal." ASQ 21:571-97.
- Mintzberg, Henry. 1981. "Organization design: fashion or fit." HARVARD BUSINESS REVIEW, Jan-Feb, 1981.
- Pfeffer, Jeffrey. 1982. ORGANIZATIONS AND ORGANIZATION THEORY. Pitman.
- Padgett, John. 1992. "The alchemist of contingency theory: review essay on Stinchcombe." AJS: 1462-70.
- ! Schoonhoven, C. B. 1981. "Problems with contingency theory: testing assumptions hidden within the language of contingency theory." ASQ 26: 349-377.
- * Scott, W. R.: Ch. 9 in ORGANIZATIONS.
- Tosi, Henry, Ramon Aldag and Ronald Storey. 1973. "On the measurement of the environment: An assessment of the Lawrence and Lorsch environmental uncertainty scale," ASQ, 18:27-36.
- Van de Ven, Andrew and R. Drazin. 1985. "The concept of fit in contingency theory," in L. Cummings and B. Staw (eds.) ROB 7: 333-365

Week 5 (September 24: EXCHANGE AND POWER/DEPENDENCE IN AND AMONG ORGANIZATIONS

- Aldrich, H. E. and J. Pfeffer. 1976. "Environments of organizations." ARS 2:79-105.
- Aldrich, H. E. 1976. "Resource Dependence and Interorganizational Relationships." ADMINISTRATION AND SOCIETY 7:419-54.
- Allison, Graham. 1969. "Conceptual Models and the Cuban Missile Crisis." AMERICAN POLITICAL SCIENCE REVIEW, Sept: 688-718.
- Astley, W. G. and E. J. Zajac. 1991. "Intraorganizational power and organizational design: reconciling rational and coalitional models of organization" OS 2:399-411.
- Bacharach, S. B. and E. J. Lawler. 1980. POWER AND POLITICS IN ORGANIZATIONS. Jossey-Bass.
- ! Baker, Wayne E. 1990. "Market networks and corporate behavior." AJS 96:589-625
- * Blau, P. M. 1964.: Chapter 1 in his EXCHANGE AND POWER IN SOCIAL LIFE. NY: Wiley.
- * Burt, R. S., K. P. Christman, and H. C. Kilburn, Jr. 1980. "Testing a structural theory of corporate cooptation: interorganizational directorate ties as a strategy for avoiding market constraints on profits." ASR 45:821-41.
- Burt, R. S. 1983. CORPORATE PROFITS AND COOPTATION. New York: Academic.
- 1992. STRUCTURAL HOLES: THE SOCIAL STRUCTURE OF COMPETITION. Cambridge, MA: Harvard University Press
- ! Crozier, Michel. 1964. "Power and uncertainty." Ch. 6 in THE BUREAUCRATIC PHENOMENON. University of Chicago Press.
- Emerson, R. 1962. "Power-dependence relations." ASR 77:905-920.
- Granovetter, Mark. 1973. "The strength of weak ties." AJS 78:1360-80.
- * Hickson, D. J. et al. 1971. "A strategic contingencies theory of intraorganizational power." ASQ 126-229
- Hinings, C. R. and D. Hickson. 1974. "Structural conditions of intraorganizational power," ASQ, 19: 22-44.
- Homans, George. 1961. SOCIAL BEHAVIOR: ITS ELEMENTARY FORMS. NY: Harcourt.
- Kamps, Jaap and Laszlo Polos. 1999. "Reducing uncertainty: a formal theory of organizations in action." AJS 104:1776-1812.
- Kono, Clifford, Donald Palmer, Roger Friedland, and Matthew Zafonte. 1998. "Lost in space: the geography of corporate interlocking directorates." AJS 103:863-911
- Long, Norton E. 1949. "Power and administration." Public Administration Review.
- ! Levine, S. and P. E. White. 1961. "Exchange as a conceptual framework for the study of interorganizational Relationships." ASQ 5:538-601.
- * Lincoln, J. R. and Kerry McBride. 1985. "Resources, homophily, and dependence: organizational attributes and asymmetric ties in human service networks." SOCIAL SCIENCE RESEARCH 14:1-30.
- * Mechanic, David. 1962. "Sources of power of lower participants in complex organizations." ASQ 7:349-64.

- Morrill, C. 1995. *THE EXECUTIVE WAY: CONFLICT MANAGEMENT IN ORGANIZATIONS*. Chicago.
- Perrow, Charles: "Organizational prestige: some functions and dysfunctions." *AMERICAN JOURNAL OF SOCIOLOGY* 66(January, 1961):335-341.
- Pfeffer, Jeffrey and Gerald Salancik, 1974. "Organizational decision making as a political process: The case of a University budget," *ASQ* 19:135-51.
- Pfeffer, Jeffrey. 1981. *POWER IN ORGANIZATIONS*. Marshfield, MA: Pitman.
- , 1999. *MANAGING WITH POWER*. Cambridge: Harvard Business School Press, 1999.
- ! ----- and G. R. Salancik. 1978. "Chs. 3 and 5 in *THE EXTERNAL CONTROL OF ORGANIZATIONS*. Harper and Row.
- * Scott, W. R.: Chs. 6-8 in his *ORGANIZATIONS*.
- ! Selznick, Philip. 1949. "Conclusion" in *TVA AND THE GRASS ROOTS*. University of California Press.
- Tedelis, Steven: "What's in a name? Reputation as a tradeable asset." *AER* 89(June, 1999):548-63.
- ! Thompson, James D. 1962. Chapters 3 and 10 from *ORGANIZATIONS IN ACTION*. McGraw- Hill.
- Zald, M. 1970. "Political Economy: A Framework for Comparative Analysis." Pp. 221-61 in M. Zald (ed.): *POWER IN ORGANIZATIONS*. Nashville: Vanderbilt.
- Yamagishi, Toshio, Mary R. Gillmore, and Karen S. Cook. 1998. "Network connections and the distribution of power in exchange networks." *AJS* 93:833-51.
- Yuchtman, Ephraim and Stanley E. Seashore. 1967. "A system resource approach to organizational effectiveness." *ASR* 32:891-903.

Week 6 (October 1): ECONOMIC PERSPECTIVES ON ORGANIZATION

- ! Alchian, A. and H. Demsetz. 1972. "Production, Information Costs, and Economic Organization." *AMERICAN ECONOMIC REVIEW* 33:777-95.
- Arrow, Kenneth. 1974. *THE LIMITS OF ORGANIZATION*, Norton
- Barney, Jay and W. Hesterley, 1996. "Organizational economics: Understanding the relationship between organizations and economic analysis." Pp. 114-147 in S. Clegg, C. Hardy, and W. Nord, eds., *HANDBOOK OF ORGANIZATION STUDIES*. Sage.
- Barney, Jay and W. Ouchi (eds.). 1986. *ORGANIZATIONAL ECONOMICS*, Jossey-Bass.
- Baron, James N. and Michael T. Hannan. 1994. "The impact of economics on contemporary sociology," *JOURNAL OF ECONOMIC LITERATURE* 32: 1111-46.
- Dow, Gregory K. 1987. "The function of authority in transaction cost economics," *JOURNAL OF ECONOMIC BEHAVIOR AND ORGANIZATION* 8: 13-38.
- Eccles, Robert G. 1985. *THE TRANSFER PRICING PROBLEM: A THEORY FOR PRACTICE*. Lexington, MA: Lexington Books.
- ! Eisenhardt, Kathleen. 1989. "Agency theory: an assessment and review." *AMR* 14:57-74.
- Fama, Eugene F. 1990. "Agency problems and the theory of the firm: *JOURNAL OF POLITICAL ECONOMY* 88:288-307.307.
- * Ghoshal, Sumantra and Peter Moran. 1996. "Bad for practice: A critique of the transaction cost theory," *AMR* 21: 13-47. With reply by Williamson (pp. 48-57) and response by Moran and Ghoshal (pp. 58-72).
- ! Granovetter, Mark. 1985. "Economic action and social structure: the problem of embeddedness." *AJS* 91:481-510. See also Montgomery, 1998.
- Hirsch, P., R. Friedman, and M. P. Koza. 1990. "Collaboration or paradigm shift? Caveat emptor and the risk of romance with economic models for strategy and policy research," *OS* 1: 87-98
- Hesterly, W. S. and T. R. Zenger. 1993. "Crossroads: The myth of a monolithic economics," *OS* 4: 496-510
- Kreps, David. 1996. "Markets and hierarchies and (mathematical) economic theory." *INDUSTRIAL AND CORPORATE CHANGE* 5:561-95.
- Moe, Terry. 1984. "The new economics of organization." *AMERICAN JOURNAL OF POLITICAL SCIENCE* 28:739-777.
- Montgomery, James D. 1998. "Toward a role-theoretic conception of embeddedness." *AJS* 104:92-125.
- Nelson, R. and S. Winter: 1982. *AN EVOLUTIONARY THEORY OF ECONOMIC CHANGE*, Harvard.
- * Ouchi, W. 1980. "Markets, Bureaucracies, and Clans." *ASQ* 25:129-41.
- ! Perrow, Charles. 1986. "Economic theories of organization." In his *COMPLEX ORGANIZATIONS*. 3rd edition. New York: Scott, Foresman.
- Pratt, J. W. and R. J. Zeckhauser. 1991. Ch. 1 in *PRINCIPALS AND AGENTS: THE STRUCTURE OF*

BUSINESS. Cambridge: Harvard Business School.

Puterman, L. 1984. "On some recent explanations of why capital hires labor." *ECONOMIC INQUIRY* 22:171-187.

Scott, W. R. 2003. Chs. 6-8 in his *ORGANIZATIONS*.

- * Simon, Herbert A. 1991. "Organizations and markets." *JOURNAL OF ECONOMIC PERSPECTIVES* 5:25-44.
- ! White, Harrison C. 1991. "Agency as control." Ch. 8 in Pratt and Zeckhauser: *PRINCIPALS AND AGENTS*.
- ! Walker, Gordon and Laura Poppo. 1991 "Profit centers, single-source suppliers, and transaction costs." *ASQ* 36:66-87.
- ! -----, 1999. "Strategy research: governance and competence perspectives." *SMJ* 20:1087-1108.
- Williamson, Oliver. 1975. *MARKETS AND HIERARCHIES*. New York: Free Press.
- * -----, 1985. Chs. 3 and 12 from *THE ECONOMIC INSTITUTIONS OF CAPITALISM*. New York: Free Press.
- ! -----, 1981a. "The economics of organization: The transaction cost approach." *AJS* 87:548-577.
- and W. G. Ouchi. 1981b. "The markets and hierarchies and visible hand perspectives." Pp. 347-70 in Andrew H. Van de Ven and William F. Joyce (eds.): *PERSPECTIVES ON ORGANIZATION DESIGN AND BEHAVIOR*. New York: John Wiley.
- , 1991. "Comparative economic organization: the analysis of discrete structural alternatives." *ASQ* 36:269-296.
- , 1996. "Transaction cost economics and organization theory," Pp. 77-107 in S. Clegg, C. Hardy, and W. Nord, eds., *HANDBOOK OF ORGANIZATION STUDIES*. Sage.

Research

- Ahmadjian, C. L. and J. R. Lincoln. 2001. "*Keiretsu*, governance, and learning: Case studies in change from the Japanese automotive industry." *OS* 12:683-701.
- Dyer, Jeffrey H. 1996. "Specialized supplier networks as a source of competitive advantage: evidence from the auto industry." *SMJ* 17:271-291.
- Eccles, Robert G. and Harrison C. White. 1988. "Price and authority in inter-profit center transactions." *AJS* 94:S17-S51.
- * Monteverde, Kirk and David Teece. 1982. "Supplier switching costs and vertical integration in the automobile industry." *BELL JOURNAL OF ECONOMICS* 12:206-213.
- Spanos, Y. E. and S. Lioukas. 2001. "An examination into the causal logic of rent generation: contrasting Porter's competitive strategy framework and the resource-based perspective." *STRATEGIC MANAGEMENT JOURNAL* 22: 907-934.
- Walker, Gordon and David Weber. 1984. "A transaction cost approach to make-or-buy decisions." *ASQ* 29: 373-391.

Week 7 (October 8): EVOLUTIONARY AND ECOLOGICAL PERSPECTIVES ON ORGANIZATION

- ! Alchian, Armen. 1950. "Uncertainty, evolution, and economic theory." *J. POL. ECON.* 58:211-222.
- Aldrich, Howard and Jeffrey Pfeffer. 1976. "Environments of organizations." *ARS* 2:79-105.
- Aldrich, Howard. 1979. *ORGANIZATIONS AND ENVIRONMENTS*. Englewood Cliffs, NJ: Prentice-Hall.
- , 199. *ORGANIZATIONS EVOLVING*. Thousand Oaks: Sage Publications.
- Baum, Joel A. C. 1996. "Organizational ecology." Pp. 77-114 S. Clegg, C. Hardy, and W. Nord, eds., *HANDBOOK OF ORGANIZATION STUDIES*. Newbury Park: Sage.
- _____ and Jitendra Singh, eds. 1994. *EVOLUTIONARY DYNAMICS OF ORGANIZATIONS*, New York: Oxford University Press
- Brittain, Jack and John Freeman. 1980. "Organizational proliferation and density-dependent selection." In J. R. Kimberly and R. H. Miles (eds.): *ORGANIZATIONAL LIFE CYCLES*. Jossey. Bass.
- Campbell, D. 1969. "Variation and selective retention in socio-cultural evolution." *GENERAL SYSTEMS* 16:69-85.
- Carroll, Glenn R. 1984. "Organizational Ecology." *ARS* 10:71-93.
- and Michael T. Hannan. 2001. *THE DEMOGRAPHY OF CORPORATIONS AND INDUSTRIES*. Oxford University Press.
- Carroll, G. R. 1988. "Organizational ecology in theoretical perspective." Ch. 1 in G. R. Carroll (ed.):

- ECOLOGICAL MODELS OF ORGANIZATIONS. Cambridge, MA: Ballinger, 1988.
- Cohen, Wesley and Daniel Levinthal, 1990. "Absorptive Capacity: A New Perspective on Learning and Innovation." ASQ 35:128-152.
- ! Donaldson, Lex. 1995. "A critique of population-ecology theory." Ch. 3 in his AMERICAN ANTI-MANAGEMENT THEORIES OF ORGANIZATION. Cambridge University Press, 1995.
- ! Freeman, John, Glenn R. Carroll, and Michael T. Hannan. 1983. "The liability of newness: age dependence in organizational death rates." ASR 48: 692-710.
- ! Freeman, John and Michael T. Hannan. 1983. "Niche width and the dynamics of organizational populations." AJS 88: 1117-1145.
- ! Hannan, Michael T. and John Freeman. 1977. "The population ecology of organizations." AJS 82: 829-64.
- _____ 1990. ORGANIZATIONAL ECOLOGY, Harvard University Press
- * Hannan, Michael T. and Glenn R. Carroll. 1995. "An introduction to organizational ecology." Ch. 2 in Carroll and Hannan (eds.): ORGANIZATIONS IN INDUSTRY: STRATEGY, STRUCTURE, AND SELECTION. Oxford University Press.
- * Hannan, M. T. and J. Freeman. 1984. "Structural inertia and organizational change." ASR 49:149-164.
- McKelvey, Bill. 1982. ORGANIZATIONAL SYSTEMATICS, Berkeley: Univ. of California Press
- ! Nelson, Richard R. 1995. "Recent evolutionary theorizing about economic change." JOURNAL OF ECONOMIC LITERATURE 33:48-90.
- Perrow, Charles. 1986. "The population ecology model." Pp. 208-217 in his COMPLEX ORGANIZATIONS: A CRITICAL ESSAY. Third edition. NY: Scott, Foresman.
- Romanelli, Elaine and Michael L. Tushman. 1994. "Organizational transformation as punctuated equilibrium—an empirical test." AMJ 37:1141-1166.
- ! Romanelli, Elaine. 1991. "The evolution of new organizational forms." ARS 17:79-103.
- * Stinchcombe, Arthur L. 1965. "Social structure and organizations." In J. G. March (ed.): HANDBOOK OF ORGANIZATIONS. Rand McNally, 1965.
- Singh, Jitendra (ed.). 1990. ORGANIZATIONAL EVOLUTION: NEW DIRECTIONS: New Directions, Newbury Park, CA: Sage
- and Charlers J. Lumsden. 1990. "Theory and research in organizational ecology," ARS, 16: 161-95
- Tushman, Michael L. and Elaine Romanelli. 1982. "Organization evolution: A metamorphosis model of convergence and re-orientation." In Cummings & Staw (eds) ROB, Greenwich, CT: JAI.
- Tushman, M. L. and P. Anderson. 1986. "Technological discontinuities and organizational environments," ASQ 31:439-65
- Van de Ven, Andrew and Marshall Scott Poole. 1995. "Explaining development and change in organizations," AMR, 20: 510-540.
- Young, Ruth C. 1988. "Is population ecology a useful paradigm for the study of organizations?" AJS 94: 1-24.

Community studies

- Aldrich, Howard and Albert J. Reiss. 1976. "Continuities in the study of ecological succession: changes in the race composition of neighborhoods and their businesses." AJS 81:846-866.
- Astley, Graham. 1985. "The two ecologies: population and community perspectives on organizational evolution." ASQ 30: 224-31.
- Barnett, William P. and G. R. Carroll. 1987. "Competition and mutualism among early telephone companies." ASQ 32:400-421.
- * Barnett, W. P. 1990. "The organizational ecology of a technological system." ASQ 35:31-60.
- ! Baum, Joel A. C. and Heather A. Haveman. 1997. "Love thy neighbor? Differentiation and agglomeration in the Manhattan hotel industry, 1898-1990." ASQ 42:304-338.
- * Carroll, G. R. 1985. "Concentration and specialization: dynamics of niche width in populations of organizations." AJS 91:838-879.
- Duncan, O. D. et al. 1960. METROPOLIS AND REGION. Baltimore: Johns Hopkins Press.
- Hawley, Amos. 1950. HUMAN ECOLOGY: A THEORY OF COMMUNITY STRUCTURE. Ronald Press.
- _____ 1986. HUMAN ECOLOGY: A THEORETICAL ESSAY. University of Chicago Press.
- Kono, Clifford, Donald Palmer, Roger Friedland, and Matthew Zafonte. 1998. "Lost in space: the geography of corporate interlocking directorates." AJS 103:863-911
- Liebertson, Stanley. 1961. "The division of labor in banking." AJS 66:491-96.

- * Lincoln, J. R.. 1977. "Organizational dominance and community structure." Ch. 2 in R. J. Liebert and A. W. Imershein (eds.): *POWER, PARADIGMS, AND COMMUNITY RESEARCH*. London: Sage.
- Lincoln, J. R. 1978. "The urban distribution of headquarters and branch plants in manufacturing: mechanisms of metropolitan dominance." *DEMOGRAPHY* 15: 213-222.
- Lincoln, J. R. 1979. "Organizational differentiation in urban communities: A study in organizational ecology." *SOCIAL FORCES* 57: 915-930.
- Lincoln, J. R. 1977. "The urban distribution of voluntary organizations." *SOC. SCI. QUARTERLY* 58:473-480.
- McPherson, J. Miller. 1983. "An ecology of affiliation." *ASR* 48:519-532.
- Pappenfort, D. L. 1959. "The ecological field and the metropolitan community: manufacturing and management." *AJS* 64:380-85.
- Olav Sorenson and Pino G. Audia. 2000. "The social structure of entrepreneurial activity: geographic concentration of footwear production in the U. S., 1940-1989." *AJS* 106:424-62.
- Theodorson, G. A. 1961. *STUDIES IN HUMAN ECOLOGY*. Evanston, Row, Peterson.
- Turk, Herman. 1970. "Interorganizational networks in urban society: initial perspectives and comparative research." *ASR* 35:1-19.

Week 8 (October 15): NEO-INSTITUTIONAL THEORIES OF ORGANIZATION

- ! Baron, J. N., Michael T. Hannan, M. Diane Burton. 1999. "Building the iron cage: Determinants of managerial intensity in the early years of organizations." *ASR* 64:527-547
- Baron, J. N., F. R. Dobbin, and P. D. Jennings. 1986. "War and peace: the evolution of modern personnel administration in U. S. industry." *AJS* 92:350-83.
- * Baum, Joel A. C. and Christine Oliver. 1992. "Institutional embeddedness and the dynamics of organizational populations." *ASR* 57:540-559.
- Berger, Peter L. and Thomas Luckmann. 1966. *THE SOCIAL CONSTRUCTION OF REALITY*. NY: Doubleday.
- ! Carroll, G. R. and Michael T. Hannan, 1989. "Density dependence in the evolution of populations of newspaper organizations," *ASR*, 54: 524-41. See also: L. G. Zucker: "Combining institutional theory and population ecology – no legitimacy, no history," *ASR* 54 (1989):542-545; and Petersen, T. and K. W. Koput: "Density dependence in organizational mortality –legitimacy or unobserved heterogeneity." *ASR* 56 (1989):399-409 and the reply by Hannan, Barron, and Carroll.
- Carroll, G. R. and Michael T. Hannan. 1989. "Density delay in the evolution of organizational populations: a model and five empirical tests." *ASQ* 34:411-430.
- Carroll, G. R. and Michael T. Hannan. 1988. "Density dependence in the growth of organizational populations." Ch. 2 in G. R. Carroll (ed): *ECOLOGICAL MODELS OF ORGANIZATIONS*. Ballinger.
- Cohen, M. D., J. G. March, J. P. Olsen. 1972. "A garbage can model of organizational choice." *ASQ* 17: 1-25.
- Cole, Robert E. 1985. "The macropolitics of organizational change: a comparative analysis of the spread of small-group activities." *ASQ* 30:560-85.
- , 1989. *STRATEGIES FOR LEARNING. SMALL-GROUP ACTIVITIES IN AMERICAN, JAPANESE, AND SWEDISH INDUSTRY*. Berkeley: University of California Press.
- _____.1999. *MANAGING QUALITY FADS*. Oxford U. Press.
- Davis, G. F. & Powell, W. W. (1992). Organization-environment relations. In M. D. Dunnette & L. M. Hough (Eds), *Handbook of industrial and organizational psychology*, (2nd edn, vol. 3, pp. 316–375). Palo Alto, CA: Consulting Psychologists Press.
- ! DiMaggio, Paul J. and Walter W. Powell. 1983. "The iron case revisited: institutional isomorphism and collective rationality in organizational fields." *ASR* 48:147-160.
- ! Donaldson, Lex. 1995. "A critique of institutional theory." Ch. 4 in his *AMERICAN ANTI-MANAGEMENT THEORIES OF ORGANIZATION PROLIFERATION*. Cambridge University Press.
- Dobbin, Frank, J. Sutton, J. Meyer, and W. Scott. 1993. "Equal opportunity law and the construction of the internal labor market." *AJS* 99:396-427.
- Dobbin, F. 1994. "Cultural models of organization: The social construction of rational organizing principles." In Diana Crane (ed.): *SOCIOLOGY OF CULTURE: EMERGING PERSPECTIVES*. Basil Blackwell
- Edelman, Lauren B. 1992. "Legal environments and organizational governance: the expansion of due process in the American workplace." *AJS* 95:1401-40.
- _____, Christopher Uggen, and Howard S. Erlanger. 1999. "The endogeneity of legal regulation: grievance

- procedures as rational myth." AJS 105:406-454.
- Galaskiewicz, Joseph and Wolfgang Bielefeld. 1998. *NONPROFIT ORGANIZATIONS IN AN AGE OF UNCERTAINTY: A STUDY OF ORGANIZATIONAL CHANGE*. New York: A. de Gruyter.
- Haveman, Heather A. 1993. "Follow the leader: mimetic isomorphism and entry into new markets." ASQ 38:593-627.
- and Hayagreeva Rao. 1997. "Structuring a theory of moral sentiments: institutional and organizational coevolution in the early thrift industry." AJS 102: 1606-51.
- Hirsch, Paul M. 1972. "Processing fads and fashions: an organization-set analysis of cultural industry systems." AJS 77:639-59.
- , 1975. "Organizational effectiveness and the institutional environment." ASQ 20:327-44
- * -----, 1997. "Sociology without social structure: neoinstitutional theory meets brave new world (Review essay on W. R. Scott's *INSTITUTIONS AND ORGANIZATIONS*). AJS 102:1702-23.
- , 1997. "Ending the family quarrel: toward a reconciliation of "old" and "new" institutionalisms." *AMERICAN BEHAVIORAL SCIENTIST* 40:406-18.
- Jacoby, Sanford M. 1985. *EMPLOYING BUREAUCRACY*. New York: Columbia.
- , 1997. *MODERN MANORS: WELFARE CAPITALISM SINCE THE NEW DEAL*. Princeton.
- Knoke, David. 1982. "The spread of municipal reform: temporal, spatial, and social dynamics." AJS 87:1314-1339
- Kraatz, M. & E. Zajac. 1996. "Exploring the limits of the new institutionalism: The causes and consequences of illegitimate organizational change" ASR 61:812-36.
- March, James G. and J. P. Olsen. 1976. *AMBIGUITY AND CHOICE IN ORGANIZATIONS*. Universitetsforlaget.
- ! Meyer, John and B. Rowan. 1977. "Formal structure of organizations as myth and ceremony." AJS 83:340-63.
- North, Douglass. 1981. *STRUCTURE AND CHANGE IN ECONOMIC HISTORY*. NY: Norton.
- , 1991. "Institutions." *JOURNAL OF ECONOMICS PERSPECTIVES* 5:97-112.
- Perrow, Charles. 1985. "Review Essay: Overboard with Myth and Symbols. AJS 91:151-155.
- * Powell, Walter W. and Paul J. DiMaggio. 1991. "Introduction." In their *THE NEW INSTITUTIONALISM IN ORGANIZATIONAL ANALYSIS*. Chicago.
- Scott, W. Richard. 1987. "The adolescence of institutional theory." ASQ 32:493-511.
- * -----, 1995. "Contemporary institutional theory." In his *INSTITUTIONS AND ORGANIZATIONS*. Sage
- ! Selznick, Philip R. 1996. "Institutionalism old and new." ASQ, 41: 270-2
- Scott, W. R. 1990. "Symbols and organizations: from Barnard to the institutionalists." Pp. 38-55 in O. E. Williamson (ed.): *ORGANIZATION THEORY: FROM CHESTER BARNARD TO THE PRESENT AND BEYOND*. NY: Oxford
- Singh, J. V., D. J. Tucker, and R. J. House. 1986. "Organizational legitimacy and the liability of newness." ASQ 31:171-193.
- Stinchcombe, Arthur L. 1997. "On the virtues of the old institutionalism." ARS 23:1-18.
- Sutton, J. & F. Dobbin. 1996. "The two faces of governance: responses to legal uncertainty in US firms, 1955 to 1985." ASR 61:794-811.
- ! 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." ASQ 28:22-39.
- * Weick, Karl E. 1976. "Educational organizations as loosely coupled systems." ASQ 21:1-19.
- Zucker, Lynne G. 1983. "Organizations as institutions." Pp. 1-47 in S. Bacharach (ed.): *RESEARCH IN THE SOCIOLOGY OF ORGANIZATIONS*. Greenwich, CT: JAI Press.
- , 1987. "Institutional theories of organization." ARS 13:443-64.
- , 1988. *INSTITUTIONAL PATTERNS AND ORGANIZATIONS: CULTURE AND ENVIRONMENT*. Cambridge, MA: Ballinger.
- Zuckerman, Ezra W. 1999. "The categorical imperative: securities analysts and the illegitimacy discount." AJS 104:1398-1438.

Organizational culture

- Barley, S. R. and G. Kunda. 1992. "Design and devotion: surges of rational and normative ideologies of control in managerial discourse." ASQ 37:363-399.
- * -----, 1983. "Semiotics and the study of occupational and organizational cultures." ASQ 28:393-413.

- Barney, J. B. 1986. "Organizational culture: can it be a source of sustained competitive advantage?" AMR 11: 656-665.
- Chatman, J. A. and K. A. Jehn. 1994. "Assessing the relationship between industry characteristics and organizational culture: how different can you be?" AMJ 37:522-553.
- DiMaggio, Paul. 1997. "Culture and cognition." ARS 23:263-287.
- Frank, Kenneth A., Kyle Fahrback. 1999. Organization culture as a complex system: balance and information in models of influence and selection. " OS 10: 253-277
- Kunda, Gideon. 1992. ENGINEERING CULTURE. Philadelphia: Temple U. Press.
- Lincoln, James R. and Didier Guillot. 2004. "A Durkheimian view of organizational culture." In Marek Korczynski and Randy Hodson (editors): SOCIAL THEORY AT WORK. Oxford University Press.
- Martin, Joanne, Kathleen Knopoff, Christine Beckman. 1998. "An alternative to bureaucratic impersonality and emotional labor: bounded emotionality at the Body Shop," ASQ 43: 239-269.
- Martin, Joanne, M. S. Feldman, M. J. Hatch, and S. B. Sitkin. 1983. "The uniqueness paradox in organizational stories." ASQ 28: 438-453.
- Ouchi, William G. and Andrew L. Wilkins. 1985. "Organizational culture." ASQ 11:457-83.
- Pettigrew, Andrew M. 1979. "On studying organizational cultures." ASQ 24:570-81.
- Swidler, Ann. 1986. "Culture in action: symbols and strategies." ASR 51:273-286.
- Trice, Harrison and Janice Beyer. 1984. "Studying organizational culture through rites and ceremonials." AMJ 9:653-669.
- Wuthnow, Robert and Marsha Witten. 1988. "New directions in the study of culture." ARS 14:49-67.

Week 9 (October 22): NETWORKS I: INTRA-ORGANIZATIONAL PATTERNS

Contextual/composition analysis

- Blalock, Hubert M. 1984. "Contextual effects models: theoretical and methodological issues." ARS 10:353-72.
- ! Blau, Peter M. 1960. "Structural effects." ASR 25:178-193.
- . 1977. INEQUALITY AND HETEROGENEITY. Free Press.
- Carroll, G. R. and J. R. Harrison. 1998. "Organizational demography and culture: insights from a formal model and simulation." ASQ 43:637-667.
- Chatman, Jennifer, J. T. Polzer, S. G. Barsade, and M. A. Neale. 1998. "Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes." ASQ 43:749-780.
- Coleman, J. S. 1966. EQUALITY OF EDUCATIONAL OPPORTUNITY. Washington: U.S. Dept. of Health, Education, and Welfare, Office of Education.
- Coleman, J. S. 1958. "Relational analysis: the study of social organizations with survey methods." HUMAN ORGANIZATION 17:28-36.
- DiPrete, Thomas H. and Jerry D. Forristal. 1994. "Multilevel models: methods and substance." ARS 20: 331-357.
- Erbring, Lutz and Alice A. Young. 1979. "Individuals and social structure: contextual effects as endogenous feedback." SOCIOLOGICAL METHODS AND RESEARCH 7:396-430.
- Freeman, J. H. 1978. "The unit of analysis in organizational research." Pp. 335-51 in Marshall W. Meyer (ed.): ENVIRONMENTS AND ORGANIZATIONS. San Francisco: Jossey-Bass.
- Hannan, Michael T. 1971. AGGREGATION AND DISAGGREGATION IN SOCIOLOGY. Lexington, MA: Lexington Books.
- Hannan, M., J. Freeman, and J. Meyer. 1976. "Specification of models for organizational effectiveness." ASR 41:136-143.
- Hauser, Robert M. 1970. "Context and consex: a cautionary tale." AJS 75:645-664.
- * Kanter, Rosabeth M. 1977. "Some Effects of Proportions on Group Life: Skewed Sex Ratios and Responses to Token Women." AJS 82: 965-990.
- _____. 1977. MEN AND WOMEN OF THE CORPORATION. Basic Books.
- Lazarsfeld, P. and H. Menzel. 1961 "On the Relation between Individual and Collective Properties." Pp. 422-40 in Amitai Etzioni (ed.): COMPLEX ORGANIZATIONS: A SOCIOLOGICAL READER. New York: Holt, Rinehart & Winston.

- * Lincoln, J. R. and G. Zeitz. 1980. "Organizational properties from aggregate data: separating individual and structural effects." *ASR* 45:391-408.
- Lincoln, J. R. and A. L. Kalleberg. 1996. "Commitment, quits, and work organization in the U. S. and Japan." *INDUSTRIAL AND LABOR RELATIONS REVIEW* 50: 39-59.
- * O'Reilly, Charles A., David F. Caldwell, and William P. Barnett. 1989. "Work group demography, social integration, and turnover." *ASQ* 34:21-37.
- Pennings, J. S. 1973. "Measures of organizational structure: a methodological note." *AJS* 79:686-704.
- Pfeffer, Jeffrey. 1983. "Organizational demography." Pp. 299-357 in *ROB*, vol. 5, edited by L. L. Cummings and B. M. Staw. Greenwich, CT: JAI Press.
- and N. Langton. 1993. "The effects of wage dispersion on satisfaction, productivity, and working collaboratively: evidence from college and university faculty." *ASQ* 38:382-407.
- Roberts, K. H. and Leigh Burstein. 1980. *ISSUES IN AGGREGATION*. San Francisco: Jossey-Bass.
- Rousseau, Denise. 1978. "Characteristics of departments, positions, and individuals: contexts for attitudes and behavior." *ASQ* 23:521-540.
- Sawyer, R. Keith. 2002. "Durkheim's dilemma: toward a sociology of emergence." *SOCIOLOGICAL THEORY* 20:227-47
- * Sorensen, Jesper. 2000. "The longitudinal effects of group tenure composition on turnover." *ASR* 65:298-310.
- Stewman, Shelby. 1988. "Organizational demography." *ARS* 14:173-202.
- Tsui, Anne, T. D. Egan, and C. A. O'Reilly. 1992. "Being different- relational demography and organizational attachment." *ASQ* 37:549-579.
- Wagner, W. Gary, Jeffrey Pfeffer, and Charles A. O'Reilly. 1984. "Organizational demography and turnover in top management groups." *ASQ* 29:74-92.
- Williams, Katherine Y. and Charles A. O'Reilly. 1998. "Demography and diversity in organizations: A review of 40 years of research." *ROB* 20:771-40.
- Yamagishi, Toshio, Mary R. Gillmore, and Karen S. Cook. 1998. "Network connections and the distribution of power in exchange networks." *AJS* 93:833-51.

Network (sociometric) studies

- Allen, Thomas J. and S. I. Cohen. 1969. "Information flow in research and development laboratories." *ASQ* 14:12-19.
- ! Barley, S. R. 1990. "The alignment of technology and structure through roles and networks." *ASQ* 35:61-103.
- Bavelas, Alex. 1951. "Communication patterns in task-oriented groups." Pp. 192-202 in Daniel Lerner and Harold D. Lasswell (eds.): *THE POLICY SCIENCES*. Stanford University Press.
- Blau, Peter M. 1955. "The network of interpersonal relations." Ch. 8 in *THE DYNAMICS OF BUREAUCRACY*. University of Chicago Press.
- Bolton, Patrick and Mathias Dewatripont. 1994. "The firm as a communication network." *QUARTERLY JOURNAL OF ECONOMICS* 109:809-39.
- Burt, Ronald S. 1980. "Models of network structure." *ARS* 6:79-141.
- * ----- 1992. "Getting ahead." Ch. 4 in *STRUCTURAL HOLES*. Cambridge, MA: Harvard University Press.
- Coleman, James S. 1990. *FOUNDATIONS OF SOCIAL THEORY*. Belknap Press.
- Fernandez, Roberto M. 1991. "Structural bases of leadership in intraorganizational networks." *SOCIAL PSYCHOLOGY QUARTERLY* 54:35-53.
- Frank, Kenneth A. and Kyle Fahrbach. 1999. "Organization culture as a complex system: balance and information in models of influence and selection." *OS* 10: 253-277.
- Friedell, Maurice. 1967. "Organizations as Semilattices." *ASR* 32:46-5
- Friedkin, Noah E.. 1990. "Social networks in structural equation models." *SOC. PSYCH. QTRLY* 53:316-28.
- 1993. *A STRUCTURAL THEORY OF SOCIAL INFLUENCE*. NY: Cambridge University Press.
- * Graicunas, V. A. 1937. "Relationship in organization." In Luther Gulick and L. Urwick (eds.): *PAPERS ON THE SCIENCE OF ADMINISTRATION*. NY: Institute of Public Administration.
- Guetzkow, Harold. 1965. "Communication in organizations." Pp. 534- 572 in James G. March (ed.): *HANDBOOK OF ORGANIZATIONS*. Chicago: Rand McNally.
- Hansen, Morten T. 1999. "The search-transfer problem: the role of weak ties in sharing knowledge across organization subunits." *ASQ* 44:82-111.
- Harary, Frank. 1965. "Graph theoretic methods in the management sciences." *MANAGEMENT SCIENCE*

- 5:387-403.
- , D. Cartwright, and R. Norman. 1965. STRUCTURAL MODELS: AN INTRODUCTION TO THE THEORY OF DIRECTED GRAPHS. New York: Wiley.
- ! Ibarra, Herminia. 1992a. "Homophily and differential returns- sex differences in network structure and access in an advertising firm." ASQ 37:422-447.
- , 1992b. "Structural alignments, individual strategies, and managerial action: elements toward a network theory of getting things done." Pp. 165-188 in N. Nohria and R. G. Eccles (eds.): NETWORKS AND ORGANIZATIONS: STRUCTURE, FORM, AND ACTION. Boston: Harvard Business School Press.
- , 1995. "Race, opportunity, and diversity of social circles in managerial networks." AMJ 38:673-703.
- Knoke, David and James Kuklinski: NETWORK ANALYSIS. Beverly Hills: Sage, 1997.
- and S. B. Andrews. 1999. NETWORKS IN AND AROUND ORGANIZATIONS. Stamford, CT:JAI.
- ! Krackhardt, David. 1990. "Assessing the political landscape: structure, cognition, and power in organizations." ASQ 35:342-369.
- Krackhardt, David and J. R. Hanson. 1993. "Informal networks- the company behind the chart." HARVARD BUSINESS REVIEW, 71:104-111.
- Krackhardt, D. and D. J. Brass. 1994. "Intraorganizational networks: the micro side." Pp. 20729 in J. S. Wasserman and J. Galaskiewicz (eds.): ADVANCES IN SOCIAL NETWORK ANALYSIS. Sage.
- Land, Kenneth C. and Glenn Deane. 1997. "On the large sample estimation of regression models with spatial or network effects terms: a two-stage least squares approach." SOCIOLOGICAL METHODOLOGY 22:221-48.
- * Lincoln, J. R. and J. Miller. 1979. "Work and friendship ties in organizations." ASQ 4:181-199.
- Lincoln, J. R. 1982. "Intra- (and inter-) organizational networks." Pp. 1-38 in S. Bacharach (ed.): RESEARCH IN THE SOCIOLOGY OF ORGANIZATIONS. Greenwich, Conn.: JAI.
- Macaulay, Stewart. 1963. "Noncontractual relations in business." ASR 28:55-70.
- Miller, Jon, J. R. Lincoln, and Jon Olson. 1981. "Rationality and equity in professional networks: gender and race as factors in the stratification of interorganizational systems." AJS 87:308-35.
- Manski, Charles. 1993. "Identification of endogenous social effects-- the reflection problem." REVIEW OF ECONOMIC STUDIES, 60:531-542.
- Mitchell, J. C. 1974. "Social Networks." ANNUAL REVIEW OF ANTHROPOLOGY 3: 279-299.
- , 1969. "The concept and use of social networks." Pp. 1-50 in his SOCIAL NETWORKS IN URBAN SITUATIONS. Manchester, UK: Manchester University Press.
- Montgomery, James D. 1998. "Toward a role-theoretic conception of embeddedness." AJS 104:92-125.
- Nadel, S. F. 1965. THE THEORY OF SOCIAL STRUCTURE. London: Cohen and West.
- * Nelson, Reed E. 1986. "The use of blockmodelling in the study of organization structure." ORGANIZATION STUDIES 7:75-85.
- Raub, W. and J. Weesie. 1990. "Reputation and efficiency in social interactions: an example of network effects." AJS 96:626-54.
- Salancik, Gerald R. 1986. "An index of subgroup influence in dependency networks." ASQ 31:194-211.
- * Shrader, C. M., J. R. Lincoln, and A. Hoffman. 1989. "The network structures of organizations: effects of task contingencies and distributional form." HUMAN RELATIONS 42: 43-66.
- Tichy, Noel M., Michael L. Tushman, and Charles Fombrun. 1979. "Social network analysis for organizations." AMR, 4: 507-519.
- Tichy, Noel M. 1994. "Networks in organizations." Pp. 225-249 in Nystrom and Starbuck (eds.): HANDBOOK OF ORGANIZATIONAL DESIGN, Vol. 2. NY: Oxford University Press.
- Wasserman, Stanley and J. Galaskiewicz (eds). 1994. ADVANCES IN SOCIAL NETWORK ANALYSIS. Sage Publications.
- Weick, Karl E. and K. H. Roberts. 1993. "Collective mind in organizations: heedful interrelating on flight decks." ASQ 38: 357-381.
- Weiss, Robert S. and Eugene Jacobson. 1955. "A method for the analysis of the structure of complex organizations." ASR 20:661-668.
- Wellman, Barry. 1988. "Structural analysis: from method and metaphor to theory and substance." In B. Wellman and S. Berkowitz (eds): SOCIAL STRUCTURES: A NETWORK APPROACH. Cambridge.
- * White, Harrison C. 1961. "Management conflict and sociometric structure." AJS 67:185-199.
- , S. Boorman, and R. Breiger. 1976. "Social structure from multiple networks: I. Blockmodels of roles and

positions." AJS 81:730-80. See also: S. Boorman and H. C. White: "Social structure from multiple networks: II. Role structures." AJS 81 (1976):1384-1446.
 Wolff, K. H. 1950. THE SOCIOLOGY OF GEORGE SIMMEL. Glencoe, IL: Free Press.

Week 10 (October 29): NETWORKS II: INTER-ORGANIZATIONAL PATTERNS

Resource dependence studies

- Aiken, Michael and J. Hage. 1968. "Organizational interdependence and intraorganizational structure. ASR 33:912-19.
- * Aldrich, Howard. 1979. Ch. 11 in his ORGANIZATIONS AND ENVIRONMENTS. Englewood Cliffs, NJ: Prentice-Hall.
- Baker, Wayne E. 1990. "Market networks and corporate behavior." AJS 96:589-625
- Benson, J. K. 1975. "The interorganizational network as a political economy." ASQ 20:229-49.
- Burt, Ronald S. 1980a. "Cooptive corporate actor networks: a reconsideration of interlocking directorates involving American manufacturing." ASQ 25: 557-582.
- _____, Kenneth P. Christman, and Harold C. Kilburn, Jr. 1980b. "Testing a structural theory of corporate cooptation: interorganizational directorate ties as a strategy for avoiding market constraints on profits." ASR 45:821-41.
- , 1980c. "Autonomy in a social topology." AJS 85:892-925.
- , 1983. CORPORATE PROFITS AND COOPTATION. New York: Academic, 1983.
- , 1992a. "The social structure of competition." Ch. 2 in Nitin Nohria and Robert G. Eccles (eds.): NETWORKS AND ORGANIZATIONS: STRUCTURE, FORM, AND ACTION. Boston, MA: Harvard Business School Press.
- , 1992b. "Turning a profit." Ch. 3 in STRUCTURAL HOLES: THE SOCIAL STRUCTURE OF COMPETITION. Cambridge, MA: Harvard University Press.
- Cook, Karen. 1977. "Exchange and Power in Networks of Interorganizational Relations." SOCIOLOGICAL QUARTERLY 18:62-82.
- Evan, William M. 1966. "The organization set: toward a theory of interorganizational relations." Pp. 173-88 in James D. Thompson (ed.): APPROACHES TO ORGANIZATIONAL DESIGN. Univ. of Pittsburgh Press.
- Hall, Richard H. et al.. 1977. "Patterns of interorganizational relationships." ASQ 22:457-474.
- Hasenfeld, Yeheskel. 1972. "People processing organizations: an exchange approach." ASR 37:256-63.
- Kogut, B. 1988. "Joint Ventures: Theoretical and Empirical Perspectives." SMJ 9:319-332
- Kogut, B., Shan, W., Walker, G. 1992. "Competitive cooperation in biotechnology: Learning through networks?" P. 348-65 in N.Nohria and R. Eccles (eds.). NETWORKS AND ORGANIZATIONS.
- Kogut, Bruce M. 2000. "The network as knowledge: generative rules and the emergence of structure." SMJ 21: 405-425.
- Levine, Solomon and P. E. White. 1961. "Exchange as a conceptual framework for the study of intraorganizational Relationships." ASQ 5:538-601.
- Lincoln, James R. 1984. "Analyzing relations in dyads: problems, models, and an application to interorganizational research." SOCIOLOGICAL METHODS AND RESEARCH 13: 45-76.
- _____ and Kerry McBride. 1985. "Resources, homophily, and dependence: organizational attributes and asymmetric ties in human service networks." SOCIAL SCIENCE RESEARCH 14:1-30.
- Lincoln, J. R., Michael L. Gerlach, and Peggy Takahashi. 1992. "Keiretsu networks in the Japanese economy: a dyad analysis of intercorporate ties." ASR 57:561-585.
- * Mintz, Beth and M. Schwartz: 1983. "Interlocking directorates." Ch. 6 in THE POWER STRUCTURE OF AMERICAN BUSINESS. Chicago: University of Chicago Press.
- ! Palmer, Donald. 1983. "Broken ties: interlocking directorates and intercorporate coordination." ASQ 28:40-55.
- Pennings, Johannes. 1980. INTERLOCKING DIRECTORATES. San Francisco: Jossey-Bass.
- Scott, John . 1991. "Networks of corporate power: a comparative assessment." ARS 17:181-203.
- * Useem, Michael. 1984. THE INNER CIRCLE. New York: Oxford University Press.

Diffusion/learning studies

- Ahuja, Gautam. 2000. "Collaborative Networks, Structural Holes, and Innovation: A Longitudinal Study" ASQ 45:425-55.
- * Barley, Stephen R., J. Freeman, and R. C. Hybels. 1992. "Strategic alliances in commercial biotechnology." Ch. 12 in Nitin Nohria and Robert G. Eccles (eds.): NETWORKS AND ORGANIZATIONS: STRUCTURE, FORM, AND ACTION. Boston, MA: Harvard Business School Press.
- Burns, Lawrence R. and D. R. Wholey. 1993. "Adoption and abandonment of matrix management programs: Effects of organizational characteristics and interorganizational networks." AMJ, 36:106-138.
- Burt, R. S. 1987. "Social contagion and innovation: cohesion vs. structural equivalence." AJS 92:1287-1335.
- ! Davis, Gerald F. 1991. "Agents without principles? The spread of the poison pill through the intercorporate network." ASQ 36: 583-613.
- Eisenhardt, K., Schoonhoven, C. 1996. "Resource-based view of strategic alliances formation: Strategic and social effects in entrepreneurial firms." OS 7: 136-150
- Galaskiewicz, Joseph. 1985. "Professional networks and the institutionalization of a single mind set." ASR 50: 639-658.
- Galaskiewicz, Joseph, Ronald S. Burt. 1991. "Interorganization contagion in corporate philanthropy." ASQ 36: 88-105.
- Gulati, R. 1995. "Social structure and alliance formation patterns: A longitudinal analysis." ASQ 40: 619-652
- * ----- and M. Gargiulo. 1999. "Where do interorganizational networks come from?" 104:1439-1493.
- ! Haunschild, Pamela R. 1993. "Interorganizational imitation – the impact of interlocks on corporate acquisition activity." ASQ 38:564-592.
- Haunschild, Pamela R. 1994. "How much is that company worth: interorganizational relationships, uncertainty, and acquisition premiums." ASQ 39:391-411.
- and C. M Beckman. 1998. "When do interlocks matter?: Alternate sources of information and interlock influence." ASQ, 43:815-844.
- * Podolny, J. M., T. Stuart., & M. T. Hannan. 1996. "Networks, knowledge, and niches: competition in the worldwide semiconductor industry, 1984-1991. AJS 102:659-89.
- ! Powell, Walter W., K. W. Koput, K. W., and L. Smithdoerr. 1996. "Interorganizational collaboration and the locus of learning in biotechnology." ASQ 41:116-145.
- Stuart, Toby E. 1998. "Network positions and propensities to collaborate: an investigation of strategic alliance formation in a high-technology industry." ASQ 43: 668-698.
- Walker, Gordon, B. Kogut, and W. Shan. 1997. "Social capital, structural holes and the formation of an industry network." OS, 8: 109–125.
- * Westphal, James D., Ranjay Gulati, Stephen M. Shortell. 1997. "Customization or conformity? An institutional and network perspective on the content and consequences of TQM adoption." ASQ 41:366-94.
- Young, G. J., M.P. Charns, and S. M. Shortell. 2001. "Top manager and network effects on the adoption of innovative management practices: A study of TQM in a public hospital system." SMJ 22:935-951.

Markets, fields, and communities as interorganizational networks

- Baker, Wayne E. and Robert R. Faulkner. 1993. "The social organization of conspiracy: illegal networks in the heavy electrical equipment industry." ASR 58:837-860.
- DiMaggio, Paul J. 1986. "Structural analysis of organizational fields: a blockmodel approach." Pp. 355-70 in B.M. Staw and L. L. Cummings (eds.): ROB. Greenwich, CT: JAI Press, vol. 8.
- Eccles, Robert G. and D. Crane. 1987. "Managing through networks in investment banking." CALIFORNIA MANAGEMENT REVIEW 30:176-195.
- Eccles, Robert G. and Dwight B. Crane. 1988. DOING DEALS: INVESTMENTS BANKS AT WORK. Boston, MA: Harvard Business School Press.
- Galaskiewicz, Joseph. 1985. "Interorganizational relations." ARS 11:281:304.
- Hirsch, Paul M. 1975. "Organizational effectiveness and the institutional environment." ASQ 20:327-44.
- Kenis, P. and D. Knoke 2002. "How organizational field networks shape interorganizational tie-formation rates." AMR 27: 275.
- Knoke, David. 2001. CHANGING ORGANIZATIONS: BUSINESS NETWORKS IN THE NEW POLITICAL ECONOMY. Boulder, CO: Westview Press, 2001.
- Laumann, E. O. and Franz Pappi. 1976. NETWORKS OF COLLECTIVE ACTION. Academic Press.
- Laumann, E. O., J. Galaskiewicz, and P. Marsden. 1978. "Community structure as interorganizational linkages."

- ARS 4:455-84.
- Laumann, E. O. and David Knoke. 1987. *THE ORGANIZATIONAL STATE*. U. Wisconsin Press.
- Litwak, Eugene and Lydia F. Hylton. 1962. "Interorganizational analysis: a hypothesis on coordinating agencies." *ASQ* 6:395-415.
- Mizruchi, Mark M. 1982. *THE AMERICAN CORPORATE NETWORK, 1904-1974*. Beverly Hills: Sage.
- _____ and Michael Schwartz (eds.). 1986. *THE STRUCTURAL ANALYSIS OF BUSINESS*. Cambridge University Press.
- Mizruchi, Mark M. 1989. "Similarity of political behavior among large American corporations." *AJS* 95:401-424.
- , 1996. "What do interlocks do? An analysis critique and assessment of research on interlocking directorates." *ARS* 22:271-98.
- Palmer, Donald, Roger Friedland, and Jitendra Singh. 1986. "Stability in a corporate interlock network." *ASR* 51:781-796.
- Provan, Keith G. and H. B. Milward. 1995. "A preliminary theory of interorganizational network effectiveness—a comparative study of four community mental health systems." *ASQ* 40:1-33.
- * Podolny, Joel M. 1993. "A status-based model of market competition." *AJS* 98:829-72.
- Turk, Herman. 1970. "Interorganizational networks in urban society: initial perspectives and comparative research." *ASR* 35:1-19.
- ! Uzzi, Brian. 1996. "The sources and consequences of embeddedness for the economic performance of organizations – the network effect." *ASR*, 61:674-698.
- * -----, 1997. "Social structure and competition in interfirm networks: The paradox of embeddedness." *ASQ*, 42:35-67.
- , 1999. "Embeddedness in the making of financial capital: How social relations and networks benefit firms seeking financing." *ASR* 64: 481.
- , 2002. "Knowledge spillover in corporate financing networks: embeddedness and the firm's debt performance." *SMJ* 23:595-618.
- Van de Ven, Andrew H., Gordon Walker. 1984. "The dynamics of interorganizational coordination." *ASQ* 29: 598-621.
- Warren, Roland L. 1967. "The interorganizational field as a focus for investigation." *ASQ* 12:396-419
- White, Harrison. 1992. *IDENTITY AND CONTROL: A STRUCTURAL THEORY OF SOCIAL ACTION*. Princeton.

Week 11 (November 5): CORPORATE FORM AND GOVERNANCE

The multidivisional form

- Armour, H. O. and David Teece. 1978. "Organizational Structure and Economic Performance: A Test of the Multidivisional Hypothesis." *BELL JOURNAL OF ECONOMICS* 9: 106-122.
- Chandler, Alfred. 1962. *STRATEGY AND STRUCTURE*. MIT Press.
- , 1977. *THE VISIBLE HAND*. Cambridge, MA: Belknap Press.
- , 1990. *SCALE AND SCOPE*. Cambridge, MA: Belknap Press.
- Child, John. 1984. "The shape of organization: grouping activities." Ch. 4 in *ORGANIZATION*. London: Harper and Row.
- Davis, G. F. and S. K. Stout. 1992. "Organization theory and the market for corporate control: A dynamic analysis of the characteristics of large takeover targets, 1980-1990." *ASQ* 37:605-33.
- * Davis, G. F., K. A. Diekmann, and C. H. Tinsley. 1994. "The decline and fall of the conglomerate firm in the 1980s – the deinstitutionalization of an organizational form." *ASR*, 59:547-570.
- Davis, G. F. and H. R. Greve. 1997. "Corporate elite networks and governance changes in the 1980s." *AJS* 103: 1-37.
- ! Fligstein, Neil. 1985. "The spread of the multidivisional form among large firms, 1919-1979." *ASR* 50:377-91.
- * -----, 1990. "Introduction." Ch. 1 in *THE TRANSFORMATION OF CORPORATE CONTROL*. Cambridge, MA: Harvard University Press, 1990.
- and Kenneth Dauber. 1989. "Structural change in corporate organization." *ARS* 15:73-96.
- Fligstein, Neil and Peter Brantley. 1992. "Bank control, owner control, or organizational dynamics: Who controls the large modern corporation?" *AJS* 98:280-307.

- Fligstein, Neil and Robert Freeland. 1995. "Theoretical and comparative perspectives on corporate organization." *ARS*, 21: 21-44.
- Hoskisson, Robert E. 1987. "Multidivisional structure and performance: the contingency of diversification strategy." *AMJ* 30:625-644.
- * Freeland, Robert F. 1996. "The myth of the M-Form: governance, consent, and organizational change. *AJS* 102: 483-526. See also comment by Shanley and Freeland's reply.
- , 2001. *THE STRUGGLE FOR CONTROL OF THE MODERN CORPORATION: ORGANIZATIONAL CHANGE AT GENERAL MOTORS, 1924-1970*. NY: Cambridge.
- Palmer, Donald A., R. Friedland, P. D. Jennings, and M. E. Powers. 1987. "The economics and politics of structure: the multidivisional form and the large U. S. corporation." *ASQ* 32:25-48.
- ! -----, P. D. Jennings, and X. G. Zhou. 1993. "Late adoption of the multidivisional form by large United States corporations: institutional, political, and economic accounts." *ASQ* 38:100-131.
- Romanelli, Elaine. 1991. "The evolution of new organizational forms." *ARS* 17:79-103.
- Roy, William G. 1997. *SOCIALIZING CAPITAL: THE RISE OF THE LARGE INDUSTRIAL CORPORATION IN AMERICA*. Princeton, N.J.: Princeton.
- ! Rumelt, Richard. 1974. Chapter from *STRATEGY, STRUCTURE, AND ECONOMIC PERFORMANCE*. Harvard Business School Press.
- * Stinchcombe, Arthur L. 1990. "Market uncertainty and divisionalization." Ch. 4 in *INFORMATION AND ORGANIZATIONS*. Berkeley: UC. Press, 1990.
- Whittington, R., A. Pettigrew, S. Peck, E. Fenton, and M. Conyon. 1999. "Change and complementarities in the new competitive landscape: a European panel study, 1992-1996. *OS* 10:583-600.
- ! Williamson, Oliver. 1975. "The multidivisional structure." Ch. 8 in *MARKETS AND HIERARCHIES*. New York: Free Press.
- * -----, 1985. "The modern corporation." Ch. 11 in his *THE ECONOMIC INSTITUTIONS OF CAPITALISM*.

Network forms

- Dore, Ronald. 1983. "Goodwill and the spirit of market capitalism." *BRITISH JOURNAL OF SOCIOLOGY* 34:459-482.
- Eccles, Robert. 1985. "The quasifirm in the construction industry." *JOURNAL OF ECONOMIC BEHAVIOR AND ORGANIZATION* 2:335-357.
- and Dwight B. Crane. 1988. "The network nature of investment banking." Ch. 2 in *DOING DEALS: INVESTMENT BANKS AT WORK*. Boston: Harvard Business School Press.
- Ghoshal, Sumantra and Christopher A. Bartlett. 1990. "The multinational corporation as an interorganizational network." *AMR* 15:603-625
- Harrison, Bennett. 1994. *LEAN AND MEAN: THE CHANGING LANDSCAPE OF CORPORATE POWER IN THE AGE OF FLEXIBILITY*. NY: Basic Books.
- Lazerson, Mark. 1988. "Organizational growth of small firms: an outcome of markets and hierarchies?" *ASR* 53:330-342.
- Miles, Raymond. 1986. "Organizations: new concepts for new forms." *CALIFORNIA MANAGEMENT REVIEW* 28.
- * Powell, Walter W. 1990. "Neither market nor hierarchy: network forms of organization." Pp. 295-336 in B. M. Staw and L. L. Cummings (eds.): *ROB*. Greenwich, CT.: JAI Press, 1990.
- ! Podolny, Joel M. and Karen L. Page. 1998. "Network forms of organization." *ARS* 24:57-76.
- Perrow, Charles. 1986. "The network." In *COMPLEX ORGANIZATIONS*. Third edition, 1986.
- * -----, 1992. "Small firm networks." Pp. 445-470 in Nitin Nohria and Robert G. Eccles (eds.): *NETWORKS AND ORGANIZATIONS*. Boston: Harvard Business School Press, 1992.
- Piore, Michael J. and Charles F. Sabel. 1984. "Possibilities for prosperity: international Keynesianism and flexible specialization." Ch. 10 in *THE SECOND INDUSTRIAL DIVIDE*. New York: Basic Books.
- Sabel, Charles F. 1982. "The end of Fordism?" Ch. 5 in *WORK AND POLITICS*. Cambridge University Press.
- , 1989. "Flexible specialization and the re-emergence of regional economies." Pp. 17-70 in P. Hirst and J. Zeitlin (eds.): *REVERSING INDUSTRIAL DECLINE?* Oxford, UK: Berg.
- Saxenian, Annalee. 1994. *REGIONAL ADVANTAGE: CULTURE AND COMPETITION IN SILICON VALLEY AND ROUTE 128*. Cambridge, MA: Harvard.

Week 12 (November 12): COMPARATIVE/HISTORICAL PERSPECTIVES ON ORGANIZATION

- Abegglen, James N. 1958. *THE JAPANESE FACTORY*. Free Press.
- Ahmadjian, Christina L. and James R. Lincoln. 2001. "Keiretsu, governance, and learning: Case studies in change from the Japanese automotive industry." *OS* 12:683-701.
- Aoki, Masahiko. 1988. *INFORMATION, INCENTIVES, AND BARGAINING IN THE JAPANESE ECONOMY*. Cambridge University Press.
- Azumi, Koya, David Hickson, Deszo Horvath, and Charles McMillan. 1984. "Structural uniformity and cultural diversity in organizations: a comparative study of factories in Britain, Japan, and Sweden." Pp. 101-120 in Sato Kazuo and Yasuo Hoshino (eds.): *THE ANATOMY OF JAPANESE BUSINESS*. Armonk, NY: Sharpe.
- Barley, S. R. and G. Kunda. 1992. "Design and devotion: surges of rational and normative ideologies of control in managerial discourse." *ASQ* 37:363-399.
- * Baron, J. N., P. D. Jennings, and F. R. Dobbin. 1988. "Mission control: the development of personnel systems in U. S. industry." *ASR* 53:497-514.
- Bendix, Reinhard. 1956. *WORK AND AUTHORITY IN INDUSTRY*. Harper.
- Boisot, Max and John Child. 1988. "The iron law of fiefs: bureaucratic failure and the problem of governance in the Chinese economic reforms." *ASQ* 33:507-527.
- Cable, John. 1983. "Hierarchies and markets: an empirical test of the multidivisional hypothesis in West Germany." *INTL. J. OF IND. ORG.* 1:43-62.
- _____ and H. Yasuki. 1985. "Internal organisation, business groups, and corporate performance: an empirical test of the multidivisional hypothesis in Japan." *INTL. J. OF IND. ORG.* 3:401-420.
- Chandler, Alfred. 1962. *STRATEGY AND STRUCTURE*. MIT Press.
- , 1977. *THE VISIBLE HAND*. Cambridge, MA: Belknap Press.
- , 1990. *SCALE AND SCOPE*. Cambridge, MA: Belknap Press.
- Chang, S. J. and Jaebum Hong. 2000. "Economic performance of group-affiliated companies in Korea: intragroup resource sharing and internal business transactions." *AMJ* 43:429-448.
- Child, John. 1981. "Culture, Contingency and capitalism in the cross-national study of organizations." Pp. 303-56 in L. L. Cummings and B. M. Staw (eds.): *ROB*. Greenwich, Conn.: JAI Press.
- Clark, Rodney. 1979. *THE JAPANESE COMPANY*. New Haven: Yale University Press.
- Cole, Robert. 1979. *WORK, MOBILITY, AND PARTICIPATION*. Berkeley: California.
- ! Crozier, Michel. 1964. "The French bureaucratic system of organization." Ch. 8 in *THE BUREAUCRATIC PHENOMENON*. Chicago.
- Dobbin, Frank. 1994. *FORGING INDUSTRIAL POLICY: THE U. S., BRITAIN, AND FRANCE IN THE RAILWAY AGE*. NY: Cambridge University Press.
- Dore, Ronald S. 1973. "Authority, function, and status." Ch. 9 in *BRITISH FACTORY, JAPANESE FACTORY*. California, 1973.
- * -----, 1983. "Goodwill and the spirit of market capitalism." *BRITISH J. OF SOCIOLOGY* 34:459-482.
- , 2000. *STOCK MARKET CAPITALISM - WELFARE CAPITALISM: JAPAN AND GERMANY VERSUS THE ANGLO-SAXONS*. Oxford University Press.
- ! Edwards, Richard: Chapter 8 in his *CONTESTED TERRAIN*. Basic, 1979.
- Friedman, David. 1988. *THE MISUNDERSTOOD MIRACLE*. Cornell University Press.
- Gallie, Duncan. 1978. *IN SEARCH OF THE NEW WORKING CLASS*. Cambridge University Press.
- Gerlach, Michael L. 1992. "The Japanese corporate network: a blockmodel analysis." *ASQ* 37:105-139.
- and James R. Lincoln. 2000. "Economic organization and innovation in Japan: Networks, spinoffs, and the creation of enterprise." Pp. 151-198 in Georg Von Krogh, Ikujiro Nonaka, and Toshihiro Nishiguchi (eds.): *KNOWLEDGE CREATION: A NEW SOURCE OF VALUE*. London: Macmillan.
- Guthrie, Doug. 1997. "Between markets and politics: organizational responses to reform in China." *AJS* 102:1258-304.
- Granovetter, Mark. 1995. "Coase revisited: business groups in the modern economy." *INDUSTRIAL AND CORPORATE CHANGE* 4:93-130.
- , 2003. "Business groups and social organization." In N. Smelser and R. Swedberg (eds.): *HANDBOOK OF ECONOMIC SOCIOLOGY*. Princeton University Press. 2nd edition.
- Guillen, Mauro. 2001. *THE LIMITS OF CONVERGENCE: GLOBALIZATION AND THE ORGANIZATIONAL CHANGE IN ARGENTINA, SOUTH KOREA, AND SPAIN*. Princeton

- University Press.
- * Hannan, Michael T., Glenn R. Carroll, Elizabeth A. Dundon, and John Charles Torres. 1995. "Organizational evolution in a multinational context: entries of automobile manufacturers in Belgium, Britain, France, Germany, and Italy." *ASR* 60:509-528. See also: Joel A. C. Baum and Walter W. Powell: "Cultivating an institutional ecology of organizations: comment on Hannan, Carroll, Dundon, and Torres." *ASR* 60(1995):529-538. Michel T. Hannan and Glenn R. Carroll: "Theory building and cheap talk about legitimation: reply to Baum and Powell." *ASR* 60(1995):539-544.
- ! Hamilton, Gary G. and Nicole W. Biggart. 1989. "Market, culture, and authority: a comparative analysis of management and organization in the far east." *AJS* 94, S52-S94.
- Hickson, David et al. 1979. "Grounds for comparative organization theory: quicksands or hardcore?" Pp. 25-41 in C. Lammers & D. Hickson (eds.): *ORGANIZATIONS ALIKE AND UNLIKE*. London: Routledge.
- and D. S. Pugh. 1995. *MANAGEMENT WORLDWIDE: THE IMPACT OF SOCIETAL CULTURE ON ORGANIZATIONS AROUND THE GLOBE*. London: Penguin Books.
- Jacoby, Sanford. 1985. *EMPLOYING BUREAUCRACY*. New York: Columbia.
- , 1997. *MODERN MANORS: WELFARE CAPITALISM SINCE THE NEW DEAL*. Princeton.
- Keister, Lisa A. 1998. "Engineering growth: Business group structure and firm performance in China's transition economy." *AJS* 10:404-440.
- * -----, 2001. "Exchange structures in transition: Lending and trade relations in Chinese business groups." *ASR* 66:336-360.
- Khanna, Tarun and J.W. Rivkin. 2001. "Estimating the performance effects of business groups in emerging markets." *SMJ* 22:45-74.
- * Kocka, Jurgen. 1980. "The rise of the modern industrial enterprise in Germany." In Alfred D. Chandler, Jr. and Herman Daems (eds.): *MANAGERIAL HIERARCHIES: COMPARATIVE PERSPECTIVES ON THE RISE OF THE MODERN INDUSTRIAL ENTERPRISE*. Harvard University Press.
- ! Lincoln, James R., Mitsuyo Hanada, Jon Olson. 1981. "Cultural orientations and individual reactions to organizations: A study of employees of Japanese-owned firms." *ASQ* 26: 93-115.
- * Lincoln, J. R., Mitsuyo Hanada, and Kerry McBride. 1986. "Organizational structures in Japanese and U. S. manufacturing." *ASQ* 31:338-364.
- Lincoln, J. R. and A. L. Kalleberg. 1990. *CULTURE, CONTROL, AND COMMITMENT*. Cambridge, UK: Cambridge University Press, 1990.
- * Lincoln, J. R. 1990. "Japanese organization and organization theory." In B. M. Staw and L. L. Cummings (eds.): *ROB*, volume 12.
- , Michael L. Gerlach, and Peggy Takahashi. 1992. "*Keiretsu* networks in the Japanese economy: a dyad analysis of intercorporate ties." *ASR* 57:561-585.
- Lincoln, J. R. and A. L. Kalleberg: 1992. "Work organization and work force commitment." *ASR*: 738-760.
- _____, Michael Gerlach, and Christina Ahmadjian. 1996. "*Keiretsu* networks and corporate performance in Japan." *ASR* 61: 67-88.zrw
- Lincoln, James R., Michael L. Gerlach, and Christina Ahmadjian. 1998. "Evolving patterns of *keiretsu* organization and action in Japan." Pp. 307-343 in B. M. Staw and L. L. Cummings (Eds.) *ROB*, Volume 20. Greenwood, NJ: JAI Press.
- Lincoln, J. R. and Michael L. Gerlach. 2004. *JAPAN'S NETWORK ECONOMY: STRUCTURE, PERSISTENCE, AND CHANGE*. Cambridge University Press.
- * Maurice, Marc, Arndt Sorge, and Malcolm Warner: 1980. "Societal differences in manufacturing organizations: a comparison of France, West Germany and Great Britain." *ORGANIZATION STUDIES* 1:59-86.
- Marsh, Robert M. and Hiroshi Mannari. 1981. "Technology and size as determinants of the organizational structure of Japanese factories." *ASQ* 26:33-57.
- _____. 1988. *ORGANIZATIONAL CHANGE IN JAPANESE FACTORIES*. Greenwich, CT: JAI Press.
- Meyer, Marshall W. and M. C. Brown. 1977. "The Process of Bureaucratization." *AJS* 83:279-538.
- Orru, Marco, Nicole W. Biggart, Gary G. Hamilton. 1997. *THE ECONOMIC ORGANIZATION OF EAST ASIAN CAPITALISM*. Sage Publications.
- Richardson, Stephen. 1956. "Organizational contrasts on British and American ships." *ASQ* 1:189-207.
- Rohlen, Thomas P. 1974. *FOR HARMONY AND STRENGTH*. Berkeley: University of California Press.
- Sako, Mari. 1992. *PRICES, QUALITY, AND TRUST: INTERFIRM RELATIONS IN BRITAIN AND JAPAN*. New York: Cambridge University Press.
- Sorge, Arndt and Malcom Warner. 1986. *COMPARATIVE FACTORY ORGANIZATION: AN ANGLO-*

GERMAN COMPARISON OF MANAGEMENT AND MANPOWER IN MANUFACTURING.
Gower.

- * Stark, David. 1996. "Recombinant Property in East European Capitalism." AJS 101:993-1027.
- Stinchcombe, Arthur. 1965. "Social Structure and Organizations." In J. G. March (ed.): HANDBOOK OF ORGANIZATIONS. Rand McNally.
- 1990. INFORMATION AND ORGANIZATIONS. University of California Press.
- Stokman, Frans N., Rolf Ziegler, John Scott. 1985. NETWORKS OF CORPORATE POWER. Polity Press.
- Tracy, Phelps K. and Koya Azumi. 1976. "Determinants of administrative control: tests of a theory with Japanese factories." ASR 41:80-94.
- Useem, Michael. 1984. THE INNER CIRCLE. New York: Oxford University Press.
- Westney, Eleanor. 1987. Ch. 1 in IMITATION AND INNOVATION: TRANSFER OF WESTERN ORGANIZATIONAL PATTERNS TO MEIJI JAPAN. Cambridge, MA: Harvard University.
- Whitaker, D. Hugh. 1990. MANAGING INNOVATION: A STUDY OF BRITISH AND JAPANESE FACTORIES. London: Cambridge University Press.
- Ziegler, Rolf. 1993. "Market structure, ownership and cooptation: accounting for interlocking directorships." Pp. 293-321 in S. M. Lindenberg and H. Schreuder (eds.): INTERDISCIPLINARY PERSPECTIVES ON ORGANIZATION STUDIES. New York: Pergamon Press.

Week 13 (November 19): CRITICAL (FEMINIST, NEOMARXIST, AND POSTMODERNIST) PERSPECTIVES ON ORGANIZATION

- * Acker, Joan and Donald Van Houten. 1974. "Differential Recruitment and Control: The Sex Structuring of Organizations." ASQ 19:152-163.
- Acker, Joan. 1990. "Hierarchies, jobs, bodies: A theory of gendered organizations," GENDER AND SOCIETY 4: 139-158
- Adler, Paul S. 1990. "Marx, machines and skill," TECHNOLOGY AND CULTURE 31:780-812.
- _____ and Bryan Borys. 1996. "Two types of bureaucracy: enabling and coercive." ASQ, Vol. 41, No. 1. (Mar): 61-89.
- Alvesson, M. and S. Deetz. 1996. "Critical theory and postmodernism." Pp 191-217 in S. Clegg, C. Hardy, and W. Nord, eds., HANDBOOK OF ORGANIZATION STUDIES. Sage Publications.
- Alvesson, M. and H. Willmott (eds.). 1992. CRITICAL MANAGEMENT STUDIES. London: Sage.
- Baran, Paul A. and Paul M. Sweezy. 1968. MONOPOLY CAPITAL. New York : Monthly Review Press.
- Benson, J. K. 1977. "Organizations: A dialectical view," ASQ 22:1-24
- Burrell, Gibson and Gareth Morgan. 1979. SOCIOLOGICAL PARADIGMS AND ORGANIZATIONAL ANALYSIS. London: Heinemann.
- Braverman, Harry. 1975. LABOR AND MONOPOLY CAPITAL. NY: Monthly Review Press, 1974.
- Burawoy, Michael. 1979. MANUFACTURING CONSENT. Chicago: University of Chicago Press.
- 1980. "The politics of production and the production of politics: a comparative analysis of piecework machine shops in the U. S. and Hungary." POLITICAL POWER AND SOCIAL THEORY 1:261-299.
- ! ----- 1983. "Between the labor process and the state: The changing face of factory regimes under advanced capitalism." ASR 48:587-605.
- 1985. THE POLITICS OF PRODUCTION. London: Verso.
- Clawson, Dan. 1980. BUREAUCRACY AND THE LABOR PROCESS. Monthly Review Press.
- Clegg, Stuart. 1975. POWER, RULE, AND DOMINATION. London: Routledge and Kegan Paul.
- and D. Dunkerly: 1980. ORGANIZATION, CLASS, AND CONTROL. London: Routledge.
- * Edwards, Richard. 1979. CONTESTED TERRAIN. New York: Basic.
- Fligstein, Neil. 1987. "The intra-organizational power struggle: The rise of finance presidents in large corporations," ASR, 52:44-58.
- Friedman, Andrew. 1977. INDUSTRY AND LABOUR. London: Macmillan.
- Gallie, Duncan. 1978. IN SEARCH OF THE NEW WORKING CLASS. Cambridge University Press.
- * Glenn, Evelyn N. and R. L. Feldberg: 1977. "Proletarianizing clerical work: technology and organizational control in the office." SOCIAL PROBLEMS 25:52-64.
- Goldman, Paul and Donald R. Van Houten. 1977. Managerial strategies and the worker: a Marxist analysis of bureaucracy." SOCIOLOGICAL QUARTERLY 18:108-25.
- Gordon, David, R. Edwards, and M. Reich. 1982. SEGMENTED WORK, DIVIDED WORKERS. Cambridge

- University Press.
- Hochschild, Arlie R. 1983. *THE MANAGED HEART*. University of California Press.
- Jackall, Robert. 1988. *MORAL MAZES: THE WORLD OF CORPORATE MANAGERS*. Oxford.
- * Jermier, J. M. 1998. "Introduction: Critical perspectives on organizational control." *ASQ* 43:235-56.
- , 1985. "When the sleeper awakens: A short story extending themes in radical organization theory," *JOURNAL OF MANAGEMENT* 11: 67-80.
- , D. Knights, and W. R. Nord (eds). 1994. *RESISTANCE AND POWER IN ORGANIZATIONS: AGENCY, SUBJECTIVITY, AND THE LABOR PROCESS*. London: Routledge.
- ! Kilduff, Martin and Ajay Mehra. 1977. "Postmodernism and organizational research" *AMR* 22:453-481
- ! Kunda, Gideon. 1992. Chapter from his *ENGINEERING CULTURE*. Philadelphia: Temple U. Press.
- Lukes, Stephen. 1974. *POWER: A RADICAL VIEW*, London: Macmillan.
- ! Martin, Joanne, Kathleen Knopoff, Christine Beckman. 1998. "An alternative to bureaucratic impersonality and emotional labor: bounded emotionality at the Body Shop," *ASQ* 43: 239-269
- Mintz, Beth and M. Schwartz, 1985. *THE POWER STRUCTURE OF AMERICAN BUSINESS*. Chicago: University of Chicago Press.
- ! Marglin, Stephen. 1974. "What do bosses do: the origins and functions of hierarchy in capitalist production." *REVIEW OF RADICAL POLITICAL ECONOMICS* 6:60-112.
- Morgan, Gareth. 1986. *IMAGES OF ORGANIZATION*. Sage.
- Smith, Vicki. 1990. *MANAGING IN THE CORPORATE INTEREST: CONTROL AND RESISTANCE IN AN AMERICAN BANK*. U. of California Press.
- Sabel, Charles F. 1982. Chapter 1 in his *WORK AND POLITICS: THE DIVISION OF LABOR IN INDUSTRY*. NY: Cambridge University Press, 1982.
- Stone, Katherine. 1974. "The origins of job structures in the steel industry." *REVIEW OF RADICAL POLITICAL ECONOMICS*, Volume 6.
- ! Williamson, Oliver. 1985. "The organization of work." Ch. 9 in *THE ECONOMIC INSTITUTIONS OF CAPITALISM*.
- Witz, A. and M. Savage. 1992. "The gender of organizations" Pp. 3-64 in M. Savage and A. Witz, eds., *GENDER AND BUREAUCRACY*. Oxford: Blackwell.
- Zimbalist, Andrew. 1979. *CASE STUDIES ON THE LABOR PROCESS*. Monthly Review Press.

Week 14 (November 26): ORGANIZATIONS AND LABOR MARKETS

- ! Althausser, Robert and Arne L. Kalleberg. 1981. "Firms, occupations, and the structure of labor markets: a conceptual analysis." Pp. 119-145 in Ivar Berg (ed.): *SOCIOLOGICAL PERSPECTIVES ON LABOR MARKETS*. NY: Academic Press.
- Averitt, R. 1968. *THE DUAL ECONOMY*. New York: Norton.
- Baron, James N. and W. T. Bielby. 1981. "Bringing the firms back in: stratification, segmentation, and the organization of work." *ASR* 45:737-65.
- Baron, James N. 1984. "Organizational perspectives on stratification." *ARS* 10:37-69.
- _____, Frank R. Dobbin, and P. Devereaux Jennings. 1986. "War and peace: the evolution of modern personnel administration in U.S. industry." *AJS* 92: 350-83.
- ! Baron, J. N., A. Davis-Blake, and W. T. Bielby: 1986. "The structure of opportunity: how promotion ladders vary within and between organizations." *ASQ* 31:248-73.
- Baron, J. N. and Michael T. Hannan. 1999. "Building the iron cage: Determinants of managerial intensity in the early years of organizations." *ASR* 64:527-47
- Beatty, R. & E. Zajac. 1994. "Managerial Incentives, Monitoring, and Risk Bearing: A Study of Executive Compensation, Ownership, and Board Structure in Initial Public Offerings." *ASQ* 39:313-335.
- Baron, James N., Michael T. Hannan, and M. Diane Burton. 2001. "Labor pains: change in organizational models and employee turnover in young, high-tech firms." *AJS* 106: 960-1012
- Berg, Ivar (ed.). 1981. *SOCIOLOGICAL PERSPECTIVES ON LABOR MARKETS*. NY: Academic, 1981.
- Burt, Ronald S. 1992. "Getting ahead." Ch. 4 in *STRUCTURAL HOLES: THE SOCIAL STRUCTURE OF COMPETITION*. Cambridge, MA: Harvard University Press.
- * DiPrete, Thomas A. 1987. "Horizontal and vertical mobility in organizations." *ASQ* 32:422-444.
- _____. 1989. *THE BUREAUCRATIC LABOR MARKET*. NY: Plenum Press.
- Doeringer, Peter and M. Piore. 1971. "The allocative structure of internal labor markets." Ch. 3 in *INTERNAL*

- LABOR MARKETS AND MANPOWER ANALYSIS. Lexington, MA: Heath.
- Dobbin, Frank, John R. Sutton, John W. Meyer, and Richard Scott. 1993. "Equal opportunity law and the construction of internal labor markets." *AJS* 99: 396-427.
- Fernandez, Roberto and Nancy Weinberg. 1997. "Sifting and sorting: personal contacts and hiring in a retail bank." *ASR* 62:883-902.
- ! Fernandez, Roberto, Emilio Castilla and Paul Moore. 2000. "Social capital at work: networks and employment at a phone center." *AJS* 105:1288-1356.
- Gordon, David R. Edwards, and M. Reich. 1982. *SEGMENTED WORK, DIVIDED WORKERS*. Cambridge.
- Granovetter, Mark. 1974. *GETTING A JOB: A STUDY OF CONTACTS AND CAREERS*. Harvard.
- 1984. "Small is beautiful: labor markets and establishment size." *ASR* 49:323-334.
- * Haveman, Heather and Lisa Cohen. 1994. "Ecological dynamics of careers: The impact of organizational founding, dissolution, and merger on job mobility." *AJS* 100:105-152.
- 1995. "The demographic metabolism of organizations: industry dynamics, turnover, and tenure distributions." *ASQ* 40:586-618.
- * Hodson, Randy. 1984. "Companies, industries, and the measurement of economic segmentation." *ASR* 49:335-348.
- 1996. "Dignity in the workplace under participative management: alienation and freedom revisited." *ASR* 61:719-38.
- Kanter, Rosabeth. 1977. "Opportunity." Ch. 6 in *MEN AND WOMEN OF THE CORPORATION*. NY: Basic Books.
- 1984. "Variations in managerial career structures in high technology firms: the impact of organizational characteristics on internal labor market patterns." Pp. 103-31 in Paul Osterman (ed.): *INTERNAL LABOR MARKETS*. Cambridge, MA: MIT Press.
- Kerr, Clark. 1954. "The balkanization of labor markets." In E. W. Bakke, P. M. Hauser, G. L. Palmer, C. A. Myers, D. Yoder, and C. Kerr (eds.): *LABOR MOBILITY AND ECONOMIC OPPORTUNITY*. Cambridge, MA: MIT Press.
- Knoke, David and A. L. Kalleberg. 1994. "Job training in U. S. organizations." *ASR* 59:537-546.
- Jacobs, David. 1981. "Toward a theory of mobility and behavior in organizations," *AJS* 87:681-707.
- Jacoby, Sanford. 1985. "Another great transformation, 1936-1945." Ch. 8 in *EMPLOYING BUREAUCRACY*. New York: Columbia U. Press.
- Kalleberg, Arne L. & M. Van Buren. 1996. "Is bigger better? Explaining the relationship between organization size and job rewards." *ASR* 61:47-66.
- Kalleberg, Arne L. et al. 1996. *ORGANIZATIONS IN AMERICA; ANALYZING THEIR STRUCTURES AND HUMAN RESOURCE PRACTICES*. Sage Publications.
- * Kalleberg, Arne L. and James R. Lincoln. 1989. "The structure of earnings inequality in the United States and Japan." *AJS* 94:S121-S153. See also Levine, 1993.
- Edward Lazear. Why is there mandatory retirement?" *JOURNAL OF POLITICAL ECONOMY*.
- Levine, David I. 1993. "What do wages buy?" *ASQ* 38:462-83.
- Lincoln, James R. and Arne L. Kalleberg. 1996. "Commitment, quits, and work organization in the U. S. and Japan." *INDUSTRIAL AND LABOR RELATIONS REVIEW* 50: 39-59.
- Petersen, Trond, I. Saporta, and M.D Seidel. 2000. "Offering a job: meritocracy and social networks." *AJS* 106:763-816.
- * Pfeffer, Jeffrey and Y. Cohen. 1984. "Determinants of internal labor markets in organizations." *ASQ* 29:550-72.
- Pfeffer, Jeffrey and N. Langton. 1993. "The effects of wage dispersion on satisfaction, productivity, and working collaboratively: evidence from college and university faculty." *ASQ* 38:382-407.
- Podolny, Joel M. and James N. Baron. 1997. "Resources and relationships: social resources and networks in the workplace" *ASR* 62:673-93.
- Spilerman, Seymour and T. Petersen. 1999. "Organizational structure, determinants of promotion, and gender differences in attainment." *SOCIAL SCIENCE RESEARCH* 28:203-227.
- Sorensen, Jesper: 2000. "The longitudinal effects of group tenure composition on turnover." *ASR* 65:298-310.
- Stewman, Shelby and S. Konda. 1983. "Careers and organizational labor markets: demographic models of organizational behavior." *AJS* 88:637-685.
- Stewman, Shelby. 1986. "Demographic models of internal labor markets." *ASQ* 31:212-47.
- * ----- 1988. "Organizational demography." *ARS* 14:173-202.
- Stolzenberg, Ross M. 1978. "Employer size, employee schooling, and socio-economic achievement." *ASR*

43:813-28.

Strang, David & J.N. Baron. 1990. "Categorical imperatives: the structure of job titles in California state agencies." ASR 55:479-495.

White, Harrison. 1970. CHAINS OF OPPORTUNITY: SYSTEM MODELS OF MOBILITY IN ORGANIZATIONS. Cambridge, Mass: Harvard.

* Williamson, Oliver: 1975. "Understanding the employment relation." Ch. 4 in MARKETS AND HIERARCHIES.

Week 15 (December 3): TAKING STOCK: SUMMARY AND CONCLUSIONS

Introduction and overview
Weber, Marx, and Classical Management
Organizations and Institutions: Structural Functionalism
Contingency Theory
Exchange and Power/Dependence in and among Organizations
Economic Perspectives on Organization
Evolutionary and Ecological Perspectives on Organization
Neo-Institutional Theories of Organization
Networks I: Intra-Organizational Patterns
Networks II: Inter-Organizational Patterns
Corporate Form and Governance
Comparative/Historical Perspectives on Organization
Critical Perspectives on Organization
Organizations and Labor Markets
Taking Stock: Summary and Conclusions