

8-31-15

**SOC/MGMT 525
Organizational Theory
Fall, 2015
Thursday, 3:00-5:30
Social Science 415**

**Instructor: Professor Joseph Galaskiewicz
Social Science 434
520-621-7084
Office Hours: Tuesdays 1:30-5:00
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.

Students are also required to complete a take-home exam (there is a 500 word limit per answer). 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 December 3rd and it is due December 10th at 5:00 PM (paper copy in my mailbox). 20% 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 10th impossible. However, exams turned in late will be graded in January after the spring semester begins.

In addition, students can do a ten-page literature review or research proposal on a topic approved by the instructor beforehand. We will discuss the details of the paper in class. Students need to prepare a one page abstract (250 words) by September 24th and will have five minutes to describe their project in class that day. If your topic is a little 'off-topic,' please consult with the instructor beforehand. Students will turn in their paper the last day of class (December 3rd). Before you submit to me upload to the DropBox in D2L for a plagiarism check. Then submit a hard copy and an e-copy to me. The paper's grade will count for 30% 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 3rd impossible. However, papers turned in late will be graded in January after the spring semester begins.

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.

In sum,

Review essays (3)	45% of grade
Final exam	20% of grade
Research paper/proposal	30% of grade
Attendance	5% of grade

Readings

These books are for sale in the bookstore or online.

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)

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)

Burawoy, Michael. 1979. Manufacturing Consent. Chicago: University of Chicago Press.

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 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 D2L. So check that email regularly for messages. You never know when I will unexpectedly call off class!

I will not tolerate any cheating or plagiarism of any kind. If there are issues, e.g., you fail the plagiarism check on the paper, we will discuss the matter first. If you cheated, you will not only flunk the assignment but you may be reported to the Graduate School and disciplinary procedures may 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

Organizations as Rational Systems

August 27th 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 1-2.

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.

September 3rd 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. (Ellenwood)

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. (Covarrubias [1])

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

September 10th Bounded Rationality and the Behavioral School

Simon, Herbert A. 1957. Administrative Behavior. New York: The Free Press, 1957. Chapters 4-5. (Covarrubias [4] and Suh [5])

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

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

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

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

Organizations as Natural Systems

September 17th 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. (Blume [6] and Ellenwood [7])

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

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

Smith, Vicki. 1998. "The Fractured World of the Temporary Worker: Power, Participation, and Fragmentation in the Postindustrial Workplace." Social Problems, 45:411-30. (Cabrera)

September 24th Organizational Cultures

Submit 250 Word Abstract of Literature Review or Research Proposal

Hochschild, Arlie Russell. 1979. "Emotion Work, Feeling Rules, and Social Structure." American Journal of Sociology, 85:551-75. (McKendry)

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. (Blume)

Acker, Joan. 1992. "Gendering Organizational Theory." Pp. 248-60 in Gendering Organizational Analysis edited by Albert J. Mills and Peta Tancred. Newbury Park, CA: Sage. (Covarrubias)

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. (Cabrera)

October 1st 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. (Cabrera [1] and Pfeiffer [4])

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

Hansen, Morten T. 1999. "The Search-Transfer Problem: The Role of Weak Ties in Sharing Knowledge across Organization Subunits." Administrative Science Quarterly, 44: 82-111. (Zhao)

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. (Jang)

October 8th 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. (Andrews [1])

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

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

October 15th Social Networks - Macro

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

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. (Jang)

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

Galaskiewicz, Joseph and Stanley Wasserman. 1989. "Mimetic Processes within an Interorganizational Field: An Empirical Test." Administrative Science Quarterly, 34:454-79.

Galaskiewicz, Joseph, Wolfgang Bielefeld, and Myron Dowell. 2006. "Networks and Organizational Growth: A Study of Community Based Nonprofits." Administrative Science Quarterly, 51:337-380. (Davis)

Powell, Walter W., Kenneth W. Koput, and Laurel Smith-Doerr. 1996. "International Collaboration and the Locus of Innovation: Networks of Learning in Biotechnology." Administrative Science Quarterly, 41:116-145.

October 22nd Organizational Ecology and Niche Theory

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

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

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. (Kinney)

October 29th Organizational Identities

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

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

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. (Green)

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. (Liendo)

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 Yehekel Hasenfeld. New York: Palgrave Macmillan. (Andrews)

November 5th 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. (Andrews)

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. (Liendo)

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. (Davis)

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. (Suh)

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. (Green)

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

Meyer, John W. and Patricia Bromley. 2013. "The Worldwide Expansion of 'Organization.'" Sociological Theory 31(4):366-389. (Blume)

November 12th Social Movement Perspective on Organizational Behavior

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

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. (Zhang)

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. (Suh)

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

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. (Lopez Jimenez)

December 3rd Marxian Perspective

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

Harvey, David. 2010. "The Enigma of Capital and the Crisis this Time." Paper presented at the American Sociological Meetings in Atlanta, August 16th.

December 10th Exams Due