

Organization Theory

Location: virtual conference room

Time: Wednesday, 9:00-12:00

Instructors: Enying Zheng

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Course Description

This course has three main learning objectives. The first goal is to introduce research that can be broadly defined as “organization theory.” This is an interdisciplinary domain of inquiry drawing primarily from sociology, and secondarily from economics and psychology (both perspectives have been covered by other required courses, and will not be focused here). It seeks to understand organizational processes and outcomes in the surrounding economic, cultural, and institutional context in which they are situated. The second goal is to get students familiar with ontological and epistemological premises that guide different strands of empirical studies, which would be supplemented by summarizing appropriate data collection and analytical tools (students are encouraged to take classical and contemporary social theories and introduction to social science research). The third goal is to encourage cross-field collaboration that goes beyond the boundaries of theoretical labels and specific preferences to methods.

Given that this course is required for all the management track graduate students at the National School of Development, it is tailored to integrate classic organization theories and relatively recent development in empirical settings so that each student would find it useful and relevant to their own research (at the expense of surveying the latest empirical studies). Throughout this course, the students will have opportunities to push the limits of their own comfortable zone and engage in more exciting theoretical inquiries and/or empirical puzzles.

* Some books, especially the ones pertinent to classic management theory have Chinese translations. You can choose whatever version that suits your need.

Course Requirements

Student-led discussion (35%):

For each week’s readings, we will have 2 student discussants. Your job is to open the discussion with a 20-minute’s session opener talk and then use that to drive our discussion of the themes that emerge from considering each paper’s motivations, argumentation, empirical strategy, and implications. The best papers we read will be strong in all three dimensions. But you should know that not all assigned papers meet this standard equally well. Make and share your own judgments about differences in importance and quality of the assigned papers and be prepared to hear different opinions.

Here are the guidelines for these session opener talks:

- 20 minutes
- Share a handout for everyone (e.g., 1-2 pages)
- No PowerPoint slides
- No summaries of the readings

- Conclude with a set of questions that we will debate and discuss

An ideal opener will lead to discussions that cover the papers thoroughly because we are asking hard questions about what the value of what they mean to say, whether they succeed, and what we might do next. All this goes well beyond just figuring out what is in the papers. In sum, good discussants will deliver an opener that does the following:

- Integrate the readings using an analytical framework
- Identify explicit the commonalities and differences in implicit assumptions that underlie the various readings
- Where possible, specify theoretical gaps and suggest avenues for development beyond the readings
- Engage the other students by taking a clear and perhaps provocative position

To prepare for your discussion, you could think first about each assigned reading before summarize the commonalities and differences. For each reading, it is recommended that you organize your thoughts in terms of the following questions (some of which will be more or less relevant depending on the readings):

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

Class participation (15%):

In order for the class to succeed, students must have read the readings and be prepared to talk critically about them. Do not assume that your participation is confined to serving as student discussants for several times. Class participation refers to your engagement with the readings and with other class participants throughout the entire course. Your performance of class participation will be a function of both quantity and quality.

Research Paper (50%):

The goal for this assignment is that you develop a paper to be submitted to an appropriate professional conference in your field. You have three options for this:

- *Empirical project proposal:* abstract, theory, hypotheses, research design, and discussion of anticipated contributions. This option does not include any requirement for data

collection or analysis—that will come later after the completion of the course, ideally during summer break.

- *Complete empirical paper*: same as empirical project proposal, but with data collection, analysis, and discussion of results. This is much more challenging, so you probably only want to take this route if you already have data, or a strong lead on data that you can get quickly.
- *Theory, review, or meta-analysis paper*: following the corresponding papers in these styles, this will require a clear statement of the problem; review of the prior literature; development of a new perspective, approach, theory, framework, etc. (perhaps but not necessarily including clear propositions); and conclusion with discussion of potential strategies for empirical research.

Course Description

Session	Topic/Module
01 – 03/10	Introduction
02 – 03/17	Classical management theory
03 – 03/24	Bureaucracy
04 – 03/31	Behavioral decision theory: the Carnegie school
05 – 04/07	Contingency theory
06 – 04/14	Resource dependence theory
07 – 04/21	Population ecology
08 – 04/28	Institutional theory
09 – 05/05	Social networks 1
10 – 05/12	Social networks 2
11 – 05/19	Category, Status, and Reputation
12 – 05/26	Culture
13 – 06/02	Technology, organization, and market
14 – 06/09	Wrap up on empirical settings, question types, and methods
15 – 06/16	One-on-one meeting with students on final paper
16 – 06/23	One-on-one meeting with students on final paper

Readings

The following is a list of readings per session. This should NOT be regarded as a final list but is provided to guide those who are still “shopping” what they are likely to read during the course. Some readings could be categorized under different sessions.

Session 1: Introduction

Note: Gould (1995) provides an excellent example of asking a fundamental question, developing a theory, and gathering and analyzing micro level data (historical, multiple sources, and networked patterns).

Required Reading:

Scott, W. Richard and Gerald F. Davis. 2017. *Organizations and Organizing: Rational, Natural,*

- and Open System Perspectives*. Routledge. Chapter 1.
- Perrow, Charles. 1973. "The Short and Glorious History of Organizational Theory." *Organizational Dynamics*, 2: 3-15.
- Gould, Roger V. 1995. *Insurgent Identities: Class, Community, and Protest in Paris from 1848 to the Commune*. Chicago: The University of Chicago Press. Chapter 1.

Recommended Reading:

- Scott, W. Richard and Gerald F. Davis. 2017. *Organizations and Organizing: Rational, Natural, and Open System Perspectives*. Routledge. Chapters 2-5.
- Scott, W. Richard. 2004. "Reflections on a Half-Century of Organizational Sociology." *Annual Review of Sociology* 30: 1-21.
- Zhao, Dingxin. 2005. *Social and Political Movements*. Beijing: Social Sciences Academic Press. Chapter 1.
- Selznick, Philip. 1948. "Foundations of the Theory of Organization." *American Sociological Review*, 13 (1): 25-35.
- Stinchcombe, A. 1965. "Social Structure and Organizations." Pp. 142-164 in James G. March (ed.), *Handbook of Organizations*. Chicago, IL: Rand McNally.
- Pfeffer, Jeffrey. 1993. "Barriers to the Advance of Organization Science: Paradigm Development as a Dependent Variable." *Academy of Management Review*. 18 (4): 599-620.
- Van Maanen, John. 1995. "Style as Theory." *Organization Science* 6 (1): 133-143.

Session 2: Classical Management Theory

(*Bureaucracy is grouped on session 3)

Required Reading:

- Taylor, Frederick. W. 1967. *The Principles of Scientific Management*. New York: W.W. Norton & Co. (first published 1911).
- Henri Fayol. 1949. *General and Industrial Management*. London: Pitman and Sons. Chapter IV.
- Bernstein, Ethan S. 2012. "The Transparency Paradox: A Role for Privacy in Organizational Learning and Operational Control." *Administrative Science Quarterly* 57 (2): 181-216.
- Kunda, Gideon. 2006. *Engineering Culture: Control and Commitment in a High-Tech Corporation*. Philadelphia: Temple University Press. Chapters 1 & 4.

Recommended Reading:

- Roethlisberger, F.H., & Dickson, W.J. 1946. *Management and the Worker*. Cambridge, MA: Harvard University Press. Chapter 8, 17-25.
- Barnard, C.I. 1938. *The Functions of the Executive*. Cambridge, MA: Harvard University Press. Pp. 82-123, 139-184.
- Stinchcombe, A. 1965. Social Structure and Organizations. Pp. 142-164 in James G. March (ed.), *Handbook of Organizations*. Chicago, IL: Rand McNally.
- Selznick, P. 1948. Foundations of the Theory of Organization. *American Sociological Review*, 13: 25-35.

Session 3: Bureaucracy

Required Reading:

- Weber, Max. 2015. *Weber's Rationalism and Modern Society: New Translations on Politics*,

- Bureaucracy, and Social Stratification. Edited and translated by Tony Waters and Dagmar Waters. Palgrave MacMillan. Chapter 6.
- Merton, Robert. K. 1940. "Bureaucratic Structure and Personality." *Social Forces* 18 (4): 560–68.
- Adler, Paul S., and Bryan Borys. 2006. "Two Types of Bureaucracy: Enabling and Coercive." *Administrative Science Quarterly* 41 (1): 61-89.
- Baron, J.N., F. Dobbin & P.D. Jennings (1986) "War & Peace: The Evolution of Modern Personnel Administration in U.S. Industry" *American Journal of Sociology*, 92:350-383.

Recommended Reading:

- Haveman, Heather A. 2009. "The Columbia School and the Study of Bureaucracies: Why Organizations Have Lives of Their Own." In *The Oxford Handbook of Sociology and Organization Studies: Classical Foundations*, edited by Paul S. Adler, 585–606. Oxford: Oxford University Press.
- Baron, James N., Michael T. Hannan and M. Diane Burton. 1999. "Building the Iron Cage: Determinants of Managerial Intensity in the Early Years of Organizations" *American Sociological Review*, 64(4)527-547.
- Hallett, Tim, and Marc J. Ventresca. 2006. "Inhabited Institutions: Social Interactions and Organizational Forms in Gouldner's Patterns of Industrial Bureaucracy." *Theory and Society* 35 (2): 213–36.
- Selznick, Philip. 1943. "An Approach to a Theory of Bureaucracy." *American Sociological Review* 8 (1): 47-54.
- Crozier, Michel. 1964. *The Bureaucratic Phenomenon*. London: Tavistock.
- Xu, Gao. 2018. The Costs of Patronage: Evidence from the British Empire. *American Economic Review*, 108 (11): 3170–3198.

Session 4: Behavioral Decision Theory

Required Reading:

- Cohen, Michael D., James C. March, and Johann P. Olsen. 1972. "A Garbage Can Model of Organizational Choice." *Administrative Science Quarterly*, 17:1-25.
- Cyert, Richard.M., and James.G. March. 1963. *A Behavioral Theory of the Firm*. Prentice-Hall, Inc. Chapter 6.
- March, James G. 1991. "Exploration and Exploitation in Organizational Learning." *Organization Science* 2 (1): 71–87.
- Benson, Alan, Danielle Li, and Kelly Shue. 2019. "Promotions and the Peter Principle." *Quarterly Journal of Economics* 134 (4): 2085–2134.
- Marquis, Christopher. 2003. "The Pressure of the Past: Network Imprinting in Intercorporate Communities." *Administrative Science Quarterly* 48 (4): 655–89.

Recommended Reading:

- March, James. G., & Simon, Herbert. A. 1958. *Organizations*, Chapters 5-6.
- Levitt, Barbara, and James G. March. 1988. "Organizational Learning." *Annual Review of Sociology* 14: 319–40.
- Cohen, Wesley M., and Daniel A. Levinthal. 1990. "Absorptive Capacity: A New Perspective on Learning and Innovation." *Administrative Science Quarterly* 35 (1): 128–52.
- David Strang and Michael W. Macy. 2001. In Search of Excellence: Fads, Success Stories, and

- Adaptive Emulation. *American Journal of Sociology* 107: 147 -182.
- Zbaracki, Mark J. 1998. "The Rhetoric and Reality of Total Quality Management." *Administrative Science Quarterly* 43: 602-636.
- Westney, D. Eleanor. 1987. *Imitation and Innovation: The Transfer of Western Organizational Patterns to Meiji Japan*. Harvard University Press.
- Strang, David and Kelly Patterson. 2014. "Asymmetries in Experiential and Vicarious Feedback: Lessons from the Hiring and Firing of Baseball Managers." *Sociological Science* 1:178-198.
- Eggers, J. & Kaplan, S. 2009. Cognition and Renewal: Comparing CEO and Organizational Effects on Incumbent Adaptation to Technical Change. *Organization Science* 20 (2):461–477.

Session 5: Contingency Theory

Required Reading:

- Thompson, James.D. 1967. *Organizations in Action: Social Science Bases of Administrative Theory*. Part I.
- Lawrence, Paul R., and Jay W. Lorsch. 1967. "Differentiation and Integration in Complex Organizations." *Administrative Science Quarterly* 12 (1): 1–47.
- Schoonhoven, C.B. 1981. Problems with contingency theory: Testing assumptions hidden within the language of contingency theory. *Administrative Science Quarterly*, 349-377.

*too many latest empirical articles could be understood as following the contingency theory/perspective.

Recommended Reading:

- Cyert, Richard and James G. March. 1963. *A Behavioral Theory of the Firm*. Chapter 2.
- Stinchcombe, Arthur L. 1959. "Bureaucratic and Craft Administration of Production: A Comparative Study." *Administrative Science Quarterly* 4 (2): 168–87.
- Thompson, James.D. 1967. *Organizations in Action: Social Science Bases of Administrative Theory*. Chapters 4-7.
- Stinchcombe, Arthur L. 1965. "Social Structure and Organizations." in James G. March ed., *Handbook of Organizations*. Chicago: Rand McNally. Chapter 4.
- Drazin, Robert, and Andrew H. Van de Ven. 1985. "Alternative Forms of Fit in Contingency Theory." *Administrative Science Quarterly* 30 (4): 514–39.
- Burns, T. & G.M. Stalker. 1961. *The Management of Innovation*. Tavistock Publications. Chapter 1.
- Chandler, A.D. 1962. *Strategy and Structure: Chapters in the History of the Industrial Enterprise*. Chapter 1.
- Sine, W.D., Mitsuhashi, H. & Kirsch, D.A. 2006. Revisiting Burns and Stalker: Formal structure and new venture performance in emerging economic sectors. *Academy of Management Journal*, 49: 121-132.

Session 6: Resource Dependence Theory

Required Reading:

- Emerson, Richard.M. 1962. "Power-dependence relations." *American Sociological Review*, 27: 31-41.

- Pfeffer, Jeffrey., and Salancik, Gerald. R. 1978. *The External Control of Organizations*. New York: Harper & Row. Chapters 1 & 3.
- Santos, Filipe M., and Kathleen M. Eisenhardt. 2009. "Constructing Markets and Shaping Boundaries: Entrepreneurial Power in Nascent Fields." *Academy of Management Journal* 52 (4): 643–71.
- Palmer, Donald, Brad M Barber, Xueguang Zhou, and Yasemin Soysal. 1995. "The Friendly and Predatory Acquisition of Large U.S. Corporations in the 1960s: The Other Contested Terrain." *American Sociological Review* 60 (4): 469–99.

Recommended Reading:

- Casciaro, Tiziana, and Mikołaj Jan Piskorski. 2005. "Power Imbalance, Mutual Dependence, and Constraint Absorption: A Closer Look at Resource Dependence Theory." *Administrative Science Quarterly* 50 (2): 167–99.
- Wry, T., Cobb, J.A. & Aldrich, H.E. 2013. More than a metaphor: Assessing the historical legacy of resource dependence and its contemporary promise as a theory of environmental complexity. *The Academy of Management Annals*, 7: 439-486.
- M. Gargiulo. 1993. Two-step leverage: Managing constraint in organizational politics. *Administrative Science Quarterly*. 38 (1): 1-19.
- Chandler, A.D. 1977. *The Visible Hand*. Ch. 14 and Conclusion.
- Davis, G. and H. Greve. 1997. "Corporate Elite Networks and Governance Changes in the 1980s." *American Journal of Sociology* 103 (1): 1-37.

Session 7: Population Ecology

Required Reading:

- Hannan, M.T., & Freeman, J. 1977. The population ecology of organizations. *American Journal of Sociology*, 82: 929-964.
- Hannan, M.T., & Freeman, J. 1984. Structural inertia and organizational change. *American Sociological Review*, 49: 149-164.
- Carroll. G. and Swaminathan, A. 2000. "Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the US Brewing Industry." *American Journal of Sociology*, 106:715-762.

Recommended Reading:

- Winter, Sidney G., and Gabriel Szulanski. 2001. "Replication as Strategy." *Organization Science* 12 (6): 730–43.
- Henderson, Rebecca M., and Kim B. Clark. 1990. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms." *Administrative Science Quarterly* 35 (1): 9–30.
- Sorensen, Jesper B., and Toby E. Stuart. 2000. "Aging, Obsolescence, and Organizational Innovation." *Administrative Science Quarterly* 45 (1): 81–112.
- Kogut, Bruce, and Udo Zander. 1996. "What Firms Do? Coordination, Identity, and Learning." *Organization Science* 7 (5): 502–18
- Soule, Sarah A., and Brayden G King. 2008. "Competition and Resource Partitioning in Three Social Movement Industries." *American Journal of Sociology* 113 (6): 1568–1610.

- Dobrev, Stanislav D., and Tai Young Kim. 2006. "Positioning among Organizations in a Population: Moves between Market Segments and the Evolution of Industry Structure." *Administrative Science Quarterly* 51 (2): 230-61.
- Hsu, Greta. 2006. "Jacks of All Trades and Masters of None: Audiences' Reactions to Spanning Genres in Feature Film Production." *Administrative Science Quarterly* 51 (3): 420-50.
- Carroll, Glenn R., and Michael T. Hannan. 1989. "On Using Institutional Theory in Studying Organizational Populations." *American Sociological Review* 54 (4): 545-48.
- Zucker, Lynne G. 1989. "Combining Institutional Theory and Population Ecology: No Legitimacy, No History." *American Sociological Review* 54 (4): 542-45.
- Young, R. 1988. "Is population ecology a useful paradigm for the study of organizations?" *American Journal of Sociology* 94: 1-24.
- Freeman, J., & Hannan, M.T. 1989. Setting the record straight on organizational ecology: Rebuttal to Young. *American Journal of Sociology*, 95: 425- 439.
- Baum, J.A.C. & J. V. Singh.1994. Organizational niches and the dynamics of organizational mortality. *American Journal of Sociology* 100(2): 346-380.
- Podolny, J., T. E. Stuart, & M.T. Hannan. 1996. Networks, Knowledge, and Niches: Competition in the worldwide semiconductor industry, 1984-1991. *American Journal of Sociology* 102 (3) 659-689.

Session 8: Institutional Theory

Required Reading:

- Selznick, Philips. 1957. *Leadership in Administration*. Berkeley, CA: University of California Press. Chapters 1 and 5
- Meyer and Rowan, 1977. "Institutionalized organizations: Formal structure as myth and ceremony" *American Journal of Sociology* 83: 340-63 4.
- DiMaggio, P.J. and W.W. Powell. 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147-160.
- Tolbert, Pamela S., and Lynne G. Zucker. 1983. "Institutional Sources of Change in the Formal Structure of Organizations: The Diffusion of Civil Service Reform, 1880-1935." *Administrative Science Quarterly* 28 (1): 22-39.

Recommended Reading:

- Lounsbury, Michael. 2001. "Institutional Sources of Practice Variation: Staffing College and University Recycling Programs." *Administrative Science Quarterly* 46 (1): 29-56.
- Heimer, Carol A. 1999. "Competing Institutions: Law, Medicine, and Family in Neonatal Intensive Care." *Law & Society Review* 33 (1): 17-66.
- Thornton, Patricia H., and William Ocasio. 1999. "Institutional Logics and the Historical Contingency of Power in Organizations: Executive Succession in the Higher Education Publishing Industry, 1958-1990." *American Journal of Sociology* 105 (3): 801-43.
- Westphal, James D., Ranjay Gulati, and Stephen M. Shortell. 1997. "Customization or Conformity? An Institutional and Network Perspective on the Content and Consequences of TQM Adoption." *Administrative Science Quarterly* 42 (2): 366-94.
- Suddaby, Roy, and Royston Greenwood. 2005. "Rhetorical Strategies of Legitimacy." *Administrative Science Quarterly* 50 (1): 35-67.
- Freeland, Robert F. 1996. "The Myth of the M-Form? Governance, Consent, and Organizational

- Change.” *American Journal of Sociology* 102 (2): 483–526.
- Maguire, Steve, Cynthia Hardy, and Thomas B. Lawrence. 2004. “Institutional Entrepreneurship in Emerging Fields: HIV/AIDS Treatment Advocacy in Canada.” *Academy of Management Journal* 47 (5): 657–79.
- Greenwood, Royston, and Roy Suddaby. 2006. “Institutional Entrepreneurship In Mature Fields: The Big Five Accounting Firms.” *Academy of Management Journal* 49 (1): 27–48.
- Hallett, T. 2010. The myth incarnate: Recoupling processes, turmoil, and inhabited institutions in an urban elementary school. *American Sociological Review*, 75(1), 52-74.

Sessions 9: Social Networks (1)

*I have a separate syllabus for social networks with more detailed categorization of network studies.

Required Reading:

- Coleman, James S. 1988. “Social Capital in the Creation of Human Capital.” *American Journal of Sociology* 94 (Supplement): S95–120.
- Granovetter, Mark S. 1973. “The Strength of Weak Ties The Strength of Weak Ties.” *The American Journal of Sociology* 78 (6): 1360–80.
- Burt, Ronald S. 1992. *Structural Holes: The Social Structure of Competition*. Cambridge, MA: Harvard University Press. Chapter 1.
- Simmel, Georg. 1955. “The Web of Group-Affiliations.” p. 125-195 in *Conflict and the Web of Group-Affiliations*. New York, NY: Free Press.
- McPherson, Miller, Lynn Smith-Lovin and James M. Cook. 2001. “Birds of a Feather? Homophily in Social Networks.” *Annual Review of Sociology* 27: 415-444.

Recommended Reading:

- Bidwell, Matthew, and Isabel Fernandez-Mateo. 2010. “Relationship Duration and Returns to Brokerage in the Staffing Sector.” *Organization Science* 21(6):1141–58.
- Siegel, Jordan. 2007. “Contingent Political Capital and International Alliances: Evidence from South Korea.” *Administrative Science Quarterly* 52 (4): 621–66.
- Sorenson, Olav, and Toby E. Stuart. 2001. “Syndication Networks and the Spatial Distribution of Venture Capital Investments.” *American Journal of Sociology* 106 (6): 1546–88.
- Powell, Walter W., Kenneth W. Koput, Douglas R. White, and Jason Owen-Smith. 2005. “Network Dynamics and Field Evolution: The Growth of Interorganizational Collaboration in the Life Sciences.” *American Journal of Sociology* 110 (4): 1132–1205.
- Stuart, Toby E., Ha Hoang, and Ralph C. Hybels. 1999. “Interorganizational Endorsements and the Performance of Entrepreneurial Ventures.” *Administrative Science Quarterly* 44 (2): 315-349.
- Podolny, Joel M., and James N. Baron. 1997. “Resources and Relationships: Social Networks and Mobility in the Workplace.” *American Sociological Review* 62 (5): 673–93.

Sessions 10: Social Networks (2)

Required Reading:

- Robert Putnam. 1993. *Making Democracy Work: Civic Traditions in Modern Italy*. Princeton, NJ: Princeton University Press. Chapter 6.

- Bian, Yanjie. 1997. "Bringing Strong Ties Back in: Indirect Ties, Network Bridges, and Job Searches in China." *American Sociological Review* 62 (3): 366–85.
- Smith, Sandra Susan. 2005. "'Don't Put My Name on It': Social Capital Activation and Job-Finding Assistance among the Black Urban Poor." *American Journal of Sociology* 111 (1): 1–57.
- Mouw, Ted. 2006. "Social Capital and Finding a Job: Do Contacts Matter?" *American Sociological Review* 68 (6): 868–98.
- Casciaro, Tiziana, Francesca Gino, and Maryam Kouchaki. 2014. "The Contaminating Effects of Building Instrumental Ties: How Networking Can Make Us Feel Dirty." *Administrative Science Quarterly* 59 (4): 705–35.

Recommended Reading:

- Granovetter, Mark S. 1985. "Economic Action and Social Structure: The Problem of Embeddedness." *American Journal of Sociology* 91 (3): 481–510.
- Portes, Alejandro, and Julia Sensenbrenner. 1993. "Embeddedness and Immigration: Notes on the Social Determinants of Economic Action." *American Journal of Sociology* 98 (6): 1320–50.
- Uzzi, Brian. 1997. "Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness." *Administrative Science Quarterly* 42 (1): 35–67.
- Nan Lin. 2001. *Social Capital: A Theory of Social Structure and Action*. New York: Cambridge University Press. Chapter 2.
- Alejandro Portes. 1998. "Social Capital: Its Origins and Applications in Modern Sociology." *Annual Review of Sociology* 24: 1-24.
- Coleman, James, Elihu Katz, and Herbert Menzel. 1957. "The Diffusion of an Innovation Among Physicians." *Sociometry* 20 (4): 253–70.
- Obstfeld, David. 2005. "Social Networks, Orientation, and Innovation." *Administrative Science Quarterly* 50 (March): 100–130.
- Ingram, Paul, and Michael W Morris. 2007. "Do People Mix at Mixers? Structure, Homophily, and the 'Life of the Party.'" *Administrative Science Quarterly* 52 (4): 558–85.

Session 11: Category, Status, and Reputation

*each concept could be developed into a separate course. Here we only introduce some basics. Students who are interested in these literatures are encouraged to read through a bundle of materials.

*identity literature has become more relevant to organizational change, studied often by qualitative methods. Dennis A. Gioia and colleagues' research provides a starting point.

Required Readings:

- Zuckerman, Ezra W. 1999. "The Categorical Imperative: Securities Analysts and the Illegitimacy Discount." *American Journal of Sociology* 104 (5):1398–1438
- Podolny, Joel P. 2005. *Status Signals: A Sociological Study of Market Competition*. Princeton: Princeton University Press. Chapters 1, 5.
- Azoulay, Pierre, Alessandro Bonatti, and Joshua L, Krieger. 2017. "The career effects of scandal: Evidence from scientific retractions." *Research Policy* 46: 1552-1569.
- Peterson, Richard A. 2013. *Creating Country Music: Fabricating Authenticity*. University of Chicago Press, Chapter 9.

Recommended Reading:

- Durheim, Emile, and Marcel Mauss. 2009. *Primitive Classification*. London: Cohen & West.
- Abbott, Andrew A. 1981. "Status and Status Strain in the Professions." *American Journal of Sociology* 86: 819-833.
- Leung, Ming and Amanda J. Sharkey. 2014. "Out of Sight, Out of Mind? The Audience-Side Effect of Multi-Category Memberships in Markets." *Organization Science* 25: 171-184.
- Podolny, J. M. 1993. A status-based model of market competition. *American Journal of Sociology*, 98(4), 829-872.
- Phillips, D. J., & Zuckerman, E. W. 2001. Middle-status conformity: Theoretical restatement and empirical demonstration in two markets. *American Journal of Sociology*, 107(2), 379-429.
- Rindova, V. P., Williamson, I. O., Petkova, A. P., & Sever, J. M. (2005). Being good or being known: An empirical examination of the dimensions, antecedents, and consequences of organizational reputation. *Academy of Management Journal*, 48(6), 1033-1049.
- Kovács, B., & Sharkey, A. J. 2014. The paradox of publicity: How awards can negatively affect the evaluation of quality. *Administrative Science Quarterly*, 59(1), 1-33.
- Kim, J. W., & King, B. G. 2014. Seeing stars: Matthew effects and status bias in major league baseball umpiring. *Management Science*, 60(11), 2619-2644.

Session 12: Culture

Required Reading:

- Lizardo, Omar. 2006. "How Cultural Tastes Shape Personal Networks." *American Sociological Review* 71 (5): 778-807.
- Accominotti, Fabien, Shamus R. Khan, and Adam Storer. 2018. "How Cultural Capital Emerged in Gilded Age America: Musical Purification and Cross-Class Inclusion at the New York Philharmonic." *American Journal of Sociology* 123 (6): 1743–83.
- Rivera, L. A. 2012. "Hiring as Cultural Matching: The Case of Elite Professional Service Firms." *American Sociological Review* 77 (6): 999–1022.
- Hahl, Oliver, Ezra W. Zuckerman, and Minjae Kim. 2017. "Why Elites Love Authentic Lowbrow Culture: Overcoming High-Status Denigration with Outsider Art." *American Sociological Review* 82 (4): 828–56.
- Bourdieu, Pierre. 1986. "The Forms of Capital." Pp. 241-258 in *Handbook of Theory and Research for the Sociology of Education*, edited by J. G. Richardson. New York: Greenwood Press.

Recommended Reading:

- Lieberson, Stanley. 2000. *A Matter of Taste: How Names, Fashions, and Culture Change*. New Haven: Yale University Press. (Pp. 92-111; 114-122; 154-165)
- Salganik, Matthew J., Peter Sheridan Dodds, and Duncan J. Watts. 2006. "Experimental Study of Inequality and Unpredictability in an Artificial Cultural Market." *Science* 311: 854-956.
- Simmel, Georg. 1957. "Fashion." *American Journal of Sociology* 62: 541-558.
- DiMaggio, P. 1997. Culture and cognition. *Annual Review of Sociology*, 23(1), 263-287. 2.
- Sørensen, J. B. 2002. The strength of corporate culture and the reliability of firm performance. *Administrative Science Quarterly* 47(1), 70-91.

Giorgi, S., Lockwood, C., & Glynn, M. A. 2015. The many faces of culture: Making sense of 30 years of research on culture in organization studies. *Academy of Management Annals*, 9(1), 1-54.

Session 13: Technology, Organization, and Market

Required Reading:

Barley, Stephen R. 1986. "Technology as an Occasion for Structuring: Evidence from Observations of CT Scanners and the Social Order of Radiology Departments." *Administrative Science Quarterly* 31 (1): 78–108.

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