



Department of Management

SEMINAR in ORGANIZATION THEORY MGMT 8422

(Co-taught with MGMT 7422)

Section 001

Fall, 2009

Dr. John Amis

Day: Thursday **Time:** 3pm - 6pm **Location:** FCB 361

Office: FCB 344 **Tel.:** (901) 678-3065 **E-mail:** johnamis@memphis.edu

Office hours: Tuesday: 9am – 12 noon
Thursday: 9am – 12 noon
or by appointment

Course materials: <https://elearn.memphis.edu/>

COURSE PREREQUISITE

There is no course prerequisite.

COURSE DESCRIPTION

The graduate catalog course description states that this course covers "the major historical and contemporary theories of organization. Emphasis is given to the study of organizational structures, principles, techniques, and processes as they relate to the management and design of organizations." The course is divided into three major sections. In the first part (weeks one and two) we will explore the origins of organization theory and the basic ways in which organizations are designed and operated. This is intended to provide us with an understanding of the context from which most subsequent organizational theories were developed and also ground us with a common terminology that will be useful for subsequent discussions. The second part (weeks 3 to 6) will provide the major theoretical approaches that have been dominant in the study of organizations. In part three (weeks 7 to 12) we will examine some of the more pervasive topics in the study and operation of organizations. Specifically, the course is broken down as follows:

- Week 1 (3rd September): The Development of Organization Theory
- Week 2 (10th September): Structuring & Design of Organizations
- Week 3 (17th September): Bureaucracy to Structural Contingency Theory
- Week 4 (24th September): Resource Dependency & Organizational Economics
- Week 5 (1st October): Network Theory & Organizational Ecology
- Week 6 (8th October): Institutional Theory
- Week 7 (15th October): Organizational Culture(s)
- Week 8 (22nd October): Organizational Change
- Week 9 (29th October): Sensemaking
- Week 10 (5th November): Power & Interests in Organizations
- Week 11 (12th November): Ethical Management of Organizations
- Week 12 (19th November): Decision-Making & Organizational Learning
- Week 13 (26th November): Thanksgiving
- Week 14 (3rd December): Exam
- Week 15 (10th December): Study Day

AIM

The aim of this course is to provide you with an understanding of some of the major theories that have shaped our conceptualization of organization theory.

LEARNING OUTCOMES

By the end of this course, you should have:

1. An awareness and understanding of the field of organization theory and design.
2. The tools required to explore, analyze, and critique the major theories associated with organization theory.
3. An understanding of how various organizational problems are conceptualized within the parameters of different theoretical perspectives.
4. The opportunity to develop analytical, oral and written skills commensurate with high-level graduate work.

STUDENTS WITH DISABILITIES

If you have some form of disability that you feel may affect your performance in this course, please contact me, in confidence, as soon as possible. If possible, please get documentation from Student Disability Services office (tel.: 678-3070; www.people.memphis.edu/~sds/). I will be very willing to try to accommodate any request that you may have.

DEALING WITH HARASSMENT

The Department of Management believes it is important to respond to insensitive and inappropriate behavior in a spirit of collegiality, mutual respect, and professionalism. If you believe that you have been the target of discrimination by another student, a faculty member, or staff member, due to age, disability, ethnicity, gender, race, religious beliefs, sexual orientation, or cultural group membership, you can choose to pursue one or more of the following avenues:

1. The most direct approach, if you feel comfortable doing so, is to speak directly to the person whose behavior you consider to be inappropriate.
2. You may speak to the Instructor, another faculty member, the Department Chair (Dr. Robert Taylor; tel.: 678-4551) or the University's Affirmative Action Officer (Ms. Michelle Banks, tel.: 678-2713).

PEDAGOGICAL APPROACH

This is a weekly seminar that requires that you are self-motivated and arrive to each session prepared to play an active role in learning. One of the challenges, and exciting aspects, of doctoral seminars is actively engaging in intellectual discussion that involves both challenging and defending particular perspectives. Thus, if you are unable to read the material ahead of time, please send along your apologies and do not attend.

In a seminar, the instructor adopts the role of a facilitator rather than a lecturer. The emphasis is on the students to lead discussions. For each session, a student will adopt the role of lead discussant and will arrive with a willingness to highlight the main theoretical points espoused in each article and some prepared questions that will help to shape the group discussion. I expect that you all arrive with notes of key points from the articles that you have read, and some questions that emerge from your engagement with the material. These notes will prove valuable as you prepare for class assignments and comprehensive exams. The instructor will help to facilitate the discussion and, if necessary, highlight any ideas that may have been overlooked.

As you read the materials, you will likely find flaws and things that could be improved. While noting these is important, you should also consider the following questions as a framework that may help you assess each reading:

- What question is the author trying to address?
- How important is this question?
- What assumptions does the author make?
- How valid are these assumptions?
- How does the author address the research question?
- If this is an empirical piece, is the methodology appropriate?
- What conclusions does the author draw?
- Are these conclusions justified in light of the empirical evidence presented by the author?
- How important are these conclusions?
- How could this work be extended or refined?
- How is this work related to other articles assigned for the same session, or other sessions?

RECOMMENDED TEXT

You are expected to purchase, or have significant access to, the following text: S.R. Clegg, C. Hardy, T.B. Lawrence & W.R. Nord (Eds.) *The Sage Handbook of Organization Studies* (2nd edition), Thousand Oaks, CA: Sage. There are at least 12 chapters that we will cover directly, and several others that will be useful to you as you develop your areas of interest. It is also a book that all people interested in organizational issues should have on their desks! However, it is pricey, so if you want to arrange to share it, that's fine. Other readings will be available at <https://elearn.memphis.edu/> and through the library.

ASSESSMENT

Participation

Class participation involves being clear on your own position and being able to defend it. It also requires a certain amount of openness to alternative perspectives. Participation allows you to learn from colleagues and to help them learn from you. Accordingly, you are expected to analyze, comment upon, question, discuss, and build upon others' contributions. Good participation is not monopolizing class time or ignoring the contributions of others. Effective participation will be highly valued.

MGMT 7422/8422: 15%

Seminar Leadership

Each person in the course will adopt a leadership position for at least one class. Assessment will be based on an ability to effectively summarize and critique key theoretical points, apply theories beyond the initial context of the study in question (for example, one way to do this is to consider how each subject might contribute to our understanding of organizational change, design, etc), and provide discussion questions that allows the class to engage with and develop the key ideas put forward in the main readings. This will likely involve going beyond the required reading list.

MGMT 7422/8422: 15%

Paper

The paper will likely be conceptual in nature, similar in format to those published in *Academy of Management Review*, although an empirical project may also be suitable. Students should identify a research problem that will then guide a significant engagement with the literature. In each section, some suggestions for additional reading are presented that may be helpful, but you are expected to go beyond this by drawing from the recently published literature in leading scholarly publications. The journals provided at the end of this outline should be helpful. You must become familiar with the resources provided by the library. One that should be particularly helpful is Business Source Premier (available through <http://exlibris.memphis.edu/>). The subject area and research problem should be discussed with the course leader. The paper should conform to the conventions laid out in the *Academy of Management Journal* (http://aom.pace.edu/amjnew/style_guide.pdf) and should be between 20 and 40 pages, double-spaced. I expect that MGMT 7422 students will be more towards the lower end of this page range, MGMT 8422 students towards the upper end. The objective is that this paper can be ultimately submitted to a conference or journal. The paper must be handed in by 9:30 am on 17th December 2009 in FCB 344.

MGMT 7422: 40%; MGMT 8422: 40%

Test

All students will take an exam on 3rd December 2009 at 3pm in FCB 361. For MGMT 8422 students, this will be in the style of the OT portion of the comprehensive exam.

MGMT 7422: 30%; MGMT 8422: 30%

Grading Scale: A=90%-100%; B=80%-89%; C=70%-79%; D=60%-69%; F<60%

Enjoy the course, and please feel free to contact the Instructor at anytime.

DETAILED CLASS OUTLINE

Class 1 (3rd September): The Development of Organization Theory

- Astley, W.G. & Van de Ven, A. 1983. Central perspectives and debates in organization theory. *Administrative Science Quarterly*, 28: 245-273.
- Bartunek, J.M. (2002) The Proper Place of Organizational Scholarship: A Comment on Hinings and Greenwood. *Administrative Science Quarterly*, 47: 422-427.
- Hinings, C.R. & Greenwood, R. (2002) Disconnects and consequences in organization theory? *Administrative Science Quarterly*, 47 (3): 411-21.
- Reed, M. (2006) Organizational theorizing: A historically contested terrain. In S.R. Clegg, C. Hardy, T.B. Lawrence & W.R. Nord (Eds.) *The Sage Handbook of Organization Studies* (2nd edition) (pp.19-54). Thousand Oaks, CA: Sage.
- Sutton, R.I. & Staw, B.M. (1995) What theory is not. *Administrative Science Quarterly*, 40: 371-384.
- Turner, S.P. (2006) The philosophy of the social sciences in organizational studies. In S.R. Clegg, C. Hardy, T.B. Lawrence & W.R. Nord (Eds.) *The Sage Handbook of Organization Studies* (2nd edition) (pp.409-424). Thousand Oaks, CA: Sage.
- Whetten, D.A. (1989) What constitutes a theoretical contribution? *Academy of Management Review*, 4: 490-495.

Additional Readings:

- Barley, S.R. & Gideon, K. 1992. Design and Devotion: Surges of Rational and Normative Ideologies of Control in Managerial Discourse. *Administrative Science Quarterly*, 37: 363-399.
- Baum, J.A.C. & Rowley, T.J. 2002. Introduction. In J.A.C. Baum (Ed.) *The Blackwell Companion to Organizations* (pp.1-34). Oxford: Blackwell.
- Hall, R. 1999. *Organizations: Structure, Processes and Outcomes*. Chapter 14: 274-293.
- March, J.G. 2007. The study of organizations and organizing since 1945. *Organization Studies*, 28: 9-19.
- March, J.G. 1996. Continuity and change in theories of organizational action. *Administrative Science Quarterly*, 41:278-287.
- Miller, K.D. 2008. Simon and Polanyi on rationality and knowledge. *Organization Studies*, 29: 933-955.
- O'Connor, E.S. 1999. The Politics of Management Thought: A Case Study of the Harvard Business School and the Human Relations School. *Academy of Management Review*, 24: 117-131.
- Scott, W.R. 2003. *Organizations* (5th ed.). New York: Prentice-Hall, Chapter 5.
- Shenhav, Y. 1995. From Chaos to Systems: The Engineering Foundations of Organization Theory, 1879-1932. *Administrative Science Quarterly*, 40: 557-585.

Class 2 (10th September): The Structuring & Design of Organizations

- Child, J. (2005) *Organization*. Malden, MA: Blackwell. Chapters 1 & 2
- Dougherty, D. (2006) Organizing for innovation in the 21st century. In S.R. Clegg, C. Hardy, T.B. Lawrence & W.R. Nord (Eds.) *The Sage Handbook of Organization Studies* (2nd edition) (pp.598-617). Thousand Oaks, CA: Sage.
- Greenwood, R. & Hinings, C.R. (1993) Understanding strategic change: The contribution of archetypes. *Academy of Management Journal*, 36: 1052-1081.
- Mintzberg, H. (2003) The structuring of organizations. In H. Mintzberg, J. Lampel, J.B. Quinn & S. Ghoshal (Eds.), *The strategy process: Concepts, contexts, cases* (4th edition) (pp. 209-226). Upper Saddle River, NJ: Prentice Hall.
- Meyer, A.D., Tsui, A.S. & Hinings, C.R. (1993) Configurational approaches to organizational analysis. *Academy of Management Journal*, 36: 1175-1195.
- Ranson, S., Hinings, C.R., & Greenwood, R. (1980). The structuring of organizational structures. *Administrative Science Quarterly*, 25, 1-17.

Additional Readings

Configuration Theory

- Miller, D. (1986) Configurations of strategy & structure. *Strategic Management Journal*, 7: 233-249.
- Miller, D. (1993) Architecture of simplicity. *Academy of Management Review*, 18: 116-138.
- Miller, D. (1996) Configuration revisited. *Strategic Management Journal*, 17: 505-512.
- Miller, D. & Friesen, P. (1984) *Organizations: A Quantum View*. Englewood Cliffs, NJ: Prentice Hall.

Siggelkow, N. (2002) Evolution Toward Fit. *Administrative Science Quarterly*, 47: 125-159.

General Structure and Design:

- Allen, D.G. & Renn, R.W. (2003) The Impact of Telecommuting Design on Social Systems, Self-Regulation, and Role Boundaries. In G. Ferris & J. Martocchio (Eds.) *Research in Personnel and Human Resources Management* (Vol. 22: pp. 125-163). JAI Press: Boston, MA.
- Barley, S.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: 78-108.
- Barkema, H.G. & Schijven, M. (2008) Toward unlocking the full potential of acquisitions: The role of organizational restructuring. *Academy of Management Journal*, 51: 696–722.
- Blau, P.M. & Schoenherr, R.A. (1971) *The structure of organizations*. New York: Basic Books.
- DeSanctis, G., Glass, J. & Ensing, I. (2002) Organizational designs for R&D. *Academy of Management Executive*, 16: 55-66.
- Dougherty, D. 2008. Bridging social constraint and social action to design organizations for innovation. *Organization Studies*, 29: 415-434.
- Grandori, A. & Furnari, S. 2008. A chemistry of organization: Combinatory analysis and design. *Organization Studies*, 29: 459-485.
- Huber, G. & Glick, W. (1993) Sources and forms of organizational change. In Huber & Glick, *Organizational Change and Redesign*, Oxford Press: 3-15.
- Garud, R., Jam, S. & Tuertscher, P. 2008. Incomplete by design and designing for incompleteness. *Organization Studies*, 29: 351-371.
- Greve, H.R. (2008) A behavioral theory of firm growth: sequential attention to size and performance goals. *Academy of Management Journal*, 51: 476–494.
- Gulati, R. & Puranam, P. 2009. Renewal through reorganization: The value of inconsistencies between formal and informal organization. *Organization Science*, 20: 422-440.
- Mintzberg, H. (1979) *The structuring of organizations*. Englewood Cliffs, New Jersey: Prentice-Hall.
- Nadler, D. & Tushman, M. (1988) A conceptual model for thinking about organizations. In D. Nadler & M. Tushman, *Strategic Organization Design*, Scott-Foresman: 15-49.
- McKenna, D.D. & Wright, P.M. (1992) Alternative metaphors for organization design. In M. Dunnette & L. Hough (Eds.), *Handbook of Industrial & Organizational Psychology*, (pp. 901-960). Palo Alto, CA: Consulting Psychologists Press.
- Palmer, I., Benveniste, J. & Dunford, R. 2007. New organizational forms: Towards a generative dialogue. *Organization Studies*, 28: 1829-1847.
- Roberts, P. & Greenwood, R. (1997) Integrating transaction cost and institutional theories: Toward a constrained-efficiency framework for understanding organizational design adoption. *Academy of Management Review*, 22: 346-373.
- Miller, D. & Dröge, C. (1986) Psychological and traditional determinants of structure. *Administrative Science Quarterly*, 31: 539-560.
- Scott, W.R. (1990) Technology and structure: An organization-level perspective. In P.S. Goodman et al. *Technology and Organizations* (pp.109-143). Jossey-Bass.
- Simons, T. & Roberts, P.W. (2008) Local and Non-local Prefounding Experience and New Organizational Form Penetration: The Case of the Israeli Wine Industry. *Administrative Science Quarterly*, 53: 235–265.
- Mohrman, S. & Cummings, T. (1989) *Self-Designing Organizations* (pp. 29-44; 87-104). Reading, MA: Addison-Wesley.
- Miles, R., Coleman, H. & Creed, W. (1995) Keys to success in corporate redesign. *California Management Review*, 37: 128-145.
- Nadler, D. & Gerstein, M. (1992) Designing high-performance work systems: Organizing people, work, technology and information. In D. Nadler et al. *Organizational Architecture*. Jossey-Bass: 110-132.

Downsizing

- McKinley, W., Zhao, J. & Rust, K.G. (2000) A sociocognitive interpretation of organizational downsizing. *Academy of Management Review*, 25: 227-243.
- Budros, A. (1999) A conceptual framework for analyzing why organizations downsize. *Organization Science*, 10: 69-82.
- Cascio, W. (2002) Strategies for responsible downsizing. *Academy of Management Executive*, 16: 80-91.
- DeRue, D.S., Hollenbeck, J.R., Johnson, M.D., Ilgen, D.R. & Jundt, D.K. (2008). How different team downsizing approaches influence team-level adaptation and performance. *Academy of Management Journal*, 51: 182–196.
- Freeman, S. & Cameron, K. (1993). Organizational downsizing: A convergence and reorientation framework. *Organization Science*, 4: 11-29.
- Mone, M.A., McKinley, W. & Barker, V.L. (1998) Organizational decline and innovation: A contingency framework. *Academy of Management Review*, 23: 115-132.
- McKinley, W., Sanchez, C. & Schick, A. (1995) Organizational downsizing: Constraining, cloning, & learning. *Academy of Management Executive*, 9: 32-44.
- Mroczkowski, T. & Hanaoka, M. (1997). Effective rightsizing strategies in Japan and America: Is there a convergence of employment practices? *Academy of Management Executive*, 11: 57-67.
- Brockner, J. (1988) The effects of work layoffs on survivors: Research, theory and practice. *Research in Organizational Behavior*, 10: 213-255.
- Mishra, A.K. & Spreitzer, G.M. (1998) Explaining how survivors respond to downsizing: The roles of trust, empowerment, justice, and work redesign. *Academy of Management Review*, 23: 567-588.
- Whetten, D. & Cameron, K. (1994) Organizational effectiveness: Old models and new constructs. In Jerald Greenberg (Ed.) *Organizational Behavior: The State of the Science* (pp.135-153). New Jersey: Lawrence Erlbaum Publishers.

Class 3 (17th September): From Bureaucracy to Structural Contingency Theory

- Donaldson, L. (2001) *The Contingency Theory of Organizations*. London: Sage. Chapters 1 to 4 & 10.
- Child, J. (1972) Organization structure, environment and performance: The role of strategic choice. *Sociology*, 6: 1-22.
- McGrath, R.G. (2006) Beyond contingency: From structure to structuring in the design of the contemporary organization. In S.R. Clegg, C. Hardy, T.B. Lawrence & W.R. Nord (Eds.) *The Sage Handbook of Organization Studies* (2nd edition) (pp.577-597). Thousand Oaks, CA: Sage.

Additional Readings

Bureaucracy

- Blau, P.M. (1963) *The Dynamics of Bureaucracy*. Chicago: University of Chicago Press.
- Briscoe, F. 2007. From iron cage to iron shield? How bureaucracy enables temporal flexibility for professional service workers. *Organization Science*, 18: 297–314.
- Crozier, M. (1964) *The Bureaucratic Phenomenon*. London: Tavistock.
- Gerth, H. & Mills, C.W. (1970) *From Max Weber. Essays in Sociology*, London: Routledge & Kegan Paul. Chapter 8.
- Gouldner, A. 1954 *Patterns of industrial bureaucracy*. Glencoe, IL: Free Press.
- Selznick, P. 1966. *TVA and the grass roots*. New York: Harper & Row.

Management Theory

- Fayol, H. (1971) *General and Industrial Management*. Pitman Publishing (first published 1949).
- Taylor, F.W. (1967) *The Principles of Scientific Management*. New York: W.W. Norton & Co. (first published 1911).

Structural contingency theory

- Burns, T. & Stalker, G.M. (1961) *The Management of Innovation*. London: Tavistock. Chaps. 1-6.
- Donaldson, L. (1999) The normal science of structural contingency theory. In S.R. Clegg & C. Hardy, (Eds.) *Handbook of Organization Studies* (pp.51-70). Thousand Oaks, CA: Sage.
- Keller, R.T. (1994) Technology, information processing fit and the performance of R&D project groups: A test of contingency theory. *Academy of Management Journal*, 37: 167-179.
- Lawrence, P.R. & Lorsch, J.W. (1967) *Organization and Environment*. Boston: Harvard University Graduate School of Administration, Division of Research.
- Marcel, J.J. 2009. Why top management team characteristics matter when employing a chief operating officer: a strategic contingency perspective. *Strategic Management Journal*, 30: 647–658.
- Miller, D. (1981) Towards a new contingency approach. *Journal of Management Studies*: 1-27.
- Pugh, D.S. & Hickson, D.J. (1976) *Organization Structure in its Context: The Aston Programme I*. Farnborough, Hants, UK: Saxon House.
- Woodward, J. (1958) *Industrial Organization: Theory and Practice*. Oxford: Oxford University Press.

Critiques

- Donaldson, L. (2001) *The Contingency Theory of Organizations*. Sage. Chapter 5.
- Gresov, C. (1989) Exploring fit and misfit with multiple contingencies. *Administrative Science Quarterly*, 34: 431-453.
- Nadkarni, S. & Barr, P.S. 2008. Environmental context, managerial cognition, and strategic action: an integrated view. *Strategic Management Journal*, 29: 1395–1427.
- Schoonhoven, C.B. (1981) Problems with contingency theory: testing assumptions hidden within the language of contingency theory. *Administrative Science Quarterly*, 26: 349-377.
- Starbuck, W.H. (1981) “A trip to view the elephants and rattlesnakes in the garden of Aston”. In, A. Van de Ven & W. Joyce (eds.), *Perspectives on Organization Design and Behavior* (pp.167-98). New York: John Wiley.
- Van de Ven, A.H. & Drazin, R. (1985) The concept of fit in contingency theory. In L.L. Cummings & B.M. Staw (eds.) *Research in Organizational Behavior*, 7: 333-365.

Class 4 (24th September): Resource Dependency & Organizational Economics

Resource Dependency

- Hillman, A.J., Cannella, A.A., & Paetzold, R.L. (2000) The resource dependence role of corporate directors: Strategic adaptation of board composition in response to environmental change. *Journal of Management Studies*, 37: 235-255.
- Pfeffer, J. & Salancik, G.R. (1978) *The External Control of Organizations: A Resource Dependence Perspective*. New York: Harper & Row. Chapters 1 - 3.

Organizational Economics

- Barney, J.B. & Hesterly, W. (2006) Organizational economics: Understanding the relationship between organizations and economic analysis. In S.R. Clegg, C. Hardy, T.B. Lawrence & W.R. Nord (Eds.) *The Sage Handbook of Organization Studies* (2nd edition) (pp.111-148). Thousand Oaks, CA: Sage.
- Ghoshal, S. & Moran, P. (1996) Bad for practice: A critique of the transaction cost theory. *Academy of Management Review*, 21: 13-47.
- Robins, J.A. (1987) Organizational economics: Notes on the use of transaction-cost theory in the study of organizations. *Administrative Science Quarterly*, 32: 68-86.

Additional Readings

Resource Dependency

- Aldrich, H.E., & Pfeffer, J. (1976) Environments of organizations. *Annual Review of Sociology*, 2: 79-105.
- Boeker, W., & Goodstein, J. (1991) Organizational performance and adaptation: effect of environment and performance on changes in board composition. *Academy of Management Journal*, 34: 805-826.

- Finkelstein, S. (1972) Interindustry merger patterns and resource dependence: a replication and extension of Pfeffer. *Strategic Management Journal*, 18: 787-810.
- Frooman, J. (1999) Stakeholder influence strategies. *Academy of Management Review*, 24: 191-205.
- Greening, D.W. & Gray, B. (1994) Testing a model of organizational response to social and political issues. *Academy of Management Journal*, 37: 467-98.
- Hirsch, P.M. (1975) Organizational effectiveness and the institutional environment. *Administrative Science Quarterly*, 20: 327-344.
- Ingram, P. & Simons, T. (1995) Institutional and resource dependence determinants of responsiveness to work-family issues. *Academy of Management Journal*, 38: 1466-82.
- Lang, J.R. & Lockhart, D.E. (1990) Increased environmental uncertainty and changes in board linkage patterns. *Academy of Management Journal*, 33 (1): 106-128.
- Lin, Z., Peng, M.W., Yang, H. & Sun, S.L. 2009. How do networks and learning drive M&As? An institutional comparison between China and the United States. *Strategic Management Journal*, 30: 1113-1132.
- Sherer, P.D. & Lee, K. (2002) Institutional change in large law firms: a resource dependency and institutional perspective. *Academy of Management Journal*, 45: 102-119.
- Ulrich, D., & Barney, J.B. (1984) Perspectives in organizations – resource dependence, efficiency, and population. *Academy of Management Review*, 9 (3): 471-481.

Organizational Economics

- Silverman, B.S. (2002) Organizational Economics. In J.A.C. Baum (Ed.) *Companion to Organizations*. Oxford: Blackwell.
- Van Witteloostuijn, A. (2002) Interorganizational Economics. In J.A.C. Baum (Ed.) *Companion to Organizations*. Oxford: Blackwell.
- Williamson, O.E. (1993) Transaction cost economics and organization theory. *Industrial and Corporate Change*, 2: 107-156.
- Williamson, O.E. (1985) The economic institutions of capitalism: firms, markets, relational contracting. New York: Free Press. Chapters 6, 9, 10.
- Williamson, O.E. (1975) Markets and Hierarchies: analysis and antitrust implications. New York: Free Press. Chapters 2, 5.

Organizational Economics Theory

- Alchian, A.A. & Woodward, S. (1988) The firm is dead; long live the firm. *Journal of Economic Literature*, 26: 65-79.
- Coase, R.H. (1937) The nature of the firm. *Economica*, 4: 386-405. Reprinted in O.E. Williamson & S.G. Winter (eds.), *The Nature of the Firm: Origins, Evolution, and Development*, New York: Oxford University Press, 1991, pp. 18-33.
- Dow, G. (1987) The function of authority in transaction cost economics. *Journal of Economic Behavior and Organization*, 8 (March): 13-38.
- Ouchi, W.G. (1980) Markets, bureaucracies and clans. *Administrative Science Quarterly*, 25: 129-141.
- Teece, D.J. (1986) Profiting from technological innovation: implications for licensing, integration and public policy. *Research Policy* 19: 385-415.

Vertical scope of the firm

- Joskow, P. 1987. Contract duration and relationship-specific investments. *American Economic Review* 77: 168-185.
- Masten, S.E., Meehan, J. & Snyder, E. (1991) The costs of organization. *Journal of Law, Economics and Organization*, 7: 1-22.
- Monteverde, K. & Teece, D.J. (1982) Supplier switching costs and vertical integration in the automobile

industry. *Bell Journal of Economics*, 13: 206-213.

Poppo, L. & Zenger, T.R. (1998) Testing alternative theories of the firm: transaction cost, knowledge-based, and management explanations for make-or-buy decisions in information services. *Strategic Management Journal*, 19: 853-877.

Horizontal scope of the firm. And, where do alliances fit in?

Gulati, R. & Singh, H. (1999) The architecture of cooperation: managing coordination costs and appropriation concerns in strategic alliances. *Administrative Science Quarterly*, 43: 781-814.

Oxley, J.E. (1999) Institutional environment and the mechanisms of governance: the impact of intellectual property protection on the structure of inter-firm alliances. *Journal of Economic Behavior and Organization*, 38: 282-309.

Pisano, G.P. (1990) The R&D boundaries of the firm: an empirical analysis. *Administrative Science Quarterly*, 35: 153-176.

Silverman, B.S. (1999) Technological resources and the direction of corporate diversification: toward an integration of transaction cost economics and the resource-based view. *Management Science*, 44: 1109-1124.

Other

Beatty, R.P. & Zajac, E.J. (1994) Managerial incentives, monitoring and risk-bearing: a study of executive compensation, ownership and board structure in initial public offerings. *Administrative Science Quarterly*, 39: 313-335.

Westphal, J.D. (1998) Collaboration in the boardroom: behavioral and performance consequences of CEO-Board social ties. *Academy of Management Journal*, 42: 7-24.

Westphal, J.D. & Zajac, E.J. (1997) Defections from the inner circle: social exchange, reciprocity, and the diffusion of board independence in US corporations. *Administrative Science Quarterly*, 42: 161-83.

Class 5 (1st October): Network Theory & Organizational Ecology

Network Theory

Porter, K.A. & Powell, W.W. (2006) Networks and organizations. In S.R. Clegg, C. Hardy, T.B. Lawrence & W.R. Nord (Eds.) *The Sage Handbook of Organization Studies* (2nd edition) (pp.776-799). Thousand Oaks, CA: Sage.

Provan, K.G. & Milward, H.B. (1995) A preliminary theory of interorganizational network effectiveness: A comparative study of four community mental health systems. *Administrative Science Quarterly*, 40: 1-33.

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Organizational Ecology

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The following should also prove to be useful resources to you.

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| Academy of Management Journal | Academy of Management Perspectives |
| Academy of Management Review | Administrative Science Quarterly |
| American Journal of Sociology | American Sociological Review |
| California Management Review | European Journal of Marketing |
| Harvard Business Review | International Journal of Advertising |
| Journal of Applied Behavioral Science | Journal of Management |
| Journal of Management Studies | Journal of Sport Management |
| Organization | Organization Science |
| Organization Studies | Sloan Management Review |
| Strategic Management Journal | Strategic Organization |