

PhD Seminar, Spring 2016

Macro Org Science II

Professor: Dr. Justin Webb

Course: OSCI-8621-001 **Time:** Thursday, 9:30a-12:15p **Room:** Fretwell 407

Office: 209A Friday

Office Hours: Please contact me in advance to schedule an appointment. I will be available before and after class.

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The doctoral seminar seeks to provide students with a broad overview of the major macro theories and theoretical extensions in organization research. The seminar encompasses classic research in the discipline and an in-depth look at the major debates ongoing today. As such, the objectives of the seminar are extremely ambitious, and students must make a conscientious effort to keep up with all of the readings and come prepared to discuss these readings in class.

The aim throughout the seminar will be to debate the utility of the major theoretical perspectives, their respective strengths and weaknesses, and their comparative ability to explain relevant phenomena. As Gareth Jones, an important transaction cost economics theorist notes, “Research is not ‘value free’, in the sense that the reality they explain is somehow neutral with regard to the phenomena in question being studied. Research is always colored by one’s own perspective and it is up to the discerning reader to decide what is good analysis and bad analysis. You should keep a critical perspective on all your reading in the course. Never simply treat what an author says as objective fact – always remember there is a contrary view somewhere, even if it is not yet written. Also, ask the question, is this view necessary? Is it perhaps subsumed by another theory or saying the same thing in a different way?”

To publish interesting, original research, an author must understand the research process. To be different and to get interest in your work, an author must understand the foundations of others’ ideas and their strengths and weaknesses. From this basis, the author can then identify ways to improve or add to existing knowledge in meaningful ways. The goal of this seminar is to build your knowledge base to support your ability to generate a future research stream of original, interesting research.

Grades

Grading will be based on the following components:

Active participation in class discussions:	50%
Discussion leader sessions:	25%
Final exam:	25%

Participation will involve the following requirements:

- Reading assigned articles, chapters, and other materials
- Active participation in class discussion of all articles, chapters, and materials
- Regular attendance

Discussion leader sessions will involve the following requirements:

Each of you will be assigned responsibility to lead the discussion on *at least 2* topic areas and for providing the class with an in-depth analysis of the perspective/topic under study in the form of a written handout to be distributed to class members. This analysis should provide structure to organize the individual articles. Within this structure, key theoretical arguments and findings should be discussed, integrated, and critically evaluated. The overview should also address the question “Where do we go from here?” in terms of future theorizing and research. While there are no page limitations, the overviews should average approximately 15 pages.

The final exam will be an essay exam in which you will be asked to respond to 3 out of 5 questions.

List of General Reference Books

Aldrich, H.E. 1979. *Organizations and Environments*. Englewood Cliffs, NJ: Prentice Hall.

Aldrich, H.E. & Ruef, M.E. 2006. *Organizations Evolving*. Thousand Oaks, CA: Sage.

Hannan, M.T. & Freeman, J. 1989. *Organizational Ecology*. Cambridge, MA: Harvard University Press.

March, J.G. & Simon, H.A. 1958. *Organizations*. New York: Wiley.

North, D.C. 1990. *Institutions, Institutional Change and Economic Performance*.

Pfeffer, J. & Salancik, G. 1978. *The External Control of Organizations: A Resource Dependence Perspective*. New York: Harper & Row.

Scott, W.R. 2007. *Institutions and Organizations: Ideas and Interests*.

Thompson, J.D. 1967. *Organizations in Action*. New York: McGraw Hill.

Williamson, O.E. 1985. *The Economic Institutions of Capitalism*.

Week 1: What is theory, and what is a theoretical contribution?

Colquitt, J.A. & Zapata-Phelan, C.P. 2007. Trends in theory building and theory testing: A five decade study of the Academy of Management Journal. *Academy of Management Journal*, 50: 1281-1303.

Poole, M.S. & Van de Ven, A.H. 1989. Using paradox to build management and organization theory. *Academy of Management Review*, 14: 562-578.

Schmenner, R.W. & Swink, M.L. 1998. On theory in operations management. *Journal of Operations Management*, 17: 97-113.

Sutton, R.I. & Staw, B.M. 1995. What theory is not. *Administrative Science Quarterly*, 40: 371-385.

Wacker, J.G. 1998. A definition of theory: research guidelines for different theory-building research methods in operations management, *Journal of Operations Management*, 16: 361-85.

Weick, Karl. 1995. What theory is not, theorizing is. *Administrative Science Quarterly*, 40: 385.

Whetten, D.A. 1989. What constitutes a theoretical contribution? *Academy of Management Review*, 14: 490-495.

Week 2: Institutional Theory

DiMaggio, P.J. & Powell, W.W. 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48: 147-160.

Kistruck, G.M., Webb, J.W., Sutter, C.J., & Bailey, A.V. 2015. The double-edged sword of legitimacy in base-of-the-pyramid markets. *Journal of Business Venturing*, 30: 436-451.

Meyer, J. & Rowan, B. 1977. Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83: 340-363.

Scott, W.R. 1995. *Institutions and Organizations*. Thousand Oaks, CA: Sage – Chapters 1-3.

Thornton, P.H. & Ocasio, W. 2008. Institutional logics. *Sage Handbook of Organizational Institutionalism*: 99-129.

Zimmerman, M.A. & Zeitz, G.J. Beyond survival: Achieving new venture growth by building legitimacy. *Academy of Management Review*, 27: 414-431.

Week 3: Transaction Cost Economics

Ghoshal, S. & Moran, P. 1996. Bad for practice: A critique of transaction cost theory. *Academy of Management Review*, 21: 13-47.

Heide, J.B., Kumar, A., & Wathne, K.H. 2013. Concurrent sourcing, governance mechanisms, and performance outcomes in industrial value chains. *Strategic Management Journal*, 35: 1164-1185.

Kistruck, G.M., Morris, S.S., Webb, J.W., & Stevens, S.E. 2015. The importance of client heterogeneity in predicting make-or-buy decisions. *Journal of Operations Management*, 33-34: 97-110.

Mayer, K.J. & Solomon, R.M. 2006. Capabilities, contractual hazards, and governance: Integrating resource-based and transaction cost perspectives. *Academy of Management Journal*, 49: 942-959.

Weber, L. & Mayer, K.J. 2014. Transaction cost economics and the cognitive perspective: Investigating the sources and governance of interpretive uncertainty. *Academy of Management Review*, 39: 344-363.

Williamson, O.E. 1982. The economics of organization: The transaction cost approach. *American Journal of Sociology*, 87: 548-577.

Week 4: Resource-Based View

Barney, J. B. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17: 99-120.

Barney, J.B. & Arikan, A.M. 2001. The resource-based view: Origins and implications. In Hitt, M.A., Freeman, R.E., & Harrison, J.S. (Eds.), *The Blackwell Handbook of Strategic Management* (pp. 124-188). Malden, MA: Blackwell Publishers.

Markides, C.C. & Williamson, P.J. 1996. Corporate diversification and organizational structure: A resource-based view. *Academy of Management Journal*, 39: 340-367.

Miller, D. & Shamsie, J. 1996. The resource-based view of the firm in two environments: The Hollywood film studios from 1936 to 1965. *Academy of Management Journal*, 39: 519-543.

Priem, R.L. & Butler, J.E. 2001. Is the resource-based “view” a useful perspective for strategic management research? *Academy of Management Review*, 26: 22-40.

Sirmon, D.G., Hitt, M.A., Ireland, R.D., & Gilbert, B.A. 2011. Resource orchestration to create competitive advantage: Breadth, depth, and life cycle effects. *Journal of Management*, 37: 1390-1412.

Week 5: Capabilities

Argyres, N.S. 1996. Evidence on the role of capabilities in vertical integration decisions. *Strategic Management Journal*, 17: 129-150.

Drnevich, P.L. & Kriauciunas, A.P. 2011. Clarifying the conditions and limits of the contributions of ordinary and dynamic capabilities to relative firm performance. *Strategic Management Journal*, 32: 254-279.

Knott, A.M. 2003. The organizational routines factor market paradox. *Strategic Management Journal*, 24: 929-944.

Leiblein, M.J. 2011. What do resource- and capability-based theories propose? *Journal of Management*, 37: 909-932.

Salvato, C. 2009. Capabilities unveiled: The role of ordinary activities in the evolution of product development processes. *Organization Science*, 20: 384-409.

Teece, D. J., Pisano, G. and Shuen, A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal*, 18: 509-533.

Week 6: Network Theory

Aldrich, H.E. & Kim, P.M. 2007. Small worlds, infinite possibilities? How social networks affect entrepreneurial team formation and search. *Strategic Entrepreneurship Journal*, 1: 147-165.

Borgatti, S.P., Mehra, A., Labianca, G., & Brass, D.J. 2009. Network analysis in the social sciences. *Science*, 323: 892-895.

Brass, D.J., Galaskiewicz, J., Greve, H.R., & Tsai, W. 2004. Taking stocks of networks and organizations: A multilevel perspective. *Academy of Management Review*, 47: 795-817.

Granovetter, M.S. 1973. The strength of weak ties. *American Journal of Sociology*, 78: 1360-1380.

Gulati, R. & Singh, H. 1998. The architecture of cooperation: Managing coordination and appropriation concerns in strategic alliances. *Administrative Science Quarterly*, 43: 781-814.

Hite, J.M. & Hesterly, W.S. (2001). The evolution of firm networks: From emergence to early growth of the firm. *Strategic Management Journal*, 22(3), 275-286.

Jones, Candace; Hesterly, William S; Borgatti, Stephen P. 1997. A general theory of network governance: Exchange conditions and social mechanisms, *Academy of Management Review*, 911-945.

Labianca, G. & Brass, D.J. 2006. Exploring the social ledger: Negative relationships and negative asymmetry in social networks in organizations. *Academy of Management Review*, 31: 596-614.

Week 7: Social Capital

Adler, P.S. & Kwon, S.-W. 2002. Social capital: Prospects for a new concept. *Academy of Management Review*, 27: 17-40.

Florin, J., Lubatkin, M.H., & Schulze, W. 2003. A social capital model of high-growth ventures. *Academy of Management Journal*, 46: 374-eoa.

Granovetter, M.S. 1985. Economic action and social structure. *American Journal of Sociology*, 91: 481-510.

Hagan, J. & McCarthy, B. 1997. Anomie, social capital, and street criminology. In Passas, N. & Agnew, R. (Eds), *The Future of Anomie Theory* (pp. 124-141). Boston: Northeastern University Press.

Maurer, I. & Ebers, R. 2006. Dynamics of social capital and their performance implications: Lessons from biotechnology start-ups. *Administrative Science Quarterly*, 51: 262-292.

Portes, A. & Sensenbrenner, J. 1993. Embeddedness and immigration: Notes on the social determinants of economic action. *American Journal of Sociology*, 98: 1320-1350.

Uzzi, B. 1997. Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly*, 42: 35-67.

Week 8: Life Cycle

Anderson, C.R. & Zeithaml, C.P. 1984. Stage of the product life cycle, business strategy, and business performance. *Strategic Management Journal*, 27: 5-24.

Bruderl, J. & Schussler, R. 1990. Organizational mortality: The liabilities of newness and adolescence. *Administrative Science Quarterly*, 35: 530-547.

Dodge, H.R., Fullerton, S., & Robbins, J.E. 2006. Stage of the organizational life cycle and competition as mediators of problem perception for small businesses. *Strategic Management Journal*, 15: 121-134.

Helfat, C.E. & Peteraf, M.A. 2003. The dynamic resource-based view: Capability lifecycles. *Strategic Management Journal*, 24: 997-1010.

Mone, M.A., McKinley, W., & Barker, V.L. 1998. Organizational decline and innovation: A contingency framework. *Academy of Management Review*, 23: 115-132.

Singh, J.V., Tucker, D.J., & House, R. 1986. Organizational legitimacy and liability of newness. *Administrative Science Quarterly*, 31: 171-193.

Week 9: Organizational Change

Amburgey, T.L. Kelley, D. & Barnett, W.P. 1993. Resetting the clock: The dynamics of organizational change and failure. *Administrative Science Quarterly*, 38: 51-73.

Ford, J.D. & Ford, L.W. 1995. The role of conversations in producing intentional change in organizations. *Academy of Management Review*, 20: 541-570.

Lant, T.K., Milliken, F.J., & Batra, B. 1992. The role of managerial learning and interpretation in strategic persistence and reorientation: An empirical exploration. *Strategic Management Journal*, 13: 585-608.

Leana, C.R. & Barry, B. 2000. Stability and change as simultaneous experiences in organizational life. *Academy of Management Review*, 25: 753-759.

Miller, D. 1982. Evolution and revolution: A quantum view of structural change in organizations. *Journal of Management Studies*, 19: 131-151.

Newman, K. 2000. Organizational transformation during institutional upheaval. *Academy of Management Review* 25: 602-619.

Rajagopalan, N. & Spreitzer, G.M. 1997. Toward a theory of strategic change: A multi-lens perspective and integrative framework. *Academy of Management Review*, 22: 48-79.

Week 10: Resource Dependence

Casciaro, T. & Piskorski, M.J. 2005. Power imbalance, mutual dependence and constraint absorption: A closer look at resource dependence theory. *Administrative Science Quarterly*, 50: 167-199.

Guler, I. 2007. Throwing good money after bad? Political and institutional influences on sequential decision making in the venture capital industry. *Administrative Science Quarterly*, 51(2): 248-285.

Hickson, D., Hinings, C.R., Lee, C.A., Schneck, R., & Pennings, J.M. 1974. A strategic contingencies' theory of intraorganizational power. *Administrative Science Quarterly*, 19: 216-229.

Hillman, A.J., Withers, M.C., & Collins, B.J. 2009. Resource dependence theory: A Review. *Journal of Management*, 35: 1404-1427.

Ireland, R.D. & Webb, J.W. 2007. A multi-theoretic perspective on trust and power in strategic supply chains. *Journal of Operations Management*, 25: 482-497.

Julian, S.D., Ofori-Dankwa, J.C., & Justis, R.T. 2008. Understanding strategic responses to interest group pressures. *Strategic Management Journal*, 29: 963-eoa.

Pfeffer, J., & Salancik, G.R. 1978. *The External Control of Organizations*. New York: Harper & Row. Chapters 1-5.

Week 11: Agency Theory

Combs, J.G. & Ketchen, D.J., Jr. 1999. Can capital scarcity help agency theory explain franchising? Revisiting the capital scarcity hypothesis. *Academy of Management Journal*, 42: 196-207.

Dalton, D.R., Hitt, M.A., Certo, S.T., & Dalton, C.M. 2008. The fundamental agency problem and its mitigation: Independence, equity, and the market for corporate control. *Academy of Management Annals*, 1: 1-64.

Davis, J.H. Schoorman, D.F., & Donaldson, L. 1997. Toward a stewardship theory of management. *Academy of Management Review*, 22: 20-47.

Eisenhardt K.M. 1989. Agency theory: An assessment and review. *Academy of Management Review* 14: 57-74.

Fama E.F. & Jensen M.C. 1983. Separation of ownership and control. *Journal of Law and Economics*, 26: 301-325.

Hoskisson RE, Hitt MA, Johnson RA, Grossman W. 2002. Conflicting voices: The effects of ownership heterogeneity and internal governance on corporate strategy. *Academy of Management Journal* 45: 697-716.

Lan, L.L. & Heracleous, L. 2010. Rethinking agency theory: The view from law. *Academy of Management Review*, 35: 294-314.

Sanders W.G. & Hambrick, D.C. 2007. Swinging for the fences: The effects of CEO stock options on company risk taking and performance. *Academy of Management Journal* 50: 1055-1078.

Week 12: Behavioral Theories/Organizational Learning

- Tversky, A. & Kahneman, D. 1982. Judgment under uncertainty: Heuristics and biases. In Kahneman, D., Slovic, P. & Tversky, A. (Eds.). *Judgment under uncertainty: Heuristics and Biases* – Ch. 1.
- Ariely, D. & Z. Carmon. 2000. Gestalt characteristics of experiences: The defining features of summarized events. *Journal of Behavioral Decision Making* 13: 191-201.
- Gupta, A. K., Smith, K. G. & Shalley, C. E. 2006. The interplay between exploration and exploitation. *Academy of Management Journal*, 49: 693–706.
- Guise, J.L., L.R. Keller, & T. Eppel. 2002. Valuing environmental outcomes: Preferences for constant or improving sequences.” *Organizational Behavior and Human Decision Processes*, 87: 253-277.
- Levitt, B. & March, J. G. 1988. Organizational learning. *Annual Review of Sociology*, 14:319-340.
- Marquis, C. & Tilsik, A. 2013. Imprinting: Toward a multilevel theory. *Academy of Management Annals*, 7: 192-243.
- Soman, D. 2001. The mental accounting of sunk time costs: Why time is not like money. *Journal of Behavioral Decision Making* 14: 169-185.

Week 13: Upper Echelons

- Carpenter, M.A., Geletkanycz, M.A., & Sanders, W.G. 2004. Upper echelons research revisited: Antecedents, elements, and consequences of top management team composition. *Journal of Management*, 30: 749-778.
- Finkelstein, S. 1992. Power in top management teams: Dimensions, measurement, and validation. *Academy of Management Journal*, 35: 505-538.
- Hambrick, D.C. & Finkelstein, S. 1987. Managerial discretion: A bridge between polar views of organizational outcomes. *Research in Organizational Behavior*, 9: 369-406.
- Hambrick, D.C. & Mason, P.A. 1984. Upper echelons: The organization as a reflection of its top Managers. *Academy of Management Review*, 9: 193-eoa.
- Knight, D., Pearce, C.L., Smith, K.G., Olian, J.D., Sims, H.P., Smith, K.A., & Flood, P. 1999. Top management team diversity, group process, and strategic consensus. *Strategic Management Journal*, 20: 445-465.

Nelson T. 2003. The persistence of founder influence: management, ownership, and performance effects at initial public offering. *Strategic Management Journal* **24**: 707-724.

Priem, R.L., Lyon, D.W., & Dess, G.G. 1999. Inherent limitations of demographic proxies in top management team heterogeneity research. *Journal of Management*, 25: 935-953.

Week 14: Communication

Bolino, M. C., & Turnley, W. H. More than one way to make impression: Exploring profiles of impression management. *Journal of Management*, 29: 141-160.

Connelly, B. L., Certo, S. T., Ireland, R. D., & Reutzel, C. R. 2011. Signaling theory: A review and assessment. *Journal of Management*, 37: 39-67.

Kirmani, A., & Rao, A. R. 2000. No pain, no gain: A critical review of the literature on signaling unobservable product quality. *Journal of Marketing*, 64: 66-79.

Kruglanski, A. W., & Thompson, E. P. (1999). Persuasion by a single route: A view from the unimodel. *Psychological Inquiry*, 10: 83-109.

Martens, M., Jennings, J., & Jennings, P. 2007. Do the stories they tell get them the money they need? The role of entrepreneurial narratives in resource acquisition. *Academy of Management Journal*, 50: 1107-1132.

Wood, W. (2000). Attitude change: Persuasion and social influence. *Annual review of psychology*, 51(1), 539-570.

Zott, C., & Huy, Q. N. 2007. How entrepreneurs use symbolic management to acquire resources. *Administrative Science Quarterly*, 52: 70-105.