

Macro Organizational Science II (OSCI 8621)

Professor Wei Zhao
Spring 2017
Office hour: Monday 9:30-10:30 AM

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Course Overview

Organizations play a crucial role in modern societies and affect every aspect of our daily life. Organizational science is characterized by various research foci, styles, theories, and topics across disciplines. This course provides an overview of macro-level organizational theories and research, with a focus on sociological analyses. It explores advancement of organizational studies on several key themes and topics, including the relationship between organizations and their environment, interorganizational relationship, organizational structure and intraorganizational process, organizational culture, organizational identity, and organizational learning.

After taking this course, students are expected to 1) have a good understanding of major theoretical approaches and perspectives in the macro-level organizational analysis, 2) get familiar with both quantitative and qualitative research methods, 3) identify important theoretical issues and research questions, and 4) develop innovative ideas and skills for academic research.

Course Requirements

This course is organized as a graduate seminar. It requires extensive readings, class attendance, creative leadership, good discussions, and dedicated research.

1. Weekly memo

Class members are expected to complete required reading assignments before each class. Everyone should turn in a brief memo (2 pages, double-spaced) *by 6:00 PM on Saturday*. Although a good understanding of assigned readings is a must, you should not focus on a summary. Instead, you should focus on what you have learned from these readings and in what sense they are interesting. I expect you to make critiques of the readings, including not only their strength and contributions, but also their weaknesses and problems. You can also raise questions and articulate related research ideas. I will use a five-star rating in grading: 5 star (100 points), 4.5 star (95), 4 star (90), 3.5 star (85), and 3 star (80).

2. Discussion leader

At weekly meetings, class members will take turns to lead discussions. *The key task is to organize class discussions and facilitate intellectual exchanges on what are the important and interesting ideas, findings, and approaches in the assigned readings.* Your preparation should be more comprehensive and thorough than a weekly memo. You may articulate the main ideas, arguments, and contributions of required readings. You can further identify connections among assigned readings and between them and other studies. *More importantly, you should raise a set of questions and issues for class discussions.* The discussion leader needs to email me your draft of discussion outline *by 6:00 PM on Sunday*. After the class, the discussion leader needs to share the final discussion document with classmates.

3. Class discussion

Because we will work as a group to study these readings together, active participation in class discussion is essential to the success of this course. You are expected to answer the questions raised by the discussion leader, make comments on classmates' memos, and identify examples on related organizational phenomena. In particular, you need to propose what ideas and projects may be further developed from the extant research, and what data and methods may be used to extend the research.

4. Term paper

The term paper (15-20 pages, double-spaced) may take one of the following three forms: 1) A literature review of one research topic that assesses extant studies, identifies important theoretical issues, and articulates future research agenda; 2) A research proposal that focuses on one important research question, articulates a theoretical framework and hypotheses, and develops a research design for an empirical study; 3) A complete research paper that can be revised and expanded into a journal article. *The term paper should be closely related to the macro-level organizational analysis.* You will present your term paper at the end of this semester and receive feedbacks from class members and the instructor.

Grading

Your final grade will be reckoned based on the following evaluations and scale:
weekly memos (20%); discussion leader (20%); class discussion (20%); term paper (40%)
A = 90 – 100; B = 80 – 89; C = 70 – 79; U < 70

Course Policies

I will not grade late assignments. A written document (e.g., a doctor's note, a formal letter with the signatures from the student and a witness) is required for absence, and made-up work needed to be turned in within a week. Moreover, UNC Charlotte authorizes a minimum of two excused absences each academic year for religious observances required by the faith of a student. If you have such a request, please follow the procedures and let me know as soon as you can. Students must observe university policies on *Attendance*. All work by students is subject to the standards of "*The Code of Student Academic Integrity*," and students should have a clear understanding of the definitions of and penalties for violation (<http://www.legal.uncc.edu/policies/ps-105.html>).

Textbook

Scott, W. Richard and Gerald F. Davis. 2007. *Organizations and Organizing: Rational, Natural, and Open System Perspectives*. Upper Saddle River, NJ: Pearson Prentice Hall. (ISBN: 0-13-195893-3)

Class Schedule and Readings (supplementary readings marked with *)

Jan. 9 Course Introduction

Scott and Davis. 2007. Chapter 13: The Rise and Transformation of the Corporate Form.

Jan. 16 No Class (Martin Luther King Day)

Jan. 23 Different Perspectives on Organizations (I) [Claire & Yanghan]

Scott and Davis. 2007. Chapter 1: The Subject is Organizations; The Verb is Organizing.
Chapter 2: Organizations as Rational Systems.

Weber, Max. 1968. "Bureaucracy" Pp. 956-1005, in *Economy and Society*, edited by Guenther Roth and Claus Wittich. New York, NY: Bedminister Press.

* Scott, Richard W. 2004. "Reflections on a Half-Century of Organizational Sociology." *Annual Review of Sociology* 30: 1-21.

Jan. 30 Different Perspectives on Organizations (II) [Kelcie & Roxy]

Scott and Davis. 2007. Chapter 3: Organizations as Natural Systems.
Chapter 4: Organizations as Open Systems.
Chapter 5: Combining Perspectives, Expanding Levels.

* Stinchcombe, Arthur L. 1965. "Social Structure and Organizations." Pp. 142-193 in *Handbook of Organizations*, edited by James G. March. Chicago, IL: Rand McNally.

Feb. 6 Organizations and Environment (I) [Aly & Wei]

Meyer, John W. and Brian Rowan. 1977. "Institutionalized Organizations: Formal Structure as Myth and Ceremony." *American Journal of Sociology* 83: 340-363.

DiMaggio, Paul J. and Walter W. Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review* 48: 147-160.

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: 801-843.

* Scott and Davis. 2007. Chapter 10: Organization of the Environment.

* DiMaggio, Paul J. and Walter W. Powell. 1991. "Introduction." Pp.1-38 in *The New Institutionalism in Organizational Analysis*, edited by Walter W. Powell and Paul J. DiMaggio. Chicago, IL: The University of Chicago Press.

* Scott, W. Richard. 1987. "The Adolescence of Institutional Theory." *Administrative Science Quarterly* 32: 493-511.

* Hirsch, Paul M. and Michael Lounsbury. 1997. "Ending the Family Quarrel: Toward a Reconciliation of 'Old' and 'New' Institutionalisms." *American Behavioral Scientist* 40: 406-418.

* Greenwood, Royston, Mia Raynard, Farah Kodeih, Evelyn R. Micelotta, and Michael Lounsbury. 2011. "Institutional Complexity and Organizational Responses." *Academy of Management Annals* 5: 317-371.

* Lounsbury, Michael. 2007. "A Tale of Two Cities: Competing Logics and Practice Variation in the Professionalizing of Mutual Funds." *Academy of Management Journal* 50: 289-307.

Feb. 13 Organizations and Environment (II) [Allison & Brittany]

Kim, Tai-Young, Dongyoub Shin, Hongseok Oh, and Young-Chul Jeong. 2007. "Inside the Iron Cage: Organizational Political Dynamics and Institutional Changes in Presidential Selection Systems in Korean Universities, 1985-2002." *Administrative Science Quarterly* 52: 286-323.

Dacin, M. Tina, Kamal Munir, and Paul Tracey. 2010. "Formal Dining at Cambridge Colleges: Linking Ritual Performance and Institutional Maintenance." *Academy of Management Journal* 53: 1393-1418.

Turco, Catherine. 2012. "Difficult Decoupling: Employee Resistance to the Commercialization of Personal Settings." *American Journal of Sociology* 118: 380-419.

* Zilber, Tammar B. 2002. "Institutionalization as an Interplay between Actions, Meanings, and Actors: The Case of a Rape Crisis Center in Israel." *Academy of Management Journal* 45: 234-254.

* Weber, Klaus, Gerald F. Davis, and Michael Lounsbury. 2009. "Policy as Myth and Ceremony? The Global Spread of Stock Exchanges, 1980-2005." *Academy of Management Journal* 52: 1319-47.

* Guler, Isin, Mauro F. Guillén, and John Muir Macpherson. 2002. "Global Competition, Institutions, and the Diffusion of Organizational Practices: The International Spread of ISO 9000 Quality Certificates." *Administrative Science Quarterly* 47: 207-232.

* Hirsh, C. Elizabeth and Sabino Kornrich. 2008. "The Context of Discrimination: Workplace Conditions, Institutional Environments, and Sex and Race Discrimination Charges." *American Journal of Sociology* 113: 1394-1432.

* Greenwood, Royston and Roy Suddaby. 2006. "Institutional Entrepreneurship in Mature Fields: The Big Five Accounting Firms." *Academy of Management Journal* 49: 27-48.

Feb. 20 Interorganizational Relationship (I) [Claire]

Scott and Davis. 2007. Chapter 11: Networks In and Around Organizations.

Powell, Walter W. 1990. "Neither Market Nor Hierarchy: Network Forms of Organization." *Research in Organizational Behavior* 12: 295-336.

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

* Granovetter, Mark. 1985. "Economic Action and Social Structure: The Problem of Embeddedness." *American Journal of Sociology* 91: 481-510.

* Podolny, Joel M. and Karen L. Page. 1998. "Network Forms of Organization." *Annual Review of Sociology* 24: 57-76.

* Podolny, Joel M. 2005. "Networks as the Pipes and Prisms of the Market." *American Journal of Sociology* 107: 33-60.

Feb. 27 Interorganizational Relationship (II) [Allison]

Uzzi, Brian. 1999. "Embeddedness in the Making of Financial Capital: How Social Relations and Networks Benefit Firms Seeking Financing." *American Sociological Review* 64: 481-505.

Dyer, Jeffrey H. and Kentaro Nobeoka. 2000. "Creating and Managing a High-Performance Knowledge-Sharing Network: The Toyota Case." *Strategic Management Journal* 21: 345-367.

Tatarynowicz, Adam, Maxim Sytch, and Ranjay Gulati. 2016. "Environmental Demands and the Emergence of Social Structure: Technological Dynamism and Interorganizational Network Forms." *Administrative Science Quarterly* 61: 52-86.

* Davis, Gerald F. and Henrich R. Greve. 1997. "Corporate Elite Networks and Governance Changes in the 1980s." *American Journal of Sociology* 103: 1-37.

* Davis, Gerald F., Mina Yoo, and Wayne E. Baker. 2003. "The Small World of the American Corporate Elite, 1982-2001." *Strategic Organization* 1: 301-326.

* Stark, David. 1996. "Recombinant Property in East European Capitalism." *American Journal of Sociology* 101: 993-1027.

* Stark, David and Balázs Vedres. 2006. "Social Times of Network Spaces: Network Sequences and Foreign Investment in Hungary." *American Journal of Sociology* 111: 1367-1411.

Mar. 6 No Class (Spring Break)

Mar. 13 Organizational Structure and Intraorganizational Process (I) [Kelcie]

Scott and Davis. 2007. Chapter 7: Labor and Structure.
Chapter 8: Goals, Power, and Control.
Chapter 12: Strategy, Structure, and Performance.

* Chapter 6: Technology and Structure.

Mar. 20 Organizational Structure and Intraorganizational Process (II) [Brittany]

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: 78-108.

Dobbin, Frank, Daniel Schrage, and Alexandra Kalev. 2015. "Rage against the Iron Cage: The Varied Effects of Bureaucratic Personnel Reforms on Diversity." *American Sociological Review* 80: 1014-1044.

- Kellogg, Katherine C. 2012. "Making the Cut: Using Status-Based Countertactics to Block Social Movement Implementation and Micro-Institutional Change in Surgery." *Organization Science* 23: 1546-1570.
- * Tomaskovic-Devey, Donald. 2014. "The Relational Generation of Workplace Inequalities." *Social Currents* 1: 51-73.
- * Kalev, Alexandra. 2009. "Cracking the Glass Cages? Restructuring and Ascriptive Inequality at Work." *American Journal of Sociology* 114: 1591-1643.
- * Seibert, Scott E., Maria L. Kraimer, and Robert C. Liden, 2001. "A Social Capital Theory of Career Success." *Academy of Management Journal* 44: 219-237.
- * Reskin, Barbara F. and Debra Branch McBrier. 2000. "Why Not Ascription? Organizations' Employment of Male and Female Managers." *American Sociological Review* 65: 210-233.
- * Huselid, Mark A. 1995. "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance." *Academy of Management Journal* 38: 635-672.
- * Fernandez, Roberto M., Emilio J. Castilla, and Paul Moore. 2000. "Social Capital at Work: Networks and Employment at a Phone Center." *American Journal of Sociology* 105: 1288-1356.
- * Phillips, Damon Jeremy. 2001. "The Promotion Paradox: Organizational Mortality and Employee Promotion Chances in Silicon Valley Law Firms, 1946-1996." *American Journal of Sociology* 106: 1058-1098.

Mar. 27 Organizational Culture [Yanghan]

- Swidler, Ann. 1986. "Culture in Action: Symbols and Strategies." *American Sociological Review* 51: 273-286.
- Canato, Anna, Davide Ravasi, and Nelson Phillips. 2013. "Coerced Practice Implementation in Cases of Low Cultural Fit: Cultural Change and Practice Adaptation during the Implementation of Six Sigma at 3M." *Academy of Management Journal* 56: 1724-1753.
- Rivera, Lauren A. 2012. "Hiring as Cultural Matching: The Case of Elite Professional Service Firms." *American Sociological Review* 77: 999-1022.
- * Ely, Robin J. and David A. Thomas. 2001. "Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes." *Administrative Science Quarterly* 46: 229-273.
- * Denison, Daniel R. and Aneil K. Mishra. 1995. "Toward a Theory of Organizational Culture and Effectiveness." *Organization Science* 6: 204-223.
- * Kellogg, Katherine C. 2010. "Hot Lights and Cold Steel: Cultural and Political Toolkits for Practice Change in Surgery." *Organization Science* 22: 482-502.

- * Srivastava, Sameer B. and Mahzarin R. Banaji. 2011. "Culture, Cognition, and Collaborative Networks in Organizations." *American Sociological Review* 76: 207-233.
- * Barley, Stephen R., Gordon W. Meyer, and Debra C. Gash. 1988. "Cultures of Culture: Academics, Practitioners and the Pragmatics of Normative Control." *Administrative Science Quarterly* 33: 24-60.

Apr. 3 Discussions on Topics for Term Paper

Apr. 10 Organizational Identity [Aly]

Dutton, Jane E. and Janet M. Dukerich. 1991. "Keeping an Eye on the Mirror: Image and Identity in Organizational Adaptation." *Academy of Management Journal* 34: 517-554.

Corley, Kevin G. and Dennis A. Gioia. 2004. "Identity Ambiguity and Change in the Wake of a Corporate Spin-Off." *Administrative Science Quarterly* 49: 173-208.

Pontikes, Elizabeth G. 2012. "Two Sides of the Same Coin: How Ambiguous Classification Affects Multiple Audiences' Evaluations." *Administrative Science Quarterly* 57: 81-118.

* Albert, Stuart and David A. Whetten. 1985. "Organizational Identity." *Research in Organizational Behavior* 7: 263-295.

* Hsu, Greta and Michael T. Hannan. 2005. "Identities, Genres, and Organizational Forms." *Organization Science* 16: 474-490.

* Gioia, Dennis A., Shubha D. Patvardhan, Aimee L. Hamilton, Kevin G. Corley. 2013. "Organizational Identity Formation and Change." *Academy of Management Annals* 7: 123-193.

* Dutton, Jane E., Janet M. Dukerich, and Celia V. Harquail. 1994. "Organizational Images and Member Identification." *Administrative Science Quarterly* 39: 239-263.

* Pratt, Michael G. 2000. "The Good, the Bad, and the Ambivalent: Managing Identification among Amway Distributors." *Administrative Science Quarterly* 45: 456-493.

Apr. 17 Organizational Learning [Roxy]

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

Bernstein, Ethan S. 2012. "The Transparency Paradox: A Role for Privacy in Organizational Learning and Operational Control." *Administrative Science Quarterly* 57: 181-216.

Bunderson, J. Stuart and Ray E. Reagans. 2011. "Power, Status, and Learning in Organizations." *Organization Science* 22: 1182-1194.

- * Powell, Walter W., Kenneth W. Koput, and Laurel Smith-Doerr. 1996. "Interorganizational Collaboration and the Locus of Innovation: Networks of Learning in Biotechnology." *Administrative Science Quarterly* 41: 116-145.
- * Elsbach, Kimberly D. and Roderick M. Kramer. 2003. "Assessing Creativity in Hollywood Pitch Meetings: Evidence for a Dual-Process Model of Creativity Judgment." *Academy of Management Journal* 46: 283-301.
- * Sørensen, Jesper B. and Toby E. Stuart. 2000. "Aging, Obsolescence, and Organizational Innovation." *Administrative Science Quarterly* 45: 81-112.
- * 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.

Apr. 24 Integration and Future Direction

Scott and Davis. 2007. Chapter 14: Changing Contours of Organizations and Organization Theory.

Davis, Gerald F. 2010. "Do Theories of Organizations Progress?" *Organizational Research Methods* 13: 690-709.

Weber, Klaus and Mary Ann Glynn. 2006. "Making Sense with Institutions: Context, Thought, and Action in Karl Weick's Theory." *Organization Studies* 27: 1639-1660.

* Davis, Gerald F. and Christopher Marquis. 2005. "Prospects for Organizational Theory in the Early Twenty-First Century: Institutional Fields and Mechanisms." *Organization Science* 16: 332-343.

* Haveman, Heather A. 2000. "The Future of Organizational Sociology: Forging Ties among Paradigms." *Contemporary Sociology* 29: 476-486.

* Sherer, Peter and Kyungmook Lee. 2002. "Institutional Change in Large Law Firms: A Resource Dependency and Institutional Perspective." *Academy of Management Journal* 45: 102-119.

* 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: 366-394.

* Rao, Hayagreeva, Gerald F. Davis, and Andrew Ward. 2000. "Embeddedness, Social Identity and Mobility: Why Firms Leave the NASDAQ and Join the New York Stock Exchange." *Administrative Science Quarterly* 45: 268-292.

May 1 Student presentations

May 8 Final discussions (Term paper due)