

MGMT 9330
Foundations of Organizational Theory
The Wharton School
Fall 2022 (Q2)

Professor Damon J Phillips
Wednesdays 1:30pm-4:30 p.m.
Location: TBA

This seminar-based course, with active discussion and analysis, is required of all first-year doctoral students in Management and open to other Penn students with instructor permission. The purpose of this course is to examine and understand basics in the theory and empirical research in the field of macro-organizational behavior and to build an understanding of behavior in and across organizations. The course covers a blend of classic and contemporary literature so that we can appreciate the prevailing theories and findings in various areas of macro-organizational behavior, particularly those that draw from organizational and economic sociology.

Requirements:

Evaluation is based on two components.

Class Participation: Like all doctoral seminars, the value we each take from our class sessions is a function of the effort we put into preparation, our willingness to discuss our reactions, and our courage in brainstorming and volunteering ideas even when the topic is challenging. Your attendance and active participation in our sessions will account for 50% of your grade.

Discussant Presentations. Starting in Week 2, each reading in each class will have an assigned discussant. You will need to discuss 4 articles by the end of the course (there are 30 articles total). As the assigned discussant, your job will be to put together a ~10 minute presentation.

- Based on the assigned reading, your presentation should either (1) build upon, (2) critique, or (3) apply it in a new setting or phenomena.
- Just as in a presentation for an academic conference, you'll spend the first slide or two on "background" where you will
 - Go over what you see as the key themes or ideas in the assigned reading, and
 - Make clear what of those ideas you'll be engaging with in your own idea.
- Then you can take us through your idea, make clear what the intended contribution would be, and (if applicable), propose a possible design to test your idea.
- The class as a whole will then spend the next 10 minutes discussing your idea and the underlying assigned paper.

WEEK 1: Introduction (October 26) We will have an introductory class where we will split the time between talking about a set of “big picture” readings and also discussing the course objectives and deliverables, assigning the remaining readings, and further situating the broader structure of the field of organizational research.

- Perrow C. (1973) The Short and Glorious History of Organizational Theory. *Organizational Dynamics*. 2(1):2-15.
- Vaughan, D. (1999). The Dark Side of Organizations: Mistake, Misconduct, and Disaster. *Annual Review of Sociology*, 25, 271–305.
- Adler, P. S. (2012). The Sociological Ambivalence of Bureaucracy: From Weber via Gouldner to Marx. *Organization Science*, 23(1), 244–266.
- Gronow, J. (2020). Sociological Theories of the Market. In *Deciphering Markets and Money: A Sociological Analysis of Economic Institutions* (pp. 69–104). Helsinki University Press. <http://www.jstor.org/stable/j.ctvx8b71b.8>

WEEK 2 (Nov 2nd): Some “Classics” on Organizing and Organizations

1. Kanter, R. M. (1977). Some Effects of Proportions on Group Life: Skewed Sex Ratios and Responses to Token Women. *American Journal of Sociology*, 82(5), 965–990.
2. Weber, Max (1978 [1928]). “Bureaucracy,” in G. Roth & C. Wittich (Eds.) *Economy and Society*. Berkeley: CA: University of California Press. Ch. 11, pp. 956-969, 973-975.
3. Cyert, Richard M. and James G. March. (1963). *A Behavioral Theory of the Firm*. Cambridge, MA: Blackwell Publishing. Chapter 7
4. Selznick, Philip. (1957). *Leadership in Administration: A Sociological Interpretation*. Berkeley: University of California Press.
5. Weick, K. E. (1993). The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster. *Administrative Science Quarterly*, 38(4), 628–652.

WEEK 3 (Nov 9th): Power and Purpose within Organizational Systems

6. Weber, M. 1993. “Power, domination, and legitimacy.” In M.E. Olsen and M.N. Marger (ed.) *Power in Modern Societies*. Boulder, CO: Westview Press.
7. Parsons, T. 1986. “Power and Social System.” In: S. Lukes (ed.) *Power*. New York: New York University Press.
8. Cohen, M. D., March, J. G., & Olsen, J. P. (1972). A Garbage Can Model of Organizational Choice. *Administrative Science Quarterly*, 17(1), 1–25.
9. Barley, S.R. and G. Kunda 1992. “Design and devotion: Surges of rational and normative ideologies of control in managerial discourse.” *Administrative Science Quarterly*, 37: 363-399
10. Davis, G.F. and T.A. Thompson, “A Social Movement Perspective on Corporate Control.” *Administrative Science Quarterly*, 39: 141-173.
11. Thornton, P.H. and Ocasio, W. “Institutional logics” in *The Sage Book of Organizational Institutionalism*. Chapter 10: 99-129.

WEEK 4 (Nov 16th): Identity and Impression Management within Organizational Systems

12. Goffman, E. 2006. “Selections from Stigma.” In *The Disabilities Studies Reader* (2nd ed), Edited by Lennard J. Davis, pp. 131-140 (Chapter 10). Routledge

13. 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.
14. Elsbach and Kramer 1996. "Members' responses to organizational identity threats: Encountering and countering the Business Week rankings." *Administrative Science Quarterly*, 41: 442-476.
15. Gioia, Dennis A, Makjen Schultz, and Kevin G, Corley (2000). "Organizational Identity, Image, and Adaptive Instability," *Academy of Management Review*, 25: 63 -81.
16. Zuckerman, E. W., Kim, T., Ukanwa, K., & von Rittmann, J. (2003). Robust Identities or Nonentities? Typecasting in the Feature-Film Labor Market. *American Journal of Sociology*, 108(5), 1018–1074.

WEEK 5 (Nov 23rd – VIRTUAL): Status and Roles within Organizational Systems

17. Merton, R.K. 1968. The Matthew Effect in Science. *Science*. 159: 56-63
18. Podolny, J. M. 1993. "A Status-Based Model of Competition." *American Journal of Sociology*. 98, 4, 829-872.
19. Stuart, T. E., Hoang, H., & Hybels, R. C. (1999). Interorganizational Endorsements and the Performance of Entrepreneurial Ventures. *Administrative Science Quarterly*, 44(2), 315–349.
20. Phillips, D.J. & Zuckerman, E.W. 2001. Middle-status conformity: Theoretical restatement and empirical demonstration in two markets. *American Journal of Sociology*, 107: 379-429.
21. McDonnell, Mary-Hunter and Brayden G King, 2018. "Order in the Court: The influence of firm status and reputation on the outcomes of employment discrimination suits." *American Sociological Review*.

WEEK 6 (Nov 30th): Institutional Embeddedness and Imprinting (February 21)

22. Scott, W.R., 1995. *Institutions and Organizations*, Thousand Oaks, CA: Sage,. Pp. 16-62.
23. Stinchcombe, A.L. 1964. "Social structures and the founding of organizations." In *Stratification and Organization: Selected Papers*. Cambridge University Press, 196-220.
24. Tilcsik, A. 2014. "Imprint-environment fit and performance: How organizational munificence at the time of hire affects subsequent job performance." *Administrative Science Quarterly*, 59: 639-668.
25. Phillips, D. 2005. "Organizational Genealogies and the Persistence of Gender Inequality: The Case of Silicon Valley Law Firms." *Administrative Science Quarterly* 50: 440-472..

WEEK 7 (Dec 7th): Social Capital and Network Embeddedness

26. Granovetter, M.S. 1973. "The strength of weak ties." *American Journal of Sociology*, 78: 1360-1380.
27. Granovetter, M. (1985). Economic Action and Social Structure: The Problem of Embeddedness. *American Journal of Sociology*, 91(3), 481–510.
28. Burt, Ronald (2004). "Structural Holes and Good Ideas," *American Journal of Sociology* 110: 349-399.
29. Mizruchi, "What do interlocks do? An analysis, critique and assessment of research on interlocking directorates," *Annual Review of Sociology*, 1996: 271-298.
30. Uzzi, Brian and Jarrett Spiro (2005). "Collaboration and Creativity: The Small World Problem." *American Journal of Sociology* 111: 447-504.