

**MGMT 538**  
**Doctoral Seminar in Organization Theory**  
**Spring, 2009**  
**Thursday 9:00 - 12:00 218 Business Building**

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Office Hours 1:00-2:30 W and by appointment

### **COURSE DESCRIPTION**

The primary objective of this doctoral seminar is to survey the major theoretical perspectives and issues studied in organization theory (OT) research. Organization theory is currently one of the liveliest areas in all of social science in part because of the importance of understanding organizations and in part because of the challenges to traditional theory that have emerged over the past 20 years. What is organization theory? Let me offer the following expansive definition (gratefully borrowed from Martin Kilduff): Organization theory is a set of approaches to the understanding of how organizations form, survive and grow, interact with each other, recruit and process members, gain and manage resources, and deal with problems both internal and external.

Organization theory is characterized by growing eclecticism. Some find the theoretical pluralism exhilarating whereas others find it frustrating. The field itself is divided between those who call for the establishment of an overall paradigm to guide research and those who champion a free – and somewhat chaotic – marketplace of ideas. Every member of the class should be prepared to develop their own framework of understanding the multiple strands of organization theory. The expectation in this class is that each of us will develop the critical skills necessary to evaluate many different kinds of research, and that each of us will leave the class able to contribute significantly to the on-going conversations among organization theorists.

In each class session we will examine both important historical contributions and more recent treatments of the topic for the day. Each session may contain both theoretical and empirical contributions. While sessions may differ somewhat in their execution, each session will generally begin with a more general discussion of the components and boundaries of the week's topic. This discussion will be followed by a more in-depth exploration of the articles assigned for the week, where we will explore not just what has been said but also how these theories have been tested. One or two students will be assigned to lead each week's discussion, and will, in consultation with me, develop the questions that will guide and structure each week's class.

### **COURSE REQUIREMENTS:**

An important part of this course will be your socialization into the journal review process. Therefore, about two-thirds of the way through the semester, your research paper for this class will be submitted for double-blind peer review, and you will serve as a reviewer for a classmate's paper. The review you write, along with your revised manuscript and your response letter to the review you receive will form the bulk of your grade. The remainder of your grade will be based on class contribution.

**Class Preparation and Contribution (40% of grade)** - Each participant is required to come prepared to class. Since class discussion is an integral part of the course, absences and lack of preparedness are unacceptable. Preparation will always involve reading all the weekly assignments. In addition, each article will be assigned to class member who will prepare a short (preferably a single page) written synopsis / critique of the article that they will e-mail to all class members by the day prior to our class meeting. While I will provide some lecture materials, much of the course will involve engaging in discussions about seminar topics. As noted above, 1-2 students will be tasked each week with leading the class discussions of the articles.

**Individual Paper and Response Letter (50% of grade)** - Participants will also need to write a research paper that relates one or more topics covered in class to their own research interests. I am flexible as to the format of the paper, because I want it to meet your needs. One option is the "front end" of a research paper that defines a research question, reviews and critiques the extant literature, develops a few testable hypotheses, and proposes a method for testing the proposed hypotheses. If you have data and want to do a full paper with analysis and results that's okay, but you are still subject to the page limit. A pure theory paper is also acceptable, as is the development of a dissertation proposal. The body of the manuscript (excluding title page, references, figures, etc.) **should not exceed 25 PAGES**, double spaced with one inch margins and 12 point times roman font. Each paper will undergo a "journal review process." Papers spanning OT and other disciplines such as organizational behavior, accounting, finance, marketing, strategy, sociology, communications, etc. are also acceptable -- subject to prior approval of the subject matter by me. Your final grade will reflect your revised paper (incorporating your response to the reviewer's comments) and your written responses to the reviewer explaining how you responded to each comment, or why you elected not to adopt a particular suggestion.

**Review (10% of grade):** You are responsible for providing a quality review of a journal article submitted to the blind review process. Keep your review to two, single-spaced pages.

## **COURSE MATERIALS**

### **Required Materials**

1. Scott, W.R. & Davis, G.F. 2006. Organizations & Organizing: Rational, Natural and Open Systems, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall.
2. Articles and book selections available on the CD I provided you.

### **Recommended Books**

Since everyone in the class is not planning on making OT the focus of their future scholarly contributions, I have decided not to require that you buy a lot of books. However, for those of you who see organization theory as your intellectual home, I highly recommend that you purchase new or used copies of the following books, and start to build your professional library.

DiMaggio & Powell, 1991. The New Institutionalism in Organization Analysis  
 Scott, W.R. 2008. Institutions and Organizations, 3rd edition.  
 Weick, 1995. Sensemaking in Organizations.  
 Pfeffer & Salancik, 1978. The External Control of Organizations  
 Burt, 1992. Structural Holes  
 Kilduff & Tsai, 2003. Social Networks and Organizations  
 Cyert & March, 1963. A Behavioral Theory of the Firm  
 March & Simon, 1958 Organizations  
 Thompson, 1967, Organizations in Action  
 Aldrich & Reuf, 2006. Organizations Evolving, 2nd edition.  
 Smelser & Swedberg, 1994, Handbook of Economic Sociology  
 Blau, 1964. Exchange and Power in Social Life  
 Coleman, 1990. Foundations of Social Capital  
 Pfeffer, 1997, New Directions for Organization Theory  
 Perrow, 1986, Complex Organizations.  
 Smith & Hitt, 2005, Great Minds in Management

**COURSE CALENDAR**

<b>SESSION</b>	<b>DUE</b>	<b>CONTENT</b>
<b>1 - 1/15</b>		<b>Opening comments and overview</b>
<b>2 - 1/22</b>		<b>Rational system approaches</b>
<b>3 - 1/29</b>		<b>Natural system approaches</b>
<b>4 - 2/5</b>		<b>Open systems and the "old" institutionalism</b>
<b>5 - 2/12</b>		<b>Contingency theory</b>
<b>6 - 2/19</b>		<b>Carnegie school - Behavioral decision making</b>
<b>7 - 2/26</b>		<b>New institutional theory</b>
<b>8 - 3/5</b>		<b>Organizational ecology</b>
<b>Spring Break</b>		
<b>9 - 3/19</b>		<b>Resource dependence theory</b>
<b>10 - 3/26</b>		<b>Organizational economics</b>
<b>11 - 4/2</b>		<b>Sensemaking and enactment</b>
<b>12 - 4/9</b>	<b>Submission*</b>	<b>Social capital</b>
<b>13 - 4/16</b>	<b>Review*</b>	<b>Social movement theory</b>
<b>14 - 4/23</b>		<b>Sociopolitical approaches to governance</b>
<b>15 - 4/30</b>	<b>Final Paper*</b>	<b>Status, reputation and celebrity</b>

**\*Incompletes will not be accepted.**

## READING LIST

Readings with an \* are required, all other listed readings are optional

### Session 1 Introduction and Overview of Organization Theory

\*Scott. & Davis Chapter 1

\*Pfeffer, J. 1993. Barriers to the advance of organizational science: Paradigm development as a dependent variable. Academy of Management Review, 18: 599-620.

\*Canella, A.A. & Paetzold, R.L. 1994. Pfeffer's barriers to the advance of organization science: A rejoinder. Academy of Management Review, 19: 331-341.

\*Davis, G.F. & Marquis, C. 2005. Prospects for organization theory in the early twenty-first century: Institutional fields and mechanisms. Organization Science, 16: 332-343.

### Session 2 Rational System Approaches

\*Scott & Davis Chapter 2

\*Taylor, F.W. 1916. Principles of Scientific Management, 30-49; 58-97; 118-144

\*Locke, E.A. 1982. The ideas of Frederick W. Taylor: An evaluation Academy of Management Review, Vol. 7: 14-24.

\*Weber, M. Economy and Society 1978 pp.212-254, 956-975

\*Blau, P. 1963. "Critical Comments on Weber's View of Authority" American Political Science Review, 57:305-316.

### Session 3 Natural System Approaches

\*Scott & Davis Chapter 3

\*Roethlisberger, F.J. & Dickson, W.J. 1939. Management and the Worker. Cambridge, MA: Harvard University Press. Chapters 1, 17, 21-25

\*Barnard, C.I. 1938. The Functions of the Executive. Cambridge, MA: Harvard University Press. pages 82-123, 139-184.

Roy, 1952. "Banana Time: Job Satisfaction and Informal Interaction" AJS

### Session 4 Open Systems and "Old" Institutional Theory

\*Scott & Davis Book Chapter 4

\*Merton, R.K. 1936. "The Unanticipated Consequences of Purposeful Social Action" American Sociological Review, 1: 894-904.

\*Selznick, P. 1948. "Foundations of the Theory of Organization" American Sociological Review, 13: 25-35.

\*Selznick, P. 1957. Leadership in Administration. Berkeley, CA: University of California Press. - Chapters 1 and 5

\*Stinchcombe, A. 1965. "Social Structure and Organizations" in James G. March (ed.) Handbook of Organizations. Chicago, IL: Rand McNally. 142-193.

Selznick, P. 1943. "An Approach to a Theory of Bureaucracy" American Sociological Review, 8: 47-54.

## **Session 5 Contingency Theory**

\*Scott & Davis Chapter 5

\*Thompson, J.D. 1967. Organizations in action: Social science bases of administrative theory: Chapters 1-4.

\*Lawrence, P.R., & Lorsch, J.W. 1967. Differentiation and integration in complex organizations. Administrative Science Quarterly, 12: 1-47.

\*Kimberly, J. 1976. Organizational size and the structuralist perspective. Administrative Science Quarterly, 21: 571-597.

\*Schoonhoven, C.B. 1981. Problems with contingency theory: Testing assumptions hidden within the language of contingency theory. Administrative Science Quarterly, 349-377.

\*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.

Donaldson, L. 1987. Strategy and structural adjustment to regain fit and performance: In defense of contingency theory. Journal of Management Studies, 24: 1-24.

Hickson, D.J., Hinings, C.A., Schenk, R.E., & Pennings, J.M. 1971. A strategic contingencies theory of intraorganizational power. Administrative Science Quarterly, 16: 216-229.

Woodward, 1965 Industrial Organization Introduction, Chapters 4 and 5

Blau, P. 1970, "A Formal Theory of Differentiation in Organizations" American Sociological Review, 35: 201-218.

Child, J. 1972. Organizational structure, environment and performance: The role of strategic choice. Sociology, 6: 1-22.

Hickson, Pugh and Pheysey 1969. "Operations Technology and Organization Structure: An Empirical Reappraisal" ASQ.

Perrow, C.R. 1967. "A Framework for Comparative Organizational Analysis" American Sociological Review, 32: 194-208.

Aldrich, "Technology and Organizational Structure: A Reexamination of the findings of the Aston Group" ASQ 1972

Donaldson, Lex. 1996. The normal science of structural contingency theory. In S. R. Clegg, C. Hardy & W. R. Nord (eds.), *Handbook of Organization Studies*, pp.57-76. London: Sage.

Siggelkow, N. 2002. Evolution toward fit. *ASQ*, 47: 125-159.

Galbraith, J.R. 1977. *Organization design: An information processing view*. Reading, MA: Addison-Wesley.

Lawrence, P.R., & Lorsch, J.W. 1967. *Organization and environment*. Boston, MA: Harvard Business School.

Tushman, M.L. 1979. Work characteristics and subunit communication structure: A contingency analysis. *ASQ*, 24: 82-97.

Galbraith, J. 1973. *Designing complex organizations*. Reading, MA: Addison-Wesley.

Trist, E.L., & Bamforth, K.W. 1951. Social and psychological consequences of the longwall method of coal-getting. *Human Relations*, 4: 3-28.

Van de Ven, A.H., & Drazin, R. 1985. The concept of fit in contingency theory. *ROB*, 7: 333-365.

Gresov, C. 1989. Exploring fit and misfit with multiple contingencies. *ASQ*, 34: 431-453.

### **Session 6 Carnegie School - Behavioral Decision Making**

\*March, J.G., & Simon, H.A. 1958. Organizations, Chapters 5-7.

\*Cyert, R.M., & March, J.G. 1963. Chapter 7: A summary of basic concepts. From: A behavioral theory of the firm.

\*Cohen, M.D., March, J.G., & Olsen, J.P. 1972. A garbage can model of organizational choice. Administrative Science Quarterly, 17: 1-25.

\*Levitt, B. & March, J. G. 1988. Organizational Learning. Annual Review of Sociology, 14:319-340.

\*Levinthal, D. A. & Rerup, C. 2006. Crossing an apparent chasm: bridging mindful and less-mindful perspectives on organizational learning. Organization Science, 17(4): 502-513.

Bendor, J., Moe, T.M. & Shotts, K.W. 2001. "Recycling the garbage can: An assessment of the research program." American Political Science Review, 95: 169-190.

Olsen, J.P. 2001. "Garbage can, new institutionalism and the study of politics." American Political Science Review, 95: 191-198.

Levitt, B., & Nass, C. 1989. The lid on the garbage can: Institutional constraints on decision making in the technical core of college-text publishers. *ASQ*, 34: 190-207.

Padgett, J.F. 1980. Managing garbage can hierarchies. *ASQ*, 25: 583-604.

March, J. G. 1991. Exploration and Exploitation in Organizational Learning. Organization Science, 2(1): 71-87.

Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. 1999. Organizing for high reliability: Processes of collective mindfulness, Research in Organizational Behavior, Vol. 21, 1999, Vol. 21: 81-123.

Haunschild, P.R., & Sullivan, B.N. 2002. Learning from complexity: Effects of prior accidents and incidents on airlines' learning. ASQ 47: 609-643.

### **Session 7 "New" Institutional Theory**

\*DiMaggio, P.J. & Powell, W.W., 1991. "Introduction" in W.W. Powell and P.J. DiMaggio (Eds.) The New Institutionalism In Organizational Analysis. Chicago, IL: The University of Chicago Press: 1-38.

\*Meyer and Rowan, 1977. "Institutionalized Organizations: Formal Structure as Myth and Ceremony" AJS 83: 340-63

\*Kraatz, M. and Zajac, E. 1996. "Exploring the Limits of the New Institutionalism: The Causes and Consequences of Illegitimate Change." American Sociological Review, 61: 812-836.

\*Lounsbury, M. 2001. Institutional sources of practice variation: Staffing college and university recycling programs. Administrative Science Quarterly, 46: 29-56.

\*Suddaby, R. & Greenwood, R. 2005. Rhetorical Strategies of Legitimacy. Administrative Science Quarterly, 50(1): 35-67.

\*Zajac, E.J. & Westphal, J.D. 2004a. The Social construction of market value: Institutionalization and learning perspectives on stock market reactions. American Sociological Review, 69: 433-457.

\*Zuckerman, E.W. 2004. Towards the social construction of an interdisciplinary turf war. American Sociological Review, 69: 458-465.

\*Zajac, E.J. & Westphal, J.D. 2004b. Should sociological theories venture into "economic territory?" Yes! American Sociological Review, 69: 466-471.

Hirsch, P.M. & Lounsbury, M. 1997. "Ending the family quarrel: Toward a reconciliation of the "old" and "new" institutionalisms. American Behavioral Scientist, 40(4): 406-418.

Detert, J.R. & Pollock, T.G. 2008. Values, interests and the capacity to act: Understanding professionals' responses to market-based improvement initiatives in highly institutionalized organizations. Journal of Applied Behavioral Science, 44(2): 186-214.

Leblebici, H. Salancik, G.R. Copay, A. and King, T. 1991. "Institutional Change and the Transformation of Inter-Organizational Fields: An Organizational History of the U.S. Radio Broadcasting Industry." Administrative Science Quarterly, 36: 333-363.

Suchman, M. C. 1995. Managing legitimacy: Strategic and institutional approaches. Academy of Management Review, 20: 571-610.

Pollock, T.G. & Rindova, V.P. 2003. Media legitimation effects in the market for initial public offerings. Academy of Management Journal, 46(5): 631-642.

Elsbach, K.D. & Sutton, R.I. 1992. "Acquiring organizational legitimacy through illegitimate actions: A marriage of institutional and impression management theories." Academy of Management Journal, 35: 699-738.

Elsbach, K.D. 1994. "Building organizational legitimacy in the California cattle industry - The construction and effectiveness of verbal accounts." Administrative Science Quarterly, 39: 57-88.

Wade, J.B., Porac, J.F. & Pollock, T.G. 1997. Worth, words and the justification of executive pay. Journal of Organizational Behavior, 18: 641-664.

Selznick, P. 1996. Institutionalism "Old" and "New". Administrative Science Quarterly, 2: 270-277.

Mizruchi, Mark S., & Fein, Lisa, C. 1999. "The Social Construction of Organizational knowledge: A Study of the Uses of Coercive, Mimetic, and Normative Isomorphism." Administrative Science Quarterly, 44: 653-683.

Zucker, L.G. 1977. The role of institutionalization in cultural persistence. American Sociological Review, 42: 726-743.

DiMaggio and Powell 1983. "The Iron Cage Revisited" ASR 48: 147-160.

Fligstein, N. 1991. "The structural transformation of American industry: An institutional account of the causes of diversification in the largest firms, 1919-1979" in W.W. Powell and P.J. DiMaggio (Eds.) The New Institutionalism In Organizational Analysis. Chicago, IL: The University of Chicago Press: 311-336.

Hargadon and Douglas 2001. "When Innovations Meet Institutions: Edison and the Design of the Electric Light." ASQ, 46: 476-501.

Tolbert and Zucker 1983. "Institutional Sources of Change in the Formal Structure of Organizations: The Diffusion of Civil Service Reform, 1880-1935" ASQ 22-39.

Powell. 1991. "Expanding the Scope of Institutional Analysis" The New Institutionalism

Greenwood, Royston, & Hinings, C. R. 1996. "Understanding Radical Organizational Change: Bringing together the Old and the New Institutionalism ." The Academy of Management Review, 21: 1022-1054.

Covaleski, M.A., & Dirsmith, M. 1988. An institutional perspective on the rise, social transformation, and fall of a university budget category. ASQ, 33: 562-587.

Mezias, S.J. 1990. An institutional model of organizational practice: Financial reporting at the Fortune 200. ASQ, 35: 431-457.

Davis, G.F., Diekmann, K.A., & Tinsley C.H. 1994. The decline and fall of the conglomerate firm in the 1980s: The deinstitutionalization of an organizational form. ASR, 59: 547-570.

Scott, W.R., & Meyer, J.W. 1983. The organization of societal sectors. In Organizational environments: Ritual and rationality, pp. 129-154. Beverly Hills, CA: Sage.

Scott, W.R. 1987. The adolescence of institutional theory. *ASQ*, 32: 493-511.

### **Session 8 Organizational Ecology**

\*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.

\*Amburgey, T.L. Kelley, D. and Barnett, W.P. 1993. "Resetting the Clock: The Dynamics of Organizational Change and Failure." *Administrative Science Quarterly*, 38: 51-73.

\*Mezias, S.J. & Boyle, E. 2005. Blind Trust: Market Control, Legal Environments, and the Dynamics of Competitive Intensity in the Early American Film Industry, 1893–1920. *Administrative Science Quarterly*, 50(1): 1-34.

\*Dobrev, S.D. & Kim, T.Y. 2006. Positioning among Organizations in a Population: Moves between Market Segments and the Evolution of Industry Structure. *Administrative Science Quarterly*, 51(2): 230-261.

Dobrev, S.D., Kim, T.Y., & Carroll, G.R. 2003. Shifting gears, shifting niches: Organizational inertia and change in the evolution of the U.S. automobile industry, 1885-1981. *Organization Science*, 14: 264-282.

Young, R.C. 1988. Is population ecology a useful paradigm for the study of organizations? *American Journal of Sociology*, 94: 1-24.

Miner, A.S., Amburgey, T.L. & Stearns, T.M. 1990. "Interorganizational linkages and population dynamics: Buffering and transformational shields." *Administrative Science Quarterly*, 35: 689-713.

Barnett, W.P. 1997. The dynamics of competitive intensity. *ASQ*, 42: 128-160.

Ingram, P., & Baum, J.A. 1997. Chain affiliation and the failure of Manhattan hotels, 1898-1980. *ASQ*, 42: 68-102

Barnett, W.P., & Carroll, G.R. 1987. Competition and mutualism among early telephone companies. *ASQ*, 32: 400-421.

Carroll, G.R., & Hannan, M.T. 1989. Density delay in the evolution of organizational populations: A model and five empirical tests. *ASQ*, 34: 411-430.

Delacroix, J., Swaminathan, A., & Solt, M.E. 1989. Density dependence versus population dynamics: An ecological study of failings in the California Wine Industry. *American Sociological Review*, 54: 245-262.

Freeman, J., & Hannan, M.T. 1989. Setting the record straight on organizational ecology: Rebuttal to Young. *American Journal of Sociology*, 85: 425-439.

Brittain, J., & Wholey, D.R. 1989. Assessing organizational ecology as sociological theory: Comment on Young. *American Journal of Sociology*, 85: 439-444.

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

Singh, J.V., & Lumsden, C.J. 1990. Theory and research in organizational ecology. *Annual Review of Sociology*, 16: 161-195.

Bruderl and Schussler 1990. "Organizational Mortality: The Liabilities of Newness and Adolescence" *ASQ* 35: 530-47.

Barnett and Carroll 1995. "Modeling Internal Organizational Change" *Annual Review of Sociology* 21: 217-236.

Wade, J.B. 1996. A Community Level Analysis of Sources and Rates of Technological Variation in the Microprocessor Market." *AMJ* 39:1218-1244.

### **Session 9 Resource Dependence Theory**

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

\*Pfeffer, J., & Salancik, G.R. 1978. *The external control of organizations*. New York: Harper & Row. Chapters 1 & 3

\*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.

\*Santos, F.M. & Eisenhardt, K.M. 2009. Constructing markets and shaping boundaries: Entrepreneurial agency in nascent fields. *Academy of Management Journal*, forthcoming.

Baker, W.E. 1990. Market networks and corporate behavior. *American Journal of Sociology*, 96: 589-625.

Boyd, B. 1990. Corporate linkages and organizational environment: A test of the resource dependence model. *Strategic Management Journal*, 11: 419-430.

Hayward, M.L.A. and Boeker, W. 1998 "Power and Conflicts of interest in Professional Firms: Evidence from Investment Banking" *Administrative Science Quarterly* 43: 1-22.

Pfeffer, J., & Davis-Blake, A. 1987. Understanding organizational wage structures: A resource dependence approach. *AMJ*, 437-455.

Pfeffer, J. 1987. A resource dependence perspective on intercorporate relations. In M.S. Mizruchi & M. Schwartz (Eds.), *Intercorporate relations: The structural analysis of business*, pp. 25-55. New York: Cambridge University Press.

Palmer, D. Barber, B.M., Zhou, X. & Soysal, Y. 1995. "The Friendly and Predatory Acquisition of Large U.S. Corporations in the 1960s: The Other Contested Terrain." *American Sociological Review*, 60: 469-499.

## **Session 10 Organizational Economics**

\*Coase, R.H. 1937. The nature of the firm. *Economica*. 4(16): 386-405.

\*Fama, E.F. & Jensen, M.L. 1983. "Separation of Ownership from Control" *Journal of Law and Economics*, 26: 301-325.

\*Eisenhardt, K. 1989. "Agency Theory: An Assessment and Review" *Academy of Management Review*, 14: 57-74.

\*Williamson, O. 1981. "The Economics of Organization: The Transaction Cost Approach." *American Journal of Sociology*, 87: 548-577.

\*Arthurs, J.D., Hoskisson, R.E., Busenitz, L.W. & Johnson, R.A. 2008. Managerial agents watching other agents: Multiple agency conflicts regarding the underpricing of IPO firms. *Academy of Management Journal*, 51(2): 277-294.

\*Ghoshal, S. 2005. Bad Management Theories are Destroying Good Management Practice. *Academy of Management Learning and Education*, 4: 75-91.

Donaldson, L. 1990. "The ethereal hand: Organizational economics and management theory." *Academy of Management Review*, 15: 369-381.

Lee, P.M., & O'Neill, H.M. 2003. "Ownership structures and R&D investments of U.S. and Japanese firms: Agency and stewardship perspectives." *Academy of Management Journal*, 46: 212-225.

Wiseman, R. M., & Gomez-Mejia, L. R. 1998. "A behavioral agency model of risk taking." *Academy of Management Review*, 25: 133-152.

Carpenter, M.A., Pollock, T.G. & Leary, M.M. 2003. "Governance, the Experience of Principals and Agents, and Global Strategic Intent: Testing a Model of Reasoned Risk Taking." *Strategic Management Journal*, 24: 803-820.

Jensen and Meckling 1976. "Theory of the Firm: Managerial Behavior, agency costs, and Ownership Structure" *Journal of Financial Economics*, 3: 305-360.

Kosnik, R.D. 1987. Greenmail: A study of board performance in corporate governance. *ASQ*, 32: 163-185.

Gomez-Mejia, L.R., & Balkin, D.B. 1992. Determinants of faculty pay: An agency theory perspective. *AMJ*, 35: 921-955.

Alchian, A.A., & Demsetz, H. 1972. Production, information cost, and economic organization. *American Economic Review*, 62: 777-795.

## **Session 11 Sensemaking and Enactment**

\*Abolafia, M.Y., & Kilduff, M. 1988. Enacting market crisis: The social construction of a speculative bubble. *Administrative Science Quarterly*, 33: 177-193.

- \*Porac, J., Thomas, H., Wilson, F., Paton, D. & Kanfer, A. 1995. Rivalry and the Industry Model of Scottish Knitwear Producers. Administrative Science Quarterly. 40(2): 203-227.
- \*Garud, R., and Rappa, M.A. 1994. A socio-cognitive model of technology evolution: The case of cochlear implants. Organization Science. 5: 344-362.
- \*Gioia, D.A. & Thomas, J.B. 1996. Identity, image and issue interpretation: Sensemaking during strategic change in academia. Administrative Science Quarterly, 41: 370-403.
- \*Rindova, V.P., Bacerra, M. & Contardo, I. 2004. "Enacting Competitive Wars: Competitive Activity, Language Games, and Market Consequences." Academy of Management Review, 29: 670-686.
- \*Fiss, P.C. & Zajac, E.J. 2006. The symbolic management of strategic change: Sensegiving via framing and decoupling. Academy of Management Journal, 49(6): 1173-1193.
- Weick, K.E. 1993. "The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster" Administrative Science Quarterly, 38: 628-652.
- Fine, G.A. 1996. "Justifying Work: Occupational Rhetorics as Resources in Restaurant Kitchens". Administrative Science Quarterly, 41: 90-115.
- Pollock, T.G., Rindova, V.P. & Maggitti, P.G. 2008. Market watch: Information and availability cascades among the media and investors in the U.S. IPO market. Academy of Management Journal, 51(2): 335-358.
- Elsbach, K.D. & Kramer, R.M. 1996. "Members' responses to organization identity threats: Encountering and countering the Business Week rankings." Administrative Science Quarterly, 41: 442-476.
- Ferarro, F., Pfeffer, J. & Sutton, R.I. 2005. Economics Language and Assumptions: How Theories Can Become Self-Fulfilling. Academy of Management Review, 30: 8-24.
- Salancik, G.R. & Meindl, J.R. 1984. Corporate attributions as strategic illusions of management control. Administrative Science Quarterly. 29: 238-254
- Staw, B., McKechnie, P. and Puffer, S. (1983). 'The Justification of Organizational Performance', Administrative Science Quarterly, 28: 582-600.
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