

Purposes

This course facilitates students learning about organizational structuring and functioning. It focuses on organizations as the unit of analysis and addresses relationships among their environments, designs, and processes. Through this course students should develop a sensibility that allows them to understand organizations as distinct entities and not just as collections of individuals.

In addition to addressing fundamental organizational topics Business 87201 exposes students to contemporary research in the discipline of organizational studies. The course also helps students learn the major theoretical perspectives in the field.

Since this is a doctoral course, theory and empirical research receive emphases, but applied and pedagogical issues warrant some attention also.

Schedule

<u>Date</u>	<u>Topic</u>	<u>Assignment</u>
Aug 26	Social Sciences Nature of Organizations	Read Perrow
Sept 2	Organizational Environments	Read Milliken
Sept 9	Organizational Theories	Read Lawrence & Lorsch Present Cannon & St. John
Sept 16	Organizational Structure	Read Adler & Borys
Sept 23		Read Drazin & Van de Ven Present Keum & See
Sept 30		Read Bleiklie et al.
Oct 7		Read Galan & Sanchez-Bueno
Oct 21	Hypotheses Paper	Paper Presentation
Oct 28	Organizational Culture	Read Pitesa et al.

Nov 4	Organizational Ethics	Read Mercier & Deslandes
Nov 11	Power and Politics	Read Casciaro & Piskorski Present Ferris et al.
Nov 18	Leadership	Read McClean et al.
Dec 2	Decision Making Communication	Read Cohen et al.
Dec 9	Organizational Change Organizational Effectiveness	Read Tsui Present Westerman et al.
Exam Period	Hypotheses Paper	

Course Requirements

Please plan on reading an assigned research article for each session and making four presentations on different articles. In class we'll delineate the scope of the presentations.

In addition please submit two papers, each not more than ten pages, in which you build three hypotheses and describe your research design to examine a potentially contributory issue growing out of the topics addressed in this course. The structure of the papers should include:

Title page, abstract

Introduction: Societal, organizational, and/or individual importance of the issue; research importance (gaps); needs for this study; research question; research purposes

Theorizing: Logical analysis of research purposes incorporating prior research and suggesting potential contribution

Model: Concepts and hypothesized relationships

Methodology: Data sample, measures, statistical analysis

Grading

Grades will derive roughly from this scheme:

Papers	80%
Presentations	20%

In accordance with a policy of the management specialization of the PhD in Business Program, a grade of "Incomplete" is not available in this course.

Article Assignments, Fall 2020

August 26

Perrow, C. 1973. The Short and Glorious History of Organizational Theory, *Organization Dynamics*, 2 (1), 3-15.

September 2

Milliken, F. 1987. Three Types of Perceived Uncertainty about the Environment: State, Effect, and Response Uncertainty, *Academy of Management Review*, 12, 1, 133-143.

September 9

Lawrence, P. & Lorsch, J. 1967. Differentiation and Integration in Complex Organizations. *Administrative Science Quarterly*, 12 (1), 1-47.

Cannon, A. & St. John, C. 2007. Measuring Environmental Complexity: A Theoretical and Empirical Assessment, *Organizational Research Methods*, 10 (2), 296-321.

September 16

Adler, P. & Borys, B. 1996. Two Types of Bureaucracy: Enabling and Coercive. *Administrative Science Quarterly*, 41 (1), 61-89.

September 23

Drazin, R. & Van de Ven, A. 1985. Alternative Forms of Fit in Contingency Theory. *Administrative Science Quarterly*, 30 (4), 514-539.

Keum, D. & See, K. 2017. "The Influence of Hierarchy on Idea Generation and Selection in the Innovation Process," *Organization Science*, 28 (4), 597-780.

September 30

Bleiklie, I., Enders, J. & Lepori, B. 2015. "Organizations as Penetrated Hierarchies: Environmental Pressures and Control in Professional Organizations," *Organization Studies*, 36, 7, 873-896.

October 7

Galan, J. & Sanchez-Bueno, M. 2009. Strategy and Structure in Context: Universalism versus Institutional Effects, *Organization Studies*, 30 (6), 609-627.

October 28

Pitesa, M., Goh, Z. & Thau, S. 2018. "Mandates of Dishonesty: The Psychological and Social Costs Of Mandated Attitude Expression," *Organization Science*, 29, 3, 357-546

November 4

Mercier, G. & Deslandes, G. 2020. Formal and Informal Benevolence in a Profit-Oriented Context, *Journal of Business Ethics*, 165 (1), 125-143.

November 11

Casciaro, T. & Piskorski, M. 2005. Power Imbalance, Mutual Dependence, and Constraint Absorption: A Closer Look at Resource Dependence Theory, *Administrative Science Quarterly*, 50 (2), 167-199.

Ferris et al. 1996. Perceptions of Organizational Politics: Prediction, Stress-Related Implications, and Outcomes, *Human Relations*, 49 (2), 233-266.

November 18

McClellan, E., Martin, S., Emich, K. & Woodruff, T. 2018. "The Social Consequences of Voice: An Examination of Voice Type and Gender on Status and Subsequent Leader Emergence," *The Academy of Management Journal*, 61, 5, 1869-1891.

December 2

Cohen, M., March, J., & Olsen, J. 1972. A Garbage Can Model of Organizational Choice, *Administrative Science Quarterly*, 17 (1), 1-25.

December 9

Tsui, A. 1990. A Multiple-Constituency Model of Effectiveness: An Empirical Examination at the Human Resource Subunit Level, *Administrative Science Quarterly*, 35 (3), 458-483.

Westerman, G., McFarlan, F. & Iansiti, M. 2006. Organization Design and Effectiveness over the Innovation Life Cycle, *Organization Science*, 17 (2) , 230-238.