

Seminar in Organizational Theory
BUS 87201-PhD Seminar
Fall 2023: Thursdays from 10am-noon (Hybrid)
Room NVC 12-223 Zoom [Link](#), Passcode: jlp

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Office hours: Email me <jpeifer@baruch.cuny.edu> and we'll find a time to meet.

Course Description

This is a doctoral seminar in organization theory. The purpose of the class is to familiarize aspiring researchers with the major bodies of thought in the field. The course covers both classic and contemporary writings. It is intended to help you develop a schema for understanding organizations and organization-environment relations. Through this course students should develop a sensibility that allows them to understand organizations as distinct entities and not just as collections of individuals.

Buy this book

- Scott, W. Richard and Gerald F. Davis (2007). *Organizations and Organizing: Rational, Natural, and Open System Perspectives*. New York: Taylor and Francis. (ISBN-13: 978-0131958937). **Note, previous versions of this text with only Scott as the author are NOT acceptable.*

The remaining articles and book chapters are available from the library or can be retrieved from eReserve.

https://guides.newman.baruch.cuny.edu/er.php?course_id=84025

password: peifer87201

Course Schedule

	Date	Topic
1	8/31 Online Synchronous Synthesis paper is NOT due today	<p>Introduction</p> <p>Burrell, G., & Morgan, G. 1979. <i>Sociological Paradigms and Organizational Analysis</i>. Portsmouth, New Hampshire: Heinemann. Chapters 1-3.</p> <p>Scott and Davis. 2007. Chapter 1. The Subject is Organizations; The Verb is Organizing. 1-34.</p> <p>Thompson, J. D. 1956. On Building an Administrative Science. <i>Administrative Science Quarterly</i>, 1(1): 102–111.</p>
2	9/7 Online Synchronous	<p>Rational Systems</p> <p>Joseph Hartnett, Librarian Guest Lecture on how to use Zotero for writing papers.</p> <p>Scott and Davis. 2007. Chapter 2. Organizations as Rational Systems.</p> <p>Taylor, F. 1919. <i>The Principles of Scientific Management</i>. New York and London: Harper & Brothers Publishers (pg. 30-59).</p> <p>Scott and Davis. 2007. Chapter 7. Labor and Structure (pg. 158-163)</p> <p>Boje, D. M., & Winsor, R. D. 1993. The Resurrection of Taylorism: Total Quality Management's Hidden Agenda. <i>Journal of Organizational Change Management</i>, 6(4): 57–70.</p>
3	9/14 In-Person	<p>Natural Systems</p> <p>Scott and Davis. 2007. Chapter 3. Organizations as Natural Systems</p> <p>Selznick, P. 1948. Foundations of the Theory of Organization. <i>American Sociological Review</i>, 13(1): 25.</p> <p>Krygier, M. 2012. <i>Philip Selznick: Ideals in the World</i>. Stanford University Press. Chapter 3 and 4. (eBook available at Newman Library)</p>

4	9/21 Online Synchronous	<p>Open Systems</p> <p>Scott and Davis. 2007. Chapter 4. Organizations as Open Systems</p> <p>Stinchcombe, A. L. 1965. Social Structure and Organizations. <i>Handbook of Organizations</i>: 142–169, 191. Chicago: Rand McNally.</p> <p>Perrow, C. 1982. Three Mile Island: A Normal Accident.</p> <p>Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. 2005. Organizing and the Process of Sensemaking. <i>Organization Science</i>, 16(4): 409–421.</p>
5	9/28 Online Synchronous	<p>Carnegie School</p> <p>March, J. G., & Simon, H. A. 1958. <i>Organizations</i>. New York, NY: Wiley. Chapter 6.</p> <p>Cohen, M. D., March, J. G., & Olsen, J. P. 2012. "A Garbage Can Model" At Forty: A Solution that Still Attracts Problems. In A. Lomi & J. R. Harrison (Eds.), <i>Research in the Sociology of Organizations</i>, vol. 36: 19–30. Emerald Group Publishing Limited.</p> <p>Gavetti, G., Levinthal, D., & Ocasio, W. 2007. Perspective—Neo-Carnegie: The Carnegie School's Past, Present, and Reconstructing for the Future. <i>Organization Science</i>, 18(3): 523–536.</p> <p>Weick, K. E. 1976. Educational Organizations as Loosely Coupled Systems. <i>Administrative Science Quarterly</i>, 21(1): 1–19.</p> <p>Ocasio, W. 1997. Towards an Attention-Based View of the Firm. <i>Strategic Management Journal</i>, 18(S1): 187–206.</p>

6	10/5 Online Synchronous	<p>Transaction Costs and Resource Dependence</p> <p>Scott and Davis. 2007. Chapter 9. The Dyadic Environment of the Organization.</p> <p>Davis, G., & Cobb, J. A. 2010. Resource Dependence Theory: Past and Future. <i>Research in the Sociology of Organizations</i>, 28: 21–42.</p> <p>Oliver, C. 1990. Determinants of Interorganizational Relationships: Integration and Future Directions. <i>Academy of Management Review</i>, 15(2): 241–265.</p> <p>Casciaro, T., & Piskorski, M. J. 2005. Power Imbalance, Mutual Dependence, and Constraint Absorption: A Closer Look at Resource Dependence Theory. <i>Administrative Science Quarterly</i>, 50(2): 167–199.</p>
7	10/12 Online Synchronous	<p>Organizational Ecology</p> <p>Scott and Davis. 2007. Chapter 10. Organization of the Environment. 245-257.</p> <p>Hannan, M. T., & Freeman, J. 1977. The Population Ecology of Organizations. <i>American Journal of Sociology</i>, 82(5): 929–964.</p> <p>Hannan, M. T., & Freeman, J. 1984. Structural Inertia and Organizational Change. <i>American Sociological Review</i>, 49(2): 149–164.</p> <p>Hsu, G. 2006. Jacks of All Trades and Masters of None: Audiences’ Reactions to Spanning Genres in Feature Film Production. <i>Administrative Science Quarterly</i>, 51(3): 420–450.</p>

8	10/19 In-Person	<p>Institutional Theory: Introduction</p> <p>Scott and Davis. 2007. Chapter 10. Organization of the Environment. 258-277.</p> <p>Meyer, J. W., & Rowan, B. 1977. Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i>, 83(2): 340–363.</p> <p>DiMaggio, P. J., & Powell, W. W. 1983. The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i>, 48(2): 147–160.</p> <p>Suchman, M. C. 1995. Managing Legitimacy: Strategic and Institutional Approaches. <i>Academy of Management Review</i>, 20(3): 571–610.</p> <p>Gardberg, N. A., Newburry, W., Hudson, B. A., & Viktora-Jones, M. 2023. Adoption of LGBT-Inclusive Policies: Social Construction, Coercion, or Competition? <i>Social Forces</i>, 101(3): 1116–1142.</p>
9	10/26 TBD	<p>Networks</p> <p>Scott and Davis. 2007. Chapter 11. Networks In and Around Organizations.258-277.</p> <p>Granovetter, M. 1985. Economic Action and Social Structure: The Problem of Embeddedness. <i>American Journal of Sociology</i>, 91(3): 481–510.</p> <p>Burt. R. 2005. Chapter 1 in <i>Brokerage and Closure</i>. New York: Oxford University Press</p> <p>Borgatti, S. P., & Halgin, D. S. 2011. On Network Theory. <i>Organization Science</i>, 22(5): 1168–1181.</p>

10	11/2 TBD	Paper proposal /presentation
11	11/9 Online Synchronous	<p>Institutional Theory: Logics, Pluralism and Hybridity</p> <p>Thornton, P. H., Ocasio, W., & Lounsbury, M. 2012. <i>The Institutional Logics Perspective: A New Approach to Culture, Structure, and Process</i>. Oxford, UK: Oxford University Press. Chapters 1 and 8.</p> <p>Kraatz, M. S., & Block, E. S. 2008. Organizational Implications of Institutional Pluralism. <i>The Sage Handbook of Organizational Institutionalism</i>, vol. 840: 243–275.</p> <p>Battilana, J., & Silvia Dorado. 2010. Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. <i>Academy of Management Journal</i>, 53(6): 1419–1440.</p> <p>Greenwood, R., Raynard, M., Kodeih, F., Micelotta, E. R., & Lounsbury, M. 2011. Institutional Complexity and Organizational Responses. <i>Academy of Management Annals</i>, 5(1): 317–371.</p>
12	11/16 Online Synchronous	<p>Institutional Theory: Values in Organizations</p> <p>King, B. G. 2015. Organizational Actors, Character, and Selznick’s Theory of Organizations. <i>Research in the Sociology of Organizations</i>, 44: 149–174.</p> <p>Kraatz, M. S., Flores, R., & Chandler, D. 2020. The Value of Values for Institutional Analysis. <i>Academy of Management Annals</i>, 14(2): 474–512.</p> <p>Risi, D. 2022. Business and Society Research Drawing on Institutionalism: Integrating Normative and Descriptive Research on Values. <i>Business & Society</i>, 61(2): 305–339.</p>
	11/23	No Class

13	11/30 Online Synchronous	<p>Institutional Theory: Institutional Entrepreneurship and Field Change</p> <p>Garud, R., Hardy, C., & Maguire, S. 2007. Institutional Entrepreneurship as Embedded Agency: An Introduction to the Special Issue. <i>Organization Studies</i>, 28(7): 957–969.</p> <p>Navis, C., & Glynn, M. A. 2010. How New Market Categories Emerge: Temporal Dynamics of Legitimacy, Identity, and Entrepreneurship in Satellite Radio, 1990–2005. <i>Administrative Science Quarterly</i>, 55(3): 439–471.</p> <p>Hardy, C., & Maguire, S. 2017. Institutional Entrepreneurship and Change in Fields. <i>The SAGE Handbook of Organizational Institutionalism</i>. SAGE Publications.</p> <p>Greenwood, R., Hinings, C. R., & Whetten, D. 2014. Rethinking Institutions and Organizations. <i>Journal of Management Studies</i>, 51(7): 1206–1220.</p>
14	12/7 Online Synchronous	TBD
15	12/14 Online Synchronous	Final presentation
16	12/21	Final paper due at 9am

Grading

You can earn up to 100 points in this class.

Class discussion	20
Class lead (2x)	6
Synthesis papers (12x)	24
Paper proposal/presentation	10
Final paper/presentation	40
	100

Course Requirements

Class Discussion: You are required to read all the assigned reading for each session and be prepared to actively participate in class discussions.

Class Lead: Each student will be a discussion leader for two sessions. The discussion leader is the “head student” for the week. You should be thoroughly familiar with of all the assigned readings and be able identify the integrative themes (and divisions) within them. You should also come prepared with some good questions that can serve as the basis for discussion in class. To clarify, your job as discussion leader is not to be the professor for the day or to fully run the class. I will maintain that responsibility. But, you do need to be even more prepared than usual when you are the discussion leader.

Synthesis Paper: To provide you with an extra incentive to keep up with the readings, you will be required to provide a very brief (around 2 pages-double spaced) synthesis of the readings. Post your synthesis paper on Blackboard by 9am on the day the class meets (starting 9/7). You will not be able to fully summarize each article, but make it clear you have read each article. I will assume you haven’t read articles that you don’t mention. Focus on identifying and summarizing what you believe to be the integrative themes and “big issues” in the readings for that week. How do the readings hold together? What are the deep questions and big, new insights running through them? How do this week’s readings compare with what we’ve read before? You have wide latitude on this assignment. Just show me that you’ve read the stuff and that you “get it” – or are at least trying to get it. In sum, show me you are engaging with the readings.

Final Paper/Presentation: Your final paper should heavily borrow an organizational theory (or theories) covered in this class and be organized as research article (i.e., Title, Abstract, Introduction, Theory, Hypotheses). In other words, the topic should squarely focus on an organizational level of analysis and the theory section should be citing articles covered in this class. Since this class is a theory class, you are not expected to collect and analyze empirical data. But you should include a methodological section in the article that explains a data collection and analysis plan that would allow you to test your hypotheses. The final paper should be about ~20 pages (double spaced, including bibliography) in [AOM](#) format. You will give a ~20-minute presentation of your final paper in class on December 14. The final paper is due December 21 at 9am.

Paper Proposal/Presentation: On November 2, submit a 3-5 page (double spaced) proposal of your Final Paper topic. You will also give a 15-minute presentation of your proposal in class on November 2. The class period will be devoted to helping you begin thinking about your final paper, so the more preparation you put into this proposal, the better feedback you are likely to receive.

ChatGPT Policy: Please not use ChatGPT to help you write any assignments for this class.