

**MGT 620**  
**Doctoral Seminar in Organization Theory**  
**Spring, 2023**  
**Wednesdays, 1:25-4:15**  
**HBB 633**

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Office Hours 2:00-3:00 T at <https://tennessee.zoom.us/j/2054286098> and by appointment

### **COURSE DESCRIPTION**

This doctoral seminar's primary objective 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. My 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. After the general discussion, we will have a more in-depth exploration of the articles assigned for the week, where we will consider not just what has been said, but also how these theories have been tested. Two or three 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, I will assign each class member an article, and you will prepare a short (preferably a single page) written synopsis / critique of the article that you 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 involves engaging in discussions about seminar topics. As noted above, 2-3 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 about 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 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 developing 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. 2007. Organizations & Organizing: Rational, Natural and Open Systems, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall.
2. Articles and book selections available on dropbox account I provided you.

### **Recommended Books**

For those of you who see organization theory as your intellectual home, I highly recommend that you purchase 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.  
 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  
 Baum, 2002, Companion to Organizations  
 Greenwood, et al., 2008, The SAGE Handbook of Organizational Institutionalism  
 Barnett & Pollock, 2012, The Oxford Handbook of Corporate Reputation

## COURSE CALENDAR

SESSION	DUE	CONTENT
1 - 1/25		Opening comments and overview
2 - 2/1		Rational system approaches
3 - 2/8		Natural system approaches
4 - 2/15		Open systems and the "old" institutionalism
5 - 2/22		Contingency theory
6 - 3/1		Carnegie school - Behavioral decision making
7 - 3/8		"New" institutional theory
Spring Break		
8 - 3/22		Organizational ecology
9 - 3/29		Resource dependence theory
10 - 4/5		TCE, agency theory & corporate governance
11 - 4/12		Sensemaking and enactment
12 - 4/19	Submission*	Status, reputation, and celebrity
13 - 4/26	Review*	Social capital
14 - 5/2		Categories and categorization
15 - 5/9	Final Paper*	Social movement theory

\*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.

\*Suddaby, R., Hardy, C. & Huy, Q.N. 2011. Where are the new theories of organization? Academy of Management Review, 36(2): 236-246.

\*Davis, G.F. & Dewitt, T. 2021. Organization theory and the resource-based view of the firm: The great divide. Journal of Management, 47(7): 1684-1697.

Augier, M., J. March and B. Sullivan. 2005. Notes on the Evolution of a Research Community: Organization Studies in Anglophone North America, 1945-2000. Organization Science, 16: 85-95.

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

### **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, 7: 14-24.

\*Weber, M.1978. Economy and Society, 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, 22, 23, 24

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

Barley, S. and G. Kunda. 1992. Design and Devotion: Surges of Rational and Normative Ideologies of Control in Managerial Discourse. Administrative Science Quarterly 37: 363-399

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

Bernstein, E. 2013. The Transparency Paradox. ASQ 57(2): 181-216.

#### **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

\*Selznick, P. 1996. Institutionalism "Old" and "New". Administrative Science Quarterly, 41: 270-277.

\*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, 2, 3 & 4.

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

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

\*Argote, L. 1982. Input Uncertainty and Organizational Coordination in Hospital Emergency Units. Administrative Science Quarterly, 27: 420-434.

\*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.

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

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

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 (pp. 149-156) & 6 (pp. 157-179, 190-192), 7 (pp.193-221).
- \*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.
- \*Mishina, Y., Dykes, B.J., Block, E.S. & Pollock, T.G. 2010. Why good firms do bad things: The effects of high aspirations, high performance and prominence on the incidence of corporate illegality. Academy of Management Journal, 53(4): 701-722.
- \*Cohen, S.L., Bingham, C.B. & Hallen, B.L. 2019. The role of accelerator designs in mitigating bounded rationality in new ventures. Administrative Science Quarterly, 64(4): 810-854.
- \*Hu., S., Gentry, R.J., Quigley, T.J. & Boivie, S. 2023. Who's in the driver's seat? Exploring firm-level vs. CEO-level effects on problemistic search. Journal of Management, 49(4): 1187-1212.
- Gavetti, G., Greve, H.R., Levinthal, D.A. & Ocasio, W. 2012. The behavioral theory of the firm: Assessment and prospects. Academy of Management Annals, 6(1): 1-40.
- Gavetti, G., Levinthal, D. & Ocasio, W. 2007. Perspective—Neo-Carnegie: The Carnegie school's past, present, and reconstructing the future. Organization Science, 18: 523-536.
- Augier, M. & Prietula, M. 2007. Historical roots of the A Behavioral Theory of the Firm model at GSIA. Organization Science, 18(3): 507-522.
- Liu, C., Maslach, D., Desai, V. & Madsen, P. 2015. The first fifty years and the next fifty years of A Behavioral Theory of the Firm: An interview with James G. March. Journal of Management Inquiry, 24(2): 149-155.
- Greve, H. 1998. Performance, Aspirations, and Risky Organizational Change. Administrative Science Quarterly, Vol. 43, No. 1, pp. 58-86
- Smith, A.D. & Zeithaml, C. 1996. Garbage cans and advancing hypercompetition: The creation and exploitation of new capabilities and strategic flexibility in two regional Bell operating companies. Organization Science, 7(4): 388-399.
- Briscoe, F. and C. Murphy. 2012. "Sleight of Hand? Practice Opacity, Third-Party Responses, and the Interorganizational Diffusion of Controversial Practices." Administrative Science Quarterly 57(4): 553-584.
- 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**

\*Glynn, M. A. & D'Aunno, T. 2023. An intellectual history of institutional theory: Looking back to move forward. Academy of Management Annals, 17(1): 301-330. – Read pp. 301-316, skim the rest.

\*Meyer, J.W. & Rowan, B. 1977. Institutionalized organizations: Formal structure as myth and ceremony. American Journal of Sociology, 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. 2000. Institutional sources of practice variation: Staffing college and university recycling programs. Administrative Science Quarterly, 46: 29-56.

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

\*Harmon, D.J. 2019. When the Fed speaks: Arguments, emotions and the microfoundations of institutions. Administrative Science Quarterly, 64(3): 542-575.

\*Soubliere, J-F & Gehman, J. 2020. The legitimacy threshold revisited: How prior successes and failures spill over to other endeavors on Kickstarter. Academy of Management Journal, 63(2): 472-502.

Greenwood, R., Oliver, C. Sahlin, K. & Suddaby, R. 2008. Introduction, in R. Greenwood, C. Oliver, R. Suddaby & K. Sahlin (Eds.) The SAGE Handbook of Organizational Institutionalism. Los Angeles, CA: Sage: 1-46.

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.



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

Misangyi, V. F., Weaver, G., & Elms, H. 2008. Ending Corruption: The Interplay among Institutional Logics, Resources, and Institutional Entrepreneurs. Academy of Management Review 33: 750-770.

Deephouse, D. L., & Suchman, M. 2008. Legitimacy in organizational institutionalism. In R. Greenwood, C. Oliver, R. Suddaby, & K. Sahlin-Andersson (Eds.), The Sage Handbook of Organizational Institutionalism: 49–77. Thousand Oaks, CA: Sage.

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.

Heugens, P.P.M.A.R. & Lander, M.W. 2009. Structure! Agency! (and other quarrels): A meta-analysis of institutional theories of organization. Academy of Management Journal, 52(1): 61-85.

Green, S.E., Li, Y. & Nohria, N. 2009. Suspended in Self-Spun Webs of Significance: A Rhetorical Model of Institutionalization and Institutionally Embedded Agency. Academy of Management Journal, 52(1): 11-36.

Purdy, J.M. & Gray, B. 2009. Conflicting logics, mechanisms of diffusion and multi-level dynamics in emerging institutional fields. Academy of Management Journal, 52: 355-380.

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.

\*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.

- \*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.
- \*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.
- \*Boone, C. & Özcan, S. 2014. Why do cooperatives emerge in a world dominated by corporations? The diffusion of cooperatives in the U.S. bio-ethanol industry, 1978-2013. Academy of Management Journal, 57(4): 990-1012.
- Negro, G., Vesentin, F. & Swaminathan, A. 2014. Resource partitioning and the organizational dynamics of “fringe banking.” American Sociological Review, 79(4): 680-704.
- Le Mens, G. & Hannan, M.T. & Pólos, L. 2011. Founding Conditions, Learning, and Organizational Life Chances: Age Dependence Revisited. Administrative Science Quarterly, 56(1): 95-126
- 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.

\*Santos, F.M., Eisenhardt, K.M. 2009. Constructing markets and shaping boundaries: entrepreneurial agency in nascent fields. *Academy of Management Journal*, 52: 643-671.

\*Hallen, B.L. Katila, R. & Rosenberger, J.D. 2014. How do social defenses work? A resource-dependence lens on technology ventures, venture capital investors and corporate relationships. *Academy of Management Journal*, 57(4) 1078-1101.

\*Wry, T., Cobb, J.A. & Aldrich, H.E. 2013. More than a metaphor: Assessing the historical legacy of resource dependence and its contemporary promise as a theory of environmental complexity. *The Academy of Management Annals*, 7: 439-486.

Lashley, K. & Pollock, T.G. 2020. Dancing with giants: How small, women- and minority-owned firms manage asymmetric relationships with large partners. *Organization Science*, 31(6): 1313-1335.

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