
RSM 3002, STRATEGY AND ORGANIZATIONS: INTRODUCTION TO ORGANIZATION THEORY

Mondays 1:00-4:00 p.m., Room 7024

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COURSE BASICS

Course overview and objectives

The goal of this doctoral course is to familiarize students with major conceptual frameworks, debates, and developments in contemporary organization theory. This is an inter-disciplinary domain of inquiry drawing primarily from sociology, and secondarily from economics, psychology, anthropology, and political science. It seeks to understand intra- and inter-organizational processes, as well as the relationships between organizations and the cultural context in which they are located.

This is an introduction to a vast and multifaceted domain of inquiry. Due to time limitations, this course will touch lightly on many important topics, and neglect others entirely; its design resembles more a map than an encyclopedia. Also, given the focus on theoretical matters, methodological issues will move to the background. Empirical material will be used to illustrate how knowledge is produced from a particular standpoint and trying to answer particular questions, leaving the bulk of the discussion on quantitative and qualitative procedures to your methods courses. Further, some topics that might be naturally covered in this syllabus will be omitted because they are the subject of other courses (“Strategy and Economics” for organizational economics; “Economic Sociology” for institutional theory, social networks, social capital and embeddedness) you will take during your doctoral training.

Course requirements and evaluation

1. Class participation: 20% of grade. This course is organized as a seminar; thus your co-operation and willingness to participate actively are critical for creating the best learning environment. Come to class prepared to answer the following questions regarding each of the (a) what is the basic argument and what relationships/mechanisms does the argument propose (b) what are its strengths and weaknesses? if you disagree with the argument, what would it take to convince you? (c) under what circumstances and for what kinds of organizations is the argument meant to apply? (d) what are the similarities and differences between this argument and others put forward by readings in the same and in previous weeks? and (e) what, if any, alternative explanations could account for the empirical material? Learning is a collective enterprise, so everybody will benefit from an engaged, intense, and constructive conversation.
2. Brief weekly memos (1-2 pages): 40% of the grade. These will be due by 5 p.m. on Sunday night prior to each class (except for the first class). You will be asked to write concise memos relating to the reading for each week (except for the first memo, due on September 14, which should discuss readings for weeks 1 and 2). Different formats could be used, but it is useful to include items such as (a) ideas and arguments found stimulating, (b) questions, concerns and disagreements with the main claims of each text, and (c) connections, similarities and differences among the various texts. No late assignments accepted.

3. Term paper: 40% of the grade. You will be asked to write a 10-15-page paper. The paper can take any number of formats, including (a) a broader literature review of any of the frameworks or issues discussed in the course, (b) a theoretical piece linking two or more of the frameworks and issues, (c) the conceptual part of a research design (for the second-year paper, dissertation proposal, etc.), and (d) an empirical piece examining new material or re-interpreting already collected data. To help you in the research and writing for this assignment, it will be structured in the following steps.
 - a. Before October 31: meet with me to discuss possible topics.
 - b. November 17: a 2-page outline of the paper is due.
 - c. December 19: the final paper is due (late assignments will be substantially penalized).

Readings

Required text: Scott, W.R. & Davis, G.F. 2006. *Organizations & Organizing: Rational, Natural and Open Systems*, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall.

Other readings available online through the library or in the shared dropbox folder for the class. I will add you to the dropbox folder once you are enrolled in the course.

COURSE OUTLINE

Readings with a “*” are assigned readings. The rest are for your reference if you are interested in going deeper on the topic. The starred items are listed in the order in which it may be most useful to read them. Note that these lists of additional readings are highly incomplete. I’m sure to have omitted some readings that others will consider absolutely essential. View these lists as starting points for your own explorations.

INTRODUCTORY SESSIONS

Class 1, September 8: Introduction: historical, conceptual and occupational trends in organization theory

Note: no writing assignment due before class this week.

*Scott, W.R. & Davis, G.F. 2006. *Organizations & Organizing: Rational, Natural and Open Systems*, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall. Chapter 1.

*Guillén, M. (1994). *Models of management: Work, authority and organization in a comparative perspective*. Chicago: University of Chicago Press. Chapter 1 pp. 7-20 only, Chapter 2, pp. 30-90.

*Barley, S., & Kunda, G. (1992). Design and devotion: Surges of rational and normative ideologies of control in managerial discourse. *Administrative Science Quarterly*, 37, 363-399.

*Davis, G.F. (2005). Firms and their environments. In N. Smelser & R. Swedberg (Eds.) (2nd edition), *The handbook of economic sociology* (pp. 478-502). Princeton, NJ: Princeton University Press.

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.

Pfeffer, J. (1997). *New directions for organization theory*. New York: Oxford University Press. Chapter 1 (pp. 3-24).

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

Class 2, September 15: Three basic approaches to thinking about organizations

Note: writing assignment this week should cover the readings from last week and this week.

Rational system approaches:

*Scott, W.R. & Davis, G.F. 2006. Organizations & Organizing: Rational, Natural and Open Systems, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall. Chapter 2.

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

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

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

Natural system approaches:

*Scott, W.R. & Davis, G.F. 2006. Organizations & Organizing: Rational, Natural and Open Systems, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall. Chapter 3.

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

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

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

Open system approaches:

*Scott, W.R. & Davis, G.F. 2006. Organizations & Organizing: Rational, Natural and Open Systems, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall. Chapter 4.

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

Perrow, C. 1961. "The analysis of goals in complex organizations," American Sociological Review, 26:854-866

Perrow, C. 1984. Normal Accidents: Living with High-risk Technologies. New York: Basic Books.

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

BASIC APPROACHES

Class 3, September 22: Contingency theory

*Kaplan, Sarah (forthcoming 2014), biographical entry on Joan Woodward, in David Teece and Mie Augier, eds. Palgrave Encyclopedia of Strategic Management.

*Lawrence, P., & Lorsch, J. (1967). Differentiation and integration in complex organizations. Administrative Science Quarterly, 12, 1-47.

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

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

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

- Aldrich, 1972. "Technology and Organizational Structure: A Reexamination of the findings of the Aston Group" ASQ
- Blau, P. 1970, "A Formal Theory of Differentiation in Organizations American Sociological Review, 35: 201-218.
- Burns, T. & Stalker, G. M. (1961). The management of innovation. London: Tavistock Publications.
- Child, J. (1973). Predicting and understanding organizational structure. Administrative Science Quarterly, 18, 168-185.
- Galbraith, J. 1973. Designing complex organizations. Reading, MA: Addison-Wesley.
- Galbraith, J.R. 1977. Organization design: An information processing view. Reading, MA: Addison-Wesley.
- 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.
- Hickson, Pugh and Pheysey 1969. "Operations Technology and Organization Structure: An Empirical Reappraisal" ASQ.
- Lawrence, P.R., & Lorsch, J.W. 1967. Organization and environment. Boston, MA: Harvard Business School.
- Perrow, C.R. 1967. "A Framework for Comparative Organizational Analysis" American Sociological Review, 32: 194-208.
- Scott, W.R. & Davis, G.F. 2006. Organizations & Organizing: Rational, Natural and Open Systems, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall. Chapter 5.
- 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.
- Tushman, M.L. 1979. Work characteristics and subunit communication structure: A contingency analysis. ASQ, 24: 82-97.
- Van de Ven, A.H., & Drazin, R. 1985. The concept of fit in contingency theory. ROB, 7: 333-365.
- Woodward, J. (1965). Industrial organization: Theory and practice. Oxford: Oxford University Press.
- Woodward, J. (1958). Management and technology: Problems and progress in technology 3. London: Her Majesty's Stationery Office

Class 4, September 29: Resource dependence

- *Emerson, R.M. (1962) "Power-dependence relations," American Sociological Review, 27: 31-41
- *Pfeffer, J. and G.R. Salancik (2003) The External Control of Organizations, Chapters 1, 3 and 5.
- *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.
- *Gulati, R. and M. Sytch (2007) "Dependence asymmetry and joint dependence in interorganizational relationships: Effects of Embeddedness on a manufacturer's performance in procurement relationships," Administrative Science Quarterly, 52(1): 32-69.
- 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.
- Davis, G. & J.A. Cobb. 2009. "Resource Dependence Theory: Past and Future." Research in the Sociology of Organizations.

Gargiulo, M. (1993) "Two-step leverage: Managing constraint in organizational politics," *Administrative Science Quarterly*, 38: 1-19.

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.

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.

Hillman, A.J. Withers, M.C & Collins, B.J. 2009. Resource dependence theory: A review. *Journal of Management*, 35(6): 1404-1427.

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.

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.

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

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

Class 5, October 6: Carnegie School/Behavioral theories

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

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

*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.

*Argote, L. & Greve, H. *A Behavioral Theory of the Firm—40 Years and Counting: Introduction and Impact*. *Organization Science* May/June 2007 vol. 18 no. 3 337-349

Baum, J. A. C. and Dahlin, K. B. (2007). 'Aspiration performance and railroads' patterns of learning from train wrecks and crashes'. *Organization Science*, **18**, 368–85.

Baum, J. A. C., Rowley, T. J., Shipilov, A. V. and Chuang, Y.-T. (2005). 'Dancing with strangers: aspiration performance and the search for underwriting syndicate partners'. *Administrative Science Quarterly*, **50**, 536–75.

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.

Cohen, M. D., P. Bacdayan. 1994. Organizational routines are stored as procedural memory: Evidence from a laboratory study. *Organ. Sci.* 5 554–568.

Cohen, W. and D. Levinthal. 1990. Absorptive Capacity: A New Perspective on Learning and Innovation. *Administrative Science Quarterly* 35(1): 128-152

Eggers, J. P. and S. Kaplan. 2013. "Cognition and Capabilities: A Multi-Level Perspective." *Academy of Management Annals* 7(1):295-340. doi: Doi 10.1080/19416520.2013.769318.

Gavetti, G., and D. Levinthal. 2000. "Looking Forward and Looking Backward: Cognitive and Experiential Search." *Administrative Science Quarterly* 45(1): 113-137.

- Gavetti, Giovanni, Daniel A. Levinthal, and William Ocasio. 2007. "Neo-Carnegie: The Carnegie School's Past, Present, and Reconstructing for the Future." *Organization Science* 18(3): 523-536.
- Gavetti, Giovanni, and Jan W. Rivkin. 2007. "On the Origin of Strategy: Action and Cognition over Time." *Organization Science* 18(3): 420-439.
- Greve, H. 1998. Performance, Aspirations, and Risky Organizational Change. *Administrative Science Quarterly*, Vol. 43, No. 1, pp. 58-86
- Haunschild, P.R., & Sullivan, B.N. 2002. Learning from complexity: Effects of prior accidents and incidents on airlines' learning. *ASQ* 47: 609-643.
- 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.
- 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.
- March, J. G. 1991. Exploration and Exploitation in Organizational Learning. *Organization Science*, 2(1):71-87.
- Nelson, R. R., S. G. Winter. 1982. *An Evolutionary Theory of Economic Change*. Belknap, Boston, MA.
- Nelson, R. R., S. G. Winter. 2002. Evolutionary theorizing in economics. *J. Economic Perspectives* 16 23–46.
- Padgett, J.F. 1980. Managing garbage can hierarchies. *ASQ*, 25: 583-604.
- 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.

No class on October 13 due to Canadian Thanksgiving

Normally, a course like this would include a session on new institutionalism. However, because this is covered in Economic Sociology, it will be omitted here. I will post a separate set of readings that may be of interest.

Class 7, October 20: Organizational ecology

- *Hannan, M., & Freeman, J. (1989). *Organizational ecology*. Cambridge, MA: Harvard University Press. Chapters 1-2 (pp. 3-44).
- *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.
- *Haveman, H. (1992). Between a rock and a hard place: Organizational change and performance under conditions of fundamental environmental transformation. *Administrative Science Quarterly*, 37, 48-75.
- Barnett, W.P., & Carroll, G.R. 1987. Competition and mutualism among early telephone companies. *ASQ*, 32: 400-421.
- Baum, J. and C. Oliver. 1991. Institutional Linkages and Organizational Mortality. *Administrative Science Quarterly* 36(2): 187-218.
- Baum, Joel A. C. and Jitendra V. Singh. 1994. "Organizational Niches and the Dynamics of Organizational Mortality." *American Journal of Sociology*, Vol. 100, No. 2, pp. 346-380.

Baum, J.A.C. and A.V. Shipilov (2006). "Ecological approaches to organizations," in S.R. Clegg, C. Hardy, and W.R. Nords (Eds), *Handbook of Organization Studies*. London: Sage: 55-110.

Carroll, G. (1985). Concentration and specialization: Dynamics of niche width in populations of organizations. *American Journal of Sociology*, 90, 1262-1283.

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.

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.

Freeman, J., G.R. Carroll and M.T. Hannan. 1983. The Liability of Newness: Age Dependence in Organizational Death Rates. *American Sociological Review* 48:692-710.

Hannan, M., & 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.

Hsu, G. 2006. Jacks of all trades and masters of none: Audiences' reactions to spanning genres in feature film production. *Administrative Science Quarterly*, 51: 420-450.

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

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.

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.

Podolny, Joel M. and Toby E. Stuart. 1995. "A Role-Based Ecology of Technological Change." *American Journal of Sociology* 100:5, pp. 1224-1260.

Ruef, Martin. 2000. The Emergence of Organizational Forms: A Community Ecology Approach. *American Journal of Sociology*, 106: 658-714.

Stuart, T. and O. Sorenson. (2003). "The geography of opportunity: spatial heterogeneity in founding rates and the performance of biotechnology firms," *Research Policy*, 32: 229-253.

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

TOPIC AREAS

Class 8, October 27: Status

*Merton, Robert K. 1968. "The Matthew Effect in Science." *Science* 159: 56-63.

*Benjamin, B.A., & Podolny, J.M. 1999. Status, quality, and social order in the California wine industry, 1981-1991. *Administrative Science Quarterly*, 44(3): 563-589.

*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.

*Turco, Catherine J. 2010. "Cultural Foundations of Tokenism: Evidence from the Leveraged Buyout Industry." *American Sociological Review* 75(5):894-913.

- Abbott, Andrew. 1981. "Status and Status Strain in the Professions." *American Journal of Sociology*, Vol. 86, No. 4. (Jan., 1981), pp. 819-835
- Berger, Joseph, Robert Z. Norman, James W. Balkwell, and Roy F. Smith. 1992. "Status Inconsistency in Task Situations: A Test of Four Status Processing Principles." *American Sociological Review*, Vol. 57, No. 6. (Dec., 1992), pp. 843-855.
- Chen, G., Hambrick, D.C. & Pollock, T.G. 2008. Puttin' on the ritz: Pre-IPO enlistment of prestigious affiliates as deadline-induced remediation. *Academy of Management Journal*, 51(5): 954-975.
- Fombrun, Charles and Mark Shanley. 1990. "What's in a Name? Reputation Building and Corporate Strategy." *The Academy of Management Journal*, Vol. 33, No. 2. (Jun., 1990), pp. 233-258.
- Gould, Roger V. 2002. "The Origins of Status Hierarchies: A Formal Theory and Empirical Test." *American Journal of Sociology* 107: 1143-1178
- Jensen, M. (2006) "Should we stay or should we go? Accountability, status anxiety, and client defections," *Administrative Science Quarterly*, 51(1): 97-128.
- Kellogg, K. C. 2012. "Making the Cut: Using Status-Based Countertactics to Block Social Movement Implementation and Microinstitutional Change in Surgery." *Organization Science* 23(6):1546-70.
- Lang, Gladys Engel and Kurt Lang. 1998. "Recognition and Renown: The Survival of Artistic Reputation." *American Journal of Sociology*, Vol. 94, No. 1. (Jul., 1988), pp. 79-109.
- Podolny, J.M. 1994. Market uncertainty and the social character of economic exchange. *Administrative Science Quarterly*, 39: 458-483.
- Podolny Joel M. and Fiona M. Scott Morton. 1999. "Social Status, Entry and Predation: The Case of British Shipping Cartels 1879–1929." *Journal of Industrial Economics*, vol. 47, no. 1, pp. 41-67.
- Podolny, Joel M. 1993. "A Status-Based Model of Market Competition" *American Journal of Sociology* 98: 829-872.
- Podolny, Joel M. and Damon J. Phillips. 1996. "The Dynamics of Organizational Status." *Industrial and Corporate Change*. 5:453-472.
- Rao, H. 1994. The social construction of reputation: Certification contests, legitimation and the survival of organizations: 1895-1912. *Strategic Management Journal*. 15: 29-44.
- Roberts, Peter W. and Grahame R. Dowling. 2002. "Corporate reputation and sustained superior financial performance." *Strategic Management Journal*, Volume 23, Issue 12, 2002.
- Stuart, Toby, Ha Hoang, and Ralph Hybels. 1999. "Interorganizational Endorsements and the Performance of Entrepreneurial Ventures." *Administrative Science Quarterly* 43: 668-698.
- Washington, M. & Zajac, E.J. 2005. Status evolution and competition: Theory and evidence. *Academy of Management Journal*, 48(2): 282-296.

Class 9, November 3: Categories, categorization and social valuation

- *Zuckerman, Ezra W. 1999. "The Categorical Imperative: Securities Analysts and the Illegitimacy Discount." *American Journal of Sociology* 104: 1398-1438.
- *Hsu, G., Kocak, O., & Hannan, M. T. 2009. Multiple Category Memberships in Markets: An Integrative Theory and Two Empirical Tests. *American Sociological Review*, 74(1): 150-169.
- *Kennedy MT. 2008. Getting counted: Markets, media, and reality. *American Sociological Review* 73(2): 270-295

- *Khaire, M. & Wadhvani, R. D. 2010. Changing Landscapes: The Construction of Meaning And Value in a New Market Category-Modern Indian Art. *Academy of Management Journal*, 53(6): 1281-1304.
- Baum JAC, Lant TK. 2003. Hits and misses: Managers' (mis)categorization of competitors in the Manhattan hotel industry, *Geography and Strategy*, Vol. 20: 119-156
- Becker, Howard S. 1973. "Labelling Theory Reconsidered." Pp. 177-208 in Howard S. Becker, *Outsiders: Studies in the Sociology of Deviance*, 2nd edition. New York: The Free Press.
- Benner, M. & R. Ranganathan. 2011. Divergent reactions to convergent strategies: Investor beliefs and analyst reactions during technological change. *Organization Science*.
- Bowker, Geoffrey C. *Sorting things out: classification and its consequences* /Geoffrey C. Bowker, Susan Leigh Star. Cambridge, Mass.: MIT Press, 1999.
- DiMaggio, Paul M. 1987. "Classification in Art." *American Sociological Review* 52: 440-455.
- Fleischer A. 2009. Ambiguity and the Equity of Rating Systems: United States Brokerage Firms, 1995-2000. *Administrative Science Quarterly* 54(4): 555-574
- Hsu, G. 2006. Jack of all trades and masters of none: Audience responses to spanning genres in feature film production. *Admin. Sci. Quart.* 51 420-450.
- Kaplan, Sarah and Fiona Murray. 2010. "Entrepreneurship and the Construction of Value in Biotechnology." *Research on the Sociology of Organizations. Technology and Organization: Essays in Honour of Joan Woodward* 29:109-49.
- Kennedy MT. 2005. Behind the one-way mirror: Refraction in the construction of product market categories *Poetics* 33(3-4): 201-226
- Khaire, M. 2014. "Fashioning an Industry: Socio-Cognitive Processes in the Construction of Worth of a New Industry." *Organization Studies* 35(1):41-74. doi: Doi 10.1177/0170840613502766.
- Lamont, Michele. 2012. "Toward a Comparative Sociology of Valuation and Evaluation." *Annual Review of Sociology* 38:201-21.
- Lounsbury, M. & Rao, H. 2004. Sources of durability and change in market classifications: A study of the reconstitution of product categories in the American mutual fund industry, 1944-1985. *Social Forces*, 82(3): 969-999.
- Navis, C. & Glynn, M. A. 2010. How New Market Categories Emerge: Temporal Dynamics of Legitimacy, Identity, and Entrepreneurship in Satellite Radio, 1990-2005. *Administrative Science Quarterly*, 55(3): 439-471.
- Negro, G., Hannan, M. T., & Rao, H. 2010. Categorical contrast and audience appeal: niche width and critical success in winemaking. *Industrial and Corporate Change*, 19(5): 1397-1425.
- Porac JF, Thomas H, Baden-Fuller C. 1989. Competitive Groups as Cognitive Communities: The Case of Scottish Knitwear Manufacturers. *Journal of Management Studies* 26(4): 397-416
- Porac JF, 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
- Rao, H., Monin, P., & Durand, R. 2005. Border crossing: Bricolage and the erosion of categorical boundaries in French gastronomy. *American Sociological Review*, 70(6): 968-991.
- Reger RK, Palmer TB. 1996. Managerial categorization of competitors: Using old maps to navigate new environments. *Organization Science* 7(1): 22-39
- Rosa, J. A. & Porac, J. F. 2002. Categorization bases and their influence on product category knowledge structures. *Psychology & Marketing*, 19(6): 503-531.
- Rosa, J. A., Judson, K. M., & Porac, J. F. 2005. On the sociocognitive dynamics between categories and product models in mature markets. *Journal of Business Research*, 58(1): 62-69.

Schneiberg, Marc and Gerald Berk. 2010. "From Categorical Imperative to Learning by Categories: Cost Accounting and New Categorical Practices in American Manufacturing, 1900-1930 ". *Research in the Sociology of Organizations* 31:255-92.

White, H. 1981. Where do markets come from? *American Journal of Sociology*, 87: 517-547.

Wry T, Lounsbury M, Glynn M. 2011. Legitimizing Nascent Collective Identities: Coordinating Cultural Entrepreneurship. *Organization Science* 22(2): 449-463

Zerubavel, Eviatar. 1996. "Lumping and Splitting: Notes on Social Classification." *Sociological Forum*, Vol. 11, No. 3, pp. 421-433.

Zuckerman EW, Kim TY, 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

Class 10, November 10: Sensemaking, organizational identity and managerial cognition

*Kaplan S. 2011. Research in Cognition and Strategy: Reflections on Two Decades of Progress and a Look to the Future. *Journal of Management Studies* 48(3): 665-695

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