
Organizational Sociology

Period: a.y. 2021/22

Instructor:

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Overview

This course is designed to introduce students to selected topics in Organizational Sociology. The objectives of this course are 1) to provide students with a relatively detailed understanding of some of the major theoretical perspectives and recent development of organizational sociology, 2) to illustrate how these perspectives are tested, 3) to develop an ability to critique, improve upon, and/or extend the execution of an organizational research program, and 4) to present and discuss research ideas.

Course Format

This course is organized as a seminar. This means that you are primarily responsible for discussing the readings. You are expected to do all of the readings for each session and to be prepared to discuss and comment on the readings. To facilitate adequate preparation, the number of readings for each course session has purposely been kept small.

As you read the materials, you will undoubtedly find many flaws and things that could be improved. While noting these is important, you also should make sure that you can answer the following questions about each reading:

- What question is the author trying to address? How important is this question?
- What assumptions does the author make? How valid are these assumptions?
- How does the author address the research question? If this is an empirical piece, is the methodology appropriate?
- What conclusions does the author draw? Are these conclusions justified in light of the empirical evidence presented by the author? How important are these conclusions?
- How could this work be extended or refined?

- How is this work related to other readings assigned for the same class session and/or with other topics covered in the course?

Course Requirements

1. Leading Discussions and discussion questions

Each session, students will be selected ahead of time to lead the discussion about the readings. The assigned students will present a summary of the class materials with questions and comments from others. The summary for each paper should not take more than 10 minutes. The role of the discussion leader is to both encourage discussion and sparkle debate.

In addition, each student is expected to write a “discussion question” for each paper discussed in class. These questions will be shared among participants the day before class no later than 5pm to give everyone a chance to read them. Questions should be thought provoking and not a simple summary of the paper.

2. Notes for each session

You are expected to write a 1-page note for each session. The note is a chance for you to develop an original idea associated with the topic under study. No literature review is required for these notes. You will simply explain your idea clearly and logically. During the last 15 minutes of each session, one student will be selected at random to present her or his idea. The ensuing discussion, which should be playful and permissive, should refine and draw out the implications of those ideas. I will collect these notes at the end of each session.

3. Final Paper

This paper should identify a researchable question in the field of Organization Theory or Organization Sociology, review the relevant literature, specify a set of hypotheses, and propose a study to test those hypotheses. The paper should either reconcile some aspects of conflicting theories or advance a new theory drawing on one or several of the topics covered in class. The paper should be 10-15 pages long. Be prepared to present your paper to the other participants during the last session of the course. This will give an opportunity to all to discuss, refine, and develop the ideas presented in the paper. To maximize the benefits of the discussion, papers should be distributed to other participants at 3 days prior to the last session.

Grading

Class Participation, leading discussions, and discussion questions	40%
Notes	10%
Term Paper	50%

Session 1: Organizational Learning

Required readings

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

Haunschild, P. R. & Sullivan, B. N. 2002. Learning from Complexity: Effects of Prior Accidents and Incidents on Airlines' Learning. Administrative Science Quarterly, 47(4): 609.

Baum, J. A. C. & Dahlin, K. B. 2007. Aspiration Performance and Railroads' Patterns of Learning from Train Wrecks and Crashes. Organization Science, 18(3): 368-385.

Madsen PM, Desai V. 2010. Failing to learn? The effects of failure and success on organizational learning in the global orbital launch vehicle industry. Academy of Management Journal 53(3): 451-476.

Additional readings

Cyert, R. M. & March, J. G. 1992. A Behavioral Theory of the Firm (2nd Edition ed.). Cambridge, MA: Blackwell Publishers.

Cohen, M. D., March, J. G., & Olsen, J. P. 1972. A Garbage Can Model of Organizational Choice. Administrative Science Quarterly, 17: 1-25.

Padgett, J. F. 1980. Managing Garbage Can Hierarchies. Administrative Science Quarterly, 25: 583-604.

March, J.G., Sproull, L.S. & Tamuz, M. 1991. Learning from samples of one or fewer. Organization Science, 2: 1-14.

Barnett, W. P., Greve, H. R., & Park, D. Y. 1994. An Evolutionary Model of Organizational Performance. Strategic Management Journal, 15: 11-28.

Powell, W. W., Koput, K. W., & Smith-Doerr, L. 1996. Interorganizational Collaboration and the Locus of Innovation: Networks of Learning in Biotechnology. Administrative Science Quarterly, 41: 116-145.

Kraatz, M. S. 1998. Learning by Association? Interorganizational Networks and Adaptation to Environmental Change. Academy of Management Journal, 41: 621-643.

Greve, H. R. 2003. Organizational learning from performance feedback : a behavioral perspective on innovation and change. Cambridge: Cambridge University Press.

Session 2: Organizational Transformation

Required readings

Hannan, M. T. & Freeman, J. 1984. Structural Inertia and Organizational Change. American Sociological Review, 49: 149-164.

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

Greve, H. R. 1998. Performance, Aspirations, and Risky Organizational Change. Administrative Science Quarterly. 43: 58-86.

Beck, N., J. Bruderl, M. Woywode. 2008. Momentum or Deceleration? Theoretical and Methodological Reflections on the Analysis of Organizational Change. Academy of Management Journal. 51(3): 23p.

Kacperczyk, A., Beckman, C. M., & Moliterno, T. P. 2014. Disentangling Risk and Change. Administrative Science Quarterly, 60(2), 228-262.

Additional readings

Singh, J. V., House, R. J., & Tucker, D. J. 1986. Organizational Change and Organizational Mortality. Administrative Science Quarterly, 31(4): 587-611.

- Barnett, W. P. & Carrol, G. R. 1995. Modeling Internal Organizational Change. Annual Review of Sociology, 21: 217-236.
- Feldman, M. S. & Pentland, B. T. 2003. Reconceptualizing Organizational Routines as a Source of Flexibility and Change. Administrative Science Quarterly, 48(1): 25p.
- Greve, H. R. 1999. The effect of core change on performance. Administrative Science Quarterly, 44: 590-614.
- Nigam A, Huising R, Golden B. 2016. Explaining the Selection of Routines for Change during Organizational Search. Administrative Science Quarterly 61(4): 551-583.

Session 3: Neo Institutionalism

Required readings

- Meyer, J. W. & Rowan, B. 1977. Institutionalized Organizations: Formal Structure as Myth and Ceremony. American Journal of Sociology, 83: 340-363.
- 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.
- Durand R, Vergne JP. 2015. Asset divestment as a response to media attacks in stigmatized industries. Strategic Management Journal 36(8): 1205-1223.
- Cox, EP., Riitta, K. & Kathleen, ME. 2015. Who Takes You to the Dance? How Partners' Institutional Logics Influence Innovation in Young Firms. Administrative Science Quarterly, 60, 596-633.
- Hsu, G., & Grodal, S. 2015. Category Taken-for-Grantedness as a Strategic Opportunity. American Sociological Review, 80(1), 28-62

Additional readings

- DiMaggio, P. J. and W. W. Powell. 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organizational, American Sociological Review, 48: 147-160.
- Tolbert, P.S., L.G. Zucker. 1983. Institutional Sources of Change in the Formal Structure of Organizations. Administrative Science Quarterly, 28: 22-39.
- Davis, G. F., K. A. Diekmann, and C. H. Tinsley. 1994. The decline and fall of the conglomerate firm in the 1980s: a study in the de-institutionalization of an organizational form. American Sociological Review, 59: 547-570.
- Kraatz, M. S. and E. J. Zajac. 1996. Causes and consequences of illegitimate organizational change. American Sociological Review, 61: 812-836
- Scott, W. R. (2001). Institutions and organizations . Second edition. Thousand Oaks, CA: Sage Publications.
- Kraatz, M.S., J.H. Moore. 2002. Executive Migration and Institutional Change. Academy of Management Journal. 45(1): 120.
- Battilana, J. & Dorado, S. 2010. Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. Academy of Management Journal, 53(6): 1419-1440.
- Durand, R. & Jourdan, J. 2012. Jules or Jim: Alternative Conformity to Minority Logics. Academy of Management Journal, 55(6): 1295-1315.

Session 4: Contagion and Influence

Required readings

- Burt, R. S. 1987. Social Contagion and Innovation: Cohesion versus Structural Equivalence. American Journal of Sociology, 92: 1287-1335.
- Haunschild, P. 1993. Interorganizational Imitation: The Impact of Interlocks on Corporate Acquisition Activity. Administrative Science Quarterly, 38: 564-592.

Rao, H., Greve, H. R., & Davis, G. F. 2001. Fool's Gold: Social Proof in the Initiation and Abandonment of Coverage by Wall Street Analysts. Administrative Science Quarterly, 46(3): 502.

Jonsson, S., Greve, H. R., & Fujiwara-Greve, T. 2009. Undeserved Loss: The Spread of Legitimacy Loss to Innocent Organizations in Response to Reported Corporate Deviance. Administrative Science Quarterly, 54(2): 195-228.

Sharkey, A. J., & Bromley, P. 2014. Can Ratings Have Indirect Effects? Evidence from the Organizational Response to Peers' Environmental Ratings. American Sociological Review, 80(1), 63-91.

Additional readings

Coleman, J., Katz, E., & Menzel, H. 1957. The Diffusion of an Innovation Among Physicians. Sociometry, 20(4): 253-270.

Galaskiewicz, J. & Burt, R. S. 1991. Interorganization Contagion in Corporate Philanthropy. Administrative Science Quarterly, 36: 88-105.

Greve, H. R. 1996. Patterns of Competition: The Diffusion of a Market Position in Radio Broadcasting. Administrative Science Quarterly, 41: 29-60.

Davis, G. F. & Greve, H. R. 1997. Corporate Elite Networks and Governance Changes in the 1980s. American Journal of Sociology, 103: 1-37.

Haunschild, P. R. & Miner, A. S. 1997. Modes of Interorganizational Imitation: The Effects of Outcome Salience and Uncertainty. Administrative Science Quarterly, 42: 472-500.

Session 5: Sociology of markets

Granovetter, M. 1985. Economic Action and Social Structure: The Problem of Embeddedness. American Journal of Sociology, 91: 481-510.

Podolny, J. 2001. Networks as the Pipes and Prisms of the Market. American Journal of Sociology 107(1): 33-60.

Uzzi, B. & Lancaster, R. 2004. Embeddedness and Price Formation in the Corporate Law Market. American Sociological Review, 69(3): 319.

Hsu G. 2006. Jacks of All Trades and Masters of None: Audiences' Reactions to Spanning Genres in Feature Film Production. Administrative Science Quarterly 51(3): 420.

Cattani G., Ferriani S., & Allison P.D. 2014. Insiders, Outsiders, and the Struggle for Consecration in Cultural Fields: A Core- Periphery Perspective. American Sociological Review. 1-24

Additional Readings

White, H. C. 1981. Where Do Markets Come From? American Journal of Sociology, 87: 517-547.

Baker, W. E. 1984. The Social Structure of a National Securities Market. The American Journal of Sociology, 89(4): 775-811.

Fligstein, N. 1996. Markets as Politics: A Political-Cultural Approach to Market Institutions. American Sociological Review, 61(4): 656.

Callon, M. 1998. The laws of the markets: Blackwell. Blackwell publishers.

Slavich B., Castellucci F., 2016. Wishing upon a star: How apprentice-master similarity, status and career stage affect critics' evaluations of former apprentices in the haute cuisine industry. Organization Studies



Session 6: Organizational Status

Required readings

Podolny, J. M. 1993. A Status-based Model Model of Market Competition. *American Journal of Sociology*, 98: 828-872.

Castellucci, F. & Ertug, G. 2010. What's in It for Them? Advantages of Higher-Status Partners in Exchange Relationships. *Academy of Management Journal*, 53(1): 149-166.

Kovács, B., & Sharkey, A. 2014. The Paradox of Publicity: How Awards Can Negatively Impact the Evaluation of Quality. *Administrative Science Quarterly*, 59, 1-33.

Jensen M., Kim H. 2015. The Real Oscar Curse: The Negative Consequences of Positive Status Shifts. *Organization Science*, 26(1): 1-21.

Ertug, G. & Castellucci, F. 2013. Getting What You Need: How Reputation and Status Affect Team Performance, Hiring, and Salaries in the NBA. *Academy of Management Journal*, 56(2): 407-431

Additional readings

Weber, M. 1964. Social Stratification and Class Structure, *The Theory of social and economic organization*: 424-429: Macmillan.

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

Podolny, J. M. & Stuart, T. E. 1995. A Role-Based Ecology of Technological Change. *American Journal of Sociology*, 100: 1224-1260.

Podolny, J. M. & Phillips, D. J. 1996. The Dynamics of Organizational Status. *Industrial and Corporate Change*, 5: 453-471.

Gould, R. V. 2002. The Origins of Status Hierarchies: A Formal Theory and Empirical Test. *American Journal of Sociology*, 107(5): 1143.

Podolny, J. M. 2005. *Status signal: a sociological study of market competition*: Princeton University Press.

Baum, J. A. C., Rowley, T. J., Shipilov, A. V., & Chuang, Y.-T. 2005. Dancing with Strangers: Aspiration Performance and the Search for Underwriting Syndicate Partners. *Administrative Science Quarterly*, 50(4): 536.

Washington, M. & Zajac, E. J. 2005. Status Evolution and Competition: Theory and Evidence. *Academy of Management Journal*, 48(2): 282.

Ertug, G. & Castellucci, F. 2013. Getting What You Need: How Reputation and Status Affect Team Performance, Hiring, and Salaries in the NBA. *Academy of Management Journal*, 56(2): 407-431

Ertug, G. & Castellucci, F. 2014. Who shall get more? How intangible assets and aspiration levels affect the valuation of resource providers. *Strategic Organization*, 13(1): 6-31.

Faculty Bio.

Fabrizio received his PhD in Organizational Behavior from the Graduate School of Business at Stanford University. His research interests focus on Social Status, Reputation, Social Networks, and Organizational Learning. He has published in various journals such as *Academy of Management Journal*, *Organization Science*, *Organization Studies*, *Strategic Organization*, *Labour Economics*, and *Industrial and Corporate Change*. He is also a member of the editorial board of *Strategic Management Journal*

