

**2016 CASBS Summer Institute:
Organizations and Their Effectiveness**
R. Gibbons and W. Powell
June 27 – July 8

Readings for Organizational Economics
Bob Gibbons

Session I: Major Themes in Organizational Economics

Read (i.e., broad, introductory surveys):

- Gibbons, Robert and John Roberts. 2015. "Organizational Economics." In R. Scott and S. Kosslyn (eds.), *Emerging Trends in the Social and Behavioral Sciences*, Wiley. (11 pp.)
- Gibbons, Robert. 2000. "Why Organizations Are Such a Mess (and What an Economist Might Do About It)." Unpublished. (50 pp.)
- Gibbons, Robert. "Perspectives on Organizational Economics." (2 pp.)

Skim (i.e., classics worth skimming if not already known):

- March, James. 1962. "The Business Firm as a Political Coalition." *Journal of Politics* 24: 662-78.
- Williamson, Oliver 1971. "The Vertical Integration of Production: Market Failure Considerations." *American Economic Review*, 61: 112-23.
- Kreps, David. 1990. "Corporate Culture and Economic Theory." In J. Alt and K. Shepsle, eds. *Perspectives on Positive Political Economy*. Cambridge University Press.

Inspect (i.e., further reading for the truly obsessed):

- Milgrom, Paul and John Roberts. 1988. "An Economic Approach to Influence Activities in Organizations." *American Journal of Sociology* 94: S154-S179. (to page S162 only)
- Dixit, Avinash. 2009. "Governance Institutions and Economic Activity." *American Economic Review* 99: 5-24. (to page 16 only)
- Gibbons, Robert. 2013. "Cyert and March (1963) at Fifty: A Perspective from Organizational Economics." Unpublished. (11 pp.)
- Gibbons, Robert. 2010. "Transaction-Cost Economics: Past, Present, and Future?" *Scandinavian Journal of Economics* 112: 263-88.

Session 2: A Frontier of Organizational Economics: Organizational Culture and Performance

Read:

- Syverson, Chad. 2011. "What determines productivity?" *Journal of Economic Literature* 49: 326-65.

Gibbons, Robert and Rebecca Henderson. 2012. "Relational Contracts and Organizational Capabilities." *Organization Science* 23: 1350-64.

Skim:

Ichniowski, Casey, Kathryn Shaw, and Giovanna Prennushi. 1997. "The Effects of Human Resource Management Practices on Productivity: A Study of Steel Finishing Lines." *American Economic Review* 87: 291-313.

Bloom, Nicholas, Raffaella Sadun and John Van Reenen. 2012. "The organization of firms across countries." *Quarterly Journal of Economics* 127: 1663-705.

Martinez, Elizabeth, Nancy Beaulieu, Robert Gibbons, Peter Pronovost, and Thomas Wang. 2015. "Organizational Culture and Performance." *American Economic Review Papers & Proceedings* 105: 331-5.

Gibbons, Robert and Robert Kaplan. 2015. "Formal Measures in Informal Management: Can a Balanced Scorecard Change a Culture?" *American Economic Review Papers & Proceedings* 105: 447-51.

Inspect:

Chassang, Sylvain. 2010. "Building Routines: Learning, Cooperation, and the Dynamics of Incomplete Relational Contracts." *American Economic Review* 100: 448-465.

Readings for Organizational Sociology and Economic Sociology
Woody Powell

Session 1: Major Themes in Economic and Organizational Sociology

A few older classics to skim to skim and be familiar with:

Roy, Donald F. 1952. "Quota restriction and goldbricking in a machine shop." *American Journal of Sociology* 57:427-442.

Macaulay, Stewart. 1963. "Noncontractual Relations in Business." *American Sociological Review* 28: 55-67.

DiMaggio, Paul J. and Walter W. Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review* 48(2):147-60.

Hannan, Michael T. and John Freeman. 1984. "Structural Inertia and Organizational Change." *American Sociological Review* 49(2): 149-64.

Powell, Walter W. 1990. "Neither Market Nor Hierarchy: Network forms of organization." *Research in Organization Behavior*, 12: 295-336, Barry M. Staw and L. L. Cummings, eds. JAI.

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

Zuckerman, Ezra. 1999. "The Categorical Imperative: Securities analysts and the legitimacy discount." *American Journal of Sociology* 104: 1398-1438.

Session 2: A Frontier of Organizational and Economic Sociology: Multiple Networks and Speciation

Read:

- Padgett, John F. and W. W. Powell. 2012. "The Problem of Emergence," Ch. 1 in *The Emergence of Organizations and Markets*. Princeton University Press, for empirical cases, check out chapters 6 and 14.
- De Vaan, Mathijs, Balazs Vedres and David Stark. 2015. "Game Changer: The Topology of Creativity." *American Journal of Sociology* 120 (4): 1144-94.
- Goldberg, Amir, Michael Hannan, and Balazs Kovacs. 2016. "What Does It Mean to Span Cultural Boundaries? Variety and atypicality in cultural consumption." *American Sociological Review* 81(2): 215-41.

Skim:

- Ruef, Martin. 2000. "The Emergence of Organizational Forms: A Community Ecology Approach." *American Journal of Sociology* 106(3): 648-714.
- Burt, Ronald S. 2004. "Structural Holes and Good Ideas." *American Journal of Sociology* 110:349-399.
- Powell, Walter W., Douglas R. White, Kenneth W. Koput and Jason Owen-Smith. 2005. "Network Dynamics and Field Evolution: The Growth of Interorganizational Collaboration in the Life Sciences." *American Journal of Sociology* 110(4): 1132-1205.

Readings for Organizational Ethnography

Katherine Kellogg

Session 1: Key Themes in Organizational Ethnography

Read:

Culture:

- Van Maanen, J. (1990). "The smile factory: Work at Disneyland" in *Reframing Organizational Culture*, edited by P. Frost et al., p. 58-76.

Work and Labor Process:

- Barker, J. (1993). "Tightening the iron cage," *Administrative Science Quarterly*. Vol. 38: 408-437.

Power and Status:

- Bechky, B. (2003). Object lessons: Workplace artifacts as representations of occupational jurisdiction. *American Journal of Sociology*. Vol. 109: 720-752.

Skim:

Culture:

Fine, G. (1996). Justifying work: Occupational rhetorics as resources in restaurant kitchens. *Administrative Science Quarterly*. Vol. 41: 90-115.

Work and Labor Process:

Burawoy, M. (1979). *Manufacturing consent: Changes in the labor process under monopoly capitalism*. Chicago: University of Chicago Press. Chapter 5: "The labor process as a game."

Power and Status:

Nelsen, B., & Barley, S. (1997). For love or money? Commodification and the construction of an occupational mandate. *Administrative Science Quarterly*. Vol. 42: 619-653.

Inspect:

Culture:

Kunda, G. (1992). *Engineering culture: Control and commitment in a high-tech corporation*. Philadelphia: Temple University Press. Chapter 5: "Self and organization: In the shadow of the golden bull."

Perlow, L. (1999). The time famine: Toward a sociology of work time. *Administrative Science Quarterly*, Vol. 44: 57-81.

Work and Labor Process:

Gouldner, A. (1954) *Patterns of Industrial Bureaucracy*. New York: Free Press. Chapter 10: "A provisional analysis of bureaucratic types."

Dalton, M. (1959). *Men who manage: Fusions of feeling and theory in administration*. New York: Wiley. Chapter 4: "Relations between staff and line."

Power and Status:

Goffman, E. (1956) "The nature of deference and demeanor." *American Anthropologist*. Vol. 58: 473-502.

Session 2: Frontiers of Organizational Ethnography

Read:

Identity and Inequality:

Chan, C. & Anteby, M. (Forthcoming). Task segregation as a mechanism for within-job inequality: Women and men of the transportation security administration. *Administrative Science Quarterly*.

Service Work:

Mears, A. (2015). "Working for free in the VIP: Relational work and the production of consent," *American Sociological Review*. Vol. 80: 1099-1122.

Contingent and Precarious Work:

Evans, J., Kunda, G., and Barley, S. (2004) "Beach Time, Bridge Time, and Billable Hours: The Temporal Structure of Technical Contracting," *Administrative Science Quarterly*. Vol. 49: 1-38.

Skim:

Identity and Inequality:

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

Service Work:

Sallaz, Jeffrey J. (2002). "The House Rules: Autonomy and Interests among Contemporary Casino Croupiers," *Work and Occupations*. Vol. 29: 394-427.

Contingent and Precarious Work:

Smith, V. (1998) "The Fractured World of the Temporary Worker: Power, Participation, and Fragmentation in the Contemporary Workplace," *Social Problems*. Vol 45: 411-430.

Inspect:

Identity and Inequality:

Sherman, R. (2007) *Class Acts: Service and Inequality in Luxury Hotels*. Oakland, CA: University of California Press. Chapter 4: "Recasting hierarchy."

Service Work:

Leidner, R. (1999). Emotional labor in service work. *Annals of the American Academy of Political and Social Science*, Vol. 561: 81-95.

Contingent and Precarious Work:

Padavic, I. (2005). "Laboring Under Uncertainty: Identity Renegotiation among Contingent Workers." *Symbolic Interaction* Vol. 28:111-134.

Readings for Administrative Organizations
Dan Carpenter

Session 1: Key Themes in Bureaucratic Politics and Public Administration

Read:

Culture:

Herbert Kaufmann (1960) *The Forest Ranger*. As reprinted in 2006 by Resources for the Future Press. Chapters 3 and 6. [~50pp]

Delegation:

Jerry Mashaw (1985) "Prodelegation: why administrators should make political decisions." *JLEO* 1(1): 81-100. [20pp.]

Structure by Design and by Emergence:

Terry Moe. 1989. "The Politics of Bureaucratic Structure." In *Can the Government Govern?* (Chubb and Peterson, eds.). Washington, DC: The Brookings Institution, pp. 267-329. [60pp, but a smooth read]

Martha Feldman. 1989. *Order without Design: Information Production and Policy Making*. Palo Alto: Stanford University Press, Chapters 1 and 12 [~25pp.]

Reputation:

Carpenter and Krause, "Reputation and Public Administration," *Public Administration Review* (2012). [7 pp.]

Skim and Understand: [first 3 pp and last 3 pp should suffice]

Control & Delegation:

Mathew McCubbins and Thomas Schwarz (1984) "Congressional oversight overlooked: police patrols versus fire alarms." *American Journal of Political Science* 28(1): 165-179.

McNollgast. 1987. Administrative Procedures as Instruments of Political Control. *Journal of Law, Economics, and Organization* 3(2): 243-277.

Appointments and Personnel:

Lewis, David E. 2011. "Presidential Appointments and Personnel," *Annual Review of Political Science* 14(1): 47-66.

Session 2: Frontiers of Administrative Politics: Reputation & Regulatory Incentives, Corruption & Capture

General Readings:

Corruption:

Richard White. 2013. "What Counts as Corruption?" *Social Research* 80,4: 1033-56.

Capture:

James Kwak, "Cultural Capture and the Financial Crisis," in Carpenter and Moss, *Preventing Regulatory Capture*.

Jason Webb-Yackee and Susan Webb-Yackee. 2006. "A Bias Toward Business? Assessing Interest Group Influence on the Bureaucracy." *Journal of Politics* 68(1): 128-39.

Reputation:

Claire Leaver. 2009. "Bureaucratic Minimal Squawk Behavior," *American Economic Review* 99,3: 572-607.

Mooweon Rhee and Toyoun Kim. 2015. "The role of experience in a governmental regulatory investigation in the US automobile industry: organizational learning versus reputational dynamics," *Socio-Economic Review*

Skim some Quantitative Studies: [the abstract and introduction are sufficient]

Daniel Carpenter. 2004. "Protection without Capture," *APSR*, 98(4): 613-631.

Sanford Gordon and Catherine Hafer. 2005. "Flexing Muscle: Corporate Political Expenditures as Signals to the Bureaucracy." *APSR* 99(2): 245-261.

Alexander Hirsch. 2016. "Experimentation and Persuasion in Political Organizations," *APSR* 2016.

Rao, H. 1994. 'The Social Construction of Reputation: Certification Contests, Legitimation, and the Survival of Organizations in the American Automobile Industry: 1895- 1912', *Strategic Management Journal*, 15, 29-44.

Rhee, M. and Haunschild, P. R. 2006. 'The Liability of Good Reputation: A Study of Product Recalls in the U.S. Automobile Industry', *Organization Science*, 17, 101-117.

Haeder and Yackee. 2015. "Influence and the Administrative Process: Lobbying the U.S. President's Office of Management and Budget," *APSR*