

2017 CASBS Summer Institute:

Organizations and Their Effectiveness

Bob Gibbons and Woody Powell, organizers

READINGS LISTED BY DATE OF DISCUSSION

Readings for Organizational Economics

Bob Gibbons

Session 1: 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. (pp 1-9)

Gibbons, Robert. 2000. "Why Organizations Are Such a Mess (and What an Economist Might Do About It)." Unpublished. (pp 1-19)

Gibbons, Robert. "Perspectives on Organizational Economics." (pp 1-2)

Skim (i.e., classics worth revisiting annually!):

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.

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

Gibbons, Robert. 2013. "Cyert and March (1963) at Fifty: A Perspective from Organizational Economics." Unpublished. (pp 1-8)

Gibbons, Robert. 2010. "Transaction-Cost Economics: Past, Present, and Future?" *Scandinavian Journal of Economics* 112: 263-88. (pp 263-76)

Milgrom, Paul and John Roberts. 1988. "An Economic Approach to Influence Activities in Organizations." *American Journal of Sociology* 94: S154-S179. (pp S154-S162)

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.

Bob, 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. **(pp 326-47)**

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

Skim:

Kreps, David. 1990. "Corporate Culture and Economic Theory." Chapter 4 in J. Alt and K. Shepsle, eds. *Perspectives on Positive Political Economy*. Cambridge University Press. **(pp. 90-132, esp. pp 124-31)**

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. **(esp. pp. 291-302)**

Bloom, Nicholas, Raffaella Sadun and John Van Reenen. 2012. "The organization of firms across countries." *Quarterly Journal of Economics* 127: 1663-705. **(esp. pp. 1674-97)**

Inspect:

Chassang, Sylvain. 2010. "Building Routines: Learning, Cooperation, and the Dynamics of Incomplete Relational Contracts." *American Economic Review* 100: 448-465. **(esp. pp. 448-61)**

Woody, 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, read chapters 6 and 14.

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:

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

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 in Organizational Ethnography
(discussed by Woody and Bob)**

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.

Power and Status:

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

Work and Labor Process:

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

Skim:

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* 44: 57-81.

Power and Status:

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

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."

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

**Readings for Administrative Organizations
(discussed by Bob and Woody)**

Read:

Culture:

Herbert Kaufman. 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." *Journal of Law and Economics* 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. 2012. "Reputation and Public Administration," *Public Administration Review*. [7 pp.]

Corruption:

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

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

Delegation:

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

Inspect: [abstract and introduction]

Daniel Carpenter. 2004. "Protection without Capture," *American Political Science Review* 98(4): 613-631.

GUEST FACULTY

Katherine Kellogg, MIT
Frontiers of Organizational Ethnography

Work and the Labor Process: Moving Beyond Class

Read:

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

Skim:

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

Inspect:

DiBenigno, J., & Kellogg, K. C. (2014). Beyond occupational differences the importance of cross-cutting demographics and dyadic toolkits for collaboration in a US hospital. *Administrative Science Quarterly* 59:375-408.

Power and Status: Open Politics and Micromobilization

Read:

Weber, K., Thomas, L., Rao, H. (2009). From Streets to Suites: How the AntiBiotech Movement Affected German Pharmaceutical Firms." *American Sociological Review* 74:106-127.

Skim:

Truelove, E., & Kellogg, K. C. (2016). The Radical Flank Effect and Cross-occupational Collaboration for Technology Development during a Power Shift. *Administrative Science Quarterly* 61: 662-701.

Inspect:

O'Mahony, S., & Bechky, B. A. (2008). Boundary organizations: Enabling collaboration among unexpected allies. *Administrative Science Quarterly* 53:422-459.

Occupations and Professions: Materiality

Read:

Beane, M. and Orlikowski, W. (2016). "What Difference Does a Robot Make? The Material Enactment of Distributed Coordination." *Organization Science* 26: 1553-1573.

Skim:

Barley, S. R. (2015). Why the internet makes buying a car less loathsome: how technologies change role relations. *Academy of Management Discoveries*, 1:5-35.

Inspect:

Kellogg, K., (2009) "Operating Room: Relational Spaces and Microinstitutional Change in Surgery." *American Journal of Sociology* 115: 657-711.

Dan Carpenter, Harvard

**Frontiers Theme – Institutions and the Emergence of Organizations and Organizers –
The (Generative) Case of the Petition**

Read – For Discussion:

Carpenter, two draft (non-circulating) chapters from *Democracy by Petition: The Mobilizations of North America, 1790-1860*

Carpenter, “Recruitment by Petition: American Abolitionism, French Protestantism, English Suppression,” *Perspectives on Politics* 14 (3) (September 2016): 700-723.

Skim:

Resch, Schneer, McKinley and Carpenter, “The Origins of Legislative Jurisdictions: Petitions and Standing Committee Formation in Revolutionary Virginia and the Early U.S. House,” draft manuscript.

Background Pieces:

David Zaret, “Petitions and the ‘Invention’ of Public Opinion in the English Revolution,” *American Journal of Sociology* (1996).

Carpenter and Moore, “When Canvassers Became Activists: Antislavery Petitioning and the Political Mobilization of American Women,” *American Political Science Review* 108 (3) (August 2014), 479-498. doi:[10.1017/S000305541400029X](https://doi.org/10.1017/S000305541400029X).

Maggie McKinley, “Lobbying and the Petition Clause,” *Stanford Law Review* (2016).

More Recent Methodological Pieces:

Han, Hahrie. 2016. “The Organizational Roots of Political Activism: Field Experiments on Creating a Relational Context,” *American Political Science Review* 110(2).

Nall, Clayton, Benjamin Schneer and Carpenter, “Paths of Recruitment: Rational Social Prospecting in Petition Canvassing,” *American Journal of Political Science* (2017); <http://onlinelibrary.wiley.com/doi/10.1111/ajps.12305/full>

Jenna Bednar and Scott Page, Univ. Of Michigan

Institutional Path Dependence and the Performance of Laws, Policies, and Organizations

Read/For Discussion:

Bednar, Jenna and Scott E. Page. 2016. "Complex Adaptive Systems and Comparative Politics: Modeling the Interaction between Institutions and Culture." *Chinese Political Science Review* 1:448-471.

Bednar, Jenna and Scott E. Page. "When Order Affects Performance: Behavioral Spillovers and Institutional Path Dependence" *Manuscript*.

Skim/Backgrounders:

Page, Scott E. 2006. "Path Dependence." *Quarterly Journal of Political Science* 1(1):87-115.

Greif, Avner, and David D. Laitin. 2004. "A theory of endogenous institutional change." *American Political Science Review* 98(4):633-652.

Collier, Paul. 2017. "Culture, Politics, and Economic Development." *Annual Review of Political Science* 20:111-25.

Inspect/Will Be Presented, Study for More Methods:

Bednar, Jenna, Yan Chen, Tracy Xiao Liu, and Scott E. Page. 2012. "Behavioral Spillovers and Cognitive Load in Multiple Games: An Experimental Study." *Games and Economic Behavior* 74(1):12-31.

Bednar, Jenna, Andrea Jones-Rooy, and Scott E. Page. 2015. "Choosing a Future based on the Past: Institutions, Behavior, and Path Dependence." *European Journal of Political Economy* 40(B):312-332.