

2019 CASBS Summer Institute

Organizations and Their Effectiveness

July 8 – July 20

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Maria Guadalupe, Hahrie Han, and Adam Reich, collaborators

Version: May 20, 2019

Session 1 (Mon., Jul. 8):

Major Themes in Organizational Economics

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

Gibbons, Robert. 2018. "Words to Remember (for one Organizational Economist)." Unpublished. **(p. 1)**

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 Unpublished.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 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.

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

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

Gibbons, Robert. 2019. "March-ing Towards Organizational Economics." Forthcoming in *Industrial and Corporate Change*. **(pp. 1-7)**

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

Session 2 (Tue., Jul. 9):
Major Themes in Economic and Organizational Sociology

Classics to be familiar with:

Macaulay, Stewart. 1963. "Non-contractual 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 3 (Tue., Jul. 9):
Cross-disciplinary hack

Read for background:

Ho, Daniel E. 2017. "Does Peer Review Work? An Experiment of Experimentalism." *Stanford Law Review* 69 (June).

Session 4 (Wed., Jul. 10):
A Frontier of OE—Organizational 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. **(Secs. 1-3)**

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. **(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. **(pp. 1674-97)**

Inspect:

Blader, Steven, Claudine Gartenberg, and Andrea Prat. 2019. "The Contingent Effect of Management Practices." Forthcoming in *Review of Economic Studies*. **(Intro)**

Session 5 (Wed., Jul. 10):
A Frontier of Organizational Sociology: Multiple Networks and Emergence

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.

**Session 6 (Thu., Jul. 11):
Classics in Organizational Ethnography**

Read:

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

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

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

Skim:

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."

**Session 7 (Thu., Jul. 11):
A Frontier of Organizational Sociology: Rethinking Exit, Voice, and Loyalty**

Read:

Turco, Catherine. 2016. *The Conversational Firm*, Columbia University Press. Chapters 2-5. A copy of the book is also available in the CASBS library. Don't run off with it.

Lifshitz-Assaf, Hila. 2018. "Dismantling Knowledge Boundaries at NASA." *Administrative Science Quarterly* 63(4): 746-82.

I am assuming familiarity with:

March, James and Herbert Simon. 1958. *Organizations*. New York, NY: John Wiley & Sons. Chapter 4: "Motivation: The Decision to Participate."

Hirschman, Albert. 1970. *Exit, Voice and Loyalty*. Harvard University Press, esp. chapters 1-3.

Session 8 (Fri., Jul. 12):
A Frontier of OE—Culture as Equilibrium?

Read:

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. 124-31)

Gibbons, Robert and Rebecca Henderson. 2012. "Relational Contracts and Organizational Capabilities." *Organization Science* 23: 1350-64. (Secs. 4-5)

Stewart, James. 1993. "Taking the Dare." *The New Yorker*, July 26: 34-39

Skim:

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

Foss, Nicolai. 2003. "Selective Intervention and Internal Hybrids: Interpreting and Learning from the Rise and Decline of the Oticon Spaghetti Organization." *Organization Science* 14: 331-49. (pp. 333-43)

Inspect:

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

Maria Guadalupe, INSEAD
Identity and Stereotypes (in Organizations)

MONDAY AFTERNOON, July 15th

Read:

Akerlof, George A., and Rachel E. Kranton. 2000. "Economics and Identity." *The Quarterly Journal of Economics* 115(3): 715-753.

Del Carpio, Lucia and Maria Guadalupe. 2018. "More Women in Tech? Evidence from a Field Experiment Addressing Social Identity." 13234 CEPR Discussion Papers.

Skim:

Flory, Jeffrey, Andreas Leibbrandt and John List. 2015. "Do Competitive Workplaces Deter Female Workers? A Large-Scale Natural Field Experiment on Job Entry Decisions." *The Review of Economic Studies* 82 (1): 122-55.

Inspect:

Ashraf, Nava, Oriana Bandiera and Scott S. Lee. 2018. "Losing Prosociality in the Quest for Talent? Sorting, Selection, and Productivity in the Delivery of Public Services."

Bordalo, Pedro, Katherine Coffman, Nicola Gennaioli and Andrei Shleifer. 2016. "[Stereotypes](#)." *Quarterly Journal of Economics* 131(4): 1753-94.

HACK: Design a randomized field experiment within a firm to test the impact of "identity" on performance.

TUESDAY MORNING, July 16th

Read:

Cable, Daniel M., Francesca Gino, and Bradley R. Staats. "Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression." *Administrative science quarterly* 58.1 (2013): 1-36.

Guadalupe, M, Kinias, Z and Schloderer, F. In progress. Identity and Organizational Alignment: Evidence from a Field Experiment. (Manuscript may not be ready before CASBS.)

Skim:

Haslam, S. Alexander, and Naomi Ellemers. "Social identity in industrial and organizational psychology: Concepts, controversies and contributions." *International review of industrial and organizational psychology* 20.1 (2005): 39-118.

Inspect:

Akerlof, G. A., & Kranton, R. E. (2005). Identity and the Economics of Organizations. *Journal of Economic perspectives*, 19(1), 9-32.

Kinias, Z., & Sim, J. (2016). "Facilitating women's success in business: Interrupting the process of stereotype threat through affirmation of personal values". *Journal of Applied Psychology*, 101(11), 1585-97.

Hahrie Han, Johns Hopkins University
The Strategic Logic of Politics and Collective Action

TUESDAY AFTERNOON, July 16th

Read:

Paul Pierson. 2015. "Goodbye to Pluralism? Studying Power in Contemporary American Politics" (manuscript)

Munson, Ziad. 2009. *The Making of Pro-Life Activists: How Social Movement Mobilization Works*. Chicago: University of Chicago Press. Chapter 8. Pp. 185-96.

Skim:

Skocpol, Theda. 2003. *Diminished Democracy: From Membership to Management in American Civil Life*. Norman: University of Oklahoma Press. Chapter 4. Pp. 127-74.

Han, Hahrie. 2014. *How Organizations Develop Activists: Civic Associations and Leadership in the 21st Century*. New York: Oxford University Press. Chapter 1.

Inspect:

Karpp, David. 2012. *The Moveon Effect: The Unexpected Transformation of American Political Advocacy*. New York: Oxford University Press. Chapter 1.

HACK: Many predictive models of presidential elections predict that the conditions favor another Trump victory in 2020. Imagine it is Election Day 2020. Trump has just been re-elected. You become part of a leadership team planning some form of grassroots collective resistance. You know there will be another groundswell of people who come out in response, but you want it to have greater staying power than the resistance did post 2016. How would you design it?

WEDNESDAY MORNING, July 17th

What would organizations designed around a political logic of collective action look like?

Read:

Hahrie Han, Elizabeth McKenna, Michelle Oyakawa. Forthcoming 2020. *The Organizational Foundations of People Power*. University of Chicago Press. Chapter 1 (Introduction), Chapter 4 (Strategic Leadership) (Readings available June 17)

Skim:

Sheri Berman. 1997. "Civil Society and the Collapse of the Weimar Republic" *World Politics* 49(3): 401-29.

Inspect:

Han, Hahrie. 2016. "The Organizational Roots of Political Activism: Field Experiments on Creating a Relational Context." *American Political Science Review* 110(2): 296-307.

Adam Reich, Columbia University

THURSDAY AFTERNOON, July 18th
Labor process and labor control in low-wage work

Read:

Reich, Adam, and Peter Bearman. 2018. *Working for Respect: Community and Conflict at Walmart*. New York: Columbia University Press. Chapter 2 (“The Shop Floor”) and Chapter 3 (“The Structure of Domination and Control”), pp. 83-146.

Skim:

Rosenblat, Alex. 2018. *Uberland: How Algorithms Are Rewriting the Rules of Work*. Berkeley: University of California Press. Chapter 5 (“Behind the Curtain: How Uber Manages Drivers with Algorithms”), pp. 138-66.

Inspect:

Sherman, Rachel. 2005. “Producing the Superior Self: Strategic Comparison and Symbolic Boundaries Among Luxury Hotel Workers.” *Ethnography* 6:2:131-158.

HACK: What can you learn about the labor process at Uber/Lyft in 45 minutes, using any sources of data you can get your hands on (ethnographic observation, interviewing, Yelp, Glassdoor, financial reports)? Use the data you collect to design a strategy for enhancing worker voice within these companies.

FRIDAY MORNING, July 19th
How can we (re)build effective worker organizations?

Read:

Hertel-Fernandez, Alex, Suresh Naidu, and Adam Reich. In preparation. “Do Teacher Strikes Make Parents Pro or Anti-Labor? The Political Effects of Labor Unrest.”

Skim:

Naidu, Suresh and Adam Reich. “Collective Action and Customer Service in Retail.” *Industrial & Labor Relations Review* 71:4:986-1001.

Inspect:

Hertel-Fernandez, Alex, William Kimball, and Thomas Kochan. In preparation. “How U.S. Workers Think About Workplace Democracy: The Structure of Individual Worker Preferences for Labor Representation.”

Rosenfeld, Jake. 2014. *What Unions No Longer Do*. Cambridge: Harvard University Press. Chapter 8 (“The Past as Prologue”), pp. 182-199.