Sociology of Organizations and Management

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This seminar provides an overview of the major theoretical approaches and debates that are central in the literature on organizations and management. The objectives of the seminar are three fold: first, to examine the history of large corporations and the rise of professional management. Second, to review the main paradigms in the field of organization studies together with relevant empirical examples. Third, to combine the previous two objectives by historicizing the body of knowledge known as "organization studies" and placing it within its historical context. This act of historization provides an analytical angle from which we can evaluate the limits of the field and draw meta-theoretical and epistemological conclusions. The seminar is conducted under the strong assumption that you read the assigned materials from one week to another. Since it is a "short-lived" seminar (only 6 weeks) it is essential that you are prompt with the reading. You will be asked to comment on the reading materials in class as well as in writen form. "Further reading" is an optional category. It includes additional references, which I hope will help you later on with your comprehensive exams. At the end of the seminar you will be asked to write two short (take-home) essays.

Week 1: Emergence of Large Scale Organizations

Economic/Functional Narratives

Chandler, D. Alfred, Jr. (1962). Strategy and Structure: Chapters in the History of the American Industrial Enterprise. Cambridge, MA: The MIT Press. Pp. 19-51.

Williamson, Oliver (1975). Markets and Hierarchies. NY: The Free Press. Pp. 20-40.

Further Reading:

Williamson, Oliver (1985). The Economic Institutions of Capitalism. New York: The Free Press. Pp. 206-219.

Neo-Marxist Narratives

Edwards, Richard (1979). Contested Terrain: The Transformation of the Workplace in the Twentieth Century. New York: Basic Books. Pp. 48-71.

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Braverman, Harry (1974). Labor and Monopoly Capital: The Degradation of Work in the Twentieth Century. New York: Monthly Review Press. Pp. 257-270.

Further Reading:

Stone, Katherine (1974). "The origins of job structures in the steel industry" Review of Radical Political Economics, 2:113-173.

Doeringer, Peter and Michael Piore (1971). Internal Labor Markets and the Manpower Analysis. Lexington, MA: Heath.

Piore, J. Michael and Charles F. Sabel (1984). The Second Industrial Divide. New York: Basic Books.

Clawson, Dan (1980). Bureaucracy and the Labor Process: The Transformation of the U.S. Industry, 1860-1920. New York: Monthly Review Press.

Narratives of Institutional Power

Fligstein, Neil (1990). The Transformation of Corporate Control. Cambridge: Harvard University Press. Chapters 1,2 and last, Pp. 1-32, 33-74, 295-314.

Roy, William (1997). Socializing Capital: The Rise of the Large Industrial Corporation in America. Princeton: Princeton University Press. Pp. 3-20; 41-77.

Further Reading:

Lash, Scott and John Urry (1987). The End of Organized Capitalism. New York: Polity Press.

Jacoby, Sanford (1985). Employing Bureaucracy: Managers, Unions, and the Transformation of Work in American Industry. New York: Columbia University Press.

Noble, F. David (1977). America by Design: Science, Technology, and the Rise of Corporate Capitalism. New York: Oxford University Press.

Davis, Gerald, Kristina Diekmann and Catherine Tinsley (1994). "The decline and fall of the conglomerate firm in the 1980s: The deinstitutionalization of an organizational form" American Sociological Review, 59: 547-570.

Miller, Peter and O'Leary Ted (1989). "Hierarchies and American ideals, 1900-1940" Academy of Management Review, 14: 250-265.

Week 2: The Visible Hand of Management

The Managerial Revolution

Berle, Adolph Jr. and Gardiner Means (1932). <u>The Modern Corporation and Private Property</u>. New York: Macmillan. Pp. 90-118; 119-125.

Chandler, D. Alfred, Jr. (1984). "Emergence of managerial capitalism." <u>Business History Review</u>, 58: 473-503.

Chandler, D. Alfred, Jr. (1977). <u>The Visible Hand: The Managerial Revolution in American Business</u>. Cambridge, MA: Harvard University Press. Pp. 1-12.

Shenhav, Yehouda (1999). <u>Manufacturing Rationality: The Engineering Foundations of the Managerial Revolution</u>. Oxford: Oxford University Press. Chapters 1,2 (Pp. 16-70).

Further Reading:

Guillen, F. Mauro (2001). "Introduction to the Transaction Edition" in Bendix Reinhard <u>Work and Authority in Industry</u>. New Brunswick: Transaction Publishers. Pp. I-ixv. (this is a very good update on the current state of the field).

Burnham, James (1966). <u>The Managerial Revolution</u>. Bloomington: Indiana University Press.

Marglin, A. Stephen (1974). "What do bosses do? The origins and functions of hierarchy in capitalist production" <u>Review of Radical Political Economics</u>, 6:60-112.

Kolko, Gabriel (1963). <u>The Triumph of Conservatism: A Reinterpretation of American History, 1900-1916</u>. New York: The Free Press.

Systematic and Scientific Management

Litterer, A. Joseph (1961). "Systematic management: The search for order and integration" <u>Business History Review</u>, 35: 461-476.

Taylor, Frederick W. (1981) [1911]. "Scientific Management" in Oscar Grusky and George A. Miller <u>The Sociology of Organizations</u>. New York: Free Press.Pp. 55-66.

Braverman, Harry (1974). <u>Labor and Monopoly Capital: The Degradation of Work in the Twentieth Century</u>. New York: Monthly Review Press. Pp. 85-123.

Scott, W. Richard (1998). <u>Organizations: Rational, Natural and Open Systems</u>. New Jersey: Prentice-Hall. Pp. 38-40

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Further Reading:

Gilbreth, B. Frank and Ernestine Gilbreth Carey (1949). Cheaper By the Dozen. New York: Bantam Books.

Yates, JoAnne (1989). Control Through Communication: The Rise of System in American Management. Baltimore: The Johns Hopkins University Press.

Nelson, Daniel (1974). "Scientific management, systematic management and labor, 1880-1915" Business History Review, 48: 479-500.

Stark, David (1980). "Class struggle and the transformation of the labor process" Theory and Society, 9: 89-130.

Jelinek, Mariann (1980). "Toward systematic management: Alexander Hamilton Church" Business History Review, 45: 63-79.

Haber, Samuel (1964). Efficiency and Uplift: Scientific Management in the Progressive Era 1890-1920. Chicago: The University of Chicago Press.

Human Relations

Mayo, Elton (1984) [1949]. "Hawthorne and the Western Electric Company" in D.S. Pugh Organization Theory: Selected Readings. New York: Penguin. Chapter 19: Pp. 345-357.

Bendix, Reinhard (2001). Work and Authority In Industry. Berkeley: University of California Press. Pp. 274-281

Scott, W. Richard (1998). Organizations: Rational, Natural and Open Systems. New Jersey: Prentice-Hall. Pp. 61-66.

Further Reading:

Trahair, C.S. Richard (1984). The Humanist Temper: The Life and Work of Elton Mayo. New Brunswick: Transaction Books.

Baritz, Loren (1960). The Servants of Power: A History of the Use of Social Science in American Industry. Middletown, Connecticut: Wesley University Press.

Waring, P. Stephen (1991). Taylorism Transformed: Scientific Management Theory Since 1945. Chapel Hill, NC: The University of North Carolina Press. Pp. 20-77.

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Rethlisberger, J. Fritz. and William J. Dickson (1981). "Human Relations" in Oscar Grusky and George A. Miller The Sociology of Organizations. New York: Free Press. Pp. 55-66.

Week 3: Overview of Canonical Organization Theory

Scott, W. Richard (1998). Organizations: Rational, Natural and Open Systems. New Jersey: Prentice-Hall. Pp. 49-53; 95-97; 82-100; 101-121.

Carnegie School

March, James and Herbert Simon (1958). Organizations. New York: John Wiley and Sons. Chapter 6, "Cognitive limits on rationality". Pp. 136-171.

March, James and Herbert Simon (1981). "Decision-Making Theory" in Oscar Grusky and George A. Miller The Sociology of Organizations. New York: Free Press. Pp. 135-150.

Further Reading:

Simon, Herbert (1957). Administrative Behavior: A Study of Decision Making Processes in Administrative Organization. New York: Free Press.

Cohen, Miachel, James G. March and Johan P. Olsen (1972). "A garbage can model of organizational choice" Administrative Science Quarterly, 17: 1-25.

Levitt, Barbara and James G. March (1988). "Organizational learning" Annual Review of Sociology, 14: 319-340.

Contingency Theory

Thompson, James (1967). Organization in Action. New York: McGraw-Hill. Chapters 1,3 and 4. Pages 1-13 and 25-50.

Further Reading:

Lawrence, Paul D. and Jay W. Lorsch (1967). "Differentiation and integration in complex organizations" Administrative Science Quarterly, 12: 1-47.

Schoonhoven, Claudia Bird (1981). "Problems with contingency theory: Testing assumptions hidden within the language of contingency 'theory' Administrative Science Quarterly, 26: 349-377.

Drazin, Robert and Andrew H. van de Ven (1985). "Alternative forms of fit in contingency theory" <u>Administrative Science Quarterly</u>, 30: 514-539.

Resource Dependence Theory

Pfeffer, Jeffrey and Gerald R. Salancik (1978). <u>The External Control of Organizations: A Resource Dependence Perspective</u>. New York: Harper and Row. Chapters 2 and 3, Pp. 23-61.

Further Reading:

Koenig, T. et al. (1979) "Models of significance of interlocking corporate directories" <u>American Journal of Economics and Sociology</u>, 38: 173-186.

Pfeffer, Jeffrey (1981). <u>Power in Organizations</u>. Cambridge: Cambridge University Press.

Palmer, Donald (1983). "Broken ties: Interlocking directorates and intercorporate co-ordination" <u>Administrative Science Quarterly</u>, 28: 40-55.

Mizruchi, Mark S. (1996) "What do interlocks do? An analysis, critique, and assessment of research on interlocking directorates". <u>Annual Review of Sociology</u>, 22: 271-298.

Population Ecology

Stinchcombe, L. Arthur (1965). "Social structure and organizations" in Jim G. March (ed.) <u>Handbook of Organizations</u>. Chicago: Rand McNally. Pp. 142-160.

Hannan, Michael T. and John Freeman (1977). "The population ecology of organizations" <u>American Journal of Sociology</u>, 82: 929-964.

Hannan, Michael T. and John Freeman (1984). "Structural inertia and change" <u>American Sociological Review</u>, 49: 149-164.

Further Reading:

Hannan,. Michael T. and John Freeman (1989). <u>Organizational Ecology</u>.Cambridge: Harvard University Press.

Carroll, Glenn R. (1988). <u>Ecological Models of Organizations</u>. Cambridge: Ballinger Publishing Company.

Week 4: The institutional School and the Contested Nature of Rationality

Substantive and Instrumental Rationality

Scott, W. Richard (1998). Organizations: Rational, Natural and Open Systems. New Jersey: Prentice-Hall. Pp. 42-49.

Weber, Max (1968). "The types of legitimate domination" Economy and Society. Berkeley: University of California Press. Pp. 212-245 (Volume I); 956-969 (Volume III).

Further Reading:

Weber, Max (1981). " Bureaucracy" in Oscar Grusky and George A. Miller The Sociology of Organizations. New York: Free Press. Pp. 7-36.

Kalberg, Stephen (1980). "Max Weber's type of rationality" American Journal of Sociology, 85: 1145-1179.

Crozier, Michel (1964). The Bureaucratic Phenomenon. Chicago: Chicago University Press.

Sen, Amartya (1977). "Rational fools: A critique of the behavioral foundations of economic thoery" Philosophy and Public Affairs, 6: 317-344.

Normative and Ritual forms of Rationality

Meyer, W. John and Rowan Brian (1977). "Institutionalized organizations: Formal structure as myth and ceremony" American Journal of Sociology, 83: 340-363.

DiMaggio, J. Paul and Powell W. Walter (1983). "The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields." American Sociological Review, 48: 147-160.

Dobbin, Frank (1994). "Cultural models of organization: The social construction of rational organizing principles" in Diana Crane (ed.) Sociology of culture: Emerging Theoretical Perspectives. Pp. 117-141.

Further Reading (1): Theory

Berger, Peter L. and Thomas Luckmann (1966). The Social Construction of Reality: A Treatise in the Sociology of Knowledge. Garden City, NY: Anchor Books.

Dobbin, Frank (1994). <u>Forging Industrial Policy: The United States, Britain and France in the Railway Age</u>. Cambridge: Cambridge University Press. Pp. 1-27.

Meyer, John (1994). "Rationalized Environments" in Richard W. Scott, John Meyer and Associates. <u>Institutional Environments and Organizations</u>. Thousand Oaks: Sage Publications. Pp. 32-54.

Meyer, John, John Boli and George Thomas (1994). "Ontology on rationalization" in Richard W. Scott, John Meyer and Associates. <u>Institutional Environments and Organizations</u>. Thousand Oaks: Sage Publications. Pp. 9-27.

Scott, W. Richard (1995). <u>Institutions and Organizations</u>. CA, Thousand Oaks: Sage.

Powell, Walter W. and Paul J. DiMaggio (eds.) (1991). <u>The New Institutionalism in Organizational Analysis</u>. Chicago: University of Chicago Press.

Zucker, Lynne G. (1988) (ed.). <u>Institutional Patterns and Organizations</u>.Cambridge: Ballinger Publishing Company.

Kunda Gideon (1992) <u>Engineering Culture</u>. Philadelphia: Temple University Press.

Raz Aviad (2002) <u>Emotions at Work</u>. Cambridge: Harvard University Press.

Further reading (2): Empirical Studies

Fligstein, Neil (1985). "The spread of the multidivisional form among large firms, 1919-1979" <u>American Sociological Review</u>, 50: 377-391.

Haveman, Heather (1993). "Follow the leader: Mimetic isomorphism and entry into new markets" <u>Administrative Science Quarterly</u>, 38: 593-627.

Kelly, Erin and Frank Dobbin (1998). "How affirmative action became diversity management: Employer response to anti-discrimination law, 1961-1996" <u>American Behavioral Scientist</u>, 41: 960-984.

Tolbert, Pamela S. and Lynne G. Zucker (1983). "Institutional sources of change in the formal structure of organizations: The diffusion of civil service reform, 1880-1935" <u>Administrative Science Quarterly</u>, 28: 22-39.

Abrahamson, Eric (1991). "Managerial fads and fashions: The diffusion and rejection of innovations" <u>Academy of Management Review</u>, 16: 582-612.

Week 5: Historicizing Organization Theory

Scott, W. Richard (1998). <u>Organizations: Rational, Natural and Open Systems</u>. New Jersey: Prentice-Hall. Pp. 8-29.

Barley, R. Stephen and Gideon Kunda (1992). "Design and devotion: Surges of rational and normative ideologies of control in managerial discourse." <u>Administrative Science Quarterly</u>, 37: 363-399.

Shenhav, Yehouda (1999). <u>Manufacturing Rationality: The Engineering Foundations of the Managerial Revolution</u>. Oxford: Oxford University Press. Chapter 3 (Pp. 71-101); Chapter 4 (Pp. 102-133); Chapter 6 (Pp. 162-194).

Shenhav, Yehouda (2002). "Fusing sociological theory with engineering discourse: The historical and epistemological foundations of organization theory" in Knudsen Christian and Haridimos Tsoukas (eds.) <u>The Oxford Handbook of Organization Theory: Meta-theoretical Perspectives</u>. Oxford: Oxford University Press.

Further Reading:

Shenhav, Yehouda (1995). "From Chaos to Systems: The engineering foundations of organization theory" <u>Administrative Science Quarterly</u>, 40: 557-585.

Waring, P. Stephen (1991). <u>Taylorism Transformed: Scientific Management Theory Since 1945</u>. Chapel Hill, NC: The University of North Carolina Press. Pp. 1-8.

Abrahamson, Eric (1997). "The emergence and prevalence of employee management rhetorics: the effects of long waves, labor unions, and turnover, 1875 to 1992" <u>Academy of Management Journal</u>, 40: 491-533.

Weiss, Richard (1983). "Weber on bureaucracy: Management consultant or political theorist?" <u>Academy of Management Review</u>, 8: 242-248.

Donaldson, Lex (1995). <u>American Anti-Management Theories of Organization</u>. Cambridge: Cambridge University Press.

Week 6: Critical Perspectives on Modernity and Organizations

Frankfurt School and Poststructuralism

Marcuse, Herbert (1964). <u>One-Dimensional Man: Studies in the Ideology of Advanced Industrial Society</u>. Boston: Beacon Press. "Introduction"(Pp.9-15); "New forms of control"(Pp.19-31); "The closing of the political universe"(Pp.32-57).

Burrell, G. (1988). "Modernism, Post-modernism and organizational analysis 2: The contribution of Michel Foucault" Organization Studies, 9: 221-235.

Foucault, Michel (1991). "Governmentality" in Graham Burchell, Colin Gordon and Peter Miller (eds.) The Foucault Effect: Studies in Governmentality. Chicago: The University of Chicago Press. Pp. 87-104.

Further Reading:

Foucault, Michel (1979). Discipline and Punish: The Birth of the Prison. New York: Vintage Books. Pp. 195-228.

Burrell, Gibson (1997). Pandemonium: Towards a Tetro-Organizational Theory. London: Sage.

Bauman, Zygmunt (1989). Modernity and the Holocaust. Cambridge: Polity Press. Pp. 12-30; 93-116.

Foucault, Michel (1977). Madness and Civilization. London: Tavistock.

Arendt, Hannah (1964). Eichmann in Jerusalem: A Report on the Banality of Evil. Viking Penguin.

Feminist Critique

Acker, J. (1992). Gendering organization theory. In P. Tancered & A. J. Mills (eds.) Gendering Organizational Analysis**.** London: Sage. Pp. 248-260.

Kanter, Rosabeth Moss (1977). Men and Women of the Corporation. New York: Basic Books. Pp. 15-28.

Further Reading:

Calas, M., and Smircich, L. (1996). From women's point of view: Feminist approaches to organizational studies". In Clegg S., C. Hardy, & W. R. Nord (Eds.) Handbook of Organization Studies. Pp. 218-254. London: Sage.

Zimmer, L. (1988). Tokenism and woman in the workplace: the limits of gender-neutral theory. Social Problems, 35:64-77.

Management and Postcolonial Studies

Mitchell, T. (1988). <u>Colonizing Egypt</u>. Cambridge: Cambridge University Press. Pp. 1-33.

Frenkel, Michal and Yehouda Shenhav. "Decolonizing Management Theory: Management and Multiculturalism in Organizations". Unpublished Working Paper.

Further Reading:

Frenkel, Michal and Yehouda Shenhav "Colonizing productivity and productivizing the colony: Rethinking the Americanization of productivity discourse" Working Paper.