

Norwegian Research School in Innovation
PROGRAM IN INNOVATION MANAGEMENT AND INNOVATION STRATEGY

ORGANIZATION THEORY

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October 15-18, 2012

Required reading in advance:

Scott, W. Richard, and Gerald F. Davis. 2007. *Organizations and Organizing: Rational, Natural and Open Systems Perspectives*. Upper Saddle River, NJ: Pearson Prentice Hall.

Daft, Richard L. 1998. "Fundamentals of Organization Structure." Chapter 6 in *Organization Theory and Design (6th Edition)*. St. Paul, MN: West.

Selznick, Philip. 1948. "Foundations of the Theory of Organization." *American Sociological Review*, 13: 25-35.

Simon, Herbert A. 1962. "The Architecture of Complexity." *Proceedings of the American Philosophical Society*, 106: 467-482.

J. Richard Harrison, Zhiang Lin, Glenn R. Carroll, and Kathleen M. Carley. 2007. "Simulation Modeling in Organizational and Management Research." *Academy of Management Review*, 32: 1229-1245.

Objectives of advance readings: Overview of history of organization theory; knowledge of basic structural options; formal and informal aspects of organizations; benefits of hierarchies; understanding of simulation methodology

Assignment on preliminary readings: (1) Discuss the formal and informal implications of organizational hierarchies. (2) What relevance do you think this distinction might have for managing innovation? One page maximum double spaced for each part (two pages total) **due by email by October 5, 2012** to harrison@utdallas.edu. (Please attach your paper to your email as a Word document and use "PIMS OT Assignment [your name]" as the subject line in the email.)

SCHEDULE OF COURSE COMPONENTS

Day 1 Morning: Resource Dependence Theory

Pfeffer, Jeffrey. 1976. "Beyond Management and the Worker: The Institutional Function of Management." *Academy of Management Review*, 1: 36-46.

Pfeffer, Jeffrey. 2003. "Introduction to the Classic Edition." Pp. xi-xxx in Jeffrey Pfeffer and Gerald R. Salancik, *The External Control of Organizations*. Stanford: Stanford University Press.

Casciaro, Tiziana, and Mikolaj Jan Piskorski. 2005. "Power Imbalance, Mutual Dependence, and Constraint Absorption: A Closer Look at Resource Dependence Theory." *Administrative Science Quarterly*, 50: 167-199.

Hillman, Amy J., Michael C. Withers and Brian J. Collins. 2009. "Resource Dependence Theory: A Review." *Journal of Management*, 35: 1404-1427.

Optional supplemental reading:

Pfeffer, Jeffrey, and Gerald R. Salancik. 1978. *The External Control of Organizations*. New York: Harper and Row.

Day 1 Afternoon: Institutional Theory

Meyer, John W., and Brian Rowan. 1977. "Institutionalized Organizations: Formal Structure as Myth and Ceremony." *American Journal of Sociology*, 83: 340-363.

DiMaggio, Paul J., and Walter W. Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review*, 48: 147-160.

Abrahamson, Eric, and Gregory Fairchild. 1999. "Management Fashion: Lifecycles, Triggers, and Collective Learning Processes." *Administrative Science Quarterly*, 44: 708-740.

Scott, W. Richard. 2008. "Approaching Adulthood: The Maturing of Institutional Theory." *Theory and Society*, 37: 427-442.

Day 2 Morning: Organizational Ecology Theory

Hannan, Michael T., and John Freeman. 1977. "The Population Ecology of Organizations." *American Journal of Sociology*, 82: 929-964.

Hannan, Michael T., and John Freeman. 1984. "Structural Inertia and Organizational Change." *American Sociological Review*, 49: 149-164.

Carroll, Glenn R., and J. Richard Harrison. 1994. "On the Historical Efficiency of Competition between Organizational Populations." *American Journal of Sociology*, 100: 720-749.

Carroll, Glenn R., Stanislav Dobrev, and Anand Swaminathan. 2002. "Organizational Processes of Resource Partitioning." *Research in Organizational Behavior*, 24: 1-40.

Barron, James N. 2004. "Employing Identities in Organizational Ecology." *Industrial and Corporate Change*, 13: 3-32.

Optional supplemental reading:

Carroll, Glenn R., and Michael T. Hannan. 2000. *The Demography of Corporations and Industries*. Princeton, NJ: Princeton University Press.

Day 2 Afternoon: Contexts of Innovation: Politics and Organizational Culture

Part I: Politics

Salancik, Gerald R., and Jeffrey Pfeffer. 1977. "Who Gets Power – And How They Hold Onto It: A Strategic-Contingency Model of Power." *Organizational Dynamics*, 5: 3-21.

Fligstein, Neil. 1987. "The Intraorganizational Power Struggle: Rise of Finance Personnel to Top Leadership in Large Corporations, 1919-1979." *American Sociological Review*, 52: 44-58.

Optional supplemental reading:

Herman, Edward S. 1981. *Corporate Control, Corporate Power*. New York: Cambridge University Press.

Part II: Organizational Culture

Harrison, J. Richard, and Glenn R. Carroll. 1991. "Keeping the Faith: A Model of Cultural Transmission in Formal Organizations." *Administrative Science Quarterly*, 36: 552-582.

Sørensen, Jesper B. 2002. "The Strength of Corporate Culture and the Reliability of Firm Performance." *Administrative Science Quarterly*, 47: 70-91.

Optional supplemental reading:

Harrison, J. Richard, and Glenn R. Carroll. 2006. "Culture in Organizations." Chapter 1 in *Culture and Demography in Organizations*. Princeton, NJ: Princeton University Press.

Day 3 Morning: Technology, Learning, and Innovation

- Tushman, Michael L., and Phillip Anderson. 1986. "Technological Discontinuities and Organizational Environments." *Administrative Science Quarterly*, 31: 439-465.
- Henderson, Rebecca M., and Kim B. Clark. 1990. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms." *Administrative Science Quarterly*, 35: 9-30.
- Cohen, Wesley M., and Daniel A. Levinthal. 1990. "Absorptive Capacity: A New Perspective on Learning and Innovation." *Administrative Science Quarterly*, 35: 128-152.
- Feldman, Martha S., and Brian T. Pentland. 2003. "Reconceptualizing Organizational Routines as a Source of Flexibility and Change." *Administrative Science Quarterly*, 48: 94-118.

Day 3 Afternoon: Technology, Learning, and Innovation (continued)

- March, James G. 1991. "Exploration and Exploitation in Organizational Learning." *Organizational Science*, 2: 71-87.
- Levinthal, Daniel A. 1997. "Adaptation on Rugged Landscapes." *Management Science*, 43: 934-950.
- Sørensen, Jesper B., and Toby E. Stuart. 2000. "Aging, Obsolescence, and Organizational Innovation." *Administration Science Quarterly*, 45: 81-112.
- Tushman, Michael, Wendy K. Smith, Robert Chapman Wood, George Westerman, Charles O'Reilly. 2010. "Organizational Designs and Innovation Streams." *Industrial and Corporate Change*, 19: 1331-1366.

Day 4: Roundtable Discussion of Organization Theory and Student Research Projects