Fall 2014  PhD Seminar in Organization Theory (26:620:556), Monday 1-3:50;  
Deborah Dougherty, professor  
doughert@business.rutgers.edu  
Office hours:  Mondays 4-5:30, or by appt  
Home phone (days only):  732-263-1336

This seminar is for PhD students only, and is required for OM students. The intent of the seminar is to survey the very large literature on organization theory so that all students grasp the key issues and ideas in this literature and can use these issues effectively in their research and teaching. The reading load is therefore heavy, but still only scratches the surface.

My emphasis is on organization theory in the various management areas rather than from a sociological or political science/public policy perspective. Most OTers are sociologists by orientation, and many hold PhDs in sociology, although many hold PhDs in management too. The management perspective relates more directly to managerial issues such as how to orchestrate work, people, resources, and strategic plans for effective performance. We will consider organizing and organizational design (for anything from small start-ups to huge multi-nationals), structuring work and work relations (in many ways), organizational learning, absorptive capacity, and knowledge management, culture, networking (external and distributed collaborative work with other organizations as well as internally), institutional pressures and behaviors, innovation and technology management (the ability to develop technologies exceeds our ability to organize to exploit those developments), and strategic issues such as strategy development, decision making, implementation, and practice. We will also think about possible transformations in society away from mega organizations toward networks of organizations (networks still have organization). The “organization” is often pushed into the background in OB, and may be under-conceptualized in IB and strategy (as transactions or incentive systems for example). This seminar should offer a good beginning for anyone whose research will concern or take place in organizations and/or networks, and will concern anything like innovation, adaptation, configuring diverse activities, etc. Most of the work published in ASQ, Organization Science, and Organization Studies is based on OT; some work in SMJ, Management Science, and AMR is OT; AMJ is struggling to include more OT.

The PhD Seminar on Organization Theory will be based on the following three books:


   a. ISBN: 13 979 1-4129-1047-7 (pbk)

3. Clegg, Stewart R., Cynthia Hardy, Thomas B. Lawrence, and Walter R. Nord (2006) The Sage Handbook of Organization Studies (second edition) ISBN 0-7619-4996-8, cost is $130.00. Note that we will skip the more OB chapters and the methods chapters for our course, but I strongly encourage you to read them too!

I expect every student to read every assignment carefully, and to use all the readings as appropriate in the assigned papers. However, those who are not majoring in OT or planning to
use it in strategy may choose to share the books or find library copies. These books should be part of your library if you plan to use OT in any way.

Many other books should also be read, not to mention classic articles. I recommend the following at least:

- Baum, Joel editor (2002) The Blackwell Companion to Organizations, Blackwell Publishers isbn: 0-631-21694-4; about 100 bucks; Almost 1000 pages, 38 chapters divided into three levels; intra-organizational, organizational, and inter-organizational; and 10 topics at each level (institutions, networks, ecology, evolution, cognition and interpretation, power and dependence, technology, learning, and economics). The chapters are short summaries of the current thinking of organization theorists in each of the topics, by level.

Assignments and Grading:

1. **30 %**: Weekly attendance and preparation for the seminar; handing in a one page outline (single spaced) of 2 or 3 key themes you found in the readings for that week; no descriptions. You must analyze to think of 2-3 themes that you argue capture the gist of the readings. One page. Get right to the point, state your theme and briefly justify it. We will discuss these in class. We will begin and end on time, so being on time is required. Missed classes are unacceptable as a rule, but contact me if you have an emergency. A missed class must be made up with a 6 page essay on readings, which will be graded. I generally do not give grades to people who miss classes, so please plan accordingly.

2. **20 %**: Each person to be assigned to present your themes in a class, twice (10% each), 20 minutes max, and hand in a 3-4 page paper (double spaced, essay format) on that week’s work. NOTE that 2 people are assigned for particular days below.

3. **50 %**: three (3) papers that synthesize the ideas read in the assigned books ONLY, see details below. Please note that I will not accept papers that are about micro OB or economics, ONLY OT!! All these papers are expected to be ORIGINAL, written solely for this course. Any paper submitted to me that was partly or (gasp!! Never!!) wholly part of another paper for another course will receive an F. Your grade will be based on your demonstrated mastery of the assigned readings (75%), and on the quality of the writing as appropriate for scholarly papers (25%).
   - **Sept 29**: Your integration of ideas from first book, up to 8 pages, plus charts etc. Develop your theory of organization, or of a core topic in OT based on the first book, that you will or can use in your own research. You can focus on your own research area and build an organization theory or perspective that will help you do your work. Note that the paper is NOT about your own research topic but about how OT from the first book informs your research topic. To make this clear, describe your topic in one paragraph only (and if you need more, put that into an appendix) --- (10%)
   - **Oct 27**: Your integration of ideas from second book, now going to around 15 pages, carrying forward ideas from the first; now develop either a new theory or an elaboration of your first theory (and explain what you have learned or otherwise have changed your thinking about since the first book). This paper can include both books, but must be 75%
from the second book. Same constraints on your topic (focus on how OT informs your topic) (15%

Dec 17 (no later than, early is good!): Your final synthesis of ideas from all three books, what is your theory of OT? Or what chapter would you write for the Clegg book to be published in 2018? This paper can use all three books but 75% of the substance must be from the Clegg book. This paper should be substantial, 20-30 pages, focused on a clear theory of organization (have a big theme and then supporting arguments) that extends, synthesizes, re-conceives, or otherwise makes a serious contribution to OT (and explain why and how this is a contribution). This is YOUR theory, so it is fine if it is new, weird, etc. Just make an excellent case for it! (25%)

I expect good, scholarly papers all three times: follow 1 inch around margin conventions, 12 pt double spaced; have headers as appropriate, lots of references in the text with proper bibliographies.

Class assignments:

1. Sept 8: Organization structure, in its environment: 20th century
   Pugh and Hickson: chap 1 and 2 (p. 1-83)
   Assignment: let’s develop our own model of organization structure from first chapter: what is structure? What are its core elements? How are these conceived? How has this conceptualization transformed, if at all? Same for environment. What is “organization”? What is an organization?

2. Sept 15: Management and Decision-making
   Read Chap 3, 4, 5 Pugh and Hickson
   Assignment: same as above: develop a model or framework for what constitutes better management and better decision-making and better approaches to people (first, decide if they can be combined and if so how, if not why not): its core thrusts and themes, try to think of properties for each theme, and dimensions for each property).

Student leader___________________

   Read: chaps 6 Pugh and Hickson. Prepare an outline of your first term paper, due next week. What is your theory of organization, or how will you apply what you have read in your own research?

Student leader___________________

4. Sept 29: FIRST PAPERS DUE
   No individual leaders, we will all summarize our key ideas.

5. Oct 6: Emergence and Evolution
   Read Chapters 1-3 in Aldrich and Ruef
   Now what? What is new here that you did not think about before, and why is that interesting? Compare and contrast with writers. Also develop any new or refined themes.
6. **Oct 13:**
   Read: chapters 4-7 in Aldrich and Ruef
   Think about what is new, what is old or reconfirming,

Student leader 1._______________ student leader 2. ______________

7. **Oct 20:**
   Read: chapters 8-11 in Aldrich and Ruef
   questions same as above – what is new from perspective of schools of thought and their interconnections

Student leader_______________

8. **Oct 27: SECOND PAPER DUE**
   Create a new integration of ideas, either as add-ons to your model from before, the class’s discussion of an overview, or a reformulation of organization theory that fits your scholarly needs or plans. We will all share our ideas

9. **Nov 3: First jump into the big book**
   Read Clegg et al intro, pp. 1-16, and chaps 1.1, 1.9, 1.12, 1.13
   Assignment: new overview, so what is new here? Any conflicts with our first two syntheses? Any old hat stuff being presented as new, and why?

Student leader 1._______________ (you can select 3 of the 5 readings to discuss

10. **Nov 10: handbook** (ecology, economics, institutions – mostly outside in)
    read chaps: 1.2 (55-110), 1.3 (111-148), 1.6 (215-254)

Student leader 1._______________ (select 2 of the 3)

11. **Nov 17: Handbook** (feminist, critical, diversity, compassion more inside out)
    Read chaps: 1.7 (255-283), 1.8 (284-346), 2.4 (520-540), and 2.17 (843-866)

Student leader 1._______________ (select 2 of the 4)

12. **Nov 24: handbook** (complexity, structures, change)
    Read chaps: 1.5 (165-215--skim), 2.6 (577-597), 2.7 (598-617), 2.16 (814-842)

Student leader 1._______________ (select 2 of the 4)

13. **Dec 1: Handbook** (power, culture, rhetoric, emotions)
    Read chaps 2.13 (754-776), 2.12 (725-753), 2.10 675-700), 2.15 (800-813)
14. **Dec 8:** handbook networks, aesthetics, globalization, green, communication

Read chaps: 2.14 (776-799), 2.11 (701-724), 2.9 (skim 651-700), 2.8 618-650, 2.5 (541-676)

**final paper due by Dec 17th**