Education 867: Seminar in Organization Theory (Winter 2014)

Center for the Study of Higher and Postsecondary Education
University of Michigan School of Education

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Class:	Monday, 1-4pm, 2218 SEB

Course Description:

This is an advanced seminar in organization theory, with specific application to problems and issues in education. It is primarily intended for doctoral students, and will be particularly useful for students who intend to use organization theory as a conceptual framework for research studies and dissertations.

This course will cover the major strands of organization theory with application to education, including organizational structure, resource dependence, strategy, symbols, institutional theory, organizational culture, socialization, leadership and decision making. Although this course is housed in the School of Education, and educational issues will be a special focus, it is open to all students and a diversity of topical interests is welcomed.

An introductory course in organizations, such as ED761 or 752, is required prior to taking the course. It is also recommended that students participate in the ICOS seminar (Business Administration 840 or Information 702; Friday, 1:30-3:00) to become increasingly familiar with cutting-edge research in organizations, but this is not a requirement.

Objectives:

1. Identify and understand the major strands of research in organization theory.
2. Application of organization theory to research on social problems and issues, particularly those in education.
3. Writing a major literature review or conducting a research study in organizations.

Course Requirements:

Class Participation. As in any doctoral course, students and faculty need to be co-owners of the class and collectively responsible for its quality and outcomes. I will take responsibility for the overall design and direction of the course and for the academic requirements, but the course will be facilitated as a seminar or inquiry in which all participants hold themselves and each other accountable for a strong and rich intellectual enterprise and dialogue.

Your attendance is essential to a successful collective experience. The format of the class requires that each person come prepared to take an active role in class. This means not only having read the assigned materials, but also being prepared to discuss the salient issues, questions, and problems emerging from the readings, to utilize your knowledge and professional experiences in addressing the readings and any class activities, case problems, etc. Class participation also involves opening oneself to challenge and to be challenged by the ideas and topics of the session. Please notify me by email in advance if you are unable to attend any class session. Students who miss four or more class sessions must withdraw from the course. The quality of your class participation is worth 50% of your final grade.

Research Paper. The intent of this assignment is to give you a chance to prepare your own analysis of an issue in organizations. There are a number of possibilities for this paper, including a literature review, grant or research proposal, a dissertation prospectus/proposal, or an empirical project, quantitative or qualitative. This paper will be approximately 25 pages of text (double-spaced, not including appendices or bibliography). I will provide you with feedback throughout the process. (50% of grade).

Course Text:

Scott, W. Richard and Gerald F. Davis. 2006. *Organizations and Organizing: Rational, Natural, and Open System Perspectives.* New York: Prentice Hall.

Other Readings:

The course readings are available electronically through CTools. Please download and print out these articles at your own convenience.

Course Schedule

Read Scott & Davis over Christmas break and along the way.

January 13: Thinking about Theory

Bastedo, Michael N. 2012. "Building Theories of Higher Education Organizations: Using Sticky Mechanisms to Understand and Improve Educational Work." Chapter 12 in *The Organization of Higher Education: Managing Colleges for a New Era*. Baltimore: Johns Hopkins University Press.

Whetten, David A. 1989. "What Constitutes A Theoretical Contribution?" *Academy of Management Review* 14: 490-95.

Ferraro, Fabrizio, Jeffrey Pfeffer, and Robert I. Sutton. 2005. "Economics Language and Assumptions: How Theories Can Become Self-Fulfilling." *Academy of Management Review* 30: 8-24.

Responses:

Felin, Teppo, and Nicolai J. Foss. 2009. "Social Reality, the Boundaries of Self-Fulfilling Prophecy, and Economics." *Organization Science* 20: 654–668.

Ferraro, Fabrizio, Jeffrey Pfeffer, and Robert I. Sutton. 2009. "How and Why Theories Matter: A Comment on Felin and Foss (2009)." *Organization Science* 20: 669-675.

Felin, Teppo, and Nicolai J. Foss. 2009. "Performativity of Theory, Arbitrary Conventions, and Possible Worlds: A Reality Check." *Organization Science* 20: 676-678.

*Sutton, Robert I. and Barry M. Staw. 1995. "What Theory is *Not*." *Administrative Science Quarterly* 40: 371-384.

*DiMaggio, Paul J. 1995. "Comments on 'What Theory is *Not*.'" *Administrative Science Quarterly* 40: 391-397.

*Corley, K. G., & Gioia, D. A. 2011. "Building Theory about Theory Building: What Constitutes a Theoretical Contribution?" *Academy of Management Review* 36: 12-32.

*Mayer, Kyle J., and Raymond T. Sparrowe. 2013. "Integrating Theories in AMJ Articles." *Academy of Management Journal* 56: 917-922.

January 20: NO CLASS: MLK DAY

January 27: Institutionalism: Old and Neo-Old

Perrow, Charles. 1986. "The Institutional School." Pp. 157-77 in *Complex Organizations: A Critical Essay.* New York: Random House.

Alvesson, Mats, and Jorgen Sandberg. 2011. "Generating Research Questions through Problematization." *Academy of Management Review* 36: 247-71.

Clark, Burton R. 1956. "Organizational Adaptation and Precarious Values: A Case Study." *American Sociological Review* 21: 327-336.

Kraatz, Matthew S., Marc J. Ventresca, and Lina Deng. 2010. "Precarious Values and Mundane Innovations: Enrollment Management in American Liberal Arts Colleges." *Academy of Management Journal* 53: 1521-45.

Jaquette, Ozan. 2013. "Why Do Colleges Become Universities? Mission Drift and the Enrollment Economy." *Research in Higher Education*, 54, 514-543.

*DiMaggio, Paul J. 1983. "State Expansion and Organizational Fields." Pp. 147-61 in R.H. Hall and R.E. Quinn (Eds.), *Organizational Theory and Public Policy*. Beverly Hills: Sage.

*Covaleski, Mark and Mark Dirsmith. 1988. "An Institutional Perspective on the Rise, Social Transformation, and Fall of a University Budget Category." *Administrative Science Quarterly* 33: 562-87.

*Brint, Steven and Jerome Karabel. 1991. "Institutional Origins and Transformations: The Case of American Community Colleges." Pp. 337-60 in Walter W. Powell and Paul J. DiMaggio (Eds.), *The New Institutionalism in Organizational Analysis*. Chicago: University of Chicago Press.

February 3: Meyer-School Institutional Theory

Meyer, John and Brian Rowan. 1977. "Institutionalized Organizations: Formal Structure as Myth and Ceremony." *American Journal of Sociology* 83: 340-63.

Edelman, Lauren B. 1992. "Legal Ambiguity and Symbolic Structures: Organizational Mediation of Civil Rights Law." *American Journal of Sociology* 97: 1531-1576.

Elsbach, Kimberly D., and Robert I. Sutton. 1992. "Acquiring Organizational Legitimacy through Illegitimate Actions: A Marriage of Institutional and Impression Management Theories." *Academy of Management Journal* 35: 699-738.

Coburn, Cynthia E. 2004. "Beyond Decoupling: Rethinking the Relationship between the Institutional Environment and the Classroom." *Sociology of Education* 77: 211-244.

Frank, David John, and John W. Meyer. 2007. "University Expansion and the Knowledge Society." *Theory and Society* 36: 287-311.

*Meyer, John and Brian Rowan. 1978. "The Structure of Educational Organizations." In M. W. Meyer (ed.), *Environments and Organizations*. San Francisco: Jossey-Bass.

*Meyer, John W. 1977. "The Effects of Education as an Institution." *American Journal of Sociology* 83: 55-77.

*Schofer, Evan and John W. Meyer. 2005. "The World-Wide Expansion of Higher Education in the Twentieth Century." *American Sociological Review* 70: 898-920.

*Kamens, David H. 1977. "Legitimating Myths and Educational Organization: The Relationship between Organizational Ideology and Formal Structure." *American Sociological Review* 42: 208-219.

*Meyer, John W., et al. 1997. "World Society and the Nation-State." *American Journal of Sociology* 103: 144-181.

*Schofer, Evan. 2003. "The Global Institutionalization of Geological Science, 1800-1990." *American Sociological Review* 68: 730-759.

*Meyer, John W., et al. 2007.   "Higher Education as an Institution." Pp. 187-221 in Patricia J. Gumport (Ed.), *The Sociology of Higher Education*. Baltimore: Johns Hopkins University Press.

*Dacin, M. Tina, Kamal Munir, and Paul Tracey. 2010. "Formal Dining at Cambridge Colleges: Linking Ritual Performance and Institutional Maintenance." *Academy of Management Journal* 53: 1393-1418.

February 10: Neo-Institutional Theory

DiMaggio, Paul J. and Walter W. Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review* 48: 147-60.

Kraatz, Matthew S. and Edward J. Zajac. 1996. "Exploring the Limits of the New Institutionalism: The Causes and Consequences of Illegitimate Organizational Change." *American Sociological Review* 61: 812-836.

Greenwood, Royston and C. R. Hinings. 1996. "Understanding Radical Organizational Change: Bringing Together the Old and the New Institutionalism." *Academy of Management Review* 21: 1022-1054.

Lounsbury, Michael L. 2001. "Institutional Sources of Practice Variation: Staffing College and University Recycling Programs." *Administrative Science Quarterly* 46: 29-56.

Zietsma, Charlene, and Thomas B. Lawrence. 2010. "Institutional Work in the Transformation of an Organizational Field: The Interplay of Boundary Work and Practice Work." *Administrative Science Quarterly* 55: 189-221.

*DiMaggio, Paul J. 1988. "Interest and Agency in Institutional Theory." Pp. 3-22 in Lynne Zucker (Ed.), *Institutional Patterns and Organizations: Culture and Environment*. Cambridge, MA: Ballinger.

*DiMaggio Paul J. & Walter W. Powell. 1991. "Introduction." Pp 1-40 in Walter W. Powell and Paul J. DiMaggio (Eds.), *The New Institutionalism in Organizational Analysis*. Chicago: University of Chicago Press.

*Greenwood, Royston, Roy Suddaby, and C. R. Hinings. 2002. "Theorizing Change: The Role of Professional Associations in the Transformation of Institutionalized Fields." *Academy of Management Journal* 45: 58-80.

*Scott, W. Richard. 2005. "Institutional Theory: Contributions to a Theoretical Research Program." In Ken G. Smith and Michael A. Hitt (Eds.), *Great Minds of Management: The Process of Theory Development* (2nd edition). Oxford: Oxford University Press.

*Schneiberg, Marc and Elisabeth S. Clemens. 2006. "The Typical Tools for the Job: Research Strategies in Institutional Analysis." *Sociological Theory* 24:195-227.

*Bastedo, Michael N. and Nicholas A. Bowman. 2010. "The *U.S. News & World Report* College Rankings: Modeling Institutional Effects on Organizational Reputation. *American Journal of Education* 116: 163-184.

*Brint, Steven, et al. 2011. Who Are the Early Adopters of New Academic Fields? Comparing Four Perspectives on the Institutionalization of Degree Granting Programs in US Four-Year Colleges and Universities, 1970-2005." *Higher Education* 61: 563-585.

February 17: Institutional Logics & Entrepreneurs

DiMaggio, Paul. 1991. "Constructing an Organizational Field as a Professional Project: The Case of U.S. Art Museums." Pp. 267-292 in Walter W. Powell and Paul J. DiMaggio, *The New Institutionalism in Organizational Analysis*. Chicago: University of Chicago Press.

Rao, Hayagreeva, Phillipe Monin, and Rodolphe Durand. 2003. "Institutional Change in Toque Ville: Nouvelle Cuisine as an Identity Movement in French Gastronomy." *American Journal of Sociology* 108: 795-843.

Suddaby, Roy and Royston Greenwood. 2005. "Rhetorical Strategies of Legitimacy." *Administrative Science Quarterly*, 50, 35-67.

Bastedo, Michael N. 2009. "Convergent Institutional Logics in Public Higher Education: State Policymaking and Governing Board Activism." *Review of Higher Education* 32: 209-234.

Greenwood, Royston, et al. 2011. "Institutional Complexity and Organizational Responses." *Academy of Management Annals* 5: 317-371.

*Fligstein, Neil. 1997. "Social Skill and Institutional Theory." *American Behavioral Scientist* 40: 397-405.

*Kraatz, Matthew S. and James H. Moore. 2002. "Executive Migration and Institutional Change." *Academy of Management Journal* 45: 120-143.

*Townley, Barbara. 1997. "The Institutional Logic of Performance Appraisal." *Organization Studies* 18: 261-85.

*Thornton, Patricia H. and William Ocasio. 1999. "Institutional Logics and the Historical Contingency of Power in Organizations: Executive Succession in the Higher Education Publishing Industry, 1958-1990." *American Journal of Sociology* 105: 801-843.

*Gumport, Patricia J. 2000. "Academic Restructuring: Organizational Change and Institutional Imperatives." *Higher Education* 39: 67-91.

*Lounsbury, Michael and Seth Pollack. 2001. "Institutionalizing Civic Engagement: Shifting Logics and the Cultural Repackaging of Service-Learning in U.S. Higher Education." *Organization* 8: 319-339.

*Bastedo, Michael N. 2005. "The Making of an Activist Governing Board." *Review of Higher Education* 28: 551-570.

*Thornton, Patricia H. and Wiliam Ocasio. 2008. "Institutional Logics." Pp. 99-129 in Royston Greenwood, et al. (Eds.), *The Sage Handbook of Organizational Institutionalism*. Thousands Oaks, CA: Sage Publications, Inc.

February 24: Social Movements

Campbell, John L. 2005. "Where Do Organizations Stand? Common Mechanisms in Organization and Social Movement Research." Pp. 41-68 in Gerald F. Davis, et al. (Eds.), *Social Movements and Organization Theory*. New York: Cambridge University Press.

Gumport, Patricia J. 1990. "Feminist Scholarship as a Vocation." *Higher Education* 20: 231-243.

Slaughter, Sheila. 1997. "Class, Race, Gender and the Construction of Post-Secondary Curricula in the United States: Social Movement, Professionalization and Political Economic Theories of Curricular Change." *Journal of Curriculum Studies* 29: 1-30.

Small, Mario. 1999. "Departmental Conditions and the Emergence of New Disciplines: Two Cases in the Legitimation of African-American Studies." *Theory and Society* 28: 659-707.

Fligstein, Neil and Doug McAdam. 2011. "Toward a General Theory of Strategic Action Fields." *Sociological Theory* 29: 1-26.

Goldstone, Jack A., and Bert Useem. 2012. "Putting Values and Institutions Back into the Theory of Strategic Action Fields." *Sociological Theory* 30: 37-47.

*Hirsch, Eric L. 1990. "Sacrifice for the Cause: Group Processes, Recruitment, and Commitment in a Student Social Movement." *American Sociological Review* 55: 243-67.

*Soule, Sarah A. 1997. "The Student Divestment Movement in the United States and the Shantytown: Diffusion of a Protest Tactic." *Social Forces* 75: 855-883.

*Fernandez, Roberto M. and Doug McAdam. 1988. "Social Networks and Social Movements: Multiorganizational Fields and Recruitment to Mississippi Freedom Summer." *Sociological Forum* 3: 357-382.

*Rhoades, Gary and Robert A. Rhoads. 2003. "The Public Discourse of U.S. Graduate Employee Unions: Social Movement Identities, Ideologies, and Strategies." *Review of Higher Education* 26: 163-186.

*Frickel, Scott and Neil Gross. 2005. "A General Theory of Scientific/Intellectual Movements." *American Sociological Review* 70: 204-232.

*Rhoads, Robert A., Victor Saenz, and Rozana Carducci. 2005. "Higher Education Reform as a Social Movement: The Case of Affirmative Action." *Review of Higher Education* 28: 191-220.

*Rojas, Fabio. 2006. "Social Movement Tactics, Organizational Change, and the Spread of African-American Studies." *Social Forces* 84: 2147-2166.

*McAdam, Doug and W. Richard Scott. 2005. "Organizations and Movements." Pp. 4-40 in Gerald F. Davis, et al. (Ed.), *Social Movements and Organization Theory*. New York: Cambridge University Press.

March 10: Organizational Identity

On Method:

Golden-Biddle, Karen and Karen Locke. 1993. "Appealing Work: An Investigation of How Ethnographic Texts Convince." *Organization Studies* 4: 595-616.

Eisenhart, Kathleen M., and Melissa E. Graebner. 2007. "Theory Building from Case Studies: Opportunities and Challenges." *Academy of Management Journal* 50: 25-32.

Suddaby, Roy. 2010. "Construct Clarity in Theories of Management and Organization." *Academy of Management Review* 35: 346-57.

Organizational Identity

Elsbach, Kimberly D. and Roderick M. Kramer. 1996. "Members' Responses to Organizational Identity Threats: Encountering and Countering the *Business Week* Rankings." *Administrative Science Quarterly* 41: 442-476.

Golden-Biddle, Karen and Hayagreeva Rao. 1997. "Breaches in the Boardroom: Organizational Identity and Conflicts of Commitment in Nonprofit Organization." *Organization Science* 8: 593-611.

Pratt, Michael G. 2000. "The Good, the Bad, and the Ambivalent: Managing Identification among Amway Distributors." *Administrative Science Quarterly* 45: 456-493.

*Locke, Karen, and Karen Golden-Biddle. 1997. "Constructing Opportunities for Contribution: Structuring Intertextual Coherence and 'Problematizing' in Organizational Studies." *Academy of Management Journal* 40: 1023-62.

*Dutton, Jane E. and Janet M. Dukerich. 1991. "Keeping an Eye on the Mirror: Image and Identity in Organizational Adaptation." *Academy of Management Journal* 34: 517-554.

*Mael, Frederick and Blake E. Ashforth. 1992. "Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organizational Identification." *Journal of Organizational Behavior* 13: 103-123.

*Dutton, Jane E., Janet M. Dukerich, and Celia V. Harquail. 1994. "Organizational Images and Member Identification." *Administrative Science Quarterly* 37: 239-263.

*Glynn, Mary Ann. 2000. "When Cymbals become Symbols: Conflict over Organizational Identity within a Symphony Orchestra." *Organization Science* 11: 285-298.

March 17: Social Networks

Alvesson, Mats, and Dan Karreman. 2007. "Constructing Mystery: Empirical Matters in Theory Development." *Academy of Management Review* 32: 1265-1281.

Watts, Duncan J. 1999. "Networks, Dynamics, and the Small-World Phenomenon." *American Journal of Sociology* 105: 493-527.

Burris, Val. 2004. "The Academic Caste System: Prestige Hierarchies in PhD Exchange Networks." *American Sociological Review* 69: 239-264.

Dahlander, Linus and Daniel A. McFarland. 2013. "Ties that Last: A Longitudinal Study of Tie Formation and Persistence." *Administrative Science Quarterly* 58: 69–110.

Coburn, Cynthia, et al. 2013. "The Embeddedness of Teachers' Social Networks: Evidence from a Study of Mathematics Reform." *Sociology of Education*, 86: 311-342.

*Powell, Walter W. 1990. "Neither Market nor Hierarchy: Network Forms of Organization." *Research in Organizational Behavior* 12: 295-336.

*Kraatz, Matthew S. 1998. "Learning by Association? Interorganizational Networks and Adaptation to Environmental Change." *Academy of Management Journal* 41: 621-643.

*Burt, Ronald S. 2004. "Structural Holes and Good Ideas." *American Journal of Sociology* 110: 349-399.

*Uzzi, Brian & Jarrett Spiro. 2005. "Collaboration and Creativity: The Small World Problem." *American Journal of Sociology* 111: 447-504.

*Powell, Walter W., et al. 2005. "Network Dynamics and Field Evolution: The Growth of Interorganizational Collaboration in the Life Sciences." *American Journal of Sociology* 110: 1132-1205.

*Nicolaou, Nicos, and Sue Birley. 2003. "Social Networks in Organizational Emergence: The University Spinout Phenomenon." *Management Science* 49: 1702-1725.

*Pusser, Brian, Sheila Slaughter, and Scott L. Thomas. 2006. "Playing the Board Game: An Empirical Analysis of University Trustee and Corporate Board Interlocks." *The Journal of Higher Education* 77: 747-775.

*Owen-Smith, Jason, and Walter W. Powell. 2008. "Networks and Institutions." Pp. 596-623 in Royston Greenwood, et al. (Eds.), *The Sage Handbook of Organizational Institutionalism*. Thousands Oaks, CA: Sage.

*Kossinets, Gueorgi and Duncan J. Watts. 2009. "Homophily in an Evolving Social Network." *American Journal of Sociology* 115(2): 405-450.

*Evans, James A. 2010. "Industry Induces Academic Science To Know Less about More." *American Journal of Sociology* 116: 389-452.

*Kim, Hyojoung, and Steven Pfaff. 2012. "Structure and Dynamics of Religious Insurgency: Students and the Spread of the Reformation." *American Sociological Review* 77: 188-215.

March 24: Work, Careers, Callings, Values

Wrzesniewski, Amy, et al. 1997. "Jobs, Careers, and Callings: People's Relations to Their Work." *Journal of Research in Personality* 31: 21-33.

Wrzesniewski, Amy, and Jane E. Dutton. 2001. "Crafting A Job: Revisioning Employees as Active Crafters of Their Work." *Academy of Management Review* 26: 179-201.

Grant, Adam M. 2007. "Relational Job Design and the Motivation To Make a Prosocial Difference." *Academy of Management Review* 32: 393-417.

Bunderson, J. Stuart, and Jeffery A. Thompson. 2009. "The Call of the Wild: Zookeepers, Callings, and the Double-Edged Sword of Deeply Meaningful Work." *Administrative Science Quarterly* 54: 32-57.

Sonenshein, Scott, Jane Dutton, Adam Grant, Gretchen Spreitzer and Kathy Sutcliffe. 2013. "Growing at Work: Employees' Interpretations of Progressive Self-Change at Work." *Organization Science* 24: 552-570.

*Gersick, Connie J.G., Jean M. Bartunek, and Jane E. Dutton. 2000. "Learning from Academia: The Importance of Relationships in Professional Life." *Academy of Management Journal* 43: 1026-1044.

*Berg, Justin M., Adam M. Grant, and Victoria Johnson. 2010. "When Callings are Calling: Crafting Work and Leisure in Pursuit of Unanswered Occupational Callings." *Organization Science* 21: 973-994.

March 31: Workplace Diversity

Edelman, Lauren B., Sally Riggs Fuller, and Iona Mara-Drita. 2001. "Diversity Rhetoric and the Managerialization of Law." *American Journal of Sociology* 106: 1589-1641.

Kalev, Alexandra. 2009. "Cracking the Glass Cages? Restructuring and Ascriptive Inequality at Work." *American Journal of Sociology* 114: 1591-1643.

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

Castilla, Emilio J. 2011. "Bringing Managers Back In: Managerial Influences on Workplace Inequality." *American Sociological Review* 76: 667-694.

Rivera, Lauren. 2012. "Diversity within Reach: Recruitment versus Hiring in Elite Firms." *Annals of the American Academy of Political and Social Science* 639: 70-89.

*Bertrand, Marianne, and Sendhil Mullainathan. 2004. "Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination." *American Economic Review*, 94(4): 991–1013.

*Kalev, Alexandra, Frank Dobbin, and Erin Kelly. 2006. "Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies." *American Sociological Review* 71: 589-617.

*Castilla, Emilio J. 2008. "Gender, Race, and Meritocracy in Organizational Careers." *American Journal of Sociology* 113: 1479-1526.

*Huffman, Matt L., Philip N. Cohen, and Jessica Pearlman. 2010. "Engendering Change: Organizational Dynamics and Workplace Gender Desegregation, 1975–2005." *Administrative Science Quarterly* 55: 255–277.

*Fernandez, Roberto M,, and Isobel Fernandez-Mateo. 2006. "Networks, Race, and Hiring." *American Sociological Review, 71*(1), 42-71.

*Pager, Devah, Bruce Western, and Bart Bonikowski. 2009. "Discrimination in a Low-Wage Labor Market: A Field Experiment." *American Sociological Review* 74: 777-799.

*Tilcsik, Andras. 2011. "Pride and Prejudice: Employment Discrimination against Openly Gay Men in the United States." *American Journal of Sociology* 117: 586-626.

April 7: Sensemaking (Mike @ AERA?)

Weick, Karl E. 1993. "The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster." *Administrative Science Quarterly* 38: 628-652.

Gioia, Dennis A. and James B. Thomas. 1996. "Identity, Image, and Issue Interpretation: Sensemaking during Strategic Change in Academia." *Administrative Science Quarterly* 41: 370-403.

Maitlis, Sally. 2005. "The Social Processes of Organizational Sensemaking." *Academy of Management Journal* 48: 21-49.

Gioia, Dennis A., et al. 2010. "Forging an Identity: An Insider-Outsider Study of Processes Involved in the Formation of Organizational Identity." *Administrative Science Quarterly* 55: 1-46.

Gioia, Dennis A., Kevin G. Corley, and Aimee L. Hamilton. 2012. "Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology." *Organizational Research Methods* 16: 15-31.

*Weick, Karl E. 1995. Chapters 1 and 2 in *Sensemaking in Organizations*. Thousand Oaks, CA: Sage.

*Maitlis, Sally and Thomas B. Lawrence. 2007. "Triggers and Enablers of Sensegiving in Organizations." *Academy of Management Journal* 50: 57-84.

*Louis, M. R. 1980. "Surprise and Sense Making: What Newcomers Experience in Entering Unfamiliar Organizational Settings." *Administrative Science Quarterly* 25: 226-251.

*Gioia, Dennis A. and Kumar Chittipeddi. 1991. "Sensemaking and Sensegiving in Strategic Change Initiation." *Strategic Management Journal* 12: 433-448.

*Gioia, Dennis A., et al. 1994. "Symbolism and Strategic Change in Academia: The Dynamics of Sensemaking and Influence." *Organization Science* 5: 363-383.

*Coburn, Cynthia E. 2001. "Collective Sensemaking about Reading: How Teachers Mediate Reading Policy in their Professional Communities." *Educational Evaluation and Policy Analysis* 23: 145-170.

*Rouleau, Linda. 2005. "Micro-Practices of Strategic Sensemaking and Sensegiving: How Middle Managers Interpret and Sell Change Every Day." *Journal of Management Studies* 42: 1413-1441.

*Weick, Karl E., Kathleen Sutcliffe, and David Obstfeld. 2005. "Organizing and the Process of Sensemaking." *Organization Science* 16: 409-421.

April 14: Work, Routines, and Emotions

Barley, Stephen R. 1986. "Technology as an Occasion for Structuring: Evidence from Observations of CT Scanners and the Social-Order of Radiology Departments." *Administrative Science Quarterly* 31: 78-108.

Sutton, Robert I. 1991. "Maintaining Norms about Expressed Emotions: The Case of Bill Collectors." *Administrative Science Quarterly* 36: 245-268.

Edmondson, Amy C., Richard M. Bohmer, and Gary P. Pisano. 2001. "Disrupted Routines: Team Learning and New Technology Implementation in Hospitals." *Administrative Science Quarterly* 46: 685-716.

Feldman, Martha S. and Brian J. Pentland. 2003. "Reconceptualizing Organizational Routines as a Source of Flexibility and Change." *Administrative Science Quarterly* 48: 94–118.

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

*Barley, Stephen R. 1996. "Technicians in the Workplace: Ethnographic Evidence for Bringing Work into Organization Studies." *Administrative Science Quarterly* 41: 404-441.

*Spillane, James P., Leigh M Parise, and Jennifer Z. Sherer. 2011. "Organizational Routines as Coupling Mechanisms: Policy, School Administration, and the Technical Core." *American Educational Research Journal* 48: 586-620.

*Feldman, Martha S. 2000. "Organizational Routines as a Source of Continuous Change." *Organization Science* 11: 611-29.

*Barley, Steven R. and Gideon Kunda. 2001. "Bringing Work Back In." *Organization Science* 12: 76-95.

*Rerup, Claus and Martha S. Feldman. 2011. "Routines as a Source of Change in Organizational Schemata: The Role of Trial and Error Learning." *Academy of Management Journal* 54: 577-610.

April 21: Publishing Management Work

"Publishing in AMJ." Short articles by various authors published in *Academy of Management Journal,* 2011-13.

Bedeian, Arthur G. 2004. "Peer Review and the Social Construction of Knowledge in the Management Discipline." *Academy of Management Learning & Education* 3: 198-216.

Pratt, Michael G. 2008. "Fitting Oval Pegs into Round Holes: Tensions in Evaluating and Publishing Qualitative Research in Top-Tier North American Journals." *Organizational Research Methods* 11: 481-509.

Barley, Stephen R. 2004. "Puddle Jumping as a Career Strategy." Pp. 67-82 in *Renewing Research Practice*. Stanford: Stanford University Press.

*Gans, Joshua S., and George B. Shepherd. 1994. "How Are the Mighty Fallen: Rejected Classic Articles by Leading Economists." *The Journal of Economic Perspectives* 8: 165-179.

*Davis, Gerald F. 2010. "Do Theories of Organization Progress?" *Organizational Research Methods* 13: 690-709.

*Peterson, Marvin W. 1985. "Emerging Developments in Postsecondary Organization Theory and Research: Fragmentation or Integration." *Educational Researcher 14*(3): 5-12.

*Ball, Deborah L. and Francesca M. Forzani. 2007. "What Makes Education Research "Educational"? *Educational Researcher* 36: 529-540.

*Heath, Chip and Sim B. Sitkin. 2001. "Big-B versus Big-O: What is Organizational about Organizational Behavior?" *Journal of Organizational Behavior* 22: 43-58.

*Van Maanen, John. 1995. "Style as Theory." *Organization Science* 6: 132-143.

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