

MGMT 538
Doctoral Seminar in Organization Theory
Spring, 2015
Thursday 9:00 - 12:00 453 Business Building

Professor Tim Pollock

Office: 417 Business Building

Office Phone: 863-0740

Email: tpollock@psu.edu

Office Hours 4:00-5:00 T and by appointment

COURSE DESCRIPTION

The primary objective of this doctoral seminar is to survey the major theoretical perspectives and issues studied in organization theory (OT) research. Organization theory is currently one of the liveliest areas in all of social science in part because of the importance of understanding organizations and in part because of the challenges to traditional theory that have emerged over the past 20 years. What is organization theory? Let me offer the following expansive definition (gratefully borrowed from Martin Kilduff): Organization theory is a set of approaches to the understanding of how organizations form, survive and grow, interact with each other, recruit and process members, gain and manage resources, and deal with problems both internal and external.

Organization theory is characterized by growing eclecticism. Some find the theoretical pluralism exhilarating whereas others find it frustrating. The field itself is divided between those who call for the establishment of an overall paradigm to guide research and those who champion a free – and somewhat chaotic – marketplace of ideas. Every member of the class should be prepared to develop their own framework of understanding the multiple strands of organization theory. The expectation in this class is that each of us will develop the critical skills necessary to evaluate many different kinds of research, and that each of us will leave the class able to contribute significantly to the on-going conversations among organization theorists.

In each class session we will examine both important historical contributions and more recent treatments of the topic for the day. Each session may contain both theoretical and empirical contributions. While sessions may differ somewhat in their execution, each session will generally begin with a more general discussion of the components and boundaries of the week's topic. This discussion will be followed by a more in-depth exploration of the articles assigned for the week, where we will explore not just what has been said but also how these theories have been tested. Two or three students will be assigned to lead each week's discussion, and will, in consultation with me, develop the questions that will guide and structure each week's class.

COURSE REQUIREMENTS

An important part of this course will be your socialization into the journal review process. Therefore, about two-thirds of the way through the semester, your research paper for this class will be submitted for double-blind peer review, and you will serve as a reviewer for a classmate's paper. The review you write, along with your revised manuscript and your response letter to the review you receive will form the bulk of your grade. The remainder of your grade will be based on class contribution.

Class Preparation and Contribution (40% of grade) - Each participant is required to come prepared to class. Since class discussion is an integral part of the course, absences and lack of preparedness are unacceptable. Preparation will always involve reading all the weekly assignments. In addition, each article will be assigned to class member who will prepare a short (preferably a single page) written synopsis / critique of the article that they will e-mail to all class members by the day prior to our class meeting. While I will provide some lecture materials, much of the course will involve engaging in discussions about seminar topics. As noted above, 2-3 students will be tasked each week with leading the class discussions of the articles.

Individual Paper and Response Letter (50% of grade) - Participants will also need to write a research paper that relates one or more topics covered in class to their own research interests. I am flexible as to the format of the paper, because I want it to meet your needs. One option is the "front end" of a research paper that defines a research question, reviews and critiques the extant literature, develops a few testable hypotheses, and proposes a method for testing the proposed hypotheses. If you have data and want to do a full paper with analysis and results that's okay, but you are still subject to the page limit. A pure theory paper is also acceptable, as is the development of a dissertation proposal. The body of the manuscript (excluding title page, references, figures, etc.) **should not exceed 25 PAGES**, double spaced with one inch margins and 12 point times roman font. Each paper will undergo a "journal review process." Papers spanning OT and other disciplines such as organizational behavior, accounting, finance, marketing, strategy, sociology, communications, etc. are also acceptable -- subject to prior approval of the subject matter by me. Your final grade will reflect your revised paper (incorporating your response to the reviewer's comments) and your written responses to the reviewer explaining how you responded to each comment, or why you elected not to adopt a particular suggestion.

Review (10% of grade): You are responsible for providing a quality review of a journal article submitted to the blind review process. Keep your review to two, single-spaced pages.

COURSE MATERIALS

Required Materials

1. Scott, W.R. & Davis, G.F. 2006. Organizations & Organizing: Rational, Natural and Open Systems, 1st Edition. Upper Saddle River, NJ: Pearson Prentice Hall.
2. Articles and book selections available on the CD I provided you.

Recommended Books

I have decided against requiring that you buy a lot of books. However, for those of you who see organization theory as your intellectual home, I highly recommend that you purchase new or used copies of the following books, and start to build your professional library.

DiMaggio & Powell, 1991. The New Institutionalism in Organization Analysis
 Scott, W.R. 2008. Institutions and Organizations, 3rd edition.
 Weick, 1995. Sensemaking in Organizations.
 Pfeffer & Salancik, 1978. The External Control of Organizations
 Burt, 1992. Structural Holes
 Kilduff & Tsai, 2003. Social Networks and Organizations
 Cyert & March, 1963. A Behavioral Theory of the Firm
 March & Simon, 1958 Organizations
 Thompson, 1967, Organizations in Action
 Aldrich & Reuf, 2006. Organizations Evolving, 2nd edition.
 Blau, 1964. Exchange and Power in Social Life
 Coleman, 1990. Foundations of Social Capital
 Pfeffer, 1997, New Directions for Organization Theory
 Perrow, 1986, Complex Organizations.
 Smith & Hitt, 2005, Great Minds in Management
 Baum, 2002 Companion to Organizations
 Greenwood, et al., 2008 The SAGE Handbook of Organizational Institutionalism
 Barnett & Pollock, 2012, The Oxford Handbook of Corporate Reputation

COURSE CALENDAR

SESSION	DUE	CONTENT
1 - 1/15		Opening comments and overview
2 - 1/22		Rational system approaches
3 - 1/29		Natural system approaches
4 - 2/5		Open systems and the "old" institutionalism
5 - 2/12		Contingency theory
6 - 2/19		Carnegie school - Behavioral decision making
7 - 2/26		"New" institutional theory
8 - 3/5		Organizational ecology
Spring Break		
9 - 3/19		Resource dependence theory
10 - 3/26		Organizational economics
11 - 4/2		Sensemaking and enactment
12 - 4/9	Submission*	Status, reputation and celebrity
13 - 4/16	Review*	Social capital
14 - 4/23		Social movement theory
15 - 4/30	Final Paper*	Sociopolitical approaches to governance

***Incompletes will not be accepted.**

READING LIST

Readings with an * are required, all other listed readings are optional

Session 1 Introduction and Overview of Organization Theory

*Scott. & Davis Chapter 1

*Pfeffer, J. 1993. Barriers to the advance of organizational science: Paradigm development as a dependent variable. Academy of Management Review, 18: 599-620.

*Canella, A.A. & Paetzold, R.L. 1994. Pfeffer's barriers to the advance of organization science: A rejoinder. Academy of Management Review, 19: 331-341.

*Davis, G.F. & Marquis, C. 2005. Prospects for organization theory in the early twenty-first century: Institutional fields and mechanisms. Organization Science, 16: 332-343.

*Suddaby, R., Hardy, C. & Huy, Q.N. 2011. Where are the new theories of organization? Academy of Management Review, 36(2): 236-246.

Augier, M., J. March and B. Sullivan. 2005. Notes on the Evolution of a Research Community: Organization Studies in Anglophone North America, 1945-2000. Organization Science, 16: 85-95.

Scott, W. R. 2004. Reflections on a Half-Century of Organizational Sociology. Annual Review of Sociology 30: 1-21.

Session 2 Rational System Approaches

*Scott & Davis Chapter 2

*Taylor, F.W. 1916. Principles of Scientific Management, 30-49; 58-97; 118-144

*Locke, E.A. 1982. The ideas of Frederick W. Taylor: An evaluation Academy of Management Review, 7: 14-24.

*Weber, M.1978. Economy and Society, pp.212-254, 956-975

*Blau, P. 1963. "Critical Comments on Weber's View of Authority" American Political Science Review, 57:305-316.

Session 3 Natural System Approaches

*Scott & Davis Chapter 3

*Roethlisberger, F.J. & Dickson, W.J. 1939. Management and the Worker. Cambridge, MA: Harvard University Press. Chapters 1, 17, 21-22, 23, 24-25

*Barnard, C.I. 1938. The Functions of the Executive. Cambridge, MA: Harvard University Press. pages 82-123, 139-184.

Barley, S. and G. Kunda. 1992. Design and Devotion: Surges of Rational and Normative Ideologies of Control in Managerial Discourse. Administrative Science Quarterly 37: 363-399

Roy, 1952. "Banana Time: Job Satisfaction and Informal Interaction" AJS

Session 4 Open Systems and "Old" Institutional Theory

*Scott & Davis Book Chapter 4

*Merton, R.K. 1936. "The Unanticipated Consequences of Purposeful Social Action" American Sociological Review, 1: 894-904.

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

*Selznick, P. 1957. Leadership in Administration. Berkeley, CA: University of California Press. - Chapters 1 and 5

*Selznick, P. 1996. Institutionalism "Old" and "New". Administrative Science Quarterly, 41: 270-277.

*Stinchcombe, A. 1965. "Social Structure and Organizations" in James G. March (ed.) Handbook of Organizations. Chicago, IL: Rand McNally. 142-193.

Selznick, P. 1943. "An Approach to a Theory of Bureaucracy" American Sociological Review, 8: 47-54.

Session 5 Contingency Theory

*Scott & Davis Chapter 5

*Thompson, J.D. 1967. Organizations in action: Social science bases of administrative theory: Chapters 1, 2, 3 & 4.

*Lawrence, P.R., & Lorsch, J.W. 1967. Differentiation and integration in complex organizations. Administrative Science Quarterly, 12: 1-47.

*Kimberly, J. 1976. Organizational size and the structuralist perspective. Administrative Science Quarterly, 21: 571-597.

*Schoonhoven, C.B. 1981. Problems with contingency theory: Testing assumptions hidden within the language of contingency theory. Administrative Science Quarterly, 349-377.

*Sine, W.D., Mitsuhashi, H. & Kirsch, D.A. 2006. Revisiting Burns and Stalker: Formal structure and new venture performance in emerging economic sectors. Academy of Management Journal, 49: 121-132.

Adler, P. and B. Borys. 1996. Two Types of Bureaucracy: Enabling and Coercive. Administrative Science Quarterly 41: 61-89.

Donaldson, L. 1987. Strategy and structural adjustment to regain fit and performance: In defense of contingency theory. Journal of Management Studies, 24: 1-24.

Hickson, D.J., Hinings, C.A., Schenk, R.E., & Pennings, J.M. 1971. A strategic contingencies theory of intraorganizational power. Administrative Science Quarterly, 16: 216-229.

Woodward, 1965 Industrial Organization Introduction, Chapters 4 and 5

Blau, P. 1970, "A Formal Theory of Differentiation in Organizations" American Sociological Review, 35: 201-218.

Child, J. 1972. Organizational structure, environment and performance: The role of strategic choice. Sociology, 6: 1-22.

Hickson, Pugh and Pheysey 1969. "Operations Technology and Organization Structure: An Empirical Reappraisal" ASQ.

Perrow, C.R. 1967. "A Framework for Comparative Organizational Analysis" American Sociological Review, 32: 194-208.

Aldrich, "Technology and Organizational Structure: A Reexamination of the findings of the Aston Group" ASQ 1972

Donaldson, Lex. 1996. The normal science of structural contingency theory. In S. R. Clegg, C. Hardy & W. R. Nord (eds.), *Handbook of Organization Studies*, pp.57-76. London: Sage.

Siggelkow, N. 2002. Evolution toward fit. *ASQ*, 47: 125-159.

Galbraith, J.R. 1977. *Organization design: An information processing view*. Reading, MA: Addison-Wesley.

Lawrence, P.R., & Lorsch, J.W. 1967. *Organization and environment*. Boston, MA: Harvard Business School.

Tushman, M.L. 1979. Work characteristics and subunit communication structure: A contingency analysis. *ASQ*, 24: 82-97.

Galbraith, J. 1973. *Designing complex organizations*. Reading, MA: Addison-Wesley.

Trist, E.L., & Bamforth, K.W. 1951. Social and psychological consequences of the longwall method of coal-getting. *Human Relations*, 4: 3-28.

Van de Ven, A.H., & Drazin, R. 1985. The concept of fit in contingency theory. *ROB*, 7: 333-365.

Gresov, C. 1989. Exploring fit and misfit with multiple contingencies. *ASQ*, 34: 431-453.

Session 6 Carnegie School - Behavioral Decision Making

*March, J.G., & Simon, H.A. 1958. Organizations, Chapters 5, 6 & 7.

*Cyert, R.M., & March, J.G. 1963. Chapter 7: A summary of basic concepts. From: A behavioral theory of the firm.

*Cohen, M.D., March, J.G., & Olsen, J.P. 1972. A garbage can model of organizational choice. Administrative Science Quarterly, 17: 1-25.

*Levitt, B. & March, J. G. 1988. Organizational Learning. Annual Review of Sociology, 14:319-340.

*Greve, H. 1998. Performance, Aspirations, and Risky Organizational Change. Administrative Science Quarterly, Vol. 43, No. 1, pp. 58-86

*Mishina, Y., Dykes, B.J., Block, E.S. & Pollock, T.G. 2010. Why good firms do bad things: The effects of high aspirations, high performance and prominence on the incidence of corporate illegality. Academy of Management Journal, 53(4): 701-722.

Levinthal, D. A. & Rerup, C. 2006. Crossing an apparent chasm: bridging mindful and less-mindful perspectives on organizational learning. Organization Science, 17(4): 502-513.

Bendor, J., Moe, T.M. & Shotts, K.W. 2001. "Recycling the garbage can: An assessment of the research program." American Political Science Review, 95: 169-190.

Olsen, J.P. 2001. "Garbage can, new institutionalism and the study of politics." American Political Science Review, 95: 191-198.

Levitt, B., & Nass, C. 1989. The lid on the garbage can: Institutional constraints on decision making in the technical core of college-text publishers. ASQ, 34: 190-207.

Padgett, J.F. 1980. Managing garbage can hierarchies. ASQ, 25: 583-604.

March, J. G. 1991. Exploration and Exploitation in Organizational Learning. Organization Science, 2(1): 71-87.

Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. 1999. Organizing for high reliability: Processes of collective mindfulness, Research in Organizational Behavior, Vol. 21, 1999, Vol. 21: 81-123.

Haunschild, P.R., & Sullivan, B.N. 2002. Learning from complexity: Effects of prior accidents and incidents on airlines' learning. ASQ 47: 609-643.

Session 7 "New" Institutional Theory

*Greenwood, R., Oliver, C. Sahlin, K. & Suddaby, R. 2008. "Introduction" in R. Greenwood, C. Oliver, R. Suddaby & K. Sahlin (Eds.) The SAGE Handbook of Organizational Institutionalism. Los Angeles, CA: Sage: 1-46.

*Meyer and Rowan, 1977. "Institutionalized organizations: Formal structure as myth and ceremony" AJS 83: 340-63

*Kraatz, M. and Zajac, E. 1996. "Exploring the limits of the new institutionalism: The causes and consequences of illegitimate change." American Sociological Review, 61: 812-836.

*Lounsbury, M. 2001. Institutional sources of practice variation: Staffing college and university recycling programs. Administrative Science Quarterly, 46: 29-56.

*Suddaby, R. & Greenwood, R. 2005. Rhetorical Strategies of Legitimacy. Administrative Science Quarterly, 50(1): 35-67.

*Zajac, E.J. & Westphal, J.D. 2004a. The Social construction of market value: Institutionalization and learning perspectives on stock market reactions. American Sociological Review, 69: 433-457.

* Zuckerman, E.W. 2004. Towards the social construction of an interdisciplinary turf war. American Sociological Review, 69: 458-465.

*Zajac, E.J. & Westphal, J.D. 2004b. Should sociological theories venture into "economic territory?" Yes! American Sociological Review, 69: 466-471.

DiMaggio, P.J. & Powell, W.W., 1991. "Introduction" in W.W. Powell and P.J. DiMaggio (Eds.) The New Institutionalism In Organizational Analysis. Chicago, IL: The University of Chicago Press: 1-38.

Heugens, P.P.M.A.R. & Lander, M.W. 2009. Structure! Agency! (and other quarrels): A meta-analysis of institutional theories of organization. Academy of Management Journal, 52(1): 61-85.

Green, S.E., Li, Y. & Nohria, N. 2009. Suspended in Self-Spun Webs of Significance: A Rhetorical Model of Institutionalization and Institutionally Embedded Agency. Academy of Management Journal, 52(1): 11-36.

Purdy, J.M. & Gray, B. 2009. Conflicting logics, mechanisms of diffusion and multi-level dynamics in emerging institutional fields. Academy of Management Journal, 52: 355-380.

Hirsch, P.M. & Lounsbury, M. 1997. "Ending the family quarrel: Toward a reconciliation of the "old" and "new" institutionalisms. American Behavioral Scientist, 40(4): 406-418.

Detert, J.R. & Pollock, T.G. 2008. Values, interests and the capacity to act: Understanding professionals' responses to market-based improvement initiatives in highly institutionalized organizations. Journal of Applied Behavioral Science, 44(2): 186-214.

Leblebici, H. Salancik, G.R. Copay, A. and King, T. 1991. "Institutional Change and the Transformation of Inter-Organizational Fields: An Organizational History of the U.S. Radio Broadcasting Industry." Administrative Science Quarterly, 36: 333-363.

Suchman, M. C. 1995. Managing legitimacy: Strategic and institutional approaches. Academy of Management Review, 20: 571-610.

Pollock, T.G. & Rindova, V.P. 2003. Media legitimation effects in the market for initial public offerings. Academy of Management Journal. 46(5): 631-642.

Elsbach, K.D. & Sutton, R.I. 1992. "Acquiring organizational legitimacy through illegitimate actions: A marriage of institutional and impression management theories." Academy of Management Journal, 35: 699-738.

Elsbach, K.D. 1994. "Building organizational legitimacy in the California cattle industry - The construction and effectiveness of verbal accounts." Administrative Science Quarterly, 39: 57-88.

Wade, J.B., Porac, J.F. & Pollock, T.G. 1997. Worth, words and the justification of executive pay. Journal of Organizational Behavior. 18: 641-664.

Selznick, P. 1996. Institutionalism "Old" and "New". Administrative Science Quarterly, 2: 270-277.

Mizruchi, Mark S., & Fein, Lisa, C. 1999. "The Social Construction of Organizational knowledge: A Study of the Uses of Coercive, Mimetic, and Normative Isomorphism." Administrative Science Quarterly, 44: 653-683.

Zucker, L.G. 1977. The role of institutionalization in cultural persistence. American Sociological Review, 42: 726-743.

DiMaggio and Powell 1983. "The Iron Cage Revisited" ASR 48: 147-160.

Fligstein, N. 1991. "The structural transformation of American industry: An institutional account of the causes of diversification in the largest firms, 1919-1979" in W.W. Powell and P.J. DiMaggio (Eds.) The New Institutionalism In Organizational Analysis. Chicago, IL: The University of Chicago Press: 311-336.

Hargadon and Douglas 2001. "When Innovations Meet Institutions: Edison and the Design of the Electric Light." ASQ, 46: 476-501.

Tolbert and Zucker 1983. "Institutional Sources of Change in the Formal Structure of Organizations: The Diffusion of Civil Service Reform, 1880-1935" ASQ 22-39.

Powell. 1991. "Expanding the Scope of Institutional Analysis" The New Institutionalism

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

Covaleski, M.A., & Dirsmith, M. 1988. An institutional perspective on the rise, social transformation, and fall of a university budget category. ASQ, 33: 562-587.

Mezias, S.J. 1990. An institutional model of organizational practice: Financial reporting at the Fortune 200. ASQ, 35: 431-457.

Davis, G.F., Diemann, K.A., & Tinsley C.H. 1994. The decline and fall of the conglomerate firm in the 1980s: The deinstitutionalization of an organizational form. ASR, 59: 547-570.

Scott, W.R., & Meyer, J.W. 1983. The organization of societal sectors. In Organizational environments: Ritual and rationality, pp. 129-154. Beverly Hills, CA: Sage.

Scott, W.R. 1987. The adolescence of institutional theory. ASQ, 32: 493-511.

Session 8 Organizational Ecology

*Hannan, M.T., & Freeman, J. 1977. The population ecology of organizations. American Journal of Sociology, 82: 929-964.

*Hannan, M.T., & Freeman, J. 1984. Structural inertia and organizational change. American Sociological Review, 49: 149-164.

- *Amburgey, T.L. Kelley, D. and Barnett, W.P. 1993. "Resetting the Clock: The Dynamics of Organizational Change and Failure. Administrative Science Quarterly, 38: 51-73.
- *Carroll, G. and Swaminathan, A. 2000. Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the US Brewing Industry. American Journal of Sociology, 106:715-762.
- *Hsu, G. 2006. Jacks of all trades and masters of none: Audiences' reactions to spanning genres in feature film production. Administrative Science Quarterly, 51: 420-450.
- *Mezias, S.J. & Boyle, E. 2005. Blind Trust: Market Control, Legal Environments, and the Dynamics of Competitive Intensity in the Early American Film Industry, 1893–1920. Administrative Science Quarterly, 50(1): 1-34.
- *Boone, C. & Özcan, S. 2014. Why do cooperatives emerge in a world dominated by corporations? The diffusion of cooperatives in the U.S. bio-ethanol industry, 1978-2013. Academy of Management Journal, 57(4): 990-1012.
- Le Mens, G. & Hannan, M.T. & Pólos, L. 2011. Founding Conditions, Learning, and Organizational Life Chances: Age Dependence Revisited. Administrative Science Quarterly, 56(1): 95-126
- Dobrev, S.D. & Kim, T.Y. 2006. Positioning among Organizations in a Population: Moves between Market Segments and the Evolution of Industry Structure. Administrative Science Quarterly, 51(2): 230-261.
- Dobrev, S.D., Kim, T.Y., & Carroll, G.R. 2003. Shifting gears, shifting niches: Organizational inertia and change in the evolution of the U.S. automobile industry, 1885-1981. Organization Science, 14: 264-282.
- Young, R.C. 1988. Is population ecology a useful paradigm for the study of organizations? American Journal of Sociology, 94: 1-24.
- Miner, A.S., Amburgey, T.L. & Stearns, T.M. 1990. "Interorganizational linkages and population dynamics: Buffering and transformational shields." Administrative Science Quarterly, 35: 689-713.
- Barnett, W.P. 1997. The dynamics of competitive intensity. ASQ, 42: 128-160.
- Ingram, P., & Baum, J.A. 1997. Chain affiliation and the failure of Manhattan hotels, 1898-1980. ASQ, 42: 68-102
- Barnett, W.P., & Carroll, G.R. 1987. Competition and mutualism among early telephone companies. ASQ, 32: 400-421.
- Carroll, G.R., & Hannan, M.T. 1989. Density delay in the evolution of organizational populations: A model and five empirical tests. ASQ, 34: 411-430.
- Delacroix, J., Swaminathan, A., & Solt, M.E. 1989. Density dependence versus population dynamics: An ecological study of failings in the California Wine Industry. American Sociological Review, 54: 245-262.
- Freeman, J., & Hannan, M.T. 1989. Setting the record straight on organizational ecology: Rebuttal to Young. American Journal of Sociology, 85: 425-439.
- Brittain, J., & Wholey, D.R. 1989. Assessing organizational ecology as sociological theory: Comment on Young. American Journal of Sociology, 85: 439-444.

Hannan, M.T., & Freeman, J. 1989. *Organizational ecology*. Cambridge, MA: Harvard University Press.

Singh, J.V., & Lumsden, C.J. 1990. Theory and research in organizational ecology. *Annual Review of Sociology*, 16: 161-195.

Bruderl and Schussler 1990. "Organizational Mortality: The Liabilities of Newness and Adolescence" *ASQ* 35: 530-47.

Barnett and Carroll 1995. "Modeling Internal Organizational Change" *Annual Review of Sociology* 21: 217-236.

Wade, J.B. 1996. A Community Level Analysis of Sources and Rates of Technological Variation in the Microprocessor Market." *AMJ* 39:1218-1244.

Session 9 Resource Dependence Theory

*Emerson, R.M. 1962. "Power-dependence relations." *American Sociological Review*, 27: 31-41.

*Pfeffer, J., & Salancik, G.R. 1978. *The external control of organizations*. New York: Harper & Row. Chapters 1 & 3

*Casciaro, T. & Piskorski, M.J. 2005. "Power imbalance, mutual dependence and constraint absorption: A closer look at resource dependence theory." *Administrative Science Quarterly*, 50: 167-199.

*Santos, F.M., Eisenhardt, K.M. 2009. Constructing markets and shaping boundaries: entrepreneurial agency in nascent fields. *Academy of Management Journal*, 52: 643-671.

*Hallen, B.L. Katila, R. & Rosenberger, J.D. 2014. How do social defenses work? A resource-dependence lens on technology ventures, venture capital investors and corporate relationships. *Academy of Management Journal*, 57(4) 1078-1101.

*Wry, T., Cobb, J.A. & Aldrich, H.E. 2013. More than a metaphor: Assessing the historical legacy of resource dependence and its contemporary promise as a theory of environmental complexity. *The Academy of Management Annals*, 7: 439-486.

Hillman, A.J. Withers, M.C & Collins, B.J. 2009. Resource dependence theory: A review. *Journal of Management*, 35(6): 1404-1427.

Guler, I. 2007. Throwing good money after bad? Political and institutional influences on sequential decision making in the venture capital industry. *Administrative Science Quarterly*, 51(2): 248-285.

Baker, W.E. 1990. Market networks and corporate behavior. *American Journal of Sociology*, 96: 589-625.

Sherer, P.D. & Lee, K. 2002. Institutional change in large law firms: A resource dependence and institutional perspective. *Academy of Management Journal*, 45(1): 102-119.

Boyd, B. 1990. Corporate linkages and organizational environment: A test of the resource dependence model. *Strategic Management Journal*, 11: 419-430.

Hayward, M.L.A. and Boeker, W. 1998 "Power and Conflicts of interest in Professional Firms: Evidence from Investment Banking" Administrative Science Quarterly 43: 1-22.

Pfeffer, J., & Davis-Blake, A. 1987. Understanding organizational wage structures: A resource dependence approach. *AMJ*, 437-455.

Pfeffer, J. 1987. A resource dependence perspective on intercorporate relations. In M.S. Mizruchi & M. Schwartz (Eds.), *Intercorporate relations: The structural analysis of business*, pp. 25-55. New York: Cambridge University Press.

Palmer, D. Barber, B.M., Zhou, X. & Soysal, Y. 1995. "The Friendly and Predatory Acquisition of Large U.S. Corporations in the 1960s: The Other Contested Terrain." American Sociological Review, 60: 469-499.

Session 10 Organizational Economics

*Coase, R.H. 1937. The nature of the firm. *Economica*. 4(16): 386-405.

*Fama, E.F. & Jensen, M.L. 1983. "Separation of Ownership from Control" Journal of Law and Economics, 26: 301-325.

*Eisenhardt, K. 1989. "Agency Theory: An Assessment and Review" Academy of Management Review, 14: 57-74.

*Williamson, O. 1981. "The Economics of Organization: The Transaction Cost Approach." American Journal of Sociology, 87: 548-577.

*David, R.J. & Han, S.K. 2004. A systematic assessment of the empirical support for transaction cost economics. Strategic Management Journal, 25: 39-58.

*Arthurs, J.D., Hoskisson, R.E., Busenitz, L.W. & Johnson, R.A. 2008. Managerial agents watching other agents: Multiple agency conflicts regarding the underpricing of IPO firms. Academy of Management Journal, 51(2): 277-294.

*Ghoshal, S. 2005. Bad Management Theories are Destroying Good Management Practice. Academy of Management Learning and Education, 4: 75-91.

Gibbons, R. 2010. Inside Organizations: Pricing, Politics, and Path Dependence. *Annual Review of Economics* 2: 337-65.

Dalton, D.R., Hitt, M.A., Certo, S.T. & Dalton, C.M. 2007. The fundamental agency problem and its mitigation: Independence, equity and the market for corporate control. The Academy of Management Annals, 1(1): 1-64.

Wasserman, N. 2006. Stewards, agents and the founder discount: Executive compensation in new ventures. Academy of Management Journal, 49: 960-976.

Donaldson, L. 1990. "The ethereal hand: Organizational economics and management theory." Academy of Management Review, 15: 369-381.

Lee, P.M., & O'Neill, H.M. 2003. "Ownership structures and R&D investments of U.S. and Japanese firms: Agency and stewardship perspectives." Academy of Management Journal, 46: 212-225.

Wiseman, R. M., & Gomez-Mejia, L. R. 1998. "A behavioral agency model of risk taking." Academy of Management Review, 25: 133-152.

Carpenter, M.A., Pollock, T.G. & Leary, M.M. 2003. "Governance, the Experience of Principals and Agents, and Global Strategic Intent: Testing a Model of Reasoned Risk Taking." Strategic Management Journal, 24: 803-820.

Jensen and Meckling 1976. "Theory of the Firm: Managerial Behavior, agency costs, and Ownership Structure" Journal of Financial Economics, 3: 305-360.

Kosnik, R.D. 1987. Greenmail: A study of board performance in corporate governance. *ASQ*, 32: 163-185.

Gomez-Mejia, L.R., & Balkin, D.B. 1992. Determinants of faculty pay: An agency theory perspective. *AMJ*, 35: 921-955.

Alchian, A.A., & Demsetz, H. 1972. Production, information cost, and economic organization. *American Economic Review*, 62: 777-795.

Session 11 Sensemaking and Enactment

*Abolafia, M.Y., & Kilduff, M. 1988. Enacting market crisis: The social construction of a speculative bubble. Administrative Science Quarterly, 33: 177-193.

*Porac, J., Thomas, H., Wilson, F., Paton, D. & Kanfer, A. 1995. Rivalry and the Industry Model of Scottish Knitwear Producers. Administrative Science Quarterly. 40(2): 203-227.

*Garud, R., and Rappa, M.A. 1994. A socio-cognitive model of technology evolution: The case of cochlear implants. Organization Science. 5: 344-362.

*Gioia, D.A. & Thomas, J.B. 1996. Identity, image and issue interpretation: Sensemaking during strategic change in academia. Administrative Science Quarterly, 41: 370-403.

*Fiss, P.C. & Zajac, E.J. 2006. The symbolic management of strategic change: Sensegiving via framing and decoupling. Academy of Management Journal, 49(6): 1173-1193.

*Petkova, A.P., Rindova, V.P. & Gupta, A.K. 2013. No news is bad news: Sensegiving activities, media attention, and venture capital funding of new technology organizations. Organization Science, 24(3): 865-888.

Rindova, V.P., Bacerra, M. & Contardo, I. 2004. "Enacting Competitive Wars: Competitive Activity, Language Games, and Market Consequences." Academy of Management Review, 29: 670-686.

Benner, M.J. 2009. Securities analysts and incumbent responses to technological change: Evidence from digital photography and Internet telephony. Organization Science, forthcoming.

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

- Fine, G.A. 1996. "Justifying Work: Occupational Rhetorics as Resources in Restaurant Kitchens". Administrative Science Quarterly, 41: 90-115.
- Pollock, T.G., Rindova, V.P. & Maggitti, P.G. 2008. Market watch: Information and availability cascades among the media and investors in the U.S. IPO market. Academy of Management Journal, 51(2): 335-358.
- Elsbach, K.D. & Kramer, R.M. 1996. "Members' responses to organization identity threats: Encountering and countering the Business Week rankings." Administrative Science Quarterly, 41: 442-476.
- Ferarro, F., Pfeffer, J. & Sutton, R.I. 2005. Economics Language and Assumptions: How Theories Can Become Self-Fulfilling. Academy of Management Review, 30: 8-24.
- Salancik, G.R. & Meindl, J.R. 1984. Corporate attributions as strategic illusions of management control. Administrative Science Quarterly. 29: 238-254
- Staw, B., McKechnie, P. and Puffer, S. (1983). 'The Justification of Organizational Performance', Administrative Science Quarterly, 28: 582-600.
- Bettman, J. and Weitz, B. (1983). 'Attributions in the Board Room: Causal Reasoning in Corporate Annual Reports,' Administrative Science Quarterly, 28: 165-183.
- Thomas, J.B., Clark, S.M., & Gioia, D.A. 1993. Strategic sensemaking and organizational performance: Linkages among scanning, interpretation, action, and outcomes. Academy of Management Journal. 36(2): 239-270.
- Gioia, D.A & Chittipeddi, K. 1991. Sensemaking and Sensegiving in Strategic Change Initiation. Strategic Management Journal, 12: 433-448.
- Weick, K.E. 1976. Educational organizations as loosely coupled systems. Administrative Science Quarterly, 21: 1-19.
- Zbaracki, M.J. 1998. "The Rhetoric and Reality of Total Quality Management." Administrative Science Quarterly, 43: 602-636.
- Ginzel, L., Kramer, and Sutton, R. (1992). 'Organizational Impression Management as a Reciprocal Influence Process: The Neglected Role of the Organizational Audience', in Research in Organizational Behavior, 15, L.L. Cummings and B. Staw, eds.: 227-266.
- Walsh, James P. 1995. Managerial and organizational cognition: Notes from a trip down memory lane. Organization Science. 6(3): 280-321.
- Meyer, A.D. 1982. Adapting to environmental jolts. ASQ, 27: 515-537.
- Barley, S.R. 1986. Technology as an occasion for structuring: Evidence from observations of CT scanners and the social order of radiology departments. ASQ, 31: 78-108
- Stewart Ranson; Bob Hinings; Royston Greenwood. 1980. The Structuring of Organizational Structures Administrative Science Quarterly, 25: 1-17.
- Weick, Karl. 1995. Sensemaking in organizations. Sage Publications.

Heimer, C.A. 1985. Allocating information costs in a negotiated information order: Interorganizational constraints on decision making in Norwegian oil insurance. *ASQ*, 30: 395-417.

Weick, K.E. 1990. Technology as equivoque: Sensemaking in new technologies. In P.S. Goodman & L.S. Sproull (Eds.), *Technology and Organizations*, pp. 1-44. San Francisco: Jossey-Bass.

Orton, J.D., & Weick, K.E. 1990. Loosely coupled systems: A reconceptualization. *AMR*, 15: 203-223.

Session 12 - Status, Reputation and Celebrity

*Merton, R.K. 1968. The Matthew effect in science. *Science*, 159: 56-63.

*Podolny, J.M. 1994. Market uncertainty and the social character of economic exchange. *Administrative Science Quarterly*, 39: 458-483.

*Lange, D., Lee, P.M., and Dai, Y. 2011. Organizational Reputation: A Review. *Journal of Management*, 37(1): 153-185.

*Washington, M. & Zajac, E.J. 2005. Status evolution and competition: Theory and evidence. *Academy of Management Journal*, 48(2): 282-296.

*Lee, P.M., Pollock, T.G. & Jin, K. 2011. The contingent value of venture capitalist reputation for entrepreneurial firms. *Strategic Organization*, 9(1): 33-69.

*Rindova, V.P., Pollock, T.G. & Hayward, M.L.A. 2006. "Celebrity firms: The social construction of market popularity" *Academy of Management Review*, 31(1): 50-71.

*Pfarrer, M.D., Pollock, T.G. & Rindova, V.P. 2010. A tale of two assets: The effects of firm reputation and celebrity on earnings surprises and investors' reactions. *Academy of Management Journal*, 53(5): 1131-1152.

Ertug, G. & Castellucci, F. 2013. Getting what you need: How reputation and status affect team performance, hiring and salaries in the NBA. *Academy of Management Journal*, 56(2) 407-431.

Hallen, B. L. 2008. The causes and consequences of the initial network positions of new organizations: From Whom do entrepreneurs receive investments?, *Administrative Science Quarterly*, 53(4): 685-718.

Westphal, J.D., Park, S.H., McDonald, M.L. & Hayward, M.L.A. 2012. Helping Other CEOs Avoid Bad Press: Social Exchange and Impression Management Support among CEOs in Communications with Journalists. *Administrative Science Quarterly*, 57(2): 217-26.8

Wade, J.B., Porac, J.F., Pollock, T.G. & Graffin, S.D. 2006. "The Burden of Celebrity: The Impact of CEO Certification Contests on CEO Pay and Performance" *Academy of Management Journal*, 49(4): 643-660.

Rindova, V.P., Williamson, I.O., Petkova, A.P., & Sever, J.M. 2005. Being good or being known: An empirical investigation of the dimensions, antecedents and consequences of organizational reputation. *Academy of Management Journal*, 48: 1033-1049.

Love, G., & Kraatz, M. 2009. Character, conformity, or the bottom line? How and why downsizing affected corporate reputation. *Academy of Management Journal*, 52(2): 314-335.

King, B.G. & Whetten, D.A. 2008. Rethinking the relationship between legitimacy and reputation: A social actor conceptualization. Corporate Reputation Review, 11(3): 192-207.

Chen, G., Hambrick, D.C. & Pollock, T.G. 2008. Puttin' on the ritz: Pre-IPO enlistment of prestigious affiliates as deadline-induced remediation. Academy of Management Journal, 51(5): 954-975.

Highhouse, S., Brooks, M.E. & Gregarus, G. 2009. An organizational impression management perspective on the formation of corporate reputation. Journal of Management, 35(6): 1481-1493.

Hayward, M.L.A., Rindova, V.P. & Pollock, T.G. 2004. "Believing one's own press: The antecedents and consequences of CEO celebrity." Strategic Management Journal, 25(7): 637-653.

Pollock, T.G., Chen, G., Jackson, E.M. & Hambrick, D.C. 2010. How much prestige is enough? Assessing the value of multiple types of high-status affiliates for young firms. Journal of Business Venturing, 25(1): 6-23.

Lynn, F.B., Podolny, J.M. Tao, L. 2009. A sociological (de)construction of the relationship between status and quality. American Journal of Sociology, 115(3): 755-804.

Rindova, V.P. Petkova, A. & Kotha S. 2007. Standing out: How new firms in emerging markets build reputation in the media. Strategic Organization, 5(1): 31-70.

Fombrun, C., & Shanley, M. 1990. What's in a name? Reputation building and corporate strategy. Academy of Management Journal. 33: 233-258.

Phillips, D.J. & Zuckerman, E.W. 2001. Middle-status conformity: Theoretical restatement and empirical demonstration in two markets. American Journal of Sociology, 107: 379-429.

Weigelt, K. & Camerer, C. (1988) 'Reputation and corporate strategy: A review of recent theory and applications', Strategic Management Journal, 9: 443-454.

Wilson, R. (1985) 'Reputations in games and markets', in A. E. Roth (Ed.), Game-Theoretic Models of Bargaining: 27-62. London: Cambridge University Press.

Raub, W. & Weesie, J. (1990) 'Reputation and efficiency in social interactions: An example of network effects', American Journal of Sociology, 96: 626-654.

Rindova, V.P., & Fombrun, C.J. (1999) 'Constructing competitive advantage: The role of firm-constituent interactions', Strategic Management Journal, 20: 691-710.

Benjamin, B.A., & Podolny, J.M. 1999. Status, quality, and social order in the California wine industry, 1981-1991. Administrative Science Quarterly, 44(3): 563-589.

Rao, H. 1994. The social construction of reputation: Certification contests, legitimation and the survival of organizations: 1895-1912. Strategic Management Journal. 15: 29-44.

Session 13 Social Capital

*Salancik, G.R. 1995. "Wanted: A good network theory of organization." Administrative Science Quarterly, 40: 345-349.

- *Granovetter, M.S. 1985. Economic action and social structure: The problem of embeddedness. American Journal of Sociology, 91: 481-510.
- *Uzzi, B. 1996. The sources and consequences of embeddedness for the economic performance of organizations: The network effect. American Sociological Review, 61: 674-698.
- *Coleman, J.S. 1988. Social capital in the creation of human capital. American Journal of Sociology, 94: s95-s121.
- *Adler, P.S., & Kwon, S. 2002. Social capital: Prospects for a new concept. Academy of Management Review, 27: 17-40.
- *Fischer, H.M. & Pollock, T.G. 2004. "Effects of social capital and power on surviving transformational change: The case of initial public offerings." Academy of Management Journal, 47: 463-481.
- *Briscoe, F. and W. Tsai. 2011. "Relational Inertia and Client Sharing: How Organizational Members Respond to Acquisition Events in a Law Firm." Administrative Science Quarterly.
- Kwon, S., and Adler, P., 2014. Social Capital: Maturation of a Field of Research. Academy of Management Review, 39(4): 412-422.
- Oh, H., Labianca, G., & Chung, M-H. 2006. A Multilevel Model of Group Social Capital. Academy of Management Review, 31: 569-582.
- Maurer, I., Ebers, R. 2006. Dynamics of social capital and their performance implications: Lessons from biotechnology start-ups. Administrative Science Quarterly, 51: 262-292.
- Fund, B.R., Pollock, T.G., Baker, T. & Wowak, A. 2008. Who's the new kid? The process of becoming central in venture capitalist deal networks. In J.A.C. Baum & T.J. Rowley (Eds.) Advances in Strategic Management, 25. London, UK: Emerald Publishing: 565-596
- Mizruchi, M. 1996. What do Interlocks do? An analysis, critique, and assessment of research on interlocking directorates. Annual Review of Sociology, 22: 271-298.
- Davis, G.F, Yoo, M. & Baker, W.E. 2003."The small world of the American corporate elite: 1991-2001." Strategic Organization, 1: 301-326.
- Raub, W. & Weesie, J. 1990. Reputation and efficiency in social interactions: An example of network effects. American Journal of Sociology, 96: 626-654.
- Burt, R. S. 1992. The Social Structure of Competition. Chapter 2 in Networks and Organizations. Eds N.Nohria and R. Eccles.
- Seidl, M.D. & Westphal, J.D. 2004. "Research Impact: How seemingly innocuous social cues in a CEO survey can lead to change in board and director network ties." Strategic Organization, 2: 227-270.
- Powell, W.W., Koput, K.W., Smith-Doerr, L. 1996. Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology. Administrative Science Quarterly, 41: 116-145.
- Powell, W.W. 1990. Neither market nor hierarchy: Network forms of organization. Research in Organizational Behavior, 12: 295-336.

Wellman, Barry. 1983. Network Analysis: Some Basic Principles. In Randall Collins (Ed.), *Sociological Theory*: 155-200. San Francisco: Jossey-Bass Publishers.

Pollock, T.G., Porac, J.F. & Wade, J.B. 2004. "Constructing deal networks: Brokers as network 'architects' in the U.S. IPO market and other examples." Academy of Management Review, 29: 50-72.

Pollock, T.G. 2004. "The Benefits and Costs of Underwriters' Social Capital in the U.S. Initial Public Offerings Market." Strategic Organization, 2(4): 357-388.

Uzzi, Brian. 1997. Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness. Administrative Science Quarterly. 42: 35-67.

Uzzi, B. 1999. "Embeddedness in the making of financial capital: How social relations and networks benefit firms seeking financing." American Sociological Review, 64: 481-505.

Davis, Gerald F. 1991. Agents Without Principles? The Spread of the Poison Pill Through the Intercorporate Network. Administrative Science Quarterly. 36(4): 583-613.

Davis, G.F. & Greve, H.R. 1997. "Corporate elite networks and governance changes in the 1980s." American Journal of Sociology, 103: 1-37.

Kraatz, M.S. 1998. "Learning by association? Interorganizational networks and adaptation to environmental change." Academy of Management Journal, 41: 621-643.

Lin, N., Ensel, W.M, & Vaughn, J.C. 1981. "Social resources and strength of ties: Structural factors in occupational status attainment." American Sociological Review, 46: 393-405.

Portes, A. & Sensenbrenner, J. 1993. "Embeddedness and immigration: Notes on the social determinants of economic action." American Journal of Sociology, 98: 1320-1350.

Bolino, M.C., Turnley, W.H., & Bloodgood, J.M. 2002. "Citizenship behavior and the creation of social capital in organizations." Academy of Management Review, 27: 505-522.

Burt, R. S. 2000. "The network structure of social capital." In R. I. Sutton & B. Staw (eds.) Research in Organizational Behavior, 22: 345-423. Greenwich, CT: JAI Press.

Larson, A. 1992. Network dyads in entrepreneurial settings: A study of the governance of exchange relationships. ASQ, 37: 76-104.

Ahuja, Gautam. 2000. Collaboration networks, structural holes, and innovation: a longitudinal study. ASQ, 45: 425-455.

Granovetter, M.S. 1973. The strength of weak ties. AJS, 78: 1360-1380.

Emerson, R.M. 1976. "Social Exchange Theory" *Annual Review of Sociology*, 2: 335-362.

Flynn, F.J. 2003. "How much should I give and how often? The effects of generosity and frequency or favor exchange on social status and productivity." Academy of Management Journal, 46: 539-553.

Session 14 Social Movement Theory

- *Davis, G.F., Morrill, C., Rao, H & Soule, S.A. 2008. Introduction: Social movements in organizations and markets. Administrative Science Quarterly, 53(3): 389-394.
- *Zald, M.N & Berger, M.A. 1978. Social movements in organizations - Coup detat, insurgency and mass movements. American Journal of Sociology, 83(4): 823-861.
- *Morrill, C., Zald, M.N & Rao, H. 2003. Covert political conflict in organizations: Challenges from below: Annual Review of Sociology, 29: 391-415.
- *Rao, H., Monin, P., & Durand, R. 2003. Institutional change in Toque Ville: Nouvelle cuisine as an identity movement in French gastronomy. American Journal of Sociology, 108(4): 795-843.
- *King, B.G & Soule, S.A. 2007. Social movements as extra-institutional entrepreneurs: The effect of protests on stock market returns. Administrative Science Quarterly, 52(3): 413-442.
- *Briscoe, F. & Safford, S. 2008. The Nixon-in China effect: Activism, imitation and the institutionalization of contentious practices. Administrative Science Quarterly, 53(3): 460-491.
- *Hiatt, S.R., Sine, W.D. & Tolbert, P.S. 2009. From Pabst to Pepsi: The Deinstitutionalization of Social Practices and the Creation of Entrepreneurial Opportunities. Administrative Science Quarterly 54: 635-667.
- Hambrick, D.C. & Chen, M.J. 2008. New academic fields as admittance-seeking social movements: The case of strategic management. Academy of Management Review, 33(1): 32-54.
- Davis, G.F., & Thompson, T.F. 1994. A social movement perspective on corporate control. Administrative Science Quarterly, 39: 141-173.
- Davis, G.F. & McAdam, D. 2000. Corporations, classes and social movements after managerialism. Research in Organizational Behavior, 22: 193-236.
- McCarthy, J.D., & Zald, M.N. 1977. Resource mobilization and social movements: A partial theory. American Journal of Sociology, 82: 1212-1241.
- Rao, H. Morrill, C. & Zald, M. 2000. Power plays: Social movements, collective action and new organizational forms. Research in Organizational Behavior, 22: 237-282.
- King, B.G & Soule, S.A. 2007. Social movements as extra-institutional entrepreneurs: The effect of protests on stock market returns. Administrative Science Quarterly, 52(3): 413-442.
- King, B.G. 2008. A political mediation model of corporate response to social movement activism. Administrative Science Quarterly, 53(3): 395-421.
- O'Mahony, S. & Bechky, B.A. 2008. Boundary organizations: Enabling collaboration among unexpected allies. Administrative Science Quarterly, 53(3): 422-459.
- King, M.D. & Haveman, H.A. 2008. Antislavery in America: The press, the pulpit and the rise of antislavery societies. Administrative Science Quarterly, 53(3): 492-528.

Weber, K., Heinze, K.L., & DeSoucey, M. 2008. Foraging for thought: Mobilizing codes for the movement in grass-fed meat and dairy products. Administrative Science Quarterly, 53(3): 529-567.

Zald, M.N. 2008. Epilogue: Social movements and political sociology in the analysis of organizations and markets. Administrative Science Quarterly, 53(3): 568-574.

Session 15 Sociopolitical Approaches to Corporate Governance

* Finkelstein, S. 1992. "Power in top management teams: Dimensions, measurement, and validation." Academy of Management Journal, 35: 505-538.

*Porac, J.F., Wade, J.B. & Pollock, T.G. 1999. Industry categories and the politics of the comparable firm in CEO compensation. Administrative Science Quarterly, 44: 112-144.

*Pollock, T.G., Fischer, H.M. & Wade, J.B. 2002. The Role of Power and Politics in Repricing Executive Options. Academy of Management Journal, 45(6): 1172-1182.

*Westphal, J.D. & Bednar, M.K. 2005. Pluralistic ignorance in corporate boards and firms' strategic persistence in response to low firm performance. Administrative Science Quarterly, 50(2): 262-298.

*Westphal, J.D. & Bednar, M.K. 2008. The pacification of institutional investors. Administrative Science Quarterly, 53(1): 29-72.

*Westphal, J.D. & Zajac, E.J. 2013. A behavioral theory of corporate governance: Explicating the mechanisms of socially situated and socially constituted agency. The Academy of Management Annals, 7: 605-659.

Westphal, J.D. 1998. "Board games: How CEOs adapt to increases in structural board independence from management". Administrative Science Quarterly, 43: 511-537.

Park, S.H., Westphal, J.D. & Stern, I. 2011. Set up for a Fall: The Insidious Effects of Flattery and Opinion Conformity toward Corporate Leaders. Administrative Science Quarterly, 56(2): 257-302.

Davis, G.F. 2005. New Directions in Corporate Governance. Annual Review of Sociology, 31: 143-162.

Pollock, T.G., Fund, B.R. & Baker, T. 2009. Dance with the one that brought you? Venture capital firms and the retention of founder-CEOs. Strategic Entrepreneurship Journal, 3: 199-217.

Zajac, E.J. & Westphal, J.D. 1995. Accounting for the Explanations of CEO Compensation: Substance & Symbolism. Administrative Science Quarterly, 40: 283-308.

Westphal, J.D. & Stearn, I. 2007. Flattery will get you everywhere (especially if you are a male Caucasian): How ingratiation, boardroom behavior, and demographic minority status affect additional board appointments at U.S. companies. Academy of Management Journal, 50(2): 267-288.

McDonald, M.L. & Westphal, J.D. 2003. Getting by with the advice of their friends: CEOs' advice networks and firms' strategic responses to poor performance. Administrative Science Quarterly, 48: 1-32.

Wade, J.B., O'Reilly, C.A., III, & Chandratat, I. 1990. Golden Parachutes: CEOs and the exercise of social influence. Administrative Science Quarterly, 35: 587-603.

Westphal, J.D. & Khanna, P. 2003. Keeping Directors in Line: Social Distancing as a Control Mechanism in the Corporate Elite. Administrative Science Quarterly, 48: 361-398.

Westphal, J.D. & Zajac, E.J. 1998. The Symbolic Management of Stockholders: Corporate Governance Reforms and Shareholder Reactions. Administrative Science Quarterly. 43: 127-153.

Belliveau, M.A., O'Reilly, C.A., III, & Wade, J.B. 1996. Social capital at the top: Effects of social similarity and status on CEO compensation. Academy of Management Journal, 39: 1568-1593.

David, P., Kochar, R., & Levitas, E. 1998. The effect of institutional investors on the level and mix of CEO compensation. *Academy of Management Journal*, 41: 200-208.

Main, B.G., O'Reilly, C.A., III, & Wade, J.B. 1995. The CEO, the board of directors and executive compensation: Economic and psychological perspectives. *Industrial and Corporate Change*, 4: 293-332.

Westphal, J.D., & Zajac, E.J. 1995. Who shall govern? CEO/board power, demographic similarity and new director selection. *Administrative Science Quarterly*, 40: 60-83.