

## **Education 867: Seminar in Organization Theory (Winter 2018)**

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

Professor: Michael N. Bastedo  
Office: 2117 SEB  
Email: [bastedo@umich.edu](mailto:bastedo@umich.edu)  
Class: Monday, 1-4pm, 2229 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 and Presentation.* 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, mini-qualifying paper, 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). During the last class, you will provide a short teaching session about your theory or issue. I will provide you with feedback throughout the process. (50% of grade).

## **Course Schedule**

### **January 7: Introduction**

### **January 24: Institutionalism: Old and Neo-Old**

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

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.

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.

### **January 29: New Institutional Theory**

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

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.

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

Posselt, Julie R. 2014. "Toward Inclusive Excellence in Graduate Education: Constructing Merit and Diversity in PhD Admissions." *American Journal of Education* 120(4): 481-514.

### **February 5: Institutional Work & Inhabited Institutions**

Lawrence, Thomas, Roy Suddaby, and Bernard Leca. 2011. "Institutional Work: Refocusing Institutional Studies of Organization." *Journal of Management Inquiry* 20: 52-58.

Binder, Amy. 2007. "For Love and Money: Organizations' Creative Responses to Multiple Environmental Logics." *Theory and Society* 36: 547-571.

David, Robert J., Wesley D. Sine, and Heather A. Haveman. 2013. "Seizing Opportunity in Emerging Fields: How Institutional Entrepreneurs Legitimated the Professional Form of Management Consulting." *Organization Science* 24: 356-377.

Reyes, Daisy Verduzco. 2015. "Inhabiting Latino Politics: How Colleges Shape Students' Political Styles." *Sociology of Education* 88: 302-319.

### **February 12: 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.

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

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

Barnhardt, Cassie L. 2015. "Campus Educational Contexts and Civic Participation: Organizational Links to Collective Action." *Journal of Higher Education* 86: 38-70.

### **February 19: Integrating Theory and Method: Identification**

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

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.

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

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

### **March 5: Integrating Theory and Method: Identity**

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

Jerolmack, Colin, and Shamus Khan. 2014. "Talk Is Cheap: Ethnography and the Attitudinal Fallacy." *Sociological Methods & Research* 43(2): 178-209.

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.

Reid, Erin. 2015. "Embracing, Passing, Revealing, and the Ideal Worker Image: How People Navigate Expected and Experienced Professional Identities." *Organization Science* 26: 997-1017.

### **March 12: Organizational Status and Inequality**

Ridgeway, Cecilia L. 2014. "Why Status Matters for Inequality." *American Sociological Review* 79: 1-16.

Binder, Amy J., Daniel B. Davis, and Nick Bloom. 2015. "Career Funneling: How Elite Students Learn to Define and Desire 'Prestigious' Jobs." *Sociology of Education* 89: 20-39.

Clauset, Aaron, Samuel Arbesman, and Daniel B. Larremore. 2015. "Systematic Inequality and Hierarchy in Faculty Hiring Networks." *Science Advances* 1: e1400005.

Rivera, Lauren A. 2017. "When Two Bodies Are (Not) a Problem: Gender and Relationship Status Discrimination in Academic Hiring." *American Sociological Review* 82: 1111-1138.

### **March 19: Organizational Discrimination**

Castilla, Emilio J., and Stephen Benard. 2010. "The Paradox of Meritocracy in Organizations." *Administrative Science Quarterly* 55: 543-576.

Gaddis, S. Michael. 2015. "Discrimination in the Credential Society: An Audit Study of Race and College Selectivity in the Labor Market." *Social Forces* 93: 1451-1479.

Milkman, Katherine L., Modupe Akinola, and Dolly Chugh. 2015. "What Happens Before? A Field Experiment Exploring How Pay and Representation Differentially Shape Bias on the Pathway Into Organizations." *Journal of Applied Psychology* 100: 1678-1712.

Kang, Sonia K., Katherine A. DeCelles, András Tilcsik, and Sora Jun. 2016. "Whitened Resumes: Race and Self-Presentation in the Labor Market." *Administrative Science Quarterly* 61: 469-502.

### **March 26: Organizational Learning**

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.

Edmondson, Amy C. 1999. "Psychological Safety and Learning Behavior in Work Teams." *Administrative Science Quarterly* 44: 350-383.

Bensimon, Estela Mara, et al. 2012. Introduction and Chapters 1-3 in Estela Mara Bensimon and Lindsey Malcom (Eds.), *Confronting Equity Issues on Campus: Implementing the Equity Scorecard in Theory and Practice*. Sterling, VA: Stylus.

### **April 2: Publishing Organizational Work**

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.

Davis, Gerald F. 2015. "What Is Organizational Research For?" *Administrative Science Quarterly* 60: 179-188.

Barley, Stephen R. 2016. "Ruminations on How We Become A Mystery House, And How We Might Get Out." *Administrative Science Quarterly* 61: 1-8.

Healy, Kieran. 2017. "F\*\*\* Nuance." *Sociological Theory* 35: 118-127.

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

### **April 9 & 16: Student-Directed Discussions**

Revised: January 9, 2018