Topic	Theorists & Theories	*Integration*
Classical	Henri Fayol, - General Principles of Management Frederick Winslow Taylor, The Principles of Scientific Management Max Weber, Conceptualization of Bureaucracy	*What was the primary point of leverage for improving organizational effectiveness as viewed by the classical theorists?*
Neo Classical	Chester Barnard (1966), Herbert Simon (1946). What is Simon's beef with what he calls the 'proverbs of PA?' Selznick, P. (1948). Foundations of the Theory of Organization.	*What are key themes in how thought shifted in the neo classical and human resource perspectives? How did the types of questions being asked and answered by the dominant theorists change?* *What are Barnard's arguments about the nature and role of incentives and coercion in creating a cooperative?* *What is Selznick's basic thesis as it relates to the distinction between the formal and informal organization? What are the implications of thinking of organizations as cooperative (as opposed to purely economic or mechanistic) systems?*
Human Resource Theory	Mary Parker Follett, The Giving of Orders Fritz Roethlisberger, The Hawthorne Experiments Douglas McGregor, The Human Side of Enterprise	
Modern Structural & Contingency Theories	Burns, T. & Stalker, G.M. (1994) Mechanistic and organic systems of management Walker, A & Lorsch, J. (1968). Organizational choice: Product versus function Laurence, P. R. & J. W. Lorsch (1967). *Organization and Environment.* Mintzberg, H. (1980). Structure in 5's: A synthesis of the research on organization design.	*In the modern structural theories: what is meant by environment, what about the environment was seen as particularly important to attend to, how was the environment seen as impacting the nature of work, and what did all of this mean for effective organizational design?* *What is the common underlying premise of contingency theories? What are some of the criticisms and caveats of structural contingency approaches (e.g., Gresov, 1989; Tosi & Slocum, 1984) What are the different outcomes that*

	Jacques, E. (1990). In praise of hierarchy. Pfeffer & Slancik (2003). An external perspective on organizations.	*contingency theories seek to explain?* *According to Burns and Stalker, how does environmental stability and the subsequent need for non-programmed decision making influence how management systems should be designed?* *According to Mintzberg, what is the relationship between environment and organizational design?* *According to Jacques – why don't team based designs work and in why have organizations failed to realize the benefits of hierarchical designs?* *What is P & S's criticism of internal perspectives on organization? What are the necessary considerations for understanding organization-environment relations?* *What are the implication of environment for differentiation and integration in an organization?– In determining how an organization should differentiate and organize its tasks – what factors should affect whether tasks are organized by function or by product?*
Decision Theories & Organizational Economics	Eisenhardt, K. (1989). Agency theory: Simon, H. A. (1955). A behavioral model of rational choice. Cohen, M., March, J. and Olsen, J. (1972) A garbage can model of organizational choice. Williamson, O. (1981). The Economics of Organization: The Transaction Cost Approach.	*What is the agency problem? According to agency theory, what determines whether principals should monitor outcomes or behavior? What are the basic premises of agency theory?* *What are Simon's critiques of traditional rational models? How do these critiques form the basis for his later arguments of bounded rationality and sufficing?* *What are the basic premises of the garbage can model of decision making and transaction costs theory?* *What are the limitations of rational*

		decision making assumptions? How have these limitations served as a basis for theories of bounded rationality, garbage can model of rational choice, and transaction costs theory?
Power and Politics	Pfeffer, J. (1981) Understanding the role of power in decision making. French, J. & Raven, B.(1959). The bases of social power

Mintzberg, H. (1983). The power game and the players.

Moss Kanter, E. (1979). Power failure in management circuits. | *What are the similarities and differences in how major theorists have conceptualized power, where it comes from, and its role in organizational behavior?*

According to Pfeffer (1981) What is the difference between power and authority? How do political models compare to other decision making models (e.g., rational choice, Bureaucratic, etc)

Per Mintzberg (1983) What is required to be an influencer? What are the bases of power in the power game?

Per Kanter - how does position influence power and what are the implications of this for effective management? |
| **Systems Theories** | Katz & Kahn (1966). Organizations and the system concept.
Pondy & Mitroff (1979). Beyond Open systems models of organization.
Kast & Rosenzweig (1972). General Systems theory:
Simon, H. A. (1962). The Architecture of Complexity. | *How have theorists used the system metaphor to inform thinking about organizational behavior?*

What are the strengths and weakness of this approach?

What does Simon mean by hierarchy? What is his argument about the importance of hierarchy? |
| **Population Ecology & Demography**
Literature notes due | Hannan, M. T. & Freeman, J. (1977) The population ecology of organizations.
Hannan, M. T. & J. Freeman, (1984). Structural inertia and organizational change.
Astley, W. G. (1985). The two ecologies: Population and community perspectives on organizational evolution. | *Be able to compare and contrast the basic premises of population ecology and community ecology perspectives* |

Institutional Theory.	Meyer, J. W. & Rowan, B. (1976). Institutionalized organizations: Formal structure as myth and ceremony. DiMaggio, P. & Powell, W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. Oliver, C. (1991). Strategic response to institutional processes. March J & Olsen, J (1996). Institutional perspectives on political institutions.	*How does an institutional perspective differ from contingency or open systems perspective in terms of the role of the environment and the mechanism through which the environment influences organizational structure and behavior?* *Per Meyer& Rowan, what is a rational institutional myth and where do they come from? According to M & R, why do orgs conform to institutionalized environments?* *What are the convergent and divergent assumptions of institutional and resource dependency perspectives? How does Oliver's strategic response approach integrate these perspectives?* *What does DiMaggio & Powell mean by structuration? What are the three mechanisms of institutional isomorphic change and what are the conditions that make it more likely to occur?* *What are the critical differences between institutional and political exchange perspectives per March and Olsen?*
Culture and Sense making	Schein, E. (1993). Defining Organizational Culture. Smirchich, L. (1983). Concepts of culture and organizational analysis. Weick, K (2001). Making Sense of the Organization	*What are the different ways in which org culture has been conceptualized?* *How does a culture perspective differ from an institutional perspective?* *What is the process and purpose of sensemaking? What does Weick mean when he says that sensemaking is retrospective?*
Critical Theory, Postmodernism and Feminist	Gergen, K. (1992). Organization theory in the postmodern era Kilduff, M. (1993). Deconstructing	*What are the basic tenets of a post modern perspective?*

approaches	organizations, *Academy of Management Review,* 18(1): 13-31.	
	Calas, M. B. & Smirchich, L. (1996). From the women's point of view: Feminist approaches to organization studies. In S. R. Clegg and C. Hardy (eds.) *Studying Organization: Theory and Method (pp.* 212-251). London, Sage.	
	Martin, J. (1990). Deconstructing organizational taboos: The suppression of gender conflict in organizations. *Organization Science*, 1: 339-359.	
Networks and Interorganizatio nal Relations *Final Papers Due*	Nohria, N. (1992) Is a network perspective a useful way of studying organizations? In N. Nohria and R. G. Eccles, (eds) *Networks and Organizations: Structure, Form, and Fit.* Boston: Harvard Business School Press. Rowley, T. (1997) Moving beyond dyadic ties: A network theory of stakeholder influences. *The Academy of Management Review*, 22(4), 887-910. Salancik, G. (1995). Wanted: A good network theory of organization. *Administrative Science Quarterly*, 40(2),. 345-349. Scott, W. R. & Davis, G. F. (2007). Networks in and around organizations. (Ch 11). In *Organizations and Organizing: Rational, Natural, and Open System Perspectives*. Upper Saddle River, NJ: Prentice Hall. Borgatti and Foster (2003). The Network Paradigm in Organizational Research: A Review and Typology. *Journal of Management,* 29: 991-1013	*What is the basic unit of analysis of a network perspective? What types of questions does it seek to answer?* *What is the difference between socio-centric and ego-centric network perspective?* *What is the conceptual relevance of the following concepts: density, centrality, centralization, structural holes*