

Seminar in the Economic and Sociology of Organizations

(PhD, Department of Business Administration, Spring 2024)

General Information

Date: February 20, 2024~ June 11, 2024

Time: Tuesday 9:10~12:00

Venue: D235, Management Building

Instructor: Chien-Nan Chen (陳建男)  cn_chen@gms.ndhu.edu.tw  03-8903036

Office Hour: C407, Wednesday 10:00~12:00 or by appointment

Course Objective

This course is specifically tailored for doctoral students specializing in organization and strategy. It is particularly suited for those who possess a foundational understanding of organization theory and strategic management and are committed to pursuing research in organization and strategy. The curriculum predominantly merges the sociological tradition, emphasizing contemporary macro-organizational phenomena. The course design focuses on recent research issues within organization and strategy, with a special emphasis on empirical studies. This approach aims to enhance students' understanding of the latest research developments in these areas and to foster their ability to design and conduct empirical research.

Drawing on the instructor's research expertise, this course will cover specific topics including: a. the fundamental concepts and empirical applications of social networks; b. board interlocks; c. studies on family businesses; and d. compensation of top executives.

Course Requirements

All participants are assumed to have taken the organization theory and strategic management courses, and have basic knowledge of strategic management.

- A. Each student should have an understanding of major theories, issues, and contributions in the field of organization theory and strategic management.
- B. Each student should develop the skills necessary to evaluate, critique, and ultimately contribute to the literature on strategic management.
- C. Each student should develop at least one creative idea to be developed into a research paper during the semester.

The instructor will assign papers to participants to present in each session. The responsibilities

of the presenter are:

- A. indicating key points in the paper and leading discussion;
- B. preparing a summary in the form of written handouts (2-3 pages for each paper); and
- C. commenting on the paper and raising research questions/opportunities

Participants are expected to be on time for every session. Participants' well-prepared presentation of materials and active participation in class discussion are essential to the learning in and success of this course.

Grading

In-class participation and discussions	25%
Presentations	50%
Term paper	25%

Schedule

No.	Date	Topic	Task
1	2/20	♦ Course Orientation	
2	2/27	♦ Social Networks (1): Overview, and Basics	
Granovetter, M. 1985. Economic action and social structure: The problem of embeddedness. <i>American Journal of Sociology</i> , 91: 481-510.			
Nelson, R. E. 1989. The strength of strong ties: Social networks and intergroup conflict in organizations. <i>Academy of Management Journal</i> , 32: 377-401.			
Uzzi, B. 1996. The sources and consequences of embeddedness for the economic performance of organizations: The network effect. <i>American Sociological Review</i> , 61: 674-698.			
Uzzi, B. 1997. Social structure and competition in interfirm networks: The paradox of embeddedness. <i>Administrative Science Quarterly</i> , 42(1): 35-67.			
3	3/5	♦ Social Networks (2): Centrality and Power in Organizations	
Krackhardt, D. 1990. Assessing the political landscape: Structure, cognition, and power in organizations. <i>Administrative Science Quarterly</i> , 35: 342-369.			
Brass, D. J. & Marlene E. B. 1993. Potential power and power use: An investigation of structure and behavior. <i>Academy of Management Journal</i> , 36, 441-470.			
Kumbasar, E. A., Romney, K., & Batchelder, W. H. 1994. Systematic biases in social perception. <i>American Journal of Sociology</i> , 100: 477-505.			
4	3/12	♦ Social Networks (3): Interpersonal Influence in Organizations	
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. <i>Administrative Science</i>			

Quarterly, 48: 1-32.

Westphal, J. D., Boivie, S., & Ming Chng, D. H. 2006. The strategic impetus for social network ties: Reconstituting broken CEO friendship ties. *Strategic Management Journal*, 27(5), 425-445.

Mors, M. L. 2010. Innovation in a global consulting firm: When the problem is too much diversity. *Strategic Management Journal*, 31(8): 841-872.

5 3/19 ♦ Social Network Method-UCINET

Please install UCINET in advance to practice the social network analysis.

6 3/26 ♦ Board Interlock

Kang, E. 2008. Director interlocks and spillover effects of reputational penalties from financial reporting fraud. *Academy of Management Journal*, 51(3): 537-555.

Geletkanycz, M. A., & Boyd, B. K. 2011. CEO outside directorships and firm performance: A reconciliation of agency and embeddedness views. *Academy of Management Journal*, 54(2): 335-352.

Zona, F., Gomez-Mejia, L. R., & Withers, M. C. 2018. Board interlocks and firm performance: Toward a combined agency–resource dependence perspective. *Journal of Management*, 44(2): 589-618.

7 4/2 Special topic speech

I expect to invite a speaker to share his/her studies and experience in the class.

8 4/9 ♦ Family Business Studies- Institutional View

Berrone, P., Cruz, C., Gomez-Mejia, L. R., & Larraza-Kintana, M. 2010. Socioemotional wealth and corporate responses to institutional pressures: Do family-controlled firms pollute less?. *Administrative Science Quarterly*, 55(1): 82-113.

Luo, X. R., & Chung, C. N. 2013. Filling or abusing the institutional void? Ownership and management control of public family businesses in an emerging market. *Organization Science*, 24(2): 591-613.

Miller, D., Le Breton-Miller, I., & Lester, R. H. 2011. Family and lone founder ownership and strategic behaviour: Social context, identity, and institutional logics. *Journal of Management studies*, 48(1): 1-25.

9 4/16 Midterm Exam- Break

10 4/23 ♦ Family Business Studies- Family and non-family TMT members

Miller, D., Le Breton-Miller, I., Minichilli, A., Corbetta, G., & Pittino, D. 2014. When do non-family CEO s outperform in family firms? Agency and behavioural agency perspectives. *Journal of Management Studies*, 51(4): 547-572.

Patel, P. C., & Cooper, D. 2014. Structural power equality between family and non-family TMT members and the performance of family firms. *Academy of Management Journal*, 57(6): 1624-1649.

Cannella Jr, A. A., Jones, C. D., & Withers, M. C. 2015. Family-versus lone-founder-controlled public corporations: Social identity theory and boards of directors. *Academy of Management Journal*, 58(2): 436-459.

11 4/30 ♦ Family Business Studies- Employer-employee Relationship

Neckebrouck, J., Schulze, W., & Zellweger, T. 2018. Are family firms good employers?. *Academy of Management Journal*, 61(2): 553-585.

Christensen-Salem, A., Mesquita, L. F., Hashimoto, M., Hom, P. W., & Gomez-Mejia, L. R. 2021. Family firms are indeed better places to work than non-family firms! Socioemotional wealth and employees' perceived organizational caring. *Journal of Family Business Strategy*, 12(1): 100412.

12 5/7 ♦ Family Business Studies-Succession

Schulze, W. S., Lubatkin, M. H., & Dino, R. N. 2003. Exploring the agency consequences of ownership dispersion among the directors of private family firms. *Academy of Management Journal*, 46(2): 179–194

Daspit, J. J., Holt, D. T., Chrisman, J. J., & Long, R. G. 2016. Examining family firm succession from a social exchange perspective: A multiphase, multistakeholder review. *Family Business Review*, 29(1): 44-64.

Cropanzano, R., & Mitchell, M. S. 2005. Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6): 874-900.

Ahrens, J. P., Landmann, A., & Woywode, M. 2015. Gender preferences in the CEO successions of family firms: Family characteristics and human capital of the successor. *Journal of Family Business Strategy*, 6(2): 86-103.

13 5/14 ♦ Top Executive Compensation

Gómez-Mejía, L. R., Larraza-Kintana, M., & Makri, M. 2003. The determinants of executive compensation in family-controlled public corporations. *Academy of Management Journal*, 46(2): 226-237.

Werner, S., Tosi, H. L., & Gomez-Mejia, L. 2005. Organizational governance and employee pay: How ownership structure affects the firm's compensation strategy. *Strategic Management Journal*, 26(4): 377-384.

Michiels, A., Voordeckers, W., Lybaert, N., & Steijvers, T. 2013. CEO compensation in private family firms: Pay-for-performance and the moderating role of ownership and management. *Family Business Review*, 26(2): 140-160.

Chen, G., Chittoor, R., & Vissa, B. 2021. Does nepotism run in the family? CEO pay and pay-performance sensitivity in Indian family firms. *Strategic Management Journal*, 42(7): 1326–

14 5/21 ♦ Top Executive Compensation- pay dispersion

- Fredrickson J. W., Davis-Blake A., Sanders W. M. G. 2010. Sharing the wealth: Social comparisons and pay dispersion in the CEO's top team. *Strategic Management Journal*, 31(10): 1031-1053.
- Connelly, B. L., Haynes, K. T., Tihanyi, L., Gamache, D. L., & Devers, C. E. 2016. Minding the gap: Antecedents and consequences of top management-to-worker pay dispersion. *Journal of Management*, 42(4): 862-885.
- Jaskiewicz, P., Block, J. H., Miller, D., & Combs, J. G. 2017. Founder versus family owners' impact on pay dispersion among non-CEO top managers: Implications for firm performance. *Journal of Management*, 43(5): 1524-1552.
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15 5/28 Open Session

* Each student decides and introduces two readings on his/her own research interest.

16 6/4 Home assignment: term paper write-up
17 6/11 Term Paper Presentation

Note: Any adjustments to the schedule will be announced in class.