

Contents

Preface	viii
Acknowledgments	ix
Contributing Authors	x

PART I. UNDERSTANDING ORGANIZATIONS

Foundations of Contemporary Organizational Sociology	1
Chapter 1. Reflections on a Half-Century of Organizational Sociology	2
<i>W. Richard Scott</i>	
Organizations are a pervasive and enduring feature of contemporary society. Scott reflects on the field of organization studies and suggests some ways that sociology can help us make sense of organizations.	
Chapter 2. Markets, Bureaucracies, and Clans	13
<i>William G. Ouchi</i>	
Ouchi addresses two simple questions: What is an organization, and why do organizations exist? His answers may surprise you.	
Chapter 3. Why Bureaucracy?	23
<i>Charles Perrow</i>	
Bureaucracies are often criticized as rigid and inefficient. Perrow argues, however, that as a method of administration and organization, bureaucracy has its advantages.	
Chapter 4. The Social Structure of Managerial Work	52
<i>Robert Jackall</i>	
The world of corporate managers is an intricate one. Jackall suggests that managerial hierarchies are political systems, characterized by a jockeying for resources, position, and power.	
Chapter 5. Institutionalized Organizations: Formal Structure as Myth and Ceremony	68
<i>John W. Meyer and Brian Rowan</i>	
Organizations are embedded within society, not set apart from it. Meyer and Rowan suggest that the external environment is the source of many organizational structures and practices.	
Varieties of Organizations	84
Chapter 6. Organizing America: Wealth, Power, and the Origins of Corporate Capitalism	85
<i>Charles Perrow</i>	
Perrow warns of the danger of large organizations. He suggests that they are powerful social actors, shaping many aspects of life in the twenty-first century.	

**Chapter 7. Bureaucracy and Democracy in Organizations:
Revisiting Feminist Organizations 90**

Catherine Alter

Can equality and democracy survive in a bureaucratic organization? Alter attempts to answer this question, paying particular attention to what we have learned from feminist organizations.

**Chapter 8. Nonprofit Organizations in International
Development: Agents of Empowerment or Preservers
of Stability? 107**

Brian H. Smith

Nonprofit organizations play an increasingly important, yet controversial, role in the global economy. This chapter examines their involvement in international development efforts.

**Chapter 9. Homophily in Voluntary Organizations: Status
Distance and the Composition of Face-to-Face Groups . . . 120**

J. Miller McPherson and Lynn Smith-Lovin

As the saying goes, "Birds of a feather flock together." This chapter examines how people's group memberships create an "opportunity structure" for their interactions with others.

**Chapter 10. Democratizing Rural Economy: Institutional
Friction, Sustainable Struggle and the Cooperative
Movement 130**

Patrick H. Mooney

The cooperative movement and the democratic principles on which it was founded have withstood the test of time. Mooney examines the prospects and challenges for this movement in the years ahead.

PART II. INSIDE ORGANIZATIONS

Culture and Control 143

**Chapter 11. Boundary Control: The Social Ordering of
Work and Family Time in a High-tech Corporation . . . 144**

Leslie A. Perlow

All organizations have an interest in controlling the behavior and activities of their members. Perlow examines how organizations attempt to regulate the boundary between employees' work and nonwork lives.

**Chapter 12. An Alternative to Bureaucratic Impersonality
and Emotional Labor: Bounded Emotionality at
The Body Shop 164**

Joanne Martin, Kathleen Knopoff, and Christine Beckman

Large, multinational organizations can avoid traditional bureaucratic styles of organization. As this chapter shows, however, alternatives to the traditional bureaucratic model are difficult to sustain.

Chapter 13. Maintaining Norms About Expressed Emotions: The Case of Bill Collectors	187
<i>Robert I. Sutton</i>	
Sutton's study of bill collectors shows how organizations attempt to regulate workers' emotional expressions on the job. Employers' efforts to control workers' emotions and emotional displays have increased as the service aspects of business have grown.	
Chapter 14. Metaphors and Meaning: An Intercultural Analysis of the Concept of Teamwork	200
<i>Cristina B. Gibson and Mary E. Zellmer-Bruhn</i>	
"Teamwork" means different things in different cultural contexts. As this chapter reveals, this can create challenges for managers attempting to encourage teamwork among employees from different cultural backgrounds.	
Chapter 15. Beach Time, Bridge Time, and Billable Hours: The Temporal Structure of Technical Contracting	215
<i>James A. Evans, Gideon Kunda, and Stephen R. Barley</i>	
Freelancing, consulting, and other short-term employment contracts seem to provide workers with greater personal freedom and flexibility than more traditional forms of employment, but this is not always the case.	
Power and Conflict	236
Chapter 16. Covert Political Conflict in Organizations: Challenges from Below	237
<i>Calvin Morrill, Mayer N. Zald, and Hayagreeva Rao</i>	
The sociology of organizations does not exist in a vacuum, divorced from other areas of sociology. One of the most productive dialogues in recent years has been between organizational sociologists and students of social movements.	
Chapter 17. A Social Movement Perspective on Corporate Control	251
<i>Gerald F. Davis and Tracy A. Thompson</i>	
Issues relating to the ownership and control of large organizations are often understood through the lenses of political sociology or political science. But corporate politics take place within and between organizations, and, thus, organizational factors cannot be left out of the analysis.	
Chapter 18. Two Faces of the Powerless: Coping With Tyranny in Organizations	266
<i>Robert J. Bies and Thomas M. Tripp</i>	
Abusive bosses and tyrannical managers represent a dark side of power and politics in organizations.	
Chapter 19. When Cymbals Become Symbols: Conflict Over Organizational Identity Within a Symphony Orchestra	275
<i>Mary Ann Glynn</i>	
Organizations, like individuals, have identities. Identity conflict in organizations is experienced at the level of individuals and groups, as each may champion a different view of what the organization is and should be.	

Demography, Inequality, and Social Networks	289
Chapter 20. Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes	290
<i>Robin J. Ely and David A. Thomas</i>	
Work groups differ in their orientation to cultural diversity. Understanding these differences can help us explain the effects of diversity on work group functioning and dynamics.	
Chapter 21. Race, Opportunity, and Diversity of Social Circles in Managerial Networks	316
<i>Herminia Ibarra</i>	
People's personal networks are an important social resource. Variations in personal networks within organizations can help explain why some individuals and groups fare better than others at work.	
Chapter 22. The Effects of Organizational Demographics and Social Identity on Relationships Among Professional Women	331
<i>Robin J. Ely</i>	
Hierarchical relations between women in the workplace are complicated, as their quality depends not simply on the personal characteristics of the individual women, but on the features of the organizations that employ them.	
Chapter 23. (In)voluntary Association: A Multilevel Analysis of Gender Segregation in Voluntary Organizations	348
<i>Pamela A. Popielarz</i>	
Women and men volunteer for very different kinds of organizations. Understanding these gender differences can help us understand the differential impact of voluntary group membership on women and men.	
 PART III. ORGANIZATIONS AND ENVIRONMENTS	
The Creation of Organizational Forms	356
Chapter 24. The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields	357
<i>Paul J. DiMaggio and Walter W. Powell</i>	
Rather than focusing on the factors leading to organizational variation, DiMaggio and Powell attempt to explain why many organizations tend to become more alike over time.	
Chapter 25. The Demographic Perspective	371
<i>Glen R. Carroll and Michael T. Hannan</i>	
Demography is typically used to understand human populations. Carroll and Hannan show how a demographic perspective can be usefully applied to the study of organizations.	

Chapter 26. Caveat Emptor: The Construction of Nonprofit Consumer Watchdog Organizations 383

Hayagreeva Rao

New organizational forms emerge out of conflict and politics, as contending groups struggle to frame issues, acquire resources, and mobilize for change. Rao's case study of consumer watchdog organizations helps to illustrate this process.

Studies of Organizational Adaptation and Change 411

Chapter 27. Autonomy, Interdependence, and Social Control: NASA and the Space Shuttle *Challenger* . . . 412

Diane Vaughan

Many have speculated about the causes of the Challenger disaster. In this chapter, Vaughan suggests that organizational factors may have played a role.

Chapter 28. Institutional Pressures and Strategic Responsiveness: Employer Involvement in Work-Family Issues 436

Jerry D. Goodstein

For organizations to survive, they must be responsive to changes in their external environments. Goodstein examines how organizations have responded to legislative and societal pressures for greater attention to work-family issues.

Chapter 29. Breaking the Iron Law of Oligarchy: Union Revitalization in the American Labor Movement . . . 455

Kim Voss and Rachel Sherman

Social movements can play an important role in producing organizational change. According to Voss and Sherman, even relatively traditional organizations can be influenced by social movements.

Chapter 30. Institutional Sources of Practice Variation: Staffing College and University Recycling Programs . . 477

Michael Lounsbury

Social movements are one important source of organizational innovation, as this chapter on university recycling programs reveals.

The Twenty-First Century Organization 494

Chapter 31. The Capitalist Firm in the Twenty-First Century: Emerging Patterns in Western Enterprise . . 495

Walter W. Powell

Powell argues that a new era of decentralized capitalism has begun. He identifies some implications of this transformation for work and economic organization in the twenty-first century.

Chapter 32. Corporations, Classes, and Social Movements After Managerialism 516

Gerald F. Davis and Doug McAdam

Davis and McAdam suggest that organizational sociologists need new perspectives if they are to fully understand the twenty-first century corporation.