

## **COURSE OUTLINE AND READINGS**

### **DAY 1: Morning**

#### **Vitas, Productivity, and Intellectual Journeys in IR/HR/OB**

- Please come to class having identified the top 5 journals in your field and their acceptance rates.
- Please come to class with the name of a leading researcher in your field.

LECTURE : Determinants of Research Quality/Productivity

READINGS: Please read any two before class.

1. Jarley, Paul and Timothy D. Chandler, and Larry H. Faulk II. 1998. "Are We Playing the Same Game?" Publishing Task Environments and Research Productivity Among Management Specialists. *Human Relations*, 51, 6., 799-823
2. Michael Gordon and Julia Purvis. 1991. "Journal Publication Records as a measure of Research Performance in Industrial Relations," *Industrial and Labor Relations Review*, 45, 1 pp.194-201.
3. Marsh, Sarah J. and Courtney Sheldon, "Not Quite as Simple as A-B-C: Reflections on One Department's Experience with Publication Ranking," *Journal of Management Inquiry*, Volume 2006, No 15, pp 301.

### **Day 1 : Afternoon**

#### **Scientific progress and paradigm consensus**

##### **GROUP 1 ARTICLES**

- Thomas Kuhn. 1962. Introduction and Chapters 1 – 2, The Structure of Scientific Revolutions. Volume 2, Number 2, Foundations of the Unity of Science: University of Chicago Press.
- Sir Karl Popper. 1999. Falsificationism. In Robert Klee (ed). Scientific Inquiry: Readings in the Philosophy of Science, New York: Oxford University Press. 65-71

##### **GROUP 2 Articles**

- Jeffrey Pfeffer, 1993. "Barriers to the Advance of Organizational Science:

Paradigms Development as a Dependent Variable”, *Academy of Management Review*, 18(4): 599-620.

- Jeffery Pfeffer. Mortality, Reproducibility, and Persistence of Styles of Theory. *Organization Science*, Vol 6, no. 6, November-December 1995.
- John Van Maanen. Fear and Loathing in Organization Studies. *Organization Science*, Vol 6, no. 6, November-December 1995.

### **GROUP 3 Exemplars**

- Peter Capelli. 1985. “Theory Construction in Industrial Relations and Implications for Research”, *Industrial Relations*, 24, 1. 90-112.
- Connie J. Gersick. “Time and Transition in Work Teams: Towards a New Model of Group Development”, *Academy of Management Journal*, 1988, Vol. 31, No. 1, 9-41.
- Schmidt and Hunter, on Selection utility and meta-analysis.

### **Day 2: Morning**

#### **Competing paradigms in social science research**

GROUP 1 Articles. (read 1 and 2)

- Norman Denzin and Yvonna Lincoln: Entering the Qualitative Research Field. Chapter 1, *Handbook of Qualitative Research*.
- Egon Guba and Yvonna Lincoln. Competing Paradigms in Qualitative Research. Chapter 6. *Handbook of Qualitative Research*.
- Yvonna Lincoln and Egon Guba. 1985. Chapter 1: Post Positivism and the Naturalist Paradigm. In *Naturalistic Inquiry*, Lincoln and Guba

GROUP 2 Articles (Exemplars).

- Dennis Mumby and Linda Putnam. 1992. “The Politics of Emotion. A Feminist Reading of Bounded Rationality”, *Academy of Management Review*, 17, 3., 465-486
- John Jermier. 1998. Introduction: Critical perspectives on Organizational Control. *Administrative Science Quarterly*, 43 235-256.

Lecture on Criteria for Evaluation

2019 Editorial Essay: The Tumult over Transparency: Decoupling Transparency from Replication in Establishing Trustworthy Qualitative Research\*

## **Day 2: Afternoon**

### **Research Outcomes and Sources of Good Research Questions**

- Daft, Griffin, and Yates. 1987. "Retrospective Accounts of Research Factors Associated with Significant and Not-So-Significant Research Outcomes", *Academy of Management Journal*, 30, 4. 763-785.
- Editorial, Colquitt and George. Effective Topics. *Academy of Management Journal*, Vol 54, 2011, issue 3.
- "When I Write My Masterpiece: Thoughts on What Makes a Paper Interesting". Stephen Barley, *Academy of Management Journal*, Volume 49, no. 1, 18-20.
- "What Makes Management Research Interesting and Why Does It Matter?", Bartunek, Rynes and Ireland. *Academy of Management Journal*, Volume 49, no. 1, 18-20.
- "What Causes a Management Article to be Cited? Article, author or Journal? Tim Judge et al *Academy of Management Journal*, Volume 50, Issue 3.

FIND A GOOD REVIEW ARTICLE IN YOUR FIELD (focus on whether this article raises enough research questions for further research...HOW MANY RESEARCH QUESTIONS CAN YOU COME UP WITH AFTER READING THIS ARTICLE?)

Lecture: Sources of Good Research Questions.

## **Day 3 Morning : Theory and theory development**

- Whetten, David. 1989. "What Constitutes a theoretical contribution" *Academy of Management Review*, Vol. 14, No. 4, pp. 490-495.
- Weick, K. (1995) What theory is *not*, Theorizing is. *Administrative Science Quarterly* (40)3: 385-390.

Discussion Leader

- Corley, K.G. & Gioia, D.A., "Building Theory about Theory Building: What Constitutes a Theoretical Contribution?", *Academy of Management Review*, 2011, 36, pp. 12-32.

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Discussion Leader

- Harold Doty and William Glick. 1994. "Typologies as a Unique Form of Theory Building", *Academy of Management Review*, 19, 2., 230-251.

### **Fit between theory and methods**

- Van Maanen, John, Jesper B. Sørensen and Terence R. Mitchell. 2007. "The Interplay Between Theory and Methods." *Academy of Management Review* 32: 1145-1154.
- Edmondson, A. and McManus, S. 2007. Methodological Fit in Management Field Research, *Academy of Management Review* 32(4): 1155-1179.
- Lincoln and Guba. 1985. Ch. 9: Designing a Naturalistic Inquiry

### **Day 3: Afternoon:**

### **Styles of inductive research**

### **Group 1 Articles**

#### *Comparative case study*

- Eisenhardt, K. 1989. "Building Theories from Case Study Research," *Academy of Management Review*, 14(4): 532-550.
- Eisenhardt, K. M. (1989) Making fast strategic decisions in high velocity environments. *Academy of Management Journal* (32): 543-576.

### **GROUP 2 Articles**

#### *Grounded theory*

- Juliet Corbin and Anselm Strauss, *Grounded Theory Research, Procedures,*

Canons and Evaluative Criteria, *Qualitative Sociology*, Vol 13, No 1, 1990

- Suddaby, R. 2006. "What Grounded Theory is Not." *Academy of Management Journal*, 49(4): 633-642.

### GROUP 3 ARTICLES

- Corley, K. & D. Gioia. 2004. "Identity Ambiguity and Change in the Wake of a Corporate Spin-off." *Administrative Science Quarterly*, 49: 173-208.
- Patvardhan, S.D., Gioia, D.A., & Hamilton, A.L. 2015. Weathering an metalevel identity crisis: Forging a coherent collective identity for an emerging field. *Academy of Management Journal*, 58(2): 405-435

General Discussion and Lecture: What is a Case?

## Day 4: Morning

### Methods of data collection 1: Ethnography and participant observation

- Patton. Fieldwork Strategies and Observational Methods (Ch. 6).  
Article Provided
- Barley, S. R. (1986) Technology as an occasion for structuring: Observations on CT scanner and other diagnostic technologies, *Administrative Science Quarterly* (31): 78-108.
- Barker, J. R. (1993) Tightening the iron cage: Concertive control in self-managing teams, *Administrative Science Quarterly* (38): 408-437.
- Perlow, L. A. (1999) The time famine: Toward a sociology of work time, *Administrative Science Quarterly*, (44): 57-81.
- Michel, A. (2011) Transcending socialization: A nine-year ethnography of the body's role in organizational control and knowledge workers' transformation, *Administrative Science Quarterly* (56): 325-368.

## Day 4: Afternoon:

### Methods of Data Collection 2

1. Smith & Besharov 2019 ASQ – on how organizations sustain seemingly competing social and business goals. (<https://www.rrbm.network/taking-action/awards/responsible-research-in-management-award/2020-responsible-research-in-management-award-announcement/>)
2. DiBenigno 2017 ASQ – on managing goal conflict between professional groups. You could alternatively assign her 2019 ASQ on how outside experts build influence with managers or her 2014 ASQ co-authored with Kate Kellogg on how cross-cutting demographics foster collaboration across professional groups in hospitals.
3. Tracy & Phillips 2016 AMJ – on how organizations handle stigma that comes from serving marginalized populations
4. Lawrence 2017 ASQ – on how practices to address social issues spread and morph across institutional contexts
5. DeJordy, Scully, Ventresca, & Creed 2020 ASQ – on activism and social movements within and across organizations
  1. Ashforth B.E. and P. H. reingen. (2014). Functions of Dysfunction: managing the Dynamics of an Organizational Duality in a Natural Food Cooperative. ASQ

(59) 474-516.

**Day 5 : morning**  
**Interviewing**

- Michael Quinn Patton. Ch. 7: Qualitative Interviewing, in M.Q. Patton. *Qualitative Evaluation and Research Methods*, pp 277-360. Article Provided
- Spradley, The ethnographic interview (article provided)
- Ibarra, H. (1999) Provisional Selves: Experimenting with image and identity in professional adaptation. *Administrative Science Quarterly* (44)4: 764-791.

**Day 5 Afternoon:**  
**Writing up qualitative research**

- Zuckerman, Ezra W. 2008. "Tips for Article-Writers"  
<http://web.mit.edu/ewzucker/www/Tips%20to%20article%20writers.pdf>
- Michael Pratt. For the Lack of a Boiler Plate. Tips on Writing and reviewing Qualitative research. *Academy of Management Journal*, Vol 52, Issue 5.
- Adam Grant and Timothy Pollock. Setting the Hook. *Academy of Management Journal*, Volume 54, Issue 5.
- Geertz. Thick Description
- Locke, Karen and Karen Golden-Biddle. (1997) "Constructing Opportunities for Contribution: Structuring Intertextual Coherence and "Problematizing" in Organizational Studies." *Academy of Management*. 40(5):1023-1062.
- Kuruvilla, Sarosh and Noronha, Ernesto. 2016. From Pyramids to Diamonds: Legal process Offshoring, Employment Systems and Labor Markets for Lawyers in the United States and India. *Industrial and Labor Relations Review*, vol 69, no. 2.

## **The Art of Writing proposals**

See: The art of writing proposals: Visit: [http://fellowships.ssrc.org/art\\_of\\_writing\\_proposals/](http://fellowships.ssrc.org/art_of_writing_proposals/)

## **Day 6 Morning.**

### **The publication process**

- Richard L. Daft. Why I recommended that you manuscript be rejected and what you can do about it. Chapter 9, in Cummings and Frost, Publishing in the Organizational Sciences. Article available here: <http://knowledge.sagepub.com/view/publishing-in-the-organizational-sciences-2e/n14.xml>
- Smyth, David. 1994. How not to get your article published. Eastern Economic Journal. Download from [http://college.holycross.edu/eej/Volume20/V20N4P471\\_473.pdf](http://college.holycross.edu/eej/Volume20/V20N4P471_473.pdf)
- Alan D. Meyer. Balls, Strikes, and Collisions on the Base Path: Ruminations of a Veteran Reviewer. Chapter 17: Realities of Publishing. Article available here : <http://knowledge.sagepub.com/view/rhythms-of-academic-life/n28.xml>
- Jauch, Lawrence R. and Jerry L. Wall, What They Do When They Get Your Manuscript: A Survey of Academy of Management Reviewer Practices. AMJ 1989. 32, 1, 157-173.

## **Day 6: Afternoon: Dealing with referees and referee reports**

All four articles below are from the April 2006 *Academy of Management Journal*, Volume 49, No. 2:

- Sara Rynes, “Making the Most of the Review Process: Lessons from Award Winning Authors”, pp. 189-199.
- Agarwal, Echambadi, Franco, & Sarkar, “Reap Rewards: Maximizing Benefits from Reviewer Comments”, pp. 191-196.
- Scott Seribert, “Anatomy of an R&R (Or, Reviewers are an Author’s



Best Friends...), pp. 203-207.

- Sara Rynes, “Observations on ‘Anatomy of an R&R’ and Other Reflections”, pp. 208-209.

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Guest Lecture: Prof. Marya Besharov

Day 6: Evening : Reception.

**RIGOR and RELEVANCE. Should research be relevant to practice?**

#### **GROUP 1 ARTICLES**

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- Davis, Gerald, 2015, “What is organizational research for” *Administrative Science Quarterly* 60(2): 179-188.
- Ranjay Gulati. 2007 Tent Poles, Tribalism and Boundary Spanning: The Rigor-Relevance Debate in Management Research. *Academy of management Journal*, 2007, Vol 50, no. 4, 775-782;

#### **GROUP 2 ARTICLES**

- Grodal, Anteby, and Holm. (2021) Achieving Rigor in Qualitative Analysis: The Role of Active Categorization in Theory Building, Forthcoming: *American Management Review*
- Aguinis & Solarino SMJ 2019 (the original piece that provoked the controversy)
- Grodal, Anteby, & Holm AMR (the first published response from some of my fellow qualitative org theorists, attached)
- Pratt, Kaplan, & Whittington ASQ (the most recent response, also attached)