



Center for Organizational Research  
University of California, Irvine

### Final Report 2006-2007

The Center for Organizational Research (COR) began its first full year as a campus center during 2006-07. COR facilitates research on new organizational forms and processes now taking shape in a variety of contexts. As the 21st century unfolds, we increasingly find organizing that diverges from traditional bureaucratic structures. Such possibilities can be found in organizational teams that span the globe, web-based collaboration, network structures, collective threats to security and privacy, micro enterprises, international non-governmental organizations, and alliances across private, public, and non-profit fields. These developments raise opportunities for alternative modes of decision-making, just as they present challenges for accountability and efficacy. They also raise questions about how existing distributions of power both constrain and enable organizational experimentation. COR contributes to the development of organization theory by connecting scholars from many disciplines who bring their knowledge and methods to a common understanding of these issues.

UC Irvine has enjoyed a long tradition of innovative, interdisciplinary organizational research that dates back to the founding of the campus in the mid 1960s. COR continues and solidifies this tradition with affiliates from anthropology, business, computer science, economics, education, humanities, informatics, organizational studies, political science, public policy, public management, sociology, and urban planning.

By providing a focal point and common meeting ground for organizational scholars, COR creates a venue for developing collaborative research projects. COR also offers educational resources for students. Activities for 2006-07 included the on-going monthly COR working paper seminar, public lectures by noted organizational scholars from UCI and other universities, and graduate student workshops and panels. Funding for COR's activities has been generously provided by Office for Research, the School of Social Ecology and the Department of Planning, Policy and Design, the School of Social Sciences and the Department of Sociology, the Paul Merage School of Business, and the Donald Bren School of Information and Computer Sciences.

Below are the highlights of the 2006-2007 academic year:

- ❖ COR developed an advisory board of community members drawn from leaders in private, public, and nonprofit organizations in Orange County. The board currently has five members with more to be added in the coming year.
- ❖ COR co-sponsored a Visiting Faculty member, Mayer Zald, from the University of Michigan who taught a PhD course in Winter 2007 attended by 12 students. (See Appendix A for details)
- ❖ COR sponsored two Visiting PhD students, Herlin Chien from National Sun Yat-sen University in Taiwan, and Jonas Sprogøe from Learning Lab Denmark. (See Appendix A for details)
- ❖ COR sponsored or co-sponsored 10 events featuring 12 different speakers and attended by dozens of faculty and graduate students. Some events had multiple speakers and some speakers participated in more than one event. (See Appendix B for details)

- ❖ COR, in its fourth year of operation on the UCI campus, hosted a reception on November 17, 2006 to celebrate being formally recognized as a campus center.
- ❖ COR ran its second graduate student fellowship and faculty small grant competition, distributing \$12,337 in project support for faculty and students in three different schools. In two years COR has received \$22,000 from the Office of Graduate Studies and has redistributed \$19,337 in research support. This program supported research collaborations and led directly to additional extramural research funding. (See Appendices C and D for details.)
- ❖ COR continues to grow and has an active membership of 35 UCI faculty affiliates from four schools (Social Ecology, Social Sciences, the Donald Bren School of Information and Computer Science and the Paul Merage School of Business.). Members from all four schools served on the Executive Committee for 2006-2007. COR also has eight external affiliates. (See Appendix A for details)
- ❖ COR provides an intellectual context for the development, pursuit and receipt of research grants to study organizational issues. Grants received by COR Executive Committee members this year illustrate this function. (See Appendix C for details)
- ❖ Rabeeya Khalil, COR staff support for June – December 2006 graduated from UCI. Heather Goldsworthy, a PhD student in Social Ecology, was hired to take her place.

**COR Executive Committee Members**

Nina Bandelj, Social Sciences

Christine Beckman, Merage School of Business

Martha Feldman, Social Ecology

Cristina Gibson, Merage School of Business

Gloria Mark, Bren School of Information and Computer Science

Calvin Morrill, Social Sciences

David Obstfeld, Merage School of Business

Jone Pearce, Merage School of Business

Dan Stokols, Social Ecology

**Advisor to the Executive Committee**

Lyman Porter, Merage School of Business

**COR Staff Support**

Heather Goldsworthy, Social Ecology

## **Appendix A**

### **UCI Internal Affiliates**

- Nina Bandelj, Social Sciences
- Kristin M.j. Behfar, Merage School of Business
- Christine Beckman, Merage School of Business
- Carter Butts, Social Sciences
- Lisa Cohen, Merage School of Business
- Simon Cole, Social Ecology
- Joe Dimento, Social Ecology
- Paul Dourish, Bren School of Information and Computer Science
- Katherine Faust, Social Sciences
- Martha Feldman, Social Ecology
- Cristina Gibson, Merage School of Business
- Mary Gilly, Merage School of Business
- Matt Huffman, Social Sciences
- Helen Ingram, Social Ecology
- Rodney Lacey, Merage School of Business
- Raul Lejano, Social Ecology
- Elizabeth Loftus, Social Ecology
- Gloria Mark, Bren School of Information and Computer Science
- Sanjoy Mazumdar, Social Ecology
- David Meyer, Social Sciences
- Calvin Morrill, Social Sciences
- Bonnie Nardi, Bren School of Information and Computer Science
- David Obstfeld, Merage School of Business
- Jone Pearce, Merage School of Business
- Francesca Polletta, Social Sciences
- Lyman Porter, Merage School of Business
- Justin Richland, Social Ecology
- Shawn Rosenberg, Social Sciences
- Kaye Schoonhoven, Merage School of Business
- Carroll Seron, Social Ecology
- Lynn Shore, Merage School of Business
- Judith Stepan-Norris, Social Sciences
- Dan Stokols, Social Ecology
- Alladi Venkatesh, Merage School of Business
- Margarethe Wiersema, Merage School of Business

### **External Affiliates**

- Paul Adler, University of Southern California
- Lisa Cohen, University of London
- Jane Dutton, University of Michigan
- Lynn Eden, Stanford University
- James G. March, Stanford University
- W. Richard Scott, Stanford University
- Gretchen Spreitzer, University of Michigan
- Marc Ventresca, Oxford University
- Mayer Zald, University of Michigan

## **Visiting Faculty**

### **Mayer Zald**

Distinguished Visiting Professor of Sociology and Business  
University of Michigan

Mayer Zald is Professor Emeritus of Sociology, Business, and Social Work at the University of Michigan. During winter quarter, 2007, he was in residence at UCI teaching an advanced graduate seminar on social movements, organizations and society. Professor Zald is one of the world's leading theorists at the interface between organizational studies and social movement research/political sociology. His work has informed many fields and conceptual frameworks, including research on political opportunities, mobilizing structures and cultural framings, organizations and nations, conflict and cooperation, comparative perspectives on social movements, and reformulations of social science as science and humanities.

Professor Zald received his PhD in Sociology from the University of Michigan and then spent four years on the sociology faculty at the University of Chicago. While there, his research on the transformation of the Chicago YMCA into a community-based organization became the basis for the "political economy" approach to organizations. Zald was then recruited to Vanderbilt University, where he, together with John McCarthy, developed the "resource mobilization" approach to social movements, which became a dominant theoretical framework in sociology and political science. He returned to Michigan in 1977 as professor (and later chair) of sociology, with joint appointments in business and social work. Professor Zald has won numerous awards for his research, including being elected as a Fellow of the American Academy of Arts and Sciences, a fellow at the Center for Advanced Study in the Behavioral Sciences, and the Sociological Research Association. He was also selected as the 23rd Distinguished Faculty Lecturer in the College of Literature, Science and Arts at the University of Michigan and as Distinguished Lecturer in the Organization and Management Theory Division of the Academy of Management.

### **Da-chi Liao**

Director of the Institute of Political Science  
National Sun Yat-sen University  
Kaohsiung, Taiwan

Dr. Da-chi Liao is Professor and Director of the Institute of Political Science at National Sun Yat-sen University in Kaohsiung, Taiwan. She has published extensively in the areas of Comparative Politics, Comparative Literatures, Interest Groups, Organization Theory, Parties and Elections, and Comparative Local Politics in papers and books. Dr. Liao received her PhD from the University of Michigan, her M.A. from National Chengchi University, and her B.Ed. from National Taiwan Normal University.

## **Visiting Students**

### **Herlin Chien**

PhD Candidate  
Institute of Political Science, National Sun Yat-sen University  
Kaohsiung, Taiwan

- **Research Interest:** Comparative Constitutional Development, French political system, role of elite, political myth, organizational change
- **Research Summary:** The puzzle that connects all aspects of my research is how Constitution evolves. Although my specific interest is in the Fifth Republic French

Constitution since 1958 and the system of cohabitation, I do believe a comparative constitutional study can yield more constructive insights and allow us to explore different possibilities to build rule of law and a better Constitution, the fundamental judicial pillar of democracy. Currently, I am involved in a 2006-2008 CNRS-NSC Joint Research Project on Elite and Constitutional Development: A Comparative Study Between Taiwan & France. By utilizing qualitative methods, including in-depth interviews with political and social elites, including Senators, Deputies, law Professors, journalists, social group leaders and analysis of political speeches and news reports, I intend to explore the role of elites in reforming the Constitution and why the Constitution, as an organization, is reformed the way it is.

### **Jonas Sprogøe**

PhD Student

Learning Lab Denmark

Danish University of Denmark

- **Research Interests:** Learning and organizational learning, comparative education, and social learning theory
- **Research Summary:** I am currently engaged in an international study founded by The Advanced Institute of Management (AIM) in the UK. The study tries to explore ways of understanding the dynamic process of reconfiguring practices and the way this process contributes to organizational functioning. My own research focuses on the learning potentials (individual as well as organizational) inherent in organizational practices. I have studied induction practices in a retail bank and a management consultancy firm in order to understand how induction contributes, not only to individual learning, but also holds a potential for organizational learning. I am visiting UCI from January until July and will be working together with Prof. Martha S. Feldman. My publications include Sprogøe and Winther-Jensen (eds.) (2006) *Identity, Education and Citizenship*; Berlin: Peter Lang, and Sprogøe (2004) Motivation – midt imellem HRM og voksenpaedagogik [Motivation – between HRM and Adult Education] IN: Buk-Berge et.al. (eds) *Utdannelse paa tvers av grenser. Education across Borders*; Oslo: Didakta.

## **Appendix B**

### **Calendar of Events 2006 – 2007**

**COR sponsors the following types of events:**

- **COR Faculty Workshops**  
Faculty members read a work in progress of one of the affiliates and discuss it. Discussants start the commentary.
- **Seminars**  
Organizational scholars present their research to the faculty affiliates and other interested organizational scholars.
- **Graduate Student Seminars and Workshops**  
Students receive instruction from UCI faculty and organizational scholars from off-campus.

#### **October 2006**

Seminar

Stephen R. Barley

Professor of Management Science and Engineering, Stanford University

Co-sponsored with the Bren School of Information and Computer Sciences

*Gurus, Hired Guns, and Warm Bodies: Itinerant Experts in the Knowledge Economy*

Graduate Student Workshop

Stephen R. Barley

*Doing Qualitative Research*

#### **November 2006**

Seminar

Jane Dutton

Professor of Psychology, Ross School of Business, University of Michigan

*Snapshots of Compassion in Organizations*

#### **January 2007**

Seminar

Anne Miner

Professor of Management and Human Resources, University of Wisconsin-Madison

*Entrepreneurial Learning and University Start-ups*

Co-sponsored by the Center for Entrepreneurship and Innovation's Science and Art Strategic

Innovation and the Paul Merage School of Business Organization and Management Area

#### **February 2007**

Workshop

Kristin Behfar

Professor of Organization and Strategy, Merage School of Business

*Managing Conflict in Teams: A Closer Look at Relationships Between Conflict Type, Conflict Management, and Team Outcomes*

### **March 2006**

Workshop

Yuki Kato and Danielle S. Rudes

Graduate Students, Social Sciences

*Atlas.ti Qualitative Data Analysis Software Workshop, Part 1 of 2*

Co-sponsored by the UCI Department of Sociology

Seminar

Beth Bechky

Professor of Management, UC Davis Graduate School of Management

*The Element of Surprise: Resilience and Recovery in Organizations*

### **April 2007**

Seminar

John Seely Brown

UCI Chancellor's Distinguished Fellow

Visiting Scholar, Annenberg Center for Communication, USC

*Rethinking the Firm in a World that is Both Spikey and Flat*

### **May 2007**

Workshop

Yuki Kato and Danielle S. Rudes

Graduate Students, Social Sciences

*Atlas.ti Qualitative Data Analysis Software Workshop, Part 2 of 2*

Co-sponsored by the UCI Department of Sociology

### **June 2007**

Panel

COR Graduate Student Fellows and Faculty Small Grant Recipient

Elizabeth Chiarello, Social Sciences

*Collective Action, Conscience Clauses, and Changes in the Field of Pharmacy*

Heather Goldsworthy, Social Ecology

*Environmental Sustainability and the Microfinance Industry*

Danielle Rudes, Social Sciences

*Parole Agent Decision-Making and Occupational Socialization in an Era of Organizational Change*

Taryn Stanko, Merage School of Business

*Finding a Balance: An Examination of the Antecedents and Consequences of Non-Work to Work Role Facilitation*

Judith Stepan-Norris, Social Sciences

*Democratic Competition and Union Growth: Tracing the Relationship Between Splits in the American Labor Movement and Union Growth*

## Appendix C

### **Graduate Student Fellowship and Faculty Small Grants Awarded, 2006-2007**

The Center for Organizational Research (COR) offers fellowships and small grants (up to \$1500) and mini-grants (up to \$750) to facilitate research on organizations. COR supports a broad definition of research on organizations and welcomes proposals from members of any department or school. Funds can be used for any expenses related to the research process (e.g. purchase of data sets, transcription costs, purchase of equipments such as tape recorders, purchase of video tapes, research related travel costs, subject costs, copying expenses, computer software, etc.). Funds may not be used for salary.

To date COR has distributed \$19,337 in fellowships and small grants, including five awards in 2005-06 and eleven in 2006-07. The fellowship and small grant recipients from 2005-06 supplied COR with reports on their use of funds, detailed below. COR grants to Elizabeth Chiarello, Heather Goldsworthy, Danielle Rudes, Taryn Stanko and Judy Stepan-Norris are known to have contributed directly to the procurement of additional internal and external funding.

#### **Graduate Student Fellowship Recipients**

- Steven Boutcher, Social Sciences, "Pro Bono Publico, The Large Law Firm, and Social Movements: A Relational Approach to the Study of Cause Lawyering"
- Jasmine Kerrissey, Social Sciences, "One Big Union? A Comparative Historical Analysis of Union Merger Causes and Consequences"
- Sharon Oselin, Social Sciences, "Unhooked: A Comparative Analysis of Women Exiting Prostitution Via Prostitution Helping Organizations"
- Saba Ozyurt, Social Sciences, "Islamic Institutions in the West: Bridge Builders or Boundary Markers Between Muslim Immigrants and Their Host Societies?"
- Kathryn Quick (with Martha Feldman), Social Ecology, "Creating Resources by Managing Participation Inside and Outside Public Organizations"
- Leah Reich, Social Sciences, "A Proposal to Study the Adaptation Mechanisms of Physicians During Periods of Significant Organizational and Technological Change"
- Norman Su, Bren School of Information and Computer Sciences, "Visualizing the Temporal Dimensions of Interactions in Modern Organizations"

#### **Faculty Small Grant Recipients**

- Nina Bandelj, Social Sciences, "From Communists to Foreign Capitalists: The Social Foundations of Foreign Direct Investment in Postsocialist Europe"
- Martha Feldman (with Kathryn Quick), Social Ecology, "Creating Resources by Managing Participation Inside and Outside Public Organizations"
- David Frank, Social Sciences, "The Worldwide Evolution of the University in the 20<sup>th</sup> Century"
- Matt Huffman, Social Sciences, "Managerial Composition and Gender Segregation in U.S. Work Establishments, 1964-2001"

### **Progress Reports from 2005-06 Graduate Student Fellowship and Faculty Small Grant Recipients**

#### Elizabeth Chiarello

Last year I received a COR grant in the amount of \$1,000 to conduct preliminary research on how social movements affect professional organizational fields. This COR-funded project has formed the foundation of my dissertation study, a comparative analysis of change in the professional field of pharmacy in the wake of social movement activity surrounding recent developments in contraception technologies. At the theoretical level, my research examines how social movement tactics affect



the content and context of professional policy in four states selected because of their variation in political process and outcomes. After receiving the COR grant, I applied for and received additional funding from the UCOP Labor and Employment Research Fund (LERF). I used the COR and LERF grants to conduct field work in Washington state, including attending four board of pharmacy meetings, gathering organizational documents, and conducting sixteen interviews with activists, professionals, and decision-makers. I have also presented preliminary findings of my research at the American Sociological Association's (ASA) annual meeting in August 2006 and will present subsequent findings at the annual meetings for the Society for the Study of Social Problems and ASA in 2007.

#### Heather Goldsworthy

I used my COR graduate fellowship to purchase resources needed to complete my dissertation research on sustainable development and the microfinance industry, including digital recording equipment and a new laptop. These necessities enabled me to conduct in-depth interviews with research subjects in Washington, D.C. in fall 2006 and spring 2007, and Winnipeg in spring 2007, and will do the same in the future as I travel to Uganda to continue collecting data in summer 2007. The data I have gathered has also enabled me to write papers for two conferences in 2007 – the International Studies Association and the Global Studies Association. I was also invited to present my initial findings to the annual staff meeting of the International Institute for Sustainable Development in Winnipeg, Manitoba, in June 2007.

After receiving my COR funding, I also applied for and received funding from the Center for Citizen Peacebuilding, the School of Humanities Emphasis in Feminist Studies, the Center for Global Peace and Conflict, the School of Social Ecology, and the Newkirk Center for Science and Society.

#### Danielle Rudes

I used my COR fellowship funding to facilitate both substantive and methodological aspects of my dissertation research on organizational change among parole agents in the California Department of Corrections and Rehabilitation (CDCR). First, in September I flew to Reno to conduct fieldwork at the Correctional and Peace Officer's Association (the parole agent union) convention. This occasion afforded me an excellent opportunity for me to observe governance and strategy meetings at the the parole union's annual conference. Next, in December I traveled to Santa Barbara for a 2-day workshop on the qualitative analysis software, Atlas.ti. I learned a great deal about the software, what it is capable of and how it can assist me during the coding of qualitative data. I then brought that knowledge back to UCI and (with Yuki Kato, Social Sciences doctoral student) co-taught multiple workshops on Atlas.ti to UCI graduate students and faculty. COR organized the first two workshops and the third occurred in Sociology 227B (Doctoral Seminar in Qualitative Field Methods, co-taught by Professors Calvin Morrill and David Snow). Altogether, 75 students and faculty members attended the three workshops and provided overwhelmingly positive feedback about the content of the sessions. The American Sociological Association also invited me, as well as Yuki Kato, to offer our workshop as a didactic methods session for the 2008 annual ASA meeting in Boston.

COR funding also facilitated my presentation of research papers from my dissertation at the 2006 annual meetings of the American Sociological Association, Society for the Study of Social Problems, and the American Society of Criminology.

#### Taryn Stanko

My research project focuses on building and testing a model of the core antecedents and consequences of role facilitation, or the extent to which participation in one role is made easier because of the experiences, skills, and opportunities gained or developed in another role. By building a comprehensive model of role facilitation, this study contributes to work-family literature and specifically to theory on role conflict and role facilitation. COR grant money was used to support

my data collection effort by funding transportation to multiple data collection sites and providing prizes as incentives for people to fill out questionnaires. Over the last year, this research project has evolved and become the foundation of my dissertation. Based on this ongoing research supported by COR, I received further funding from the American Association of University Women (AAUW) in the form of a \$20,000 fellowship to support her while she completes her dissertation.

#### Judy Stepan-Norris

With my COR small grant I was able to hire a graduate assistant to work on the dataset on union membership. This involved tracing union histories, startups, dissolutions, mergers and secessions, and matching union names. I have delivered an invited lecture at the University of Washington Harry Bridges Center and Department of Sociology on "Union competition: How splits in the American Labor Movement have influenced membership growth, 1900-2005" with Caleb Southworth. I have also prepared a conference presentation with the same title to be presented at the annual meeting of the American Sociological Association in New York, NY this August. This presentation has also been developed into a paper with Caleb Southworth, which is currently under review.

COR funding has also led to additional funding for 2007-2008 from the National Science Foundation. This \$160,000 grant, for which I am Co-PI with Caleb Southworth, is titled "Organizational Strategy and Environment: A Pilot Study to Collect Disaggregate Data on American Labor Unions 1905-2005."

## Appendix D

### Grants Received by Executive Committee Members

#### **Nina Bandelj**

- Center for Organizational Research, UCI
- Faculty Career Development Award, UCI
- Academic Senate Council on Research, Computing and Library Services, Cultural Diversity Grant, UCI
- Center for the Study of Democracy Seed Grant, UCI

#### **Martha Feldman**

- National Science Foundation, "Collaboration Resilience: Restoring Human Infrastructure With Technology." Co-PI with Gloria Mark, 2007-2010, \$450,000
- Center for Organizational Research, "Creating Resources By Managing Participation Inside and Outside Public Organizations." Co-PI Kathy Quick, 2007-2008, \$1500
- Center for the Study of Democracy, Support for Special Issue of *International Public Management Journal* on Ways of Knowing. 2007-2008, \$2500
- Center for the Study of Democracy, "Creating a Democratically Active Citizenry Through Participatory Governing Processes." Co-PI Kathy Quick, 2007, \$2497
- Newkirk Center, "Adoption of Science in Public Policy: Ways of Knowing." Co-PI with Helen Ingram, 2006-2007, \$8,000
- Center for the Study of Democracy, "Ways of Knowing and Implications for Democracy." Co-PI with Helen Ingram, \$2500

#### **Gloria Mark**

- National Science Foundation, "Collaboration Resilience: Restoring Human Infrastructure With Technology." PI, \$450,000

#### **Calvin Morrill**

- Kauffman Foundation, "A National Probability Survey of Teachers and Administrators: Tracking Variation in Educators' Perceptions and Experiences of Law and Organization." Co-PI with Lauren B. Edelman and Karolyn Tyson, 2007-2008, \$98,500
- National Science Foundation, Sociology, Law and Social Science Programs, "Collaborative Project: School Rights: Law and the Dynamics of Everyday School Life." PI, 2007-2008, \$250,000

#### **David Obstfeld**

- National Science Foundation, Innovation and Organizational Change and Sociology, and Law and Social Science Programs, "Brokerage, Social Networks, Knowledge-Based Innovation." PI, 2007-2009, \$322,000

#### **Dan Stokols**

- National Institutes of Health – National Institute of Diabetes and Digestive and Kidney Diseases, "The Social Ecology of Health Promotion and Disease Prevention." Co-PI with John Whiteley, 2004-2007, \$644,000
- National Institutes of Health/National Cancer Institute, "Toward a Science of Transdisciplinarity and Development of Evaluative Metrics for Assessing Transdisciplinarity Research Center Initiatives." PI, 2005-2008, \$160,000

## Appendix E

### Publications by Executive Committee Members in 2006-2007

#### **Nina Bandelj**

Bandelj, N. & Purg, D. (2006). Networks as resources, organizational logic, and change mechanism: The case of private business schools in post-socialism. *Sociological Forum* 21(4), 587-622.

#### **Christine Beckman**

Beckman, C.M., & Burton, M.D. (Forthcoming). Founding the future: The evolution of teams from founding to IPO. *Organization Science*.

Burton, M.D. & Beckman, C.M. (2007). Leaving a legacy: Position imprints and successor turnover in young firms. *American Sociological Review* 72, 239-266.

Beckman, C., Burton, M.D. & O'Reilly, C. (2007). Early teams: The impact of entrepreneurial team demography on VC financing and going public. *Journal of Business Venturing* 22, 147-173.

Beckman, C.M. (2006). The influence of founding team prior company affiliations on firm behavior. *Academy of Management Journal*, 49, 741-758.

#### **Martha S. Feldman**

Pentland, B.T & Feldman, M.S. (Forthcoming) Narrative networks: Patterns of technology and organization. *Organization Science*.

Feldman, M.S. & Khademian, A.M. (Forthcoming) The continuous process of policy formation. In K. Ahmed and E. Sanchez-Triana (Eds.), *Strategic environmental assessment for policies: An instrument for good governance*. Washington, D.C: The World Bank.

Feldman, M.S. Feldman & Pentland, B. (Forthcoming). Routine dynamics. In D. Barry and H. Hansen (Eds.), *Handbook of New and Emerging Approaches to Management*. Sage.

Pentland, B. & M.S. Feldman. (Forthcoming). Issues in empirical field studies of organizational routines. In M. Becker (Ed.), *Handbook of Organizational Routines*.

Feldman, M.S. & Pentland, B.T. (Forthcoming). Organizational routines. In S. Clegg (Ed.), *Encyclopedia of Organizational Studies*. Sage.

Feldman, M.S. & Khademian, A.M. (2007) The role of the public manager in inclusion. *Governance*.

Feldman, M.S., Khademian, A.M., Ingram, H. & Schneider, A.S. (2006) Ways of knowing and inclusive management practices. *Public Administration Review*, 66(6) (Special Issue on Collaborative Public Management), 89-99.

#### **Cristina Gibson**

Gibson, C.B., Porath, C., Benson, G., & Lawler, E.E., (Forthcoming). What results when firms implement practices: The differential relationship between firm practices and firm level outcomes. *Journal of Applied Psychology*.

Gibson, C.B., Waller, M.J., Carpenter, M., & Conte, J. (Forthcoming). Antecedents, consequences, and moderators of time perspective heterogeneity for knowledge management in MNO teams. *Journal of Organizational Behavior*.

Rico, R., Sanchez-Manzanares, M., Gil, F., & Gibson, C.B. (Forthcoming). Team coordination processes : A team knowledge-based approach. *Academy of Management Review*.

Gibson, C.B., & Rottner, R. (Forthcoming). Crowd control:How to build a company around an inventor. *Organizational Dynamics*.

Gibson, C.B. & Earley, P.C. (2007). Collective cognition in action: Accumulation, interaction, examination and accommodation in the development and operation of group efficacy beliefs in the workplace. *Academy of Management Review*, 32(2), 438-458.

Gibson, C.B. & Gibbs, J. (2006) Unpacking the concept of virtuality: The effects of geographic dispersion, electronic dependence, dynamic structure and national diversity on team innovation. *Administrative Science Quarterly*, 51(3), 451-495.

Zellmer-Bruhn, M. & Gibson, C.B. (2006) Team strategic context: Implications for process and performance. *Academy of Management Journal* 49(3), 501-518.

Kirkman, B.L., Lowe, K.B., & Gibson, C.B. (2006). Culture's consequences: A review of the empirical research incorporating Hofstede's Cultural Value Framework. *Journal of International Business Studies*, 37, 285-320.

Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. (2006). Enhancing the transfer of computer assisted training proficiency in geographically distributed teams. *Journal of Applied Psychology*, 91(3), 706-716.

#### **Calvin Morrill**

Davis, G., Morrill, C., Rao, H. & Soule, S. (Eds.) (Forthcoming). Social movements in markets and organizations. *Administrative Science Quarterly, Special Issue*.

#### **David Obstfeld**

Adlter, P.S. & Obstfeld, D. (2007). The role of affect in creative projects and exploratory search. *Industrial and Corporate Change*, 16(1), 19-51.

#### **Jone Pearce**

Pearce, J. L. (Forthcoming 2007) Organizational behavior unchained. *Journal of Organizational Behavior*, 28.

Pearce, J. L. (Forthcoming 2007) We are who we teach. *Journal of Management Inquiry*.

Pearce, J. L., de Castro, J. O. & Guillen, M. F. (Forthcoming) Influencing politics and political systems. *Academy of Management Review*.

#### **Lyman Porter**

Porter, L.W., & McLaughlin, G.B. (2006). Leadership and the organizational context: Like the weather? *The Leadership Quarterly*, 17(6), 559-576.

#### **Dan Stokols**

Stokols, D. (2006). Toward a science of transdisciplinary action research. *American Journal of Community Psychology*, 38, 63-77.

## Appendix F

### Courses

The following are Graduate and Undergraduate level courses taught by the members of the Executive Committee in the 2006-07 academic year.

COURSE NUMBER	COURSE TITLE	INSTRUCTOR	SCHOOL
<b>Graduate Courses</b>			
Soc 289	Economic Sociology	Bandelj	SS
Soc 249	Post-Communist Societies	Bandelj, with Feng	SS
	Theory of Organization	Beckman	GSM
M200	Management of Complex Organizations	Gibson	GSM
F296	Executive Leadership	Gibson	GSM
Soc 227 A/B	Qualitative Field Methods	Morrill, with Snow	SS
Soc 259	Social Movements, Organizations and Society	Zald	SS
M290	Edge	Obstfeld, with Seely Brown	GSM
SE261	Strategies of Theory Development	Stokols	SE
SE200	Core Seminar on Social Ecology	Stokols	SE
PPD U275 MGMT 291SE PoliSci 291G Soc 229C	Qualitative Data Analysis	Feldman	SE SS GSM
PPD 283A	Collaborative Governance and Public Management	Feldman	SE
<b>Undergraduate Courses</b>			
Soc 158W	Money, Work and Social Life	Bandelj	SS
E108/P109	Environmental Psychology	Stokols	SE
SE131	Social Ecology of Health Promotion and Disease Prevention	Stokols	SE
Informatics 162	Organizational Information Systems	Mark	ICS

### **Other Notable News from the Executive Committee**

- Cristina Gibson was promoted to Full Professor in the Merage School of Business
- Dan Stokols co-chaired the NCI/NIH Conference on the Science of Team Science in Bethesda, MD in October 2006
- Martha Feldman led a reading and discussion group of UCI and visiting graduate students in Social Ecology and the Merage School of Business, called "Knowing the Learning in Organizations," from January to June 2007
- Da-chi Liao visited from National Sun Yat-sen University in Taiwan in June 2006, and met with faculty and graduate students from Social Ecology and the Merage School of Business