

# LUISS

## PhD in Management

### ORGANIZATION THEORY 2025

**Convener/Lecturer:** Professor Jannis Kallinikos  
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**Office hours:** To be arranged with Professor Kallinikos

#### Short Bio

Jannis Kallinikos is professor of Organization Theory in the Department of Business and Management at *Luiss University* in which he holds the Cisco Chair on Digital Transformation and Data-Driven Innovation. Kallinikos is Professor Emeritus in the Department of Management at the *London School of Economics and Political Science* which he served from 2001-2022.

His research focuses on the impact of data and digital technologies on organizations, economic institutions and practices. He has published widely in Management, Information Systems and Sociology journals and written several monographs including the recent *Data Rules: Reinventing the Market Economy*, The MIT Press, 2024 (co-authored with Cristina Alaimo). Prof Kallinikos is advisor of the *Royal Swedish Academy of Sciences* for the nomination of Nobel Prize candidates in Economics.

#### Aim of the course

*Organization Theory* or *Organization Studies*, as it is commonly referred to in these days, is a multi-disciplinary field with strong roots in basic social science disciplines such as Economics, Sociology, Political Science and Psychology. In its more than hundred years old history, the field has given rise to various research traditions and schools of thought which can hardly be squeezed within the confines of a single and rather small course. Save the last session that focuses on the recent technological changes, the module aims at conveying a few persistent themes in the history of the field that have contributed to shapings its identity, its contribution to management and its reception across the social sciences.

The course has the following aims:

- Introduce students to a few key research traditions and schools of thought in the field.
- Review key debates that have defined the field from 1950's onwards.
- Critically approach these research traditions and debates and review the contribution and limitations of each one of them.

#### Attendance, participation rules and examination

- Attendance and participation are critical to the completion of this course. For this reason, students are required to attend all the classes. The minimum attendance required

by the PhD Program is 80% (all classes but one), however students are encouraged to achieve 100% level participation. In case a student is not able to attend the class for extraordinary reasons, he/she must inform the Course Convenor in time.

- Students are strongly advised to complete the required readings ahead of each session.
- Student assessment is made of a 2000 word written essay (50% of total exam mark) to be presented by each student in the last session of the course and an oral hearing (50% of total exam mark).
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## Detailed Schedule

Lectures	Readings
<p>1. 19 May 10.00-13.00</p> <ul style="list-style-type: none"> <li>- Course Introduction and Requirements</li> <li>- Decision Making, Rationality, Bounded Rationality</li> </ul>	<ul style="list-style-type: none"> <li>- March, J. G. (1994), "Limited Rationality", in <i>A Primer on Decision Making</i>, New York: Free Press, pp. 1-55.</li> <li>- March, J. G. (1991). "Exploration and Exploitation in Organizational Learning." <i>Organization Science</i>, 2(1), 71-87.</li> <li>-</li> <li>- Gavetti, G., Levinthal, D., &amp; Ocasio, W. (2007). "Perspective—Neo-Carnegie: The Carnegie School's Past, Present, and Reconstructing for the Future." <i>Organization Science</i>, 18(3), 523-536</li> </ul>
<p>2. 22 May 14.00-17.00</p> <ul style="list-style-type: none"> <li>- The Interaction Order</li> <li>- Organizations as Coordinated Interactions</li> </ul>	<ul style="list-style-type: none"> <li>- Nelson, R. and Winter, S. (1982). <i>An Evolutionary Theory of Economic Change</i>. Cambridge, MA: Harvard University Press, pp. 3-136.</li> <li>- Weick, K. E., &amp; Roberts, K. H. (1993). "Collective Mind in Organizations: Heedful Interrelating on Flight Decks." <i>Administrative Science Quarterly</i>, 357-381.</li> </ul>
<p>3. 26 May 10.00-13.00</p> <ul style="list-style-type: none"> <li>- Institutions, Institutional Theory and Organizations</li> </ul>	<ul style="list-style-type: none"> <li>- DiMaggio, P. and Powell, W. (1983). "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organization Fields". <i>American Sociological Review</i>, 48(2): 147-160, republished in 1991 in Powell, W.W. and DiMaggio, P.J. (eds.) <i>Institutionalism in Organizational Analysis</i>, Chicago: The University of Chicago Press.</li> <li>- Lounsbury, M., &amp; Crumley, E. T. (2007). "New Practice Creation: An Institutional Perspective on Innovation." <i>Organization Studies</i>, 28(7), 993-1012.</li> </ul>

	<ul style="list-style-type: none"> <li>- Barley, S. R., &amp; Tolbert, P. S. (1997). Institutionalization and Structuration: Studying the Links between Action and Institution. <i>Organization Studies</i>, 18(1), 93-117.</li> </ul>
<p>4. 28 May 10.00-13.00</p> <ul style="list-style-type: none"> <li>- Technology, Organizing and Organizations</li> </ul>	<ul style="list-style-type: none"> <li>- Alaimo, C. and Kallinikos, J. (2021). Managing by Data: Algorithmic Categories and Organizing. <i>Organization Studies</i>, 42/9: 1385-1407.</li> <li>- Pakarinen, P., &amp; Huising, R. (2023). Relational Expertise: What Machines Can't Know. <i>Journal of Management Studies</i>, doi:10.1111/joms.12915</li> <li>- Waardenburg, L., Huysman, M., &amp; Sergeeva, A. V. (2022). In the Land of the Blind, the One-eyed Man is King: Knowledge Brokerage in the Age of Learning Algorithms. <i>Organization Science</i>, 33(1), 59-82.</li> </ul>
<p>5. 30 May 10.00-13.00</p> <ul style="list-style-type: none"> <li>- Student Essay Presentations (50% of examination)</li> </ul>	<ul style="list-style-type: none"> <li>- 2000 words written essay.</li> <li>- Student essay is expected to be written on one or more of the course themes. The essay can be related to one's own PhD thesis but this is not a requirement.</li> </ul>
<p>6. 6 June, 10.00-13.00</p> <ul style="list-style-type: none"> <li>- Oral examination (50%)</li> </ul>	<ul style="list-style-type: none"> <li>- Time schedule to be arranged</li> </ul>