

THIRD EDITION

ORGANIZATIONS EVOLVING

HOWARD E. ALDRICH

Kenan Professor of Sociology, University of North Carolina, Chapel Hill, USA

MARTIN RUEF

*Jack and Pamela Egan Professor of Entrepreneurship, Department of Sociology,
Duke University, USA*

STEPHEN UPPMANN

*Associate Professor of Sociology, Department of Sociology and Gerontology,
Miami University, USA*

Edward Elgar
PUBLISHING

Cheltenham, UK • Northampton, MA, USA

CONTENTS

| | |
|--|-----------|
| List <i>offigures</i> , tables, and boxes | viii |
| <i>Preface to the third edition</i> | x |
| <i>Preface to the second edition</i> | xiii |
| <i>Pre/ace to theJjrst edition</i> | xvi |
| | |
| 1 Introduction and themes | 1 |
| Our goals for this book | 3 |
| Organizations: an overview | 4 |
| Plan for the book | 11 |
| Plan for the chapters | 11 |
| Study questions | 15 |
| | |
| 2 The evolutionary approach | 17 |
| Evolutionary processes | 17 |
| Research illustration 2.1: the evolution of the beverage industry | 28 |
| Research design in evolutionary analysis | 29 |
| Conclusions | 34 |
| Study questions | 35 |
| | |
| 3 How the evolutionary approach relates to other approaches | 36 |
| The ecological approach | 38 |
| The institutional approach | 41 |
| The interpretive approach | 46 |
| The organizational learning approach | 49 |
| The transaction cost economics approach | 54 |
| The resource dependence approach | 58 |
| Summary: the six perspectives | 62 |
| Conclusions | 63 |
| Study questions | 63 |
| | |
| 4 Entrepreneurs and the emergence of new organizations | 65 |
| Disputes over the definition of entrepreneurship | 67 |
| Nascent entrepreneurs and innovation | 69 |
| The social network context | 73 |
| Research illustration 4.1: the structure of founding teams | 80 |

| | |
|--|------------|
| Knowledge: types, origins, and uses | 81 |
| Employees, capital, and other resources | 89 |
| Conclusions | 96 |
| Study questions | 97 |
| 5 Organizational boundaries | 98 |
| Boundary crossing is a way of life: matching organizations and members | 99 |
| Two models of organizational coherence: users and supporters – | 99 |
| Constructing members | 101 |
| Evolution of organizational role structures | 110 |
| Organizational reward-and-control systems | 114 |
| Conclusions | 120 |
| Study questions | 121 |
| 6 Organizational forms | 122 |
| Views of organizational forms | 122 |
| Research illustration 6.1: routines as a foundation for organizational forms | 124 |
| Organizational forms and the interdependence of members' schemata | 125 |
| Construction's consequences: organizational culture | 130 |
| Conclusions | 138 |
| Study questions | 139 |
| 7 Organizational transformation | 141 |
| Explaining transformation at the organizational level | 142 |
| Evolutionary explanations at the organizational level | 147 |
| Examining the three dimensions of transformation | 151 |
| The extent of member participation in transformation activities | 159 |
| Consequences of transformation | 162 |
| Conclusions | 163 |
| Study questions | 165 |
| 8 Organizations and social change | 166 |
| The life cycle metaphor: developmental and stage models | 167 |
| Non-life cycle models: teleological and dialectical | 170 |
| Three components of an historical framework | 171 |
| Research illustration 8.1: technology dynamics in Swiss watchmaking | 177 |
| Conclusions | 186 |
| Study questions | 187 |

PART IV POPULATION-LEVEL DYNAMICS

| | |
|---|-----|
| 9 Emergence of new populations of organizations | 189 |
| Definitions: populations, learning, and legitimacy | 190 |
| Forms of learning and legitimacy | 194 |
| Cognitive strategies | 196 |
| Sociopolitical legitimacy strategies | 209 |
| Conclusions | 216 |
| Study questions | 218 |
| 10 Reproducing populations: foundings and disbandings | 219 |
| Definitions: rates of organizational foundings and disbandings | 220 |
| Intrapopulation conditions | 222 |
| Density dependence | 225 |
| Facilitating effects of increasing density | 226 |
| Inhibiting effects of increasing density | 230 |
| Segregating processes | 231 |
| Carrying capacity | 236 |
| Research illustration 10.1: population processes and legislative outcomes | 243 |
| Conclusions | 244 |
| Study questions | 245 |
| 11 Community evolution | 247 |
| Definitions: changing conceptions of community | 248 |
| Relations between populations | 250 |
| How do organizational communities form? | 257 |
| Legitimacy and collective action | 266 |
| Conclusions | 273 |
| Study questions | 274 |
| Appendix: <i>research</i> design and evolutionary analysis | 275 |
| References | 279 |
| Authorindex | 335 |
| Subject index | 352 |