

## **IORB Proposal:**

### ***“California Theory Workshop on Organizations and Organizing”***

**(1) Organizers: Names of all Marshall faculty who have committed to helping organize the workshop:**  
Paul Adler, Tom Cummings, Peer Fiss, Shon Hiatt, Lori Yue (in alphabetical order)

**(2) Name of the workshop and its intended audience:** California Theory Workshop on Organizations and Organizing.

This workshop will be the fifth in a series. Marshall (with Lord Foundation support) launched the series in 2015 and has been alternating hosting responsibilities with other schools in the region—UC Santa Barbara in 2016, and UC Irvine in 2018. We plan to bring it back to Marshall again in October 2019.

The workshop addresses the role of business organizations in contemporary society. Corporations and market-based competition among them are the primary wealth-producing mechanisms in contemporary society, but multiple strands of scholarship have explored a variety of other roles played by corporations and other ways of producing wealth. For instance:

- Corporations are not only in competition with each other; they sometimes cooperate.
- The corporation’s role is, in reality, not restricted to wealth-production; those efforts generate externalities, both positive and negative.
- Corporations are oriented primarily by investors’ expectations of profitability and growth; but other stakeholders’ expectations also influence corporate behavior.
- The context of corporations’ conduct and the constraints under which they make their choices are also shaped by social movements and government.
- Corporations not only pursue their goals within given competitive, social, and legal conditions: they often act to change those conditions.
- The centrality of the corporation in wealth-generation is being challenged by alternative forms of organization such as social as well as inter-organizational networks and cooperatives.
- Corporations have been central to many work careers, but that relationship is changing with the proliferation of a free-lance/contracting model and career paths that cross multiple corporations.

This workshop brings together both senior and junior scholars as well as doctoral students interested in these issues. We have had great success in the past three years with a focus on California scholars, attracting attendees from all the major universities in the region including Stanford, Berkeley, UCLA, UC Irvine, UC Santa Barbara, UC San Diego, Santa Clara University. We’ve also had attendees from Harvard, Northwestern, NYU, Wharton, and Michigan.

The workshop is a highly interactive. We have found that while there are many other workshops/conferences that offer opportunities to present research papers, there are very few opportunities for extended discussion on topics of shared interest. We have developed a format in which the bulk of the time is devoted to such extended discussions, catalyzed and oriented by short “provocations” offered by experts. This interactive format has proven highly popular and effective.

**(3) Proposed dates and location:** Oct 24-26, 2019, at USC

**(4) Approximate expected number of attendees:** 30-40

**(5) Requested amount of funds and uses:**

Funds would be used to cover food and facilities, plus travel for two out-of-state invitees. The organizing faculty, working with the MOR department staff, will handle most of the administrative aspects.

This event's budget is around \$10,000. Our estimate is based on past workshops of this kind.

Catering	\$9,000.00	(Breakfast, lunch, dinner) x 2
Snacks	\$500.00	
Admin (name tags, printing, etc.)	\$500.00	
TOTAL	\$10,000.00	

**(6) Intended mechanism for covering remaining costs:**

We intend to scale the cost to fit the budget. MOR department funds will cover any remaining costs.

**(7) Any other relevant information such as whether the department has successfully run similar workshops in the past, whether the workshop has any intended additional purpose such as recruiting faculty etc.**

Our goal for this event is to move MOR and Marshall higher in our peers' reputational rankings. Our recruiting over the previous few years has brought to MOR a very talented group of junior scholars, and we hear numerous comments from colleagues elsewhere that this has not gone unnoticed. Our senior-scholar searches have also generated positive word-of-mouth. This workshop helps to consolidate and magnify these reputation-building efforts. Boosting our reputation will facilitate recruiting top faculty talent as well as high-potential PhD students.

**Proposed structure/agenda**

**Oct 24**

6:00 – 9:00 Getting Acquainted Session & Dinner

**Oct 25**

7:30 - 8:30 am Breakfast  
 8:30 - 9:00 am Welcome & Introduction  
 9:15 - 10:45 am Provocation Presentation  
 11:00 - 12:30 pm Discussion Sessions  
 12:30 - 1:30 pm Boxed Lunch  
 1:30 - 2:30 pm Provocation Presentation  
 2:45 - 4:15 pm Discussion Sessions  
 4:30 - 5:30 pm Learning from Today  
 5:30-8 pm Reception & Dinner

**Oct 26**

7:30 - 8:30 am Breakfast  
 8:30 - 9:00 am Provocation Presentation  
 9:15 - 10:45 am Breakout Sessions  
 11:00 - 12:30 pm Looking Back/Looking Forward  
 12:30 - 1:30 pm Boxed Lunch