

**MIS786: Contemporary topics and research approaches in information systems (2):  
IT and Organization**

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Office Hour: By Appointment  
Class time: Wednesday 4 – 7pm

**Goal, Format and Expectations**

This is the second PhD seminar in IS. In this seminar, we will explore the most current topics in the IS field. In order to provide some depths in our coverage of these topics, we sacrifice the breadth. In this seminar, we will focus on behavior and organizational issues that are currently being explored in the field.

Each class will focus on a given topic. A set of 8-10 research articles published in leading journals is assigned for each class. There will be *no* assigned discussant for articles or topics. Instead, everyone is expected to prepare to lead the discussion upon request in the class. We will cover both substantive theoretical and methodological issues along with writing styles and strategies. Your participation to discussion will count for 25% of the course grade.

You are expected to write a research paper from the topics that are covered in the seminar. The quality expectation is that the paper can be presented at an academic conference, such as the Academy of Management, AMCIS or ICIS. Eventually, I hope that these papers can be developed as journal submission. The paper can be either theoretical or empirical. There will be no epistemological restrictions imposed on your ideas. The quality and the originality of ideas will be valued in assessing the paper. The paper should address an important and interesting issue in a substantive way, making original contributions to the literature. By the third week, you need to submit a one-page paragraph proposal identifying the topic. Based on the proposal, we will have a one-on-one meeting to discuss your paper. By the sixth week, a fully developed outline with a synopsis for each major section needs to be submitted. By week 10, a full draft needs to be submitted. Adherence to the schedule is just as important as the development of the idea for the successful completion of your project. The paper must following the style guideline of *Information Systems Research*. If the paper does not follow the style guideline, it will be returned without review. The paper and the presentation will count 50% of the course grade.

Finally, you are expected to write a reflective essay each week. The writing is not meant to be a mere summary of your reading. Instead, you should identify an interesting and significant issue that needs to be address from either a theoretical or a methodological standpoint. In order to do that, in the essay you should identify: (a) what do we know, (b) what we do not know and how is it an interesting and significant problem, and (c) how can you close the gap? The essay must be turned in the midnight before the class. Although occasional delay in the submission can be tolerated given the ambiguous and uncertain nature of the scholarly writing and reading, consistent violation of the suggested submission deadline of reflective essay will cause significant strain in your relations with me, impediment for effective discussion with others in the class and potential lower grade for the weekly essay. The essays will count 25% of the course grade.

## Weekly Topics and Assigned Readings

### Week 1: General setup and Introduction

No assigned reading. You will receive readings for future class.

### Week 2: Organization and IT

1. Barley, S. R. (1986). Technology as an Occasion for Structuring: Evidence from Observations of CT Scanners and The Social Orders of Radiology Departments. *Administrative Science Quarterly*, 31, 78-108.
2. Daft, R. H., & Lewin, A. Y. (1993). Where are the theories for the "new" organizational forms? An Editorial Essay. *Organization Science*, 4(4), i-vi.
3. Fulk, J., & DeSanctis, G. (1995). Electronic communication and changing organizational forms. *Organization Science*, 6(4), 337-349.
4. Robey, D., & Boudreau, M.-C. (1999). Accounting For the Contradictory Organizational Consequences of Information Technology: Theoretical Directions and Methodological Implications. *Information Systems Research*, 10(2), 167-185.
5. Orlikowski, W. J. (2000). Using Technology and Constituting Structures: A Practice Lens for Studying Technology in Organizations. *Organization Science*, 11(4), 404-428.
6. Sambamurthy, V., Bharadwaj, A., & Grover, V. (2003). Shaping agility through digital options: Recontualizaing the role of information technology in contemporary firms. *MIS Quarterly*, 27(2), 237-264.
7. Wade, M. & Hulland, J. (2004). Review: The Resource-Based View and Information Systems Research: Review, Extension, and Suggestions for Future Research. *MIS Quarterly*, 28(1), pp. 107-142.
8. Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the Process of Sensemaking. *Organization Science*, 16(4), 409-421.
9. Yoo, Y., Boland, R. K., Jr., and Lyytinen, K. (2006). From organization design to organization designing, *Organization Science*, 17(2), 215-229.
10. Pentland, B. T. and Feldman, M. S. Forthcoming, Narrative networks: Patterns of technology and organization, *Organization Science*

### Week 3: Innovation and Diffusion (1)

1. Zmud, R. W. (1984). An Examination of 'Push-Pull' Theory Applied to Process Innovation in Knowledge Work. *Management Science*, 30(6), 727-738.
2. Van de Ven, A. H. (1986). Central Problems in the Management of Innovation. *Management Science*, 32(5), 590-607.
3. Hughes, T. P. (1987). The Evolution of Large Technological Systems. In W. E. Bijker & T. P. Hughes & T. F. Pinch (Eds.), *The Social Construction of Technological Systems*. Cambridge, MA: The MIT Press.
4. Attewell, P. (1992). Technology Diffusion ad Organizational Learning: the Case of Business Computing. *Organization Science*, 3(1), 1-19.
5. Swanson, E. B. (1994). Information Systems Innovation among Organizations. *Management Science*, 40(9), 1069-1092.
6. King, J. L., Gurbaxani, V., Kraemer, K. L., McFarlan, F. W., Raman, K. S., & Yap, C. S. (1994). Institutional Factors in Information Technology Innovation. *Information Systems Research*, 5(2), 139-169.
7. Fichman, R. G., & Kemerer, C. F. (1997). The Assimilation of Software Process Innovations: An Organizational Learning Perspective. *Management Science*, 43(10), 1345-1363.
8. Fichman, R. G., & Kemerer, C. F. (1999). The Illusory Diffusion of Innovation: An Examination of

Assimilation Gaps. *Information Systems Research*, 10(3), 255-275.

9. Lyytinen, K. and Damsgaard, J. (2001): "What's wrong with the Diffusion of Innovation Theory. The case of a complex and networked technology". *Proceedings of the IFIP 8.6. Conference*, Banf 8-10.4.2001, Canada.

#### **Week 4: Innovation and Diffusion (2)**

1. Garud, R., & Rappa, M. A. (1994). A socio-cognitive model of technology evolution: The case of cochlear implants. *Organization Science*, 5(3), 344-362.
2. Swanson, E. B., & Ramiller, N. C. (1997). The organizing vision in information systems innovation. *Organization Science*, 8(5), 458-474.
3. Garud, R., & Karnoe, P. (2001). Path creation as a process of mindful deviation. In R. Garud & P. Karnoe (Eds.), *Path Dependency and Creation* (pp. 1-38). New York: Lawrence Earlbaum Associates.
4. Lyytinen, K. & Rose, G.M. (2003). The Disruptive Nature of Information Technology Innovations: The Case of Internet Computing in Systems Development Organizations. *MIS Quarterly*, 27(4), pp. 557-595.
5. Fichman, R. G. (2004). Going beyond the dominant paradigm for IT innovation research: Emerging concepts and methods. *Journal of AIS*, 5(8).
6. Swanson, E. B., & Ramiller, N. C. (2004). Innovating mindfully with information technology. *MIS Quarterly*, 28(4), 553-583.
7. Yoo, Y., Lyytinen, K. & Yang, H. (2005). The role of standards in innovation and diffusion of broadband mobile services: The case of South Korea, *Journal of Strategic Information Systems*, 14:3, 323-353.
8. Van De Ven, A. H. (2005). Running in packs to develop knowledge-intensive technologies. *MIS Quarterly*, 29(2), 368-378.
9. Pavlou, P. A., & El-Sawy, O. A. (2006). From IT leveraging competence to competitive advantage in turbulent environments: The case of new product development. *Information Systems Research*, 17(3), 198-227.
10. Boland, R. J., Jr., Lyytinen, K. & Yoo, Y. Forthcoming. Charting paths of technological innovation across communities: The case of 3-D representation in architecture, engineering and construction, *Organization Science*.

#### **Week 5: Knowledge and IT (1): Distributed cognition**

1. Weick, K. E., & Roberts, K. H. (1993). Collective mind in organizations: Heedful interrelating on flight decks. *Administrative Science Quarterly*, 38(3), 357-381.
2. Klimoski, R. J., & Mohammed, S. (1994). Team mental model: Construct or metaphor? *Journal of Management*, 20(2), 403-437.
3. Liang, D. W., Moreland, R., & Argote, L. (1995). Group versus individual training and group performance: The mediating role of transactive memory. *Personality and Social Psychology Bulletin*, 21(4), 384-393.
4. Hollingshead, A. B. (1998). Communication, learning, and retrieval in transactive memory systems. *Journal of Experimental Social Psychology*, 34(5), 423-442.
5. Moreland, R. L., & Myaskovsky, L. (2000). Exploring the performance benefits of group training: Transactive memory or improved communication? *Organizational Behavior and Human Decision Processes*, 82(1), 117-133.
6. Faraj, S. A., & Sproull, L. S. (2000). Coordinating expertise in software development teams. *Management Science*, 46, 1554-1568.
7. Cannon-Bowers, J. A., & Eduardo, S. (2001). Reflections on shared cognition. *Journal of Organizational Behavior*, 22, 195-202.

8. Lewis, K. (2004). Knowledge and performance in knowledge-worker teams: A longitudinal study of transactive memory systems. *Management Science*, 50(11), 1519-1533.
9. Brandon, D. P., & Hollingshead, A. B. (2004). Transactive Memory Systems in Organizations: Matching Tasks, Expertise, and People. *Organization Science*, 15(6), 633-644.
10. Ren, Y., K. M. Carley, L. Argote. (2006). The contingency effects of transactive memory: When is it more beneficial to know what others know? *Management Science*, 52(5), 671-682.

### **Week 6: Knowledge and IT (2): Practice view**

1. Brown, J. S., & Duguid, P. (1991). Organizational Learning and Communities of Practice: Toward a Unified View of Working, Learning, and Innovation. *Organization Science*, 2(1), 40-57.
2. Boland, R. J., & Tenkasi, R. V. (1995). Perspective Making and Perspective Taking in Communities of Knowing. *Organization Science*, 6(4), 350-372.
3. Pentland, B. T. (1995). Information Systems and Organizational Learning: The Social Epistemology of Organizational Knowledge Systems. *Accounting, Management and Information Technology*, 5(1), 1-21.
4. Cook, S.D.N. & Brown, J.S. (1999). Bridging Epistemologies: The Generative Dance between Organizational Knowledge and Organizational Knowing. *Organization Science*, 10(4), pp. 381-400.
5. Orlikowski, W. J. (2002). Knowing in Practice: Enacting a Collective Capability in Distributed Organizing. *Organization Science*, 13(3), 249-273.
6. Carlile, P. R. (2002). A Pragmatic View of Knowledge and Boundaries: Boundary Objects in New Product Development, *Organization Science*, 13(4), 442-455.
7. Markus, M. L., A. Majchrzak, et al. (2002) "A design theory for systems that support emergent knowledge processes." *MISQ* 26(3), 179-212.
8. Levina, N., & Vaast, E. (2005). The emergence of boundary spanning competence in practice: Implications for implementation and use of information systems. *MIS Quarterly*, 29(2), 335-363.
9. Wasko, M. M., & Faraj, S. (2005). Why should I share? Examining social capital and knowledge contribution in electronic networks of practice. *Mis Quarterly*, 29(1), 35-57.
10. Garud, R., & Kumaraswamy, A. (2005). Vicious and virtuous circles in the management of knowledge: The case of Infosys technologies. *MIS Quarterly*, 29(1), 9-34.

### **Week 7: Knowledge and IT (3): Knowledge management**

1. Nonaka, I. (1994). A Dynamic Theory of Organizational Knowledge Creation. *Organization Science*, 5(1), 14-37.
2. Szulanski, G. (1995). Unpacking stickiness: An empirical investigation of the barriers to transfer best practice inside the firm. *Academy of Management Journal*, 437-441.
3. Hansen, M. T. (1999). The search-transfer problem: The role of weak ties in sharing knowledge across organization subunits. *Administrative Science Quarterly*, 44, 82-111.
4. Hansen, M. T., & Haas, M. R. (2001). Competing for attention in knowledge markets: Electronic document dissemination in a management consulting company. *Administrative Science Quarterly*.
5. Alavi, M., & Leidner, D. E. (2001). Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues. *MIS Quarterly*, 25(1), 107-136.
6. Schultze, U., & Leidner, D. E. (2002). Studying Knowledge Management in Information Systems Research: Discourses and Theoretical Assumptions. *MIS Quarterly*, 26(3), 213-242.
7. Hansen, M. T. (2002). Knowledge networks: Explaining effective knowledge sharing in multiunit companies. *Organization Science*, 13(3), 232-248.
8. Argote, L., & McEvily, B. (2003). Managing Knowledge in Organizations: An Integrative Framework and Review of Emerging Themes, *Management Science*, 49(4), 571-582.
9. Poston, R., & Speier, C. (2005). Effective use of knowledge management systems: A process model of content ratings and credibility indicators. *MIS Quarterly*, 29(2), 221-244.

10. Yoo, Y., Lyytinen, K. & Heo, D. Forthcoming. Closing the gap: Toward a Process Model of Post-Merger Knowledge Sharing, *Information Systems Journal*.

### **Week 8: Ubiquitous computing**

1. Weiser, M. (1991). The computer for the twenty-first century. *Scientific American*, 265(3), 94-104.
2. Bellotti, V., & Bly, S. (1996). *Walking away from the desktop computer: Distributed collaboration and mobility in a product design team*. Paper presented at the CSCW '96, Cambridge, MA.
3. Luff, P., & Heath, C. (1998). *Mobility in Collaboration*. Paper presented at the CSCW '98, Seattle, WA.
4. Banavar, G., Beck, J., Gluzberg, E., Munson, J., Sussman, J., & Zukowski, D. (2000). *Challenges: An application model for pervasive computing*. Paper presented at the the Sixth Annual ACM/IEEE International Conference on Mobile Computing and Networking.
5. March, S., Hevner, A., & Ram, S. (2000). An agenda for information technology research in heterogeneous and distributed environments. *Information Systems Research*, 11(4), 327-341.
6. Dourish, P. (2001). Seeking foundation for context-aware computing. *Human-Computer Interactions*, 16(2-3), 229-241.
7. Kakihara, M., & Sorensen, C. (2002). *Mobility: An extended perspective*. Paper presented at the 35th Hawaii International Conference on System Sciences.
8. Lyytinen, K., & Yoo, Y. (2002). The next wave of *Nomadic Computing*. *Information Systems Research*, 13(4), 377-388.
9. Lyytinen, K., & Yoo, Y. (2002). Issues and Challenges in Ubiquitous Computing. *Communications of the ACM*, 45(12), 63-65.
10. Hong, S.-J., & Tam, K. Y. (2006). Understanding the adoption of multipurpose information appliances: The case of mobile data services. *Information Systems Research*, 17(2), 162-179.

### **Week 9: Virtual teams**

1. Jarvenpaa, S. L., & Leidner, D. E. (1999). Communication and trust in global virtual team. *Organization Science*, 10(6), 791-865.
2. Majchrzak, A., Rice, R. E., Malhotra, A., King, N., & Ba, S. (2000). Technology Adoption: The Case of a Computer-Supported Inter-Organizational Virtual Team. *MIS Quarterly*, 24(4), 569-600.
3. Cramton, C. (2001). The Mutual Knowledge Problem and Its Consequences for Dispersed Collaboration. *Organization Science*, 12, 346-371.
4. Malhotra, A., Majchrzak, A., Carman, R., & Lott, V. (2001). Radical Innovation without Collocation: A Case Study at Boeing-Rocketdyne. *MIS Quarterly*, 25(2), 229.
5. Kanawattanachai, P., & Yoo, Y. (2002) The dynamic nature of trust in virtual teams. *Journal of Strategic Information Systems*, 11:3-4, 187-213.
6. Alavi, M., Marakas, G., & Yoo, Y. (2002). A comparative study of technologies for distance learning. *Information Systems Research*, 13:4, 404-415.
7. Griffith, T.L., Sawyer, J.E. & Neale, M.A. (2003). Virtualness and Knowledge in Teams: Managing the Love Triangle of Organizations, Individuals, and Information Technology. *MIS Quarterly*, 27(2), 265-287.
8. Yoo, Y., & Alavi, M. (2004) Emergent leadership in virtual teams: What do emergent leaders do? *Information and Organization*, 14:1, 27-58.
9. Jarvenpaa, S. L., Shaw, T. R., & Staples, D. S. (2004). Toward Contextualized Theories of Trust: The Role of Trust in Global Virtual Teams. *Information Systems Research*, 15(3), 250-267.
10. Kanawattanachai, P., & Yoo, Y. Forthcoming. The impact of knowledge coordination on virtual team performance over time. *MIS Quarterly*.

## Week 10: IT infrastructure

1. Star, S. L., & Griesemer, J. R. (1989). Institutional ecology, 'translations' and boundary objects: Amateurs and professionals in Berkeley's Museum of Vertebrate Zoology, 1907-39. *Social Studies of Science*, 19, 387-420.
2. Star, S. L., & Ruhleder, K. (1996). Steps toward an ecology of infrastructure: Design and access for large information spaces. *Information Systems Research*, 7(1), 111-134.
3. Ciborra, C. (1999) From control to drift: the dynamics of corporate information infrastructures. New-York: Oxford University press. (Introduction).
4. Star, S. L. (2000) Infrastructure and ethnographic practice. *Scandinavian Journal of Information Systems*, 14, 2, 107-122.
5. Sambamurthy, V., & Zmud, R. W. (2000). Research commentary: The organizing logic for an enterprise IT activities in the digital era-A prognosis of practice and a call for research. *Information Systems Research*, 11(2), 105-114.
6. Sia, S.K., Tang, M. Soh, C., Boh, W.F., (2002) "Enterprise systems resource planning (enterprise systems) systems as a technology of power: empowerment or panoptic control?" *The DATA BASE for Advances in Information Systems*, Winter 2002, Vol.33, No.1
7. Gosain, Sanjay, (2004) "Enterprise systems Information Systems as Objects and Carriers of Institutional Forces: The New Iron Cage?" *Journal of the Association for Information Systems* Vol.5 No.4 pp. 151-182, April 2004
8. Soh, C., & Sia, S.K. (2004) "An Institutional Perspective on Sources of ERP Package – Organization Misalignments," *Journal of Strategic Information Systems* 13, 375-397.
9. Fichman, R. G. (2004). Real options and IT platform adoption: Implications for theory and practice. *Information Systems Research*, 15(2), 132-154.
10. Boudreau, Marie-Claude; & Robey, Daniel; (2005) "Enacting Integrated Information Technology: A Human Agency Perspective," *Organisation Science* vol.16 no.1, January-February 2005, pp.3-18.

## Week 11: Coordination and IT

1. Argote, L. (1982). Input Uncertainty and Organizational Coordination in Hospital Emergency Units, *Administrative Science Quarterly*, 27, 420-434.
2. Bardram, J. E. (2000). Temporal Coordination: On Time and Coordination of Collaborative Activities at a Surgical Department. *Computer Supported Cooperative Work*, 9, 157-187.
3. Crowston, K. (1997). A Coordination Theory Approach to Organizational Process Redesign. *Organization Science*, 8(2), 157-175.
4. Faraj, S., & Xiao, Y. (2005). Coordination in Fast Response Organizations, *Management Science*, forthcoming.
5. Heath, C., & Luff, P. (1992). Collaboration and Control: Crisis Management and Multimedia Technology in London Underground Control Rooms. *Computer Supported Cooperative Work*, 1(1-2), 69-94.
6. Kraut, R. E., & Streeter, L. A. (1995). Coordination in Software Development, *Communications of the ACM*, 38(3), 69-81.
7. Malone, T. W., & Crowston, K. (1994). The Interdisciplinary Study of Coordination. *ACM Computing Surveys*, 26(1), 87-119.
8. Massey, A., Montoya-Weiss, M. M., & Hung, Y. (2003). Because Time Matters: Temporal Coordination in Global Project Teams. *Journal of Management Information Systems*, 19(4), 129-155.
9. Van de Ven, A. H., Delbecq, A. L., & Koenig, R. (1976). Determinants of Coordination Mode within Organizations, *American Sociological Review*, 41(2), 322-338.

## Week 12: Time and IT

1. Barley, S. R. (1988). On Technology, Time, and Social Order: Technically Induced Change in the Temporal Organization of Radiological Work. In F. A. Dubinskas (Ed.), *Making Time: Ethnographies of High-Technology Organizations* (pp. 123-169). Philadelphia: Temple University Press.
2. Gersick, C. J. G. (1989). Marking time: Predictable transitions in task groups. *Academy of Management Journal*, 32(2), 274-309.
3. Gersick, C. J. G., & Hackman, J. R. (1990). Habitual routine in task-performing groups. *Organizational Behavior and Human Decision Processes*, 47(1), 65-97.
4. McGrath, J. E. (1991). Time, Interaction, and Performance (TIP): A Theory of Groups. *Small Group Research*, 22(2), 147-174.
5. Lee, H., & Liebenau, J. (2000). Temporal Effects of Information Systems on Business Processes: Focusing on the Dimensions of Temporality. *Accounting, Management and Information Technologies*, 10, 157-185.
6. Lee, H., & Sawyer, S. (2002). Conceptualizing Time and Space: Information Technology, Work, and Organization. In the *Proceedings of Twenty-Third International Conference on Information Systems (ICIS)*, Barcelona, Spain.
7. Orlikowski, W. J., & Yates, J. (2002). It's about Time: Temporal Structuring in Organizations. *Organization Science*, 13(6), 684-700.
8. Yakura, E. K. (2002). Charting Time: Timelines as Temporal Boundary Objects. *Academy of Management Journal*, 45(5), 956-970.
9. Sarker, S., & Sahay, S. (2004). Implications of Space and Time for Distributed Work: An Interpretive Study of US-Norwegian Systems Development Teams. *European Journal of Information Systems*, 13, 3-20.
10. Shen, Z., Lyytine, K., and Yoo, Y. (2007). Doing time in groups: A review of time research in groups interacting with information and communication technology. Working Paper, Temple University.

## Week 13: Open source

1. O'Reilly, T. (1999). Lessons from Open Source Software Development, *Communications of the ACM* 42(4), 33-37.
2. Bergquist, M., and Ljungberg, J. (2001). The power of gifts: organizing social relationships in open source communities, *Information Systems Journal*, 11(4), 305-320.
3. Kogut, B. & Metiu, A. (2001). Open-Source Software Development and Distributed Innovation. *Oxford Review of Economic Policy*, 17(2), 248-264
4. Lee, G.K., and Cole, R.E. (2003). From a firm-based to a community-based model of knowledge creation: The case of the Linux kernel development, *Organization Science* 14(6), 633-649.
5. Mockus, A., Fielding, R., and Herbsleb, J.D. (2002). Two Case Studies of Open Source Software Development: Apache and Mozilla, *ACM Transactions on Software Engineering and Methodology* 11(3), 309-346.
6. von Hippel, E., and von Krogh, G. (2003). Open source software and the "private-collective" innovation model: Issues for organization science, *Organization Science*, 14(2), 209-223.
7. Awazu, Y., and Desouza, K.C. (2004). Open knowledge management: Lessons from the open source revolution, *Journal of the American Society for Information Science and Technology*, 55(11), 1016-1019.
8. Stewart, K., & Gosain, S. (2006). The impact of ideology on effectiveness in open source software development teams. *MIS Quarterly*, 30(2), 291-314.
9. Stewart, K. K., Ammeter, A. P., & Maruping, L. M. (2006). Impacts of license choice and organizational sponsorship on user interest and development activity in open source software projects. *Information Systems Research*, 17(2), 126-144.

## Week 14: Network and IT

1. Abrahamson, E., and Rosenkopf, L. (1997). Social network effects on the extent of innovation diffusion: A computer simulation, *Organization Science* 8(3), 289-309.
2. Ahuja, M. K., & Carley, K. M. (1999). Network Structure in Virtual Organizations. *Organization Science*, 10(6), 741-757.
3. Barabasi, A.-L., & Albert, R. (1999). Emergence of scaling in random networks. *Science*, 286, 509-512.
4. Ahuja, G. (2000). Collaboration networks, structural holes, and innovation: A longitudinal study. *Administrative Science Quarterly*, 45, 425-455.
5. Butler, B. S. (2001) Membership Size, Communication Activity, and Sustainability: The Internal Dynamics of Networked Social Structures. *Information Systems Research*, 12(4), 346-362.
6. Tsai, W.P. (2001). Knowledge transfer in intraorganizational networks: Effects of network position and absorptive capacity on business unit innovation and performance, *Academy of Management Journal*. 44(5), 996-1004.
7. Borgatti, S., and Foster, P.C. (2003). The network paradigm in organizational research: A review and typology, *Journal of Management*, p 991.
8. Borgatti, S.P., and Cross, R. (2003). A relational view of information seeking and learning in social networks," *Management Science*, 49(4), 432-445.
9. Brass, D. J., Galaskiewicz, J., Greve, H. R., & Tsai, W. P. (2004). Taking stock of networks and organizations: A multilevel perspective. *Academy of management Journal*, 47(6), 795-817.
10. Parkhe, A., Wasserman, S., & Ralston, D. (forthcoming). New frontiers in network theory development. *Academy of Management Review*.