

GREAT MINDS IN MANAGEMENT

THE PROCESS OF THEORY DEVELOPMENT

Edited by
KEN G. SMITH
and
MICHAEL A. HITT

OXFORD
UNIVERSITY PRESS

CONTENTS

<i>List of Figures</i>	ix
<i>List of Tables</i>	x
<i>Acknowledgements</i>	xi
<i>List of Contributors</i>	xii
1. Introduction: The Process of Developing Management Theory	1
MICHAEL A. HITT AND KEN G. SMITH	

PART I INDIVIDUALS AND THEIR ENVIRONMENT

2. The Evolution of Social Cognitive Theory	9
ALBERT BANDURA	
3. Image Theory	36
LEE R. BEACH AND TERENCE R. MITCHELL	
4. The Road to Fairness and Beyond	55
ROBERT FOLGER	
5. Grand Theories and Mid-Range Theories: Cultural Effects on Theorizing and the Attempt to Understand Active Approaches to Work	84
MICHAEL FRESE	
6. Upper Echelons Theory: Origins, Twists and Turns, and Lessons Learned	109
DONALD C. HAMBRICK	
7. Goal Setting Theory: Theory Building by Induction	128
EDWIN A. LOCKE AND GARY P. LATHAM	

8. How Job Characteristics Theory Happened	151
GREG R. OLDHAM AND J. RICHARD HACKMAN	
9. Do Employee Attitudes towards Organizations Matter? The Study of Employee Commitment to Organizations	171
LYMANW. PORTER, RICHARD M. STEERS AND RICHARD T. MOWDAY	
10. Developing Psychological Contract Theory	190
DENISE M. ROUSSEAU	
11. The Escalation of Commitment: Steps toward an Organizational Theory	215
BARRY M. STAW	
12. On the Origins of Expectancy Theory	239
VICTOR H. VROOM	

PART II BEHAVIOR OF ORGANIZATIONS

13. Double-Loop Learning in Organizations: A Theory of Action Perspective	261
CHRIS ARGYRIS	
14. Where does Inequality Come from? The Personal and Intellectual Roots of Resource-Based Theory	280
JAY B. BARNEY	
15. Organizational Effectiveness: Its Demise and Re-emergence through Positive Organizational Scholarship	304
KIM CAMERON	
16. Managerial and Organizational Cognition: Islands of Coherence	331
ANNE S. HUFF	
17. Developing Theory about the Development of Theory	355
HENRY MINTZBERG	
18. Managing Organizational Knowledge: Theoretical and Methodological Foundations	373
IKUJIRO NONAKA	

19. The Experience of Theorizing: Sensemaking as Topic
and Resource 394
KARL E. WEICK

PART III ENVIRONMENTAL CONTINGENCIES AND ORGANIZATIONS

20. The Development of Stakeholder Theory: An Idiosyncratic
Approach 417
R. EDWARD FREEMAN
21. Developing Resource Dependence Theory: How Theory is
Affected by its Environment 436
JEFFREY PFEFFER
22. Institutional Theory: Contributing to a Theoretical Research
Program 460
W. RICHARD SCOTT
23. Transaction Cost Economics: The Process of Theory
Development 485
OLIVER E. WILLIAMSON
24. Developing Evolutionary Theory for Economics and
Management 509
SIDNEY G. WINTER
25. An Evolutionary Approach to Institutions and
Social Construction: Process and Structure 547
LYNN G. ZUCKER AND MICHAEL R. DARBY
26. Epilogue: Learning to Develop Theory from the Masters 572
KEN G. SMITH AND MICHAEL A. HITT
- hdex* 589