

Contents

Contributors, xv

1. Organizational Hierarchies and Evolutionary Processes: Some Reflections on a Theory of Organizational Evolution 3
Joel A. C. Baum and Jitendra Singh

Part I Introductory Essays

2. How Individual and Face-to-Face-Group Selection Undermine Firm Selection in Organizational Evolution 23
Donald T. Campbell
3. The Evolution of Evolution 39
James G. March

Part II Intraorganizational Evolution

4. An Intraorganizational Ecological Perspective on Managerial Risk Behavior, Performance, and Survival: Individual, Organizational, and Environmental Effects 53
Robert A. Burgelman and Brian S. Mittman
5. Seeking Adaptive Advantage: Evolutionary Theory and Managerial Action 76
Anne S. Miner
6. Organizing for Continuous Improvement: Evolutionary Theory Meets the Quality Revolution 90
Sidney G. Winter

COMMENTARIES

- Turning Evolution Inside the Organization 109
Marshall W. Meyer
- Evolution, Externalities and Managerial Action 117
Zur Shapira

Part III Organizational Evolution

7. Evolutionary Processes and Patterns of Core Business Change 127
Ari Ginsberg and Joel A. C. Baum
8. The Ecological Dynamics of Organizational Change: Density and Mass
Dependence in Rates of Entry into New Markets 152
Heather A. Haveman
9. Surviving Schumpeterian Environments: An Evolutionary Perspective 167
Daniel A. Levinthal
10. Mimetic Learning and the Evolution of Organizational Populations 179
Stephen J. Mezias and Theresa K. Lant

COMMENTARIES

- Taking on Strategy, 1-2-3 199
Charles J. Fombrun
- On Behalf of Naïveté 205
William H. Starbuck

Part IV Population Evolution

11. Minimalism, Mutualism, and Maturity: The Evolution of the American Trade
Association Population in the 20th Century 223
Howard E. Aldrich, Catherine R. Zimmer, Udo H. Staber, and John J. Beggs
12. Disruptive Selection and Population Segmentation: Interpopulation
Competition as a Segregation Process 240
Terry L. Amburgey, Tina Dacin, and Dawn Kelly
13. Externalities and Ecological Theory: Unbundling Density Dependence 255
Jacques Delacroix and Hayagreeva Rao
14. Resource Partitioning and Foundings of Banking Cooperatives in Italy 269
John Freeman and Alessandro Lomi
15. The Evolution of Socially Contingent Rational Action: Effects of Labor Strikes
on Change in Union Founding in the 1880s 294
Lynne G. Zucker and Ita G. G. Kreft

COMMENTARIES

- Evolution and Organizational Science 314
Bill McKelvey
- Progress and Problems in Population Ecology 327
David J. Tucker

Part V Community Evolution

16. The Liability of Collective Action: Growth and Change Among Early American Telephone Companies 337
William P. Barnett
17. Density-Independent Selection and Community Evolution 355
Jack W. Brittain
18. Organization-Environment Coevolution 379
Joel A. C. Baum and Jitendra V. Singh
19. The Coevolution of Technology and Organization 403
Lori Rosenkopf and Michael L. Tushman
20. The Coevolution of Technical and Institutional Events in the Development of an Innovation 425
Andrew H. Van de Ven and Raghu Garud

COMMENTARIES

- The Challenge of Community Evolution 444
Paul J. DiMaggio
- On the Concept of "Organizational Community" 451
Joseph Porac

References 457

Index 491