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real, a sociological exploration of this cultural shift will likely be the subject of many future books.

Renshaw seems to have written *Kimono in the Boardroom* to illustrate the compelling story of female Japanese managers today. In many ways, the book unfolds as a composite biographical sketch, toggling between ancient Japan and modern organizational challenges. While interesting to read, the style contributes to the shortcoming of the book. The interview-based research does not have a sound theoretical base. Rather, the interviewees' experiences serve to illustrate Renshaw's personal interpretation of the state of professional Japanese women. This shortcoming will resonate more with academic readers than with practitioners. While lacking in rigor, both academics and practitioners alike should nevertheless find the book interesting and very revealing. Renshaw does achieve her goal in making successful professional Japanese women highly visible to the business community.

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The Demography of Corporations and Industries.

Glenn R. Carroll and Michael T. Hannan. Princeton, NJ: Princeton University Press, 2000. 490 pp. \$55.00.

This volume is both a systematic restatement and extension of organizational ecology. The title signals Carroll and Hannan's emphasis on the continuity between "the theory, models and methods of general demography with those of comparable investigations of the organizational world" (p. xx). It is also motivated by the recognition that much of the published work in organizational ecology has a demographic flavor and focuses on "variations in vital rates for organizational populations: founding rates, merger rates, and disbanding rates" (Hannan and Freeman, 1989: 14). The demographic perspective directs attention to causes and consequences of organizational diversity in "whole populations and communities of corporations" and in particular, to the "ways industries develop over time through processes of organizational founding, growth, decline, transformation and mortality" (p. xx).

This engagingly written book is a rich lode of ideas for the beginner and the advanced student but is best read sequentially by the beginner. Part 1 lays out the case for corporate demography: chapter 1 is an invitation to the world of organizations, chapters 2 and 3 summarize and situate the demographic perspective in a historical context, and chapter 4 offers cutting-edge thinking on organizational forms as identities. Part 2 is the best presentation of methods to date in the literature: chapter 5 defines observation plans, chapters 6 and 7 present event-history designs and simulation designs, and chapter 8 discusses demographic data sources. Part 3 covers the terrain of population ecology: chapter 9 deals with imprinting, chapters 10 and 11 discuss density-dependent

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legitimation and competition, and chapter 12 unpacks segregating processes with an exclusive emphasis on resource partitioning and size-localized competition. Part 4 focuses on organizational processes: chapter 13 revisits age dependence, chapter 14 reexamines size dependence, chapter 15 illuminates initial mobilizing, and chapter 16 outlines theory and research on structural inertia. Part 5 develops selected implications: chapter 17 reconsiders the issues of adaptation and selection, chapter 18 considers the effect of regulation, chapter 19 delineates the effects of corporate demography on careers, and chapter 20 is a coda on organizational diversity.

The Demography of Corporations and Industries represents a rich extension of the foundational volume, *Organizational Ecology* by Hannan and Freeman (1989), in five respects. First, the established axiom of age dependence in death rates is reconsidered in a fresh light with the use of logical formalization, a powerful new weapon in the arsenal of organizational ecology. Carroll and Hannan lucidly discuss how initial endowments, imprinting effects, and positional advantage underlie age dependence in death rates and formalize the scope conditions of the liabilities of newness, adolescence, obsolescence, and senescence. For me, this chapter stood out as a luminous example of theory construction using the tools of logical formalization. Second, Carroll and Hannan revisit the nettlesome issue of organizational forms and outline a new account of organizational forms. *Organizational Ecology* emphasized the boundaries of forms and directed attention to segregating and blending mechanisms. By contrast, Carroll and Hannan assert that forms are organizational identities based on genetic and penal codes that are enforced by external and internal observers who respond to code violations with sanctions. An arresting implication is that an industry such as brewing may persist for hundreds of years, but populations of brewers change as new forms such as brewpubs and microbreweries appear on the horizon and old forms disappear. So industry persistence may conceal extraordinary turnover in organizational forms. Third, there is a striking difference in the two books' accounts of segregating processes. While *Organizational Ecology* gave prominence to how institutional processes were critical in the segregation of organizations, Carroll and Hannan depict resource partitioning and size-localized competition as segregating processes, but they are careful to show how resource partitioning may be premised on identity movements and institutional dynamics. Fourth, *The Demography of Corporations and Industries* describes the effects of corporate demography on the social structure of individual careers and, in particular, the effects of vital rates on job creation, dissolution, and individual mobility. In doing so, it opens up promising avenues for invigorating contact between corporate demography and the study of labor markets and inequality. Finally, *Organizational Ecology* presented theory discursively, but Carroll and Hannan present theory through the adroit use of logical formalization. The powers of logical formalization not only come alive, as mentioned earlier, in their discussion of age dependence in death rates but also in their account of structural inertia and adaptation and selection among corporations.

The Demography of Corporations and Industries is a compelling contribution that is destined to be a mandatory addition to the bookshelves of the beginner and the advanced scholar and a testament to the vigor and reach of the ecological program of research. But Carroll and Hannan also succeed in whetting the appetite of readers. Thus, I found the discussion of organizational forms as identities to be a tantalizing overture to institutional theory and social movement theory and wished that the authors had provided a more detailed accounting of how organizations influence evaluators and how there is endogeneity in the enforcement of identities. Similarly, they provocatively suggest that a demographic approach to public policy would assess stakeholder issues at the industry or community level, and I found myself seeking to learn more about when and how a community-wide distribution of social costs and benefits was more consequential than a company-wide distribution of social costs and benefits. Finally, they outline intriguing connections between demography and inequality, and I found myself asking for an elaboration of how vital rates influence sorting and ranking in personnel markets. But then a hallmark of a superb accomplishment is making the reader want and wait for more.

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REFERENCE

Hannan, M. T., and J. Freeman
1989 *Organizational Ecology*. Cambridge, MA: Harvard University Press.

Management Gurus and Management Fashions.

Brad Jackson. New York: Routledge, 2001. 208 pp. \$29.95, paper.

Why would bright, well-educated managers under intense pressure to "get it right" line up like lemmings to jump on one sure-fire, can't-miss panacea after the other? The list includes TQM, Theory Z (and Y and X), Management by Objectives, Zero-Based Budgeting, MBWA, Matrix Management, Kaiban, One-Minute Managing, Business Process Reengineering, Excellence, Outsourcing, Empowerment, JIT, and Benchmarking, to name a few of the more prominent "flavors of the month." Brad Jackson charts the familiar trajectories: an electric rise to prominence followed by progressive decline and often vitriolic backlash. Despite the contagious enthusiasm these movements seem to inspire, numerous surveys show that about three out of four managers end up disappointed with the results. What is most puzzling is that this disappointment only seems to whet their appetites for the next hot innovation.

The puzzle is compounded, Jackson notes, by the curious reluctance of academics to look carefully at what most disdain as so much snake oil, as if taking these "silver bullets"