Background

- What is “management and organizations,” anyway?
  - Micro: individuals and groups as units of analysis
  - Macro: organizations, networks, industries as units of analysis

- My question: how has the place of the large corporation in American society evolved since the 1980s?
  - Dissertation: “Agents without principles? The spread of the poison pill through the intercorporate network”
  - Latest book: Managed by the markets: How finance re-shaped America

Background

The Rise and Fall of Finance and the End of the Society of Organizations
by Gerald F. Davis

Executive Overview
Large corporations were a dominant force in American society for generations through their employment practices, expansion choices, and community connections. As the United States has shifted to a post-industrial economy, however, finance has increasingly taken center stage. This article documents shifts in corporate employment, institutional investment, corporate organization, financial services, governments, and household ties to financial markets over the past three decades. I argue that all these shifts can be seen as part of an interconnected movement toward a finance-centered economy, and that the recent economic downturn can be viewed as one outcome of this broader movement.
Lessons from graduate school:
What not to do

Moving in and getting lost

• The value of a liberal education
• Applying oneself effectively
• A Beverly Hillbilly in Northern California
Moving in and getting lost

- The value of a liberal education
- Applying oneself effectively
- A Beverly Hillbilly in Northern California
- Finding one’s own corner of the big (round) tent

Choosing a research approach:
“Now, discover your weaknesses”

- Survey research
- Interviews
- Lab experiments
- Fieldwork
- Merging monster datasets and running regressions on them

“When I was your age…”
Where did the data come from?


Moody’s Industrial Manual (hand-coded)
Current Population Survey (Jan. ‘83; calculated by industry)
Spectrum 13F ownership directory (1980; hand-coded)
Standard & Poor’s Directory (1982; hand-coded, cleaned, compiled into network measures)

Time to completion: 4 years (1988-92)

Research question: How intercorrelated are the most prevalent measures of corporate size? How has this changed over time for US firms?
Lessons from 20 years as a professor: What not to do, part 2

Lessons learned badly

- Previewing the career: no rest for the wicked
- Do what you hate
- We’re all temps
- Know who your audience is not
- Don’t throw anything away
- Everything has an implicit template
- The Amway approach to doctoral education

The business school as an estuary

B-school co-author network, 2000-2005
Disciplines in which I’ve served on dissertation committees at Michigan

• Management & Organizations
• Strategy
• Accounting
• Sociology
• Political Science
• Psychology
• Social Work
• English Literature
• Information
• Architecture
• Education
• Natural Resources
• Public Health
• Kinesiology

Disciplines I’ve done stuff in lately (alphabetically)


The Dow Jones 30 Industrials, 1987

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<th>Blue = in index in 1930</th>
<th>= gone by 2009</th>
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What’s next? The mashup approach to enterprise