Seminars 2007-2008

Spring Quarter 2008

May 19

Steve Barley, Charles M. Pigott Professor in the School of Engineering, Professor, Management Science and Engineering Director, Center for Work, Technology, and Organization and Debra Meyerson, Associate Professor of Education and, by courtesy, in the Graduate School of Business
Communication Technologies and Stress in Everyday Life

ABSTRACT Although the increasing volume of email and other work-related communications that people must handle are widely regarded as a growing source of stress in everyday life, researchers have yet to assess whether the use of these technologies actually predicts stress. Using a combination of quantitative and qualitative data, this paper provides such an assessment. As the literature would predict, we found that the more time people spent handling email, the greater their sense of being overloaded. But in contrast to expectations, we found no evidence that this relationship was mediated by increased work and furthermore, that handling large number of messages actually increased people's perceived ability to cope. To explain these contradictory findings we used interviews to explore norms for using media and how people interpret and experience the media they use. Doing so revealed that email's material properties, the norms and interpretations that surrounded its use, and the temporal properties of people's workdays combined to turn email into a cultural symbol of the demands of the modern workplace. As such, email obscures people's ability to recognize the effects of other communications activities on their everyday lives.

May 12

Misiek Piskorski, Harvard Business School **Networks as Covers** ABSTRACT Sociologists have extensively documented that networks influence market exchange through improved matching and vouching. In this paper, I propose that networks can also blunt the signal of market participation, as actors who are on the market surrounded by their network are pooled together with those who use their networks for other reasons. To control the clarity of that signal, actors would like to choose strategically whether to appear with their networks on the market. However, reality puts restrictions on their ability to do so. On-line social networks, where actors can always appear with their networks, alleviate these restrictions and make the pooling effect stronger. The consequences of greater pooling on-line differ by exchange type. For example, they are positive for actors who are looking for a job, but are already employed, and so cannot be seen as looking. By pooling

themselves with actors who are using on-line networks to utilize their social capital better, the employed job seekers can be on the market, while claiming that they are not. However, the greater pooling has negative consequences for actors who are single and earnestly looking for a spouse. In this market, it is important to signal capacity for commitment, so greater pooling of those who are there only for their friends with those who are ready to commit works against the latter. Data used to derive these arguments come from an extensive qualitative research project with various on-line social networks, recruiters, employees, as well as those who are looking for a job or for a relationship.

May 5

Huggy Rao, Atholl McBean Professor of Organizational Behavior and Human Resources; Morgan Stanley Director for the Center for Leadership Development and Research, Stanford Graduate Business School   **Red Rattinghood: Brokerage, Closure, and Negative Affiliations in Hollywood Blacklisting**

ABSTRACT Giacomo Negro, Emory University; Sasha Goodman, Stanford University; and Hayagreeva Rao, Stanford University Negative tie formation in social networks is an important but understudied phenomenon. This paper examines workers discrediting other workers by publicly labeling them as members of a negative category. There are two routes to being labeled: what a person does, and who they work with. The first path is largely under a worker's control, while the latter is mostly uncontrollable. We examine the famous investigations of the motion-picture industry by the House Committee on Un-American Activities at the dawn of the Cold War, when being labeled a communist meant being blacklisted and loosing the ability to work. There are two asymmetries in outcomes. More controllable actions (what a person does) have more power to explain labeling than less controllable actions (who they work with), yet less controllable actions still contribute to discrediting. Second, negative categories are potent enough to overcome the effects of observable positive categories.

April 21

Pino Audia, Associate Professor of Business Administration Tuck School of Business at Dartmouth College. **Competition Among U.S. Communities: A Network Analysis of Local Communities' Market Positions**

ABSTRACT We develop a conception of a community's market position and theorize how an important dimension of a community's market position, the extent to which a market position is crowded, influences its growth. We hypothesize that crowding limits growth and that this effect is conditional on the geographical proximity of communities that occupy a similar position in market space. We operationalize the conception of a community's market position using data about the geographical distribution of industries

and find support for these hypotheses in an examination of U.S. communities.

April 14

Julia Brandl, Department of Management, Vienna, University of Economics and Business Administration, Austria **Waiting for Success: The Persistence of a Permanently Failing Practice in a Rationalized Organization**

ABSTRACT How do evaluative practices become natural and everywhere in an organization? In this paper we integrate findings from previous empirical work on the adoption of evaluative practices in organizations with insights from institutional theory and social psychology research for advancing the understanding of possible states of evaluative practices within organizations and the processes through which organizations become permeated by evaluative practices. Our conceptual model suggests that once evaluative practices have gained a foothold in an organization, they tend to be applied to an increasing number of organizational problems and to become taken for granted. Key words Evaluative practices, audits, managerial accounting, institutional theory, organizations, diffusion, institutionalization, social psychology.

April 7

Sean Safford, Assistant Professor of Organizations and Markets at the University of Chicago's Graduate School of Business. **Searching for Silicon Valley in the Rust Belt: the Evolution of Innovation Infrastructures in Akron and RocSean Saffordhester**

ABSTRACT It is well established exogenous shocks create a context in which radical institutional change is possible. Yet, not all shocks lead to meaningful change. Many point to the role of "institutional entrepreneurs" to explain variation in trajectories of institutional change. Yet, few have examined cases where potential institutional entrepreneurs fail step into that role; or worse, where they step into it ineptly. This paper examines the role that institutional entrepreneurs (specifically research universities) played the evolution of institutions governing research, development and innovation in two well-matched cities—Akron, Ohio and Rochester, New York—to develop insight into how intermediaries—in this case, prominent local research universities—shape localized institutional arrangements governing innovation, research and development. I define two alternative approaches. One university employed a "fountain" approach which sought to insert itself into the network as a central hub filling the vacuum left by the withdrawal of major research-oriented companies in the region. The other followed a "forum" approach focused on building relationships among organizations. The fountain approach has resulted in greater degree of change than the forum approach. The challenges prevailing interpretations of the role of institutional entrepreneurs and points

toward new directions for further research.

March 31

Calvin Morrill, Professor and Chair, UC Irvine, Professor of Sociology, Criminology, Law & Society, and Business (Joint Scancor/WTO seminars (Work, Technology & Organizations): Management Science & Engineering (MS&E) **"Brown on Brown": The Institutional Conditioning of Racial Conflict in an Urban High School"*** ABSTRACT We analyze an incident of collective youth violence that occurred in an urban multiethnic high school and how it was conditioned by a dramatic institutional transformation of the school modeled in the vein of the "safe schools" movement of the late 20th and early 21st century in the U.S. The incident – which some students at the school dubbed a "brown on brown" fight because it involved four U.S.-born Chicanos and four Mexican-born youth – resulted in multiple injuries to the youths involved and mobilized security guards and teachers to prevent further escalation. At the time of the incident, the school was in the midst of institutional change that radically altered its regulatory and physical architectures with the intent to improve security and safety for its students, teachers and staff. Contrary to these intentions, the incident, what we call an "institutional accident" reveals how the school's transformation unsettled youth culture in practice, including the ways that youth manage peer conflict on their own terms, and reified and racialized social boundaries among youth. We analyze the incident with field data drawn from our multiyear project on youth conflict. Our paper has implications for research on and policy relevance to youth culture and conflict in schools, the institutional construction of racial boundaries in schools, and the criminalization of schools. * This is fully collaborative work with Michael Musheno (San Francisco State and UC Berkeley)

Winter Quarter 2008

March 17th

Philippe Monin, Professor, Strategic Management, EM Lyon, France and Grégoire Croidieu - EM Lyon **Why effective innovations sometimes don't diffuse: identity-based interpretation of appropriateness in Saint-Émilion, Languedoc, Piedmont and Golan Heights wine regions** ABSTRACT Cultural approaches to diffusion studies have widely demonstrated that appropriateness and effectiveness drive the diffusion of innovative practices, but failed to examine the case of effective but inappropriate innovative practices. To address this issue, we connect three independent streams of research. First, we build upon March and Olsen's

(1989) fundamental distinction between a logic of consequences, which espouses the idea of effectiveness, and the logic of appropriateness, which espouses the idea of identities. Second, we build on contributions by economic historians and geographers, who have stressed that identities are embedded into geographical spaces. Third, we build on population ecology scholars interested in identities and forms. Notably, we dimensionalize identities according to attributes including simplicity, specificity, sharpness, resonance and authenticity. Our research question is the following: *how (much) do regional identity sharpness, specificity, simplicity, resonance and authenticity influence the adoption (and diffusion) of effective innovative practices?* Our multi-case theoretical sample includes four extreme cases of failed diffusion of highly successful innovative practices: the Garage Wine in Bordeaux Saint-Émilion, the Fine Wine in Languedoc, the Cult Wine in Piedmont and the Kosher-less-Mevushal Wine in Golan Heights (Israel). These four regions exhibit very typical identities: Aristocracy, Working Class, Diversified Cropper or Mixed Farmer, and Jew, and organizational forms: Château, Cave Coopérative, Family Farm and Kibbutzim / Moshavim. Our findings suggest that the dimensions of identities associated to the identity-in-use: sharpness, authenticity and resonance, play a significant role in inhibiting the adoption, hence the diffusion, of else very effective innovative practices, while the dimensions of identity associated to the projected identity: simplicity and specificity, don't. Overall, our findings contribute to diffusion, population ecology and neo-institutional studies, and suggest that in the wine industry, sane persons are in touch with identity rather than in touch with reality.

March 3rd

Renate Meyer, Professor, Institute for Public Management, Wirtschaftsuniversitat Wien, Austria **Value management vs. values management: Contrasting logics or more of the same? Shareholder value and corporate responsibility in reporting activities of Austrian publicly listed corporations.** ABSTRACT Our research investigates how institutional logics competing for dominance influence and shape corporations' communicative practices within a single organizational field. We thereby focus on the simultaneous victory march of two management concepts that have been, with regard to underlying normative assumptions of corporate governance and the role of business in society, theorized to be in opposition to each other: shareholder value and corporate social responsibility. In more detail, we draw on data from a full set of Austrian publicly listed corporations, covering an observation period from 1990 until 2005. We show that the heterogeneity of practices does not necessarily bear witness of the coexistence of heterogeneity of logics but might equally point to comprehensive translation of hybridization processes increasing homogeneity within the field. Keywords: Heterogeneity; homogeneity; multiple institutional logics; shareholder value (SHV); corporate social responsibility (CSR); corporate governance (CG)

February 25th

Mary Blair-Loy, Associate Professor of Sociology, University of California San Diego **Work Devotion, Work and Family Responsibilities, and Overload-Imbalance: The Case of Women in Science and Technology Industries** ABSTRACT Overwork and work-life conflict are common among professional women, but previous quantitative studies have neglected the influence of culture on these experiences. This quantitative paper investigates how people's adherence to the work devotion schema, a cultural structure that elevates the meaningfulness of work and the energy it deserves, shapes their sense of overload-imbalance. Using data on women professionals in science and technology industries, we find that the embrace of the work devotion schema has direct and moderating effects on this outcome. The ideological frame of work devotion reduces the toll of tangible conditions like long hours and work pressures. This effect is curtailed for respondents with young children, perhaps because these mothers are also temporarily engulfed by the competing schema of family devotion.

February 11th

Beth Bechky, Associate Professor, Graduate School of Management, University of California Davis **The element of surprise: Responding to the unexpected through organizational bricolage** ABSTRACT Although the literature acknowledges that unexpected events can have significant consequences for organizations, there is little empirical investigation of how organizations respond to surprises. In this paper, we compare ethnographic data from two types of organizations that regularly deal with surprise, a police SWAT team and film production crews, to understand how they organize their activities to respond to surprise. We find that in these organizations, individuals respond to surprise by engaging in organizational bricolage, a form of 'making do' that emphasizes the reorganization of activities, in three forms: correcting, role-shifting, and updating understanding and altering action. Such organizational bricolage depends on the sociocognitive resources that group members develop by building cross-member expertise, explicitly reinforcing task activities, and roughing out the work.

February 4th

Rodolphe Durand, Associate Professor, Dept of Stratégie et Politique d'Entreprise, HEC School of Management, Paris, France **Strategic antecendents of institutional re-ordering** ABSTRACT In this paper, we argue that firms perform an instrumental role in epitomizing and reshuffling the institutional logics available in their field. We investigate what are the antecedents of two broad categories of strategic choices: choices that reinforce

the existing institutional order (order-reinforcing changes or ORC) and choices that weaken it (order weakening changes or OWC). We explore these issues in a study of 165 French industrial design agency over 14 years (728 observations), period during which three distinct logics were prevalent. Cultural, structural, and routine-based antecedents explain why organizations select either ORC or OWC. We discuss contributions for institutional theory research, organization theory, and evolutionary approaches of strategic management

January 28th

Marc Schneiberg, John C. Pock Professor of Sociology, Reed College **Embracing Market Liberalism? Community Organization, Embeddedness and Mutual Savings and Loan Conversions to Stock Company Form** ABSTRACT During the mid-1970s, mutual savings and loans banks began to convert en masse to for-profit corporations, embracing market logics in a field traditionally organized around mutualism and not-for-profit, community based provision. In this paper, we examine whether and how this transformation rested on local social structural conditions–networks, community solidarity and its decline, and preexisting associational structures within those communities. We proceed via event-history analyses of over 3700 mutual savings and loan banks, linking enterprise-level data on organizational form to state- and county-level data on community characteristics, civic, social and other membership associations, and the depth of economic associationalism in banking and other related sectors. In so doing, we contribute to a central agenda in economic and organizational sociology: understanding how local social structures—associations, networks, communities – sustain or shape forms of economic organization and trajectories of institutional change.

Autumn Quarter, 2007

December 3rd

David Frank, University of California, Irvine. **The University and World Society.** ABSTRACT For centuries, the processes of social differentiation associated with Modernity have often been thought to intensify the need for site-specific forms of role training and knowledge production, threatening the university's survival either through fragmentation or through failure to adapt. Other lines of argument emphasize the extent to which the modern system creates and relies on an integrated knowledge system, but most of the literature stresses functional differentiation and putative threats to the university. And yet over this period the university has flourished.   In our view,

this seeming paradox is explained by the fact that Modern society rests as much on universalistic cosmological bases as it does on differentiation. The university expands over recent centuries because – as it has from its religious origins – it casts cultural and human materials in universalistic terms. Our view helps explain empirical phenomena that confound standard accounts: the university's extraordinary expansion and global diffusion, its curricular and structural isomorphism, and its relatively unified structure. All of this holds increasingly true after World War II, as national state societies made up of citizens are increasingly embedded in a world society constituted of empowered individuals. The redefinition of society in global and individual terms reduces nationally bounded models of nature and culture, extends the pool of university beneficiaries and investigators, and empowers the human persons who are understood to root it all. The changes intensify universalization and the university's rate of worldwide growth. For the university's knowledge and knowers, and for the pedagogy that joins them together, the implications are many. The emerging societal context intensifies longstanding processes of cultural rationalization and ontological elaboration, yielding great expansions in what can and should be known, and in who can and should know. These changes in turn alter the menu of approved techniques for joining knowledge and knower as one. The "knowledge society" that results is distinguished by the extraordinary degree to which the university is linked to society. But it is also distinguished by the degree to which society is organized around the university's abstracted and universalized understandings of the world and its degree-certified graduates.

November 26th

Andrew Nelson, Management Science and Engineering, Stanford. **Institutional Convergence and the Diffusion of University- Versus Firm-Origin Technolgoies.** ABSTRACT   While scholarship on university technology transfer has grown exponentially in recent years, much of this literature rests upon a weak understanding of the actual processes and mechanisms by which university technologies spread beyond the organization - and of the ways in which these mechanisms differ from those for commercial firms. In this paper, I exploit the contrast between public and private science in order to explore how multiple institutional perspectives converge within the singular organizational settings of the university and the firm, and how this convergence shapes knowledge transfer. Empirically, I explore downstream developments building upon university- and firm-origin inventions in the biotechnology industry, which together led to 3,666 patents and 6,889 pubs involving more then 21,000 individuals from more than 3,100 organizations. I also draw upon archival analyses and upon 168 interviews with 77 different researchers. My results demonstrate the convergence of the public- and private-science perspectives within both universities and firms and highlight the role of personal networks in shaping how researchers balance these competing institutional perspectives. More generally, the results point to the

erosion of institutional norms surrounding the conduct of science and the role of informal personal ties in transcending institutional dichotomies and thereby fostering hybrid organizational forms.

November 18th

Siobhán O'Mahony, University of California at Davis **Nexus Work: Managing Ambiguity in Market-Based Creative Projects.** ABSTRACT In highly uncertain market contexts (Baker & Faulkner, 1991; Bielby & Bielby, 1999; Jones, 1996), the development of creative products is often organized around market-based projects-- temporary organizing efforts deliberately established for a limited purpose that dissolve upon completion (Baker et al., 1991; Bielby et al., 1999; Jones, 1996). We find that, in market-based projects, individuals central to the project perform a critical nexus role: they must integrate contributions from different types of experts in order to develop a creative product. Prior research has identified the importance of the brokerage role, but brokers, as currently theorized, are viewed more as conduits rather than integrators of ideas. With ethnographic study of music producers in a nexus role, we find that part of the job of integrating creative ideas is to manage three different types of ambiguity. By examining how nexus actors respond to each type of ambiguity, we develop a richer grounded theoretical explanation of one type of brokerage role – nexus work that is critical to managing creative projects in a market context.

November 12th

Philippe Lorino, ESSEC Graduate Business School. **Process Based Management and the Key Role of Collective Activity in Organizational Learning. The Case of Work Safety in the Construction Industry.** ABSTRACT Abstract The notion of "process", which describes the cooperation of heterogeneous practices for a given output, has gained a major position in managerial practices for the last twenty-five years. This success shows the key role of "conjoint" (as opposed to "common") collective activity in organizational learning. Conjoint collective activity is dialogical: activities are always "addressed to" and never strictly individual. It is mediated by semiotic systems, like languages, tools and management systems. To analyze it, the paper recurs to Vygotsky's theory of activity and Bakhtin's theory of dialogism. Organisational learning is neither based on objective artefacts, nor on the actors' individual subjectivity, but rather on the reflexive understanding and redesign of collective activity by actors, in an ongoing inquiry. This collective inquiry enacts a specific social, spatial, and temporal process perimeter, the process "chronotope". This theoretical framework is tested in a case study about safety in the construction industry. The conclusion summarizes the theoretical, epistemological and practical issues involved in this research. Key words: activity, collective activity, dialogism, inquiry, learning, pragmatism,

process, semiotic mediation, work safety.

November 6th
Nick Switanek, Graduate School of Business, Stanford. **Oppositional identity and ideological competition among modern U.S. environmental movement organizations.**

October 29th
Eero Vaara, Swedish School of Economics **A critical discursive perspective on the legitimation of shutdown decisions.**

October 22nd
Bill Barnett, Graduate School of Business, Stanford University. **Privilege versus Merit: The Senators Sons' Problem.**

October 15th
Örjan Sölvell, Stockholm School of Economics, and Göran Lindqvist, Stockholm School of Economics **Why is EU Competitiveness Lagging in the US? Comparing Specialization Patterns of Industrial Activity Across Cluster Categories.** ABSTRACT Many studies have concluded that Europe needs to improve its innovation environment in order to sustain a high and rising standard of living. Europe is particularly weak in the transformation of science into new products and services. But, it also needs to improve the creation of new knowledge through rising levels of R&D. Furthermore, in spite of 50 years of integration efforts, fragmenting forces are still prevalent, preventing restructuring of industries and increased geographical specialization. Over two to three decades, Europe has fallen further behind the United States and increasingly also leading Asian countries. The most recent data on economic performance and innovation shows a cyclical upswing, but there is little reason to believe that this improvement signals the fundamental trend change which is required to fulfill the Lisbon strategy of making Europe the most competitive knowledge driven region in the world. There is now plenty of evidence to suggest that innovation and economic growth is heavily geographically concentrated. Clusters—regional concentrations of specialized companies, markets and institutions, linked through networks and spillovers—provide an environment conducive to innovation. Regions with strong cluster portfolios are hotbeds of innovation, while regions with no clusters or isolated research facilities fall behind. Globalization has increased the benefits of strong clusters

and raised the costs of failure to develop a clear specialization profile. Strong clusters emerge in open markets where intense rivalry and cooperation within and between clusters coexist. Clusters emerge, where competition across regions enables companies to choose the location of their activities based on underlying economic efficiency, not in response to artificial barriers for cross-border trade and investment. Globalization has increased the need to combine strong internal dynamics within the cluster, with solid linkages to clusters and markets located elsewhere. Europe's innovation and competitiveness problems are at least partially a problem of weak clusters. The average region in Europe is less specialized than the average region in the U.S., with a lower share of employment accounted for by a region's strong clusters. The strongest regional clusters in Europe account for a smaller share of the total employment in their cluster category, particularly in knowledge-intensive areas like information technology.

October 8th

Ray Loveridge, University of Oxford, Said School of Business. **Social Entrepreneurship as Social Movement: an exploratory discussion.** ABSTRACT The term 'social entrepreneurship' was used by Bill Drayton in 1980 to describe the actions of local agencies that set out to change the living conditions of, often deprived, social communities in a radical but sustainable way. In that year he, with others, founded Ashoka, a Washington DC based, intermediary sponsor and educational facilitator of local, grass-roots initiatives throughout the world. Subsequently, the concept has become central to the declared mission of many other intermediary bodies loosely modelled on Ashoka, as well as shaping political agendas of local and national governments and the creation of new modes of no-collateral 'social finance'. In this exploratory essay I suggest that the phenomenon provides a useful test of the application of social movement theory as developed by Campbell (2004) and McAdam and Scott (2005) and others. The development of a social movement is seen against the background of wider disruption in institutionalized fields of welfare provision and an erosion of their legitimacy in the face of a revival of Neo-Liberal ideologies. However, the manner in which the social entrepreneurship rhetoric is interpreted in different contexts varies widely. In the USA where it has its strongest re-institutionalizing effects it can be seen as a modification of prevailing 'self-help' ideologies already present in philanthropic organizations. In Europe, particularly in Britain, it has been cooptated to the cause of 'The Third Way' social democratic adaptation to market processes. In the industrializing world the provision of micro-finance pioneered in Bangladesh in 1974 has probably had the most widespread effect. It can sometimes be organized as a means of self-education in modern 'rational' management and citizenship while making use of prevailing ascriptive networked relations and communal beliefs.

October 1st

Anita Engels, Assistant Professor, Center for Globalisation and Governance, University of Hamburg. **Preparing for the "real" market: National patterns of institutional learning and company behaviour in European Emissions Trading Scheme (EU ETS)** ABSTRACT European companies reacted in several different ways to the first trading year of the European Emissions Trading Scheme (EU ETS). Some companies traded various times throughout 2005, whereas others adopted a rather compliance oriented strategy. This article provides outcomes of a survey on company behavior in the EU ETS in Germany, the United Kingdom, the Netherlands and Denmark. We link cross-national differences to national patterns of policy implementation and the political economies that companies operate in. Thus, this article sketches country-patterns of institutional preparation and learning for the "real" CO2 allowances market in Phase II of the EU ETS (2008-2012). While a net over-allocation of allowances occurred in Phase I, Phase II is expected to entail some level of scarcity of allowances. We argue that companies adopt various different preparation approaches in order to meet the challenges of the future EU ETS. Georg Kruecken, Endowed Chair for Science Organization, Higher Education and Science Management, German University of Administrative Sciences, Speyer. **Organizational Fields and Competitive Groups in Higher Education. Some Lessons from the Bachelor/Master Reform in Germany** ABSTRACT The implementation of the Bachelor and Master reform in German universities happens at a surprisingly rapid pace. Apparently, a higher education system which by most observers is characterized as being reluctant to change can quickly embrace the Bologna process, which aims at a common European higher education area until 2010. In this article the main driving-forces underlying the rapid reform process are identified with the help of some conceptual tools from the new institutionalism in organizational analysis and based on qualitative empirical research. According to my analysis, the process can only be explained by the strong interactions within an "organizational field". Among the organizations involved, the state as a coercive actor seems to be the single most important driving-force. In addition, one can witness a stronger role for accountability and leadership in universities and the emergence of new regulatory actors like accreditation agencies. As the Bachelor and Master reform is rather implemented in a "top down" way, "bottom up" competitive processes among universities play a weaker role than expected. The "competitive groups", in which universities position themselves with regard to students are mostly regional. This opens up further questions with regard to the effects of the Europeanization of higher education. Key words: Organizational Field, Competition, Bologna Process, German Universities, Higher Education Reform

September 24th

Gili Drori, Stanford and Miraim Erez, William Davidson Faculty of Industrial

Engineering and Management, Technion - Israel Institute of Technology. **World Culture and its impact on global organizational values and on the self: A Macro-Micro Perspective**

ABSTRACT In this paper we offer an integrative (micro and macro) perspective to explore the interplay between institutional theory and behavioral theory approach to understanding the new forms of multi-national organizations and the employees working in this environment. We examine the characteristics of the world culture and we further explore how these macro level characteristics impact the organizational culture of multinational enterprises and their employee's sense of identity. We develop a theoretical model that captures the nested structure of individuals within multinational work organizations, within the global world culture. Then, we further examine the interplay between the macro and micro-level through top-own, bottom –up processes.