



מרכז הלברט ללימודים קנדיים  
The Halbert Centre for Canadian Studies

The Jerusalem School of  
**Business Administration**  
Founded by Daniel and Raphael Recanati

**Halbert Center Israeli-Canadian Workshop**  
**Sorting out the ideational in institutional theory**  
**May 5-7, 2013**  
**Hebrew University, Mount Scopus Campus, Jerusalem, Israel**

**Scientific Summary**

Let us start this report by thanking the Halbert center for the opportunity to bring together three leading Canadian scholars and 7 HU scholars, as well as Phd students and faculty members from other Israeli universities.

The workshop, held between May 5-7, 2013, was entitled "Sorting out the ideational in institutional theory." It dealt with the role of meanings in institutional dynamics. According to institutional theory, which relates to the interrelations between organizations and their environments, the meaningful environment contains various institutions – taken for granted beliefs, expectations and understandings that shape what people know, envision and act upon. Democracy, the family, economics – are but a few examples of institutions we live by. Jerusalem, being the center of attention for three religions – institutions – was thus a very fitting location for our discussions.

The workshop started on Sunday, May 5<sup>th</sup>, with a PhD workshop. 9 graduate students of the Hebrew University (from the Business School, Department of Anthropology and Sociology, and the School of Public Policy and Government) enjoyed the opportunity to present their research projects and get encouraging and productive feedback. The discussions were held in three parallel round tables, with a faculty member assigned as discussant to each paper.

Round table 1 included Prof. Amalya Oliver (Sociology and Anthropology, HU), Prof. Roy Suddaby (Business, U. of Alberta), Dr. Micki Eisenman (Business, HU) and Dr. Tammar Zilber (Business, HU). They discussed the following presentations:  
Tamar Gross-Friedenberg (Business, HU), *The Interactive Process of Translation*;  
Ravit Mizrahi (Sociology and Anthropology, HU), *Between the Global and the Local in the Israeli Education system*;  
Ira Lian (Sociology and Anthropology, HU), *Cross-Cultural Encounter in International R&D Collaborations between Israeli Firms and Korean Business Groups*.



Round table 2 included Prof. Tom Lawrence (Business, Simon Fraser U.), Prof. Gili Drori (Sociology and Anthropology, HU), and Prof. David Levi-Faur (School of Public Policy and Government, HU). They discussed the following presentations:  
Osnat Hazan (Business, HU), *How do Institutions Strike Roots at the Individual Level?*;  
Galit Klein (a recent graduate of the HU, now at Kinneret College), *Isomorphism or Diversification: What is the Best Strategy in New and Risky Field?*;  
Rami Kaplan (Sociology and Anthropology, HU), *Bridging Institutional Logics and Institutional Work: The Forging of the “corporate social responsibility” logic in the United States, 1945-1959.*

Round table 3 included Prof. Steve Maguire (management, McGill), Dr. Michal Frenkel (Sociology and Anthropology, HU) and Dr. Sharon Gilad (School of Public Policy and Government, HU). They discussed the following presentations:  
Gal Zohar (Sociology and Anthropology, HU), *Social Construction of Policy Repertoire: The Case of Framing the Activation Policy at the OECD*;  
Merav Migdal-Picker (Business, HU), *What Does It All Mean? On Multiple Means and Multiple Ends in Discursive Institutional Work*;  
Linda Jacob-Sade (Business, HU), *Institutional complexity in action: An intra-organizational perspective on a Jewish-Palestinian organization.*

Our graduate students felt that the workshop was very helpful. They all took the opportunity to sum up their progress so far, and they got many concrete suggestions and comments as to how further develop them.

In the afternoon, the entire group toured the Old City of Jerusalem, guided by a tour guide that helped us make the connection between what we see and learn about the history and culture of the city along the ages, and the insights of our shared theoretical interests in institutional theory.



The 2<sup>nd</sup> day of the workshop, Monday May 6<sup>th</sup>, 2013, was open to the entire Israeli academic community. We circulated the program widely, to all universities and colleges. Indeed, the turn up was impressive, with many participants from HU and other academic institutions.

Prof. Steve Maguire (Management, McGill) presented his work on "*Discourse and Deinstitutionalization: The Decline of DDT*", emphasizing the role of discursive work – the production, dissemination and production of texts – in the process of institutional change.

Dr. Michal Frenkel (Sociology and Anthropology, HU) and Dr. Varda Wasserman (Management and Economics, Open U.), presented their work in progress on "*Institutionalizing Organizational Aesthetics: The Role of Aesthetics in Maintaining, Challenging and Transforming Institutions.*" They argued that studies of institutional discourse should expand beyond written or oral texts, to include spatial texts like architecture. Further, they argued that design is a form of institutional work.

Prof. Tom Lawrence (Business, Simon Fraser U.), presented his work in progress on "*Lest we Forget: The Institutional Work of Cultural Memory Organizations*", arguing that cultural memory organizations – like museums, archives and libraries – perform a unique kind of institutional work to preserve cultural memories.

Prof. Gili Drori (Sociology, HU), presented her work in progress on "*Sealed Memory: The Iconography of Universities as a Modeling Process*". Like Frenkel and Wasserman before her, Prof. Drori focused on a unique kind of text – university insignia – and explored how their shape and form embody wide meanings and beliefs about organizational identity.

Prof. Roy Suddaby (Business, U. of Alberta), presented his work in progress on "the Institutionalization of the Corporation", in which he explored the turning of global corporations into institutions which take upon themselves functions previously met by the State, the Church or the education system.

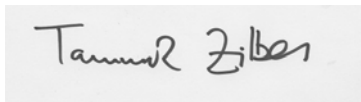
Each presentation was accompanied by a lively discussion. The participants enjoyed the hospitality of the renovated and well equipped Halbert center. Mid-day we also enjoyed a short tour of the Mount-Scopus campus, with Prof. Avi Kluger (Business, HU) serving as tour guide and sharing much information and insights about the history and current status of the university.



The third and last day of the workshop, Tuesday May 7<sup>th</sup>, 2013, was held once again at the Halbert center. Dr. Tammar Zilber (Business, HU) offered a model that maps the various schools within institutional theory that deal with the ideational – institutional logics, theorization, discourse, translation and institutional work. Our Canadian guests are the champions of many of these schools (Roy Suddaby and co-authors developed the empirical study of theorization; Tom Lawrence and Roy Suddany came up with the conceptualization of institutional work; Tom Lawrence also co-authored the elaboration of institutionalization as discourse. Steve Maguire with co-authors develops the empirical study of institutions as discourse). It was thus a great opportunity to talk about and receive feedback on this work in progress.

To end the workshop, the group toured the Jerusalem market place and enjoyed an authentic Israeli fast-food lunch.

In sum, we thank the Halbert Center once again for its generous hospitality, which resulted in exciting academic discussions. Special thanks to the administrative staff, Daphna Oren and Ahuva Goldstand, for their professional and generous guidance and help throughout the long process of planning the workshop, as well as during the proceedings themselves.



Tammar B. Zilber, workshop coordinator



## **List of Participants**

### **Faculty participants:**

Gili Drori (Sociology and Anthropology, Hebrew U.)  
Micki Eisenman (Business school, Hebrew U.)  
Michal Frenkel (Sociology and Anthropology, Hebrew U.)  
Sharon Gilad (School of Public Policy and Government, Hebrew U.)  
Tom B. Lawrence (Beedie School of Business, Simon Fraser U.)  
David Levi-Faur (School of Public Policy and Government, Hebrew U.)  
Steve Maguire (Desautels Faculty of Management and McGill School of Environment,  
McGill)  
Amalya Oliver (Sociology and Anthropology, Hebrew U.)  
Roy Sudabby (Alberta Business School, U. Alberta)  
Varda Wasserman (Management and Economics, Open U.)  
Tammar B. Zilber (Business School, Hebrew U.)

### **Graduate students:**

Tamar Gross-Friedenberg (advisor: Tammar Zilber)  
Osnat Hazan (advisor: Tammar Zilber)  
Rami Kaplan (advisor: Michal Frenkel)  
Ira Lian (advisors: Michal Frenkel and Gili Drori)  
Merav Migdal-Picker (advisor: Tammar Zilber)  
Ravit Mizrachi (advisor: Gili Drori)  
Linda Yacob-Sade (advisor: Tammar Zilber)  
Gal Zohar (advisor: Michal Frenkel and David Levi-Faur)  
Galit Klein (Kinneret College)



## Workshop Program

### Sunday May 5<sup>th</sup> Graduate Students Workshop, Beit Meirsdorf

The workshop was dedicated to our graduate students, and was held in 3 round tables. Each graduate student had the attention of the group for an hour. Graduate students presented their work in 10-15 minutes, followed by the discussant's 5-10 minutes comments; which left ample time for an open, developmental feedback and discussion.

8:30-9:00	<i>Gathering</i>	<i>Room 502</i>			
			Round Table 1 Room 502	Round Table 2 Room 504	Round Table 3 Room 505
9:00-10:00	1 <sup>st</sup> session	Tamar Gross-Friedenberg Discussant: Amalya Oliver	Osnat Hazan Discussant: Tom Lawrence	Gal Zohar Discussant: Steve Maguire	
10:00-10:15	<i>Break</i>	<i>Room 502</i>			
10:15-11:15	2 <sup>nd</sup> session	Ravit Mizrahi Discussant: Roy Suddaby	Galit Klein Discussant: Gili Drori	Merav Migdal-Picker Discussant: Michal Frenkel	
11:15-11:30	<i>Break</i>	<i>Room 502</i>			
11:30-12:30	3 <sup>rd</sup> session	Ira Lian Discussant: Micki Eisenman	Rami Kaplan Discussant: David Levi-Faur	Linda Jacob-Sade Discussant: Sharon Gilad	
12:30-13:30	<i>Lunch</i>				
14:00-19:00	<i>Tour of the old city</i>				



**Monday May 6<sup>th</sup>**

**Open Conference, Halbert Center (Room 4707 Social Sciences Building)**

9:00-9:15

*Gathering*

9:15-9:30

**Opening Remarks**

**Tammar B. Zilber** (Jerusalem School of Business Administration, Hebrew U.)

**9:30-10:30**

**Discourse and Deinstitutionalization:  
The Decline of DDT**

**Steve Maguire** (Desautels Faculty of Management and McGill School of Environment, McGill)

10:30-10:45

*Break*

**10:45-11:45**

**Institutionalizing organizational aesthetics: The role of aesthetics in maintaining, challenging and transforming institutions**

**Michal Frenkel** (Sociology and Anthropology, Hebrew U.) and  
**Varda Wasserman** (Management and Economics, Open U.)

11:45-12:00

*Break*

**12:00-13:00**

**Lest we forget: The institutional work of cultural memory organizations**

**Tom B. Lawrence** (Beedie School of Business, Simon Fraser U.)

13:00-14:00

*Lunch*

14:00-15:00

**Tour of the Mount Scopus campus**

(Courtesy of **Avi Kluger**, Business School, Hebrew U.)

**15:00-16:00**

**Sealed Memory: The Iconography of Universities as a Modeling process**

**Gili S. Drori** (Sociology and Anthropology, Hebrew U.)

16:15-16:30

*Break*

**16:30-17:30**

**Organizational Re-membering: Rhetorical History as Institutional Identity Work**

**Roy Sudabby** (Alberta Business School, U. Alberta)



**Tuesday May 7<sup>th</sup>**

**Sorting Out the Ideational in Institutional Theory**

**Internal Discussion (Canadian guests, HU faculty, Graduate students)**

**Halbert Center (Room 4707 Social Sciences Building)**

*9:00-9:30*

*Gathering*

**9:30-11:00**

**Kick-starting the discussion**

**Tammar B. Zilber** (Business School, Hebrew U.)

**Discussion**

*11:00-13:00*

*Lunch and Farewells, The Jerusalem Market*