Social Movements and Networks
Mario Diani and Doug McAdam (eds)

Illustrates relational approaches to the study of social movements and collective action. Contributors analyse most recent developments in the analysis of the role of networks as facilitators or constraints of individual recruitment, various forms of interorganizational networks, and the relationship between social networks and the political context in which social movements operate. They also relate the growing attention to social networks by social movement analysis to broader theoretical debates. Both quantitative and qualitative network analysis are considered, and attention is paid to the time dimension and the evolution of networks, through both simulation models and empirical data. Empirical chapters cover both contemporary and historical episodes of collective action, in reference to authoritarian as well as progressive, left-libertarian movements. Chapters focusing on individual networks specify different effects of network embeddedness over participation in different types of collective action (Passy, Anheier). Interorganizational relations are explored by looking at leadership dynamics (Diani), the relationship between categorical traits and network position within coalitions (Ansell), and the role of individuals in linking different organizations both synchronically and diachronically (Osa). Network approaches to the political process illustrate shifts in alliance and conflict networks at a time of regime change (Tilly and Wood), the evolution of social networks during protest cycles (Oliver and Myers), and the role of local elites in shaping protest networks in the community (Broadbent). Theoretical chapters discuss network perspectives on social movements in relation to recent theoretical developments in rational choice theory (Gould), cultural analysis (Mische), and the analysis of social mechanisms (McAdam). A radical case is also made for a reorientation of the whole social movement agenda along network lines (Diani).
This chapter contains an extensive discussion of cooperation, including accounts of both I-mode and we-mode cooperation. I-mode cooperation concerns the participants relevantly “shifting” their I-mode goals and actions toward their partners’ goals and actions so that a shared goal outcome is reached. We-mode cooperation amounts to we-mode joint action. These two modes are compared and illustrated in terms of a simple game-theoretical public good acquisition model. It is shown that in some situations we-mode cooperation is preferable to both “progroup” and “plain” I-mode cooperation also on grounds of instrumental rationality. We-mode cooperation, by generally being more holistic and ingrained, gives more stability and order, involves respect-based trust, and also allows for more speed, creativity, and flexibility and better applicability to the large-group case. Because of the ingredient of collective commitment we-mode cooperation entails “strong,” group-sanctioned reciprocity, which helps to escape collective action dilemmas. From the group’s point of view such dilemmas ideally do not even arise, although in real life people often do not act as proper group members but free-ride.

How Does Civil Society Thicken? The Political Construction of Social Capital in Rural Mexico 1
Jonathan Fox

This chapter analyzes the iterative process through which the rural poor were able to take advantage of cycles of partial openings from above to build the autonomous regional membership organizations that embody the social foundations of accountability. It engages with broader debates over where social capital comes from. The explanatory framework brings politics in by combining political opportunity structure and strategic interaction approaches. The argument is illustrated by a comparison of the regional impacts of three successive reformist rural
development programs in Mexico from the 1970s through the early 1990s. The analysis emphasizes the critical role of uneven reformist openings for allowing the partial degrees of freedom of association needed to make collective action possible.

Networks, Diffusion, and Cycles of Collective Action
Pamela E. Oliver and Daniel J. Myers

in Social Movements and Networks: Relational Approaches to Collective Action
Published in print: 2003 Published Online: November 2003
Item type: chapter

Uses simulation models to explore network mechanisms in diffusion processes and protest cycles. The network dimension is taken into account, focusing on three processes: information flows, influence flows, and the construction of joint action. The repeatable and reversible nature of protest requires models of diffusion that focus on the spread of actions and not the spread of ideas across actors. Moreover, while diffusion processes tend to generate waves or cycles of events, not all waves of events arise from diffusion processes. The effect of network structure varies greatly depending upon the nature of a particular network process.

Moral Responsibility in Collective Contexts
Tracy Isaacs

Published in print: 2011 Published Online: September 2011
Item type: book

Genocide, global warming, organizational negligence, and oppressive social practices are four examples of moral contexts in which the interplay between individuals and collectives complicate how we are to understand moral responsibility. This book is a philosophical investigation of the complex moral landscape we find in collective situations such as these. The book argues that an accurate understanding of moral responsibility in collective contexts requires attention to responsibility at the individual and collective levels. Part One establishes the normative significance of collective responsibility. The book argues that collective responsibility is indispensible to providing a morally adequate account of collective actions such as genocide, and that without it even individual responsibility in genocide would not make sense. It explains the concepts of collective intention and collective intentional action, provides accounts
of collective moral responsibility and collective guilt, and defends collective responsibility against objections, including the objection that collective responsibility holds some responsible for the actions of others. Part Two focuses on individual responsibility in collective contexts. The book claims that individuals are not morally responsible for collective actions as such, but they can be responsible in collective actions for the parts they play. It argues that the concept of collective obligation can help to address large scale global challenges such as global warming, environmental degradation, and widespread poverty and malnutrition. Finally, the book discusses cases of widespread ignorance and participation in wrongful social practice, whether it constitutes an excuse, and how to effect social change in those conditions.

Beyond Structural Analysis: Toward a More Dynamic Understanding of Social Movements

Doug McAdam

in Social Movements and Networks: Relational Approaches to Collective Action

Published in print: 2003 Published Online: 2003
November 2003
Item type: chapter

Assesses the limitations of the structural paradigm for the investigation of the network-participation link, and invokes a greater role for cultural analysis in the identification of recruitment and mobilization mechanisms. This general point is illustrated with reference to three specific ‘facts’ regarding the origins of protest and contention, conventionally associated with the standard structuralist argument: prior social ties as a basis for movement recruitment; established social settings as the locus of movement emergence; the spread of movements along existing lines of interaction. For each of these cases, the author identifies social mechanisms, which combine structural and cultural elements. Rather than rejecting the formalization and the quest for systematic patterns, to which network concepts and methods have so much contributed in recent years, the author calls for a more dynamic integration of cultural analysis and structuralist research strategies.

Networks and Social Movements: A Research Programme

Mario Diani

in Social Movements and Networks: Relational Approaches to Collective Action

Published in print: 2003 Published Online: 2003
November 2003
Presents a case for a reorientation of social movement theory and research along network lines. While looking at networks as a powerful precondition of collective action has proved a fruitful exercise in its own right, one could also take the network idea further and make it the core of a distinctive research program. Adopting a concept of social movement as a distinctive type of social networks may reorient social movement analysis and help better specifying the relation between movements and related phenomena such as coalitions, solidarity campaigns, and political organizations. The chapter briefly sketches the basic traits of a research programme for the analysis of network social mechanisms within social movements, looking first at different network patterns, and then identifying some analytical principles, which also draw upon existing paradigms.

THE MANAGEMENT OF AMBIGUITY: ORGANIZATIONS AS SENSE-MAKING COMMUNITIES

Chun Wei Choo

in The Knowing Organization: How Organizations Use Information to Construct Meaning, Create Knowledge, and Make Decisions

Published in print: 2005 Published Online: September 2007

In sensemaking, people seek answers to the questions: what is going on in the environment? What does it mean for us as an organization? According to Weick, organizations make sense of their environments through the processes of enactment, selection, and retention. Sensemaking is driven by organizational beliefs and actions that direct attention and frame the interpretation of information. The result of sensemaking is an enacted environment that is has been rendered meaningful and understandable. A central problem in sensemaking is how to reduce ambiguity and develop shared meanings so that the organization may act collectively.

Introduction: Social Movements, Contentious Actions, and Social Networks: ‘From Metaphor to Substance ’?

Mario Diani

in Social Movements and Networks: Relational Approaches to Collective Action

Published in print: 2003 Published Online: November 2003
DOI: 10.1093/0199251789.003.0001
Charts recent developments in the exploration of social movements and collective action from a social network perspective. These include the contribution of networks to individual recruitment and participation; the study of interorganizational networks; the impact of the structure of a given community over the chances for the development of collective action, assessed both via empirical investigation and formal modelling. These developments are part of a growing attention within social theory for the micro–macro link, the relationship between structure and agency, and social mechanisms. The social network perspectives outlined in this book should not be of interest to social movement researchers only; the book aims to contribute to cross-disciplinary exchange with social scientists, with broader interests in the network dimension of political analysis.

Concepts and Hypotheses
Franz Traxler, Sabine Blaschke, and Bernhard Kittel

in National Labour Relations in Internationalized Markets: A Comparative Study of Institutions, Change and Performance

Organized business and labour are vital in the operations of industrial relations. Unions and employer associations, both organizations of interest, have to deal with certain organizational issues. First, these organizations have to establish their representational domain in terms of membership and tasks. Second, the organization would require a certain level of centralization so that the members comply with collective goals and decisions. Third, such organizations have to utilize power to progress. This chapter looks into these organizational issues not only through a conventional collective-action theory, but also through looking into the conflicting demands of an associations's structure in terms of membership and influence.
Conditions for Successful Collective Action: Insights from Field Experiences
Jean-Marie Baland and Jean-Philippe Platteau

in Halting Degradation of Natural Resources: Is There a Role for Rural Communities?
Published in print: 2000 Published Online: January 2005
Item type: chapter

This chapter analyses the conditions for successful collective action in the local level management of common property resources (CPRs). It discusses the problem of economic incentives, the twin issues of group size and homogeneity, the rationale and characteristics of the sanction system, and the role of tradition.

Potentials and Dangers of Corporatism
Robin Archer

in Economic Democracy: The Politics of Feasible Socialism
Published in print: 1998 Published Online: November 2003
Item type: chapter

Argues that while corporatism poses some serious dangers for labour, it also offers the prospect of making some headway towards economic democracy. Corporatism has three key advantages over other industrial relations systems. First, by requiring workers to overcome collective action problems, it maximizes their strength and enables them to have a sustained power advantage over the employers. Second, it enables workers to pursue income policies, social contracts, and other forms of society-wide bargaining, in which they exchange goods, such as wage rises, over which they have a lot of influence for goods, such as greater control, over which their direct influence is weaker. And third, it enables the goods that are obtained to be distributed to all workers.

Citizenship Rights and Social Movements
Joe Foweraker and Todd Landman

Published in print: 2000 Published Online: October 2011
Item type: book
Collective action in modern history has come to be defined by people fighting for their rights. This study identifies the main connections made between collective action and individual rights, in theory and history, and sets out to test them in the comparative context of modernising authoritarian regimes in Brazil, Chile, Mexico, and Spain. The study employs new evidence and innovative methods to illuminate the political relationship between social mobilisation and the language of rights, and shows that the fight for rights is fundamental to the achievement of democracy. In large measure it is this fight that will continue to decide the chances of democratic advance in the new millennium. This affirmation offers a direct challenge to the claims of Robert Putnam in Making Democracy Work, where democracy is seen to be the result of good behaviour in the form of the civic community. To the dismay of those peoples still aspiring to make democracy, Putnam's civicness may take centuries to accumulate. This book, in contrast, defend the political potency of the promise of rights, and argue that the bad behaviour of the fight for rights may achieve democracy in the space of one or two generations. The study demonstrates strong grounds for optimism, and constitutes a robust defence of democracy as the result of the collective struggle for individual rights. But the fight for rights is always conflictual and often dangerous, and the outcome is never certain. Successes are partial and reversible, and democratic advance tends to occur piecemeal, and against the odds.

**Collective rationality**

Barbara Townley

in Reason's Neglect: Rationality and Organizing

Published in print: 2008 Published Online: October 2011
Item type: chapter

This chapter discusses the concept of collective rationality. Collective rationality is rational cooperation guided by collective reasoning: ‘a cooperative effort, involving linguistic exchange, to answer a question or solve a problem confronting a group’. Debates concerning collective rationality reflect the divergent disciplinary backgrounds that influence its discussion. Two meanings of the concept of ‘collective rationality’ may be distinguished. The first is a collective decision, where ‘collective rationality’ records a form of group process to arrive at a decision. This may not reflect anything other than an aggregation of individual decisions (collective action). In the second, ‘collective rationality’ is a position or decision made by a collective entity. The ‘rationality’ reflects the position of a collective entity and is indicative of its collective
agreement, however temporary (collective reasoning). At essence, both collective action and collective reasoning are debates about a collective good.

**Strategic Analysis**

Russell Hardin

in *David Hume: Moral and Political Theorist*

Published in print: 2007 Published Online: September 2007


Item type: chapter

This chapter addresses the strategic categories of the problems typically faced in moral and political choice. It is argued that while Hume's discussion of artificial virtues is well understood by many writers, the full scope and significance of his strategic analysis is not generally recognized. Topics discussed include the argument that Hume's categories are very consistently ordered as though they were derived or described game theoretically, benevolence, distributive justice, promise-keeping, collective action, and coordination.

**Social Capital and Collective Action in Environmental Governance Revisited**

Hiroe Ishihara and Unai Pascual

in *Global Environmental Commons: Analytical and Political Challenges in Building Governance Mechanisms*

Published in print: 2012 Published Online: September 2012


Item type: chapter

Since the 1990s, a growing number of authors have argued that social capital has positive effects in facilitating coordination among different stakeholders by lowering the transaction cost and thus achieving favourable environmental outcomes. However, this chapter argues that despite this plethora of social capital literature, the connection between social capital and collective action is far from clear. By drawing on a pluralistic perspective, i.e. ecological economics, sociology, and anthropology, and introducing two key concepts, common knowledge and symbolic power, the chapter aims at unravelling the missing links between social capital and collective action for environmental governance. By introducing these two concepts the chapter aims to recapture a recursive relationship between social structure and human
agency and to regain the explanatory power of the concept of social capital.

Pluralism, Diversity, and Preserving Cultural Communities
Jacob T. Levy

in The Multiculturalism of Fear
Published in print: 2000 Published Online: November 2003
Item type: chapter

Examines and criticizes a number of more common arguments for the moral importance of political action that protects cultural variety. It argues that different cultures do not embody different moralities which are incommensurable and incapable of judging one another. Whatever the truth of the idea of moral or value pluralism, cultural pluralism is not its march through the world. Arguments grounded in diversity fail to take sufficiently seriously the freedom of group members, and lead to an aestheticization of group difference that actively condemns cultural fluidity. Arguments for cultural preservation that are based in collective action problems typically also fail to take group members’ freedom seriously, and require the imputation of preferences to them that the state has no way to truly discern.

The Logic of Logic, and Beyond
Lee Cronk and Beth L. Leech

in Meeting at Grand Central: Understanding the Social and Evolutionary Roots of Cooperation
Published in print: 2012 Published Online: October 2017
Item type: chapter

This chapter examines Mancur Olson's arguments, which he articulated in The Logic of Collective Action, and compares them with those of his supporters and detractors. It also reviews the social science literature on cooperation, focusing primarily on the theoretical and empirical research on collective action that grew out of Olson's challenge. According to Olson, the members of a group have interests in common. His logic was an economic logic, based on the behavior of firms in the marketplace in their quest for profits. Olson extended this logic of the market to human social behavior. The chapter considers Olson's solutions to the problem of free riding and the possibility that no group would ever form, including
coercion, small groups, selective benefits, and the by-product theory of public goods provisioning. Finally, it describes some major extensions of and challenges to Olson's path-breaking model.

Community Tanks vs Private Wells: Coping Strategies and Sustainability Issues in South India
R. Balasubramanian

in Promise, Trust and Evolution: Managing the Commons of South Asia
Published in print: 2008 Published Online: May 2008
Item type: chapter

This chapter analyses the main causes of degradation of common pool tank irrigation systems and the interrelationships among poverty, private coping mechanisms, and collective action towards tank management in the South Indian state of Tamil Nadu. Decline of traditional irrigation institutions, population pressure, and the development of private wells have exacerbated the process of tank degradation. Econometric analysis of collective action towards tank management indicates that the increase in private wells has a strong negative effect on collective efforts for tank management. Poor people are more dependent on tanks, and hence, they contribute more towards tank management compared to non-poor households. Group size has a negative impact on cooperation, while the traditional governance structures promote collective action. Wealth inequality is found to have a U-shaped relationship with collective action. The chapter proposes several policy measures to revive and sustain the tanks so as to provide livelihood security to the poor.

Cooperation, Coordination, and Collective Action
Lee Cronk and Beth L. Leech

in Meeting at Grand Central: Understanding the Social and Evolutionary Roots of Cooperation
Published in print: 2012 Published Online: October 2017
Item type: chapter

This book investigates a wide range of ideas, theories, and existing empirical research relevant to the study of the complex and diverse phenomenon of human cooperation. Issues relating to cooperation are examined from the perspective of evolutionary theory, political science, and related social sciences. The book draws upon two bodies of work:
Mancur Olson's *The Logic of Collective Action* (1965) and George C. Williams's *Adaptation and Natural Selection* (1966). Olson, an economist, and Williams, an evolutionary biologist, both argued that a focus on groups would not provide a complete understanding of collective action and other social behaviors. This introductory chapter discusses some important definitions relating to cooperation, with particular emphasis on collective action and collective action dilemmas, along with coordination and coordination problems. It also provides an overview of the chapters that follow.