

PhD. Seminar in Organizational Behavior and Human Resource Management MAS 6V02

Class Time and Room: 1:00-3:45 SOM 2.802 - Tuesdays

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Professor David L. Ford, Jr. facilitates the discussion for two sessions.

This course is intended for individuals in the Ph.D. in Organizations, Strategy, and International Management (OSIM) Program who are in the first or second year of study. Special permission from me can be obtained for graduate students who are not fully enrolled in the doctoral program.

This course has a heavy methodology component and intense reading requirement. It is designed to expose students to a variety of Organizational Behavior/Human Resource Management (OB/HRM) topics and data gathering techniques. Throughout the course we will discuss different procedures for gathering research data, usually within the context of the papers we critique in class.

Readings: We will be using articles from mainly refereed journals for this class. A list of these articles is provided in the description of each class session. It will be your responsibility to obtain a copy of each required article for class.

- Started at Session 2, students will write a one-page (single-spaced) summary of two articles of their choice (e.g., most interesting and least interesting, best article and worst article) each week to be submitted to the designated discussion leader and me by Monday at 2:30PM. Nevertheless, you are still expected to have read all of the listed required readings for the week and I recommend that you produce your own strengths, weaknesses, threats (SWOT) analysis discussion sheet for the remaining articles. Suggested readings are provided for you to get a deeper understanding of the topic particularly if it relates to your research proposal. The discussion leader will ensure that all inputs are received ahead of class so that they can be thoroughly discussed during class. The discussion leader should expect to moderate the discussion for about one half of a class period.

In addition, you will each be assigned a classical or contemporary book in OB or HRM.

- Each student will write a six-page (double-spaced) book review that summarizes what you have learned from the book and what are the issues that are of most value or interest to you. (See Administrative Science Quarterly (ASQ) for sample book review format)

Research Paper: This course is also designed to help you begin your research activities. In particular, the course is intended to give you an opportunity to begin one empirical research project. This project will involve the complete design of the research, from initial conceptualization to the development of data gathering instruments. The end result should be a paper that looks like the front section of an Academy of Management Journal, Administrative Science Quarterly, Journal of Applied Psychology, or Personnel Psychology, complete through the Methods section. In addition, it should include appendices with the data gathering instruments that you intend to use to complete the project. Ideally, the manuscript should be between 20-25 pages double-spaced including figures and references.

- Those who would like a quick overview of the traditional topics in OB may find the following book useful. Osland, J.S., Turner, M.E., Kolb, D.A., & Rubin, I. M. 2007, Organizational Behavior Reader. Eighth Edition. Pearson Prentice Hall. Upper Saddle River, New Jersey.

- For HRM, obtain Wright, P.M. & Boswell, W.R. 2002. Desegregating human resource management: A review and synthesis of micro and macro HRM research. *Journal of Management*, 28(3): 247-276.

Please note: The best papers in the field are not written once, but are instead re-written and re-drafted many times. Our work on the research paper will mirror this process. The research paper, similar to an AMJ article through methods, will be developed over the course of several revisions. In the first submission, you will submit a 2-3 page proposal and hypotheses for one or two papers you have in mind. After comments from the class in the sixth class session, you will work on developing the question of interest and the theory that supports your hypotheses. In other words, you will be working on refining the theoretical component on the basis of initial comments from your peers. Throughout, you will develop the research method, including any instruments, to conduct the research you propose. In other words, this project will take you from asking a question to developing the means to answer that question over the course of a semester. The purpose of this project is to focus your attention on performing research, that is, on the creation and generation of new knowledge in the field. Ideally, you will finish this class with one paper ready for data collection. Plagiarism and cheating will result in an automatic fail grade.

- Each of you will serve as an ad hoc reviewer for one classmate. The final submission will be reviewed by one of your classmates and myself, the acting editor. Reviewing work for others contributes to the advancement of knowledge in our field by providing authors with a source of feedback for their work, thus ensuring the quality of the work that is ultimately published. As part of this course, you will be writing a practice review of a working paper and your ad hoc review for a classmate. (Download Academy of Management Journal guidelines and review sheet)

In order to develop ideas of interest for this project, you should begin by examining back copies of research journals. This will allow you to find research areas that you may not have considered, and will allow you to begin developing state-of-the-art knowledge in the field. While you are examining these journals, you should make copies of those articles that peak your interest and that you may want to use as part of your research project.

Some key OB and HRM oriented journals you should use to begin your search include:

Journal of Applied Psychology	Journal of Personality and Social Psychology
Organizational Behavior and Human Decision Processes	Journal of Organizational Behavior
Academy of Management Journal	Academy of Management Review
Administrative Science Quarterly	Organization Science
Journal of International Business Studies	Human Resource Management
Annual Review of Psychology	Journal of Management
Industrial and Labor Relations Review	Personnel Psychology

Research Brief: Preferably in pairs, you will be required to write one research brief. These are due for Session 11 and I suggest you select a published paper, preferred micro focus, from among the [management faculty at UT-Dallas](#). It is important that you not only learn to critique faculty research but you also can answer the practical question “So What?” (See the Academy of Management Executive guidelines for format).

Class Preparation: You are expected to come to class having read all of the papers assigned for the session. The class format will involve some introductory remarks by me, followed by a group discussion of your analysis of the papers for the day led by the discussion leader. Learning how to analyze articles is

very important for any researcher and I suggest the following procedure. Lay out the research questions, hypothesis, methods (sample and data constructs), results of hypothesis tests, and key conclusions. Obviously, this is different for review articles as well as for inductive research articles. The analysis of an article also includes identifying your view of the interesting aspects of the paper, strengths and weaknesses, contributions to the literature, and your personal views on future research, if any, avenues (opportunities and threats). Finally, what is the relationship to other literatures and to the other class readings?

The second half of class will usually involve coverage of your individual or team homework assignments. Normally I will provide questions at the end of each session format for you to begin working on prior to class meeting. You will be asked to take a critical view of these papers. The day's assignment and critical analysis will be assigned to the discussion leader or whomever I decide needs to provide more class input.

Grading System

7 Weekly article summaries (selected randomly) and participation	28%
Book review	10%
Discussion leader	15%
Research Brief	9%
Ad hoc reviewer	8%
Research paper	30%

Topics

Organizational Behavior

Session 1	1/13	Organizational Behavior and Human Resources research – An overview
Session 2	TBD	Individual differences, dispositions and emotions
Session 3	1/27	Motivation and organizational citizenship behaviors
Session 4	2/3	* Leadership and Power (TBD)
Session 5	2/10	Contemporary topics, Article distributed for practice reviewing
Session 6	2/17	Organizational Justice: Proposals due
Session 7	2/24	Organizational demography
Session 8	3/3	Conflict and Creativity, Book review due

Human Resource Management and Organizational Behavior

Session 9	3/10	Groups and Teams, informal book discussion
Session 10	3/24	Macro HRM (<i>directed by instructor</i>): Writing and Reviewing Workshop
Session 11	3/31	Dyadic relationships: Research Briefs Due
Session 12	4/07	* Culture within and around organizations (TBD)
Session 13	4/14	Micro HRM, Distribute Final Paper (3 copies)
Session 14	4/21	Ad hoc Reviews due
Session 15	4/28	Presentation of Research Papers

***Guest Speaker Dates are subject to change**

#Required Readings subject to change

Syllabus

Session 1 (Jan. 9): Organizational Behavior and Human Resources research—An Overview

1. Porter, L. 1996. Forty years of organization studies: Reflections from a micro perspective. *Administrative Science Quarterly*, 41: 262-269.
2. Aquinis, H., & Kraiger, K. 2009. Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60: 451-474.
3. Wright, P.M. & Boswell, W.R. 2002. Desegregating human resource management: A review and synthesis of micro and macro HRM research. *Journal of Management*, 28(3): 247-276.
4. Klein, K. J. & Kozlowski, S. W. J. 2000. From micro to meso: Critical steps in conceptualizing and conducting multilevel research. *Organizational Research Methods*, 3: 211-236.
5. Seibert, S., Silver, S., & Randolph, A. 2004. Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction, *Academy of Management Journal*, 47, 332-349.

1st half of class: IN CLASS Discussion Questions (no article write-ups required):

1. What is organizational behavior? How has the field changed during the last 15 years? How would you evaluate the current state of organizational behavior? Human resource management?
2. How would you outline (or diagram) the trends in OB and/or HRM research?
3. What is missing in the current field of organizational behavior and or human resource management?
4. How do you account for shifting research emphases?
5. What are your tastes in research (i.e. concerning topics and methodologies)? Likes, dislikes.
6. How would you characterize the relationship between your area of interest (e.g. a discipline, a field of inquiry, a specific topic) and the research in OB. Contradictions? Complementary aspects?

2nd half of class: Discussion Questions:

1. Provide an example of a theory, a model, a research question, a construct, an assumption, a proposition, and a hypothesis. Be prepared to discuss the differences between these concepts.
Why are level issues so difficult to solve in organizational research? Which conceptual approaches have scholars used for “translating” their constructs across levels? Which approaches do you consider most appropriate under various conditions?

Suggested Readings:

1. Brief, A. P. & Dukerich, J. M. 1991. Theory in organizational behavior: Can it be useful? *Research in Organizational Behavior*, 13: 327-352.
2. Cappelli, P. & Sherer, P. 1991. The missing role of context in OB: The need for a meso-level approach. In Staw, B. M. & Cummings, L. L. (Eds.), *Research in Organizational Behavior*, 13: 55-110.
3. Dansereau, F., Yammarino, F. J. & Kohles, J. C. 1999. Multiple levels of analysis from a longitudinal perspective: Some implications for theory building. *Academy of Management Review*, 24: 346-357.
4. Davis, M. 1971. That's Interesting! Towards a phenomenology of sociology and a sociology of phenomenology. *Philosophy of Social Science*, 309-344.
5. Dunnette, M. D. 1990. Blending the science and practice of industrial and organizational psychology: Where are we and where are we going? In M. Dunnette & Hough, L. (eds.), *Handbook of I/O Psychology*, 2nd Ed., Volume 1. (pp. 1-27). Palo Alto: Consulting Psychologist Press.
6. Johns, G. 1999. A multi-level theory of self-serving behavior in and by organizations. In Sutton, R. I.

- & Staw, B. M. (Eds.), *Research in Organizational Behavior*, 21: 1-38.
7. Pfeffer, J. 1991. Organization theory and structural perspectives on management. *Journal of Management*, 17: 789-803.
 8. Pfeffer, J. 1993. Barriers to the advancement of organizational science: Paradigm development as a dependent variable. *Academy of Management Review*, 18: 599-620.
 9. Rousseau, D. M. 1997. Organizational behavior in the new organizational era. In Spence, J. T., Darley, J. M. & Foss, D. J. (Eds.), *Annual review of psychology*, 48: 515-546.
 10. Staw, B. 1985. Repairs on the road to relevance and rigor: Some unexplored issues in publishing organizational research. In L. L. Cummings & P. J. Frost (Eds.), *Publishing in the Organizational Sciences*, 96-107.
 11. Staw, B. 1991. Dressing up like an organization: When psychological theories can explain organizational action. *Journal of Management*, 17: 805-819.
 12. Sutton, R. & Staw, B. 1995. What theory is not. *Administrative Science Quarterly*, 40: 371-384.
 13. Whetten, D. A. 1989. What constitutes a theoretical contribution? *Academy of Management Review*, 14: 490-495.
 14. Klein, K. J., Dansereau, F. & Hall, R. J. 1994. Level issues in theory development, data collection, and analysis. *Academy of Management Review*, 19: 195-229.
 15. Staw, B. 1984. Organizational behavior: A review and reformulation of the field's outcome variables. In Spence J. T., Darley J. M. & Foss D. J. (Eds.), *Annual Review of Psychology*, 35: 627-666.
 16. Mowday, R. T. & Sutton, R. I. 1993. Organizational behavior: Linking individuals and groups to organizational contexts. In Spence, J. T., Darley, J. M. & Foss, D. J. (Eds.), *Annual Review of Psychology*, 44: 195-229.
 16. Staw, B. M., Sanderlands, L. E. & Dutton, J. E.. 1981. Threat-rigidity effects in organizational behavior: A multilevel analysis. *Administrative Science Quarterly*, 26, 501-524.
 17. Brief, A., & Weiss, H. 2002. Organizational behavior: Affect in the workplace, *Annual Review of Psychology*, 53, 279-307.
 18. House, R. J., Rousseau, D. M. & Thomas-Hunt, M. 1995. The meso paradigm: A framework for the integration of micro and macro organizational behavior. *Research in Organizational Behavior*, 17: 71-114.

Session 2 (Jan. 16): Individual differences, dispositions, and emotions

1. Luthans, F., & Youssef, C.M. 2007. Emerging positive behavior. *Journal of Management*, 33 (3): 321-349.
2. Ozer, D.J., & Benet-Martinez, V. 2006. Personality and the prediction of consequential outcomes. *Annual Review of Psychology*, 57: 401-421.
3. George, J., & Zhou, J. 2007. Dual tuning in a supportive context: Joint contributions of positive mood, negative mood, and supervisory behaviors to employee creativity. *Academy of Management Journal*, 50(3): 605-622.
4. Mayer, J.D., Roberts, R.D., & Barsade, S. 2008. Human abilities: Emotional intelligence. *Annual Review of Psychology*, 59: 507-536.
5. Farh, J., Hackett, R.D., & Liang, J. 2007. Individual-level cultural values as moderators of perceived organizational support-employee outcome relationships in China: Comparing the effects of power distance and traditionality. *Academy of Management Journal*, 50(3): 715-729.

1st half of class:

- a) Cover discussion points. Read Ozer & Martinez as background. Compare the other articles. How are they similar? How are they different? How are they complementary?

2nd half of class:

- b) An important research skill is writing empirical papers. Most empirical journal articles have the same basic structure – Introduction, background literature, etc. The introduction begins with a brief discussion of the current literature – something good (the setup), then something about its shortcomings. Then, there is an explicit statement of the research question(s) – e.g. “the purpose of this paper is...” which indicates how this paper will fill the gap identified in the literature. Your assignment for today (2-3 pages) is: 1) to develop a research question which flows from the papers read today (i.e., use these papers as setup) and 2) write an introduction for an empirical paper which would explore that research question(s). In addition to a paper to turn in, please bring your proposed research question on an overhead sheet, so that we can project it on a screen.

Suggested Readings:

1. Arvey, R. et al. 1989. Job satisfaction: Environmental and genetic components. *Journal of Applied Psychology*, 74: 187-92.
2. Arvey, R. D. & Bouchard, T. J. 1994. Genetics, twins, and organizational behavior. In Staw B. M. & Cummings L. L. (Eds.), *Research in organizational behavior*, 16: 47-82.
3. Ashkanasy, N. M., Hartel, C. E. J. & Davis, C. S. 2002. Diversity and emotion: The new frontier in OB research. *Journal of Management*, 28(3): 307-338.
4. Baron, R. A. 1993. Affect and organizational behavior: When and why feeling good (or bad) matters. In Murnighan J. K. (Ed.), *Social psychology in organizations: Advances in theory and research*, 63-88.
5. Cremer, D. D., & Hiel, A. V. 2006. Effects of another person's fair treatment on one's own emotions and behaviors: The moderating role of how much the other cares for you. *Organizational Behavior and Human Decision Processes*, July 2006, Volume 100: 231-249.
6. Davis-Blake, A. & Pfeffer, J. 1989. Just a mirage: The search for dispositional effects in organizational research. *Academy of Management Review*, 14: 365-400.
7. Durham, C., Judge, T., Kluger, A, Locke, E. & Judge, T. 1998. Dispositional effects in job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 87: 17-34.
8. Edwards, J. 1996. An examination of competing versions of the person-environment fit approach to stress. *Academy of Management Journal*, 39: 292-339.
9. Funder, D. 2001. Personality. *Annual Review of Psychology*, 52, 197-221.
10. George, J. M. & Brief, A. P. 1992. Feeling good-doing good: A conceptual analysis of mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112: 310-329.
11. Gerhart, B. 1987. How important are dispositional factors as determinants of job satisfaction? *Journal of Applied Psychology*, 72: 366-373.
12. House, R. J., Shane, S. A. & Herold, D. M. 1996. Rumors of the death of dispositional research are vastly exaggerated. *Academy of Management Review*, 21: 203-224.
13. Judge, T., Locke E. & Durham, C. 1997. The dispositional causes of job satisfaction: A core evaluation approach. In Staw B. M. & Cummings L. L. (Eds.), *Research in Organizational Behavior*, 19: 151-188.
14. Kilduff, M. & Day, D. V. 1994. Do chameleons get ahead: The effects of self-monitoring on managerial careers. *Academy of Management Journal*, 37: 1047-1060.
15. Morris & Feldman. 1996. The dimensions, antecedents, and consequences of emotional labor. *Academy of Management Review*, 21: 986-1010.
16. Ostroff, C. 1993. The effects of climate and personal influences on individual behavior and attitudes in organizations. *Organizational Behavior and Human Decision Processes*, 56: 56-60.

17. Petty, R. E., Wegner, D. T. & Fabrigar, L. R. 1997. Attitudes and attitude change. *Annual Review of Psychology*, 48: 609-647.
18. Rafaeli, A. & Sutton, R. 1987. Expression of emotion as part of the work role. *Academy of Management Review*, 12: 23-37
19. Schneider, B. 1995. The ASA framework: An update. *Personnel Psychology*, 48: 747-773.
20. Staw, B. & Ross, J. 1985. Stability in the midst of change: The dispositional approach to job attitudes. *Journal of Applied Psychology*, 70: 469-480.
21. Steel, R. P. & Rentsch, J. R. 1997. The dispositional model of job attitudes revisited: Findings of a 10 year study. *Journal of Applied Psychology*, 82: 873-879.
22. Van Kleef, G., & Manstead, A. 2004. The interpersonal effects of emotions in negotiations: A motivated information processing approach, *Journal of Personality and Social Psychology*, 87, 510-528.

Session 3 (Jan. 23): Motivation and Organizational Citizenship Behavior

1. Latham, G & Pinder, C. 2005. Work motivation theory and research at the dawn of the twenty first century. *Annual Review of Psychology*, Volume 56: 485-516.
2. Podsakoff, P. M., MacKenzie, S. B. Paine, J. B. & Bachrach, D. G. 2000. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research, *Journal of Management*, 26(3): 513-563.
3. Mayer, R. C., & Gavin, M. B. 2005. Trust in management and performance: Who minds the shop while the employees watch the boss? *Academy of Management Journal*, 48 (5): 874-888.
4. Sun, Li-Yun, Aryee, S., & Law, K.S. 2007. High-performance human resource practices, citizenship behavior, and organizational performance. *Academy of Management Journal*, 50(3): 558-577.
5. Chen, Z.X., & Aryee, S. 2007. Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China. *Academy of Management Journal*, 50(1): 226-238.

1st half of class:

Read Podsakoff, et. al. (2000) as background. Compare the other motivation articles.

2nd half of class:

An essential part of research is the development of hypothesis for empirical testing. This involves weaving together relationships among constructs. Today's assignment builds on the previous week's by asking you to develop hypotheses, based on the articles you have read for class, for other classes, or on your own, to predict when individuals will require external motivation and when internal motivation is enough. Ideally, you will bridge motivation or topic from a previous session with OCB. Write up this model in a 3-5 page paper plus one figure. Be sure to include in your paper a brief introduction and statement of the research question. Also bring an overhead slide with your research question and hypotheses on it.

Suggested Readings:

1. Cotton, J. L., Vollrath, D. A., Froggatt, K. L, Lengnick-Hall, N. L. & Jennings, K. R. 1988. Employee participation: Diverse forms and different outcomes. *Academy of Management Review*, 13: 8-22.
2. Cropanzano, R. & Folger, R. 1996. Procedural justice and worker motivation. In R. M. Steers, L. W. Porter & G. A. Bigley (Eds.), *Motivation and Leadership at Work* (6th edition). New York: McGraw-Hill.
3. Deci, E. 1972. Intrinsic motivation, extrinsic reinforcement, and inequity. *Journal of Personality and Social Psychology*, 22: 113-120.
4. Gist, M. E. 1987. Self-efficacy: Implications for organizational behavior and human resource management. *Academy of Management Review*.

5. Hui, C., Law, K. & Chen, Z. 1999. A structural equation model of the effects of negative affectivity, leader-member exchange, and perceived job mobility on in-role and extra-role performance: A Chinese case, *Organizational Behavior and Human Decision Processes*.
6. Kanfer, R. & Heggstad, E. D. 1997. Motivational traits and skills: A person-centered approach to work motivation. In Staw B. M. & Cummings L. L. (Eds.), *Research in Organizational Behavior*, 19: 1-56.
7. Latham, G. & Locke, E. 1991. Self-regulation through goal setting. *Organizational Behavior and Human Decision Processes*, 50:212-247.
8. Locke, E. A. & Schweiger, D. M. 1979. Participation in decision making: One more look. In Staw B. M. (Ed.), *Research in Organizational Behavior*, 1: 265-339.
9. Maslow, A. 1943. A theory of human motivation. *Psychological Review*, 50: 370-96.
10. Mitchell, T. R. 1997. Matching motivational strategies with organizational contexts. In Staw B. M. & Cummings L. L. (Eds.), *Research in Organizational Behavior*, 19: 57-149.
11. Money, R. B. & Graham, J. L. 1999. Salesperson performance, pay, and job satisfaction: Tests of a model using data collected in the United States and Japan, *Journal of International Business Studies*.
12. Parker, S., Wall, T. & Jackson, P. 1997. That's not my job: Developing flexible employee work organizations. *Academy of Management Journal*, 40: 899-929.
13. Ryan, R. M. & Deci, E. L. 2000. Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being, *American Psychologist*.
14. Sandberg, J. 2000. Understanding human competence at work: An interpretative approach. *Academy of Management Journal*, 43: 9-26.
15. Stajkovic, A. & Luthans, F. 1997. A meta-analysis of the effects of organizational behavior modification on task performance, 1975-95. *Academy of Management Journal*, 40: 1122-1149.
16. Steers, R., Mowday, R., & Shapiro, D. 2004. The future of work motivation theory, *Academy of Management Review*, 29, 379-387.

Session 4 (January 30): Leadership & Power. Dave Ford, Discussion Director. (readings to be determined)

For class:

Since the development of research questions is so important, this week's assignment repeats the first week's. In your assignment for this week, integrate the readings we have done and a research question about the behavior of leaders in organizational settings.

Suggested Readings:

1. Meindl, J. & Erlich, S. 1987. The romance of leadership and the evaluation of organizational performance. *Academy of Management Journal*, 30: 91-109.
2. Calder, B. J. 1977. An attribution theory of leadership. In Staw B. & Salancik G. (Eds.), *New directions in organizational behavior*.
3. Chen & Meindl. 1991. The construction of leadership images in the popular press: The case of Donald Burr and People Express. *Administrative Science Quarterly*, 36: 521-551.
4. Fiedler, F. 1971. Validation and extension of the contingency model of leadership effectiveness: A review of empirical findings. *Psychological Bulletin*, 76: 128-48.
5. House, R. & Mitchell, T. 1974. Path-goal theory of leadership. *Journal of Contemporary Business*, 4: 81-97.
6. Kirkpatrick, S. & Locke, E. 1996. Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*, 81: 36-51.
7. Lord, R., Brown, D. & Freiberg, S. 1999. Understanding the dynamics of leadership: The role of

- follower self-concepts in the leader/follower relationship. *Organizational Behavior and Human Decision Processes*, 78: 167-203.
8. Schriesheim, C. A., Castro, S. L. & Coglisier, C. C. 1999. Leader-Member exchange (LMX) research: A comprehensive review of theory, measurement, and data-analytic practices. *Leadership Quarterly*, 10: 63-113.
 9. Shamir, B., Zakay, E. & Popper, M. 1998. Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance. *Academy of Management Journal*, 41: 387-409.
 10. Thomas, A. 1988. Does leadership make a difference to organizational performance? *Administrative Science Quarterly*, 33: 388-400.
 11. Yukl, G. & Van Fleet, D. D. 1992. Theory and research on leadership in organizations. In M. Dunnette and L. Hough (Eds.). *Handbook of industrial and organizational psychology*, 3: 147-198.

Session 5 (Feb. 6): Contemporary research topics: Distribute Practice Review Article

1. Aquino, K., & Thau, S. 2009. Workplace victimization: Agression from the target's perspective. *Annual Review of Psychology*, 60: 717-741.
2. Bacharach, S. B., Bamberger, P. A. & Sonnenstuhl, W.J. 2002. Driven to drink: Managerial control, work-related risk-factors, and employee problem drinking. *Academy of Management Journal*, 45: 637-658.
3. Judge, T., Scott, B., & Ilies, R. 2006. Hostility, job attitudes, and workplace deviance: Test of a Multilevel Model. *Journal of Applied Psychology*, 91: 126-138.
4. Hochwater, W.A., Ferris, G.R., Zinko, R., Arnell, B., & James, M. 2007. Reputation as a moderator of political behavior-work outcomes relationships: A two-study investigation with convergent results. *Journal of Applied Psychology*, 92(2): 567-576.
5. Porath, C.L., & Erez, A. 2007. Does rudeness really matter? The effects of rudeness on task performance and helpfulness. *Academy of Management Journal*, 50(5): 1181-1197.

Editorial. 1993. A criterion checklist for reviewing research articles. Personnel Psychology, 45 : 705-718. (recommended as guide)

For class, discussion leader will integrate the following into the coverage:

- a) What promise does each of these topics hold for future research?
- b) Which topics are more theoretically based?
- c) What alternative theories would you use as a foundation to integrate two of these areas.

Suggested Readings:

1. Ashcraft, K. L. 1999. Managing maternity leave: A qualitative analysis of temporary executive succession. *Administrative Science Quarterly*, 44(2): 240-280.
2. Bhagat, R. S., Ford, D. L., O'Driscoll, M., Frey, L., Babakus, E., & Mahanyele, M. 2001. Do South African managers cope differently from American managers? A cross-cultural investigation. *International Journal of Intercultural Relations*, 25: 301-313.
3. Earley, C. 2002. Redefining interactions across cultures and organizations: Moving forward with cultural intelligence, *Research in Organizational Behavior*, 24, 271-299.
4. Vardi, Y. & Wiener, Y. 1996. Misbehavior in Organizations: A Motivational Framework. *Organization Science*, 7(2): 151-165.
5. Moore, J. E. 2000. Why is this happening? A causal attribution approach to work exhaustion consequences. *Academy of Management Review*, 25: 335-349

6. Netemeyer, R. G., Boles, J. S. & McMurrian, R. 1996. Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81, 400-410.
7. Johns, G. & Xie, J. L. 1998. Perceptions of Absence from Work: People's Republic of China versus Canada, *Journal of Applied Psychology*.
8. Rafaeli, Dutton, Harquail, & Mackie-Lewis 1997. Navigating by attire: The use of dress by female administrative employees. *Academy of Management Journal*, 40: 9-45.
9. Weaver, G., & Agle, B. 2002. Religiosity and ethical behavior in organizations: A symbolic interactionist perspective. *Academy of Management Review*, 27: 77-97.

Session 6 (Feb. 13): Organizational Justice, Proposal Coverage

1. Tepper, B., & Taylor, E. 2003. Relationship among supervisors' and subordinates' procedural justice perceptions and organization citizenship behavior. *Academy of Management Journal*, 46: 97-105.
2. Luo, Y. 2007. The independent and interactive roles of distributive, distributive, and interactional justice in strategic alliances. *Academy of Management Journal*, 50(3): 644-664.
3. Roberson, Q., & Colquitt, J. 2005. Shared and configural justice: A social network model of justice in teams. *Academy of Management Review*, 30(3): 595-
4. Skarlicky, D.P., van Jaarsveld, D.D., & Walker, D.D. 2008. Getting even for customer mistreatment: The role of moral identity in the relationship between customer interpersonal justice and employee sabotage. *Journal of Applied Psychology*, 93: 1335-1347.
5. Wiesenfeld, B.M., Swann Jr., W.B., Brockner, J., & Bartel, C.A. 2007. Is more fairness always preferred? Self-esteem moderates reactions to procedural justice. *Academy of Management Journal*, 50(5): 1235-1253.

For class:

- a) Compare the articles. How are they similar? How are they different? How are they complementary?
*Develop a research question and model for the topic of organizational justice and/or ethics. Do this assignment and bring your research question on a transparency slide. Present two different research designs you would use to answer your research question.

Suggested Readings:

1. Bazerman, M. 1995. Fairness, social comparison, and irrationality. In J.K. Murnighan (Ed.), *Social psychology of organizations: Advances in theory and research*. New Jersey: Prentice-Hall.
2. Deutsch, M. 1975. Equity, equality, and need: What determines which value will be used as the basis for distributive justice? *Journal of Social Issues*, 31, 137-149.
3. Festinger, L. 1954. A theory of social comparison processes. *Human Relations*, 7, 117-140.
4. Foley, S. & Powell, G. N. 1999. Observers' reactions to social-sexual behavior at work: An ethical decision-making perspective. *Journal of Management*, 25: 779-802.
5. Greenberg, J. 1992. Looking fair versus being fair: Managing impressions of organizational justice. In B. Staw and L. Cummings, *Research in organizational behavior*, 12.
6. Kahneman, D., Knetsch, J. & Thaler, R. 1986. Fairness as a constraint on profit seeking: Entitlements in the market. *American Economic Review*, September.
7. Kirby, S. L. & Richard, O. C. 2000. Impact of marketing work-place diversity on employee job involvement and organizational commitment. *Journal of Social Psychology*, 140(3): 367-378.
8. Masterson, S. S. 2001. A trickle-down model of organizational justice: Relating employees' and customers' perception of and reaction to fairness. *Journal of Applied Psychology*, 86: 594-604.
9. Richard, O. C. & Kirby, Susan L. 1999. Organizational justice and the justification of work force diversity programs. *Journal of Business and Psychology*, 14(1): 109-118.

10. Richard, O. C., Fubara, E. I. & Castillo, M. 2000. Reactions to workforce diversity initiatives: The impact of explanations and demographic group membership. *Journal of Applied Social Psychology*, 5: 1039-1055.
11. Robinson & O'Leary-Kelly 1998. Monkey see, monkey do: The influence of work groups on the antisocial behavior of employees. *Academy of Management Journal*, 41: 658-672.
11. Greenburg, J. 1990. Organizational justice: yesterday, today, and tomorrow. *Journal of Management*, 16: 399-432.
12. Schminke, Ambrose & Noel 1997. The effect of ethical frameworks on perceptions of organizational justice. *Academy of Management Journal*, 40:1190-1207.
13. Skarlicki, D. P. & Folger, R. 1997. Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology*, 82(3): 434-443.
14. Farh, J. L., Earley, P. C. & Lin, S. C. 1997. Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly*, 42: 421-444.

Session 7 (Feb. 20): Demography.

1. van Knippenberg, D., De Dreu, C.K.W., & Homan, A.C. 2004. Work group diversity and group performance: An integrative model and research agenda. *Journal of Applied Psychology*, 89(6): 1008-1022.
2. Turner, R.N., Hewstone, M., Voci, A., & Vonofakou, C. 2008. A test of the extended intergroup contact hypothesis: The mediating role of intergroup anxiety, perceived ingroup and outgroup norms, and inclusion of the outgroup in the self. *Journal of Personality and Social Psychology*, 95: 843-860.
3. Polzer, J. T., Crisp, C. B., Jarvenpaa, S. L., & Kim, J. W. 2006. Extending the faultline model to geographically dispersed teams: How colocated subgroups can impair group functioning. *Academy of Management Journal*, 49: 679-692.
4. Avery, D.R., McKay, P.F., & Wilson, D.C. 2007. Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with coworkers, and employee engagement. *Journal of Applied Psychology*, 92: 1542-1556.
5. Joshi, A. 2006. The influence of organizational demography on the external networking behavior of teams. *Academy of Management Review*, 31: 583-595.

For class:

- a) Read van Knippenberg et al. as background.

2nd half of class:

- a. Prepare two related research questions to examine the role of diversity in groups. In addition, prepare four or five hypotheses for each of the research questions. Please do this paper in triples. Compare and contrast the diversity literature on top management teams, management groups, work groups, firms in a table format along several dimensions (diversity measures, theoretical frameworks, dependent measures, empirical findings, moderators, mediators). Bring on an overhead.
- b. An essential part of reviewing research is the critical evaluation of others' work. This evaluation, at its core, is based on our like or dislike of a paper, on our subjective evaluation of its strengths and weaknesses, as well as on our level of interest in the topic. Your review of paper collected in Session 5 should include two sections, a critical review of the paper (about 1/3), and what you would do to improve the paper (2/3).

Suggested Readings:

1. Bunderson, J. S., Sutcliffe, K. M. 2002. Comparing alternative conceptualizations of functional diversity in management teams: Process and performance effects. *Academy of Management Journal*, 45: 875-893.

2. Hinds, P. J., Carley, K. M., Krackhardt, D. & Wholey, D. 2000. Choosing Work Group Members: Balancing Similarity, Competence, and Familiarity. *Organizational Behavior and Human Decision Processes*.
3. Pelled, L. H., Eisenhardt, K. M. & Xin, K. R. 1999. Exploring the Black Box: An Analysis of Work Group Diversity, Conflict, and Performance. *Administrative Science Quarterly*.
4. Ely, R. 1994. The effects of organizational demographics and social identity on relationships among professional women. *Administrative Science Quarterly*, 39: 203-238.
5. Ibarra, H. 1995. Race, opportunity, and diversity of social circles in managerial networks. *Academy of Management Journal*, 38: 673-703.
6. Chatman, J., Polzer, J., Barsade, S. & Neale, M. 1998. Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. *Administrative Science Quarterly*, 43: 749-780.
7. Calas, M. & Smirich, L. 1993. Re-writing gender into organizational theorizing: directions from feminist perspectives. In M. Reed and M. Hughes (Eds.) *Rethinking organization*. Newbury Park. CA: Sage. Pp. 227-253.
8. Cox, T. H., Sharon A., Lobel, S. & McLeod P. L. 1991. Effects of ethnic group cultural differences on cooperative and competitive behavior on a group task. *Academy of Management Journal*, 34: 827-847.
9. Farh, J. L., Tsui, A. S., Xin, K. & Cheng, B. S. 1998. The influence of relational demography and guanxi: The Chinese case. *Organization Science*, 9: 471-488.
10. Granovetter, M. S. 1973. The strength of weak ties. *American Journal of Sociology*, 78: 1360-1380.
11. Hogg, M. & Terry, J. 2000. Social identity and self categorization processes in organizational contexts. *Academy of Management Review*, 25: 121-140.
12. Ibarra, H. 1991. Homophily and differential returns: Sex differences in network structure and access in an advertising firm. *Administrative Science Quarterly*, 37: 422-447.
13. Ibarra, H. 1999. Provisional selves: Experimenting with image and identity in professional adaptation. *Administrative Science Quarterly*, 44: 764-791.
14. Jehn, K., Northcraft, G. B., and Neale, M. A. 1999. Why difference make a difference: A field study of diversity, conflict, and performance in workgroups. *Administrative Science Quarterly*, 44(4), 741-763.
15. Jackson, S., Brett, J., Sessa, V., Cooper, D., Julin, J. & Peyronnin, K. 1991. Some differences make a difference: Individual dissimilarity and group heterogeneity as correlates of recruitment, promotions, and turnover. *Journal of Applied Psychology*, 76: 675-689.
16. Harrison, D. A., Price, K. H., Gavin, J. H. & Florey, A.T. 2002. Time, teams, and task performance: Changing effects of surface- and deep-level diversity on group functioning. *Academy of Management Journal*, 1029-1045.
17. Lawrence, B. 1995. The black box of organizational demography. *Organization Science*, 8: 1-22.
18. Messick, D. M. & Mackie D. M. 1989. Intergroup relations. In Spence J. T., Darley J. M. & Foss D. J. (Eds.), *Annual review of psychology*, 40: 45-81.
19. Milliken, F. J. & Martins, L. L. 1996. Searching for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of Management Review*, 21: 402-433.
20. Nkomo, S. 1992. The emperor has no clothes: rewriting race in organizations. *Academy of Management Review*, 17: 487-513.
21. O'Reilly, C. A., Caldwell D. F. & Barnett W. P. 1989. Work group demography, social integration, and turnover. *Administrative Science Quarterly*, 34: 21-37.
22. Pelled, L. 1996. Demographic diversity, conflict, and work group outcomes: An intervening process theory. *Organization Science*, 7: 615-631.
23. Pfeffer, J. 1983. Organizational demography. In Staw B. M. & Cummings L. L. (Eds.), *Research in organizational behavior*.

24. Priem, R. L., Lyon, D. W. & Dess, G. G. 1999. Inherent Limitations of Demographic Proxies in Top Management Team Heterogeneity Research. *Journal of Management*.
25. Richard, O.C., Barnett, T., Dwyer, S., & Chadwick, K. 2004. Cultural diversity in management, firm performance, and the moderating role of entrepreneurial orientation dimensions. *Academy of Management Journal*, 47(2): 255-266.
26. Richard, O. C., McMillan, A., Chadwick, K. & Dwyer, S. 2002. Employing an innovation strategy in racial diverse workforces: Effects on firm performance. *Group and Organization Management*.
27. Riordan, C. M. & Shore L. M. 1997. Demographic diversity and employee attitudes: An empirical examination of relational demography within work units. *Journal of Applied Psychology*, 82: 342-358.
28. Tsui, A. S. & O'Reilly, C. A. 1989. Beyond simple demographic effects: The importance of relational demography in superior-subordinate dyads. *Academy of Management Journal*, 32: 402-423.
29. Tsui, A.S., Porter, L.W. & Egan, T.D. 2002. When both similarities and dissimilarities matter: Extending the concept of relational demography. *Human Relations*, 55:
30. Watson, W. E., Kumar K. & Michaelsen L. M. 1993. Cultural diversity's impact on interaction process and performance: Comparing homogeneous and diverse task groups. *Academy of Management Journal*, 36: 590-602.
31. Williams, K. Y. & O'Reilly, C. A. 1998. Demography and Diversity in Organizations: A Review of 40 Years of Research. *Research in Organizational Behavior*.
32. Wright, P., Ferris, S. P., Hiller, J. S. & Kroll, M. 1995. Competiveness through the management of diversity: Effects on stock price evaluation. *Academy of Management Journal*, 38: 272-287.
33. Zenger, T. R. & Lawrence, B. S. 1989. Organizational demography: The differential effects of age and tenure distributions on technical communication. *Academy of Management Journal*, 32: 353-376.
34. Brickson, S. 2000. The impact of identity orientation on individual and organizational outcomes in demographically diverse settings. *Academy of Management Review*, 25(1), 82-101.
35. Ford, D. L. 1996. Management of diversity: An assessment of cross-race managerial behaviors and implications for minority managers' career development. In S. E. Hare and A. P. Hare (Eds.), *SYMLOG Field Theory: Organizational Consultation, Value Differences, Personality, and Social Perception* (pp. 111-126). Westport, CT: Greenwood Publishing Group.

Session 8 (February 27): Conflict and Creativity: Book review due

1. Goncalo, J. A., & Staw, B. M. 2006. Individualism-collectivism and group creativity. *Organizational Behavior and Human Decision Processes*, 100: 96-109.
2. Jehn, K., & Mannix, E. 2001. The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance, *Academy of Management Journal*, 44, 238-251.
3. Gilson, L., et al. 2005. Creativity and Standardization: Complementary or Conflicting Drivers of Team Effectiveness. *Academy of Management Journal*, 48(3):521.
4. Taggar, S. 2002. Individual creativity and group ability to utilize individual creative resources: A multilevel model. *Academy of Management Journal*, 45: 315-330.
5. Dierdorff, E.C., & Ellington, J.K. 2008. It's the nature of the work: Examining behavior-based sources of work-family conflict across occupations. *Journal of Applied Psychology*, 93(4): 883-892.

Suggested Readings:

1. Amason, A. C. 1996. Distinguishing the Effects of Functional and Dysfunctional Conflict on Strategic Decision Making: Resolving a Paradox for Top Management Teams. *Academy of Management Journal*.
2. Deutsch, M. 1969. Conflicts: Productive and destructive. *Journal of Social Issues*, 1, 7-41.
3. Hatch, M. J. 1997. Irony and the Social Construction of Contradiction in the Humor of a Management Team. *Organization Science*.

- 4 Levine, J. & Thompson, W. 1996. Conflict in groups. In E.T. Higgins and A.W. Kruglanski (Eds.) *Social psychology. Handbook of basic principles*. New York, NY: The Guilford Press.
- 5 Barley, S. R. 1991. Contextualizing conflict: Notes on the anthropology of disputes and negotiations. In M.H. Bazerman, R.J. Lewicki, and B.H. Sheppard (Eds.), *Research on negotiation in organizations*, 3, 165-202.
- 6 Jehn, K. 1997. A qualitative analysis of conflict types and dimensions in organizational groups. *Administrative Science Quarterly*, 42, 530-557.
- 7 Seidel, M. L., Polzer, J. R. & Stewart, K. J. 2000. Friends in high places: The effects of social networks on discrimination in salary negotiations. *Administrative Science Quarterly*, 45(1), 1-24.
- 8 Amabile, T. A. 1988. A model of creativity and innovation in organizations. In Staw B. M. & Cummings L. L. (Eds.), *Research in organizational behavior*, 10: 123-167.
- 9 Zhou, J. 1998. Feedback Valence, feedback style, task autonomy, and achievement orientation: interactive effects on creative performance. *Journal of Applied Psychology*, 83: 261-276.
- 10 Oldham, G. R. & Cummings, A. 1996. Employee creativity: Personal and contextual factors at work.. *Academy of Management Journal*, 39: 607-634.
- 11 Jehn, K. A. 1995. A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict, *Administrative Science Quarterly*.
- 12 Fong, C. T. 2006. The effects of emotional ambivalence on creativity. *Academy of Management Journal*, 49: 1016-1057.

1st half of class: Discussion Questions:

- a) Define and operationalize conflict.
- b) What determines whether conflict is beneficial or detrimental?

2nd half of class:

- a) Which conflict types seem to be a precursor to creativity? Which macro-level implications (organizational, societal) result from the micro-dynamics of conflict and negotiation you read about?
- b) Which macro-level factors influence intra-organizational and intra-group conflict?
- a) Compare the various conflict scales? Assess the validity and reliability of conflict scales and select the scale of choice.

Session 9 (March 13): Groups and Teams: Informal Book Discussion

1. Barrick, M.R., Bradley, B.H., Kristof-Brown, A.L., & Colbert, A.E. 2007. The moderating role of top management team interdependence: Implications for real teams and groups. *Academy of Management Journal*, 50(3): 544-557.
2. Lester, S. W., Meglino, B. M. & Korsgaard, M. A. 2002. The antecedents and consequences of group potency: A longitudinal investigation of newly formed work groups. *Academy of Management Journal*, 45: 352-368.
3. Kirkman, B., Rosen, B., Tesluk, P. & Gibson, C. 2004. The impact of team empowerment on virtual team performance: The moderating role of face-to-face interaction, *Academy of Management Journal*, 47, 175-192.
4. Barker, J. R. 1993. Tightening the iron cage: Concertive control in self-managing teams. *Administrative Science Quarterly*, 38: 408-437.
5. Langfred, C.W. 2007. The downside of self-management: A longitudinal study of the effects of conflict on trust, autonomy, and task interdependence in self-managing teams. *Academy of Management Journal*, 50(4): 885-900.

Discussion Questions:

1. What is a group? Is it a useful construct? Why? Why not?
2. A group produces a decision (or a set of them), a product, or a service. How can you evaluate whether a group is performing well? What major factors affect whether a group is performing well?
3. Are there differences between top management groups, task forces, support teams, performing groups, human service teams, customer service teams, and production teams? If so, what?

Prepare:

Come to class with a causal model of group process that you can draw on the board. Would this model generalize to team process?

Paper #1:

Turn in a 3-5 page paper that proposes an interesting, causal hypothesis that pits theory against theory (so you will have an H1a and H1b). Draw and explain the causal model(s) that your hypothesis will test. Include a moderator variable, if you like.

*Bring in the reviews for the paper provided to you in Session 5. The review should be 2-3 pages long. In particular, focus on the areas of the paper that you like, areas that you don't like, and especially on how to improve the overall paper. Try to answer the following questions: Does it flow well? Are the linkages between the literature and the research question good ones? Are they well developed? Is the topic and the writing interesting? Is it clear? Do the hypothesis answer the stated research question? Can the hypotheses be tested? Should this paper try to do more to explain the phenomenon? Should it try to do less? What else has to be done before this paper can be sent to colleagues and/or to a journal? Please bring enough copies of the review to distribute to class members. Compare, contrast, and rank reviews for discussion in next class.

Suggested Readings:

1. Ericksen, J., and Dyer, L. 2004. Right from the Start: Exploring the Effects of Early Team Events on Subsequent Project Team Development and Performance. *Administrative Science Quarterly*, 49:438.
2. Gersick, C. J. 1988. Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal*, 31, 9-41.
3. Hambrick, D. C. 1994. Top management groups: A conceptual integration and reconsideration of the 'team' label. *Research in Organizational Behavior*, 16: 171-213.
4. Hambrick, D. C., Davison, S. C., Snell, S. A. & Snow, C. S. 1998. When Groups Consist of Multiple Nationalities: Towards a New Understanding of the Implications. *Organization Studies*.
5. Gladstein, D. 1984. Groups in context: A model of task group effectiveness. *Administrative Science Quarterly*, 29, 499-517.
6. Guzzo, R. A. & Dickson, M. W. 1996. Teams in organizations: Recent research on performance and effectiveness. In Spence J. T., Darley J. M. & Foss D. J. (Eds.), *Annual review of psychology*, 47: 307-338.
7. Marks, M. A., Mathieu, J. E. & Zaccaro, S. J. 2001. A temporally based framework and taxonomy of team processes. *Academy of Management Review*, 26: 356-376.
8. Murnighan, J. K., & Conlon, D. 1991. The dynamics of intense work teams: A study of British string quartets. *Administrative Science Quarterly*, 36: 165-186.
9. Richard, O. C, Barnett, T., Dwyer, S. & Chadwick, K. 2004. Cultural diversity in management, firm performance, and the moderating role of entrepreneurial orientation dimensions, *Academy of Management Journal*, 47, 255-266..
10. Robinson, S. R. & O'Leary-Kelly, A. M. 1998. Monkey see, monkey do: The influence of work groups on the antisocial behavior of employees. *Academy of Management Journal*, 41: 658-672.
11. Sutton, R. & Hargadon, A. 1996. Brainstorming groups in context: Effectiveness in a product design firm. *Administrative Science Quarterly*, 41: 685-718

12. Bartel, C. A. & Saavedra, R. 2000. The collective construction of work group moods. *Administrative Science Quarterly*, 45: 197-231.
13. Bettenhausen, K. L. & Murnighan, J. K. 1991. The development of an intragroup norm and the effects of interpersonal and structural challenges. *Administrative Science Quarterly*, 36: 20-35.
14. Gersick, C. 1988. Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal*, 31: 9-41.
15. Wageman, R. 1995. Interdependence and group effectiveness, *Administrative Science Quarterly*, 40, 145-180.
16. Montoya-Weiss, M. M., Massey, A. P. & Song, M. 2001. Getting it together: Temporal coordination and conflict management in global virtual teams. *Academy of Management Journal*, 1251-1262.
17. Li, J., & Hambrick, D. Factional groups: A new vantage on demographic faultlines, conflict, and desintegration in work teams, *Academy of Management Journal*.

Session 10 (March 20): Macro HRM (lead by instructor): Writing and Reviewing Workshop.

1. Becker, B. E., & Huselid, M. A. 2006. Strategic Human Resource Management: Where do we go from here? *Journal of Management*, 32(6): 898-925.
2. Delery, J. E. & Doty, D. H. 1996. Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39: 802-835.
3. Lin, H., & Shih, C. 2008. How executive SHRM system links to firm performance: The perspectives of upper echelon and competitive dynamics. *Journal of Management*, 34(5): 853-881.
4. Richard, O.C., Murthi, B.P.S., & Ismail, K. 2007. The impact of racial diversity on intermediate and long-term performance: The moderating role of environmental context. *Strategic Management Journal*, 28: 1213-1233.

Possible discussion questions for discussion leader in 1st half:

- a) Distinguish between HR systems, SHRM effectiveness, HR Practices, HR capabilities, etc. Which do you believe has a stronger impact on performance and why?
- b) Bring a model of the impact of HR on performance using configuration theory. How would you design a study to test your model. Do this in pairs.

2nd half of class:

Bring your compilation of all class members reviews along with your critique of the review set. An excellent resource is Campion, M. A. 1993. Article review checklist: A criterion checklist for reviewing research articles in applied psychology. *Personnel Psychology*, 46: 705-718. We will discuss how to write reviews to journals and how to respond to reviews from journals. Come prepared to provide and receive positive feedback and criticism on your review.

Suggested Readings for Macro HRM

1. Arthur, J. B. 1992. The link between business strategy and industrial relations systems in American steel minimills. *Industrial and Labor Relations Review*, 45: 488-506.
2. Arthur, J. B. 1994. Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37: 670-687.
3. Arvey, R. D., Bhagat, R. S. & Sales, E. 1991. Cross-cultural and cross-national issues in personnel and human resources management: Where do we go from here? In G.R. Ferris & K.M. Rowland (Eds.), *Research in Personnel and Human Resources Management*, 9: 367-408.
4. Bhagat, R., Ford, D. L., Jones, C., & Taylor, R. 2002. Knowledge management in global organizations: Implications for international human resource management. *Research in Personnel and*

Human Resources Management, 21: 243-274.

5. Baron, J. N., Davis-Blake, A. & Bielby, W. T. 1986. The structure of opportunity: How promotion ladders vary within and among organizations. *Administrative Science Quarterly*, 31: 248-273.
6. Becker, B. & Gerhart, B. 1996. The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39: 779-801.
7. Bloom, M. & Milkovich, G. 1998. A SHRM perspective on international compensation and reward systems. In Wright P. M., Dyer L. D., Boudreau J. W. & Milkovich G. T. (Eds.), *Research in Personnel and Human Resources Management*, Supplement 4: 283-303.
8. Boudreau, J. W. & Ramstad, P. M. 1998. Human Resource Metrics: Can Measures be Strategic? In Wright P. M., Dyer L. D., Boudreau J. W. & Milkovich G. T. (Eds.), *Research in Personnel and Human Resources Management*, Supplement 4: 75-97.
9. Huselid, M. A. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38: 635-672.
10. Huselid, M. A., Jackson, S. E. & Schuler, R. S. 1997. Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40: 171-188.
11. Lengnick-Hall, C. A. & Lengnick-Hall, M. L. 1988. Strategic human resource management: A review of the literature and a proposed typology. *Academy of Management Review*, 13: 454-470.
12. Milliman, J., von Glinow, M. A. & Nathan, M. 1991. Organizational life cycles and strategic international human resource management in multinational companies: Implications for congruence theory. *Academy of Management Review*, 16: 316-339.
13. Oliver, C. 1997. Sustainable Competitive Advantage: Combining Institutional and Resource-Based Views. *Strategic Management Journal*, 18: 697-713.
14. Richard, O. 2000. Racial diversity, business strategy, and firm performance: A resource based view. *Academy of Management Journal*, 43: 164-177.
15. Richard, O. C. & Johnson, N. 2001. Strategic human resource management effectiveness and firm performance. *International Journal of Human Resource Management*, 12(2): 299-310.
16. Richard, O. C. & Johnson, N. B. 2001. A configurational framework for understanding the impact of human resource diversity practices on firm performance. *Journal of Managerial Issues*, 13(2): 177-195.
17. Teagarden, M. B. et al. 1995. Toward a Theory of Comparative Management Research: An Idiographic Case Study of the Best International Human Resources Management Project. *Academy of Management Journal*, 38: 1262-1287.
18. Tsui, A. S. & Milkovich, G. 1987. Personnel department activities: Constituency perspectives and preferences. *Personnel Psychology*, 40: 519-537.
19. Welbourne, T. M. & Andrews, A. O. 1996. Predicting the performance of Initial Public Offerings: Should human resource management be in the equation? *Academy of Management Journal*, 39: 891-919.
20. Youndt, M. A., Snell, S. A., Dean, J. E. & Lepak, D. P. 1996. Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39: 836-866.
21. Wright, P. M., Smart, D. L. & McMahan, G. C. 1995. Matches between human resources and strategy among NCAA basketball teams. *Academy of Management Journal*, 38: 1052-1074.
22. Taylor, S., Beechler, S. & Napier, N. 1996. Toward an integrative model of strategic international human resource management. *Academy of Management Review*, 21: 959-985.
23. Wright, P. M. & Snell, S. A. 1998. Toward a unifying framework for exploring fit and flexibility in strategic human resource management. *Academy of Management Review*, 23: 756-772.

Session 11 (March 27): Dyadic Relationships

1. Higgins, M.C., & Kram, K.E. 2001. Reconceptualizing mentoring at work: A developmental network perspective. *Academy of Management Review*, 26: 264-288.
2. Tsui, A. S. & O'Reilly, C. A. 1989. Beyond simple demographic effects: The importance of relational demography in superior-subordinate dyads. *Academy of Management Journal*, 32: 402-423.
3. Mezias, J. M., Scandura, T. 2005. A needs-driven approach to expatriate adjustment and career development: a multiple mentoring perspective. *Journal of International Business Studies*, 36: 519-538.
4. Allen, T. D., Eby, L. T., & Lentz, E. 2006. Mentorship behaviors and mentorship quality associated with formal mentoring programs: Closing the gap between research and practice. *Journal of Applied Psychology*, 91: 567-578.
5. Eby, L.T., Durley, J.R., Evans, S.C., & Ragins, B.R. 2008. Mentors' perception of negative mentoring experiences: Scale development and nomological validation. *Journal of Applied Psychology*, 93: 358-373.

Read Higgins & Kram as background. Compare the other articles. How are the methods similar? How are they different? Why distinguish between types of dyads?

Suggested Readings:

1. Chao, G. T., Walz, P. M. & Gardner, P. D. 1992. Formal and informal mentorships: A comparison on mentoring functions and contrast with non-mentored counterparts. *Personnel Psychology*, 45, 620-636.
2. Chatman & O'Reilly. 2004. Asymmetric reactions to workgroup sex diversity among men and women, *Academy of Management Journal*, 47, 193-208.
3. Thomas, D. A. 1993. The dynamics of managing racial diversity in developmental relationships. *Administrative Science Quarterly*, 38: 169-194.
4. Kram, K. E. 1983. Phases of the mentor relationship. *Academy of Management Journal*, 26, 608-625.
5. Tepper, B. J. 1995. Upward maintenance tactics in supervisory mentoring and nonmentoring relationships. *Academy of Management Journal*, 38: 1191-1205.
6. Lankau, M. J. & Scandura, T. A. 2002. An investigation of personal learning in mentoring relationships: Content, antecedents, and consequences. *Academy of Management Journal*, 45: 779-790.
7. Dwyer, S., Richard, O. & Shephard, C. D. 1998. An exploratory study of gender and age matching in the salesperson-prospective customer dyad: Test similarity-performance predictions. *Journal of Personal Selling and Sales Management*, 18: 55-69.
8. Higgins, M. C. & Thomas, D. A. 2001. constellations and careers: Toward understanding the effects of multiple developmental relationships. *Journal of Organizational Behavior*, 22: 223-247.
9. Kram, K.E. & Bragar, M. C. 1992. Development through mentoring: A strategic approach. In D. Montross and C. Shrinkman, *Career Development: Theory and Practice* (221-54). Chicago: Charles C. Thomas Press.
10. Kram, K. E. & Hall, D. 1996. Mentoring in the context of diversity and turbulence. In E. E. Kossek and S. A. Lobel, *Managing Diversity: Human Resource Strategies for Transforming the Workplace*. Cambridge, MA: Blackwell Publishers.
11. Noe, R. A. 1988. An investigation of the determinants of successful assigned mentoring relationships. *Personnel Psychology*, 41, 457-479.
12. Ragins, B. R. & Cotton, J. L. 1999. Mentor functions and outcomes: A comparison of men and women in formal and informal mentoring relationships. *Journal of Applied Psychology*, 84(4): 529-550.
13. Tsui, A. S., Egan T. D. & O'Reilly C. A. 1992. Being different: Relational demography and organizational attachment. *Administrative Science Quarterly*, 37: 549-579.
14. Neale, M. & Northcraft, G. 1991. Behavioral negotiation theory: A framework for conceptualizing dyadic bargaining. *Research in Organizational Behavior*, 13: 147-190.

15. Higgins, M. C. & Kram, K. E. 2001. Reconceptualizing mentoring at work: A developmental network perspective. *Academy of Management Review*, 26: 264-288.
16. Richard, O., C., Taylor, E., Barnett, T. & Nesbit, M. 2002. Procedural voice and distributive justice: Their influence on mentoring career help and outcomes. *Journal of Business Research*, 55(9): 725-735.
17. Ragins, B. R. 1999. Where do we go from here, and how do we get there? Methodological issues in conducting research on diversity and mentoring relationships. In A. Murrell, F. Crosby, & R. Ely (Eds.), *Mentoring Dilemmas: Developmental Relationships within Multicultural Organizations* (pp. 227-247). Mahwah, NJ: Lawrence Erlbaum Associates.
18. Ragins, B. R. 1997. Diversified mentoring relationships in organizations: A power perspective. *Academy of Management Review*, 22, 582-521.
19. Noe, R., Greenberger, D. & Wang, S. 2002. Mentoring: What we know and where we might go. *Research in Personnel and Human Resources Management*, 21: 129-173.

Session 12 (April 3): Culture within and around organizations, directed by David Ford (readings to be determined)

Suggested Readings:

1. Schein, E. H. 1990. Organizational Culture. *American Psychologist*.
2. Van Maanen, John 1990. *The Smile Factory: Work at Disneyland. Reframing Organizational Culture*.
3. Chatman, J. & Barsade, S. 1995. Personality, organizational culture and cooperation: Evidence from a business simulation. *Administrative Science Quarterly*, 40: 423-443.
4. Earley P. C. 1989. Social loafing and collectivism: A comparison of the United States and the People's Republic of China. *Administrative Science Quarterly*, 34: 565-581.
5. Barley, S., Meyer, G. & Gash, D. 1988. Cultures of culture: Academics, practitioners, and the pragmatics of normative control. *Administrative Science Quarterly*, 33: 24-60.
6. Chen, C. C., Chen, X. & Meindl, J. R. 1998. How can cooperation be fostered? The cultural effects of individualism-collectivism. *Academy of Management Review*, 23: 285-304.
7. Morris, M. & Peng, K. 1994. Culture and cause: American and Chinese attributions for social and physical events. *Journal of Personality and Social Psychology*, 67: 949-971.
8. Earley, P. C. 1989. East meets West meets Mideast: Further explorations of collectivistic and individualistic work groups. *Academy of Management Journal*, 36: 319-348.
9. Earley, P. C. 1994. Self or group? Cultural effects of training on self-efficacy and performance. *Administrative Science Quarterly*, 37: 89-117.
10. Harrison, J. R. & Carroll, G. R. 1991. Keeping the faith: A model of cultural transmission in formal organizations. *Administrative Science Quarterly*, 36: 552-582.
11. Hofstede, G., Neuijen, B., Ohayv D. D. & Sanders G. 1990. Measuring organizational cultures: A qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, 35: 286-316.
12. Jehn, K. & Weldon, E. 1997. Managerial attitudes toward conflict: Cross-cultural differences in resolution styles. *Journal of International Management*, 4: 291-321.
13. Morris, M. W., Leung, K., Ames, D. & Lickel, B. 1999. Views from inside and outside: Integrating emic and etic insights about culture and justice judgments. *Academy of Management Review*, 24: 781-796.
14. Ouchi, W. G. 1980. Markets, bureaucracies, and clans. *Administrative Science Quarterly*, 25: 129-141.
15. Sackmann, S. A. 1992. Culture and subcultures: An analysis of organizational knowledge. *Administrative Science Quarterly*, 37: 140-161.
16. Triandis, H. C. 1998. Converging measurement of horizontal and vertical individualism and

- collectivism. *Journal of Personality and Social Psychology*, 74: 118-128.
17. Trice, H. M. & Beyer, J. M. 1984. Studying organizational cultures through rites and ceremonials. *Academy of Management Review*, 9: 653-669.
 18. Wagner, J. A. 1995. Studies of individualism-collectivism: Effects on cooperation in groups. *Academy of Management Journal*, 38: 152-172.
 19. Weick, K. E. & Roberts K. H. 1993. Collective mind in organizations: Heedful interrelating on flight decks. *Administrative Science Quarterly*, 38: 357-381.
 20. O'Reilly III, C. A., Chatman, J. & Caldwell, D. F. 1991. People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit. *Academy of Management Journal*. Wilkins, A. & Ouchi, W. 1983. Efficient cultures: Exploring the relationship between culture and organizational performance. *Administrative Science Quarterly*, 28: 468-481.

Session 13 (April 10): Micro HRM

1. Resick, C.J., Baltes, B.B., & Shantz, C.W. 2007. Person-organization fit and work-related attitudes and decisions: Examining interactive effects with job fit and conscientiousness. *Journal of Applied Psychology*, 92: 1446-1455.
2. Whiting, S.W., Podsakoff, P.M., & Pierce, J.R. 2008. Effects of task performance, helping, voice, and organizational loyalty on performance appraisal ratings. *Journal of Applied Psychology*, 93: 125-139.
3. Crosby, F.J., Iyer, A., & Sincharoen, S. 2006. Understanding affirmative action. *Annual Review of Psychology*, 57: 585-611.
4. Holladay, C.L., & Quinones, M.A. 2008. The influence of training focus and trainer characteristics on diversity training effectiveness. *Academy of Management Learning and Education*, 7(3): 343-355.
5. Williamson, I.O., Slay, H., Shapiro, D.L., Shivers-Blackwell, S.L. 2008. The effects of explanations on prospective applicants' reaction to firm diversity practices. *Human Resource Management*, 47: 311-330.

1st half of class: Article discussion

2nd half of class:

- a) Does money motivate?
- b) What alternative theories would you use to integrate as a foundation for research in one of the two areas discussed today. Explain how at least one theory or literature not discussed in today's *required or suggested* readings articles that can contribute to a more in-depth understanding in 1 ½ pages. For example, how could my personality traits (Personality dimensions) be linked to reward systems (merit pay, team-based rewards)? Create a visual representation on a overhead to be presented as well as hypotheses related to the model. Do this assignment individually.

Suggested Readings for Pay and Reward Systems

1. Belliveau, M. A., O'Reilly, C. A. & Wade, J. B. 1996. Social capital at the top: Effects of social similarity and status on CEO compensation. *Academy of Management Journal*, 39: 1568-1593.
2. Bloom, M. 1999. The performance effects of pay dispersion on individuals and organizations. *Academy of Management Journal*, 42: 25-40.
3. Bloom, M. & Milkovich, G. T. 1998. Relationships among risk, incentive pay, and organizational performance. *Academy of Management Journal*, 41: 283-297.
4. Cowherd, D. M. & Levine, D. I. 1992. Product quality and pay equity between lower-level employees and top management: An investigation of distributive justice theory. *Administrative Science Quarterly*, 37: 302-320.

5. DeMatteo, J. S., Eby, L. T. & Sundstrom, E., 1998. Team-based rewards: Current empirical evidence and directions for future research. In Staw B. M. & Cummings L. L. (Eds.), *Research in organizational behavior*, 20: 141-183.
6. Gerhart, B., Trevor, C. O. & Graham, M. E. 1996. New directions in compensation research: Synergies, risk and survival. In G. R. Ferris (Eds). *Research in Personnel and Human Resources Management*, 14: 143-204.
7. Harder, J. W. 1992. Play for pay: Effects of inequity in a pay-for-performance context. *Administrative Science Quarterly*, 37: 321-358.
8. Jenkins, G. D., Mitra, J. A., Gupta, N. & Shaw, J. D. 1998. Are financial incentives related to performance? A meta-analytic review of empirical research. *Journal of Applied Psychology*, 83: 777-787.
9. Konrad, A. M. & Pfeffer, J. 1990. Do you get what you deserve? Factors affecting the relationship between productivity and pay. *Administrative Science Quarterly*, 35: 258-293.
10. Stroh, L., Brett, J., Baumann, J. & Reilly, A. 1996. Agency theory and variable pay compensation strategies. *Academy of Management Journal*, 39: 751-767.
11. Werner, S. & Tosi, H. L. 1995. Other people's money: The effects of ownership on compensation strategy and managerial pay. *Academy of Management Journal*, 39: 575-606.
12. Zenger, T. R. 1992. What do employers only reward extreme performance? Examining the relationships among performance, pay and turnover. *Administrative Science Quarterly*, 37: 198-235.
11. Tsui, A. S., Pearce, J. L., Porter, L. W. & Tripoli, A. M. 1997. Alternative approaches to employee-organization relationships: Does investment in employees pay off? *Academy of Management Journal*, 40: 1089-1121.
12. Harris, M. M., Gilbreath, B. & Sunday, J. A. 1998. A longitudinal examination of a merit pay system: Relationships among performance ratings, merit increases, and total pay increase. *Journal of Applied Psychology*, 83: 825-831.

Suggested Readings for Employment Relationships and Psychological Contracts:

1. Guest, D. E. 1998. Is the psychological contract worth taking seriously? *Journal of Organizational Behavior*, 19: 649-664.
2. Ho, V., & Levesque, L. 2005. With a little help from my friends (and substitutes): Social referents and influence in psychological contracts. *Organization Science*, 16 (3): 275-289.
3. Lepak, D. P. & Snell, S.A. 1999. The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24: 31-48.
4. Millward, L. J. & Brewerton, P. M. 2000. Psychological contracts: Employee relations for the twenty-first century? In Cooper C. L. & Robertson I. T. (Eds.), *International Review of Industrial and Organizational Psychology*, 1-61.
5. Tsui, A. S. & Wang, D. 2002. Employment relationships from the employer's perspective: Current research and future directions. In Cooper, C. L. & Robertson, I. T. (Eds.). *International Review of Industrial and Organizational Psychology*.
6. Rousseau, D. M. 1995. *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*. Thousand Oaks: Sage Publications.
7. Malhotra, D., & Murnighan, K. 2002. The effects of contracts on interpersonal trust, *Administrative Science Quarterly*, 47, 3, 534-559.

Suggested Readings for Selection

1. Hom, P. W., Griffeth, R. W., Palich, L. E. & Braker, J. S. 1998. An exploratory investigation into theoretical mechanisms underlying realistic job previews. *Personnel Psychology*, 51: 421-452.

2. Arvey, R. D., Bouchard, T. J., Segal, N. L. & Abraham, L. M. 1989. Job satisfaction: Environmental and genetic components. *Journal of Applied Psychology*, 74: 187-192.
3. Barrick, M. R. & Mount, M. K. 1991. The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44: 1-26
4. Bauer, T. N., Morrison, E. W. & Callister, R. R. 1998. Organizational socialization: A review and directions for future research. In G. R. Ferris (Ed.), *Research in Personnel and Human Resource Management*, 149-214.
5. Bernardin, H. J. & Cooke, D. K. 1993. Validity of an honesty test in predicting theft among convenient store employees. *Academy of Management Journal*, 36: 1097-1108.
6. Berlew, D. E. & Hall, D. H. 1966. The socialization of managers: Effects of expectations on performance. *Administrative Science Quarterly*, 11: 207-223.
7. Borman, W., Hanson, M. & Hedge, J. 1997. Personnel Selection. In Spence J. T., Darley J. M. & Foss D. J. (Eds.), *Annual review of psychology*, 48: 299-337.
8. Brett, J., & Atwater, L. 2001. 360-degree feedback: Accuracy, reactions, and perceptions of usefulness, *Journal of Applied Psychology*, 930-942.
9. Dipboye, R. L. 1982. Self-fulfilling prophecies in the selection-recruitment interview. *Academy of Management Review*, 4: 579-586.
10. Feldman, D. 1976. A contingency theory of socialization. *Administrative Science Quarterly*, 21: 433-452.
11. Goffin, R. D., Rothstein, M. G. & Johnston, N. G. 1996. Personality testing and the assessment center: Incremental validity for managerial selection. *Journal of Applied Psychology*, 81: 746-756.
12. Goldstein, I. L. 1991. Training in work organizations. In M.D. Dunnette and L.M. Hough (Eds.), *Handbook of industrial and organizational psychology*, 2: ???
13. Malcolm J. R., Earles, J. A. & Teachout, M. S. 1994. Predicting job performance: Not much more than g. *Journal of Applied Psychology*, 79: 518-524.
14. McDaniel, M. A., Whetzel, D. L., Schmidt, F. L. & Maurer, S. D. 1994. The validity of employment interview. A comprehensive review and meta-analysis. *Journal of Applied Psychology*, 79: 599-616.
15. Morrison, E. W. 1993. Newcomer information seeking: Exploring types, modes, sources, and outcomes. *Academy of Management Journal*, 36: 557-589.
16. Morrison, E. W. 1993. Longitudinal study of the effects of information seeking on newcomer socialization. *Journal of Applied Psychology*, 78: 173-183.
17. Noe, R. A. & Wilk, S. L. 1993. Investigating the factors that influence employees' participation in development activities. *Journal of Applied Psychology*, 78: 291-302
18. Pingitore, R., Dugoni, B. L., Tindale, R. S. & Spring, B. 1994. Bias against overweight job applicants in a simulated employment interview. *Journal of Applied Psychology*, 79: 909-917.
19. Richard, O. C. & Kirby, S. L. 1998. Women recruit's perception of workplace diversity selection decisions: A procedural justice examination. *Journal of Applied Social Psychology*, 27(2), 187-92.
20. Richard, O. C. & Kirby, S. L. 1997. African-Americans' reaction to unjustified diversity programs: Do Procedures Matter? *Journal of Black Psychology*, 23(4): 388-397.
21. Richard, O. C. & Kirby, S. L. 1997. Predictors of white American males' attitudes toward diversity selection processes. *Journal of Social Psychology*, 137(6): 784-786.
22. Rynes, S. L., Brown, K. G. & Colbert, A. E. 2002. Seven common misconceptions about human resource management practices: Research finds versus practitioner beliefs. *Academy of Management Executive*, 16(3): 92-
23. Saks, A. M. 1995. Longitudinal field investigation of the moderating and mediating effects of self-efficacy on the relationship between training and newcomer adjustment. *Journal of Applied Psychology*, 80: 211-225.
24. Simon, S. J. & Werner, J. M. 1996. Computer training through behavior modeling, self-paced, and instructional approaches: A field experiment. *Journal of Applied Psychology*, 81: 648-659.

25. Schneider, B., Smith, D., Taylor, S. & Fleenor, J. 1998. Personality and organizations: A test of the homogeneity of personality hypothesis. *Journal of Applied Psychology*, 83: 462-470.
26. Van M. J. 1975. Police socialization: A longitudinal examination of job attitudes in an urban police department. *Administrative Science Quarterly*, 20: 207-228.
27. Van M. J. & Schein, E. H. 1979. Toward a theory of organizational socialization. In Staw B. M. (Ed.), *Research in organizational behavior*, 1: 209-264.
28. Varma, A., Denisi, A. & Peters, L. 1996. Interpersonal affect and performance appraisal: A field study. *Personnel Psychology*, 49: 341-360.
29. Wanous, J. 1973. Effects of a realistic job preview on job acceptance, job attitude, and job survival. *Journal of Applied Psychology*, 58: 327-332.
30. Wexley, K. N. & Baldwin, T. T. 1986. Post-training strategies for facilitating positive transfer: an empirical exploration. *Academy of Management Journal*, 29: 503-520
31. Whitney, D. J. & Schmitt, N. 1997. Relationship between culture and responses to biodata employment items. *Journal of Applied Psychology*, 82: 113-129.

Suggested Readings for Performance and Feedback:

1. Ashford, S. & Tsui, A. S. 1991. Self-regulation for managerial effectiveness: The role of active feedback seeking. *Academy of Management Journal*, 34: 251-280.
2. Mero, N. P. & Motowidlo, S. J. 1995. Effects of rater accountability on the accuracy and the favorability of performance ratings. *Journal of Applied Psychology*, 80: 517-524.
3. Wayne, S. J. & Liden, R. C. 1995. Effects of impression management on performance ratings: A longitudinal study. *Academy of Management Journal*, 38: 232-260.
4. Arvey, R. D. & Murphy, K. R. 1998. Performance Evaluation in Work Settings. In Spence J. T., Darley J. M. & Foss D. J. (Eds.), *Annual review of psychology*, 49: 141-168.
5. Atwater, L., Roush, P. & Fischthal, A. 1995. The influence of upward feedback on self- and follower ratings of leadership. *Personnel Psychology*, 48: 35-59.
6. Austin, J. T., Villanova, P., Kane, J. S. & Bernardin, H. J. 1991. Construct validation of performance measures: Issues, development, and evaluation of indicators. In G.R. Ferris & K.M. Rowland (Eds.), *Research in Personnel and Human Resources Management*, 9: 159-234.
7. Borman, W., White, L. & Dorsey, D. 1995. Effects of ratee task performance and interpersonal factors on supervisor and peer performance ratings. *Journal of Applied Psychology*, 80: 168-177.
8. Conway, J. M. 1999. Distinguishing Contextual Performance from Task Performance for Managerial Jobs. *Journal of Applied Psychology*, 84: 3-13.
9. DeNisi, A. S. & Peters, L. H. 1996. Organization of information in memory and the performance appraisal process: Evidence from the field. *Journal of Applied Psychology*, 81: 717-737.
10. Judge, T. A. & Ferris, G. R. 1993. Social context of performance evaluation decisions. *Academy of Management Journal*, 36: 80-105.
11. Mount, M. K., Judge, T. A., Scullen, S. E., Sytsma, M. R. & Hezlett, S. A. 1998. Trait, rater, and level effects in 360-degree performance ratings. *Personnel Psychology*, 51: 557-576.
12. Saavedra, R. & Kwun, S. 1993. Peer evaluation in self-managing work groups. *Journal of Applied Psychology*, 78: 450-462.
13. Tsui, A. S. & Barry, B. 1986. Interpersonal affect and rating errors. *Academy of Management Journal*, 29: 586-599.
14. Wayne, S. & Kacmar, M. 1991. The effects of impression management on the performance appraisal process. *Organizational Behavior and Human Decision Processes*, 48: 70-88.

Session 15 (April 24): Presentation of Research Papers.

Today I will return papers with the reviews that your colleagues provided and a summary. We will use the second half of the class period to discuss the papers and the writing process.

Optional readings is Writing for Social Scientists, by Howard S. Becker.

Classic Organizational Behavior Articles

1. Dutton, J. E. & Dukerich, J. M. 1991. Keeping an eye on the mirror: Image and identity in organization adaptation. *Academy of Management Journal*, 34: 517-555.
2. Ely, R. 1994. The effects of organizational demographics and social identity on relationships among professional women. *Administrative Science Quarterly*, 39: 203-238.
3. Gersick, C. 1988. Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal*, 31: 9-41.
4. Mowday, R. et al. 1979. The measurement of organizational commitment. *Journal of Vocational Behavior*, 14: 224-247.
5. O'Reilly, C. A., David F. C., & William P. B. 1989. Work group demography, social integration, and turnover. *Administrative Science Quarterly*, 34: 21-37.
6. Pfeffer, J. 1983. Organizational demography. In Staw B. M. & Cummings L. L. (Eds.), *Research in organizational behavior*, 5:
7. Rousseau, D. M. 1985. Issues of level in organizational research: Multi-level and cross-level perspectives. In Staw B. M. & Cummings L. L. (Eds.), *Research in organizational behavior*, 7: 1-37.
8. Salancik, G. R. & Pfeffer, J. 1978. A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 23: 224-253.
9. Staw, B. 1976. Knee-deep in the big muddy. *Organizational Behavior and Human Performance*, 16: 27-44.
10. Staw, B. M., Sandelands, L. E. & Dutton, J. E. 1981. Threat-rigidity effects in organizational behavior: A multilevel analysis. *Administrative Science Quarterly*, 26: 501-525.

Recommended Readings

1. Ashforth, B. E. & Mael F. 1989. Social identity and the organization. *Academy of Management Review*, 14: 20-39.
2. Earley, P. C. 1989. East meets West meets Mideast: Further explorations of collectivistic and individualistic work groups. *Academy of Management Journal*, 36: 319-348.
3. Earley P. C. 1989. Social loafing and collectivism: A comparison of the United States and the People's Republic of China. *Administrative Science Quarterly*, 34: 565-581.
4. Granovetter, M. S. 1973. The strength of weak ties. *American Journal of Sociology*, 78: 1360-1380.
5. House, R., Spangler W. & Woycke, J. 1991. Personality and charisma in the U.S. presidency: A psychological theory of leader effectiveness. *Administrative Science Quarterly*, 36: 364-396.
6. Ibarra, H. 1991. Homophily and differential returns: Sex differences in network structure and access in an advertising firm. *Administrative Science Quarterly*, 37: 422-447.
7. Meindl, J., Erlich, S. & Dukerich, J. 1985. The romance of leadership. *Administrative Science Quarterly*, 30: 78-102.
8. O'Reilly, C. A. III, Chatman, J A. & Caldwell, D. F. 1991. People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34: 487-516.
9. Pfeffer, J. 1979. The ambiguity of leadership. *Academy of Management Review*, 2: 104-112.
10. Staw, B., Bell, N. & Clausen, J. 1986. The dispositional approach to job attitudes: A lifetime longitudinal test. *Administrative Science Quarterly*, 31: 56-77.
11. Staw, B. & Ross, J. 1985. Stability in the midst of change: The dispositional approach to job attitudes. *Journal of Applied Psychology*, 70: 469-480.

Most Cited Articles

1. Baron, R. M. & Kenny, D. A. 1986. The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51: 1173-1182.
2. Becker, T. E. & Martin, S. L. 1995. Trying to look bad at work: Methods and motives for managing poor impressions in organizations. *Academy of Management Journal*, 38: 174-199.
3. Brockner, J. 1992. The escalation of commitment to a falling course of action: Toward theoretical progress. *Academy of Management Review*, 17: 39-61.
4. Brockner, J. 1992. The Escalation of Commitment to a Failing Course of Action: Toward Theoretical Progress. *Academy of Management Review*, 17: 39-23.
5. Brockner, J., Tyler, T. & Cooper-Schneider, K. 1992. The influence of prior commitment to an institution on reactions to perceived unfairness: The higher they are, the harder they fall. *Administrative Science Quarterly*, 37: 241-261.
6. Brockner, J., Siegel, P. A., Daly, J., Tyler, T. & Martin, C. 1997. When trust matters: The moderating effect of outcome favorability. *Administrative Science Quarterly*, 42: 558-583.
7. Campion, M. A. 1993. Article review checklist: A criterion checklist for reviewing research articles in applied psychology. *Personnel Psychology*, 46: 705-718.
8. Edwards, J. R. 1994. Alternatives to difference scores as dependent variables in the study of congruence in organizational research. *Organizational Behavior and Human Decision Processes*, 64: 307-324.
9. Eisenhardt, K. M. 1989. Agency theory: An assessment and review. *Academy of Management Review*, 14: 57-74.
10. Elangovan, A. R. & Shapiro, D. L. 1998. Betrayal of trust in organizations. *Academy of Management Review*, 23: 547-566.
11. Fama, E. F. & Jensen, M. C. 1983. Separation of ownership and control. *Journal of Law and Economics*, 26: 301-325.
12. Festinger, L. 1954. A theory of social comparison processes. *Human Relations*, 7: 117-140.
13. Herzberg, F., 1968. One more time: how do you motivate employees? *Harvard Business Review*, 46: 53-62.
14. Kramer, R. M. 1999. Trust and distrust in organizations: Emerging perspectives, enduring questions. In Rosenzweig M. R. & Porter L. W. (Eds.), *Annual review of psychology*, 50: 569-598.
15. Lewicki R. J., McAllister, D.J. & Bies, R. J. 1998. Trust and distrust: new relationships and realities. *Academy of Management Review*, 23: 438-458.
16. McAllister, D. J. 1995. Affect- and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38: 24-59.
17. Meyer, J. W. & Rowan, B. 1977. Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83: 340-363.
18. Murphy, K. R. 1996. Getting published. In P. J. Frost & M. S. Taylor (Eds.), *Rhythms of Academic Life*, 129-134.
19. Northcraft, G. B. & Neale, M. A. 1993. Negotiating successful collaboration. In J. K. Murnighan (Ed.), *Social psychology in organizations: Advances in theory and research*, 204-224.
20. Pearce, J. L., Branyiczki, & George A. B. 2000. Insufficient Bureaucracy: Trust and commitment in particularistic organization. *Organization Science*, 11: 148-162.
21. Rousseau, D. M., Sitkin, S. B., Burt, R. S. & Camerer, C. 1998. Not so different after all: a cross discipline view of trust. *Academy of Management Review*, 23: 393-404.
22. Skarlicki, D. P., Folger, R. & Tesluk, P. 1999. Personality as a moderator in the relationship between fairness and retaliation. *Academy of Management Journal*, 42: 100-108.

23. Tsui, A. S. 1994. Reputational effectiveness: Toward a mutual responsiveness framework. In Staw B. M. & Cummings L. L. (Eds). *Research in organizational behavior*, 16: 257-307.
24. Whyte, G. 1986. Escalating commitment to a course of action: A reinterpretation. *Academy of Management Review*, 11: 311-321.

Classic Books

1. Allport, G. W. 1937. *Personality: A Psychological Interpretation*. Holt: New York.
2. Argyris, C. 1957. *Personality and Organization*. NY: Harper & Row.
3. Barnard, C. I. 1938. *The Functions of the Executive*. Cambridge, MA: Harvard University Press.
4. Bass, B. M. 1990. *Handbook of Leadership: Theory, Research, and Managerial Applications*. New York, NY: Free Press.
5. Bazerman, M. H. 1990. *Judgment in Managerial Decision Making*. New York, NY: Wiley and Sons.
6. Berger, P. L. & Luckman T. 1966. *The Social Construction of Reality*. Garden City, NY: Doubleday.
7. Blau, P. M. 1986. *Exchange and Power in Social Life*. New Brunswick, NJ: Transaction Books.
8. Chandler, A. D. 1962. *Strategy and Structure*. MIT Press.
9. Cox, T. 1994. *Cultural diversity in organizations: Theory, research, and practice*. San Francisco: Berrett-Koehler.
10. Crozier, M. 1964. *The Bureaucratic Phenomenon*. Chicago: University of Chicago Press.
11. Cyert, R. M. & March, J. G. 1963. *A Behavioural Theory of the Firm*. Englewood Cliffs, NJ: Prentice-Hall.
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