PhD. Seminar in Organizational Behavior and Human Resource Management
OB 7302.001

Class Time and Room: 1:00-3:45 JSOM 2.901 - Monday

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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 light methodology component because the major focus is theory and hypotheses formulation. 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 (12 font, double-spaced) synopsis of one article of their choice along with two discussion questions each week to be submitted to the designated discussion leader and me by Sunday at 1:00PM. 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, opportunities for future research, threats from pursuing this type of research (SWOT) analysis discussion sheet for the remaining articles. Additional citations are provided for you in the numerous "additional references" sections 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 of assigned readings.

Individual or Co-Authored 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 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. Joyce Osland and Marlene Turner (2011), Organizational Behavior Reader. Nineth Edition. Pearson Prentice Hall. Upper Saddle River, New Jersey.
- For timely topics in OB and HRM, see the Academy of Management Annals and the Journal of Management which both publish extensive literature reviews.

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 page double-spaced proposal and hypotheses for one or two papers you have in mind to be discuss openly in class session EIGHT. After feedback in session EIGHT from myself and your peers, you will work on developing the question of interest and the theory that supports your hypotheses related to your most promising paper idea. In other words, you will be working on refining the theoretical component on the basis of initial comments from me and 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 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 OB/HRM 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	Academy of Management Journal
Organizational Behavior and Human	Academy of Management Review

Decision Processes	
Personnel Psychology	Organization Science
Journal of Personality and Social Psychology	Administrative Science Quarterly
Strategic Management Journal	Journal of International Business Studies
Industrial and Labor Relations Review	Journal of Management
Journal of Management Studies	Academy of Management Perspectives
Annual Review of Psychology	Academy of Management Annals
Human Resource Management (HRM/HRMR/HRMJ/IJHRM)	Journal of Organizational Behavior

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. The homework will be randomly collected and graded.

Grading System

6 one-page article summaries (selected randomly) and participation	30%
Homework (selected randomly)	20%
Discussion leader	10%
Ad hoc review	5%
Research paper	35%

Topics

Session 1	1/12	Organizational Behavior and Human Resources research – An overview
Session 2	1/26	Individual differences, dispositions and emotions
Session 3	2/2	Motivation and organizational citizenship behaviors
Session 4	2/9	Micro HRM: Professor Lopez-Kidwell
Session 5	2/16	Macro HRM and Human Capital
Session 6	2/23	International HRM
Session 7	3/2	Workforce Diversity
Session 8	3/9	Conflict and Creativity, Proposal idea session
Session 9	3/23	Groups and Teams
Session 10	3/30	Tales from the Dark Side
Session 11	4/6	Dyadic Relationships
Session 12	4/13	Leadership

Session 13	4/20	Data Analysis with SPSS and Interpretation; Distribute Final Paper (bring 2 copies)
Session 14	4/27	Ad hoc Review due 4/23, Presentation of Research Papers begins
Session 15	5/4	Presentation of Research Papers

#Required Readings subject to change

Syllabus

Session 1 (January 12): Organizational Behavior and Human Resources Management Overview

Required Readings:

1. Morrison, E. (2010). OB in AMJ: What is Hot and What is Not? *Academy of Management Journal*, *53*(5), 932-936.
2. Guest, D.E. (2011). Human Resource Management and Performance: Still Searching for Some Answers. *Human Resource Management Journal*, *21*(1), 3-13.
3. Shao, R., Rupp, D. E., Skarlicki, D. P., & Jones, K. S. (2013). Employee Justice Across Cultures A Meta-Analytic Review. *Journal of Management*, *39*(1), 263-301.

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

a) What is organizational behavior? How has the field changed during the last 10 years? How would you evaluate the current state of organizational behavior? Human resource management?

b) What theories are used in OB/HRM research? 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.

c) What is missing in the current field of organizational behavior and or human resource management?

d) What are your tastes in research (i.e. concerning topics and methodologies)? Likes, dislikes.

Additional References:

1. Mudambi, R., Hannigan, T. J., & Kline, W. (2012). Advancing Science on the Knife's Edge: Integration and Specialization in Management Ph. D. Programs. *Academy of Management Perspectives*, *26*(3), 83-105.
2. Carton, A. M., & Cummings, J. N. (2012). A theory of subgroups in work teams. *Academy of Management Review*, 37(3), 441-470.
3. Maynard, M., Gilson, L. L., & Mathieu, J. E. (2012). Empowerment—Fad or Fab? A Multilevel Review of the Past Two Decades of Research. *Journal of Management*, *38*(4), 1231-1281. doi:10.1177/0149206312438773
4. Brief, A. P. & Dukerich, J. M. (1991). Theory in organizational behavior: Can it be useful? *Research in Organizational Behavior, 13*, 327-352.
5. 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.
6. 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.

7. Davis, M. (1971). That's Interesting! Towards a phenomenology of sociology and a sociology of phenomenology. *Philosophy of Social Science,* 309-344.

8. 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.

9. 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.

10. 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.

11. Pfeffer, J. (1991). Organization theory and structural perspectives on management. *Journal of Management, 17*, 789-803.

12. Pfeffer, J. (1993). Barriers to the advancement of organizational science: Paradigm development as a dependent variable. *Academy of Management Review, 18*, 599-620.

13. 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.

14. 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.

15. Staw, B. (1991). Dressing up like an organization: When psychological theories can explain organizational action. *Journal of Management, 17*, 805-819.

16. Sutton, R. & Staw, B. (1995). What theory is not. *Administrative Science Quarterly, 40*, 371-384.

17. Whetten, D. A. (1989). What constitutes a theoretical contribution? *Academy of Management Review,* 14: 490-495.

18. 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.

19. 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.

20. 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.

21. 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.

22. Brief, A., & Weiss, H. (2002). Organizational behavior: Affect in the workplace, *Annual Review of Psychology*, *53*, 279-307.

23. 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.

24. Porter, L. (1996). Forty years of organization studies: Reflections from a micro perspective. *Administrative Science Quarterly,* 41: 262-269.Aquinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, *60*, 451-474.

25. 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.

Session 2 (<mark>January 26</mark>): Individual differences, dispositions, and emotions

Required Readings:

1. Cote, S. (2014): Emotional Intelligence in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 459-488.
2. Meister, A., Jehn, K., & Thatcher, S. (2014). Feeling Misidentified: The Consequences of Internal Identity Asymmetries for Individual at Work. *Academy of Management Review*, *39*(4), 488-512.
3. Bledow, R., Rosing, K., & Frese, M. (2013). A Dynamic Perspective on Affect and Creativity. *Academy of Management Journal*, *56*(2), 432-450.
4. Judge, T., & Zapata, C. (2014). The person-situation debate revisited: Effect of situation strength and trait activation on the validity of the big five personality traits in predicting job performance. *Academy of Management Journal*, doi: 10.5465/amj.2010.0837

1ˢᵗ half of class:

Cover discussion points. Compare the articles. How are they similar? How are they different? How are they complementary?

2ⁿᵈ half of class:

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 (1 double-spaced page) is: 1) to develop a research question which flows from the papers read today (i.e., use these papers as setup) and 2) write a short introduction for an empirical paper which would explore that research question(s). Please bring a copy of your proposed research question so that we can project it on the document camera.

Additional References:

1. Dong, Y., Seo, M., & Bartol, K. (2014). No Pain, No Gain: An Affect-based Model of Developmental Job Experience and the Buffering Effects of Emotional Intelligence. *Academy of Management Journal*, *57*(4), 1056-1077.
2. Farh, C., Myeong-Gu, S., & Tesluk, P. E. (2012). Emotional Intelligence, Teamwork Effectiveness, and Job Performance: The Moderating Role of Job Context. *Journal of Applied Psychology*, *97*(4), 890-900. doi:10.1037/a0027377
3. Chatterjee, A., & Hambrick, D. C. (2011). Executive Personality, Capability Cues, and Risk Taking: How Narcissistic CEOs React to Their Successes and Stumbles. *Administrative Science Quarterly*, *56*(2), 202-237. doi:10.1177/0001839211427534
4. Dragoni, L., OH, I. S., Vankatwyk, P., & Tesluk, P. E. (2011). Developing executive leaders: The relative contribution of cognitive ability, personality, and the accumulation of work experience in predicting strategic thinking competency. *Personnel Psychology*, 64(4), 829-864.
5. Carton, A. M., & Rosette, A. S. (2011). Explaining bias against black leaders: Integrating theory on information processing and goal-based stereotyping. *Academy of Management Journal*, *54*(6), 1141-1158.
6. Zhang, Z., Wang, M., & Shi, J. (2012). Leader-follower congruence in proactive personality and work outcomes: The mediating role of leader-member exchange. *Academy of Management Journal*, *55*(1), 111-130.
7. Arvey, R. et al. (1989). Job satisfaction: Environmental and genetic components. *Journal of Applied*

Psychology, 74: 187-92.

8. 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.

9. 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.

10. 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.

11. 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.

12. Davis-Blake, A. & Pfeffer, J. (1989). Just a mirage: The search for dispositional effects in organizational research. *Academy of Management Review,* 14: 365-400.

13. 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.

14. Edwards, J. (1996). An examination of competing versions of the person-environment fit approach to stress. *Academy of Management Journal,* 39: 292-339.

15. Funder, D. (2001). Personality. *Annual Review of Psychology,* 52, 197-221.

16. 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.

17. Gerhart, B. (1987). How important are dispositional factors as determinants of job satisfaction? *Journal of Applied Psychology,* 72: 366-373.

18. 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.

19. 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.

20. 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.

21. Morris & Feldman. (1996). The dimensions, antecedents, and consequences of emotional labor. *Academy of Management Review,* 21: 986-1010.

22. 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.

23. Petty, R. E., Wegner, D. T. & Fabrigar, L. R. (1997). Attitudes and attitude change. *Annual Review of Psychology,* 48: 609-647.

24. Rafaeli, A. & Sutton, R. (1987). Expression of emotion as part of the work role. *Academy of Management Review,* 12: 23-37

25. Schneider, B. (1995). The ASA framework: An update. *Personnel Psychology,* 48: 747-773.

26. Staw, B. & Ross, J. (1985). Stability in the midst of change: The dispositional approach to job attitudes. *Journal of Applied Psychology,* 70: 469-480.

27. 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.

28. 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.

29. Luthans, F., & Youssef, C.M. (2007). Emerging positive behavior. *Journal of Management*, 33 (3): 321-349.

30. Ozer, D.J., & Benet-Martinez, V. (2006). Personality and the prediction of consequential outcomes. *Annual Review of Psychology*, 57: 401-421.

31. 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.

32. Mayer, J.D., Roberts, R.D., & Barsade, S. (2008). Human abilities: Emotional intelligence. *Annual Review of Psychology*, 59: 507-536.

33. 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.

34. Scott, B.A., Colquitt, J.A., Paddock, E.L., & Judge, T. (2010). A daily investigation of the role of manager empathy on employee well-being. *Organizational Behavior and Human Decision Processes*, 127-140.

35. Kausel, E.E., & Slaughter, J.E. (2011). Narrow personality traits and organizational attraction: Evidence for the complementary hypothesis. *Organizational Behavior and Human Decision Processes*, 114, 3-14.

36. Nadkarni, S., & Herrmann, P. (2010). CEO personality, strategic flexibility, and firm performance: The case of the Indian business process outsourcing industry. *Academy of Management Journal*, 53, 1050-1073.

37. Simsek, Z., Heavey, C., & Veiga, J.J.F. (2010). The impact of CEO core self-evaluation on the firm's entrepreneurial orientation. *Strategic Management Journal*, 31, 110-119.

38. Mosquera, P.M.R., Parrott, W.G., & de Mendoza, A.H. (2010). I fear your envy, I rejoice in your coveting: On the ambivalent experience of being envied by others. *Journal of Personality and Social Psychology*, 99, 842-854.

Session 3 (<mark>February 2</mark>): Motivation and Organizational Citizenship Behavior

Required Readings:

1. Roberson, Q. M., & Williamson, I. O. (2012). Justice in Self-Managing Teams: The Role of Social Networks in the Emergence of Procedural Justice Climates. *Academy of Management Journal*, *55*(3), 685-701.

2. van Dijke, M., De Cremer, D., Mayer, D. M., & Van Quaquebeke, N. (2012). When Does Procedural Fairness Promote Organizational Citizenship Behavior? Integrating Empowering Leadership Types in Relational Justice Models. *Organizational Behavior and Human Decision Processes*, *117*(2), 235-248.

3. Matta, F. K., Scott, B., Koopman, J., & Conlon, D. (2014). Does Seeing "Eye To Eye" Affect Work Engagement and OCB? A Role Theory Perspective on LMX Agreement. *Academy of Management Journal*, doi: 10.5465/amj.2014.0106

4. Chen, X., Liu, D., & Portnoy, R. (2012). A Multilevel Investigation of Motivational Cultural Intelligence, Organizational Diversity Climate, and Cultural Sales: Evidence From U.S. Real Estate Firms. *Journal of Applied Psychology*, *97*(1), 93-106. doi:10.1037/a0024697

1st half of class:

Read Roberson et al as background. Compare the other articles with an attempt to integrate ideas.

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 one "NEW" hypothesis, based on the articles you have read for class Ideally, you will bridge justice (or a topic from a previous session) with OCB or in-role performance. Write up basic arguments in 1 double-spaced page. Be sure to include in your paper a brief introduction and statement of the research question. Also bring a separate copy of your research question and hypothesis on it.

Additional References:

1. MacKenzie, S. B., Podsakoff, P. M., & Podsakoff, N. P. (2011). Challenge-oriented organizational citizenship behaviors and organizational effectiveness: Do challenge-oriented behaviors really have an impact on the organization's bottom line? Personnel Psychology, *64*(3), 559–592.

2. Gardner, T. M., Wright, P. M., & Moynihan, L. M. (2011). The impact of motivation, empowerment, and skill enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment. *Personnel Psychology*, *64*(2), 315-350.

3. 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.

4. 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.

5. Deci, E. (1972). Intrinsic motivation, extrinsic reinforcement, and inequity. *Journal of Personality and Social Psychology, 22*, 113-120.

6. Gist, M. E. (1987). Self-efficacy: Implications for organizational behavior and human resource management. *Academy of Management Review*.

7. 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*.

8. Kanfer, R. & Heggestad, 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.

9. Latham, G. & Locke, E, (1991). Self-regulation through goal setting. *Organizational Behavior and Human Decision Processes, 50*, 212-247.

10. 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.

11. Maslow. A. 1943. A theory of human motivation. *Psychological Review, 50*, 370-96.

12. 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.

13. 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*.

14. Parker, S., Wall, T. & Jackson, P. (1997). That's not my job: Developing flexible employee work organizations. *Academy of Management Journal,* 40, 899-929.

15. Ryan, R. M. & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being, *American Psychologist*.

16. Sandberg, J. (2000). Understanding human competence at work: An interpretative approach. *Academy of Management Journal,* 43, 9-26.

17. 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.

18. Steers, R., Mowday, R., & Shapiro, D. (2004). The future of work motivation theory, *Academy of Management Review*, 29, 379-387.

19. Latham, G & Pinder, C. (2005). Work motivation theory and research at the dawn of the twenty first century. *Annual Review of Psychology*, *56*, 485-516.

20. 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.

21. 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.

22. 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.

23. 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.

24. Mossholder, K., Richardson, H., & Settoon, R. (2011). Human resource systems and helping in organizations: A relational perspective. *The Academy of Management Review (AMR), 36*(1), 33-52.

25. Chen, G., Kirkman, B. L., Kim, K., Farh, C. I. C., & Tangirala, S. (2010). When does cross-cultural motivation enhance expatriate effectiveness? A multilevel investigation of the moderating roles of subsidiary support and cultural distance. [Article]. *Academy of Management Journal, 53*(5), 1110-1130.

26. Fu, P. P., Tsui, A. S., Liu, J., & Li, L. (2010). Pursuit of whose happiness? Executive leaders' transformational behaviors and personal values. [Article]. *Administrative Science Quarterly, 55*(2), 222-254.

27. Zhang, X., & Bartol, K. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *The Academy of Management Journal (AMJ), 53*(1), 107-128.

28. Dalal, R., Lam, H., Weiss, H., Welch, E., & Hulin, C. (2009). A within-person approach to work behavior and performance: Concurrent and lagged citizenship-counterproductivity associations, and dynamic relationships with affect and overall job performance. *The Academy of Management Journal (AMJ), 52*(5), 1051-1066.

29. Fritz, C., Yankelevich, M., Zarubin, A., & Barger, P. (2010). Happy, healthy, and productive: The role of detachment from work during nonwork time. *The Journal of Applied Psychology, 95*(5), 977.

Session 4 (<mark>February 9</mark>): Micro Human Resource Management Topics: <u>Professor Lopez-Kidwell</u>

Required Readings:

1. Erez, A., Schilpzand, P., Leavitt, K., Woolum, A., & Judge, T. (2014). Inherently Relational: Interactions Between Peers' and Individuals' Personalities Impact Reward Giving and Appraisal of Individual Performance. *Academy of Management Journal*, doi: 10.5465/amj.2011.0214

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3. Slaughter, J. E., Cable, D. M., & Turban, D. B. (2014). Changing Job Seekers' Image Perceptions during Recruitment Visits: The Moderating Role of Belief Confidence. *Journal of Applied Psychology*, *99*(6), 1146.

4. Lopez-Kidwell, V., Grosser, T., Dineen, B., & Borgatti, S. (2013). What matters when: A multi-stage examination of factors contributing to job search effort. *Academy of Management Journal*, 56 (6): 1655-1678.

1st half of class: Article discussion

2nd half of class:

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 can contribute to a more in-depth understanding. Create a visual representation on an overhead to be presented as well as a hypothesis related to the theory or literature. Do this homework assignment in pairs or triads.

Additional References

1. Bernerth, J. B., & Taylor, S. G. (2012). An Empirical Investigation of Dispositional Antecedents and Performance-Related Outcomes of Credit Scores. *Journal of Applied Psychology*, *97*(2), 469-478. doi:10.1037/a0026055
2. Bidwell, M. (2011). Paying more to get less: The effects of external hiring versus internal mobility. *Administrative Science Quarterly*, *56*(3), 369-407
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5. 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.
6. 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.
7. Cortina, L.M. (2008). Unseen injustice: Incivility as modern discrimination in organizations. Academy of Management Journal, 33(1), 55-75.
8. 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.
9. 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.
10. Fredrickson, J. W., Davis-Blake, A. and Sanders, W. G. (2010), Sharing the wealth: social comparisons and pay dispersion in the CEO's top team. *Strategic Management Journal*, 31, 1031–1053.
11. Hamori, M. (2010). Who gets headhunted--and who gets ahead? The impact of search firms on executive careers. *Academy of Management Perspectives*, 24(4), 46-59.
12. King, E. B., & Ahmad, A. S. (2010). An experimental field study of interpersonal discrimination toward job applicants. *Personnel Psychology*, 63(4), 881-906.
13. Rydell, R. J., Rydell, M. T., & Boucher, K. L. (2010). The effect of negative performance stereotypes on learning. *Journal of Personality and Social Psychology*, 99(6), 883-896.

Helpful 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. Crosby, F.J., Iyer, A., & Sincharoen, S. (2006). Understanding affirmative action. *Annual Review of Psychology*, 57, 585-611.

6. DeMatteo, J. S., Eby, L. T. & Sundrstrom, 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.

7. 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.

8. Harder, J. W. (1992). Play for pay: Effects of inequity in a pay-for-performance context. *Administrative Science Quarterly,* 37, 321-358.

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13. 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.

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16. Fiol, C.M., Pratt, M.G., & O'Connor, E.J. (2009). Managing intractable identity conflicts. Academy of Management Review, 34(1): 32-55.

17. Kalev, A., Dobbin, F., & Kelly, E. (2006). Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. American Sociological Review, 71, 589-617.

18. Cortina, L.M. (2008). Unseen injustice: Incivility as modern discrimination in organizations. Academy of Management Journal, 33(1), 55-75.

Helpful 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.

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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.

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Helpful 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.

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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.

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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.

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Helpful 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.

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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.

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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.

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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 5 (<mark>February 16</mark>): Macro Human Resource Management and Human Capital

Required Readings:

1. Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An Aspirational Framework for Strategic Human Resource Management. *Academy of Management Annals*, *8*(1), 1-56.
2. DeNisi, A., & Smith, C. E. (2014). Performance Appraisal, Performance Management, and Firm-Level Performance: A Review, a Proposed Model, and New Directions for Future Research, *Academy of Management Annals*, *8*(1), 127-179.
3. Andrevski, G., Richard, O. C., Shaw, J. D., & Ferrier, W. J. (2014). Racial Diversity and Firm Performance: The Mediating Role of Competitive Intensity. *Journal of Management*, *40*(3), 820-844.
4. Jiang, K., Lepak, D.P., Hu, J., & Baer, J.C. (2013). How Does Human Resource Management Influence Organizational Outcomes? A Meta-Analytic Investigation of Mediating Mechanism. *Academy of Management Journal*, *55*(6), 1264-1294.

Supplemental discussion questions for discussion leader:
a) Distinguish among HR systems, SHRM effectiveness, HR Practices, HR capabilities, etc. Which do you believe has a stronger impact on performance and why?
b) No homework assignment

Additional References for Macro HRM

1. King, E. B., Dawson, J. F., West, M. A., Gilrane, V. L., Peddie, C. I., & Bastin, L. (2011). Why organizational and community diversity matter: Representativeness and the emergence of incivility and organizational performance. *Academy of Management Journal*, *54*(6), 1103-1118.
2. Messersmith, J. G., Patel, P. C., Lepak, D. P., & Gould-Williams, J. S. (2011). Unlocking the black box: Exploring the link between high-performance work systems and performance. *Journal of Applied Psychology*, *96*(6), 1105-1118.
3. Becker, B. E., & Huselid, M. A. (2006). Strategic Human Resource Management: Where do we go from here? *Journal of Management*, 32(6), 898-925.
4. 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.
5. 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.
6. Huffman, M., Cohen, P., & Pearlman, J. (2010). Engendering change: Organizational dynamics and workplace gender desegregation, 1975-2005. *Administrative Science Quarterly, 55*(2), 255-277.

7. Mabey, C. (2008). Management development and firm performance in Germany, Norway, Spain, and the UK. Journal of International Business Studies, 39(8), 1327-1342.

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9. Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal,* 37, 670-687.

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11. 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.

12. 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.

13. Becker, B. & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal,* 39, 779-801.

14. 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.

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16. 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.

17. 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.

18. 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.

19. 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.

20. Oliver, C. (1997). Sustainable Competitive Advantage: Combining Institutional and Resource-Based Views. *Strategic Management Journal,* 18, 697-713.

21. Richard, O. (2000). Racial diversity, business strategy, and firm performance: A resource based view. *Academy of Management Journal,* 43, 164-177.

22. Richard, O. C. & Johnson, N. (2001). Strategic human resource management effectiveness and firm performance. *International Journal of Human Resource Management,* 12(2), 299-310.

23. 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.

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25. Tsui, A. S. & Milkovich, G. (1987). Personnel department activities: Constituency perspectives and preferences. *Personnel Psychology,* 40, 519-537.

26. 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.

27. 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.
28. 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.
29. Taylor, S., Beechler, S. & Napier, N. (1996). Toward an integrative model of strategic international human resource management. *Academy of Management Review,* 21, 959-985.
30. 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 6 (<mark>February 23</mark>): International Human Resource Management

Additional Readings:

1. Shaffer, M. A., Kraimer, M. L., Chen, Y. P., & Bolino, M. C. (2012). Choices, Challenges, and Career Consequences of Global Work Experiences A Review and Future Agenda. *Journal of Management*, *38*(4), 1282-1327.
2. Rabl, T., Jayasinghe, M., Gerhart, B., & Kühlmann, T. M. (2014). A Meta-Analysis of Country Differences in the High-Performance Work System–Business Performance Relationship: The Roles of National Culture and Managerial Discretion. *Journal of Applied Psychology*, *99*(6), 1011-1041.
3. Troster, C., & van Knippenberg, D. (2012). Leader Openness, Nationality Dissimilarity, and Voice in Multinational Management Teams. *Journal Of International Business Studies*, *43*(6), 591-613.
4. Yang, L. (2012). Individualism-Collectivism as a Moderator of the Work Demands-Strains Relationship: A Cross-Level and Cross-National Examination. *Journal Of International Business Studies*, *43*(4), 424-443.

For class: 1st half of class
Compare the articles. How are they similar? How are they different? How are they complementary?

2nd half of class
Considering cultural differences, develop a research question for the topic SHRM. Present a research design you would use to answer your research question. You can do this homework in pairs or triads.

Additional References:
1. Mueller, K., Hattrup, K., Spiess, S. O., & Lin-Hi, N. (2012). The effects of corporate social responsibility on employees' affective commitment: A cross-cultural investigation. *Journal of Applied Psychology*, *97*(6), 1186-1200.
2. Fey, C., Morgulis-Yakushev, S., Park, H., & Bjorkman, I. (2009). Opening the black box of the relationship between HRM practices and firm performance: A comparison of MNE subsidiaries in the USA, Finland, and Russia. *Journal of International Business Studies, 40*(4), 690-712.
3. Jones, D., Kalmi, P., & Kauhanen, A. (2010). Teams, incentive pay, and productive efficiency: Evidence from a food-processing plant. *Industrial & Labor Relations Review, 63*(4), 606-626.
4. Pendleton, A., & Robinson, A. (2010). Employee stock ownership, involvement, and productivity: An interaction-based approach. *Industrial & Labor Relations Review, 64*(1)
5. Peretz, H., & Fried, Y. (2012). National Cultures, Performance Appraisal Practices, and Organizational Absenteeism and Turnover: A Study Across 21 Countries. *Journal of Applied Psychology*, *97*(2), 448-459. doi:10.1037/a0026011

6. Stahl, G., Maznevski, M., Voigt, A., & Jonsen, K. (2010). Unravelling the diversity-performance link in multicultural teams: Meta-analysis of studies on the impact of cultural diversity in teams. *Journal of International Business Studies, 41*, 690–709.

Session 7 (<mark>March 2</mark>): Workforce Diversity

Required Readings:

1. Avery, D. R., Mckay, P. F., Tonidandel, S., Volpone, S. D., & Morris, M. A. (2012). Is There Method to the Madness? Examining How Racioethnic Matching Influences Retail Store Productivity. *Personnel Psychology*, *65*(1), 167-199.
2. van Dijk, H., van Engen, M. L., & van Knippenberg, D. (2012). Defying conventional wisdom: A meta-analytical examination of the differences between demographic and job-related diversity relationships with performance. *Organizational Behavior & Human Decision Processes*, *119*(1), 38-53. doi:10.1016/j.obhdp.2012.06.003
3. Hoever, I. J., van Knippenberg, D., van Ginkel, W. P., & Barkema, H. G. (2012). Fostering Team Creativity: Perspective Taking as Key to Unlocking Diversity's Potential. *Journal of Applied Psychology*, *97*(5), 982-996. doi:10.1037/a0029159
4. Rico, R., Sánchez-Manzanares, M., Antino, M., & Lau, D. (2012). Bridging Team Faultlines by Combining Task Role Assignment and Goal Structure Strategies. *Journal of Applied Psychology*, *97*(2), 407-420. doi:10.1037/a0025231

1st half of class is article discussion
Read van Dijk et al. as background.

2nd half of class:
a) 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 and share with the class the areas for research opportunities. Please do this table with teams of two or three individuals.

Additional References:
1. Joshi, A., Liao, H., & Roh, H. (2011). Bridging domains in workplace demography research: A review and reconceptualization. *Journal of Management*, *37*(2), 521-552.
2. van Knippenberg, D., De Dreu, C.K.W., & Homans, A.C. (2004). Work group diversity and group performance: An integrative model and research agenda. *Journal of Applied Psychology*, 89(6). 1008-1022.
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5. 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.*
6. Ely, R. (1994). The effects of organizational demographics and social identity on relationships among professional women. *Administrative Science Quarterly,* 39, 203-238.

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8. 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.

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13. Hogg, M. & Terry, J. (2000). Social identity and self categorization processes in organizational contexts. *Academy of Management Review,* 25, 121-140.

14. Ibarra, H. (1991). Homophily and differential returns: Sex differences in network structure and access in an advertising firm. *Administrative Science Quarterly,* 37, 422-447.

15. Ibarra, H. (1999). Provisional selves: Experimenting with image and identity in professional adaptation. *Administrative Science Quarterly,* 44, 764-791.

16. 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.

17. 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.

18. 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.

19. Lawrence, B. (1995). The black box of organizational demography. *Organization Science,* 8, 1-22.

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21. 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.

22. Nkomo, S. (1992). The emperor has no clothes: rewriting race in organizations. *Academy of Management Review,* 17, 487-513.

23. O'Reilly, C. A., Caldwell D. F. & Barnett W. P. (1989). Work group demography, social integration, and turnover. *Administrative Science Quarterly,* 34, 21-37.

24. Pelled, L. (1996). Demographic diversity, conflict, and work group outcomes: An intervening process theory. *Organization Science,* 7, 615-631.

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27. 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.

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29. 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.

30. 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.

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35. 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.

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37. 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.

38. 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.

39. 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.

40. Joshi, A. (2006). The influence of organizational demography on the external networking behavior of teams. *Academy of Management Review*, 31, 583-595.

41. Jackson, S.E. & Joshi, A. (2011). Work team diversity. In S. Zedeck (ed.), APA Handbook of Industrial and Organizational Psychology, Volume 1, pp. 651-686.

42. Joshi, A., & Roh, H. (2009). The role of context in work team diversity research: A meta-analytic review. *The Academy of Management Journal, 52*(3), 599-627.

43. Kearney, E., Gebert, D., & Voelpel, S. (2009). When and how diversity benefits teams: The importance of team members' need for cognition. *The Academy of Management Journal, 52*(3), 581-598.

43. 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.

Session 8 (<mark>March 9</mark>): Conflict and Creativity: Proposals due

Required Readings:

1. Sung, S., & Choi, J. (2012). Effects of Team Knowledge Management on the Creativity and Financial Performance of Organizational Teams. *Organizational Behavior & Human Decision Processes*, *118*(1), 4-13. doi:10.1016/j.obhdp.2012.01.001

2. Jia, L., Shaw, J., Tsui, A., & Park, T. Y. (2014). A Social–Structural Perspective on Employee–Organization Relationships and Team Creativity. *Academy of Management Journal*, *57*(3), 869-891.
3. González-Romá, V., & Hernández, A. (2014). Climate Uniformity: Its Influence on Team Communication Quality, Task Conflict, and Team Performance. *Journal of Applied Psychology*, *99*(6), 1042-1058.
4. Ng, T. H., & Feldman, D. C. (2012). The Effects of Organizational and Community Embeddedness on Work-to-Family and Family-to-Work Conflict. *Journal of Applied Psychology*, *97*(6), 1233-1251. doi:10.1037/a0029089

1st half of class: Discussion Questions:
a) Define and operationalize conflict.
b) What determines whether conflict is beneficial or detrimental?
c) Which macro-level factors influence intra-organizational and intra-group conflict and creativity?

2nd half of class: Discuss proposal

Additional References:
1. Goncalo, J. A., & Duguid, M. M. (2012). Follow the crowd in a new direction: When conformity pressure facilitates group creativity (and when it does not). *Organizational Behavior & Human Decision Processes*, *118*(1), 14-23. doi:10.1016/j.obhdp.2011.12.004
2. Gelfand, M. J., Keller, K., Leslie, L. M., & de Dreu, C. (2012). Conflict cultures in organizations: How leaders shape conflict culture and their organizational-level consequences. *Journal of Applied Psychology*, *97*(6), 1131-1147. doi:10.1037/a0029993
3. 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*.
4. Deutsch, M. 1969. Conflicts: Productive and destructive. *Journal of Social Issues, 1*, 7-41.
5. Hatch, M. J. (1997). Irony and the Social Construction of Contradiction in the Humor of a Management Team. *Organization Science*. *8*(3), 275-288.
6. 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.
7. 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.
8. Jehn, K. (1997). A qualitative analysis of conflict types and dimensions in organizational groups. *Administrative Science Quarterly*, *42*, 530-557.
9. 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.
10. 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.
11. Zhou, J. (1998). Feedback Valence, feedback style, task autonomy, and achievement orientation: interactive effects on creative performance. *Journal of Applied Psychology*, *83*, 261-276.
12. Oldham, G. R. & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work.. *Academy of Management Journal*, *39*, 607-634.
13. Jehn, K. A. (1995). A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict, *Administrative Science Quarterly*, *40*, 256-282

14. Fong, C. T. (2006). The effects of emotional ambivalence on creativity. *Academy of Management Journal*, *49*, 1016-1057.
15. Goncalo, J. A., & Staw, B. M. (2006). Individualism-collectivism and group creativity. *Organizational Behavior and Human Decision Processes*, *100*, 96-109.
16. 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.
17. Gilson, L., et al. (2005). Creativity and Standardization: Complementary or Conflicting Drivers of Team Effectiveness. *Academy of Management Journal*, *48*(3), 521-531.
18. Taggar, S. (2002). Individual creativity and group ability to utilize individual creative resources: A multilevel model. *Academy of Management Journal*, *45*, 315-330.
19. Jehn, K., Rispens, S., & Thatcher, S. (2010). The effects of conflict asymmetry on work group and individual outcomes. *The Academy of Management Journal*, *53*(3), 596-616.
20. Mainemelis, C. (2010). Stealing fire: Creative deviance in the evolution of new ideas. *The Academy of Management Review*, *35*(4), 558-578.
21. Dane, E. (2010). Reconsidering the trade-off between expertise and flexibility: A cognitive entrenchment perspective. *The Academy of Management Review*, *35*(4), 579-603.
22. Zhang, X., & Bartol, K. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *The Academy of Management Journal*, *53*(1), 107-128.
23. Dierdorff, E., & Ellington, J. (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.

Session 9 (<mark>March 23</mark>): Groups and Teams

Required Readings:

1. Vashdi, D. R., Bamberger, P. A., & Erez, M. (2013). Can Surgical Teams Ever Learn? The Role of Coordination, Complexity, and Transitivity in Action Team Learning. *Academy of Management Journal*, *56*(4), 945-971.
2. Gardner, H. K. (2012). Performance Pressure as a Double-Edged Sword: Enhancing Team Motivation but Undermining the Use of Team Knowledge. *Administrative Science Quarterly*, *57*(1), 1-46. doi:10.1177/0001839212446454
3. Alexander, L., & van Knippenberg, D. (2014). Teams in Pursuit of Radical Innovation: A Goal Orientation Perspective. *Academy of Management Review*, *39*(4), 423-438.
4. Gajendran, R. S., & Joshi, A. (2012). Innovation in Globally Distributed Teams: The Role of LMX, Communication Frequency, and Member Influence on Team Decisions. *Journal of Applied Psychology*, *97*(6), 1252-1261. doi:10.1037/a0028958

1st half of class. Discussion Questions:

a) What is a group? Is it a useful construct? Why? Why not?
b) 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?
c) 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?

2nd half of class:

Come to class with a causal model of group process that you can draw on the board. Include a moderator variable. You can do this homework individually or in a team.

Additional References:

1. Gardner, H., Gino, F., & Staats, B. (2011). Dynamically integrating knowledge in teams: Transforming resources into performance. *Academy of Management Journal*, *55*(4), 998-1022.
2. Majchrzak, A., More, P. B., & Faraj, S. (2012). Transcending knowledge differences in cross-functional teams. *Organization Science*, *23*(4), 951-970. doi:10.1287/orsc.1110.0677
3. 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*(3), 438-471.
4. Gersick, C. J. (1988). Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal,* 31, 9-41.
5. Hambrick, D. C. (1994). Top management groups: A conceptual integration and reconsideration of the 'team' label. *Research in Organizational Behavior,* 16, 171-213.
6. 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.*
7. Gladstein, D. (1984). Groups in context: A model of task group effectiveness. *Administrative Science Quarterly,* 29, 499-517.
8. 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.
9. 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.
10. 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.
11. Murnighan, J. K, & Conlon, D. (1991). The dynamics of intense work teams: A study of British string quartets. *Administrative Science Quarterly,* 36, 165-186.
12. 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.
13. 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.
14. Sutton, R. & Hargadon, A. (1996). Brainstorming groups in context: Effectiveness in a product design firm. *Administrative Science Quarterly,* 41, 685-718
15. Bartel, C. A. & Saavedra, R. (2000). The collective construction of work group moods. *Administrative Science Quarterly,* 45, 197-231.
16. 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.
17. Gersick, C. (1988). Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal,* 31, 9-41.
18. Wageman, R. (1995). Interdependence and group effectiveness, *Administrative Science Quarterly,* 40, 145-180.
19. 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.
20. Li, J., & Hambrick, D. Factional groups: A new vantage on demographic faultlines, conflict, and desintegration in work teams, *Academy of Management Journal.*

21. 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.
22. 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.
23. DeRue, D.S., Hollenbeck, J.R., Johnson, M.D., Ilgen, D.R., & Jundt, D.K. (2008). How different team downsizing approaches influence team-level adaptation and performance. Academy of Management Journal, 51(1), 182-196.
24. Barker, J. R. (1993). Tightening the iron cage: Concertive control in self-managing teams. *Administrative Science Quarterly,* 38, 408-437.
25. 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.
26. Raes, A. M.L., Heijltjes, M.L., Glunk, U., Roe, R.A. (2011). The interface of the top management team and middle managers: A process model. *Academy of Management Review,* 36, 102-126.
27. Skilton, P. F., & Dooley, K. J. (2010). The effects of repeat collaboration on creative abrasion. *Academy of Management Review*, 35(1), 118-134.
28. Bartunek, J. M., Rynes, S. L., & Ireland, R. (2006). What makes management research interesting, and why does it matter?. *Academy of Management Journal*, 49(1), 9-15.

Session 10 (<mark>March 30</mark>): Tales from the Dark Side

Required Readings:

1. Wiltermuth, S., & Flynn, F. (2013). Power, Moral Clarity, and Punishment in the Workplace. *Academy of Management Journal*, *56*(4), 1002-1023.
2. Barnes, C., Lucianetti, L., Bhave, D., & Christian, M. (2014). You Wouldn't Like Me When I'm Sleepy: Leader Sleep, Daily Abusive Supervision, and Work Unit Engagement. *Academy of Management Journal*, doi: 10.5465/amj.2013.1063
3. Baer, M., Dhensa-Kahlon, R., Colquitt, J., Rodell, J. B., Outlaw, R., & Long, D. (2014). Uneasy Lies the Head that Bears the Trust: The Effects of Feeling Trusted on Emotional Exhaustion. *Academy of Management Journal*, doi: 10.5465/amj.2014.0246
4. Chen, Y., Ferris, D. L., Kwan, H. K., Yan, M., Zhou, M., & Hong, Y. (2013). Self-Love's Lost Labor: A Self-Enhancement Model of Workplace Incivility. *Academy of Management Journal*, *56*(4), 1199-1219.
5. **<u>SKIM ONLY:</u>** Yongmei Liu, Gerald R. Ferris, Jun Xu, Barton A. Weitz, and Pamela L. Perrewé.When Ingratiation Backfires: The Role of Political Skill in the Ingratiation–Internship Performance Relationship. ACAD MANAG LEARN EDU 2014; 13:569-586 doi:10.5465/amle.2012.0399

1st half of class. 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.

2nd half of class. Informal discussion about term paper. No homework required.

Additional References:

1. Peng, A., Schaubroeck, J., & Li, Y. (2014). Social Exchange Implications of Own and CoWorkers' Experiences of Supervisory Abuse. *Academy of Management Journal*, *57*(5), 1385-1405.
2. Carlson, D. S., Ferguson, M., Perrewe, P. L., & Whitten, D. (2011). The fallout from abusive supervision: An examination of subordinates and their partners.*Personnel Psychology*, *64*(4), 937-961.
3. Mitchell, M. S., & Ambrose, M. L. (2012). Employees' Behavioral Reactions to Supervisor Aggression: An Examination of Individual and Situational Factors. *Journal of Applied Psychology*, *97*(6), 1148-1170. doi:10.1037/a0029452
4. Dunford, B. B., Shipp, A. J., Boss, R., Angermeier, I., & Boss, A. D. (2012). Is Burnout Static or Dynamic? A Career Transition Perspective of Employee Burnout Trajectories. *Journal of Applied Psychology*, *97*(3), 637-650. doi:10.1037/a0027060
5. Duffy, M. K., Scott, K. L., Shaw, J. D., Tepper, B. J., & Aquino, K. (2012). A Social Context Model of Envy and Social Undermining. *Academy of Management Journal*, *55*(3), 643-666.
6. Crane, A. (2013). Modern slavery as a management practices: Exploring the conditions and capabilities for human exploitation, *Academy of Management Review, 38*(1), 49-69.
7. Aquino, K., & Thau, S. (2009). Workplace victimization: Aggression from the target's perspective. *Annual Review of Psychology*, 60, 717-741.
8. Raver, J. L., & Nishii, L. H. (2010). Once, twice, or three times as harmful? Ethnic harassment, gender harassment, and generalized workplace harassment. *Journal of Applied Psychology*, 95(2), 236-254.
9. Gibbons, F. X., Etcheverry, P. E., Stock, M. L., Gerrard, M., Weng, C., Kiviniemi, M., & O'Hara, R. E. (2010). Exploring the link between racial discrimination and substance use: What mediates? What buffers?. *Journal of Personality and Social Psychology*, 99(5), 785-801.
10. Gino, F., & Pierce, L. (2010). Robin Hood under the hood: Wealth-based discrimination in illicit customer help. *Organization Science,* 21(6), 1176-1194.

Session 11 (April 6): Dyadic Relationships

Required Readings:

1. Nifadkar, S., Tsui, A., & Ashforth, B. (2012). The Way You Make Me Feel and Behave: Supervisor Triggered Newcomer Affect and Approach-Avoidance Behavior. *Academy of Management Journal*, *55*(5), 1146-1168. doi:10.5465/amj.2010.0133

2. Guillaume, Y., van Knippenberg, D., & Brodbeck, F. (2014). Nothing Succeeds like Moderation: A Social Self-Regulation Perspective on Cultural Dissimilarity and Performance. *Academy of Management Journal*, *57*(5), 1284-1308.

3. Jordan, J., Brown, M. E., Treviño, L. K., & Finkelstein, S. (2013). Someone to Look Up To Executive–Follower Ethical Reasoning and Perceptions of Ethical Leadership. *Journal of Management*, *39*(3), 660-683.

4. Zhang, Z., Wang, M., & Shi, J. (2012). Leader-Follower Congruence in Proactive Personality and Work Outcomes: The Mediating Role of Leader-Member Exchange. *Academy of Management Journal*, *55*(1), 111-130.

1st half of class:

Compare the other articles. How are the methods similar? How are they different? Why distinguish between types of dyads?

2nd half of class:
Discuss the progress you have made on your proposals.

Additional References:

1. Scott, B., Barnes, C., & Wagner, D. (2011). Chameleonic or consistent? A multilevel investigation of emotional labor variability and self-monitoring. *Academy of Management Journal*, 55(4), 905-926.

2. Sluss, D. M., Ployhart, R. E., Cobb, M. G., & Ashforth, B. E. (2012). Generalizing newcomers' relational and organizational identifications: Processes and prototypicality. *Academy of Management Journal*, *55*(4), 949-975.

3. Christian, J., Garza, A. S., Christian, M. S., & Ellis, A. J. (2012). Examining retaliatory responses to justice violations and recovery attempts in teams. *Journal of Applied Psychology*, *97*(6), 1218-1232. doi:10.1037/a0029450

4. 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.

5. Chatman & O'Reilly. (2004). Asymmetric reactions to workgroup sex diversity among men and women, *Academy of Management Journal*, 47, 193-208.

6. Thomas, D. A. (1993). The dynamics of managing racial diversity in developmental relationships. *Administrative Science Quarterly,* 38, 169-194.

7. Kram, K. E. (1983). Phases of the mentor relationship. *Academy of Management Journal,* 26, 608-625.

8. Tepper, B. J. (1995). Upward maintenance tactics in supervisory mentoring and nonmentoring relationships. *Academy of Management Journal,* 38, 1191-1205.

9. 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.

Session 12 (April 13): Leadership

Required Readings:

1. Rockstuhl, T., Soon, A., Dulebohn, J. H., & Shore, L. M. (2012). Leader-Member Exchange (LMX) and Culture: A Meta-Analysis of Correlates of LMX Across 23 Countries. *Journal of Applied Psychology*, *97*(6), 1097-1130. doi:10.1037/a0029978

2. Lanaj, K., & Hollenbeck, J. (2014). Leadership Over-Emergence in Self-Managing Teams: The Role of Gender and Countervailing Biases. *Academy of Management Journal*, doi: 10.5465/amj.2013.0303

3. Zhang, Y., LePine, J., Buckman, B., & Wei, F. (2014). It's Not Fair … Or Is It? The Role of Justice and Leadership in Explaining Work Stressor–Job Performance Relationships. *Academy of Management Journal, 57*(3), 675-697.

4. Lorinkova, N., Pearsall, M., & Sims Jr., H. (2013). Examining the Differential Longitudinal Performance of Directive versus Empowering Leadership in Teams. *Academy of Management Journal*, *56*(2), 573-596.

1st half of class: Discussion leader

2nd half of 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.

Additional References:

1. Greer, L. L., Homan, A. C., De Hoogh, A. H., & Den Hartog, D. N. (2012). Tainted visions: The effect of visionary leader behaviors and leader categorization tendencies on the financial performance of ethnically diverse teams. *Journal of Applied Psychology*, *97*(1), 203.
2. Schaubroeck, J., Hannah, S. T., Avolio, B. J., Kozlowski, S. W. J., Lord, R. L., Trevino, L. K., Peng, A. C., & Dimotakas, N. (2012). Embedding ethical leadership within and across organization levels. *Academy of Management Journal*, *55*(5), 1053-1078.
3. Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of Management Journal*, *55*(5), 1187-1212.
4. Meindl, J. & Erlich, S. (1987). The romance of leadership and the evaluation of organizational performance. *Academy of Management Journal,* 30, 91-109.
5. Calder, B. J. (1977). An attribution theory of leadership. In Staw B. & Salancik G. (Eds.), *New directions in organizational behavior*.
6. 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.
7. Fiedler, F. 1971. Validation and extension of the contingency model of leadership effectiveness: A review of empirical findings. *Psychological Bulletin,* 76, 128-48.
8. House, R. & Mitchell, T. (1974). Path-goal theory of leadership. *Journal of Contemporary Business,* 4, 81-97.
9. 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.
10. 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.
11. Schriesheim, C. A., Castro, S. L. & Cogliser, C. C. (1999). Leader-Member exchange (LMX) research: A comprehensive review of theory, measurement, and data-analytic practices. *Leadership Quarterly,* 10, 63-113.
12. 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.
13. Thomas, A. (1988). Does leadership make a difference to organizational performance? *Administrative Science Quarterly,* 33, 388-400.
14. 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 13 (<mark>April 20</mark>): Practical data analysis and interpretation: Distribute Final Paper for Review

The review should be about 2 single-spaced 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. It should 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. We will compare, contrast, and rank reviews . Some excellent resources are:

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

Campion, M. A. (1993). Article review checklist: A criterion checklist for reviewing research articles in applied psychology. *Personnel Psychology, 46*, 705-718.

Session 14 (April 27): Presentation of Research Papers/Ad hoc Reviews Due

Session 15 (May 4): Continue Presentation of Research Papers

HARDCOPY OF REVISED PAPER DUE MAY 6 AT 1PM

APPENDIX

Classic Organizational Behavior Article Examples

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*, Greenwich, CT: JAI.

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 Leisurely 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. Brokner, 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. Eisenhdart, 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 Book Examples

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.

12. Deutsch, M. (1985). *Distributive Justice: A Social Psychological Perspective.* New Haven, CT: Yale University Press.

13. Etzioni. A. (1961). *A Comparative Analysis of Complex Organizations.* New York, NY: Free Press.

14. Festinger, L. (1957). *A Theory of Cognitive Dissonance.* Evanston, I11: Row, Peterson.

15. Fiedler, F. E. (1967). *A Theory of Leadership Effectiveness.* New York, NY: McGraw-Hill.

16. Fiske, A. & Taylor, S. E. (1994). *Social Cognition. Reading.* MA: Addison-Wesley.

17. Garfinkel, H. (1967). *Studies in Ethnomethodology.* Englewood Cliffs, NJ: Prentice-Hall.

18. Grannovetter, M. S. (1995). *Getting a Job.* Chicago: University of Chicago Press.

19. Kanter, R. M. (1977). *Men and Women of the Corporation.* New York: Basic Books.

20. Katz, D. & Kahn, R. L. (1978). *The Social Psychology of Organizations.* New York: Wiley.

21. Lawler, E.E. III. (1992). *The Ultimate Advantage: Creating the High-involvement Organization.* San Francisco: Jossey-Bass.

22. Lewin, K. (1935). *A Dynamic Theory of Personality.* New York, NY: McGraw-Hill.

23. Lind, E. A. & Tyler, T. (1988). *The Social Psychology of Procedural Justice.* New York: Plenum Press.

24. Likert, R. (1961). *New Patterns of Management.* New York, NY: McGraw-Hill.

25. Locke, E. A. & Latham, G. P. (1990). *A Theory of Goal Setting and Task Performance.* Englewood Cliffs, NJ: Prentice-Hall.

26. March, J. G. & Simon, H.A. (1958). *Organizations.* New York: Wiley.

27. McGrath, J. (1984). *Groups: Interaction and Performance.* Englewood Cliffs, NJ: Prentice-Hall.

28. Mintzberg, H. (1973). *The Nature of Managerial Work.* NY: Harper & Row.

29. Mintzberg, H. (1979). *The Structuring of Organizations.* Englewood Cliffs, NJ: Prentice-Hall.

30. Pfeffer, J. (1994). *Competitive Advantage through People: Unleashing the Power of the Work Force.* Boston: Harvard Business School Press.

31. Powell, G.N. (1993). *Women and men in management.* 2nd edition. Newbury Park, CA: Sage.

32. Roethlisberger, F. J. & Dickson, W. J. 1949. *Management and the Worker.* Cambridge, MA: Harvard University Press.

33. Rokeach, M. (1973). *The Nature of Human Values.* New York, NY: Free Press.

34. Schein, E. H. (1985). *Organizational Culture and Leadership.* San Francisco: Jossey-Bass.

35. Schneider, B. (1990). *Organizational Climate and Culture.* San Francisco: Jossey Bass.

36. Schuler, R. & Jackson, S.E. (1999). *Strategic Human Resource Management.* Blackwell Publishers: United Kingdom.

37. Scott, W. R. (1995). *Institutions and Organizations.* Thousand Oaks, CA: Sage.

38. Shaw, M. (1981). *Group Dynamics: The Psychology of Small Groups.* New York: McGraw-Hill.

39. Silverman, D. (1970). *The Theory of Organizations.* London: Heinemann.

40. Simon, H. A. (1960). *Administrative Behavior.* New York: Macmillan.

41. Synder, Mark. (1987). *Public Appearances, Private Realities: The Psychology of Self-monitoring.* NY: W. H. Freeman.

42. Thompson, J. D. (1967). *Organizations in Action.* New York, NY: McGraw-Hill.

43. Triandis, H.C. (1994). *Individualism and Collectivism.* Boulder, Co.: Westview Press.

44. Trice, H. & Beyer, J. (1991). *The Cultures of Work Organizations.* Englewood Cliffs, NJ: Prentice Hall.

45. Turner, J. C., Hogg M. A., Oakes P. J., Reichers S. D. & Wetherell, M. S. (1987). *Rediscovering the Social Group: A Self Categorization Theory.* New York, NY: Basil Blackwell.

46. Vroom, V. H. & Yetton, P. W. (1973). *Leadership and Decision Making.* Pittsburgh, PA: University of Pittsburgh Press.

47. Whyte, W. H. (1941). *The Organization Man.* New York: John Day.