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

Class Time and Room: 1:00-3:45, Floor 2, JSOM 12.218 - 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 methodology component but the major focus is theory and hypotheses development. 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 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. 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. 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 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,Marlene Turner, and David Kolb (2011), Organizational Behavior Reader. Nineth Edition. Pearson Prentice Hall. Upper Saddle River, New Jersey.

- For timely topics in OB and HRM, see the <u>Academy of Management Annals</u> and the <u>Journal of Management</u> 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, like 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 <u>EIGHT.</u> 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 based on 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)

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

Class Preparation: You are expected to come to class having read all 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, hypotheses, methods (sample and data constructs), results of hypotheses testing, 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	1/9	Organizational Behavior and Human Resources research – An overview
Session 2	1/20	Individual differences, dispositions and emotions
Session 3	1/30	Motivation and organizational citizenship behaviors
Session 4	2/6	Micro HRM

Session 5	2/13	Macro HRM and Human Capital
Session 6	2/20	International HRM
Session 7	2/27	Workforce Diversity
Session 8	3/6	Conflict and Creativity, Proposal idea session
Session 9	3/20	Groups and Teams
Session 10	3/27	Tales from the Dark Side
Session 11	4/3	Dyadic Relationships
Session 12	4/10	Leadership
Session 13	4/17	Data Analysis with SPSS and Interpretation; Distribute Final Paper (bring 2 copies)
Session 14	4/24	Ad hoc Review due 4/23, Presentation of Research Papers begins
Session 15	5/1	Presentation of Research Papers

#Required Readings subject to change

Syllabus

Session 1 (January 9): Organizational Behavior and Human Resources Management Course Overview

*Skim **Brief** Overview Articles (good background for you):*

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. *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.*

4. *Welbourne, T. M. (2012). Editor-in-chief's note: HRM: The field of dreams. Human Resource Management, 51(3), 309-311. doi:10.1002/hrm.21483*

Required Readings:

1. Thomas, D. C., Liao, Y., Aycan, Z., Cerdin, J., Pekerti, A. A., Ravlin, E. C., & ... van de Vijver, F. (2015). Cultural intelligence: A theory-based, short form measure. *Journal of International Business Studies*, *46*(9), 1099-1118. doi:10.1057/jibs.2014.67

2. WO, D. H., AMBROSE, M. L., & SCHMINKE, M. (2015). WHAT DRIVES TRICKLE-DOWN EFFECTS? A TEST OF MULTIPLE MEDIATION PROCESSES. *Academy of Management Journal*, *58*(6), 1848-1868. doi:10.5465/amj.2013.0670

3. Felin, T., Foss, N. J., & Ployhart, R. E. (2015). The Microfoundations Movement in Strategy and Organization Theory. *Academy of Management Annals*, *9*(1), 575-632. doi:10.1080/19416520.2015.1007651

4. Byrne, Z.S., Peters, J.M., & Weston, J.W. 2016. The struggle with employee engagement: Measures and construct clarification using five samples. *Journal of Applied Psychology, 10(9),* 1201-1227.

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

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

Other Not Required Resources per your semester needs:

1. Carton, A. M., & Cummings, J. N. (2012). A theory of subgroups in work teams. *Academy of Management Review*, 37(3), 441-470.

2. 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

3. Brief, A. P. & Dukerich, J. M. (1991). Theory in organizational behavior: Can it be useful? *Research in Organizational Behavior, 13*, 327-352.

4. 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.

5. 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.

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

7. 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.

8. 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.

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

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

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

12. 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.

13. 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.

14. 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.

15. 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.

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

17. 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.

18. 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.

19. 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 (FRIDAY, <mark>January 20</mark>, Time/Room: TBD): Individual differences, dispositions, and emotions

Required Readings:

1. Levine, S. S., Bernard, M., & Nagel, R. (In press). Strategic intelligence: Experimental evidence on cognition in competitive performance. *Strategic Management Journal*.

2. Zimmerman, R. D., Swider, B. W., Sang Eun, W., Allen, D. G., & Woo, S. E. (2016). Who withdraws? Psychological individual differences and employee withdrawal behaviors. *Journal of Applied Psychology*, *101*(4), 498-519. doi:10.1037/apl0000068

3. Desai, S. D., Chugh, D., & Brief, A. P. (2014). The Implications of Marriage Structure for Men's Workplace Attitudes, Beliefs, and Behaviors toward Women. *Administrative Science Quarterly*, *59*(2), 330-365. doi:10.1177/0001839214528704

4. JUDGE, T. A., & ZAPATA, C. P. (2015). 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*, *58*(4), 1149-1179. 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:

Session 3 (<mark>January 30</mark>): Motivation and Organizational Citizenship Behavior

Required Readings:

1. Leroy, S., Shipp, A. J., Blount, S., & Licht, J. (2015). Synchrony Preference: Why Some People Go With the Flow and Some Don't. *Personnel Psychology*, *68*(4), 759-809. doi:10.1111/peps.12093

2. VOGEL, R. M., RODELL, J. B., & LYNCH, J. W. (2016). ENGAGED AND PRODUCTIVE MISFITS: HOW JOB CRAFTING AND LEISURE ACTIVITY MITIGATE THE NEGATIVE EFFECTS OF VALUE INCONGRUENCE. *Academy of Management Journal*, *59*(5), 1561-1584. doi:10.5465/amj.2014.0850

3. Matta, F. K., Scott, B., Koopman, J., & Conlon, D. (2015). 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. LEPINE, M. A., YIWEN, Z., CRAWFORD, E. R., & RICH, B. L. (2016). TURNING THEIR PAIN TO GAIN: CHARISMATIC LEADER INFLUENCE ON FOLLOWER STRESS APPRAISAL AND JOB PERFORMANCE. *Academy of Management Journal*, *59*(3), 1036-1059. doi:10.5465/amj.2013.0778

1st half of class:

Read Leroy 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 individual differences (or a topic from a previous session) with OCB. 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.

Session 4 (<mark>February 6</mark>): Micro Human Resource Management Issues

Required Readings:

1. Richter, M., König, C. J., Koppermann, C., & Schilling, M. (2016). Displaying Fairness While Delivering Bad News: Testing the Effectiveness of Organizational Bad News Training in the Layoff Context. *Journal of Applied Psychology*, *101*(6), 779-792. doi:10.1037/apl0000087

2. Kang, S. K., DeCelles, K. A., Tilcsik, A., & Jun, S. (2016). Whitened Résumés. *Administrative Science Quarterly*, *61*(3), 469-502. doi:10.1177/0001839216639577

3. Wang, G., Holmes, R. M., Oh, I., & Zhu, W. (2016). Do CEOs Matter to Firm Strategic Actions and Firm Performance? A Meta-Analytic Investigation Based on Upper Echelons Theory. *Personnel Psychology*, *69*(4), 775-862. doi:10.1111/peps.12140

4. Mandeville, A., Halbesleben, J., & Whitman, M. (2016). Misalignment and Misperception in Preferences to Utilize Family-Friendly Benefits: Implications for Benefit Utilization and Work-Family Conflict. *Personnel Psychology*, *69*(4), 895-929. doi:10.1111/peps.12124

1st half of class: Article discussion

2nd half of class:

What two theories would you use to integrate as a foundation for research in one of the areas discussed today? Create a visual representation on an overhead to be presented as well as a hypothesis related to the theories. Do this homework assignment in pairs or triads.

Session 5 (<mark>February 13</mark>): Macro Human Resource Management and Human Capital

Required Readings:

1. Boehm, S. A., Kunze, F., & Bruch, H. (2014). Spotlight on Age-Diversity Climate: The Impact of Age-Inclusive HR Practices on Firm-Level Outcomes. *Personnel Psychology*, *67*(3), 667-704. doi:10.1111/peps.12047

2. DINEEN, B. R., & ALLEN, D. G. (2016). THIRD PARTY EMPLOYMENT BRANDING: HUMAN CAPITAL INFLOWS AND OUTFLOWS FOLLOWING "BEST PLACES TO WORK" CERTIFICATIONS. *Academy of Management Journal*, *59*(1), 90-112. doi:10.5465/amj.2013.1091

3. D'INNOCENZO, L., LUCIANO, M. M., MATHIEU, J. E., MAYNARD, M. T., & CHEN, G. (2016). EMPOWERED TO PERFORM: A MULTILEVEL INVESTIGATION OF THE INFLUENCE OF EMPOWERMENT ON PERFORMANCE IN HOSPITAL UNITS. *Academy of Management Journal*, *59*(4), 1290-1307. doi:10.5465/amj.2013.1073

4. Dong Liu, Yaping Gong, Jing Zhou, and Jia-Chi Huang. Human Resource Systems, Employee Creativity, and Firm Innovation: The Moderating Role of Firm Ownership *ACAD MANAGE J amj.2015.0230; published ahead of print May 20, 2016, doi:10.5465/amj.2015.0230*

Supplemental discussion questions for discussion leader:

a) Distinguish among HR systems, HR climate, HR Practices, HR capabilities, etc. Which do you believe has a stronger impact on performance and why?
b) No homework assignment

Session 6 (February 20): International Human Resource Management

Required Readings:

1. JAYASINGHE, M. (2016). THE OPERATIONAL AND SIGNALING BENEFITS OF VOLUNTARY LABOR CODE ADOPTION: RECONCEPTUALIZING THE SCOPE OF HUMAN RESOURCE MANAGEMENT IN EMERGING ECONOMIES. *Academy of Management Journal*, *59*(2), 658-677. doi:10.5465/amj.2014.0478

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. Qian, Cuili, Cao, Q., & Takeuchi, R. (2013). Top management team functional diversity and organizational innovation in China: The moderating effects of environment. *Strategic Management Journal*, *34*, 110-120.

4. YAN, Z., & HONGYAN, Q. (2016). THE IMPACT OF CEO SUCCESSION WITH GENDER CHANGE ON FIRM PERFORMANCE AND SUCCESSOR EARLY DEPARTURE: EVIDENCE FROM CHINA'S PUBLICLY LISTED COMPANIES IN 1997-2010. *Academy of Management Journal*, *59*(5), 1845-1868. doi:10.5465/amj.2014.0176

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.

Session 7 (February 27): Workforce Diversity

Required Readings:

1. Windscheid, L., Bowes-Sperry, L., Kidder, D. L., Ho Kwan, C., Momer, M., & Lievens, F. (2016). Actions speak louder than words: Outsiders' perceptions of diversity mixed messages. *Journal Of Applied Psychology*, *101*(9), 1329-1341. doi:10.1037/apl0000107

2. Chung, Y., Liao, H., Jackson, S. E., Subramony, M., Colakoglu, S., & Jiang, Y. (in press). Cracking but not breaking: Joint effects of faultline strength and diversity climate on loyal behavior. Academy of Management Journal. (doi: 10.5465/amj.2011.0829)

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. Lount, R.B. Jr., Sheldon, O.J., Rink, F., & Phillips, K. (2015). Biased perceptions of racially diverse teams and their consequences for resource support, *Organization Science*, *26*(5), 1351-1364.

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

2nd half of class:
a)   Compare the diversity literature on top management teams, management groups, work groups, and 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.

Session 8 (March 6): Conflict and Creativity: Proposals due

Required Readings:
1. Weingart, L.R., Behfar, K.R., Bendersky, C., & Jehn, K.A. 2015.The directness and oppositional intensity of conflict expression. Academy of Management Review, 40(2), 235-262.

2. Joerg Wombacher, & Felfe, J. The interplay of team and organizational commitment in motivating employees' interteam conflict handling *ACAD MANAGE J amj.2014.0718; published ahead of print June 14, 2016, doi:10.5465/amj.2014.0718*

3. Homan, A. C., Buengeler, C., van Ginkel, W. P., Eckhoff, R. A., & Voelpel, S. C. (2015). The Interplay of Diversity Training and Diversity Beliefs on Team Creativity in Nationality Diverse Teams. *Journal of Applied Psychology*, *100*(5), 1456-1467. doi:10.1037/ap10000013

4. Ramarajan, L., Rothbard, N. & Wilk, S. Discordant vs. harmonious selves: The effects of identity conflict and enhancement on sales performance in employee-customer interactions. Academy of Management Journal published ahead of print.

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 ideas

Session 9 (<mark>March 20</mark>): Groups and Teams

Required Readings:

1. Ormiston, M. E. (2016). Explaining the link between objective and perceived differences in groups: The role of the belonging and distinctiveness motives. *Journal of Applied Psychology*, *101*(2), 222-236. doi:10.1037/apl0000051

2. VINCENT, L. C., & KOUCHAKI, M. (2016). CREATIVE, RARE, ENTITLED, AND DISHONEST: HOW COMMONALITY OF CREATIVITY IN ONE'S GROUP DECREASES AN INDIVIDUAL'S ENTITLEMENT AND DISHONESTY. *Academy Of Management Journal*, *59*(4), 1451-1473. doi:10.5465/amj.2014.1109

3. BUNDERSON, J. S., VAN DER VEGT, G. S., CANTIMUR, Y., & RINK, F. (2016). DIFFERENT VIEWS OF HIERARCHY AND WHY THEY MATTER: HIERARCHY AS INEQUALITY OR AS CASCADING INFLUENCE. *Academy Of Management Journal*, *59*(4), 1265-1289. doi:10.5465/amj.2014.0601

4. Seung-Hwan Jeong and David Harrison. Glass Breaking, Strategy Making, and Value Creating: Meta-Analytic Outcomes of Females as CEOs and TMT members *ACAD MANAGE J amj.2014.0716; published ahead of print May 31, 2016, doi:10.5465/amj.2014.0716*

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.

Session 10 (<mark>March 27</mark>): Tales from the Dark Side

Required Readings:

1. FERRIS, D. L., MING, Y., LIM, V. G., YUANYI, C., & FATIMAH, S. (2016). AN APPROACH-AVOIDANCE FRAMEWORK OF WORKPLACE AGGRESSION. *Academy Of Management Journal*, *59*(5), 1777-1800. doi:10.5465/amj.2014.0221

2. LIANG, L. H., HUIWEN, L., BROWN, D. J., FERRIS, D. L., HANIG, S., & KEEPING, L. M. (2016). WHY ARE ABUSIVE SUPERVISORS ABUSIVE? A DUAL-SYSTEM SELF-CONTROL MODEL. *Academy Of Management Journal*, *59*(4), 1385-1406. doi:10.5465/amj.2014.0651

3. BARNES, C. M., LUCIANETTI, L., BHAVE, D. P., & CHRISTIAN, M. S. (2015). "YOU WOULDN'T LIKE ME WHEN I'M SLEEPY": LEADERS' SLEEP, DAILY ABUSIVE SUPERVISION, AND WORK UNIT ENGAGEMENT. *Academy Of Management Journal*, *58*(5), 1419-1437. doi:10.5465/amj.2013.1063

4. Ali, A. A., Ryan, A. M., Lyons, B. J., Ehrhart, M. G., & Wessel, J. L. (2016). The long road to employment: Incivility experienced by job seekers. *Journal Of Applied Psychology*, *101*(3), 333-349. doi:10.1037/apl0000055

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 term paper. No homework required.

Session 11 (==April 3==): Dyadic Relationships

Required Readings:

1. Creary, S.J. (2015). How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*, *40*(4), 538-562.

2. ZAPATA, C. P., CARTON, A. M., & LIU, J. T. (2016). WHEN JUSTICE PROMOTES INJUSTICE: WHY MINORITY LEADERS EXPERIENCE BIAS WHEN THEY ADHERE TO INTERPERSONAL JUSTICE RULES. *Academy of Management Journal*, *59*(4), 1150-1173. doi:10.5465/amj.2014.0275

3. HUMBERD, B. K., & ROUSE, E. D. (2016). SEEING YOU IN ME AND ME IN YOU: PERSONAL IDENTIFICATION IN THE PHASES OF MENTORING RELATIONSHIPS. *Academy of Management Review*, *41*(3), 435-455. doi:10.5465/amr.2013.0203

4. DWERTMANN, D. G., & BOEHM, S. A. (2016). STATUS MATTERS: THE ASYMMETRIC EFFECTS OF SUPERVISOR-SUBORDINATE DISABILITY

INCONGRUENCE AND CLIMATE FOR INCLUSION. *Academy of Management Journal*, *59*(1), 44-64. doi:10.5465/amj.2014.0093

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.

Session 12 (<mark>April 10</mark>): Leadership

Required Readings:

1. Barnes, C. M., Guarana, C. L., Nauman, S., Dejun Tony, K., & Kong, D. T. (2016). Too tired to inspire or be inspired: Sleep deprivation and charismatic leadership. *Journal Of Applied Psychology*, *101*(8), 1191-1199. doi:10.1037/apl0000123

2. Liden, R.C., Wayne, S.J., & Meuser, J.D. 2014. Servant leadership and serving culture: Influence on individual and unit performance. Academy of Management Journal, 57(5), 1434-1452.

3. Triana, M., Richard, Orlando C., &Yucel, I. Status congruence and supervisor gender as moderators of the transformational leadership to subordinate affective organizational commitment relationship. *Personnel Psychology (in press).*

4. Patricia Hewlin, Tracy L. Dumas, and Meredith Burnett.TO THINE OWN SELF BE TRUE? FACADES OF CONFORMITY, VALUES INCONGRUENCE, AND THE MAGNIFYING IMPACT OF LEADER INTEGRITY *ACAD MANAGE J amj.2013.0404; published ahead of print November 5, 2015, doi:10.5465/amj.2013.0404*

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.

Session 13 (<mark>April 17</mark>): Practical data analysis and interpretation: Distribute First Draft of Final Paper for Review

The review should be about 2 single-spaced pages long. 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? Does 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 must 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 (<mark>April 24</mark>): Presentation of Research Papers/Ad hoc Reviews Due

Session 15 (<mark>May 1</mark>): Continue Presentation of Research Papers

HARDCOPY OF REVISED PAPER DUE <mark>MAY 8</mark> 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.
11. Welbourne, T. M., & Cyr, L. A. (1999). THE HUMAN RESOURCE EXECUTIVE EFFECT IN INITIAL PUBLIC OFFERING FIRMS. *Academy Of Management Journal*, *42*(6), 616-629. doi:10.2307/256983

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.