MANAGEMENT 957: EMOTIONS IN ORGANIZATIONS
University of Pennsylvania

Fall 2011

Thursdays, 9-12pm
Bowman Room, Management Suite, Steinberg-Dietrich Hall

Professor Sigal Barsade

barsade@wharton.upenn.edu
Office: 2029 SH/DH
Phone: 215-898-1373

Course Descriptions

A rapidly growing research area within organizational behavior is the study of emotions in organizations. The purpose of this course is to examine and understand basics in emotions theory and its application in organizational behavior. To do so, we will cover a blend of basic psychological theories and organizational behavior literature so that we can appreciate the prevailing theories and findings in various areas of emotions and organizations, and gain a deep understanding of the psychological basis necessary to fully understand organizational behavior research. Specifically, we will examine how affect (consisting of emotions, moods, and affective traits) influence perceptions and motivate behavior within organizations. We will critically examine the existing knowledge of emotions in organizational life and identify possible future venues of research. We will begin by examining the nature of emotions in general and then focus on the organizational context, examining specific types of emotions and content areas that have been investigated within organizational behavior research.

Course Requirements

The student role will encompass the following requirements for students taking both 951 and 957. For students enrolled only in 957, 2 innovation papers will be due and one 7 to 15 page paper on a theoretical topic (no need to include the research design).

1. Preparation of two 1-3 page "innovations." These will be very brief presentations of novel hypotheses (something not already known or immediately obvious to researchers in emotions or O.B.). You will state a hypothesis and then present a short justification about why it is a good idea.

2. Preparation of a paper (either 7 to 15 or 15 to 30 page) which adds new knowledge or brings a new perspective to old findings within the field. It is perfectly acceptable to incorporate your short "innovations" into this longer paper (if your ideas have followed a consistent thread), but this is not necessary or even preferred. In any case, the paper should review prior research on your topic or related literatures (if your topic is quite new), and then should pose a set of hypotheses that would be worth pursuing in future research. If possible, you should also describe what an empirical test of your ideas would look like, sketching at least the broad outlines of a research design.

3.   Participation:
   a. Lead discussion on subtopics and issues within the seminar through responsibility for a particular set of articles or sub-areas. In this role, first summarize the article briefly (no more than 2 or 3 minutes at most), then present (briefly) what you think are the major strengths and weakness of a paper. Then, pose what you think are interesting or provocative questions (stimulated by the paper) that our class should discuss.
   b. Reactant: Answer questions posed by the discussant or make comments you find relevant to the article. This role is meant to help you constructively develop your critical thinking abilities.

4.   Be an active (constructively critical) participant throughout the term.

Preparation for Class Sessions

Each student is expected to come to class prepared to discuss *all* the required readings for each class session. The essence of this seminar is contained in the quality of the classroom discussion. As you review each reading you might want to consider the following issues:

- What is the basic formulation of the theory (constructs and relationships among them), and what drives the theory?
- What are the underlying assumptions?
- What is the main contribution of this paper? What are the interesting ideas?
- What did the author(s) do well and do poorly?
- Do you believe his or her arguments? What would it take to convince you?
- What are the boundary conditions of the argument, in other words, under what circumstances does the argument apply and not apply?
- What are the critical differences between this author's argument and others you have read? Can these differences be resolved through an empirical test?

Important Dates

The short "innovation" papers will be due the 3rd and 5th weeks of class.
The term paper will be due December 19, 2011 (although may be changed)

Course Outline
1. **Theories of Emotion and their relevance in Organizational Behavior – October 27**
2. **Affect and Performance - Nov 10th**
3. **Group Affect & Emotional Contagion – November 17th**
4. **Emotional labor and regulation – November 21st**
5. **Affect & Cognition/Decision Making, Negotiations and Emotional Intelligence– December 1st**
6. **Discrete Emotions & Subconscious Affect– December 8th**

Readings

Week 1.   Theories of Emotion and their relevance in Organizations

Oatley, K., Keltner, D. & Jenkins, J.M. Schneider, B. (2006). "Approaches to Understanding Emotions" (Chapter 1) in Understanding Emotions, 2nd Edition, Malden, MA: Blackwell Publishing, p3-32.

Davidson, R. J., Ekman, P., Frijda, N. H., Goldsmith, H. H., Kagan, J., Lazarus, R., et al. (1994). How are emotions distinguished from moods, temperament, and other related affective constructs? In P. Ekman & R. J. Davidson (Eds.), Nature of emotion: Fundamental questions (pp. 49-96). New York: Oxford University Press.

Ekman, P. (1999). Basic emotions. In T. Dalgleish & M. Powers (Eds)., Handbook of Cognition and Emotion, Sussex, UK: Wiley & Sons.

Keltner, D. & Haidt, J. (1999). Social functions of emotions at four levels of analysis. Cognition and Emotion, 13, 505-521.

Oatley, K., Keltner, D. & Jenkins, J.M. Schneider, B. (2006). "Appraisal, Knowledge and Experience" Chapter 7 in Understanding Emotions, 2nd Edition, Malden, MA: Blackwell Publishing, p.165-190.

Barsade, Sigal G., Brief, Arthur P., & Spataro, Sandra E. (2003).   "The Affective Revolution in Organizational Behavior: The Emergence of a Paradigm." In Jerry Greenberg (Ed.) "OB: The State of the Science," second edition, Hillsdale, N.J: L. Erlbaum Associates, pp.3-52.

Elfenbein, H. A. (2007). Emotion in organizations. The Academy of Management Annals, 1, 315 - 386.

Other articles of interest (but not required):

Barrett, L.F., Mesquita, B, Ochsner, K.N. & Gross, J.J. (2007). The Experience of Emotion. Annual Review of Psychology. 58, pp 373-403.

Barsade, S.G. & Gibson, D.E. (2007). Why does affect matter in organizations? Academy of Management Perspectives, 21, 36-59.

Brehm, J. W., & Miron, A. M. (2006). Can the simultaneous experience of opposing emotions really occur? Motivation and Emotion, 30, 13-30.

Carver, C. S., & Scheier, M. F. (2001). Optimism, pessimism, and self-regulation. In E. C. Chang (Ed.), Optimism & pessimism: Implications for theory, research, and practice. (pp. 31-51). Washington, DC: American Psychological Association.

Diener, E., Smith, H., & Fujita, F. (1995). The personality structure of affect. Journal of Personality and Social Psychology, 69, 130-141.

Frijda, N. H. (1988). The laws of emotion. American Psychologist, 43, 349-358.

Martin, R. A., Berry, G. E., Dobranski, T., Horne, M., & Dodgson, P. G. (1996). Emotion perception threshold: Individual differences in emotional sensitivity. Journal of Research in Personality, 30, 290-305.

Roseman, I. J., & Smith, C. A. (2001). Appraisal theory: Overview, assumptions, varieties, controversies. In K.R. Scherer, A. Schorr, & T. Johnstone (Eds.), Appraisal processes in emotion: Theory, methods, research. Series in affective science (pp. 3-19). London: Oxford University Press.

Russell, J. A. (1980). A circumplex model of affect. Journal of Personality and Social Psychology, 39, 1161-1178.

Russell, J. A., & Barrett, L. F. (1999). Core affect, prototypical emotional episodes, and other things called emotion: Dissecting the elephant. Journal of Personality & Social Psychology, 76, 805-819.

Watson, D., & Tellegen, A. (1985). Toward a consensual structure of mood. Psychological Bulletin, 98, 219-235.

Weiss, H. M. (2002). Conceptual and empirical foundations for the study of affect at work. In R. G. Lord, R. J. Klimoski & R. Kanfer (Eds.), Emotions in the workplace: Understanding the structure and role of emotions in organizational behavior (pp. 20-63). San Francisco: Jossey-Bass.

Yik, M. S. M., Russell, J. A., & Barrett, L. F. (1999). Structure of self-reported current affect: Integration and beyond. Journal of Personality & Social Psychology, 77, 600-619.

Week 2.   Affect and Performance in Organizational Behavior

Dispositional Affect:

Watson, D., Clark, L.A. & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. Journal of Personality and Social Psychology, 54, 1063-1070

Larsen, R. J., & Diener, E. (1992). Promises and problems with the circumplex model of emotion. In M. S. Clark (Ed.), Emotion. (pp. 25-59). Thousand Oaks, CA: Sage Publications, Inc.

Staw, B. M, Bell, N. E. & Clausen, J.A. 1986. The dispositional approach to job attitudes: A lifetime longitudinal test. Administrative Science Quarterly, 31: 56-77.

Staw, B.M. & Cohen-Charash, Y. (2005). The dispositional approach to job satisfaction: More than a mirage, but not yet an oasis. <u>Journal of Organizational Behavior</u>, 26, 59-78.

Performance:

Barsade, S. G. & Gibson, D. E. (2007). Why Does Affect Matter in Organizations? <u>Academy of Management Perspectives, 21</u>, 36-59.

Sutton, R.I. & Rafaeli, A. (1988). Untangling the relationship between displayed emotions and organizational sales: The case of convenience stores. Academy of Management Journal, 31, 461-487.

Staw, B.M., Sutton, R.I., & Pelled, L.H. (1994). Employee positive emotion and favorable outcomes at the workplace. <u>Organization Science</u>, 5(1), 51-71.

Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. <u>Administrative Science Quarterly</u>, 50, 367-403.

Rothbard, N.P. & Wilk, S.L. (in press). Waking up on the right or wrong side of the bed: Start-of-workday mood, work events, employee affect and performance. Academy of Management Journal.

Dunn, J.R. & Schweitzer, M.E. (2005). Feeling and believing: The influence of emotion on trust. Journal of Personality and Social Psychology, 88, 736-748.

Other articles of interest (but not required):

Ashforth, B.E. & Humphrey, R.H. (1995). Emotion in the workplace: A reappraisal. <u>Human Relations</u>., 48, pp. 97-125

Damen, F, van Knippenberg, B & van Knippenberg, D. (2008). Affective match in leadership: Leader emotional displays, follower positive affect, and follower performance. <u>Journal of Applied Social Psychology</u>., 38, pp. 868-902

George, J. M. (1989). Mood and absence. <u>Journal of Applied Psychology</u>, 74, 317-324.

George, J. M. (1991). State or trait: Effects of positive mood on prosocial behaviors at work. <u>Journal of Applied Psychology</u>, 76, 299-307.

George, J. M., & Brief, A. P. (1996). Motivational agendas in the workplace: The effects of feelings on focus of attention and work motivation. In L. L. Cummings & B. M. Staw (Eds.), <u>Research in organizational behavior </u>(Vol. 18, pp. 75-109). Greenwich, CT: JAI Press.

Kaplan, S., Bradley, J. C., Luchman, J. N., & Haynes, D. (2009). On the role of positive and negative affectivity in job performance: A meta-analytic investigation. <u>Journal of Applied Psychology</u>, 94, 162-176.

Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. <u>Journal of Applied Psychology</u>, 87, 131-142.

Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success? Psychological Bulletin, 131(6), 803-855.

Molinksy, A. & Margolis, J. (2006). The Emotional Tightrope Of Downsizing: Hidden Challenges for Leaders and their Organizations. Organizational Dynamics, 35, pp. 145-159.

Morris, M. W., & Keltner, D. (2000). How emotions work: The social functions of emotional expression in negotiations. In B. M. Staw & R. I. Sutton (Eds.), Research in organizational behavior (Vol. 22, pp. 1-50). Greeneich, CT: JAI Press.

Seo, M.-G., Barrett, L. F., & Bartunek, J. M. (2004). The role of affective experience in work motivation. Academy of Management Review, 29, 423-439.

Schimmack, U., & Diener, E. (1997). Affect intensity: Separating intensity and frequency in repeatedly measured affect. Journal of Personality & Social Psychology, 73, 1313-1329.

Wright, T.A., Cropanzano, R., & Meyer, D.G. (2004). State and trait correlates of job performance: A tale of two perspectives. Journal of Business and Psychology, 18(3), 365-383.

Wright, T. A., & Staw, B. M. (1999). Affect and favorable work outcomes: Two longitudinal tests of the happy-productive worker thesis. Journal of Organizational Behavior, 20, 1-23.

Week 3.　　Group Affect and Emotional Contagion

George, J. M. (1990). Personality, affect, and behavior in groups. Journal of Applied Psychology, 75, 107-116.

Barsade, Sigal G., Ward, Andrew J., Turner, Jean D.F., & Sonnenfeld, Jeffrey A. (2000). "To Your Heart's Content: A Model of Affective Diversity in Top Management Teams." Administrative Science Quarterly, 45, 802-836.

Kelly, J. R., & Barsade, S. G. (2001). Mood and emotions in small groups and work teams. Organizational Behavior & Human Decision Processes, 86, 99-139.

Barsade, S. G. (2002). The ripple effect: Emotional contagion in groups. Administrative Science Quarterly, 47, 644–675.

Barger, P., & Grandey, A. (2006). "Service with a smile" and encounter satisfaction: Emotional contagion and appraisal mechanisms. Academy of Management Journal, 49(6), 1229-1238.

Sy, T., Cote, S. & Savedra, R. (2005). The contagious leader: Impact of the leader's mood on the mood of group members, group affective tone, and group processes. Journal of Applied Psychology, 90, 295-305.

Erez, A. Misangyi, V.F., Johnson, D.E., LePine, M.A. & Halverson, K.S. (2008). Stirring the hearts of followers: Charismatic leadership as the transferal of affect. Journal of Applied Psychology, 93, 602-616.

Other articles of interest (but not required):

Barsade, S. G., & Gibson, D., E. (1998). Group emotion: A view from top and bottom. In D. Gruenfeld (Ed.), Research on managing groups and teams (Vol. 1, pp. 81-102). Stamford, CT: JAI Press Inc.

Barsade, Sigal G &, O'Neill Olivia A. "Affective Organizational Culture: Its Influence in the Long-term Care Setting." Revision and Resubmit, Administrative Science Quarterly

Bartel, C., & Saavedra, R. (2000). The collective construction of work group moods. Administrative Science Quarterly, 45, 197-231.

Boerner, S. & Von Streit, C.F. (2007). Promoting orchestral performance: the interplay between musicians' mood and a conductor's leadership style. Psychology of Music, 35, pp. 132-143.

George, J. M., & James, L. R. (1993). Personality, affect, and behavior in groups revisited: Comment on aggregation, levels of analysis, and a recent application of within and between analysis. Journal of Applied Psychology, 78, 798-804.

Ilius, R., Wagner, D.T., & Morgeson, F.P. (2007). Explaining affective linkages in teams: Individual differences in susceptibility to contagion and individualism-collectivism. Journal of Applied Psychology. 92, pp. 1140-1148

Kelly, J.R. & Spoor, J. (2007). Naïve theories about the effects of mood in groups: A preliminary investigation. Group Processes & Intergroup Relations, 10, pp. 203-222

Neumann, R., & Strack, F. (2000). "Mood contagion": The automatic transfer of mood between persons. Journal of Personality & Social Psychology, 79, 211-223.

Pugh, S.D. (2001). Service with a smile: Emotional contagion in the service encounter. Academy of Management Journal, 44(5), 1018-1027.

Totterdell, P. (2000). Catching moods and hitting runs: Mood linkage and subjective performance in professional sport teams. Journal of Applied Psychology, 85, 848-859.

Totterdell, P., Kellett, S., Teuchmann, K., & Briner, R. B. (1998). Evidence of mood linkage in work groups. Journal of Personality and Social Psychology, 74, 1504-1515.

Walter, F., & Bruch, H. (2008). The positive group affect spiral: a dynamic model of the emergence of positive affective similarity in work groups. Journal of Organizational Behavior, 29, 239-261.

Week 4.   Emotional Intelligence & Emotional labor/regulation

Emotional Intelligence:

Salovey, P., & Mayer J. D. (1990). Emotional intelligence. Imagination, Cognition, and Personality, 9, 185-211.

Mayer, J., Roberts, R. & Barsade, S.G. (2008). Human Abilities: Emotional Intelligence. Annual Review of Psychology, 59, 507-536.

Elfenbein, H.A. & Ambady, N. (2002). Predicting workplace outcomes from the ability to eavesdrop on feelings. Journal of Applied Psychology, 87, 963-971.

Rubin, R.S., Munz, D.C. & Bommer, W.H. (2005). Leading from within: The effects of emotion recognition and personality on transformational leadership behavior. Academy of Management Journal, 48, 845-858.

Côté, S., & Miners, C. T. H. (2006). Emotional Intelligence, Cognitive Intelligence, and Job Performance. Administrative Science Quarterly, 51(1), 1-28

Emotional Labor/Regulation:

Gross, G. (2008). Emotion Regulation. In M. Lewis, J.M. Haviland-Jones, and Barret, L.F. (Eds). Handbook of Emotions 3rd Edition (pp.497-512). New York: The Guilford Press.

Hochschild, A. R. (1979). Emotion work, feeling rules, and social structure. American Journal of Sociology, 85, 551-575.

Sutton, R. I. (1991). Maintaining norms about expressed emotions - the case of bill collectors. Administrative Science Quarterly, 36, 245-268.

Grandey, A. (2003). When "the show must go on": Surface and deep acting as predictors of emotional exhaustion and service delivery. Academy of Management Journal, 46, 86-96.

Other articles of interest (but not required):

Emotional Intelligence:

Lopes, P.N., Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). Evidence that emotional intelligence is related to job performance and affect and attitudes at work. Psicothema, 18, 132–138

Zeidner, M., Roberts, R. D., & Matthews, G. (2008). The science of emotional intelligence: Current consensus and controversies. European Psychologist, 13, 64-78.

Emotional Regulation**:**

Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. Academy of Management Review, 18, 88-115.

Brotheridge, C.M., & Grandey, A.A. (2002). Emotional labor and burnout: Comparing two perspectives of 'people work'. Journal of Vocational Behavior, 60, 17–39.

Côté, S. (2005). A social interaction model of the effects of emotion regulation on work strain. Academy of Management Review, 30, 509-530.

Grandey, A. A. (2000). Emotion regulation in the workplace: A new way to conceptualize emotional labor. Journal of Occupational Health Psychology, 5, 95-110.

Grandey, A. A., Fisk, G. M., & Steiner, D. D. (2005) Must service with a smile be stressful? The moderating role of personal control for American and French employees. Journal of Applied Psychology, 90, 893-904.

Grandey, A. A., Fisk, G. M., Mattila, A. S., Jansen, K. J., & Sideman, L. A. (2005). Is "service with a smile enough?" Authenticity of positive displays during service encounters. Organizational Behavior and Human Decision Processes, 96, 38-55.

Gross, J. (2001). Emotion regulation in adulthood: Timing is everything. Current Directions in Psychological Science, 10, 214-219.

John, O. P. & Gross, J. J. (2004). Healthy and unhealthy emotion regulation: personality processes, individual differences, and life-span development. Journal of Personality, 72(6), 1301-1333.

Judge, T. A., Woolf, E., & Hurst, W. C. (2009). Is emotional labor more difficult for some than for others? A multilevel, experience-sampling study. Personnel Psychology, 62, 57-88.

Morris, J. A., & Feldman, D. C. (1996). The dimensions, antecedents, and consequences of emotional labor. Academy of Management Review, 21, 986-1010.

Morris, M., & Keltner, D. (2000). How emotions work: The social functions of emotional expression in negotiations. Research in Organizational Behavior, 22, 1-50.

Rafaeli, A., & Sutton, R. I. (1989). The expression of emotion in organizational life. Research in Organizational Behavior, 11, 1-42.

Rafaeli, A., & Sutton, R. I. (1990). Busy stores and demanding customers: How do they affect the display of positive emotion? Academy of Management Journal, 33, 623-637.

Richards, J. M., & Gross, J. J. (1999). Composure at any cost? The cognitive consequences of emotion suppression. Personality and Social Psychology Bulletin, 25, 1033-1044.

Rimé, B. (2007). Interpersonal emotion regulation. In J. J. Gross (Ed.), Handbook of emotion regulation (pp. 466–485). New York: Guilford.

Tice, D. M., Bratslavsky, E. & Baumeister, R.F. (2001). Emotional distress regulation takes precedence over impulse control: If you feel bad, do it! Journal of Personality & Social Psychology, 80, 53-67.

Van Maanen, J., & Kunda, G. (1989). "Real feelings": Emotional expression and organizational culture. In L. Cummings, L. & B. M. Staw (Eds.), Research in organizational behavior (Vol. 11, pp. 43-103). Greenwich, CT: JAI Press.

Zapf, D. (2002). Emotion work and psychological well-being; A review of the literature and some conceptual considerations. Human Resource Management Review, 12, 237-268.

Week 5.   Affect and Decision-Making

Isen, A.M. (2008). Some ways in which positive affect influences decision making and problem solving.. In M. Lewis, J.M. Haviland-Jones, and Barret, L.F. (Eds). Handbook of Emotions 3rd Edition (pp.548-573). New York: The Guilford Press.

Isen, A. M., & Means, B. (1983). The influence of positive affect on decision-making strategy. Social Cognition, 2, 18-31.

Estrada, C.A., Isen, A.M., & Young, M.J. (1997). Positive affect facilitates integration of information and decreases anchoring in reasoning among physicians. Organizational Behavior and Human Decision Processes, 72(1), 117–135.

Staw, B. M., & Barsade, S. G. (1993). Affect and managerial performance: A test of the sadder-but-wiser vs. happier-and-smarter hypotheses. Administrative Science Quarterly, 38, 304-331.

Forgas, J. P. (1995). Mood and judgment: The affect infusion model (AIM). *Psychological Bulletin, 117*, 39-66.

Tiedens, L. Z., & Linton, S. (2001). Judgment under emotional certainty and uncertainty: The effects of specific emotions on information processing. Journal of Personality and Social Psychology, 81, 973-988.

Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. In B.M. Staw & L. L. Cummings (Eds.), *Research in Organizational Behavior* (vol. 18, pp. 1-74). Greenwich, CT: JAI Press.

Other articles of interest (but not required):

Alloy, L. B., & Abramson, L. Y. (1988). Depressive realism: Four theoretical perspectives. In L. B. Alloy (Ed). Cognitive processes in depression (pp. 223-265). New York: Guilford Press.

Baumeister, R. F., Vohs, K. D., & Tice, D. M. (2006). Emotional influences on decision making. In J. P. Forgas (Ed.), Affect in social thinking and behavior (pp. 143-159). New York, NY, US: Psychology Press.

Bower, G., H. (1981). Mood and memory. American Psychologists, 36, 129-148.

Bower, G. H. (1991). Mood congruity of social judgments. In J. P. Forgas (Ed.), <u>Emotion and social judgments</u> (pp. 31-53). New York: Pergamon Press.

Brackett, M. A., Rivers, S. E., Shiffman, S., Lerner, N., & Salovey, P. (2006). Relating emotional abilities to social functioning: A comparison of self-report and performance measures of emotional intelligence. <u>Journal of Personality and Social Psychology</u>, 91, 780–795.

Carnevale, P. J. D., & Isen, A. M. (1986). The influence of positive affect and visual access on the discovery of integrative solutions in bilateral negotiation. <u>Organizational Behavior and Human Decision Processes,</u> 37, 1-13.

Clore, G. L. & Schnall, S. (in press). The Influences of Affect on Attitude. In D. Albarracín, B. T. Johnson, & M. P. Zanna (Eds.) <u>Handbook of Attitudes and Attitude Change</u>. Mahwah, NJ: Erlbaum.

Forgas, J. P. (1998). On being happy and mistaken: Mood effects on the fundamental attribution error. <u>Journal of Personality and Social Psychology</u>, 75, 318-331.

Gasper, K. & Clore, G. L. (1998). The persistent use of negative affect by anxious individuals to estimate risk. <u>Journal of Personality and Social Psychology</u>, 74, 1350-1363.

Harber, K, (2005). Self-Esteem and Affect as Information<u>. Personality and Social Psychology Bulletin</u>, 31, 276-288.

Isen, A. M., Nygren, T. E., & Ashby, F. G. (1988). Influence of positive affect on the subjective utility of gains and losses: It is just not worth the risk. <u>Journal of Personality and Social Psychology</u>, 55, 710-717.

Isen, A .M., Rosenzweig, A. S., & Young, M. J. (1991). The influence of positive affect on clinical problem solving. <u>Medical Decision Making</u>, 11, 221-227.

Keller, M. C., Fredrickson, B. L., Ybarra, O., Côté, S., Johnson, K., Mikels, J., & Wager, T. (2005). A warm heart and a clear head: The contingent effects of weather on human mood and cognition. <u>Psychological Science</u>. 16, 724-731.

Keltner, D., Ellsworth, P., & Edwards, K. (1993). Beyond simple pessimism: Effects of sadness and anger on social perception<u>. Journal of Personality and Social Psychology</u>, 64, 740-752.

 Keltner, D., Locke, K. D., & Audrain, P. C. (1993). The influence of attributions on the relevance of negative feelings to satisfaction<u>. Personality and Social Psychology Bulletin</u>, 19, 21-30.

Lerner, J. S., Small, D. A., and Loewenstein, G. (2004). Heart strings and purse strings: Carry-over effects of emotions on economic transactions. <u>Psychological Science</u>, 15, 337-341.

Loewenstein, G. F., Weber, E. U., Hsee, C. K., & Welch, N. (2001). Risk as feelings. <u>Psychological Bulletin</u>, 127, 267-286.

Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success? <u>Psychological Bulletin</u>, 131(6), 803–855.

Park, J., & Banaji, M. R. (2000). Mood and heuristics: The influence of happy and sad states on sensitivity and bias in stereotyping. Journal of Personality and Social Psychology, 78, 1005-1023.

Pham, M.T., Cohen, J.B., Pracejus, J. & Hughes, G.D. (2001). Affect monitoring and the primacy of feelings in judgment. Journal of Consumer Research, 28, 167-188.

Rusting, C. L. (1999). Interactive effects of personality and mood on emotion-congruent memory and judgment. Journal of Personality and Social Psychology, 77, 1073-108.

Schwarz, N., & Clore, G. L. (1983). Mood, misattribution, and judgments of well- being: Informative and directive functions of affective states. Journal of Personality and Social Psychology, 45, 513-523.

Schwarz, N. & Bless, H. (1991). Happy and mindless, but sad and smart? The impact of affective states on analytic reasoning. In J.P. Forgas (ed.)., Emotion and social judgments. International series in experimental social psychology (pp.55-71). Oxford, England: Pergamon press, Inc.

Shizgal, P. & Conover, K. (1999), On the neural computation of utility. Current directions in Psychological Science, 5, 37-43.

Slovic, P., Finucane, M., Peters, E., & MacGregor, D.G. (2002). The affect heuristic. In T. Gilovich, D. Griffin, & D. Kahneman, (Eds.), Intuitive Judgment: Heuristics and Biases. Cambridge University Press.

Strack, F., Schwarz, N., & Gschneidinger, E. (1985). Happiness and reminiscing: The role of time perspective, mood, and mode of thinking. Journal of Personality and Social Psychology, 49, 1460-1469.

Tiedens, L. Z. (2001). Anger and advancement versus sadness and subjugation: The effect of negative emotion expressions on social status conferral. Journal of Personality & Social Psychology, 80, 86.

Wong, K. F. E., & Kwong, J. Y. Y. (2007). The role of anticipated regret in escalation of commitment. Journal of Applied Psychology, 92, 545-554.

Wong, K. F. E., Yik, M., & Kwong, J. Y. Y. (2006). Understanding the emotional aspects of escalation of commitment: The role of negative affect. Journal of Applied Psychology, 91, 282-297.

Week 6.   Discrete Emotions and Unconscious Processes

Discrete Emotions

Shaver, P., Schwartz, J., Kirson, D., & O'Connor, C. (1987). Emotion knowledge: Further exploration of a prototype approach. Journal of Personality and Social Psychology, 52, 1061-1086.

Lazarus, R. S., & Cohen-Charash, Y. (2001). Discrete emotions in organizational life. In R. L. Payne & G. L. Cooper (Eds.), Emotions at work: Theory, research and applications for management (pp. 45-81). Chichester, England: John Wiley & Sons.

Van Kleef, G. A., De Dreu, C. K. W., & Manstead, A. S. R. (2004). The interpersonal effects of anger and happiness in negotiations. Journal of Personality and Social Psychology, 86(1), 57-76.

Filipowicz, A., Barsade, S. & Melwani, S. (2011). "Emotional Transitions in Social Interactions: Beyond Steady State Emotion," Journal of Personality and Social Psychology, 101, 541-556.

Subconscious Emotions:

Barsade, Sigal G., Ramarajan, L. & Westen, D. (2009) . "Implicit Affect in Organizations," In B.M. Staw & A. Brief (Eds.), *Research in Organizational Behavior* (vol. 29, pp. 135-162). Elsevier,

Berk, M.S.& Andersen, S.M. (2000). The impact of past relationships on interpersonal behavior: Behavioral confirmation in the social-cognitive process of transference. Journal of Personality and Social Psychology, 79, 546-562.

Winkielman, P., Berridge, K. C.,&Wilbarger, J. L. (2005). Emotion, behavior and conscious experience: Once more without feeling. In L. F. Barrett, P. M. Niedenthal, & P. Winkielman (Eds.), Emotion and Consciousness (pp. 335–362). New York: Guilford Press.

Other articles of interest (but not required):

Allred, K. G., Mallozzi, J. S., Matsui, F., & Raia, C. P. (1997). The influence of anger and compassion on negotiation performance. Organizational Behavior and Human Decision Processes, 70, 175-187.

Bagozzi, R. P., Verbeke, W., & Gavino, J. (2003). Culture moderates the self-regulation of shame and its effects on performance: The case of salespersons in the Netherlands and the Philippines. Journal of Applied Psychology, 88(2), 219-233.

Barclay, L. J., Skarlicki, D. P., & Pugh, S. D. (2005). Exploring the Role of Emotions in Injustice Perceptions and Retaliation. Journal of Applied Psychology. 90(4), 629-643.

Melwani, S. & Barsade, S.G. (2011) "Held in Contempt: The Psychological, Interpersonal and Performance Outcomes of Contempt in a Work Setting," Journal of Personality & Social Psychology, 101, 503-520.

Cohen-Charash, Y. (2009). Episodic envy. Journal of Applied Social Psychology, 39, 2128–2173.

Egloff, B., & Krohne, H. W. (1996). Repressive emotional discreteness after failure. Journal of Personality and Social Psychology, 70(6), 1318-1326.

Fitness, J. (2000). Anger in the workplace: An emotion script approach to anger episodes between workers and their superiors, co-workers and subordinates. Journal of Organizational Behavior, 21(2), 147-162.

Geddes, D., & Callister, R. R. (2007). Crossing the line(s): A dual threshold model of anger in organizations. Academy of Management Review, 32, 721-746.

Gibson, D. E. (1995). Emotional scripts and organization change. In F. Massarik (Ed.), Advances in organization development: Vol. 3 (pp. 32-62). Norwood, NJ: Ablex.

Glomb, T. M., & Hulin, C. L. (1997). Anger and gender effects in observed supervisor-subordinate dyadic interactions. Organizational Behavior and Human Decision Processes, 72(3), 281-307.

Greenwald, A.G., Poehlman, A.T., Uhlmann, E.L. & Banaji, M.R. (2009). Understanding and using the Implicit Association Test: III. Meta-analysis of predictive validity. Journal of Personality and Social Psychology, Vol 97, pp. 17-41

Lutwak, N., & Ferrari, J. R. (1996). Moral affect and cognitive processes: Differentiating shame from guilt among men and women. Personality and Individual Differences, 21(6), 891-896.

Maitlis, S., & Ozcelik, H. (2004). Toxic decision processes: A study of emotion and organizational decision making. Organization Science, 15(4), 375–393.

Rafaeli, A., & Sutton, R. I. (1991). Emotional contrast strategies as means of social influence: Lessons from criminal interrogators and bill collectors. Academy of Management Journal, 34, 749-775.

Zelenski, J. M., & Larsen, R. J. (2000). The distribution of basic emotions in everyday life: A state and trait perspective from experience sampling data. Journal of Research in Personality, 34, 178-197