

MANAGEMENT 932: IDENTITY IN ORGANIZATIONAL BEHAVIOR

University of Pennsylvania

Fall 2014

Tuesdays, 1:30-4:30

Bowman Room, Management Suite, Steinberg-Dietrich Hall

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Course Description

The purpose of this course is to examine the theory and empirical research identity and identification in the field of micro-organizational behavior. To do so, we will cover a blend of classic and contemporary literature so that we can appreciate the prevailing theories and findings on identity in micro-organizational behavior. This course follows from MGMT 951 and MGMT 961 which cover core topics in micro organizational behavior. Note: we will not be covering much affect research in Mgmt 951, 961, or 932 as Mgmt 957 – Emotions in Organizational Behavior - will be taught as a six week course in Fall 2015.

Course Requirements

The student role will encompass the following requirements for students taking both 961 and 932. For students enrolled only in 961, 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 O.B.). You will state a hypothesis and then present a short justification about why it is a good idea. Many of these will become topics for discussions within the seminar itself.
2. Preparation of a 15 to 30 page paper 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. Lead an opposing position. This is the same as above, except you will be responding to what the lead discussion person says. 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 932 term paper will be due by e-mail and hard copy in my box on December 16, 2014. If you are taking both 961 and 932 you can choose to do one bigger term paper due on December 16, 2014.

Course Outline

1. **October 21: Introduction-Psychological Foundations of Identity (Who am I?)**
2. **October 28: Identity in Organizations**
3. **November 4: Organizational Identification- INNOVATION PAPER DUE**
4. **November 11: Self Presentation: Verification and Enhancement of identities**
5. **November 18: Multiple Identities**

November 25: Thanksgiving week – no class

6. **December 2: Boundary Management of Identities - INNOVATION PAPER DUE**

Session 1: Introduction - Psychological Foundations of Identity (Who am I?)

Required

- James, W. (1890/1983). Principles of Psychology. (Chapter 10: The consciousness of self, pp. 279-325). Cambridge, MA: Harvard University Press
- Tajfel, H. & Turner, J.C. (1986). The social identity theory of intergroup behavior. In S. Worchell & W.G. Austin (eds.), Psychology of Intergroup Relations. Chicago: Nelson-Hall (pp. 7-24).
- Brewer, M.B. (1991). The social self: On being the same and different at the same time. Personality and Social Psychological Bulletin, 17: 475-482.
- Markus, H.R. & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion and motivation. Psychological Review, 98: 224-253.
- Brewer, M. B. & Gardner, W. 1996. Who is this “we”? Levels of collective identity and self representations. *Journal of Personality and Social Psychology*, 71, 83-93.
- Stryker, S., & Burke, P. J. (2000). The past, present and future of an identity theory. *Social Psychological Quarterly*, 63(4), 284–297.

Other articles of interest (but not required):

- Brewer, M. (1998). The Social Psychology of Intergroup Relations: Social Categorization, Intergroup Bias, and Outgroup Prejudice. In S Fiske et al (eds), Handbook of Social Psychology (Volume 2, 4th edition).
- Burke, P. J., & Reitzes, D. C. (1991). An identity theory approach to commitment. *Social Psychological Quarterly*, 54(3), 239–251.
- Burke, P. J., & Stets, J. (2009). *Identity theory*. New York: Oxford University Press.
- Markus, H. & Kunda, Z. 1986. Stability and malleability of the self-concept. *Journal of Personality and Social Psychology*, 51, 858-866.
- Mead, G. H. 1934. *Mind, self and society*. Chicago, IL: University of Chicago Press.
- Turner, J. C. (1985). Social categorization and the self-concept: A social cognitive theory of group behavior. In E. J. Lawler (Ed.) *Advances in group processes: Theory and research*, vol. 2: 77-122. Greenwich, CT: JAI Press.
- Turner, J.C., & Onorato, R. S. (1999). Social identity, personality, and the self-concept: A self-categorization perspective. In T.R. Tyler, R.M. Kramer, & O.P. John (Eds.) *The psychology of the social self*: 11-46. Mahway, NJ: Lawrence Erlbaum Associates.
- Markus, H., & Wurf, E. (1987). The dynamic self-concept: A social psychological perspective. *Annual Review of Psychology*, 38(1), 299–337.

Session #2: Identity in Organizations

Required

- Ashforth, B.E. & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14: 20-39.
- Hogg, M. A. & Terry, D. J. (2000). Social identity and self-categorization processes in organizational contexts. *Academy of Management Review*, 25, 121-140.
- Elsbach, K. D. & Bhattacharya, C. B. 2001. Defining who you are by what you're not: Organizational disidentification and the National Rifle Association. *Organization Science*, 12: 393-413.
- Ibarra, H. (1999). Provisional selves: Experimenting with image and identity in professional adaptation. *Administrative Science Quarterly*, 44, 764-791.
- Ely, R. 1995. The power in demography: Women's social constructions of gender identity at work. *Academy of Management Journal*, 38, 389-634.
- Pratt, M. G., & Rafaeli, A. (1997). Organizational dress as a symbol of multilayered social identities. *Academy of Management Journal*, 40(4), 862-898.
- Strauss, K., Griffin, M.A., & Parker, S.K. 2012. Future work selves: How salient hoped-for identities motivate proactive career behaviors. *Journal of Applied Psychology*, 97: 580-598.

Other articles of interest (but not required):

- Brickson, S. (2000). The impact of identity orientation on individual and organizational outcomes in demographically diverse settings. *Academy of Management Review*, 25, 82-101.
- Creed, D. W.E, Scully, M.A. & Austin, J.R. 2002. Clothes make the person: The tailoring of legitimating accounts and the social construction of identity. *Organization Science*, 13(5), 475-496.
- Elsbach, K. & Kramer, R. 1996. Members' responses to organizational identity threats: Encountering and countering the Business Week ratings. *Administrative Science Quarterly*, 41, 442-476.
- Ibarra, H., & Barbulescu, R. (2010). Identity as narrative: Prevalence, effectiveness, and consequences of narrative identity work in macro work role transitions. *Academy of Management Review*, 35(1), 135-154.
- Elsbach, K. D. (2003). Relating physical environment to self-categorizations: Identity threat and affirmation in a non-territorial office space. *Administrative Science Quarterly*, 48, 622-654.
- Obodaru, O. (2012). The self not taken: How alternative selves develop and how they influence our professional lives. *Academy of Management Review*, 37(1), 34-57.
- Petriglieri, J. (2011). Under threat: Responses to and the consequences of threats to individuals' identities. *Academy of Management Review*, 34(4), 641-662.
- Wrzesniewski, A., McCauley, C., Rozin, P., & Schwartz, B. (1997). Jobs, careers, and callings: People's relations to their work. *Journal of Research in Personality*, 31(1), 21-33.

Session #3: Organizational Identification

Required

- Ashforth, B.E., & Harrison, S.H., & Corley, K.G. 2008. Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34: 325-374.
- Dutton, J. E., Dukerich, J. M. & Harquail, C. V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, 39, 239-263.
- Pratt, M.G. 2000. The good, the bad, and the ambivalent: Managing identification among Amway distributors. *Administrative Science Quarterly*, 45:456-493.
- Bartel, C.A. 2001. Social comparisons in boundary-spanning work: Effects of community outreach on members' organizational identity and identification. *Administrative Science Quarterly*, 46:379-413.
- Dukerich, J. M., Golden, B. R., & Shortell, S. M. 2002. Beauty is in the eye of the beholder: The impact of organizational identification, identity, and image on the cooperative behaviors of physicians. *Administrative Science Quarterly*, 47: 507-533.
- Bunderson, J. S., & Thompson, J. A. (2009). The call of the wild: Zookeepers, callings, and the double-edged sword of deeply meaningful work. *Administrative Science Quarterly*, 54, 32–57.

Other articles of interest (but not required):

- Brickson, S. L. (2005). Organizational identity orientation: Forging a link between organizational identity and organizations' relations with stakeholders. *Administrative Science Quarterly*, 50, 676-609.
- Elsbach, K. D. (1999). An expanded model of organizational identification. *Research in Organizational Behavior*, 21, 163-200.
- Flynn, F. J. (2005). Identity orientations and forms of social exchange in organizations. *Academy of Management Review*, 30, 737-750.
- Leary, M. R & Tangney, J. P (Eds.) (2003) *Handbook of self and identity*. New York: Guilford Press. (Offers excellent overview of psychological theories of self and identity).
- Meyer, J. P., Becker, T. E. & Van Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior*, 27, 665-683.
- Pratt, M.G., Rockmann, K. W., & Kaufmann, J. B. (2006). Constructing professional identity: The role of work and identity learning cycles in the customization of identity among medical residents. *Academy of Management Journal*, 49, 235-262.
- Roberts, L. M. (2005) Changing faces: Professional image construction in diverse organizational settings. *Academy of Management Review*, 30, 685-711.
- Sluss, D. & Ashforth, B. E. (2007) Relational identity and identification: Defining ourselves through others. *Academy of Management Review*, 32, 9-32.

Session #4: Self Presentation - Verification and Enhancement of identities

Required

- Sedikides, C. (1993). Assessment, enhancement, and verification determinants of the self-evaluation process. *Journal of Personality and Social Psychology*, 65(2), 317.
- Swann Jr, W. B., Johnson, R. E., & Bosson, J. K. (2009). Identity negotiation at work. *Research in organizational behavior*, 29, 81-109.
- Swann, W. B., Kwan, V. S., Polzer, J. T., & Milton, L. P. (2003). Fostering group identification and creativity in diverse groups: The role of individuation and self-verification. *Personality and Social Psychology Bulletin*, 29(11), 1396–1406.
- Leary, M.R. & Kowalski, R.M. 1990. Impression management: A literature review and two-component model. *Psychological Bulletin*, 107:34-47.
- Ashford, S.J. & Northcraft, G.B. 1992. Conveying more (or less) than we realize: The role of impression-management in feedback seeking. *Organizational Behavior & Human Decision Processes*, 53:310-334.
- Wayne, S. J., & Liden, R. C. (1995). Effects of impression management on performance ratings: A longitudinal study. *Academy of Management Journal*, 38(1), 232-260.

Other articles of interest (but not required):

- Goffman, E. (1959). *The presentation of self in everyday life*. Garden City, NY: Doubleday Anchor Books.
- Kwang, T., & Swann, W. B. (2010). Do people embrace praise even when they feel unworthy? A review of critical tests of self-enhancement versus self-verification. *Personality and Social Psychology Review*, 14, 263-280.
- Swann, W. B., Jr. 1987. Identity negotiation: Where two roads meet. *Journal of Personality and Social Psychology*, 53: 1038-1051.
- Swann, W. B., Jr. 1983. Self-verification: Bringing social reality into harmony with the self. In J. Suls & A.G. Greenwald (Eds.), *Social psychological perspectives on the self*, vol. 2:33-66. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Swann, W. B., Bosson, J. K., & Pelham, B. W. (2002). Different partners, different selves: Strategic verification of circumscribed identities. *Personality and Social Psychology Bulletin*, 28(9), 1215–1228.
- Swann, W., Polzer, J., Seyle, D. & Ko, J. 2004. Finding value in diversity: Verification of personal and social self-views in diverse groups. *Academy of Management Review*, 29(1) 9-27.
- Swann, W. B., Stein-Seroussi, A. & McNulty, S. E. 1992. Outcasts in a white-lie society: the enigmatic worlds of people with negative self-conceptions. *Journal of Personality and Social Psychology*, 62(4), 618-624.

Session # 5: Multiple Identities

- Ramarajan, L. 2014. Past, Present and Future Research on Multiple Identities: Toward an Intrapersonal Network Approach. *The Academy of Management Annals* Vol. 8, Iss. 1.
- Markus, H. & Nurius, P. (1986). Possible Selves. *American Psychologist*, 41, pp. 954-969.
- Stryker, S. & Serpe, R. 1982. Commitment, identity salience, and role behavior: Theory and research example. In W. Ickers and E. Knowles (Eds.), Personality, roles and social behavior (pp. 199 - 219). New York: Springer-Verlag.
- Cheng, C., Sanchez-Burks, J., & Lee, F. (2008). Connecting the dots within: Creative performance and identity integration. *Psychological Science*, 19(11), 1178–1184.
- Rothbard, N. P. & Edwards, J.R. (2003). Investment in work and family roles: A test of identity and utilitarian motives. *Personnel Psychology*, 56, 699-730.
- Kreiner, G. E., Hollensbe, E. C., & Sheep, M. L. 2006. Where is the “me” among the “we”? Identity work and the search for optimal balance. *Academy of Management Journal*, 49: 1031-1057.
- Vough, H. 2012. Not all identifications are created equal: Exploring employee accounts for workgroup, organizational, and professional identification. *Organization Science*, 23: 778-800.

Other articles of interest (but not required):

- Ashforth, B.E., & Johnson, S.A. 2001. Which hat to wear? The relative salience of multiple identities in organizational contexts. In M.A. Hogg & D.J. Terry (Eds.), *Social identity processes in organizational contexts*: 31-48. Philadelphia: Psychology Press.
- Linville, P. W. (1987). Self-complexity as a cognitive buffer against stress-related illness and depression. *Journal of Personality and Social Psychology*, 52(4), 663–676.
- Rothbard, N. P., & Ramarajan, L. (2009). Checking your identities at the door? Positive relationships between nonwork and work identities. *Exploring positive identities and organizations: Building a theoretical and research foundation*, 125-148.
- Roccas, S. & Brewer, M. B. (2002). Social identity complexity. *Personality and Social Psychology Review*, 6, 88-106.
- Thoits, P. A. (1983). Multiple identities and psychological well-being: A reformulation and test of the social isolation hypothesis. *American Sociological Review*, 48: 174-187.

Session #6 Boundary Management of Multiple Identities

Required

- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25, 178-199.
- Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management review*, 25(3), 472-491.
- Rothbard, Nancy P., Phillips, Katherine W., & Dumas, Tracy L. 2005. Managing multiple roles: Work-family policies and individuals' desires for segmentation. *Organization Science*, 16(3): 243-258.
- Kreiner, G.E., Hollensbe, E.C., & Sheep, M.L. 2009. Balancing borders and bridges: Negotiating the work-home interface via boundary work tactics. *Academy of Management Journal*, 52: 704-730.
- Ollier-Malaterre, A., Rothbard, N., & Berg, J. (2013). When worlds collide in cyberspace: How boundary work in online social networks impacts professional relationships. *Academy of Management Review*, amr-2011.
- Ramarajan, L., & Reid, E. (2013). Shattering the myth of separate worlds: Negotiating non-work identities at work. *Academy of Management Review*, 38(4), 621-644.
- Settles, I. H. (2004). When multiple identities interfere: The role of identity centrality. *Personality and Social Psychology Bulletin*, 30(4), 487-500.

Other articles of interest (but not required):

- Nippert-Eng, C. (1996). Home and work: Negotiating boundaries through everyday life. Chicago, IL: The University of Chicago Press.
- Marks, S. R., & MacDermid, S. M. (1996). Multiple roles and the self: A theory of role balance, *Journal of Marriage and the Family*, 58, 417-432
- Rothbard, N.P. (2001). Enriching or depleting: The dynamics of engagement in work and family roles, *Administrative Science Quarterly*, 46, 655-684
- Voydanoff, P. (2005). The differential salience of family and community demands and resources for family-to-work conflict and facilitation. *Journal of Family and Economic Issues*, 26, 395-417.
- Wayne, J. H., Randel, A. E., & Stevens, J. (2006). The role of identity and work-family support in work-family enrichment and its related consequences. *Journal of Vocational Behavior*, 69, 445-461.
- Ruderman, M.N., Ohlott, P.J., Panzer, K., & King, S.N. 2002. Benefits of multiple roles for managerial women. *Academy of Management Journal*, 45: 369-386.
- Trefalt, S. (2013). Between you and me: Setting work-nonwork boundaries in the context of workplace relationships. *Academy of Management Journal*, 56(6), 1802-1829.