

MANAGEMENT 961: MICRO ORGANIZATIONAL BEHAVIOR – (THE SECOND HALF)

University of Pennsylvania

Fall 2014

Tuesdays, 1:30-4:30

Bowman Room, Management Suite, Steinberg-Dietrich Hall

Professor Nancy Rothbard

nrothbard@wharton.upenn.edu

Office: 2022 SH/DH

Phone: 215-898-1102

Course Descriptions

The purpose of this course is to examine and understand basics in the theory and empirical research in the field of micro-organizational behavior and to increase our understanding of people's behavior in organizations. To do so, we will cover a blend of classic and contemporary literature so that we can appreciate the prevailing theories and findings in various areas of micro-organizational behavior. In addition, for each topic we will then try to go beyond the existing literature. We will work to increase our understanding by re-framing the research variables, altering the perspective, bringing in new theory, and comparing levels of analysis. This course follows from MGMT 951 continuing to explore core topics in micro organizational behavior, which was offered last Fall in 2013. However, if you have not yet taken MGMT 951, that is fine, the courses have been set up to be modular. Indeed, the purpose of this course is not meant to be exhaustive, rather it covers approximately half of the organizational behavior literature. For a more complete understanding of the basics of organizational behavior it is mandatory for organizational behavior students to take MGMT 951 next year, which will cover the remaining topics in basic organizational behavior (Fall 2015). This fall, I will be offering MGMT 932, Identity in Organizations, which will cover this important area within organizational behavior in more depth. 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 4th and 6th weeks of class. The 961 term paper will be due Tuesday Oct 21, 2014 by e-mail and hard copy in my box. If you are taking both 961 and 932 you can choose to do one bigger term paper due December 16, 2014.

Course Outline

1. **September 2: Introduction & Person-Environment Fit (To Fit or not to Fit)**
2. **September 9: Socialization (How do you get people to fit?)**
3. **September 16: Extra-role Behavior & Proactivity (Beyond 9 to 5)**
4. **September 23: Job Design & Creativity - INNOVATION PAPER DUE**
5. **September 30: Status, Power & Social Influence**
6. **October 7: So what is micro-OB? - INNOVATION PAPER DUE**

Session 1: Introduction & PE FIT (To fit or not to fit)

- Porter, L. W. & Schneider, B. 2014. What Was, What Is, and What May Be in OP/OB. *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 1: 1 -21.
- Heath, C., & Sitkin, S. 2001. Big-B versus Big-O: What is organizational about organizational behavior? *Journal of Organizational Behavior*, 22: 43-58.
- Ross, L. & Nisbett, R.E. (1991). The Power of the Situation (Chapter 2) in *The Person and the Situation: Perspectives of Social Psychology*. New York: McGraw Hill.
- Edwards, J. R. (2008). Chapter 4: Person-Environment Fit in Organizations: An Assessment of Theoretical Progress. *Academy Of Management Annals*, 2(1), 167-230.
- Cable, D. M., & Judge, T. A. (1997). Interviewers' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82, 546-561.
- Edwards, J. R., & Rothbard, N. P. (1999). Work and family stress and well-being: An examination of person-environment fit in the work and family domains. *Organizational behavior and human decision processes*, 77(2), 85-129.

Other articles of interest (but not required):

- Cable, D. M. & Edwards, J. R. (2004). Complementary and supplementary fit: A theoretical and empirical integration. *Journal of Applied Psychology*, 89, 822-834.
- Chatman, J. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of Management Review*, 14, 333-349.
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49, 1-49.
- Kristof-Brown, A. L., Jansen, K. J., Colbert, A. E. (2002). A policy-capturing study of the simultaneous effects of fit with jobs, groups, and organizations. *Journal of Applied Psychology*, 87, 985-993.
- Kristof-Brown, A. L., Zimmerman, R. D. & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58, 281-342.
- Lyness, K. S. & Heilman, M. E. (2006). When fit is fundamental: Performance evaluations and promotions of upper-level female and male managers. *Journal of Applied Psychology*, 91, 777-785.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34, 487-516.
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453.
- Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel Psychology*, 48, 747-773.
- Schneider, B., Smith, D., Taylor, S., & Fleenor, J. (1998). Personality and organizations: A test of the homogeneity of personality hypothesis. *Journal of Applied Psychology*, 83, 462-470.

Session 2: Socialization (How do you get people to fit?)

- Van Maanen, J. & Schein, E. (1979). Toward a Theory of Organizational Socialization. *Research in Organizational Behavior*, Vol. 1, 209-265.
- Ashforth, B. K., & Saks, A. M. (1996). Socialization tactics: Longitudinal effects on newcomer adjustment. *Academy of Management Journal*, 39(1), 149-178.
- Chatman, J. (1991). Matching People & Organizations: Selection & Socialization in Public Accounting Firms. *Administrative Science Quarterly*, 36, 459-484.
- Morrison, E.W. (2002). Newcomer's relationships: The role of social network ties during socialization. *Academy of Management Journal*, 45, 1149-1160.
- Ashford, S. & Nurmohamed, S. (2012). From past to present and into the future: A hitchhiker's guide to the socialization literature. In *The Oxford Handbook of Organizational Socialization*, 8-24. New York: Oxford University Press.

Other articles of interest (but not required):

- Bauer, Talya Niehaus; Morrison, Elizabeth Wolfe; Callister, Ronda Roberts (1998). Organizational socialization: A review and directions for future research. In Ferris et al (Eds.) Research in personnel and human resources management, Vol. 16. JAI Press, Inc, Stamford, CT: 149-214.
- Cable, D.M., Parsons, C.K. (2001). Socialization tactics and person-organization fit. *Personnel Psychology*, 54, 1-23.
- Kanter, R.M. (1986). Commitment & Social Organization: A Study of Commitment Mechanisms in Utopian Communities. American Sociological Review, 33, 499-517.
- Mitchell, T. R, Holtom, B.C, Lee, T. W, Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. Academy of Management Journal, 44, 1102-1121.
- Moreland, R. (1985). Social categorization and the assimilation of 'new' group members. Journal of Personality and Social Psychology, 48, 1173-1190.
- Moreland, R.L. & Levine, J.M. (2001). Socialization in organizations and work groups. In R.L. Moreland & J.M. Levine (Eds) Groups at work: Theory and Research, Mahwah, NJ, US:Lawrence Erlbaum Associates Publishers, 69-112.
- Morrison, Elizabeth W. (1993). Longitudinal study of the effects of information seeking on newcomer socialization. Journal of Applied Psychology, 78(2), 173-183.
- Morrison, E. & Milliken, F. (2000). Organizational silence: A barrier to change and development in a pluralistic world. Academy of Management Review, 25, 706-725.
- Salancik, G. (1977). Commitment & the Control of Organizational Behavior & Belief. in B. Staw & G. Salancik (eds.), New Directions in Organizational Behavior, St. Clair Press.
- Wesson, M.J., Gogus, C.I. (2005). Shaking hands with a computer: An examination of two methods of organizational newcomer orientation. Journal of Applied Psychology, 90, 1018-1026.
- Nemeth, C. & Staw, B. (1989). The Tradeoffs of Social Control & Innovation Within Groups & Organizations. In L. Berkowitz (ed.), Advances in Experimental Social Psychology, Vol. 22, Academic Press, 175-210.

Session 3: Extra-role Behavior and Proactivity (Beyond 9 to 5?)

- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3-34.
- Smith, C.A., Organ, D.W., & Near, J.P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68: 653-663.
- Grant, A.M. & Mayer, D.M. (2009). Good soliders and good actors: Prosocial and impression management motives as interactive predictors of affiliative citizenship behavior. *Journal of Applied Psychology*, 94, 900-912.
- Bergeron, D.M. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what costs? *Academy of Management Review*, 32, 1078-1095.
- Burris, E. R. (2012). The risks and rewards of speaking up: Managerial responses to employee voice. *Academy of Management Journal*, 55(4), 851-875.
- Grant, A. M., & Rothbard, N. P. (2013). When in doubt, seize the day? Security values, prosocial values, and proactivity under ambiguity. *Journal of Applied Psychology*, 98(5), 810.

Other articles of interest (but not required):

- Bindl, U. K., Parker, S. K., Totterdell, P., & Hagger-Johnson, G. (2012). Fuel of the self-starter: How mood relates to proactive goal regulation. *Journal of Applied Psychology*, 97(1), 134-150
- Crossley, C. D., et al. (2013). "Making things happen through challenging goals: Leader proactivity, trust, and business-unit performance." *Journal of Applied Psychology* 98(3): 540-549.
- Grant, A. M., Gino, F., & Hofmann, D. A. (2011). Reversing the extraverted leadership advantage: The role of employee proactivity. *Academy of Management Journal*, 54(3).
- Heilman, M. E. & Chen, J. J. (2005). Same behavior, different consequences: Reactions to men's and women's altruistic citizenship behavior. *Journal of Applied Psychology*, 90, 431-441.
- Katz, D. & Kahn, R., (1966). The Psychological Basis of Organizational Effectiveness. Chapter 12 of *The Social Psychology of Organizations*, 336-368.
- LePine, J. A., Erez, A. & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87, 52-65.
- Organ, D.W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10: 85-97.
- Organ, D.W. (1990). The Motivational Basis of Organizational Citizenship Behavior. in Cummings & Staw (eds.), *Research in Organizational Behavior*, Vol. 12.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents and consequences*. Thousand Oaks: Sage.
- O'Reilly, C. & Chatman, J. (1986). Organizational Commitment & Psychological Attachment: The Effects of Compliance Identification, & Internalization on Prosocial Behavior. *Journal of Applied Psychology*, 3, 492-499.
- Seibert, S. E., Kraimer, M. L., & Crant, J. M. (2001). What do proactive people do? A longitudinal model linking proactive personality and career success *Personnel Psychology*, 54(4), 845-874.
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37, 765-802.

Session 4: Job Design and Creativity (separate topics)

Job Design

- Hackman, J.R. & Oldham, G.R. (1976). Motivation through the Design of Work: Test of a Theory. Organizational Behavior & Human Performance, 16, 250-279.
- Salancik, G. & Pfeffer, J. (1978). A Social Information Processing Approach to Job Attitudes & Job Design. Administrative Science Quarterly, 23, 224-253.
- Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. Journal of Applied Psychology, 93, 108-124.
- Oldham, G. R., & Hackman, J. R. (2010). Not what it was and not what it will be: The future of job design research. Journal of Organizational Behavior, 31, 463-479.

Creativity

- Amabile, T. (1988). A Model of Creativity & Innovation in Organizations. Research in Organizational Behavior, Vol. 10. JAI Press.
- Amabile, T., Barsade, S., Mueller, J. & Staw, B. (2005). Affect & Creativity at Work: A Daily Longitudinal Study. Administrative Science Quarterly, 40:367-403.
- Elsbach, K.D. & Hargadon, A.B. (2006). Enhancing creativity through “mindless” work: A framework of workday design. Organization Science, 17, 470-483.

Other articles of interest (but not required):

Job Design

- Griffin, R. (1983). Objective & Social Sources of Information in Task Redesign: A Field Experiment. Administrative Science Quarterly, 28, 184-200.
- Leana, C., Appelbaum, E., & Shevchuk, I. (2009). Work process and quality of care in early childhood education: The role of job crafting. Academy of Management Journal, 52, 1169-1192.
- Molinsky, A., & Margolis, J. (2005). Necessary evils and interpersonal sensitivity in organizations. Academy of Management Review, 30, 245-268.
- Morgeson, F.P., Johnson, M.D., Campion, M.A., Medsker, G.J., & Mumford, T.V. (2006). Understanding reactions to job redesign: A quasi-experimental investigation of the moderating effects of organizational context on perceptions of performance behavior. Personnel Psychology, 59, 333–363.
- Piccolo, R.F., & Colquitt, J.A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. Academy of Management Journal, 49, 327–340.
- Parker, S.K. (1998). Enhancing role breadth self-efficacy: The roles of job enrichment and other organizational interventions. Journal of Applied Psychology, 83, 835–852.
- Wall, T. D., Jackson, P. R., & Davids, K. (1992). Operator work design and robotics system performance: A serendipitous field study. Journal of Applied Psychology, 77, 353-362.
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. Academy of Management Review, 26, 179-201.
- Xie, J.L., & Johns, G. (1995). Job scope and stress: Can job scope be too high? Academy of Management Journal, 38, 1288–1309.

Creativity

- Amabile, T. (1985). Motivation and creativity: Effects of motivational orientation on creative writers, Journal of Personality & Social Psychology, 48, 393-397.

- Amabile, T.M. , Conti, R., Coon, H. & Lazenby, J. (1996). Assessing the work environment for creativity. Academy of Management Journal, 39, 1154-1184.
- Campbell, D.T. (1960). Blind Variation & Selective Retention in Creative Thought as in Other Knowledge Processes. Psychological Review, 67, 380-400.
- Csikszentmihaly, J. (1988). Society, Culture & the Person. In R. Sternberg (ed.), The Nature of Creativity, Cambridge Press, 325-339.
- Elsbach, K. & Kramer, R. (2003). Assessing creativity in Hollywood pitch meetings: Evidence for a dual-process model of creativity judgments. Academy of Management Journal, 46, 283-301.
- Goncalo, J. A., & Staw, B. M. (2006). Individualism–collectivism and group creativity. *Organizational behavior and human decision processes*, 100(1), 96-109.
- Hargadon, A. & Sutton, R.I. (1997). Technology brokering and innovation: Evidence from a product design firm. Administrative Science Quarterly.
- Kanter, R. (1988). When a Thousand Flowers Bloom: Structural, Collective, & Social Conditions for Innovation in Organizations. In Staw & Cummings (eds.) Research in Organizational Behavior, Vol. 10. (skim).
- Klein, K. J., & Sorra, J. S. (1996). The challenge of innovation implementation. Academy of Management Review, 21(4), 1055-1080.
- Ochse, R. (1989). Toward the Prediction & Stimulation of Creativity. South African Journal of Psychology, 19, 113-121.
- Oldham, G.R. & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. Academy of Management Journal, 39, 607-634.
- Weisberg, R. (1993), Creativity: Beyond the Myth of Genius, NY: W.H. Freeman, 1-25.

Session 5: Power, Social Influence and Status

- Raven, B. H. (1992). A power/interaction model of interpersonal influence: French and Raven thirty years later. Journal of Social Behavior & Personality, Vol 7, 217-244.
- Yukl, G. & Tracey, J.B. (1992). Consequences of influence tactics used with subordinates, peers, and the boss. Journal of Applied Psychology, 77: 525-535.
- Keltner, D., Gruenfeld, D. H., & Anderson, C. (2003). Power, approach, and inhibition. Psychological Review, 110, 265-284.
- Westphal, J.D. & Stern, I. 2006. The other pathway to the boardroom: Interpersonal influence behavior as a substitute for elite credentials and majority status in obtaining board appointments. Administrative Science Quarterly, 51: 169-.
- Groysberg, B., Polzer, J., & Elfenbein, H. (2010). Too many cooks spoil the broth: How high status individuals decrease group effectiveness. Organization Science.

Other articles of interest (but not required):

- Anderson, C, John, OP, Keltner, D, Kring, AM, (2001). Who attains social status? Effects of personality and physical attractiveness in social groups. Journal of Personality and Social Psychology, 8 (1): 116-132.
- Bothner, M.S., Kim, Y.K., & Smith, E.B. (2011). How Does Status Affect Performance? Status as an Asset vs. Status as a Liability in the PGA and NASCAR. Organization Science, 23:416-433.
- Cable, D.M., & Judge, T.A. 2003. Managers' upward influence tactic strategies: The role of manager personality and supervisor leadership style. Journal of Organizational Behavior, 24: 197-214.
- French, J.R.P., & Raven, B. 1959. The bases of social power. In D. Cartwright (Ed.), Studies in social power. Ann Arbor: University of Michigan Institute for Social Research, pp. 160-167.
- Goldstein, N.J., & Hays, N. A. (2011). Illusory Power Transference: The Vicarious Experience of Power. Administrative Science Quarterly, 56: 593-621.
- Gruenfeld, D. H., Inesi, M. E., Magee, J.C., & Galinsky, A.D. (2008). Power and objectification of social targets. Journal of Personality and Social Psychology.
- Lee, F. and L. Z. Tiedens (2001). Is it lonely at the top? The independence and interdependence of power holders. Research In Organizational Behavior, Vol 23.: 43-91.
- Magee, J. C. & Galinsky, A. D. (2008). Social hierarchy: The self-reinforcing nature of power and status. Academy of Management Annals, 2, 351-398.
- Salancik, G.R., & Pfeffer, J. 1977. Who gets power and how they hold on to it: A strategic contingency model of power. Organizational Dynamics, 5: 3-21.
- Smith, P. K., Jostmann, N. B., Galinsky A. D. van Dijk, W. W. (2008). Lacking power impairs executive functions. Psychological Science, 19, 469-475.
- Sparrowe, R.T. & Liden, R.C. 2005. Two routes to influence: Integrating leader-member exchange and social network perspectives. Administrative Science Quarterly, 50: 505-535.
- Scott, B. & Judge, T. (2009). The popularity contest at work: Who Wins, why, and what do they receive? Journal of Applied Psychology, 94, 20-.
- Westphal, J.D., & Stern, I. (2007). Flattery will get you everywhere (especially if you are a male Caucasian): How ingratiation, boardroom behavior, and demographic minority status affect additional board appointments at U.S. companies. Academy of Management Journal, 50, 267-288.
- Yukl, G., Kim, H., & Falbe, C.M. 1996. Antecedents of influence outcomes. Journal of Applied Psychology, 81: 309-317.

Session 6: So what is micro-OB and in what directions could it go?

- Cappelli, P. & Sherer, P. (1991) The Missing Role of Context in OB: The Need for a Meso-Level Approach. Research in Organizational Behavior, Vol. 13.
- Staw, B. (1995). Repairs on the road to relevance and rigor. In Cummings & Frost (eds.) Publishing in the organizational sciences (2nd ed.). Thousand Oaks, CA: Sage: 96-107.
- Hackman, J.R. (2003). Learning more by crossing levels: Evidence from airplanes, hospitals, and orchestras. Journal of Organizational Behavior, 24, 905-922.
- Bazerman, M. (2005). Conducting influential research: The need for prescriptive implications. Academy of Management Review, 30, 25-31.
- Chatman, J. and Flynn, F. (2005). Full cycle research in organizational research. Organization Science. 16 (4): 434-447.
- Cialdini, R.B. (2009). We have to break up. Perspectives on Psychological Science, 4: 5-6.

Other articles of interest (but not required):

- Abrahamson, E. (1996). Management fashion. Academy of Management Review, 21, 254-285.
- Becker, H.S. (1967). Whose Side Are We On?. Social Problems, 14, 239-247.
- Davis, M. (1971). That's Interesting! Phil. Social Science, 309-344.
- Ferraro, F., Pfeffer, J. and Sutton, R. (2005). Economics language and assumptions: How theories can become self-fulfilling. Academy of Management Review, 30 (1): 8-24.
- Gergen, K.J. (1973). Social Psychology as History. Journal of Personality & Social Psychology, 26, 309-320.
- 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.
- Pfeffer, J. (1998). Understanding organizations: Concepts and controversies. In D. Gilbert, S. Fiske, and G. Lindzey (Eds.) Handbook of Social Psychology, 4th ed. New York: McGraw-Hill. 733-777.
- Pfeffer, J. (1993). Barriers to the advancement of organizational science: Paradigm development as a dependent variable. Academy of Management Review, 18(4), 599-620.
- Porter, L. 1996. Forty years of organization studies: Reflections from a micro perspective. Administrative Science Quarterly, 41, 262-269.
- Sutton, R. & Staw, B. (1995). What theory is not. Administrative Science Quarterly. 40: 371-384.
- Staw, B. & Epstein, L. (2000). What bandwagons bring: Effects of popular management techniques on corporate performance, reputation, and CEO pay. Administrative Science Quarterly, 45, 523-556.
- Staw, B. & Sutton (1992). Macro organizational psychology. In J.K. Murnighan (Ed.), Social psychology in organizations: Advances in theory and research. Prentice-Hall.
- Weick, K.E. (1974). Amendments to Organizational Theorizing, Academy of Management Journal, Vol. 17, 3, 487-502.