MGMT 933
Psychological & Sociological Foundations of Research in Management
The Wharton School
Spring 2016

Professor Nancy Rothbard
Professor Mary-Hunter McDonnell
Tuesdays 9:00am-12:00 p.m.
Location: SHDH 2039 – Bowman Room

This course offers a survey of the main theoretical approaches in psychology and sociology that have shaped research on management and organizations. The course covers contemporary as well as classical writings. We will examine the assumptions, the logics, the predictions, and the methodological implications of various theories. The goal is to familiarize the PhD student in management with the vocabulary and the main contributions of social science to applied research on organizations, corporate strategy, human resources, entrepreneurship, and multinational management.

Psychology's Influence on Management: Some illustrations

- Importance of interaction between the person and the situation
- The power of context and groups to influence individual behavior
- Understanding self processes as determinants of action
- Motivation, cognition, and emotion

Requirements:

12 papers (1-2 single-spaced pages) for sessions discussing: (a) the main insights in the readings, and (b) some research questions in your specific area of interest within management that use the insights. Papers are due at the beginning of class. No paper due for class 1 or class 8.

1. Introduction: Psychological Foundations (January 19)

Ross, L. & Nisbett, R.E. (2011). The Person and the Situation: Perspectives of Social Psychology. New York: McGraw Hill. Chapters 1 & 2

Latané, B. & Darley, J.M. (1970). Social determinants of bystander intervention in emergencies. In A.G. Halberstadt & S.L. Ellyson (eds.), Social Psychology Readings: A Century of Research. New York: McGraw-Hill (pp. 323-332).

Milgram, S. (1965). Some conditions of obedience to authority. Human Relations, 18: 57-76.

Mischel, W., Ayduk, O., Berman, M.G., Casey, B.J., Gotlib, I.H., Jonides, J., Kross, E., Teslovich, T., Wilson, N.L., Zayas, V. and Shoda, Y., 2011. 'Willpower' over the life span: decomposing self-regulation. *Social Cognitive and Affective Neuroscience*, *6*(2), pp.252-256

2. The Person and the Situation (January 26)

Arvey, R.D. & Bouchard, T.J. (1994). Genetic twins and organizational behavior. In B.M. Staw & L.L. Cummings (eds.), <u>Research in Organizational Behavior</u>, 16: 47-82.

Schneider, Benjamin. (1987). The people make the place. <u>Personnel Psychology</u>, 40: 437-453.

Davis-Blake, Alison & Pfeffer, Jeffrey. (1989). Just a mirage: The search for dispositional effects in organizational research. <u>Academy of Management Review</u>, 14: 385-400.

Staw, B.; Bell, N. & Clausen, J. (1986). The dispositional approach to job attitudes: A lifetime longitudinal test. <u>Administrative Science Quarterly</u>, 31: 56-77.

Chatterjee, A. & Hambrick, D. (2007). It's all about me: Narcissistic chief executive officers and their effects on company strategy and performance. <u>Administrative Science Quarterly</u>, 52: 351-386.

3. Cognition: Attitudes and Behavior (February 2)

Ross, L. & Nisbett, R.E. (2011). <u>The Person and the Situation: Perspectives of Social Psychology</u>. New York: McGraw Hill. Chapters 3 & 4.

Tversky, A. & Kahneman, D. (1974). Judgment under uncertainty: Heuristics biases. <u>Science</u>, 185: 1124-1131.

Aronson, E. (1969). The theory of cognitive dissonance. In L. Berkowitz (ed.), <u>Advances in Experimental Social Psychology</u>, Volume 4. New York: Academic Press.

Bem, D.J. (1972). Self-perception theory. In L. Berkowitz (ed.), <u>Advances in Experimental Social Psychology</u>, Volume 6.

Steele, C.M. (1988). The psychology of self-affirmation: Sustaining the integrity of the self. In L. Berkowitz (ed.), <u>Advances in Experimental Social Psychology</u>, Volume 21. San Diego: Academic Press (pp. 261-302).

Staw, B. M. 1981. The Escalation of Commitment to a Course of Action. <u>Academy of Management Review</u>, 6: 577-587.

4. Emotion (February 9)

Lazarus, R. (1982). Thoughts on the relations between emotion and cognition. <u>American Psychologist</u>, 37: 1019-1024.

Zajonc, R.B. (1980). Feeling and thinking: Preferences need no inferences. <u>American Psychologist</u>, 35: 151-175.

Zajonc, R.B. (1984). On the primacy of affect. American Psychologist, 35: 151-175.

Isen, A.M. & Baron, R.A. (1991). Positive affect as a factor in organizational behavior. In B.M. Staw & L.L. Cummings (eds.), Research in Organization Behavior. Greenwich, CT: JAI Press, 13.

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

5. Self Concept (February 16)

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.

Ashforth, B.E. & Mael, F. (1989). Social identity theory and the organization. Academy of Management Review, 14: 20-39.

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.

6. Motivation (February 23)

Vroom, Victor H. (1964). Work and Motivation. New York: John Wiley & Sons. Chapter 2 (pp. 8-28).

Locke, Edwin A. (1968). Toward a theory of task motivation and incentives. Organizational Behavior and Human Performance, 3: 157-189.

Locke, E.A. & Latham, G.P. (1990). A Theory of Goal-Setting and Task Performance. Prentice Hall. Chapters 1-2.

Deci, E. L. (1975). Intrinsic Motivation. New York: Plenum Press. Chapters 1-2 (pp. 3-63).

Deci, E.L.; Connell, J.P. & Ryan, R.M. (1989). Self-determination in a work organization. Journal of Applied Psychology, 74: 580-590.

7. Psychological Foundations Conclusion (March 1)

Ross, L. & Nisbett, R.E. (2011). The Person and the Situation: Perspectives of Social Psychology. New York: McGraw Hill. Chapter 8.

Mowaday, R. T., & Sutton, R. I. (1993). Organizational behavior: Linking individuals and groups to organizational contexts. Annual Review of Psychology, 44: 195-229.

Rousseau, D. M. (1997). Organizational behavior in the new organizational era. Annual Review of Psychology, 48: 515-546.

NO CLASS MARCH 8 - SPRING BREAK

8. Sociological Foundations of Management: Behavior in and of Organizations (March 15)

Weber, Max (1978 [1928]). "Bureaucracy," in G. Roth & C. Wittich (Eds.) *Economy and Society*. Berkeley: CA: University of California Press. Ch. 11, pp. 956-969,973-975.

Adler, Paul S. and Bryan Borys (1996). "Two Types of Bureaucracy: Enabling and Coercive," *Administrative Science Quarterly*, 41: 61-89.

Cyert, Richard M. and James G. March. (1963). *A Behavioral Theory of the Firm*. Cambridge, MA: Blackwell Publishing. Chapter 7, pp. 161-176.

Baron, J.N., F.R. Dobbin, and P.D. Jennings. 1986. "War and Peace: The Evolution of Modern Personnel Administration in U.S. Industry." *American Journal of Sociology*, 92: 350-383.

9. Identity within Organizational Systems (March 22)

Selznick, Philip. (1957). *Leadership in Administration: A Sociological Interpretation.* Berkeley: University of California Press.

Gioia, Dennis A, Makjen Schultz, and Kevin G, Corley (2000). "Organizational Identity, Image, and Adaptive Instability," *Academy of Management Review*, 25: 63 -81.

Dutton, Jane E. and Janet M. Dukerich (1991). "Keeping an Eye on the Mirror: Image and Identity in Organizational Adaptation," *Academy of Management Journal*, 34: 517-554.

Glynn, M.A. 2000. "When cymbals become symbols: Conflict over organizational identity withina symphony orchestra." *Organization Science*, 11: 285-298.

10. Culture within Organizational Systems (March 29)

DiMaggio, P. 1997. "Culture and cognition." *Annual Review of Sociology*, 23: 263-87.

Fine, G.A. 1984. "Negotiated orders and organizational cultures." *Annual Review of Sociology*, 10: 239-62.

Swidler, A. 1986. "Culture in action: Symbols and strategies." *American Sociological Review*, 51: 273-86.

Hirsch, P. 1986. "From ambushes to golden parachutes: Corporate takeovers as an instance of cultural framing and institutional integration." *American Journal of Sociology, 91: 800-837*.

Barley, S.R. and G. Kunda 1992. "Design and devotion: Surges of rational and normative ideologies of control in managerial discourse." *Administrative Science Quarterly*, 37: 363-399.

11. Power within Organizational Systems (April 5)

Weber, M. 1993. "Power, domination, and legitimacy." In M.E. Olsen and M.N. Marger (ed.) *Power in Modern Societies*. Boulder, CO: Westview Press.

Parsons, T. 1986. "Power and Social System." In. S. Lukes (ed.) *Power*. New York: New York University Press.

G.F. Davis and T.A. Thompson, "Á Social Movement Perspective on Corporate Control." *Administrative Science Quarterly*, 39: 141-173.

Thornton, P.H. and Ocasio, W. "Institutional logics and the historical contingency of power in organizations: executive succession in the higher education publishing industry, 1958-1990." *American Journal of Sociology*, 105: 801-843,

12. Institutional Embeddedness and Imprinting (April 12)

Scott, W.R., 1995. *Institutions and Organizations*, Thousand Oaks, CA: Sage,. Pp. 16-62.

Stinchcombe, A.L. 1964. "Social structures and the founding of organizations." In Stratification and Organization: Selected Papers." Cambridge University Press, 196-220.

Tilcsik, A. 2014. "Imprint-environment fit and performance: How organizational munificence at the time of hire affects subsequent job performance." *Administrative Science Quarterly*, 59: 639-668.

Marquis, C., M.A. Glynn and G.F. Davis 2007. "Community isomorphism and corporate social action." *Academy of Management Review*, 32: 925-945.

Hamilton, G.G. and N.W. Biggart, "Market, Culture and Authority: A comparative analysis of management and organization in the Far East," pp. 444-477 in Granovetter & Swedberg (eds.), *The Sociology of Economic Life*.

13. Social Capital and Network Embeddedness (April 19)

Granovetter, M.S. 1973. "The strengthof weak ties." *American Journal of Sociology*, 78: 1360-1380.

Granovetter, Mark. (1985). "Economic Action and Social Structure: The Problem of Embeddedness." *American Journal of Sociology* 91: 481-510.

Uzzi, Brian, 1996. "The Sources and Consequences of Embeddedness for the Economic Performance of Organizations, *American Journal of Sociology*, 674-698.

Burt, Ronald (2004). "Structural Holes and Good Ideas, "*American Journal of Sociology* 110: 349-399.

Uzzi, Brian and Jarrett Spiro (2005). "Collaboration and Creativity: The Small World Problem." "*American Journal of Sociology* 111: 447-504.

14. Against Constraint: The Organization's Influence on Institutions in Political and Economic Sociology (April 26)

M. Useem. 1986. *The Inner Circle: Large Corporations and the Rise of Business Political Activity in the U.S. and U.K.*

B.G. King and N. Pearce. 2010. "The Contentiousness of Markets: Politics, Social Movements, and Institutional Change in Markets." *Annual Review of Sociology*, 36: 249-267.

L.B. Edelman. 1992. "Legal ambiguity and symbolic structures: Organizational mediation of civil rights law." *American Journal of Sociology*, 97: 1531-1576.

C. Oliver. 1991. "Strategic responses to institutional processes." *The Academy of Management Review*, 16: 145-179.