MANAGEMENT 951a: ORGANIZATIONAL BEHAVIOR – THE FIRST HALF
University of Pennsylvania

Spring 2017 – Q3

Thursday, 9-12am
Bowman Room, Management Suite, Steinberg-Dietrich Hall

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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. 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 the 2nd quarter course (Mgmt 961) which will cover the remaining topics in basic organizational behavior (Spring – Q4 - 2017).

Course Requirements

The student role will encompass the following requirements for students taking both 951 and 961. For students enrolled only in 951, 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. 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. You should then describe what an empirical test of your ideas would look like through a description of a research design (that would read like a methods section). The paper should encompass topics in both classes. If the paper is only for Mgmt 951 it can be a 7.5-15 page paper.

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. It is important to be sure to also focus on strengths. 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 are is your analysis of the methods?
- What was done well and what could have been improved?
- 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 7th weeks of class. The 951 term paper will be due Monday, March 20 2017, by e-mail and hard copy in my box. If you are taking both 951 and 961 you can choose to do one bigger term paper due Friday, May 19, 2017.

Week 1
Organizational Culture

Required Readings:

Schein, E. (1992). What is Culture? In P. Frost et al. (eds.) Reframing Organizational Culture, Sage: 243-253.

Hofstede, G., Neuijen, B., Ohayv, D.D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. Administrative Science Quarterly, 35, 286-316.

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.

Barsade, Sigal G &, O'Neill Olivia A. (2014). "What's Love Got to do with It?: The Influence of a Culture of Companionate Love and Employee and Client Outcomes in a Long-term Care Setting," Administrative Science Quarterly, 59, 551-598.
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Molinsky, A.L. (2013). The psychological processes of cultural retooling Academy of Management Journal, 56, 683-710.

O'Reilly, C.A. & Chatman, J. & (2016). Paradigm lost: Reinvigorating the study of organizational culture. Research in Organizational Behavior, 36, 199-224.

Other articles of interest (but not required):

Ashforth, B. & Anand, V. (2003). The normalization of corruption in organizations. Research in Organizational Behavior: Vol. 25, 1-52.

Brockner, J. (2003). Unpacking country effects: On the need to operationalize the psychological determinants of cross national differences. In R. Kramer and B.M. Staw (Eds). Research in Organizational Behavior, 25, 333-367. (skim).

Chatman, Jennifer A. & Barsade, Sigal G. (1995). Personality, Organizational Culture and Cooperation: Evidence From a Business Simulation. Administrative Science Quarterly, 40, 423-443.

Cohen, D., Nisbett, R.E., Bowedle, B.F & Schwarz, N. (1996). Insult, aggression, and the Southern culture of honor: An experimental ethnography. Journal of Personality and Social Psychology, 70, 945-960.

Denison, D.R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. Academy of Management Review, 21: 619-654.

Denison, D.R. and Mishra, A.K. (1995). Toward a theory of organizational culture and effectiveness. Organization Science, 6, 204-223.

Flynn, F. & Chatman, J. (2001). Strong cultures and innovation: Oxymoron or opportunity? In S. Cartwright et al., (Eds.), International handbook of organizational culture and climate, Sussex: John Wiley & Sons, pp. 263-287.

Gelfand, M.J.et al. (2002). Culture and egocentric perceptions of fairness in conflict and negotiation. Journal of Applied Psychology, 87, 833-845.

Nemeth, Charlan and Barry M. Staw (1989). The tradeoff of social control and innovation in groups and organizations. Advances in Experimental Social Psychology, 22, 175-210.

O'Reilly, C.A., Caldwell, D.F., Chatman, J.A., & Doerr, B. (2014). The promise and problems of organizational culture: CEO personality, culture, and frim performance. Group & Organization Management, 39, 595-625.

O'Reilly, C.A., Caldwell, D.F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of Management Journal, 34, 487-516.

Sackmann, Sonja A. (1992) Culture and subcultures: An analysis of organizational knowledge. Administrative Science Quarterly, 37, 140-161.

Schein, Edgar H. (1983). The role of the founder in creating organizational culture. Organizational Dynamics, 12 (1), 13-28.

Trice, H. & Beyer, J. (1993). The Substance of Organizational Cultures. chapter 2 of The Cultures of Work Organizations. Prentice-Hall.

Van Maanen, J. & Schein, E. (1979). Toward a Theory of Organizational Socialization. Research in Organizational Behavior, Vol. 1, 209-265.

Weber, R.A. & Camerer, C.F. (2003). Cultural Conflict and Merger Failure: An Experimental Approach. Management Science, 49, 400–415.

Wilkins, A. & Ouchi, W. (1983). Efficient cultures: Exploring the relationship between culture and organizational performance. Administrative Science Quarterly, 28:468-481.

Week 2
Person vs. Situation: A Central Debate

Required Readings:

Staw, B., Bell, N. & Clausen, J. (1986). The Dispositional Approach to Job Attitudes: A Lifetime Longitudinal Test. Administrative Science Quarterly, 31, 56-77.

Arvey, R.D, Li, W. & Wang, N.   (2016). Genetics and organizational behavior. Annual Review of Organizational Psychology and Organizational Behavior, 3:167-190.

Schmidt, F.L. & Hunter, J. 2004. General mental ability in the world of work: Occupational attainment and job performance. Journal of Personality and Social Psychology, 86, 162-173.

Roberts, B., Caspi, A, & Moffitt, T. (2003). Work experiences and personality development in young adulthood. Journal of Personality & Social Psychology, 84, 582-593.

Ross L. & Nisbett, R.E. (2011). Chapters 1 & 2. The person and the situation: Perspective of Social Psychology.

Chatman, J. and Barsade, S. (1995). Personality, culture and cooperation: Evidence from a business simulation. Administrative Science Quarterly, 40 (3): 423-443.

Hoffman, B.J, Bynum, B.H., Piccolo, R.F. & Sutton, A.W. (2011). Person-Organization value congruence: How transformational leaders influence work group effectiveness. Academy of Management Journal, 54, 779-796.

Other articles of interest (but not required):

Barrick, M.R. & Mount, M. (1991). The Big Five Personality Dimensions & Job Performance: A Meta-Analysis. Personnel Psychology, 44, 1-26.

Barrick, M.R., Stewart, G.L., Neubert, M.J., & Mount, M.K. (1998). Relating member ability and personality to work-team processes and team effectiveness. Journal of Applied Psychology, 83, 377-391.

Bell, S.T. (2007). Deep-level composition variables as predictors of Team Performance: A Meta-Analysis, Journal of Applied Psychology, 3, 595-615.

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

Chatman, J. (1989). Improving interactional organizational research: A model of person-organization fit. Academy of Management Review, 14: 333-349.

Davis-Blake, A. & Pfeffer, J. (1989). Just a Mirage: The Search for Dispositional Effects in Organizational Research. Academy of Management Review, 14, 385-400.

Grant, A.M. (2013). Rethinking the extraverted sales ideal: The ambivert advantage. Psychological Science, 24: 1024-1030.

Kenrick, D.T. & Funder, D.C. (1988). Lessons from the Person-Situation Debate. American Psychologist, 43, 23-32.

Kilduff, M. & Day, D.V. 1994. Do Chameleons get ahead: The effects of self-monitoring on managerial careers. Academy of Management Journal, 37, 1047-1060

Roberts, B.W. & Mroczek, D. (2008). Personality trait change in adulthood. Current Directions in Psychological Science, 17, 31-35.

Schneider, B. (1987). The People Make the Place. Personal Psychology, 40, 437-453.

Schneider, B. (1995). The ASA framework: An update. Personal Psychology, 48, 747-773.

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

Weiss, H. & Adler, S. (1984). Personality and Organizational Behavior. In B. Staw & L. Cummings (eds.), Research in Organizational Behavior, Vol. 4.

Week 3
Motivation: The Search for More & Better Performance

Required Readings:

Diefendorff, J. M., & Chandler, M. M. (2011). Motivating employees. In S. Zedeck (Ed.), *Handbook of industrial and organizational psychology, vol. 3: Maintaining, expanding, and contracting the organization* (pp. 65-135). Washington, DC: American Psychological Association.

Staw, B.M., (1974). Attitudinal and Behavioral Consequences of Changing a Major Organizational Reward: A Natural Field Experiment. Journal of Personality and Social Psychology, 29, 742-751.

Gagne, M., & Deci, E. L. 2005. Self-determination theory and work motivation. Journal of Organizational Behavior, 26, 331–362.

Grant, A. M., Campbell, E. M., Chen, G., Cottone, K., Lapedis, D., & Lee, K. 2007. Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. Organizational Behavior and Human Decision Processes, 103: 53-67.

Locke, E.A. & Latham, G.P. (2002). Building a practically useful theory of goal setting and task motivation: A 35 year odyssey. American Psychologist, 57: 705-717.

Staw, B. & Boettger, R. (1990). Task Revision: A Neglected Form of Work Performance. Academy of Management Journal, 33, 534-559.

Rothbard, N. P. (2001). Enriching or Depleting? The Dynamics of Engagement in Work and Family Roles. Administrative Science Quarterly, 46: 655-684.

Steers, R., Mowday, R., & Shapiro, D. (2004). The Future of Work Motivation Theory. Academy of Management Review, 29, 379-387.

Other articles of interest (but not required):

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

Brett, J. & Stroh, L. (2003). Working 61 plus hours a week: Why do managers do it? Journal of Applied Psychology, 88, 67-78.

Campbell, J. & Pritchard, R. (1976). Motivation Theory in Industrial & Organizational Psychology. in M. Dunnette (ed.), Handbook of Industrial & Organizational Psychology, Rand-McNally. (skim)

Deci, E. & Ryan, R. (1980). The Empirical Explanation of Intrinsic Motivation Processes. in L.

Berkowitz (ed.), <u>Advances in Experimental Social Psychology</u>, 13, Academic Press.

Grant, A. M., & Berry, J. W. 2011. The necessity of others is the mother of invention: Intrinsic and prosocial motivations, perspective-taking, and creativity, <u>Academy of Management Journal</u>, 54: 73-96.

Grant, A. M., & Hofmann, D. A. (2012). Outsourcing inspiration: The performance effects of ideological messages from leaders vs. beneficiaries, <u>Organizational Behavior and Human Decision Processes</u>, 116, 173-187.

Langer, E. (1978). Rethinking the Role of Thought in Social Interaction. In J. Harvey, W. Ickes, & R. Kidd (eds.), <u>New Directions in Attribution Research</u>, Lawrence Erlbaum.

Mitchell, T.R. & Daniels, D. (2003). Motivation. In W.C. Borwman, D.R. Ilgen & R.J. Klimoski (Eds). <u>Handbook of psychology, volume twelve: Industrial and organizational psychology</u>, 225-254. New York: John Wiley.

Shamir, B. (1991). Meaning, Self, and Motivation in Organizations. <u>Organization Studies</u>, 12, 405-424.

Willems, E.P. (1973). Go Ye Into All the World & Modify Behavior: An Ecologist's View. <u>Representative Research in Social Psychology</u>, 4, 93-105.

Wright, P. et al. (1993). Productivity & Extra Role Behavior: The Effects of Goals & Incentives on Spontaneous Helping. <u>Journal of Applied Psychology</u>, 78, 374-381.

Week 4
It's not fair!: The Influence of Equity, Unfairness on Behavior and Organizational Justice & Voice

Required Readings:

Greenberg, J. (1988). Equity & Workplace Status: A Field Experiment. Journal of Applied Psychology, 73, 606-613.

Brockner, J., et.al. (1994). Interactive effects of procedural justice and outcome negativity on victims and survivors of job loss. Academy of Management Journal, 37, 397-409.

Ambrose, M. & Cropanzano, R. (2003). A longitudinal analysis of organizational fairness: An examination of reactions to tenure and promotion decisions. Journal of Applied Psychology, 88, 266-275.

Barsky, A. & Kaplan, S.A. (2007). If you feel bad, it's unfair: A quantitative synthesis of affect and organizational justice perceptions. Journal of Applied Psychology, 92, 286-295.

Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. Journal of Applied Psychology, 98, 199-236.

Schäfer, M., Haun, D.B.M. & Tomasello, M. (2015). Fair is not fair everywhere. Psychological Science, 1-9.

Withey, M.J. & Cooper, W. H. Predicting exit, voice, loyalty and neglect, 1989. *Administrative Science Quarterly*, 34, 521-539.

Detert, J. R., & Edmondson, A. C. (2011). Implicit voice theories: Taken-for-granted rules of self-censorship at work. Academy of Management Journal, 54(3), 461-488.

Other articles of interest (but not required):

Adams, J.S. (1963). Towards an understanding of inequity. Journal of Abnormal and Social Psychology, 67: 422-436.

Adams, S. (1965). Inequity in social exchange. Advances in Experimental Social Psychology, 2, 267-297.

Ashford, S. J., Rothbard, N. P., Piderit, S. K., & Dutton, J. E. 1998. Out on a limb: The role of context and impression management in selling gender-equity issues. Administrative Science Quarterly, 43: 23-57.

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*, 629-643.

Brockner (1988). The effects of work layoffs on survivors: Research, theory and practice. Research in Organizational Behavior, 10:213-255.

Brockner, J. (2002). Making sense of procedural fairness: How high procedural fairness can reduce or heighten the influence of outcome favorability. Academy of Management Review, 58–76.

Barsky, A. & Kaplan, S.A. (2007). If you feel bad, it's unfair: A quantitative synthesis of affect and organizational justice perceptions. Journal of Applied Psychology, 92, 286-295.

Cohen-Charash, & Spector. (2001). The role of justice in organizations: A meta-analysis. Organizational Behavior and Human Decision Processes, 86, 278-321.

Colquitt, J. A., & Zipay, K. P. (2015). Justice, fairness, and employee reactions. Annual Review of Organizational Psychology and Organizational Behavior, *2*, 75-99.

Greenberg, J. (2011). Organizational justice: The dynamics of fairness in the workplace. In S. Zedeck (Ed), *Handbook of industrial and organizational psychology, vol. 3: Maintaining, expanding, and contracting the organization* (pp. 271-327). Washington, DC: American Psychological Association.

Hsu, M., Anen, C., & Quartz, S. R. (2008). The right and the good: distributive justice and neural encoding of equity and efficiency. Science, 320 (5879), 1092.

Johnson, R. E.; Selenta, C. & Lord, R. G. (2006). When organizational justice and the self-concept meet: Consequences for the organization and its members. Organizational Behavior and Human Decision Processes, 99175-201

Kramer, R. (2001). Organizational Paranoia: Origins and dynamics. Research in Organizational Behavior, 23, 1-43.

Kulik, C & Ambrose, M. (1992). Personal and situational determinants of referent choice. Academy of Management Review, 17, 212-237.

Lyubomirsky, S. & Ross, L. (1997). Hedonic consequences of social comparison: a contrast of happy and unhappy people. Journal of Personality & Social Psychology, 73, 1141-1157.

Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal, 43,* 738-748.

Meindl, J. (1989). Managing to be fair: An exploration of values, motives and leadership. Administrative Science Quarterly, 34, 252-276.

Morrison, E.W. (2011). Employee voice behavior: Integration and directions for future research. *The Academy of Management Annals, 5*, 373-412.

Pfeffer, J. & Langton, N. (1993). The Effect of Wage Dispersion on Satisfaction, Productivity, & Working Collaboratively. <u>Administrative Science Quarterly</u>, <u>38</u>, 382-407.

Scott, B.A., Colquitt, J.A. & E.L. Paddock, E. L. (2009). An actor-focused model of justice rule adherence and violation: The role of managerial motives and discretion. <u>Journal of Applied Psychology</u>, 94(3), 756.

Tyler, T. (1994). Psychological models of the justice motive: Antecedents of distributive and procedural justice. <u>Journal of Personality and Social Psychology</u>, 67, 850-863.

Week 5
Being a Team

Required Readings:

Hackman, J.R. 1987. The design of work teams. In J. Lorsch (Ed.), Handbook of organizational behavior, 315-342. Englewood Cliffs, NJ: Prentice-Hall.

Dyer, L. & Ericksen, J. (2004). Right from the start: Exploring the effects of early team events on subsequent project team development and performance. Administrative Science Quarterly, 49, 438-471.

Jehn, K.A. 1995. A multimethod examination of the benefits and detriments of intragroup conflict. Administrative Science Quarterly, 40, 256-282.

Bendersky, C. and Hays, N. (2012). Status conflict in groups. Organization Science, 23(2): 323-340.

Wageman, Ruth (1995). Interdependence and group effectiveness. Administrative Science Quarterly, 40, 145-180.

Edmondson, A, (1999). Psychological safety and learning behavior in work teams. Administrative Science Quarterly, 44, 350-383.

Kelly, J. & Barsade, S. (2001). Mood and emotions in small groups and work teams. Organizational Behavior and Human Decision Processes, 86, 99-130.

Wageman, R., Gardner, H. & Mortensen, M. (2012). The changing ecology of teams. Journal of Organizational Behavior, 33, 301-315.

Other articles of interest (but not required):

Aldag, R.J. & Fuller, S.R. (1991). Beyond fiasco: A reappraisal of the groupthink phenomenon and a new model of group decision processes. Psychological Bulletin, 113: 533-552.

Ancona, D.G. & Caldwell, D.F. (1992). Bridging the boundary: External activity and performance in organizational teams. Administrative Science Quarterly, 37, 549-579.

Barker, J. (1993). Tightening the iron cage: Concertive control in self-managing teams. Administrative Science Quarterly, 38, 408-437.

Chang, A., Bordia, P., Duck, J. (2003). Punctuated equilibrium and linear progression: Toward a new understanding of group development. Academy of Management Journal, 46: 106-117.

Gersick, G. (1988). Time and transition in work teams: Toward a new model of group development, Academy of Management Journal, 31, 9-41.

Gibson, C. and Vermeulen, F. (2003). A healthy divide: Subgroups as a stimulus for team learning behavior. Administrative Science Quarterly, 48: 202-239.

Glomb, T.M., & Liao, H. (2003). Interpersonal aggression in work groups: Social influence, reciprocal, and individual effects. Academy of Management Journal, 46, 486-496.

Guzzo, R.A., and Dickson, M.W. (1996). Teams in organizations: Recent research on performance and effectiveness. Annual Review of Psychology, 47, 307-338.

Ilgen, D.R. Hollenbeck, J.R., Johnson, M. Jundt, D. (2002). Teams in organizations: From input-process-output models to IMOI models. Annual Review of Psychology, 56: 517-543.

Jehn, K.A., Mannix, E.A. (2001). The Dynamic Nature of Conflict: A Longitudinal Study of Intragroup Conflict and Group Performance. Academy of Management Journal, 44, 238-251.

Kelly, J. & Barsade, S. (2001). Mood and emotions in small groups and work teams. Organizational Behavior and Human Decision Processes, 86, 99-130.

Lawrence, B. S. (2006). Organizational reference groups: A missing perspective on social context. Organization Science. 17, 80-100.

Levine, J., & Moreland, R. 1990. Progress in small group research. Annual Review of Psychology, 41, 585-634.

McGrath, J.E., Arrow, H., Berdahl, H.L. (2000). The study of groups: Past, present and future. Personality and Social Psychology Review, 4, 95-105.

Messick, David M., and Diane M. Mackie (1989). Intergroup relations. Annual Review of Psychology, 40, 45-81.

Moon, H., Conlon, D.C., Humphrey, S.E, Quigley, N. Devers, C.E. & Nowarkowski, J.M. (2003). Group decision processes and incrementalism in organizational decision making. Organizational Behavior and Human Decision Processes, 92, 67-79.

Murnighan, J.K, and Conlon, D. (1991). The dynamics of intense work teams: A study of British string quartets. Administrative Science Quarterly, 36, 165-186.

Robinson, S., O'Leary-Kelly, A. (1998). Monkey see, monkey do: The influence of work groups on the antisocial behavior of employees. Academy of Management Journal 41(6): 659=8-672.

Simons, T. & Peterson, R. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. Journal of Applied Psychology, 85, 102-111.

Stasser, G. & Stewart, D. (1992). Discovery of hidden profiles by decision-making groups" Solving a problem versus making a judgment." Journal of Personality and Social Psychology, 63, 426-434.

Stewart, Greg L. (2006). A Meta-Analytic Review of Relationships Between Team Design Features and Team Performance, Journal of Management, 29-55.

Sundstrom, E et al. (1990). Work teams: Applications and effectiveness. American Psychologist, 45: 120-133.

Sutton, R.I. & Hargadon, A. 1996. Brainstorming groups in context: Effectiveness in a product design firm. Administrative Science Quarterly, 41, 685-718.

Van Der Vegt, G. & Bunderson, J.S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. Academy of Management Journal, 48, 532-547.

Weingart, L. (1997). How did they do that? The ways and means of studying group process. In Staw and Cummings (eds.) Research in organizational behavior, 19, 189-239.

Week 6
More about groups: Demography, Diversity & Minority Influence

Required Readings:

Castilla, E. (2008). Gender, Race, and Meritocracy in Organizational Careers." American Journal of Sociology, 113:1479-1526.

Williams, K.Y. & O'Reilly, C.A. (1998). Demography and diversity in organizations: A review of 40 years of research. In B. Staw and L. Cummings, Research in Organizational Behavior, 20, 77-140. (skim).

Tsui, Anne S., Terri D. Egan, and Charles A. O'Reilly (1992). Being different: Relational demography and organizational attachment. Administrative Science Quarterly, 37, 549-579.

Lau, D., & Murnighan, J.K. (2005). Interactions within groups and subgroups: The effects of demographic faultlines. Academy of Management Journal, 48, 645-659.

Loyd, D.L., Wang, C.S. Phillips K.W. & Lount, Jr., R. (2012). Social category diversity promotes premeeting elaboration: The role of relationship focus. Organization Science.

Barbara S. Lawrence. (2006). Organizational reference groups: A missing perspective on social context. *Organization Science*, *17: 80-100.*

Ziegert, J.C. & Hanges, P.J. (2005) Employment discrimination: The role of implicit attitudes, motivation and a climate for racial bias. Journal of Applied Psychology.

Dumas, Tracy L., Phillips, Katherine W., & Rothbard, Nancy P. Getting Closer at the Company Party: Integration Experiences, Racial Demography, and Workplace Relationships. Organization Science.

Other articles of interest (but not required):

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

Bunderson, J.S. & Sutcliffe, K.M. (2002). Comparing alternative conceptualizations of functional diversity in management teams: Process and performance effects. Academy of Management Journal, 45, 894-904.

Chatman, J. A; Polzer, J. T., Barsade, S. G. & Neale, M. A. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes

and outcomes. <u>Administrative Science Quarterly</u>, 43, 749-780

Harrison, D.A., Price, K. H., Bell, M. P. 1998. Beyond Relational Demography: Time and the Effects of Surface- and Deep-Level Diversity on Work Group Cohesion. <u>Academy of Management Journal</u>, 41, 96-107

Harrison, D.A., Price, K. H., Gavin, J. H., & Florey, A.T. 2002. Time, Teams, and Task Performance: Changing Effects of Surface- and Deep-Level Diversity on Group Functioning. <u>Academy of Management Journal</u>, 45: 1029-1045.

Ibarra, H. (1991). Homophily and differential returns: Sex differences in network struacture and access in an advertising firm. <u>Administrative Science Quarterly</u>, 37: 422-447.

Klein, K.J. & Harrison, D.A. (2007). What's the difference? Diversity constructs as separation, variety, or disparity in organizations. <u>Academy of Management Review</u>, 32: 1199-1228. 117.

Lau, D., & Murnighan, J.K. (1998). Demographic diversity and faultlines: The compositional dynamics of organizational groups. <u>Academy of Management Review</u>, 23 (2), 325-340.

Lawrence, B. (1995). The black box of organizational demography. <u>Organization Science</u>, 8, 1-22.

Nemeth, C. (1986). Differential contributions of majority versus minority influence. <u>Psychological Review</u>, 93, 23-32.

O'Reilly, Charles A., David F. Caldwell, and William P. Barnett (1989). Work group demography, social integration, and turnover. <u>Administrative Science Quarterly</u>, 34, 21-37.

Pelled, L., Eisenhardt, K. & Xin, K. (1999). Exploring the black box: An analysis of work group diversity, conflict and performance. <u>Administrative Science Quarterly,</u> 44, 1-28.

Peterson, R. & Nemeth, C. (1996). Focus verus flexibility: Majority and minority influence can both improve performance. <u>Personality and Social Psychology Bulletin</u>, 22: 14-23.

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Week 7
Leadership as Metaphor or Metamorphosis

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Peterson, R. S., Smith, D. B., Martorana, P. V., Owens, P. D. (2003). The Impact of Chief Executive Officer Personality on Top Management Team Dynamics: One mechanism by which leadership affects organizational performance. <u>Journal of Applied Psychology</u>, 88, 795-808.

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Shamir, B., Zakay, E., Popper, M. (1998). Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance. <u>Academy of Management Journal</u>, 41, 387-409.

Week 8. So what is micro-OB and in what directions could it go?

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Cappelli, P. & Sherer, P. (1991) The Missing Role of Context in OB: The Need for a Meso-Level Approach. <u>Research in Organizational Behavior</u>, <u>Vol. 13</u>.

Cialdini, R.B. (2009). We have to break up. <u>Perspectives on Psychological Science</u>, 4: 5-6.

Hackman, J.R. (2003). Learning more by crossing levels: Evidence from airplanes, hospitals, and orchestras. <u>Journal of Organizational Behavior, 24,</u> 905-922.

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