

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

Fall 2018 – Q1

Monday, 3:10-6:10pm
Room 2034, 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 (Fall – Q2 - 2018).

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 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 methods section can be as little as 10% of the paper). The paper should encompass topics in both classes. *If the paper is only for Mgmt 961 it can be a 7-15 page paper.* Some additional guidelines:

- a. I would like to see three theoretical perspectives/topics from the class incorporated into your paper. This doesn't mean that they all have to be waited equally (perhaps one will be just a moderator, another the dv, and the focal one the iv – for example).
 - b. The idea is not for this paper to serve as a theory section for an article you are currently considering researching – but rather a demonstration of the depth of knowledge and integration from the course concepts themselves. (If that overlaps with a study you are considering researching, that of course is fine).
 - c. Please check in with me about your paper idea before you write it.
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. Be active in conversations about all the articles.
4. Be an active (constructive) 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.

951 - Course Outline

Class 1 – TBD - Person vs. Situation: A Central Debate

Class 2 – September 17 - Motivation: The Search for More & Better Performance

Class 3 – September 24 - Leadership as Metaphor or Metamorphosis?

Class 4 – October 1 - Being a Team - INNOVATION PAPER DUE

Class 5– October 8 - More about teams: Demography, & Diversity

Class 6 – October 15 - It's not fair!: The Influence of Equity, Unfairness on Behavior and Organizational Justice - INNOVATION PAPER DUE

CLASS 1

Person vs. Situation: A Central Debate

Required Readings:

Roberts, B. W. (2006). Personality development and organizational behavior. *Research in Organizational Behavior*, 27, 1-40.

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

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

O'Reilly III, C. A., & Chatman, J. A. (1994). Working smarter and harder: A longitudinal study of managerial success. *Administrative Science Quarterly*, 603-627.

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

Judge, T. A., & Zapata, C. P. (2015). The person–situation debate revisited: Effect of situation strength and trait activation on the validity of the Big Five personality traits in predicting job performance. *Academy of Management Journal*, 58(4), 1149-1179.

Other articles of interest (but not required):

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

Ashton, M.C. & Lee, K. (2007). Empirical, theoretical, and practical advantages of the HEXACO model of personality structure. *Personality and Social Psychology Review*, 11:150-166.

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.

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.

Epstein, S., & O'Brien, E. J. (1985). The person-situation debate in historical and current perspective. *Psychological bulletin*, 98(3), 513-537.

Flynn, F. J., Chatman, J. A., & Spataro, S. E. (2001). Getting to know you: The influence of personality on impressions and performance of demographically different people in organizations. *Administrative Science Quarterly*, 46(3), 414-442.

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

Le, H., Oh, I. S., Robbins, S. B., Ilies, R., Holland, E., & Westrick, P. (2011). Too much of a good thing: curvilinear relationships between personality traits and job performance. *Journal of Applied Psychology*, 96(1), 113.

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

- Roberts, B. W., Kuncel, N. R., Shiner, R., Caspi, A., & Goldberg, L. R. (2007). The power of personality: The comparative validity of personality traits, socioeconomic status, and cognitive ability for predicting important life outcomes. *Perspectives on Psychological Science, 2*(4), 313-345.
- 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. *Personnel Psychology, 40*, 437-453.
- Schneider, B. (1995). The ASA framework: An update. *Personal Psychology, 48*, 747-773.
- 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.
- 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 2

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.

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

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.), *Advances in Experimental Social Psychology*, 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, *Academy of Management Journal*, 54: 73-96.

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

Kanfer, R & Chen, G. (2016). Motivation in organizational behavior: History, advances and prospects. *Organizational Behavior and Human Decision Processes*, 136, 6-19.

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

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

Shamir, B. (1991). Meaning, Self, and Motivation in Organizations. *Organization Studies*, 12, 405-424.

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

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

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

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

Week 3

Leadership as Metaphor or Metamorphosis

Required Readings:

- Barling, J., Christie, A., & Hopton, C. (2011). Leadership. In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology* (Vol. 1, 183-240). Washington, DC: American Psychological Association.
- Bass, B.M., Avolio, B.J., Jung, D.I. & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership, *Journal of Applied Psychology*, 88, 207-218.
- 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.
- 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.
- 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), 528-550.
- Carton, A.M., Murphy, C & Clark, J.R. (2014). A (Blurry) Vision of the future: How leader rhetoric about ultimate goals influences performance. *Academy of Management Journal*, 57, 1544-1570.
- Owens, B. P., & Hekman, D. R. (2016). How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus. *Academy of Management Journal*, 59(3), 1088-1111.
- Oreg, S. & Berso, Y. (2018). The impact of top leaders' personalities: The processes through which organizations become reflections of their leaders. *Current Directions in Psychological Science*, 241-248.

Other articles of interest (but not required):

- Bubin, R.S., Munza, D.C. & Bommer, W.. (2005). Leading from within: The effects of emotion recognition and personality on transformational leadership behavior. *Academy of Management Journal*, 48, 845-858.
- Calder, B.J. (1977). An Attribution Theory of Leadership. In B. Staw & G. Salancik (eds.), *New Directions in Organizational Behavior*, St. Clair Press.
- Conger, J. and Kanungo, R. (1987). Toward a behavioral theory of charismatic leadership in organizational settings, *Academy of Management Review*, 4, 637-647.

- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45, 735-744.
- Flynn, F. & Staw, B. (2004). Lend me your wallets: The effect of charismatic leadership on external support for an organization. *Strategic Management Journal*, 25, 309-330.
- House, R., Spangler, W. & Woycke, J. (1991). Personality & Charisma in the U.S. Presidency: A Psychological Theory of Leader Effectiveness. *Administrative Science Quarterly*, 36, 364-396.
- Howell, J. & Frost, P. (1989). A Laboratory Study of Charismatic Leadership. *Organizational Behavior & Human Decision Processes*, 43, 243-269.
- Howell, J.M. & Shamir, B. (2005). The role of followers in the charismatic leadership process: Relationships and their consequences. *Academy of Management Review*, 30(1): 96-112.
- Judge, T.A., Bono, J.E., Ilies, R. & Gerhardt, M.W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87, 765-780.
- Klein, K.J., Ziegert, J.C, Knight, A.P. & Xiao, Y. (2006). [Dynamic delegation: Shared, hierarchical, and deindividualized leadership in extreme action teams](#). *Administrative Science Quarterly*, 51, 590-621.
- Meindl, J., Ehrlech, S., & Dukerich, J. (1985). The Romance of Leadership. *Administrative Science Quarterly*, 30, 78-102.
- Pastor, J.C., Meindl, J.R. & Mayo, M.C. (2002). [A network effects model of charisma attributions](#). *Academy of Management Journal*, 45, 410-420.
- 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. *Journal of Applied Psychology*, 88, 795-808.
- Pfeffer, J. (1981). Management as Symbolic Action: The Creation & Maintenance of Organizational Paradigms in L. Cummings & B. Staw (eds.), *Research in Organizational Behavior*, Vol. 3, 1-53.
(Skim only)
- 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. *Academy of Management Journal*, 41, 387-409.

Week 4 **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.

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

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.

Barsade, Sigal G. (2002). "The Ripple Effect: Emotional Contagion and its Influence on Group Behavior." *Administrative Science Quarterly*, 47, 644-675.

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

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.

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

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.

De Wit, F. R., Greer, L. L., & Jehn, K. A. (2012). The paradox of intragroup conflict: a meta-analysis. *Journal of Applied Psychology*, 97(2), 360.

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.

- 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 IMO models. *Annual Review of Psychology*, 56: 517-543.
- Jehn, K.A. 1995. A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40, 256-282.
- 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.
- Kerr, N. L., & Tindale, R. S. (2004). Group performance and decision making. *Annual Review of Psychology*, 55, 623-655.
- [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.
- Mortensen, M., & Neeley, T. B. (2012). Reflected knowledge and trust in global collaboration. *Management Science*, 58(12), 2207-2224.

- 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.
- O'Leary, M. B., & Mortensen, M. (2010). Go (con) figure: Subgroups, imbalance, and isolates in geographically dispersed teams. *Organization Science*, 21(1), 115-131.
- 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 Veegt, G. & Bunderson, J.S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. *Academy of Management Journal*, 48, 532-547.
- Wageman, Ruth (1995). Interdependence and group effectiveness. *Administrative Science Quarterly*, 40, 145-180.
- 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 5

More about groups: Demography & Diversity

Required Readings:

Meyer, B. (2017). Team diversity: A review of the literature. In R. Rico (Ed.), *The Wiley Blackwell handbook of the psychology of teamwork and collaborative processes*. Chichester, UK: Wiley-Blackwell.

Chatman, J. A., & Flynn, F. J. (2001). The influence of demographic heterogeneity on the emergence and consequences of cooperative norms in work teams. *Academy of Management Journal*, 44(5), 956-974.

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. B. (2013). Social category diversity promotes premeeting elaboration: The role of relationship focus. *Organization Science*, 24(3), 757-772.

Dumas, T. L., Phillips, K. W., & Rothbard, N. P. (2013). Getting closer at the company party: Integration experiences, racial dissimilarity, and workplace relationships. *Organization Science*, 24(5), 1377-1401.

Green, A. R., Carney, D. R., Pallin, D. J., Ngo, L. H., Raymond, K. L., Iezzoni, L. I., & Banaji, M. R. (2007). Implicit bias among physicians and its prediction of thrombolysis decisions for black and white patients. *Journal of general internal medicine*, 22(9), 1231-1238.

Kang, S.K., DeCelles, K.A., Tilcsik, A & Jun, S. (2016). Whitened Resumes: Race and self-presentation in the labor market. *Administrative Science Quarterly*, 61, 469-502.

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.

Brescoll, V. L. (2011). Who takes the floor and why: Gender, power, and volubility in organizations. *Administrative Science Quarterly*, 56(4), 622-641.

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.

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

[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. *Administrative Science Quarterly*, 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. *Academy of Management Journal*, 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. *Academy of Management Journal*, 45: 1029-1045.

Ibarra, H. (1991). Homophily and differential returns: Sex differences in network structure and access in an advertising firm. *Administrative Science Quarterly*, 37: 422-447.

Kalev, A., Dobbin, F & Kelly, E. (2006). Best practices of best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. *American Sociological Review*, 71, 589-617.

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

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

Lawrence, B.S. (1995). The black box of organizational demography. *Organization Science*, 8, 1-22.

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

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

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

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

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

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Week 6
It's not fair!: The Influence of Equity, Unfairness on Behavior and Organizational Justice & Voice

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