

MANAGEMENT 961: ORGANIZATIONAL BEHAVIOR – THE SECOND HALF
University of Pennsylvania

Fall 2018 – Q2

Mondays, 3-6pm
Room 2034, Management Suite, Steinberg-Dietrich Hall

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Course Descriptions

This is a complement course to Mgmt 951, and it has the same purpose 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 have taken Mgmt 951 which covers the remaining topics in basic organizational behavior. However, it is not mandatory to have taken Mgmt 951 before Mgmt 961 as they cover different sets of topics.

Course Requirements

The student role will encompass the following requirements for students taking both 951 and 961. 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 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. 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 3rd and 6th weeks of class. The 961 term paper will be by e-mail and hard copy in my box on Friday, December 21, 2018. If you are taking both 951 and 961 you can choose to do one bigger term paper it will also be due Friday, December 21, 2018.

961 - Course Outline*

Week 1 – Oct 22 – Going Beyond and Under 9 to 5: Extra-role Behavior, Commitment & Deviant Behavior in Organizations

Week 2 – Oct 29 - Job Design & Creativity Behaviors

Week 3 – Nov 5 – Power, Social Influence & Status

Week 4 – Nov 12 - Social Identity and Organizations (INNOVATION PAPER DUE)

Week 5 – Nov 19 - Organizational Culture

Week 6 – Nov 29th (DIFFERENT DAY) – Socialization & Org. Change

Week 7– Dec 3rd – Put Your Heart Into it: Emotions and Organizational Behavior

Week 8 – Dec 10th- – What is Micro-OB and Possible Directions it can Take (INNOVATION PAPER DUE)

Week 1. Beyond 9 to 5 or not? Commitment, Organizational Citizenship Behavior & Undermining Behaviors

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.

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.

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. Journal of Applied Psychology, 94, 122-141.

Bergeron, D.M. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what costs? Academy of Management Review, 32, 1078-1095.

Grant, A.M. & Mayer, D.M. (2009). Good soldiers and good actors: Prosocial and impression management motives as interactive predictors of affiliative citizenship behavior. Journal of Applied Psychology, 94, 900-912.

Mayer, D. M., Nurmohamed, S., Treviño, L. K., Shapiro, D. L., & Schminke, M. 2013. Encouraging employees to report unethical conduct internally: It takes a village. Organizational Behavior and Human Decision Processes, 121: 89-103.

Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. Academy of Management Journal, 45, 331-351.

Other articles of interest (but not required):

- Adler, P. and Adler, P. (1988). Intense loyalty in organizations: A case study of college athletics. Administrative Science Quarterly, 33, 401-417.
- Bennett, R.J. & Robinson, S.J. (2000). Development of a measure of workplace deviance. Journal of Applied Psychology, 85, 349-360.
- Coyle, S. & Jacqueline, A.M. (2002). A psychological contract perspective on organizational citizenship behavior. Journal of Organizational Behavior, 23: 927-946.
- Ferris, D. L., Yan, M., Lim, V. K., Chen, Y., & Fatimah, S. (2016). An Approach–Avoidance Framework of Workplace Aggression. Academy of Management Journal, 59(5), 1777-1800.
- Frone, M. (2000). Work-family conflict and employee psychiatric disorders: The national comorbidity survey. Journal of Applied Psychology, 85, 888-895.
- Heath, C. (1999). On the social psychology of agency relationships: Lay theories of motivation overemphasize extrinsic incentives. Organizational Behavior and Human Decision Processes, 78, 25-62.
- Herscovis, M.S. et al., (2007). Predicting workplace aggression: A meta-analysis. Journal of Applied Psychology, 92: 228-238.
- Katz, D. & Kahn, R., (1966). The Psychological Basis of Organizational Effectiveness. Chapter 12 of The Social Psychology of Organizations, 336-368.
- 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.
- Neuman, J. H., & Baron, R. A. (1998). Workplace violence and workplace aggression: Evidence concerning specific forms, potential causes, and preferred targets. Journal of Management, 24, 391-419.
- O'Reilly, J., Robinson, S.L., Banki, S., & Berdahl, J. L. (2015). Is negative attention better than no attention? The comparative effects of ostracism and harassment at work. Organizational Science, 26 (3), 774-793.
- Smith, C.A., Organ, D.W., & Near, J.P. (1983). Organizational citizenship behavior: Its nature and antecedents. Journal of Applied Psychology, 68: 653-663.
- 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.

Venkataramani, V. & Dalal, R. (2007). Who helps and harms whom? Relational antecedents of interpersonal helping and harming in organizations. Journal of Applied Psychology, 92: 952-966.

Week 2. Job Design and Creativity (separate topics)

Salancik, G. & Pfeffer, J. (1978). A Social Information Processing Approach to Job Attitudes & Job Design. Administrative Science Quarterly, 23, 224-253.

Parker, S., Van den Broeck, A., & Holman, D. (2017). Work Design Influences: A Synthesis of Multi-Level Factors that Affect The Design of Work. Academy of Management Annals.

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.

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.

Amabile, T. M., and Pratt, M. G. "The Dynamic Componential Model of Creativity and Innovation in Organizations: Making Progress, Making Meaning." Research in Organizational Behavior 36 (2016): 157–183.

Elsbach, K. & Dramer, R. (2003). Assessing creativity in Hollywood pitch meetings: Evidence for a dual-process model of creativity judgments. Academy of Management Journal, 46, 283-301.

Nemeth, C. J., Personnaz, B., Personnaz, M., & Goncalo, J. A. (2004). The liberating role of conflict in group creativity: A study in two countries. European Journal of Social Psychology, 34(4), 365-374.

Mueller, J.S. Melwani, S., Goncalo, J.A. The bias against creativity: Why people desire but reject creative ideas. Psychological Science, 23:13-17.

&

Staw, B. (1995). Why no one really wants creativity. In C. Ford & D. Gioia (eds.). Creative action in organizations. Sage Publications: 162-166. (Very very short)

Other articles of interest (but not required):

Job Design

Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. Journal of Applied Psychology, 93, 108-124.

Griffin, R. (1983). Objective & Social Sources of Information in Task Redesign: A Field

Experiment. Administrative Science Quarterly, 28, 184-200.

Hackman, J.R. & Oldham, G.R. (1976). Motivation Through the Design of Work: Test of a Theory. Organizational Behavior & Human Performance, 16, 250-279.

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. (1988). A Model of Creativity & Innovation in Organizations. Research in Organizational Behavior, Vol. 10. JAI Press.

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

Amabile, T., Barsade, S., Mueller, J. & Staw, B. (2005). Affect & Creativity at Work. : A Daily Longitudinal Study. Administrative Science Quarterly, 40:367-403.

Amabile, T.M. , Conti, R., Coon, H. & Lazenby, J. (1996). Assessing the work environment for creativity. Academy of Management Journal, 39, 1154-1184.

Berg, J. M. (2016). Balancing on the creative highwire: Forecasting the success of novel ideas in organizations. Administrative Science Quarterly, 61(3), 433-468.

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.D. & Hargadon, A.B. (2006). Enhancing creativity through “mindless” work: A framework of workday design. Organization Science, 17, 470-483.

Goncalo, J. A., Chatman, J. A., Duguid, M. M., & Kennedy, J. A. (2015). Creativity from constraint? How the political correctness norm influences creativity in mixed-sex work groups. Administrative Science Quarterly, 60(1), 1-30.

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.

Week 3. Power, Social Influence and Status

Power/Social Influence

Keltner, D., Gruenfeld, D. H., & Anderson, C. (2003). Power, approach, and inhibition. *Psychological Review*, 110, 265-284.

Yukl, G. & Tracey, J.B. (1992). Consequences of influence tactics used with subordinates, peers, and the boss. *Journal of Applied Psychology*, 77: 525-535.

Kipnis, D., & Schmidt, S. M. (1988). Upward-influence styles: Relationship with performance evaluations, salary, and stress. *Administrative Science Quarterly*, 33(4), 528-542.

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-.

Landis, B., Kilduff, M., Menges, J. I., & Kilduff, G. J. (2018). The paradox of agency: Feeling powerful reduces brokerage opportunity recognition yet increases willingness to broker. *Journal of Applied Psychology*.

Hareli, S., & Rafaeli, A. (2008). Emotion cycles: On the social influence of emotion in organizations. *Research in organizational behavior*, 28, 35-59.

Bendersky, C., & Pai, J. (2018). Status Dynamics. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 183-199.

Other articles of interest (but not required):

Anderson, C., Hildreth, J. A. D., & Howland, L. (2015). Is the desire for status a fundamental human motive? A review of the empirical literature. *Psychological Bulletin*, 141(3), 574.

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.

Anderson, C., Spataro, S. E., & Flynn, F. J. (2008). Personality and organizational culture as determinants of influence. *Journal of Applied Psychology*, 93(3), 702.

- Bendersky, C., & Shah, N. P. (2013). The downfall of extraverts and rise of neurotics: The dynamic process of status allocation in task groups. *Academy of Management Journal*, 56(2), 387-406.
- 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.
- Brescoll, V. L., & Uhlmann, E. L. (2008). Can an angry woman get ahead? Status conferral, gender, and expression of emotion in the workplace. *Psychological science*, 19(3), 268-275.
- 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.
- Cialdini, R. B., & Goldstein, N. J. (2004). Social influence: Compliance and conformity. *Annu. Rev. Psychol.*, 55, 591-621.
- Ferris, G.R., Treadway, D.C., Kolodinsky, R.W., Hochwater, W.A., Kacmar, C.J., Douglas, C., & Frink, D.D. 2005. Development and validation of the political skill inventory. *Journal of Management*, 31: 126-152.
- 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.
- Gilovich, T. Medvec, V., and Savitsky, K. (2000). The spotlight effect in social judgment: An egocentric bias in estimates of the salience of one's own actions and appearance. *Journal of Personality and Social Psychology*, 78(2): 211- 222.
- Goldstein, N.J., & Hays, N. A. (2011). Illusory Power Transference: The Vicarious Experience of Power. *Administrative Science Quarterly*, 56: 593-621.
- Groysberg, B., Polzer, J., & Elfenbein, H. (2010). Too many cooks spoil the broth: How high status individuals decrease group effectiveness. *Organization Science*.
- 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*.
- Higgins, C. A., Judge, T. A. & Ferris, G. R. (2003) Influence tactics and work outcomes: A meta-analysis. *Journal of Organizational Behavior*, 24, 89-106.
- 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.
- 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.

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.

Scott, B. & Judge, T. (2009). The popularity contest at work: Who wins, why, and what do they receive? *Journal of Applied Psychology*, 94, 20-33.

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.

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.

Week 4. Social Identity & Multiple Identities in Organizations

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

Elsbach, K. D. & Bhattacharya, C. B. 2001. Defining who you are by what you're not: Organizational disidentification and the National Rifle Association. *Organization Science*, 12: 393-413.

Dukerich, J. M., Golden, B. R., & Shortell, S. M. 2002. Beauty is in the eye of the beholder: The impact of organizational identification, identity, and image on the cooperative behaviors of physicians. *Administrative Science Quarterly*, 47: 507-533.

Bartel, C.A. 2001. Social comparisons in boundary-spanning work: Effects of community outreach on members' organizational identity and identification. *Administrative Science Quarterly*, 46:379-413.

Kreiner, G. E., Hollensbe, E. C., & Sheep, M. L. 2006. Where is the “me” among the “we”? Identity work and the search for optimal balance. *Academy of Management Journal*, 49: 1031-1057.

Cheng, C., Sanchez-Burks, J., & Lee, F. (2008). Connecting the dots within: Creative performance and identity integration. *Psychological Science*, 19(11), 1178–1184.

Ramarajan, Lakshmi, Ida Berger, and Itay Greenspan. "Multiple Identity Configurations: The Benefits of Focused Enhancement for Prosocial Behavior." *Organization Science* 28, no. 3 (May–June 2017): 495–513.

Other articles of interest (but not required):

Social Identity

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.

Brewer, M. B. & Gardner, W. 1996. Who is this “we”? Levels of collective identity and self representations. *Journal of Personality and Social Psychology*, 71, 83-93.

Ely, R. 1995. The power in demography: Women’s social constructions of gender identity at work. *Academy of Management Journal*, 38, 389-634.

Hogg, M. A. & Terry, D. J. (2000). Social identity and self-categorization processes in organizational contexts. *Academy of Management Review*, 25, 121-140.

Ibarra, H. (1999). Provisional selves: Experimenting with image and identity in professional adaptation. *Administrative Science Quarterly*, 44, 764-791.

Markus, H.R. & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion and motivation. *Psychological Review*, 98: 224-253.

Pratt, M. G., & Rafaeli, A. (1997). Organizational dress as a symbol of multilayered social identities. *Academy of Management Journal*, 40(4), 862–898.

Strauss, K., Griffin, M.A., & Parker, S.K. 2012. Future work selves: How salient hoped-for identities motivate proactive career behaviors. *Journal of Applied Psychology*, 97: 580-598.

Stryker, S., & Burke, P. J. (2000). The past, present and future of an identity theory. *Social Psychological Quarterly*, 63(4), 284–297.

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).

Week 5: Organizational Culture – the Ties that Bind

Required Readings:

Schein, E. H. (1990). Organizational culture (Vol. 45, No. 2, p. 109). American Psychological Association.

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

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.

Molinsky, A.L. (2013). The psychological processes of cultural retooling Academy of Management Journal, 56, 683-710.

Cohen, D., Nisbett, R.E., Bowdelle, 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.

Srivastava, S. B., Goldberg, A., Manian, V. G., & Potts, C. (2017). Enculturation trajectories: Language, cultural adaptation, and individual outcomes in organizations. Management Science, 64(3), 1348-1364.

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 about Organizational Culture (but not required):

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.

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.

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.

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. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of Management Journal, 34, 487-516.

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.

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.

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

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 6. Organizational Socialization & Organizational Change

Week 6a. Organizational Socialization

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.

Chatman, J. (1991). Matching People & Organizations: Selection & Socialization in Public Accounting Firms. Administrative Science Quarterly, 36, 459-484.

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.

Week 6b. Organizational Change

Lüscher, L. S., & Lewis, M. W. (2008). Organizational change and managerial sensemaking: Working through paradox. Academy of Management Journal, 51(2), 221-240.

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Week 7. Put your Heart Into It: Emotions in Organizations

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

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