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:


Other articles of interest (but not required):


Required Readings:


Other articles of interest (but not required):


Week 3
Leadership as Metaphor or Metamorphosis

Required Readings:


Other articles of interest (but not required):


Week 4
Being a Team

Required Readings:


Other articles of interest (but not required):


Week 5

More about groups: Demography & Diversity

Required Readings:


Other articles of interest (but not required):


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

Required Readings:


Other articles of interest (but not required):


