

## Spring 2013 OB Seminar

Instructor: Marcus M. Stewart, Associate Professor of Management

### Course Description:

This seminar is designed to inform participants of contemporary theory and research in organizational behavior, with a focus on individual employee behavior. The course will provide a thorough exposure to the range of topics and research issues that will enable participants to conduct advanced research in the field.

### Course Objectives:

Each participant should complete this course with...

1. A conceptual understanding of individual behavior in organizations.
2. An awareness and appreciation of the wide range of current theoretical and research trends in the field.
3. An ability to be conversant in the field in a scholarly way.
4. A personal knowledge base with which to expand the knowledge base of the field.
5. An awareness of the range of scholarly sources of information about the field.
6. Enhanced communication skills that will facilitate success in an academic career.

### Course Requirements:

1. Class preparation and participation. This is vital and fully expected. All participants are expected to have read and prepared with the assigned material.
2. Discussion leader. Part of the learning that goes on in a seminar at this level is the ability to conduct such a seminar. For this reason each participant will be asked to moderate sessions or parts of sessions during the semester. In this role, you should be prepared to make a presentation during which you will want to discuss the key points of the reading material, your reactions to what you have read. What is absolutely fatal in a seminar like this is to simply repeat for the participants what they have already read. You should facilitate your presentation with visual aids, handouts, or any other media you think will make your points most effectively.
3. Research Paper. This 20 page paper could take a variety of forms such as a critical review of the literature, a theory development piece, a research proposal, and so on.
4. Paper Presentation. Fifteen minutes dedicated to your paper, with one participant giving a five-minute critique. This is a prevalent model at professional meetings.
5. Final exam. Essay, closed book, in-class.

### Grading:

Class participation	35%
Research paper	35%
Exam	30%

## Weekly Schedule

**\*\*This sequence of topics may change as we progress through the semester. However, this list should be representative.**

### January 22 Introduction

Bowditch, Buono & Stewart, Chpt 1

### January 29 Motivation I. Foundations of Human Motivation

Reeve, 2009, Chpt 5 – Intrinsic and Extrinsic Motivation

Reeve, 2009, Chpt 6 – Psychological Needs

Deci & Moller, 2005 (Elliot & Dweck, Chpt 31)

### February 5 Motivation II. Motivation Theory and Research in Organizations

Bowditch, Buono & Stewart, Chpt 3

Harder, J. W. 1991. Equity theory versus expectancy theory: The case of major league baseball free agents. *Journal of Applied Psychology*, 76 (3): 458-464.

Boivie, Graffin & Pollock, 2013. Time for me to fly: Predicting director exit at large firms. *Academy of Management Journal*, 55(6): 1334-1359.

Steel, P., & Konig, C. J. 2006. Integrating theories of motivation. *Academy of Management Review*, 31(4): 889-913.

Kark, R. & Van Dijk, D. 2007. Motivation to lead, motivation to follow: The role of the self-regulatory focus in leadership processes. *Academy of Management Review*, 32(2): 500-528.

### February 12 Motivation III: Motivation Theory and Research in Organizations (cont.)

Reeve, 2009, Chpt 7 – Social Needs

Reeve, 2009, Chpt 8 – Goal Setting

Johnson, S. K., Garrison, L. L., Hernez-Broome, G., Fleenor, J. W., and Steed, J. L. 2013. Go for the goal(s): Relationship between goal setting and transfer of training following leadership development. *Academy of Management Learning and Education*, 11(4): 555-569.

van Hooft, E. A. J., & Noordzij, G. 2009. The effects of goal orientation on job search and reemployment: A field experiment among unemployed job seekers. *Journal of Applied Psychology*, 94(6): 1581-1590.

Lambert, L. S. 2011. Promised and delivered inducements and contributions: An integrated view of psychological contract appraisal. *Journal of Applied Psychology*, 96(4): 695–712.

February 19 Perception and Cognition I: Framing and Decision Making

Ashforth, B. E., & Fried, Y. 1988. The mindlessness of organization behaviors. *Human Relations*, 41 (4): 305-329.

Kahneman, D., & Tversky, A. 1984. Choices, values, and frames. *American Psychologist*, 39(4): 341-350.

Brewer, M.B., & Kramer, R.M. 1986. Choice behavior in social dilemmas: Effects of social identity, group size, and decision framing. *Journal of Personality and Social Psychology*, 50: 543-549.

Kuhberger, A., Schulte-Mecklenbeck, M., & Perner, J. 1999. The effects of framing, reflection, probability, and payoff on risk preference in choice tasks. *Organizational Behavior and Human Decision Processes*, 78(3): 204–231.

Sleesman, D. J., Conlon, D. E., McNamara, G., Miles, J. E. 2012. Cleaning up the big muddy: A meta-analytic review of the determinants of escalation of commitment. *Academy of Management Journal*, 55(3): 541-562.

Denrell, J. 2005 (April). Selection bias and the perils of benchmarking. *Harvard Business Review*, pp. 114-119.

February 26 Perception and Cognition II: Framing and Decision Making (cont.)

Langer, E. 1975. The illusion of control. *Journal of Personality and Social Psychology*, 32: 311-328.

Humphrey, R. (1985). How work roles influence perception: Structural cognitive processes and organizational behavior. *American Sociological Review*, 50: 242-252.

Staw, B. M., Sandelands, L. E., & Dutton, J. E. 1981. Threat-rigidity effects in organizational behavior: A multilevel analysis. *Administrative Science Quarterly*, 26: 501-524.

\*Dutton, J. E. 1992. The making of organizational opportunities: Interpretive pathway to organizational change. *Research in Organizational Behavior*, 15: 195-226.

Kennedy, M. T., & Fiss, P. C. 2009. Institutionalization, framing, and diffusion: the logic of TQM adoption and implementation decisions among U.S. hospitals. *Academy of Management Journal*, 52 (5): 897-918.

March 5 Perception and Cognition III: Attitudes

Bowditch, Buono & Stewart, Chpt 2

- Greenwald, A.G., & Banaji, M.R. (1995). Implicit social cognition: Attitudes, self-esteem, and stereotypes. *Psychological Review*, 102: 4-27.
- Hewstone, M., Rubin, M., & Willis, H. (2002). Intergroup bias. *Annual Review of Psychology*, 53: 575-604.
- Crisp, R. Heuston, S., Farr, M J., & Turner, R. N. 2007. Seeing red or feeling blue: Differentiated intergroup emotions and intergroup identification in soccer fans. *Group Processes and Intergroup Relations*, 10(1): 9-26.
- Aquino, K. F., Stewart, M. M., & Reed, A. M. (2005) How social dominance orientation and job status influence perceptions of African-American affirmative action beneficiaries. *Personnel Psychology*, 58 (3): 703-744.

March 19 Perception and Cognition IV: Fairness/Justice

- Colquitt, J. A. 2001. On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3): 386-400.
- Brockner, J., & Weisenfeld, B. 2005. How, when, and why does outcome favorability interact with procedural fairness? In J. Greenberg & J. A. Colquitt (Eds.), *Handbook of Organizational Justice*, Chapter 18, pp. 525-553. Lawrence Erlbaum Associates.
- Colquitt, J. A., LePine, J. A., Piccolo, R. F., Zapata, C. P., & Rich, B. L. 2012. Explaining the Justice–Performance Relationship: Trust as Exchange Deepener or Trust as Uncertainty Reducer? *Journal of Applied Psychology*, 97(1): 1–15.
- Davidson, M. & Friedman, R. 1998. When excuses don't work: The persistent injustice effect among Black managers. *Administrative Science Quarterly*, 43: 154-183.
- Patient, D. L. & German, H. 2012. Task-relevant justice: Receiving the resources to get the job done. In C. A. Schriesheim & L. L. Neider (Eds.), *Research in Management: Perspectives on justice and trust in organizations*, pp.29-44. Information Age Publishing.
- Zapata-Phelan, C. P., Colquitt, J. A., Scott, B. A., & Livingston, B. 2009. Procedural justice, interactional justice, and task performance: The mediating role of intrinsic motivation. *Organizational Behavior and Human Decision Processes*, 108: 93-105.

March 26 Personality I. The Big Five Factor and Core Self Concept Models

- McCrae, R. R., & Costa, Jr., P. T. 2008. The five-factor theory of personality. In John, Robins & Pervin, Eds., *Handbook of Personality: Theory and Research*, 3<sup>rd</sup> Edition. (chpt.5)
- Salgado, J. F. 1997. The five factor model of personality and job performance in the European

Community. *Journal of Applied Psychology*, 82(1): 30-43.

Judge, T. A., Erez, A. 2007. Interaction and intersection: The contellation of emotional stability and extraversion in predicting performance. *Personnel Psychology*, 60: 573-596.

Judge, T. A., Erez, A., Bono, J. E., & Thoresen, C. J. 2003. The core self-evaluations scale: Development of a measure. *Personnel Psychology*, 56: 303-331.

Kammeyer-Mueller, J. D. & Judge, T. A., Scott, B. A. 2009. The Role of Core Self-Evaluations in the Coping Process. *Journal of Applied Psychology*, 94(1): 177–195.

#### April 2            Personality II. Proactive, Affect, g...

Seibert, S. E., Crant, J. M., & Kraimer, M. L. 1999. Proactive personality and career success. *Journal of Applied Psychology*, 84(3): 416-427

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

Barrick, Mount & Li, 2013. The theory of purposeful work behavior: The role of personality, higher-order goals, and job characteristics. *Academy of Management Review*, 38(1): 132-153.

O'Boyle, E. H., Jr., Humphrey, R. H., Pollack, J. M., Hawver, T. H., Story, P. A. 2011. The relation between emotional intelligence and job performance: A meta-analysis. *Journal of Organizational Behavior*, 32(5): 788-

Berry, C. M., Clark, M. A., & McClure, T. K. 2011. Racial/ethnic differences in the criterion-related validity of cognitive ability tests: A qualitative and quantitative review. *Journal of Applied Psychology*, 96(5): 881-906.

#### April 9            Job Performance and Related Behavior

Keller, R. T. 2012. Predicting the Performance and Innovativeness of Scientists and Engineers. *Journal of Applied Psychology*, 97(1): 225–233.

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

Bowling, N. A. 2007. Is the job satisfaction–job performance relationship spurious? A meta-analytic examination. *Journal of Vocational Behavior*, 71: 167-185.

Ricketta, M. 2009. The Causal Relation Between Job Attitudes and Performance: A Meta-Analysis of Panel Studies. *Journal of Applied Psychology*, 93(2): 472-481.

Kerr, S. 1995. On the folly of rewarding for A, while hoping for B. *Academy of Management Executive*,

9 (1): 7-16.

Marinova, S. V., Moon, H., & Van Dyne, L. 2010. Are all good soldier behaviors the same? Supporting multidimensionality of organizational citizenship behaviors based on rewards and roles. *Human Relations*, 63(10): 1463–1485.

April 23      Teams

Bowditch, Buono & Stewart, Chpt 5

Barrick, M. R., Bradley, B. H., Kristof-Brown, A. L., & Colbert, A. E. 2007. The moderating role of top management team interdependence: Implications for real teams and working groups. *Academy of Management Journal*, 50(3): 544-557.

Bettenhausen, K. L., & Murnighan, J. K. 1991. The development of an intragroup norm and the effects of interpersonal and structural challenges. *Administrative Science Quarterly*, 36: 20-35.

Early, C. P. 1989: Social loafing and collectivism: A comparison of the United States and the People's Republic of China. *Administrative Science Quarterly*, 34: 565-581.

Gallupe, R. B., Dennis, A. R., Cooper, W. H., Valacich, J. S., Bastianutti, L. M., & Nunamaker, J. F. 1992. Electronic brainstorming and group size. *Academy of Management Journal*, 35: 350-369.

Hutter, M., & Diehl, M. 2011. Motivation losses in teamwork: The effects of team diversity and equity sensitivity on reactions to free-riding. *Group Processes and Intergroup Relations*, 14(6): 845-

Waston, W., Michaelson, L. K., & Sharp, W. 1991. Member competence, group interaction, and group decision making: A longitudinal study. *Journal of Applied Psychology*, 76(6): 803-809.

April 30      Teams: Conflict

Bowditch, Buono & Stewart, Chpt 6

Bradley, B. H., Postlethwaite, B. E., Klotz, A. C., Hamdani, M. R., Brown, K. G. 2012. Reaping the benefits of task conflict in teams: The critical role of team psychological safety climate. *Journal of Applied Psychology*, 97(1): 151–158.

Chen, G., Sharma, P. N., Edinger, S. K., Shapiro, D. L., & Farh, J-L. 2012. Motivating and demotivating forces in teams: Cross-level influences of empowering leadership and relationship conflict. *Journal of Applied Psychology*, 96(3): 541-557.

Huang, J-C. 2012. The relationship between conflict and team performance in Taiwan: The moderating

effect of goal orientation. *International Journal of Human Resource Management*, 23(10): 2126-2143.

Chen, G., Tjosvold, D., Zhao, H., Ning, N., & Fu, Y. 2011. Constructive controversy for learning and team effectiveness. *Asia Pacific Journal of Human Resources*, 49(1): 88-104.

Edmondson, A., Bohmer, R., & Pisano, G. 2001. Speeding up team learning. *Harvard Business Review*, 79 (9): 125-132.

Cannon, M. D., & Edmondson, A. C. 2001. Confronting failure: Antecedents and consequences of shared beliefs about failure in organizational work groups. *Journal of Organizational Behavior*, 22 (2): 161-177.

## May 7 Leadership

Bowditch, Buono & Stewart, Chpt 7

Avolio, B. J., Bass, B. M., & Jung, D. I. 1999. Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organizational Psychology*, 72: 441-462.

Benjamin, B., & O'Reilly, C. 2011. Becoming a leader: Early career challenges faced by MBA graduates. *Academy of Management Learning and Education*, 10(3): 452-472.

Burke, C. S., Stagl, K. C., Klein, C., Goodwin, G. F., Salas, E., & Halpin, S. M. 2006. What type of leadership behaviors are functional in teams? A meta-analysis. *Leadership Quarterly*, 17: 288-307.

Hannah, S. T., Avolio, B. J., Walumbwa, F. O., & Chan, A. 2012. Leader self and means efficacy: A multi-component approach. *Organizational Behavior and Human Decision Processes* 118 (2): 143-161.

Tost, L. P., Gino, F., & Larrick, R. P. 2012. Power, competitiveness, and advice taking: Why the powerful don't listen. *Organizational Behavior and Human Decision Processes*, 117: 53-65.

Johns, G. 2006. The essential impact of context on organizational behavior. *Academy of Management Review*, 31(2) 386-408.

Rousseau, D.M., Y. Fried. 2001. Location, location, location: Contextualizing organizational research. *Journal of Organizational Behavior*, 22(1) 1-13.