



291I & II DOCTORAL FOUNDATIONS OF ORGANIZATIONAL BEHAVIOR

Professor Jone L. Pearce

Winter 2022

Mondays SB1 4410

1:00PM to 3:50PM

Office Hours: after class and by appointment in
SB2 442

Course Description

This course continues to develop doctoral students' in-depth understanding of Organizational Behavior (OB) scholarship, with an emphasis on psychology-based Organizational Behavior. The focus this year is on foundational research that is still of active interest, with the topics listed below; in addition we will review part of a recent volume of the premier journals in Organizational Behavior. The emphasis will be on developing a rich understanding foundational and current ideas, increase your command of the literature, and gain practice (with feedback) of writing short scholarly arguments.

Formats

The format for the OB Seminar will consist of a discussion of the topics, ideas and approaches assigned for each of the first six sessions. Each participant will lead one discussion session, with Jone leading the first session, and however many are remaining after every student has had a turn. Several discussion questions intended to provide guidance for the topic-based classroom discussions are attached. An important part of your contribution to the discussions will be to bring your own questions about the readings.

The seventh session will consist of a discussion of a section of the 2021 volume of the *Academy of Management Journal* (see attachment for a list of the assigned OB articles). Each of us will come to class prepared to discuss all of these micro-OB articles in depth. In addition, you will select the article in that week's set you felt made the best contribution, and the one you felt made the least contribution.

The location and date of the final class session will be scheduled on January 10.

This seminar is formally **two** two-unit courses scheduled for Winter Quarter 2020. Please remember to enroll in both quarter-classes, although any student may enroll in either the first or second half (I or II) alone; if you are taking only one two-unit course please consult with the instructor before class for your assignments.

Readings

The readings are listed below for each of the class sessions. All readings will be available from either the campus online resources or will be posted on the course Canvas page.

Requirements

The courses may not be audited; however, we will welcome Session Guests if they commit to completing the readings for that session, and to active (but not domineering) participation. The OB Seminar grade is based the quality of performance as listed below:

- Participation.....(48%)
- Session Discussion Leadership..... (13%)
- Three Short-Topic Analyses.....(39%)

Participation for the Sessions will consist of coming to each class session having completed the readings, bringing at least one question or idea about that week’s collection, and active participation in the discussion. For the Journal Session participants need to be ready to discuss all of the micro-OB articles for that session.

Each student will lead one Topic class discussion. Jone will lead the first session. Session leaders WILL NOT summarize the readings (we all will have read them) but instead will come with engaging or provocative questions about that week’s set of readings.

Participation in the Journal Session will consist of coming to class having read all of the micro-OB assigned articles and being able to discuss them. In addition, you will come with your favorite article and least-favorite article from the attsched list and be prepared to defend your choice.

The Short Topic Analyses will consist of three short (no more than five pages including references) analyses based on the readings for Sessions One through Six and Eight topics. The analyses should not summarize what was in the articles (except to support one of your points), but should seek to compare and contrast ideas from two or more of the readings (from any session) with an intent to say something original. The papers will be graded based on the originality of your ideas and the quality of your logical, literature-based defenses of them.

Please post all of your Analyses on the course Canvas site. Jone will comment on your analyses and return them in the following week. Please post all of your four analyses by March 13. Earlier submissions will allow you to get feedback and improve before doing the other Analyses.

Schedule Overview

Date	OB Seminar Topic
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1. January 3	Overview of Organizational Behavior Research
2. January 10	Personality and the Person-Situation Debate
3. January 24	Creativity and Innovation
4. January 31	Power and Politics
5. February 7	Culture and Climate
6. February 14	Attitudes and Affect
7. February 28	2021 <i>Academy of Management Journal</i> (from the micro-OB list)
8. Week of March 7 Eureka date and time decided January 10	Making a Scholarly Career in Organizational Behavior

There are no class meetings January 17 and February 21 because these are holidays.

Examples of Questions You Should Be Prepared to Address in the OB Seminar Discussions

For each reading:

What are the authors' claims (or for empirical papers, what are the research questions)?

Most papers make causal claims (although these may be implicit). What are the causal claims here? What are the independent variables and what are the dependent variables? Try to draw a schematic of the relationships among the variables.

Do you agree with the claims? Why or why not?

What are the major strengths and weaknesses of these works?

What are the practical implications?

For empirical papers:

Is this sample adequate for the claims of generalizability made by the authors?

How were the variables operationalized? Do you agree that these measures adequately represent the conceptual claims made for them?

What is the research design? Can you think of any plausible alternative interpretations of these results?

How were the data analyzed (be sure to bring any questions you might have about the analyses to the session)?

Overall, were the claims made for the meaning of this research credible? Why or why not?

For the week's readings as a set:

In what ways do the readings build on, support or contradict one another (or earlier readings)?

Do you think this topic has a future in the field (i.e., will the topic be a fad that will fade in ten years)? What are the interesting future questions?

Session Assignments

1. January 3

Overview of Organizational Behavior Research

Discussion Leader: Jone

Katz, D. & Kahn, R. 1978. *The social psychology of organizations* (Chs 1, 3, & 12). New York: Wiley. **[posted on Canvas]**

Staw, B. M. 1984. Organizational behavior: A review and reformulation of the field's outcome variables. *Annual Review of Psychology*, **35**: 627-666.

Pfeffer, J. 1993. Barriers to the advancement of organizational science: Paradigm development as a dependent variable. *Academy of Management Review*, **18**: 599-620.

Cannella, A. A., Jr. & Paetzold, R. L. 1994. Pfeffer's barriers to the advance of organizational science: A rejoinder. *Academy of Management Review*, **19**: 331-341.

Hambrick, D. C. 2007. The field of management's devotion to theory. *Academy of Management Journal*, **50**: 1346-1352.

Pearce, J. L., & Huang, L. 2012. The decreasing value of our research to management education. *Academy of Management Learning and Education*, **11**: 247-262.

2. January 10

[We will decide date and time for final class]

Personality and the Person-Situation Debate

Discussion Leader: _____

Sackett, P. R., et al. 2017. Individual differences and their measurement: A review of 100 years of research. *Journal of Applied Psychology*, **102**: 254-273.

Barrick, M. R. & Mount, M. K. 1991. The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, **44**: 1-26.

Kendrick, D. & Funder, D. 1988. Profiting from controversy: Lessons from the person-situation debate. *American Psychologist*, **43**: 23-34.

Stewart, G. L. & Barrick, M. R. 2004. Four lessons learned from the person-situation debate: A review and research agenda: 61-85. In B. Schneider & D. B. Smith (Eds.) *Personality and organizations*. Mahwah, NJ: Lawrence Erlbaum Associates. **[posted on Canvas]**

Staw, B. Bell, N. & Clausen, J. 1986. The dispositional approach to job attitudes: A lifetime longitudinal test. *Administrative Science Quarterly*, **31**: 56-77.

Davis-Blake, A. & Pfeffer, J. 1989. Just a mirage: The search for dispositional effects in organizational research. *Academy of Management Review*, **14**: 385-400.

3. January 24

Creativity and Innovation

Discussion Leader: _____

George, J. M. 2010. Creativity in organizations. *Academy of Management Annals*, **9**: 439-477.

Zhou, J., & Hoever, I. J. 2014. Research on workplace creativity. *Annual Review of Organizational Psychology and Organizational Behavior*, **1**: 333-359.

Hirst, G., et al. 2015. Heard it through the grapevine. *Journal of Applied Psychology*, **100**: 567-574.

Keem, S., et al. 2018. Are creative individuals bad apples? *Journal of Applied Psychology*, **103**: 416-431.

Davis, J. P., & Eisenhardt, K. M. 2011. Rotating leadership and collaborative innovation. *Administrative Science Quarterly*, **56**: 159-201.

Somech, A., & Drach-Zahavy, A. 2013. Translating team creativity to innovation implementation. *Journal of Management*, **39**: 684-708.

Anderson, N., Potocnik, K., & Zhou, J. 2014. Innovation and creativity in organizations: A state-of-the-science Review, Prospective Commentary, and Guiding Framework. *Journal of Management*, **40**: 1297-1333.

4. January 31

Power and Politics

Discussion Leader: _____

French, J. R. & Raven, B. 1959. The basis of social power (pp. 150-167). In D. Cartwright (Ed.) *Studies in social power*. Ann Arbor, MI: Institute for Social Research, University of Michigan [**posted on Canvas**]

Podsakoff, P. M. & Schriesheim, C. A. 1985. Field studies of French and Raven's bases of power. *Psychological Bulletin*, **97**: 387-411.

Hickson, D. J., et al. 1971. A strategic contingencies theory of intraorganizational power. *Administrative Science Quarterly*, **16**: 216-229.

Ferris, G. R., et al. 2005. Development and validation of the Political Skills Inventory. *Journal of Management*, **31**: 126-152.

Fleming, P., & Spicer, A. 2014. Power in management and organization science. *Academy of Management Annals*, **8**: 237-298.

Ferris, G. R., et al. 2019. Reorganizing organizational politics research: A review of the literature and identification of future directions. *Annual Review of Organizational Psychology and Organizational Behavior*, **6**: 299-323.

5. February 7

Culture and Climate

Discussion Leader: _____

Geertz, C. 1977. Thick description (pp. 3-30). *The interpretation of cultures*. New York: Basic Books. **[Posted on Canvas]**

O'Reilly, C. A., & Chatman, J., et al. 1991. People and organizational culture. *Academy of Management Journal*, **34**: 487-516.

Gelfand, M. J., Erez, M., & Aycan, Z. 2007. Cross-cultural organizational behavior. *Annual Review of Psychology*, **58**: 1-35.

Giorgi, S., Lockwood, C., & Glynn, M. 2015. The many faces of culture. *Academy of Management Annals*, **9**: 1-54.

Gelfand, M. J., et al. 2017. Cross-cultural industrial organizational psychology and organizational behavior. *Journal of Applied Psychology*, **102**: 514-529.

Schneider, B., et al. 2017. Organizational climate and culture. *Journal of Applied Psychology*, **102**: 468-482.

6. February 14

Attitudes and Affect

Discussion Leader: _____

Brief, A. P. 1998. *Attitudes in and around organizations* (Chapters 1, 2, and 3). Thousand Oaks, CA: Sage Publications. **[Posted on Canvas]**

Rafaeli, A., & Sutton, R. I. 1989. The expression of emotion in organizational life. *Research in organizational behavior*. B. M. Staw & L. L. Cummings (Eds.) Greenwich, CT: JAI Press. **11**: 1-42.

Denier, E., Thapa, S., & Tay, L. 2020. Positive emotions at work. *Annual Review of Organizational Psychology and Organizational Behavior*. **7**: 451-477.

7. February 28

Academy of Management Journal 2021 Readings

Select your favorite and least favorite article from the micro-OB list provided below and be prepared to defend your decision.

Be prepared to discuss all of the articles from the following list.

Issue #1

- p. 63 Dlugas & Keller
- p. 86 Han & Pollock
- p. 114 Sherif, et al.
- p. 180 Baer, et al.
- p. 207 Veltrop, et al.
- p. 235 Sessions, et al.
- p. 293 He, et al.

Issue #2

- p. 351 Zipay
- p. 378 Reinecke & Ansari
- p. 482 Alterman, et al.
- p. 537 Watkins
- p. 614 Li & Tangirala

8. Week of March 7 Eureka (time and date tbd)

Making a Scholarly Career in Organizational Behavior

Glick, W. H., Miller, C. C., & Cardinal, L. B. 2007. Making a life in the field of organization science. *Journal of Organizational Behavior*, **28**: 817-835.

Starbuck, W. H. 2005. How much better are the most prestigious journals? *Organization Science*, **16**: 180-200.

Come with questions and reactions to these articles and any issues in Organizational Behavior or career concerns.