



291I & II DOCTORAL FOUNDATIONS OF ORGANIZATIONAL BEHAVIOR

Professor Jone L. Pearce

Fall 2019 (I) & Winter 2020 (II)

Alternating Mondays* SB1 4410

9AM to 11:50AM

*Two class sessions meet on different days

*See Schedule Overview for dates

Office Hours: by appointment in SB1 3211

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 two recent volumes 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 five sessions. Each participant will lead one discussion session, with Jone leading the first sessions, 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 sixth, seventh, eight, and ninth sessions will consist of a discussion of a 2018 volume of *Journal of Applied Psychology* and of the *Academy of Management Journal* (see Schedule Overview). You can ignore measurement articles, organization theory, and strategy papers). Each of us will come to class prepared to discuss all of the micro-OB articles assigned that week 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.

Although students will meet for class in SB1 4410, the instructor will need to join you via Zoom. Florencio has graciously agreed to set up the Zoom Meeting in 4410 for class before each meeting. The fifth and tenth class sessions will be a face-to-face session to be scheduled in January.

This seminar is formally two two-unit courses scheduled for Fall Quarter 2019 and Winter Quarter 2020. Please remember to enroll in both quarter-classes, although any student may enroll in either the Fall or

Winter course alone. To better balance the workload for this course with our other obligations we will meet every other week

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.. (30%)

Session Discussion Leadership.. (10%)

Four Short-Topic Analyses.. (40%)

Two Analyses of your Most and Least-like Articles for the Journals Sessions.. (20%)

Participation for the Topic Sessions will consist of coming to each class session having completed the readings and coming with at least one question or idea about that week's collection, and active participation in the discussion. For the Journal Sessions 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 sessions. 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 four Journal Sessions will consist of coming to class having read all of the micro-OB assigned articles and being able to discuss them. In addition, you come with your favorite article and least-favorite article from that volume and be prepared to defend your choice.

The Short Topic Analyses will be short (no more than five pages including references) analyses based on the readings for Sessions Two through Five 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 with an intent to say something original. The papers will be graded based on the originality of your idea and the quality of your logical, literature-based defenses of them.

The Most and Least-liked Analyses shall consist of your reasons why you thought your choices made the best (least) contribution and why, in an analysis no longer than five pages. You will only write up two of these. The analyses should be a thoughtful, scholarly, and provide a thorough critique of the strengths weaknesses of the articles chosen.

Please post all of your Short Topic Analyses on the course Canvas site by the start of the class covered. Jone will comment on your analyses and return them in the following week. Please post both of your Best-Least Analyses by March 13.

Schedule Overview

Date	OB Seminar Topic
1. October 7	Overview of Organizational Behavior Research
2. October 21	Personality and the Person-Situation Debate
3. November 4	Creativity and Innovation
4. November 18	Power and Politics
5. December 1 Sunday—1PM-3:30PM	Culture and Climate
6. January 13	2018 <i>Journal of Applied Psychology</i> Nos. 1-6 (micro-OB only)
7. January 27	2018 <i>Journal of Applied Psychology</i> Nos. 7-12 (micro-OB only)
8. February 10	2018 <i>Academy of Management Journal</i> Nos. 1-3 (micro-OB only)
9. February 24	2018 <i>Academy of Management Journal</i> Nos. 4-6 (micro-OB only)
10. March 13 Anteater time tbd	Making a Scholarly Career in Organizational Behavior

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)?

Analyze the claims or research questions using Davis's Interestingness Typology

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 topical 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. October 7

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. October 21

Personality and the Person-Situation Debate

Discussion Leader: Florencio (personality) & Jimin (Person-Sit Debate)

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. November 4

Creativity and Innovation

Discussion Leader: Jeesoo (creativity) & Jay (innovation)

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. November 18

Power and Politics

Discussion Leader: Bryant (power) & Judne (politics)

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. December 1 – Sunday 1PM-3:30PM

Culture and Climate

Discussion Leader: Jone (culture) & Joseph (climate)

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. January 13

Set March 13 class time

Journal of Applied Psychology 2018 Volume Nos. 1-6

Discussion Leader: Jone

Select your favorite and least favorite article from this volume and be prepared to defend your decision.

Also, be prepared to discuss all articles except those focusing on training, occupational safety, testing and selection, and health.

7. January 27

Journal of Applied Psychology 2018 Volume Nos. 7-12

Discussion Leader: Jone

Select your favorite and least favorite article from this volume and be prepared to defend your decision.

Also, be prepared to discuss all articles except those focusing on training, occupational safety, testing and selection, and health.

8. February 10

Academy of Management Journal 2018 Volume Nos. 1-3

Discussion Leader: Jone

Select your favorite and least favorite article from this volume and be prepared to defend your decision.

Also, be prepared to discuss all articles except those focusing on organization theory, organization design, and strategy.

9. February 24

Academy of Management Journal 2018 Volume Nos. 4-6

Discussion Leader: Jone

Select your favorite and least favorite article from this volume and be prepared to defend your decision.

Also, be prepared to discuss all articles except those focusing on organization theory, organization design, and strategy.

10. March 13, Anteater Pub (time 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.

Discuss any issues in organizational behavior or career concerns.