**ORG 501 - Ph.D. Student Reading List**

**Intro to Organizational Behavior**

Mowday, R. T., & Sutton, R. I. (1993). Organizational behavior: Linking individuals and groups to organizational contexts. Annual Review of Psychology, 44, 195-229.

Miner, J.B. 2003. The rated importance, scientific validity, and practical usefulness of organizational behavior theories. Academy of Management Learning & Education, 2, 250-268

**Individual Differences in Organizations**

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

2. House, R. J., Shane, S. A., & Herold, D. M. 1996. Rumors of the death of dispositional research are vastly exaggerated. Academy of Management Review, 21, 203-224.

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

4. Schneider, B., Smith, D.B., Taylor, S., & Fleenor, J. 1998. Personality and organizations: A test of the homogeneity of personality hypothesis. Journal of Applied Psychology, 83: 462-470.

5. **SKIM THROUGH** Kosinski, M., Stillwell, D., & Graepel, T. (2013). Private traits and attributes are predictable from digital records of human behavior. Proceedings of the National Academy of Sciences, 110(15), 5802-5805.

Seligman, M. & Schulman, P. (1986). Explanatory style as a predictor of productivity & quitting among life insurance agents. Journal of Applied Psychology, 50: 832-838.

Chatterjee, A. & Hambrick, D. (2007). It’s all about me: Narcissistic chief executive officers and their effects on company strategy and performance. Administrative Science Quarterly, 52, 351-386.

Mehra, A., Kilduff, M., & Brass, D. J. (2001). The social networks of high and low self-monitors: Implications for workplace performance. Administrative science quarterly, 46(1), 121-146.

Desai, S. D., Chugh, D., & Brief, A. P. The implications of marriage structure for men’s workplace attitudes, beliefs, and behaviors toward women. Administrative Science Quarterly, 59, 330 - 365.

**Optional readings**

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

Snyder, M. (1982). The influence of individuals on situations: Implications for understanding the links between personality and social behavior. Journal of Personality, 51, 497-516.

Funder, D. & Colvin, R. (1991). Exploration in behavioral consistency: Properties of persons, situations, and behaviors. Journal of Personality and Social Psychology, 60, 773-794.

Heine, S.J., Buchtel, E.E., & Norenzayan, A. (2008). What do cross-cultural comparisons of personality traits tell us? The case of conscientiousness. Psychological Science, 19, 309-313.

Judge, T. A., Piccolo, R. F., & Kosalka, T. (2009). The bright and dark sides of leader traits: A review and theoretical extension of the leader trait paradigm. Leadership Quarterly, 20(6), 855-875.

Heine, S. J., & Buchtel, E. E. (2009). Personality: The universal and the culturally specific. Annual Review of Psychology, 60, 369-394.

Greenberg, D. M., Kosinski, M., Stillwell, D. J., Monteiro, B. L., Levitin, D. J., & Rentfrow, P. J. (2016). The song is you: Preferences for musical attribute dimensions reflect personality. Social Psychological and Personality Science.

**Cognition, Judgment and Decision Making in Organizations**

1. Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. Science, 185, 1124-1131.

2. Northcraft, G.B., & Neale, M. (1987). Experts, amateurs, and real estate: An anchoring-and adjustment perspective on property pricing decisions. Organizational Behavior and Human Decision Processes, 39: 84-97.

3. Heath, C., Larrick, R. P., & Klayman, J. (1998). Cognitive repairs: How organizations compensate for the shortcomings of individual learners. Research in Organizational Behavior, 20, 1-37.

4. Walsh, J. P. (1995). Managerial and organizational cognition: Notes from a trip down memory lane. Organization Science, 6(3), 280-321.

5. **SKIM THROUGH** 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.

Wong, E. M., Ormiston, M.E., & Tetlock, P.E. 2011. The effects of top management team integrative complexity and decentralized decision making on corporate social performance. Academy of Management Journal, 54, 1207-1228.

Welsh, D. T., & Ordóñez, L. D. (2014). Conscience without cognition: The effects of subconscious priming on ethical behavior. Academy of Management Journal, 57, 723- 742.

Gioia, D. A. (1996). Why I didn’t recognize Pinto fire hazards: How organizational scripts channel managers’ thoughts and actions. In M. D. Ermann and R. J. Lundman (eds.), *Corporate and governmental deviance: Problems of organizational behavior in contemporary society* (5th ed.). New York: Oxford University Press.

Lewis, K., Belliveau, M., Herndon, B., & Keller, J. (2007). Group cognition, membership

change, and performance: Investigating the benefits and detriments of collective

knowledge. Organizational Behavior and Human Decision Processes, 103, 159-178.

**Optional Readings**

Fiske, S. T. (1993). Social Cognition and Social Perception. Annual Review of Psychology, 44(1), 155- 194.

Staw, B. M. (1976). Knee deep in the big muddy: A study of escalating commitment to a

chosen course of action. Organizational Behavior and Human Decision Processes, 16, 27-

44.

Cohen, March, & Olsen, (1972). A garbage can model of organizational choice. Administrative Science Quarterly, 17, 1-25.

Dane, E. & Pratt, M. G. (2007). Exploring intuition and its role in managerial decision making. Academy of Management Review, 32, 33-54.

Crowe, E., & Higgins, E. T. (1997). Regulatory focus and strategic inclinations: Promotion and prevention in decision-making. Organizational Behavior and Human Decision Processes, 69(2), 117-132.

Reyt, J. N., Wiesenfeld, B. M., & Trope, Y. (2016). Big picture is better: The social implications of construal level for advice taking. Organizational Behavior and Human Decision Processes, 135, 22-31.

Monin, B. & Miller, D.T. (2001). Moral credentials and the expression of prejudice. Journal of Personality and Social Psychology, 81(1), 33-43.

Moore, C., & Gino, F. (2013). Ethically adrift: How others pull our moral compass from true north, and how we can fix it. Research in Organizational Behavior, 33, 53- 77.

Anna Kim, Pratima Bansal, and Helen Haugh. No Time Like the Present: How a Present

Time Perspective Can Foster Sustainable Development. Academy of Management

Journal 2019 62:2, 607-634.

**Work Attitudes**

1. Roy, D.F. 1959. Banana time: Job satisfaction and informal interaction. Human Organization, 18: 158-168.

2. Salancik, G.R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. Administrative Science Quarterly, 23: 224-253.

3. Venkatesh, V., & Johnson, P. (2002). Telecommuting technology implementations: A within- and between-subjects longitudinal field study. Personnel Psychology, 55, 661-687.

4. Iyengar, S. S., Wells, R. E., & Schwartz, B. 2006. Doing better but feeling worse: Looking for the ‘best’ job undermines satisfaction. Psychological Science, 17: 143- 150.

5. **SKIM THROUGH** Ashforth, B. E., Rogers, K. M., Pratt, M. G., & Pradies, C. (2014). Ambivalence in organizations: A multilevel approach. Organization Science, 25, 1453-1478.

**Affect and Emotions in Organizations**

1. Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. Administrative Science Quarterly, 50, 367-403.

2. Barsade, S. G., & Gibson, D. E. (2007). Why does affect matter in organizations? Academy of Management Perspectives, 21, 36-59.

3. Rafaeli, A., & Sutton, R. I. (1991). Emotional contrast strategies as means of social influence: Lessons from criminal interrogators and bill collectors. Academy of Management Journal, 34, 749-775.

4. Baumeister, R. F., Vohs, K. D., DeWall, N., & Zhang, L. (2007). How emotion shapes behavior: Feedback, anticipation, and reflection, rather than direct causation. Personality and Social Psychology Review, 11, 167-203.

5. **SKIM THROUGH** O’Neill, O. A., & Rothbard, N. P. (2017). Is love all you need? The effects of emotional culture, suppression, and work–family conflict on firefighter risk-taking and health. Academy of Management Journal, 60, 78-108.

Casciaro, T., & Lobo, M. S. (2008). When competence is irrelevant: The role of interpersonal affect in task-related ties. Administrative Science Quarterly, 53, 655-684.

Andrade, E. B., & Ariely, D. (2009). The enduring impact of transient emotions on decision making. Organizational Behavior and Human Decision Processes, 109, 1-8.

Grandey, A. A. (2003). When “the show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. Academy of Management Journal, 46, 86-96.

Grant, A. 2013. Rocking the boat but keeping it steady: The role of emotional regulation in employee voice. Academy of Management Journal, 56, 1073-1723.

**Optional Readings**

Staw, B. M., Sutton, R. I., & Pelled, L. H. (1994). Employee positive emotion and favorable outcomes at the workplace. Organization Science, 5, 51-71.

Elfenbein (2007) Emotions in organizations. The Academy of Management Annals, 1:1, 315-386.

Staw, B.M., & Barsade, S. (1991). Affect and managerial performance: A test of the sadder-butwiser vs. happier-and-smarter hypotheses. Administrative Science Quarterly, 38, 304-331.

**Work Motivation**

1. Kerr, S. (1975). On the folly of rewarding A, while hoping for B. *Academy of Management Journal, 18*, 769-783.

2. Hackman, J.R., & Oldham, G.R. (1976). Motivation through the design of work: Test of a theory. Organizational Behavior & Human Performance, 16: 250-279.

3. Gagné, M., & Deci, E.L. (2001). Self-determination theory and work motivation. Journal of Organizational Behavior, 26: 331-362.

4. Kanfer, R., & Chen, G. (2016). Motivation in organizational behavior: History, advances, and prospects. Organizational Behavior and Human Decision Processes, 136, 6-19.

5. **SKIM THROUGH** Latham, G. P & Pinder, C. C. (2005). Work Motivation Theory and Research at the Dawn of the Twenty-First Century. Annual Review of Psychology, 56, 485-516.

6. **SKIM THROUGH** Steers, R. M, Mowday, R. T, & Shapiro, D. L. (2004). Introduction to special topic forum: The future of work motivation theory. Academy of Management Review, 29, 379-387. (Also skim through other articles in this special topic volume.)

Lockwood, P., Jordan, C. H., Kunda, Z. (2002). Motivation by positive or negative role models: Regulatory focus determines who will best inspire us. Journal of Personality and Social Psychology, 83, 854-864.

Lazazzara, A., Tims, M., & De Gennaro, D. (2020). The process of reinventing a job: A meta–synthesis of qualitative job crafting research. *Journal of Vocational Behavior*, *116*, 103267.

Mazmanian, M., & Beckman, C. M. (2018). “Making” Your Numbers: Engendering

Organizational Control Through a Ritual of Quantification. Organization Science, 29(3),

357–379. <https://doi.org/10.1287/orsc.2017.1185>

**Optional Readings**

Higgins, E.T. 1997. Beyond pleasure and pain. American Psychologist, 52(12), 1280-1300.

Kanfer, R. (1990). Motivation theory and industrial and organizational psychology. In Handbook of industrial and organizational psychology, (Vol. 1, 2nd ed., pp. 75-170). Palo Alto, CA: Consulting Psychologists Press.

Organ, D. (1990). The motivational basis of organizational citizenship behavior. In L. Cummings & B. Staw, (Eds.) Research in Organizational Behavior. Vol. 12.

Grant, A. M. (2007). Relational job design and the motivation to make a prosocial difference. Academy of Management Review, 32(2), 393-417.

Heath, C. (1999). On the social psychology of agency relationships: Lay theories of motivation overemphasize extrinsic incentives. Organizational Behavior & Human Decision Processes, 78: 25-62.

Jenkins, G., Mitra, A., Gupta, N., & Shaw, J. (1998). Are financial incentives related to performance? A meta-analytic review of empirical research. Journal of Applied Psychology, 83, 777-787.

Amabile, T. M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994). The Work Preference Inventory: assessing intrinsic and extrinsic motivational orientations. Journal of Personality and Social Psychology, 66(5), 950.

**Trust and Justice in Organizations**

1. Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. Journal of Applied Psychology, 75: 561-568.

2. Robinson, S. R. (1996). Trust and breach of the psychological contract. Administrative Science Quarterly, 41: 574-599.

3. Tyler, T., Degoey, P., & Smith, H. (1996). Understanding why the justice of group procedures matters: A test of the psychological dynamics of the group-value model. Journal of Personality and Social Psychology, 70: 913-930.

4. Edmondson. A. 1999. Psychological safety and learning behavior in work teams. Administrative Science Quarterly, 442, 350-383.

5. Mayer, R. C., & Davis, J. H. (1999). The effect of the performance appraisal system on trust for management: A field quasi-experiment. Journal of Applied Psychology, 84, 123-136.

Colquitt, Jason A., Jeffery A. LePine, Cindy P. Zapata, and R. Eric Wild. 2011. Trust in Typical and High-Reliability Contexts: Building and Reacting to Trust among Firefighters. Academy of Management Journal 54:5, 999-1015.

Krosgaard, M. A., Brodt, S. E., & Whitener, E. M. (2002). Trust in the face of conflict: The role of managerial trustworthy behavior and organizational context. Journal of Applied Psychology, 87(2), 312-319. http://dx.doi.org/10.1037/0021-9010.87.2.312

Lau, D. C., & Liden, R. C. (2008). Antecedents of coworker trust: Leaders' blessings. Journal of Applied Psychology, 93(5), 1130-1138. http://dx.doi.org/10.1037/0021-9010.93.5.1130

Blader, S.L. (2007). What leads organizational members to collectivize? Injustice and identification as precursors of union certification. Organization Science, 18: 108-126.

**Optional Reading**

Ambrose, M. L., Seabright, M. A., Schminke, M. (2002). Sabotage in the workplace: The role of organizational injustice. Organizational Behavior and Human Decision Processes, 89: 947-965.

Kramer, R. 1999. Trust and distrust in organizations: Emerging perspectives, enduring questions. Annual Review of Psychology, 50: 569-598.

**Identity and Identification in Organizations**

1. O’Reilly, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. Journal of Applied Psychology, 71: 492-499.

2. Elsbach, K. D., & Kramer, R. M. (1996). Members’ responses to organizational identity threats: Encountering and countering the business week rankings. Administrative Science Quarterly, 41: 442-476.

3. Barley, Stephen R. (1986) "Technology as an Occasion for Structuring: Evidence from Observations of CT Scanners and the Social Order of Radiology Departments." Administrative Science Quarterly 31, no. 1: 78-108.

4. Wiesenfeld, B. M., Raghuram, S., & Garud, R. (2001). Organizational identification among virtual workers: The role of need for affiliation and perceived work-based social support. Journal of Management, 27(2), 213-229.

Petriglieri, G., Ashford, S. J., & Wrzesniewski, A. (2018). Agony and Ecstasy in the Gig Economy: Cultivating Holding Environments for Precarious and Personalized Work Identities. Administrative Science Quarterly, 1-47.

Grant, A., Berg, J., & Cable, D. (2014). Job titles as identity badges: How self-reflective titles can reduce emotional exhaustion. Academy of Management Journal, 57, 1201– 1225.

Ely, R., & Myerson, D. (2010). An organizational approach to undoing gender: The unlikely case of offshore oil platforms. Administrative Science Quarterly, 30, 3 – 34.

Anteby, M. 2008. Identity incentives as an engaging form of control: Revisiting leniencies in an aeronautic plant. Organization Science, 19 (2): 202-220.

**Coordination and Communication in Organizations**

1. Eisenberg, E. M. (1984). Ambiguity as strategy in organizational communication.

*Communication monographs*, *51*(3), 227-242.

2. Bechky, B. A. 2006. Gaffers, gofers, and grips: Role-based coordination in temporary organizations. Organization Science, 17: 3–21.

3. Logemann, M., Piekkari, R., & Cornelissen, J. (2019). The sense of it all: Framing and narratives in sensegiving about a strategic change. *Long Range Planning*, *52*(5), 101852.

4. Farh, C. I., & Chen, G. (2018). Leadership and member voice in action teams: Test of a dynamic phase model. Journal of Applied Psychology, 103(1), 97.

5. **SKIM THROUGH** Fischer, T., Tian, A. W., Lee, A., & Hughes, D. J. (2021). Abusive supervision: A systematic review and fundamental rethink. *The Leadership Quarterly*, 101540.

Byun, H., & A. Kirsch, D. (2021). The morning inbox problem: Email reply priorities and organizational timing norms. *Academy of Management Discoveries*, *7*(2), 180-202.

Brady, D. L., Brown, D. J., & Liang, L. H. (2017). Moving beyond assumptions of deviance: The reconceptualization and measurement of workplace gossip. *Journal of applied Psychology*, *102*(1), 1.

Romero, E. J., & Cruthirds, K. W. (2006). The use of humor in the workplace. *Academy of management perspectives*, *20*(2), 58-69.

Stouten, J., Tripp, T. M., Bies, R. J., & De Cremer, D. (2019). When something is not right: The value of silence. *Academy of Management Perspectives*, *33*(3), 323-333.

Brescoll, V. (2012). Who takes the floor and why: Gender, power, and volubility in organizations. Administrative Science Quarterly, 1 - 20.

**Power, Status and Influence in Organizations**

1. French, J. R. P. Jr., & Raven, B. (1959). The bases of power. In D. P. Cartwright (Ed.), Studies in social power (pp. 150-167). Ann Arbor, MI: Institute for Social Research, The University of Michigan.

2. Yukl, G., & Tracey, J. B. (1992). Consequences of influence tactics used with subordinates, peers, and the boss. Journal of Applied psychology, 77(4), 525.

3. Magee, J. C., & Galinsky, A. D. (2008). Social Hierarchy: The Self‐Reinforcing Nature of Power and Status. The Academy of Management Annals, 2(1), 351-398.

4. Fiske, S. T. (1993). Controlling other people: The impact of power on stereotyping. American Psychologist, 48, 621-628.

5. **SKIM THROUGH** O'Reilly, C. A., & Pfeffer, J. (2021). Organizational power and politics: The narcissist's advantage?. *Personality and Individual Differences*, *182*, 111061.

Galinsky, A. D., Gruenfeld, D. H., & Magee, J. C. (2003). From power to action. Journal of Personality and Social Psychology, 85, 453-466.

Blader, S. L. & Chen, Y.-R. (2012). Differentiating the effects of status and power: A justice perspective. Journal of Personality and Social Psychology, 102, 994-1014.

Ibarra, H. (1993). Network centrality, power and innovation involvement: Determinants of technical and administrative roles. Academy of Management Journal, 36: 471-501.

Bendersky, C., & Hays, N.A. (2012). Status conflict in groups. Organization Science, 23: 323-340.

**Optional reading**

Magee, J. C. & Smith, P. K. (2013). The social distance theory of power. Personality and Social Psychology Review, 17, 158-186.

Pfeffer, J. (2013). You're still the same: Why theories of power hold over time and across contexts. *Academy of Management Perspectives*, *27*(4), 269-280.

Ridgeway, C. (1991). The social construction of status value: Gender and other nominal characteristics. Social Forces, 70: 367-386.

Anderson, C., Srivastava, S., Beer, J.S., Spataro, S.E., & Chatman, J.A. (2006). Knowing your place: Selfperceptions of status in face-to-face groups. Journal of Personality and Social Psychology, 91: 1094-1110.

DeCelles, K.A., DeRue, D.S., Margolis, J.D., & Ceranic, T.L. (2012). Does power corrupt or enable? When and why power facilitates self-interested behavior. Journal of Applied Psychology, 97: 681-689.

Lee, S., Han, S., Cheong, M., Kim, S. L., & Yun, S. (2017). How do I get my way? A meta-analytic review of research on influence tactics. *The Leadership Quarterly*, *28*(1), 210-228.

Joshi, A. (2014). By whom and when is women’s expertise recognized? The interactive effects of gender and education in science and engineering teams. Administrative Science Quarterly, 59, 202 - 239.

**Conflict and Negotiations in Organizations**

1. Brett, J., & Thompson, L. (2016). Negotiation. Organizational Behavior and Human Decision Processes, 136, 68-79.

2. Chia-Jung, T., Shu, L. L. & Bazerman, M. H. (June 2011). Naivete and Cynicism in Negotiations and Other Competitive Contexts. *Academy of Management Annals* , 5(1): 495-518.

3. Wall Jr, J. A., & Callister, R. R. (1995). Conflict and its management. *Journal of Management*, *21*(3), 515-558.

4. Jehn, K.A. (1995). A multi-method examination of the benefits and detriments of intragroup conflict. Administrative Science Quarterly, 40(2), 256-282.

5. **SKIM THROUGH** Avgar, A. (2020) Integrating Conflict: A Proposed Framework for the Interdisciplinary Study of Workplace Conflict and Its Management. ILR Review. 73: 2, 281-311.

Adair, W. L., & Brett, J. M. (2005). The negotiation dance: Time, culture, and behavioral sequences in negotiation. *Organization Science*, *16*(1), 33-51.

Tinsley, C. (1998). Models of conflict resolution in Japanese, German, and American cultures. Journal of Applied Psychology, 83(2), 316.

Kennedy, J. & Kray, L. J. (2015). A pawn in someone else’s game?: The cognitive, motivated, and paradigmatic barriers to women’s excelling in negotiation. Research in Organizational Behavior. 35, 3-28.

Behfar, K. J., Peterson, R. S., Mannix, E. A., & Trochim, W. M. (2008). The critical role of conflict resolution in teams: A close look at the links between conflict type, conflict management strategies, and team outcomes. *Journal of applied psychology*, *93*(1), 170.

**Optional Readings**

Thompson, L. & Hastie, R. (1990). Social perception in negotiation. Organizational Behavior and Human Decision Processes, 47, 98-123.

Major, B., McFarlin, D. B., & Gagnon, D. (1984). Overworked and underpaid: On the nature of gender differences in personal entitlement. Journal of Personality and Social Psychology, 47, 1399 - 1412.

**Groups and Teams in Organizations**

1. Kozlowski, S. W. (2018). Enhancing the effectiveness of work groups and teams: A reflection. Perspectives on Psychological Science, 13(2), 205-212.

2. Barker, James R. 1993. Tightening the Iron Cage: Concertive Control in Self-Managing Teams, Administrative Science Quarterly, 38(3), pp. 408-437.

3. Eisenhardt, Kathleen M. (1989) "Making fast strategic decisions in high-velocity environments." Academy of Management Journal, 32.3: 543-576.

4. Jehn, K.A., & Mannix, E.A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. Academy of Management Journal, 44: 238- 251.

5. **SKIM THROUGH** Wageman, R., Gardner, H. & Mortensen, M. (2012). The changing ecology of teams. Journal of Organizational Behavior, 33, 301-315.

Hinds, J. Pamela, and Mark Mortensen. (2005) "Understanding Conflict in Geographically Distributed Teams: The Moderating Effects of Shared Identity, Shared Context, and Spontaneous Communication." Organization Science 16, no. 3: 290-307.

Gardner, H. K. (2012). Performance pressure as a double-edged sword: Enhancing team motivation but undermining the use of team knowledge. Administrative Science Quarterly, 57, 1-46.

Valentine, M. A., & Edmondson, A. C. (2015). Team scaffolds: How meso-level structures enable role-based coordination in temporary groups. Organization Science, 26, 405-422.

Crawford, E. R., Reeves, C. J., Stewart, G. L., & Astrove, S. L. (2019). To link or not to link? Multiple team membership and unit performance. Journal of Applied Psychology, 104(3), 341.

**Optional Readings**

A great special issue on Teams and teamwork <https://psycnet.apa.org/PsycARTICLES/journal/amp/73/4>

Mortensen, M. and M. R. Haas. 2018. Perspective—Rethinking teams: From bounded membership to dynamic participation. Organization Science, 29(2): 341–355.

van Dijk, H., Meyer, B., van Engen, M., & Lewin Loyd, D. (2017). Microdynamics in diverse teams: A review and integration of the diversity and stereotyping literatures. Academy of Management Annals, 11: 517-557.

Phillips, W. Katherine, and Denise Lewin Loyd. "When Surface and Deep-level Diversity Collide: The Effects on Dissenting Group Members." Organizational Behavior and Human Decision Processes 99, no. 2 (2006): 143-160.

Balkundi, P., & Harrison, D. A. (2006). Ties, leaders, and time in teams: Strong inference about network structure's effects on team viability and performance. Academy of Management Journal, 49, 49-68.

Lau, D.C., & Murnighan, J.K. (2005). Interactions within groups and subgroups: The effects of demographic faultlines. Academy of Management Journal, 48: 645-659.

Van Bunderen, L., Greer, L. L., & Van Knippenberg, D. (2018). When interteam conflict spirals into intrateam power struggles: The pivotal role of team power structures. Academy of Management Journal, 61(3), 1100-1130.

Breuer, C., Hüffmeier, J., Hibben, F., & Hertel, G. (2020). Trust in teams: A taxonomy of perceived trustworthiness factors and risk-taking behaviors in face-to-face and virtual teams. Human Relations, 73(1), 3-34.

Woolley, A.W., Chabris, C.F., Pentland, A., Hashmi, N., Malone, T.W. (2010). Evidence for a collective intelligence factor in the performance of human groups. Science, 330, 686-688.

**Leadership in and of Organizations**

1. Meindl, J., Ehrlich, S., & Dukerich, J. 1985. The romance of leadership. Administrative Science Quarterly, 30: 78-102.

2. Conger & Kanungo. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. Academy of Management Review, 12(4): 637-647.

3. Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. The leadership quarterly, 6(2), 219- 247.

4. Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. Annual review of psychology, 60, 421-449.

Grant, A., Berg, J., & Cable, D. (2014). Job titles as identity badges: How self-reflective titles can reduce emotional exhaustion. Academy of Management Journal, 57, 1201– 1225.

Hekman, D. R., Johnson, S. K., Foo, M.-D., & Yang, W. (2017). Does diversity-valuing behavior result in diminished performance ratings for non-white and female leaders? Academy of Management Journal, 60, 771-797

**Organizational Culture/Climate and Change**

1. Van Maanen, John. "The Smile Factory: Work at Disneyland." Chapter 4 in Reframing Organizational Culture. Edited by Peter Frost, Larry Moore, Meryl Louis, Craig Lundberg, and Joanne Martin. Newbury Park, CA: Sage Publications, 1991, pp. 58-76. ISBN: 9780803936515.

2. 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.

3. Castilla, E. J., & Benard, S. (2010). The paradox of meritocracy in organizations. Administrative science quarterly, 55(4), 543-676.

4, Kish-Gephart, J. J., Detert, J. R., Treviño, L. K., & Edmondson, A. C. (2009). Silenced by fear: The nature, sources, and consequences of fear at work. Research in Organizational Behavior, 29, 163-193.

5. **SKIM THROUGH** Paluck, E.L., & Shepherd, H. (2012). The salience of social referents: A field experiment on collective norms and harassment behavior in a school social network. Journal of Personality and Social Psychology, 103: 899-915.

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