

**MANAGEMENT 951a: ORGANIZATIONAL BEHAVIOR – THE FIRST HALF**  
**University of Pennsylvania**

**Fall 2011**

Thursdays, 9-12am  
Bowman Room, Management Suite, Steinberg-Dietrich Hall

**Professor Nancy Rothbard**

nrothbard@wharton.upenn.edu  
Office: 2022 SH/DH  
Phone: 215-898-1102

**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 next year's 2<sup>nd</sup> quarter course which will cover the remaining topics in basic organizational behavior (Fall 2012).

**Course Requirements**

The student role will encompass the following requirements for students taking both 951 and 957. 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).

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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 15 to 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. In any case, 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. If possible, you should also describe what an empirical test of your ideas would look like, sketching at least the broad outlines of a research design.

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. Then, pose what you think are interesting or provocative questions (stimulated by the paper) that our class should discuss.
  - b. Lead an opposing position. This is the same as above, except you will be responding to what the lead discussion person says. This role is meant to help you constructively develop your critical thinking abilities.
4. Be an active (constructively critical) 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 did the author(s) do well and do poorly?
- 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 3<sup>rd</sup> and 5<sup>th</sup> weeks of class. The 951 term paper will be due Wednesday Nov 9, 2011 by e-mail and hard copy in my box. If you are taking both 951 and 957 you can choose to do one bigger term paper due December 16, 2011.

### **Course Outline**

1. **Person vs. Situation: A Central Debate**
2. **Motivation: The Search for More & Better Performance**
3. **It's not fair!: The Influence of Equity, Unfairness on Behavior and Organizational Justice–  
INNOVATION PAPER DUE**
4. **Being a Team**
5. **More about groups: Demography, Conflict & Minority Influence**
6. **Leadership as Metaphor or Metamorphosis? – INNOVATION PAPER DUE**
7. **Organizational Culture: The glue that binds**

**Week 1**  
**Person vs. Situation: A Central Debate**

**Required Readings:**

Arvey, R.D & Bouchard, T.J. 1994. Genetic twins and organizational behavior. In B.M. Staw & L.L. Cummings (Eds). Research in Organizational Behavior, 16, 47-82. Greenwich, CT: JAI Press.

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.

Davis-Blake, A. & Pfeffer, J. (1989). Just a Mirage: The Search for Dispositional Effects in Organizational Research. Academy of Management Review, 14, 385-400.

Kenrick, D.T. & Funder, D.C. (1988). Lessons from the Person-Situation Debate. American Psychologist, 43, 23-32.

Schneider, B. (1995). The ASA framework: An update. Personal Psychology, 48, 747-773.

Staw, B., Bell, N. & Clausen, J. (1986). The Dispositional Approach to Job Attitudes: A Lifetime Longitudinal Test. Administrative Science Quarterly, 31, 56-77.

**Other articles of interest (but not required):**

Barrick, M.R. & Mount, M. (1991). The Big Five Personality Dimensions & Job Performance: A Meta-Analysis. Personnel Psychology, 44, 1-26.

Kilduff, M. & Day, D.V. (1994). Do Chameleons get ahead: The effects of self-monitoring on managerial careers. Academy of Management Journal, 37, 1047-1060.

Roberts, B., Caspi, A, & Moffitt, T. (2003). Work experiences and personality development in young adulthood. Journal of Personality & Social Psychology, 84, 582-593.

Schmidt, F.L. & Hunter, J. (2004). General mental ability in the world of work: Occupational attainment and job performance. Journal of Personality and Social Psychology, 86, 162-173.

Schneider, B. (1987). The People Make the Place. Personal Psychology, 40, 437-453.

Staw, B.M. & Cohen-Charash, Y. (2004). The dispositional approach to job satisfaction: More than a mirage, but not yet an oasis. Journal of Organizational Behavior, in press.

Weiss, H. & Adler, S. (1984). Personality and Organizational Behavior. in B. Staw & L. Cummings (eds.), Research in Organizational Behavior, Vol. 4. (only skim lightly).

**Week 2**  
**Motivation: The Search for More & Better Performance**

**Required Readings:**

Gagne, M., & Deci, E. L. 2005. Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26, 331–362.

Grant, A. M., Campbell, E. M., Chen, G., Cottone, K., Lapedis, D., & Lee, K. 2007. Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. *Organizational Behavior and Human Decision Processes*, 103: 53-67.

Locke, E. A. & Latham, G. P. 2002. Building a practically useful theory of goal setting and task motivation: A 35 year odyssey. *American Psychologist*, 57: 705-717.

Mitchell, T.R. & Daniels, D. (2003). Motivation. In W.C. Borwman, D.R. Ilgen & R.J. Klimoski (Eds). *Handbook of psychology, volume twelve: Industrial and organizational psychology*, 225-254. New York: John Wiley.

Rothbard, N. P. (2001). Enriching or Depleting? The Dynamics of Engagement in Work and Family Roles. *Administrative Science Quarterly*, 46: 655-684.

Steers, R., Mowday, R., & Shapiro, D. (2004). The Future of Work Motivation Theory. *Academy of Management Review*, 29, 379-387.

Academy of Management Perspectives debate between Locke & Latham and Ordenez et al. 2009.

**Other articles of interest (but not required):**

Amabile, T. (1985). Motivation and creativity: Effects of motivational orientation on creative writers, *Journal of Personality & Social Psychology*, 48, 393-397.

Brett, J. & Stroh, L. (2003). Working 61 plus hours a week: Why do managers do it? *Journal of Applied Psychology*, 88, 67-78.

Campbell, J. & Pritchard, R. (1976). Motivation Theory in Industrial & Organizational Psychology. in M. Dunnette (ed.), *Handbook of Industrial & Organizational Psychology*, Rand-McNally. (skim)

Grant, A. M. 2008b. The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of Applied Psychology*, 93: 108-124.

Grant, A. M., & Berry, J. W. 2011. The necessity of others is the mother of invention: Intrinsic and prosocial motivations, perspective-taking, and creativity. *Academy of Management Journal*, 54: 73-96.

Langer, E. (1978). Rethinking the Role of Thought in Social Interaction. In J. Harvey, W. Ickes, & R. Kidd (eds.), New Directions in Attribution Research, Lawrence Erlbaum.

Shamir, B. (1991). Meaning, Self, and Motivation in Organizations. *Organization Studies*, 12, 405-424.

Staw, B.M., (1974). Attitudinal and Behavioral Consequences of Changing a Major Organizational Reward: A Natural Field Experiment. *Journal of Personality and Social Psychology*, 29, 742-751.

Willems, E.P. (1973). Go Ye Into All the World & Modify Behavior: An Ecologist's View. Representative Research in Social Psychology, 4, 93-105.

Wright, P. et al. (1993). Productivity & Extra Role Behavior: The Effects of Goals & Incentives on Spontaneous Helping. Journal of Applied Psychology, 78, 374-381.

**Week 3**  
**Equity, Organizational Justice, & Voice**

**Required Readings:**

*Organizational Justice*

Brockner, J., et.al. (1994). Interactive effects of procedural justice and outcome negativity on victims and survivors of job loss. Academy of Management Journal, 37, 397-409.

Greenberg, J. (1988). Equity & Workplace Status: A Field Experiment. Journal of Applied Psychology, 73, 606-613.

Hsu, M., Anen, C., & Quartz, S. R. (2008). The right and the good: distributive justice and neural encoding of equity and efficiency. Science, 320 (5879), 1092.

Scott, B.A., Colquitt, J.A. & E.L. Paddock, E. L. (2009). An actor-focused model of justice rule adherence and violation: The role of managerial motives and discretion. Journal of Applied Psychology, 94(3), 756.

*Voice*

Ashford, S. J., Rothbard, N. P., Piderit, S. K., & Dutton, J. E. 1998. Out on a limb: The role of context and impression management in selling gender-equity issues. *Administrative Science Quarterly*, 43: 23-57.

Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behavior: Evidence of construct and predictive validity. *Academy of Management Journal*, 41, 108-119.

Withey, M.J. & Cooper, W. H. Predicting exit, voice, loyalty and neglect, 1989. *Administrative Science Quarterly*, 34, 521-539.

**Other articles of interest (but not required):**

Ambrose, M. & Cropanzano, R. (2003). A longitudinal analysis of organizational fairness: An examination of reactions to tenure and promotion decisions. Journal of Applied Psychology, 88, 266-275.

Brockner (1988). The effects of work layoffs on survivors: Research, theory and practice. *Research in Organizational Behavior*, 10:213-255.

Brockner, J. (2002). Making sense of procedural fairness: How high procedural fairness can reduce or heighten the influence of outcome favorability. *Academy of Management Review*, 58–76.

Barsky, A. & Kaplan, S.A. (2007). If you feel bad, it's unfair: A quantitative synthesis of affect and organizational justice perceptions. *Journal of Applied Psychology*, 92, 286-295.

Cohen-Charash, & Spector. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86, 278-321.

Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C., Yee, N.K. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425-445.

Johnson, R. E.; Selenta, C. & Lord, R. G. (2006). When organizational justice and the self-concept meet: Consequences for the organization and its members. *Organizational Behavior and Human Decision Processes*, 99, 175-201

Kramer, R. (2001). Organizational Paranoia: Origins and dynamics. *Research in Organizational Behavior*, 23, 1-43.

Kulik, C & Ambrose, M. (1992). Personal and situational determinants of referent choice. *Academy of Management Review*, 17, 212-237.

Lyubomirsky, S. & Ross, L. (1997). Hedonic consequences of social comparison: a contrast of happy and unhappy people. *Journal of Personality & Social Psychology*, 73, 1141-1157.

Meindl, J. (1989). Managing to be fair: An exploration of values, motives and leadership. *Administrative Science Quarterly*, 34, 252-276.

Pfeffer, J. & Langton, N. (1993). The Effect of Wage Dispersion on Satisfaction, Productivity, & Working Collaboratively. *Administrative Science Quarterly*, 38, 382-407.

Tyler, T. (1994). Psychological models of the justice motive: Antecedents of distributive and procedural justice. *Journal of Personality and Social Psychology*, 67, 850-863.

**Week 4**  
**Being a Team**

**Required Readings:**

Ancona, D.G. & Caldwell, D.F. (1992). Bridging the boundary: External activity and performance in organizational teams. Administrative Science Quarterly, 37, 549-579. (Skim)

Edmondson, A. (1999). Psychological safety and learning behavior in work teams. Administrative Science Quarterly, 44, 350-383.

Hackman, J.R. 1987. The design of work teams. In J. Lorsch (Ed.), Handbook of organizational behavior, 315-342. Englewood Cliffs, NJ: Prentice-Hall.

Jehn, K.A. 1995. A multimethod examination of the benefits and detriments of intragroup conflict. Administrative Science Quarterly, 40, 256-282.

Wageman, Ruth (1995). Interdependence and group effectiveness. Administrative Science Quarterly, 40, 145-180.

**Other articles of interest (but not required):**

Aldag, R.J. & Fuller, S.R. (1991). Beyond fiasco: A reappraisal of the groupthink phenomenon and a new model of group decision processes. Psychological Bulletin, 113: 533-552.

Barker, J. (1993). Tightening the iron cage: Concertive control in self-managing teams. Administrative Science Quarterly, 38, 408-437.

Chang, A., Bordia, P., Duck, J. (2003). Punctuated equilibrium and linear progression: Toward a new understanding of group development. Academy of Management Journal, 46: 106-117.

Gersick, G. (1988). Time and transition in work teams: Toward a new model of group development, Academy of Management Journal, 31, 9-41.

Guzzo, R.A., and Dickson, M.W. (1996). Teams in organizations: Recent research on performance and effectiveness. Annual Review of Psychology, 47, 307-338.

Ilgen, D.R. Hollenbeck, J.R., Johnson, M. Jundt, D. (2002). Teams in organizations: From input-process-output models to IMO models. Annual Review of Psychology, 56: 517-543.

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.

- Kelly, J. & Barsade, S. (2001). Mood and emotions in small groups and work teams. Organizational Behavior and Human Decision Processes, 86, 99-130.
- Lawrence, B. S. (2006). Organizational reference groups: A missing perspective on social context. Organization Science. 17, 80-100.
- Levine, J., & Moreland, R. 1990. Progress in small group research. Annual Review of Psychology, 41, 585-634.
- McGrath, J.E., Arrow, H., Berdahl, H.L. (2000). The study of groups: Past, present and future. Personality and Social Psychology Review, 4, 95-105.
- Messick, David M., and Diane M. Mackie (1989). Intergroup relations. Annual Review of Psychology, 40, 45-81.
- Moon, H., Conlon, D.C., Humphrey, S.E, Quigley, N. Devers, C.E. & Nowarkowski, J.M. (2003). Group decision processes and incrementalism in organizational decision making. Organizational Behavior and Human Decision Processes, 92, 67-79.
- Murnighan, J.K, and Conlon, D. (1991). The dynamics of intense work teams: A study of British string quartets. Administrative Science Quarterly, 36, 165-186.
- Simons, T. & Peterson, R. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. Journal of Applied Psychology, 85, 102-111.
- Stasser, G. & Stewart, D. (1992). Discovery of hidden profiles by decision-making groups” Solving a problem versus making a judgment.” Journal of Personality and Social Psychology, 63, 426-434.
- Stewart, Greg L. (2006). A Meta-Analytic Review of Relationships Between Team Design Features and Team Performance, Journal of Management, 29-55.
- Sundstrom, E et al. (1990). Work teams: Applications and effectiveness. American Psychologist, 45: 120-133.
- Sutton, R.I. & Hargadon, A. 1996. Brainstorming groups in context: Effectiveness in a product design firm. Administrative Science Quarterly, 41, 685-718.
- Van Der Veegt, G. & Bunderson, J.S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. Academy of Management Journal, 48, 532-547.
- Weingart, L. (1997). How did they do that? The ways and means of studying group process. In Staw and Cummings (eds.) Research in organizational behavior, 19, 189-239.

## Week 5

### More about groups: Demography, Diversity & Minority Influence

#### Required Readings:

Barsade, S. G., Ward, A. J., Turner, J. D.F., & Sonnenfeld, J. A. (2000). To Your Heart's Content: A Model of Affective Diversity in Top Management Teams. Administrative Science Quarterly, 45, 802-836.

Harrison, D.A., Price, K. H., Bell, M. P. 1998. Beyond Relational Demography: Time and the Effects of Surface- and Deep-Level Diversity on Work Group Cohesion. Academy of Management Journal, 41, 96-107

Pelled, L., Eisenhardt, K. & Xin, K. (1999). Exploring the black box: An analysis of work group diversity, conflict and performance. Administrative Science Quarterly, 44, 1-28.

Phillips, K.W. & Loyd, D. L. 2006. When surface and deep-level diversity collide: The effects on dissenting group members, Organizational Behavior and Human Decision Processes, 99, 143–160.

Phillips, K. W., Rothbard, N. P., & Dumas, T. L. 2009. To disclose or not to disclose? Status distance and self-disclosure in diverse environments. Academy of Management Review, 34, 710-732.

Tsui, Anne S., Terri D. Egan, and Charles A. O'Reilly (1992). Being different: Relational demography and organizational attachment. Administrative Science Quarterly, 37, 549-579.

Williams, K.Y. & O'Reilly, C.A. (1998). Demography and diversity in organizations: A review of 40 years of research. In B. Staw and L. Cummings, Research in organizational behavior, 20, 77-140.

#### Other articles of interest (but not required):

Bunderson, J.S. & Sutcliffe, K.M. (2002). Comparing alternative conceptualizations of functional diversity in management teams: Process and performance effects. Academy of Management Journal, 45, 894-904.

Chatman, J. A; Polzer, J. T., Barsade, S. G. & Neale, M. A. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. Administrative Science Quarterly, 43, 749-780

Dumas, Tracy L., Phillips, Katherine W., & Rothbard, Nancy P. Getting Closer at the Company Party: Integration Experiences, Racial Demography, and Workplace Relationships. (Working Paper).

Harrison, D.A., Price, K. H., Gavin, J. H., & Florey, A.T. 2002. Time, Teams, and Task Performance: Changing Effects of Surface- and Deep-Level Diversity on Group Functioning. Academy of Management Journal, 45: 1029-1045.

Ibarra, H. (1991). Homophily and differential returns: Sex differences in network structure and access in an advertising firm. Administrative Science Quarterly, 37: 422-447.

Klein, K.J. & Harrison, D.A. (2007). What's the difference? Diversity constructs as separation, variety, or disparity in organizations. Academy of Management Review, 32: 1199-1228. 117.

Lau, D., & Murnighan, J.K. (1998). Demographic diversity and faultlines: The compositional dynamics of organizational groups. Academy of Management Review, 23 (2), 325-340.

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

Lawrence, B. (1995). The black box of organizational demography. Organization Science, 8, 1-22.

Nemeth, C. (1986). Differential contributions of majority versus minority influence. Psychological Review, 93, 23-32.

O'Reilly, Charles A., David F. Caldwell, and William P. Barnett (1989). Work group demography, social integration, and turnover. Administrative Science Quarterly, 34, 21-37.

Peterson, R. & Nemeth, C. (1996). Focus versus flexibility: Majority and minority influence can both improve performance. Personality and Social Psychology Bulletin, 22: 14-23.

Pfeffer, J. (1983). Organizational demography. In B. Staw and L. Cummings (Eds.), Research in Organizational Behavior, Vol. 5. Conn.: JAI Press. (**skim only**)

Sherif, M, Harvey, O.J., White, J., Hood, W.R. & Sherif, C.W. (1961). Intergroup conflict and cooperation: The Robbers cave experiment, Norman, OK: Institute of Group Relations.

**Week 6**  
**Leadership as Metaphor or Metamorphosis**

**Required Readings:**

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

Bass, B.M., Avolio, B.J., Jung, D.I. & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership, Journal of Applied Psychology, 88, 207-218.

Flynn, F. & Staw, B. (2004). Lend me your wallets: The effect of charismatic leadership on external support for an organization. Strategic Management Journal, 25, 309-330.

Howell, J.M. & Shamir, B. (2005). The role of followers in the charismatic leadership process: Relationships and their consequences. Academy of Management Review, 30(1): 96-112.

Judge, T.A., Bono, J.E., Ilies, R. & Gerhardt, M.W. (2002). Personality and leadership: A qualitative and quantitative review. Journal of Applied Psychology, 87, 765-780.

Klein, K.J., Ziegert, J.C, Knight, A.P. & Xiao, Y. (2006). Dynamic delegation: Shared, hierarchical, and deindividualized leadership in extreme action teams. Administrative Science Quarterly, 51, 590-621.

Meindl, J., Ehrlich, S., & Dukerich, J. (1985). The Romance of Leadership. Administrative Science Quarterly, 30, 78-102.

**Other articles of interest (but not required):**

Bubin, R.S., Munza, D.C. & Bommer, W.. (2005). Leading from within: The effects of emotion recognition and personality on transformational leadership behavior. Academy of Management Journal, 48, 845-858.

Calder, B.J. (1977). An Attribution Theory of Leadership. In B. Staw & G. Salancik (eds.), New Directions in Organizational Behavior, St. Clair Press.

Conger, J. and Kanungo, R. (1987). Toward a behavioral theory of charismatic leadership in organizational settings, Academy of Management Review, 4, 637-647.

House, R., Spangler, W. & Woycke, J. (1991). Personality & Charisma in the U.S. Presidency: A Psychological Theory of Leader Effectiveness. Administrative Science Quarterly, 36, 364-396.

Howell, J. & Frost, P. (1989). A Laboratory Study of Charismatic Leadership. Organizational Behavior & Human Decision Processes, 43, 243-269.

Pastor, J.C., Meindl, J.R. & Mayo, M.C. (2002). A network effects model of charisma attributions, Academy of Management Journal, 45, 410-420.

Peterson, R. S., Smith, D. B., Martorana, P. V., Owens, P. D. (2003). The Impact of Chief Executive Officer Personality on Top Management Team Dynamics: One mechanism by which leadership affects organizational performance. Journal of Applied Psychology, 88, 795-808.

Pfeffer, J. (1981). Management as Symbolic Action: The Creation & Maintenance of Organizational Paradigms in L. Cummings & B. Staw (eds.), Research in Organizational Behavior, Vol. 3, 1-53.  
(Skim only)

Shamir, B., Zakay, E., Popper, M. (1998). Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance. Academy of Management Journal, 41, 387-409.

**Week 7**  
**Organizational Culture**

**Required Readings:**

Barsade, S.G., & O'Neill, O. A., Affective Organizational Culture: Its Influence in the Long-term Care Setting." Working Paper

Cohen, D., Nisbett, R.E., Bowdelle, B.F & Schwarz, N. (1996). Insult, aggression, and the Southern culture of honor: An experimental ethnography. Journal of Personality and Social Psychology, 70, 945-960.

Hofstede, G., Neuijen, B., Ohayv, D.D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. Administrative Science Quarterly, 35, 286-316.

O'Reilly, C.A., & Chatman, J.A., (1996). Culture as social control: Corporations, cults, and commitment." In B. Staw and L. Cummings, Research in organizational behavior, 18. Greenwich, Conn.: JAI Press. 157-200.

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.

Sackmann, Sonja A. (1992) Culture and subcultures: An analysis of organizational knowledge. Administrative Science Quarterly, 37, 140-161.

Schein, E. (1992). What is Culture? In P. Frost et al. (eds.) Reframing Organizational Culture, Sage: 243-253.

**Other articles of interest (but not required):**

Ashforth, B. & Anand, V. (2003). The normalization of corruption in organizations. Research in Organizational Behavior: Vol. 25, 1-52.

Brockner, J. (2003). Unpacking country effects: On the need to operationalize the psychological determinants of cross national differences. In R. Kramer and B.M. Staw (Eds). Research in Organizational Behavior, 25, 333-367. (skim).

Chatman, Jennifer A. & Barsade, Sigal G. (1995). Personality, Organizational Culture and Cooperation: Evidence From a Business Simulation. Administrative Science Quarterly, 40, 423-443.

Denison, D.R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. Academy of Management Review, 21: 619-654.

Denison, D.R. and Mishra, A.K. (1995). Toward a theory of organizational culture and effectiveness. Organization Science, 6, 204-223.

Flynn, F. & Chatman, J. (2001). Strong cultures and innovation: Oxymoron or opportunity? In S. Cartwright et al., (Eds.), International handbook of organizational culture and climate, Sussex: John Wiley & Sons, pp. 263-287.

Gelfand, M.J. et al. (2002). Culture and egocentric perceptions of fairness in conflict and negotiation. Journal of Applied Psychology, 87, 833-845.

Nemeth, Charlan and Barry M. Staw (1989). The tradeoff of social control and innovation in groups and organizations. Advances in Experimental Social Psychology, 22, 175-210.

Schein, Edgar H. (1983). The role of the founder in creating organizational culture. Organizational Dynamics, 12 (1), 13-28.

Trice, H. & Beyer, J. (1993). The Substance of Organizational Cultures. chapter 2 of The Cultures of Work Organizations. Prentice-Hall.

Van Maanen, J. & Schein, E. (1979). Toward a Theory of Organizational Socialization. Research in Organizational Behavior, Vol. 1, 209-265.

Weber, R.A. & Camerer, C.F. (2003). Cultural Conflict and Merger Failure: An Experimental Approach. Management Science, 49, 400-415.

Wilkins, A. & Ouchi, W. (1983). Efficient cultures: Exploring the relationship between culture and organizational performance. Administrative Science Quarterly, 28:468-481.