Management 933: Psychological and Sociological Foundations of Management
Fall 2013
(v.1, 06Sept2012)

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Class meets:	Fridays, 1:30-4:30pm (*with exceptions TBD)*
Classroom:	Bowman Room, SHDH 2039 (*with exceptions TBD*)

DESCRIPTION:

This course, required of all first year doctoral students in management and open to other Penn graduate students with permission, provides an introduction to the psychological and sociological roots of management theory and research. The course is predicated on the belief that to be effective as a contemporary management scholar one needs a background in "the classics." Therefore, we will be reading selected classics from the fields of psychology and sociology in their original unexpurgated form during this semester.

COURSE MATERIALS:

All course readings except for Duncan Watts' Six Degrees, Watts' Everything is Obvious, and Robert Cialdini's Influence will be distributed to students. Please purchase these books online.

COURSE REQUIREMENTS:

Readings and reaction papers

I have assigned a number of readings for each class, excluding the first meeting. I expect you to complete all of these readings, and to come to class prepared to discuss them. This preparation includes a two-page (single-spaced) reaction paper to the readings each week.

Please note the difference between this assignment (a reaction paper) and a summary paper. A summary paper compresses what you read into key concepts and relations between concepts; you may well want to write summaries of this course's readings for your own purposes (i.e. preparation for your first-year exams), but these summaries do not fulfill the weekly reaction paper assignment for this course.

In your reaction papers, I expect you to analytically respond to the week's reading. If you feel you need to summarize the reading in some way, please do so in the first paragraph of no more three lines. Beyond that, your reaction might achieve one of the following:

- relate reading to management concerns – practical or conceptual; relate reading to management theory and practice
- critique reading's substance, logic
- compare and contrast reading with other 933 readings
- suggest an empirical test of propositions derived from reading

Again, these reaction papers are meant to reflect <u>your</u> thoughts and analyses, so don't be afraid to use the first person singular in your writing. These reaction papers are due no later than 9am Thursday morning since we meet Thursday afternoon. I will comment on each of your papers, and their quality will constitute 50% of your course grade.

Any doctoral seminar is only as good as the quality of the listening, thinking and responding among its participants. Thus I encourage not only your careful preparation for class, but also your thoughtful comments during its meeting. If your grade rests at a margin at the end of the course, I'll consider the quality of these comments (more than their quantity) in determining your overall course grade.

Final course paper

I also expect you to write a final paper for the course, in which you seek to identify and develop non-obvious connections between psychological and sociological literatures. You should address the implications of your analysis for research by including testable hypotheses. Think of the paper as the front end of a journal article, the theory development and, to some extent, the research methods sections. The paper may not exceed 20 pages in length; experience suggests that excellent substance and logic can easily be expressed within this limit. **A short proposal of your paper topic is due in class on Friday, November 9th. The final paper is due no later than Friday, December 21st.** The quality of the final paper will constitute the remaining 50% of your course grade.

Management 933:
PSYCHOLOGICAL AND SOCIOLOGICAL FOUNDATIONS OF MANAGEMENT
Topics and Reading List—Part I
Fall 2011

Class 1 (September 7): Introduction and Overview

Class 2 (September 14) Foundational Issues: The Nature of Social Scientific Knowledge; Theories of the Middle Range

Popper, Karl R. (1963). Conjectures and Refutations: The Growth of Scientific Knowledge. London: Routledge and Kegan Paul. Ch.1 (pp. 33 – 65).

Kuhn, Thomas. S. (1970). The Structure of Scientific Revolutions (2nd Edition). Chicago: University of Chicago Press. Chs. 1 –3 (pp. 1 – 51).

Gholson, Barry, and Peter Barker (1985). Kuhn, Lakatos, and Laudan: Applications in the History of Physics and Psychology. American Psychologist, 40, 755-769.

Schwab, Donald P. (1980). Construct Validity in Organizational Behavior. Research in Organizational Behavior, 2, 3-43.

Merton, Robert K. (1956). Social Theory and Social Structure, revised ed. New York: Free Press. Introduction, pp. 3-16

Tetlock, Philip E. (2002). Structural Functionalist Frameworks for Judgment and Choice: Intuitive Politicans, Theologians, and Prosecutors. Psychological Review, 109, 451-471.

Class 3 (September 21) The Problem of Order

Parsons, Talcott (1949). The Structure of Social Action. Glencoe, IL: Free Press. Chs. 1-3 (pp. 3-125).

Weick, Karl E. (1969). The Social Psychology of Organizing, (First Edition). Menlo Park, CA: Addison-Wesley.

Class 4 (September 28) Material versus Social Explanations of Behavior

Marx, Karl (1848 [1962]). Manifesto of the Communist Party, in Karl Marx and Frederick Engels, Selected Works, v. 1, Moscow: Foreign Languages Publishing House (pp. 33-65).

Marx, Karl and Frederick Engels (1846 [1976]). The German Ideology, 3rd ed., Moscow: Progress Publishers (pp. 25-62).

Durkheim, Emile (1951). Suicide. Glencoe, IL: The Free Press. Preface, Introduction, Book I chs. 1-4, and Book II chs. 1-5 (pp. 35-276).

Class 5 (October 5) The Rationalization of Action in Authority Systems

Weber, Max. (1978). The Types of Legitimate Domination In Guenther Roth and Claus Wittich (Eds.), <u>Max Weber: Economy and Society. Berkeley: University of California Press.</u> Ch. 3, (pp. 212-301).

Weber, Max. (1978). Bureaucracy. In Guenther Roth and Claus Wittich (Eds.), <u>Max Weber: Economy and Society. Berkeley: University of California Press.</u> Ch. 11 (pp. 956-1005).

Coleman, James S. (1990). <u>Foundations of Social Theory</u>, Cambridge, MA: Belknap Press. Chs. 4 (pp. 65-90) and 7 (pp. 145-174).

Class 6 (October 12) The Hawthorne Experiments, Its Critics, and Its Modern Reincarnation

Roethlisberger, F. and Dickson, W. (1939). <u>Management and the Worker</u>. Cambridge: Harvard University Press, 1939. Chs. I-VIII (pp.1-186) and XVII – XXIII (pp. 379-548).

*Carey, Alex (1967). The Hawthorne studies: A radical critique. <u>American Sociological Review</u>, 32, 403-416.

*Jones, Stephen R.G. (1992). Was there a Hawthorne effect? <u>American Journal of Sociology</u>, 98, 451-468.

Bernstein, E. (2012). The Transparency Paradox: A Role for Privacy in Organizational Learning and Operational Control. <u>Administrative Science Quarterly</u>, 57, 181-216.

Class 7 (October 19) Organizational Influence on Individual Behavior

Simon, Herbert A. (1945/1976). <u>Administrative Behavior</u>, 3rd Edition. New York: The Free Press. Introduction (pp. ix – xlii); Ch 2 – 5 (pp. 20-109).

Selznick, Philip (1957). Leadership in Administration. New York: Harper and Row. Chs. 1-5 (pp. 1-154).

March, James G., & Simon, Herbert, A. (1958). <u>Organizations</u>. New York: John Wiley & Sons. Chs. 3 and 4 (pp. 34 – 111). Note: you need to know—or know about— Organizations and have it on your bookshelf. However, I find it a tedious read and suggest that priority be given to <u>Administrative Behavior</u> and <u>Leadership in Administration</u>.

March, James G. & Olsen, Johan P. (1976). <u>Ambiguity and Choice in Organizations</u>. Bergen: Universitetsforlaget. Chs. 1 and 2 (pp. 10-37).

Class 8 (October 26) Embeddedness and Social Networks

Granovetter, Mark (1985). "Economic Action and Social Structure: The Problem of Embeddedness," American Journal of Sociology, 91: 481-510.

Burt, Ronald S. (1992). Structural Holes. Cambridge: Harvard University Press. Introduction and chs. 1-2 (pp. 1-81).

Burt, Ronald S. (2004). "Structural Holes and Good Ideas," American Journal of Sociology, 110: 349-399.

Watts, Duncan (2003). Six Degrees: The Science of a Connected Age. New York: W.W. Norton. Chs. 1-2, 7-8 (pp. 19-68; 195-252). [*Book—please purchase.*]

No class November 2.

Class 9 (November 9) Individual Differences: Dispositions

*Thorndike, Edward L. (1911) Individuality. Boston: Houghton Mifflin Company

*Watson, John B. (1924). Behaviorism, Lectures 1, 5, and 12 (pp. 1-13; 69-79; 99; 211-238.)

Schneider, Benjamin. (1987). The people make the place. Personnel Psychology, 40: 437–453.

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

Arvey, R, Bouchard, T.J., Segal, N. L., and Abraham, L. M. (1989). Job satisfaction: Environmental and genetic components. Journal of Applied Psychology, 74: 187-192.

Wilson, D.S., Near, D., and Miller, R.R. (1996). Machiavelliansim: A Synthesis of Evolutionary and Psychological Literatures. Psychological Bulletin, 119: 285-299.

Schmidt, F.L., and Hunter, J. (2004). General Mental Ability in the World of Work: Occupational Attainment and Job Performance. Journal of Personality and Social Psychology, 119: 162-173.

John, O.P. (1999). The "Big Five" Factor Taxonomy" Dimensions of Personality in the Natural Language and Questionnaires. Chapter 3 in John, O.P., Robins, R.W., and Pervin, L.A., Handbook of Personality, 2nd ed. New York: Guilford Press.

Class 10 (November 16) Learning and Cognition

Skinner, B. F (1953). Science and Human Behavior. New York: The Macmillan Co. Chs. 3 – 6, 12 (pp 23-105, 182-193).

Heider, Fritz. (1958). The Psychology of Interpersonal Relations. New York: John Wiley & Sons. Chs. 1 – 4 (pp 1 – 124).

Class 11 (November 20 TBA) Attitudes and Cognitive Biases

*Thurstone, L. & Chave, E. (1929). The Measurement of Attitude. Chicago: The University of Chicago Press. (focus on Chapters I and III).

Sherif, C. W., Sherif, M., & Nebergall, R. E. (1965). Attitude and Attitude Change. Philadelphia: W. B. Saunders Co. (pp. 1– 23).

Nisbett, R. E., Caputo, C., Legant, P., & Marecek. (1973). Behavior as seen by the actor and as seen by the observer. Journal of Personality and Social Psychology, 27: 154-164.

Tversky, A. and Kahneman, D. (1974). "Judgment under uncertainty: Heuristics and biases, " in Kahneman, Slovic, and Tversky (Eds.), Judgment under Uncertainty: Heuristics and Biases, pp 3 –20.

Kahneman, D., & Tversky, A. (1979). Prospect theory: An analysis of decision under risk. Econometrica 47: 263-91.

Festinger, Leon. (1957). A Theory of Cognitive Dissonance. Stanford, CA: Stanford University Press. Foreward, Chs. 1 and 11 (pp. v – ix, 1 –31, 260-279).

Class 12 (November 30) Motivation and Performance

Brayfield, A. and Crockett, W. H. (1944). "Employee attitudes and employee performance," Psychological Bulletin, 52: 396-424.

Adams, J.S. (1963). Toward an understanding of inequity. Journal of Abnormal and Social Psychology, 62, 335-43.

Vroom, Victor H. (1964). Work and Motivation. New York: John Wiley & Sons. Ch.r 2 (pp. 8-28).

Locke, E.A. & Latham, G.P. (1990). A Theory of Goal-Setting and Task Performance. Prentice Hall. Chs. 1-2.

Deci, E. L. (1975). Intrinsic Motivation. New York: Plenum Press. Chs. 1-2 (pp. 3-63).

Organ, Dennis (1988). Organizational Citizenship Behavior: The Good Soldier Syndrome. Lexington, MA: Lexington Books. Chs. 1 – 5 (pp. 1-79).

Class 13 (December 4 or December 6 TBA) Interpersonal Processes: Facilitation, Influence and Power; Cross-level Analysis

Heider, Fritz. (1946). Attitudes and cognitive organization. The Journal of Psychology, 21:107-112.

Homans, C. G. (1958). Social behavior as exchange, American Journal of Sociology, 63: 597-606.

French, John R. P. & Raven, Bertram. (1959). The bases of social power.   In Cartwright (Ed.), Studies in Social Power. Ch. 9 (pp. 150 – 167).

Milgram, Stanley. (1963). Behavioral study of obedience. Journal of Abnormal and Social Psychology, 67: 371-378.

Zajonc, Robert B. (1965). Social facilitation. Science 149: 269-274.

Blau, P. M. (1968). Exchange and Power in Social Life, pp. 1 – 32; 88 – 142.

Hackman, J.R. (2003). Learning more by crossing levels: Evidence from airplanes, hospitals, and orchestras. Journal of Organizational Behavior 24: 905-922.

*Cialdini, Robert B. (1993). Influence: The Psychology of Persuasion (revised edition). Chs. 1-7, pp. 1-271. [*Book—please purchase if only for reference.*]

Class 14 (December 18 or 19, TBA) Explanation in the Social Sciences: Integration, Debriefing, and Dinner

Watts, D. (2011). Everything is Obvious. [*Book—please purchase.]*