22-MGMT-9011
Seminar in Organizational Behavior
Spring 2017

Meeting time: Wednesdays, 12-3 pm
Professor: Elaine Hollensbe, Ph.D.
Classroom: 537 Lindner Hall
Office hours: By appointment
Classroom: 518 Lindner Hall
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Course Description:

This course is designed to provide an overview of some of the major topics of interest in organizational behavior, or the study of how individuals think, feel, and act in organizational settings, as well as some of the more micro topics within the organizational theory domain. Given the breadth of the OB/OT literature and our limited 14 classes, the coverage will be far from comprehensive, but I hope to give you an introduction to many of the “traditional” research areas as well as spark your interest in continuing to explore these areas on your own. More generally, the course has three goals:

1. To increase your knowledge of theory and research in the OB/OT domains.
2. To develop your analytic, research and critical thinking skills.
3. To begin your preparation for the comprehensive exam.

Instructional Methods

To achieve the course goals, this class is structured in a discussion format. Reading assignments that serve as the basis for discussion are listed in the course schedule (attached). You should complete the readings prior to class and come to class prepared to discuss the content. In addition, students will be responsible for facilitating class discussions on a rotating basis. This responsibility entails generating discussion questions and article summaries, and facilitating the discussion during the designated class sessions.

Two additional class components have been designed to enhance student learning. During the semester, you will develop two “next question” papers, outlining a research question that follows from a particular week’s readings. These papers are designed to develop your analytical and research skills. In addition, there will be a final exam, designed to help prepare you for comp-style exams.

Evaluation of Student Performance

Grades in this class will be based on the following five components:

Discussion facilitation/participation/article summaries 30%
“Next question” papers (2 @ 20% each) 40%
Final exam 30%

1. Discussion facilitation/participation/article summaries. Becoming a scholar requires that students be able to both ask and answer significant and thought-provoking questions. Therefore, you will be assigned to lead discussions on particular articles throughout the semester. Discussion facilitation requires you to summarize your assigned readings and prepare a set of discussion questions, both of which are to be emailed directly to all class participants (including the instructor) at least 24 hours prior to the start of that class session. The summaries should include the main points and issues from the article (e.g., research question, main arguments, method, key findings, and contribution) and should be clear enough that they
will be a resource for preparing for the final (comprehensive) exam. In addition, facilitators will help guide
the discussion for their assigned readings, including regulating the flow of discussion and seeking input
from all participants.

When you are not facilitating, you should still be prepared to actively participate in each class session. At a
minimum, this requires reading all assigned materials, preparing answers to discussion questions, and
generating your own questions. High-quality class participation involves actively working during class to
apply, analyze, synthesize, and evaluate course material.

2. “Next question” papers. Each student will work individually to complete two short papers—one over
topics from the first half of the class (due on or before February 17th) and one over topics from the second
half of the class (due on or before April 21st). These papers are intended to help you develop the skill of
identifying important research questions that require study from the articles that you read. Please note
that these papers do not require you to go beyond the course readings; the intent is for you to finish a set
of readings and be able to formulate what a next research step might be. These papers will be fairly short
(~3-5 pages, exclusive of references), and will answer the following questions:

1. What is an important research question in this area, and what are one or two testable
   hypotheses relating to that research question?
2. Why is this question important? How does it fit into/follow from the week’s readings (and
   previous weeks’ readings, if relevant)?
3. How might you study this question? Briefly outline a research plan (sample, methodology,
   etc.) that could be used to test your hypotheses.

*Please send your next question papers electronically to me by the deadlines above.*

3. Final exam. The final exam will be administered during finals week, and will simulate (to the extent
   possible) an in-class comp-style question (~4 hours, open materials). In general, exam questions will
require application, analysis, synthesis, and integration of the materials covered during the semester.
Students will be able to choose from among the exam questions. The exam may be graded by other OB
faculty (in addition to the instructor).
<table>
<thead>
<tr>
<th>Week/Date</th>
<th>Topic</th>
<th>Readings</th>
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| Week 1     | Introduction                               | Bartunek, Rynes, & Ireland (2006) AMJ  
Davis (1971) Philo of Soc Sci  
Pillutla & Thau (2013 online) OPR  
Porter (1996) ASQ  
Sutton & Rafaeli (1992) book chapter  
Sutton & Staw (1995) ASQ |
| 1/11       | Introduction                               | Bennett & Robinson (2003) book chapter  
Bergeron (2007) AMR  
Hershcovis (2011) JOB  
Koopman, Lanaj, & Scott (2016) AMJ  
Motowidlo (2003) HBIOP  
Podsakoff et al. (2000) JOM |
| Week 2     | Performance, Organizational Citizenship Behavior, & Deviance | Amabile et al. (2005) ASQ  
Barsade (2002) ASQ  
Brief & Weiss (2002) ARP  
Elfenbein (2009) ANNALS (pp. 325-370)  
Gabriel & Diefendorff (2015) AMJ |
| 1/18       | Performance, Organizational Citizenship Behavior, & Deviance | Ashforth, Schinoiff, & Rogers (2016) AMR  
Corley, et al. (2006) JMI  
Judge & Kammeyer-Mueller (2012) ARP  
Kreiner, Hollensbe & Sheep (2006) AMJ  
Masterson & Stamper (2003) JOB  
Meyer et al. (2002) JVB |
| Week 3     | Affect & Emotion                           | Cable & Kay (2012) AMJ  
Dutton & Dukerich (1991) AMJ  
Ibarra (1999) ASQ  
Martinko, & Dasborough (2011) JOB  
Salancik & Pfeffer (1978) ASQ  
Vough, et al. (2013) AMJ |
| 1/25       | Affect & Emotion                           | Bandura (1991) OBHDP  
Kanter & Chen (2015) OBHDP  
Lord, et al. (2010) ARP  
Ordonez et al./Locke & Latham series (2009) AMP  
Tierney & Farmer (2004) JOM |
| Week 4     | Identity, Attitudes & Relational Ties      | Coyle-Shapiro & Conway (2005) JAP  
Dirks & Ferrin (2002) JAP  
Greenberg (2011) HIOP  
Li & Cropanzano (2009) JOM  
Masterson et al. (2000) AMJ  
Schoorman, Mayer & Davis (2007) AMR |
| Week 8 3/1 | Proactivity, Power, & Jobs | Anderson & Brion (2014) AROPOB  
Ashforth, et al. (2007) AMJ  
Grant & Ashford (2008) ROB  
Spreitzer, et al. (2005) Org Science  
Wrzesniewski & Dutton (2001) AMR |
Avolio (2007) Am Psych  
Bennis (2007) Am Psych  
Hackman & Wageman (2007) Am Psych  
Zaccaro (2007) Am Psych  
Avolio, Walumbwa & Weber (2009) ARP  
Gardner et al. (2011) LQ  
Hoffman et al. (2011) AMJ  
Venkataramani, Green & Schleicher (2010) JAP  
| Week 10 3/15 | SPRING BREAK |
Chatman, & O’Reilly (2016) ROB  
Eby, Maher, & Butts (2010) ARP  
Gefand, et al. (2012) JAP  
Hammer, Kossek, et al. (2011) JAP  
Parasuraman & Greenhaus (2002) HRMR |
Jehn et al. (1999) ASQ  
Kearney et al. (2009) AMJ  
Mathieu, Maynard, Rapp & Gilson (2008) JOM |
Luscher & Lewis (2008) AMJ  
Maitlis (2005) AMJ  
Smith & Lewis (2011) AMR  
Weick & Roberts (1993) ASQ  
Weick, Sutcliffe, & Obstfeld (2005) Org Science |
| Week 14 4/12 | Postmodern and Critical Theory | Barker (1993) ASQ  
Boisot & McKelvey (2010) AMR  
Boje (1995) AMJ  
Kilduff & Mehra (1997) AMR  
Vaara & Tienari (2008) AMR |
| Week 15 4/19 | Wrap-up: Fit, Situational-Dispositional Debate | Barrick & Mount (2005) Hum Perf  
Davis-Blake & Pfeffer (1989) AMR  
House, Shane & Herold (1996) AMR  
Kristof & Guay (2011) HIOP  
Mischel (1977) book chapter |
| Finals Week TBA | Comps-Style Final Exam |
READINGS LIST

All required articles are available through UC's on-line full-text databases (www.libraries.uc.edu), unless otherwise noted.

WEEK 1: INTRODUCTION TO OB (1/11/17)

Required (6 articles) (101 pp)


Pillutla, M. M., & Thau, S. (2013 online). Organizational sciences' obsession with "that's interesting!": Consequences and an alternative. Organizational Psychology Review, 1-8. (8 pp) http://opr.sagepub.com/content/early/2013/03/21/2041386613479963


Other Important Articles/Books


Porter, L.W., & Schneider, B. (2014) What was, what is, and what may be in OP/OB. Annual Review of Organizational Psychology and Organizational Behavior, 1, 1-21.


**WEEK 2: PERFORMANCE, OCB, & DEVIANCE (1/18/17)**

**Required (6 articles) (152 pp)**


**Other Important Articles/Books**


**WEEK 3: AFFECT & EMOTIONS (1/25/17)**

**Required (5 articles) (166 pp)**


**Other Important Articles/Books**


**WEEK 4: IDENTITY, ATTITUDES, & RELATIONAL TIES (2/1/17)**

**Required (6 articles) (153 pp)**


Other Important Articles/Books


**WEEK 5: COGNITION & PERCEPTION (2/8/17)**

**Required (6 articles) (139 pp)**


**Other Important Articles/Books**


**WEEK 6: MOTIVATION (2/15/17)**

**Required (6 articles) (142 pp)**


*This is a series of three short articles, all in AMP.* (24 pp)


**Other Important Articles/Books**


**WEEK 7: JUSTICE, TRUST, & SOCIAL EXCHANGE (2/22/17)**

**Required (6 articles) (140 pp)**


**Other Important Articles/Books**


**WEEK 8: PROACTIVITY, POWER, & JOBS (3/1/17)**

**Required (5 articles) (131 pp)**


**Other Important Articles/Books**


WEEK 9: LEADERSHIP (3/8/17)

Required (6 articles) (126 pp)

Special issue of American Psychologist on leadership, January (2007), Volume 62, No. 1 (29 pp)
   Bennis, W. The challenges of leadership in the modern world (pp. 2-5)
   Zaccaro, S.J. Trait-based perspectives of leadership (pp. 6-16)
   Avolio, B.J. Promoting more integrative strategies for leadership theory-building (pp. 25-33)
   Hackman, J.R. & Wageman, R. Asking the right questions about leadership (pp. 43-47)


Other Important Articles/Books


**WEEK 10: SPRING BREAK!**

**WEEK 11: WORK-LIFE RESEARCH AND CLIMATE/CULTURE (3/22/17)**

**Required (6 articles) (122 pp)**


Other Important Articles/Books


Culture/climate


**WEEK 12: GROUPS, TEAMS, DIVERSITY & CONFLICT (3/29/17)**

**Required (5 articles) (167 pp)**


**Other Important Articles/Books**


**WEEK 13: SOCIAL CONSTRUCTION AND ORGANIZATIONAL SENSEMAKING (4/5/17)**

**Required (6 articles) (122 pp)**


**Other Important Articles/Books**


**WEEK 14: POSTMODERN AND CRITICAL THEORY (4/12/17)**

**Required (5 articles) (125 pp)**


**WEEK 15: WRAP-UP/SITUATIONAL-DISPOSITIONAL DEBATE (4/19/17)**

**Required (6 articles) (120 pp)**


**Other Important Articles/Books**


