

Advanced Organizational Behavior (M2750)

CHENG, Borshiuan

Course Description

A study of the social and psychological factors affecting human behavior in workplace. Topics include motivation, job-attitude, group process, conflict, leadership, corporate culture, and organizational change.

Course Objectives

The purpose of the course is to provide an analytical understanding of organizational behavior that will contribute to your skills as an organizational scientist and/or professional consultant.

Course Requirements

There will be a set of readings will have been assigned for each class meeting. At least one major reading will have an assigned discussion leader. This discussion leader will be responsible for summarizing the major reading, identifying its major strength and weaknesses, and leading the class in a discussion of the reading and related materials. Additionally, a review paper will be written.

Course Schedule

Date	Topic
02/21	Preparation (I)
03/06	(1)Individual Characteristics
03/13	(2)Motivation
03/20	(3)Emotion & Feeling
03/27	(4)Attitude
04/10	(5)Group Dynamics
04/17	(6)Teamwork
04/24	(7)Intergroup Relations
05/01	(8)Leadership
05/08	Preparation (II)

05/15	(9)Innovation
05/22	(10)Organizational Identity
05/29	(11)Organizational Culture
06/05	(12)Organizational Development
06/12	(13)Culture and Organization
06/19	Due of Paper

口頭報告注意要點

- 1) 在報告以前請熟讀該篇論文，並做重點摘記。
- 2) 請在上課前，將該篇論文的重點、對論文的感想（或批評），事先寫成摘要或講義（越詳細越好）。摘要或講義的文字除了要有組織以外，也要能讓其他同學看懂。
- 3) 如果有 issue 上的問題，可以提出來做課堂討論之用。
- 4) 如果關於該主題有其他的參考資料，亦歡迎一併提供。

計分

- Review paper 50%
- 上課整理筆記 35%
- 參與討論情形 15%

Chapter 1: Individual Characteristics

- 1.Palmer, D. (2006). Taking stock of the criteria we use to evaluate one another's work: ASQ 50 years out. *Administrative Science Quarterly*, 51, 535-559.
- 2.Rynes, S. L. (2007). Afterwork: To the next years. *Academy of Management Journal*,

50(6), 1379-1383.

3. Nord W. R., Brief A. P., Atieh J. M. & Doherty E. M. (1988). Work Values and Conduct of Organizational Behavior. *Research in Organizational Behavior*, 10, 1-42.
4. Warr P. & Conner M. (1992). Job Competence and Cognition. *Research in Organizational Behavior*, 14, 91-128.
5. Kanfer, R. & Heggstad, E. D. (1997). Motivational traits and skills: A person-centered approach to work motivation. *Research in Organizational Behavior*, 19, 1-56.
6. Williams K. Y. & O'Reilly C. A, III (1998). Demography and Diversity in Organizations: A Review of 40 Years of Research. *Research in Organizational Behavior*, 20, 77-140.

Best Paper

- Tsui, A. S., Egan, T. D., & O'Reilly C. A.(1992). Being different: Relational demography and organizational attachment. *Administrative science Quarterly*, 37, 549-579.

Chapter 2: Motivation

1. Landy F. J. & Becker W. S. (1987). Motivation Theory Reconsidered. *Research in Organizational Behavior*, 9, 1-38.
2. George J. M.& Brief A. P. (1996). Motivational Agendas in the Workplace: The Effects of Feelings on Focus of Attention and Work Motivation. *Research in Organizational Behavior*, 18, 75-110.
3. Mitchell, T. R. (1997). Matching motivational strategies with organizational contexts. *Research in Organizational Behavior*, 19, 57-150.
4. Degoe, P. (2000). Contagious justice: Exploring the social construction of justice in organizations. *Research in Organizational Behavior*, 22, 51-102.
5. E. Allan Lind and Kees van den Bos (2002). When fairness works: Toward a general theory of uncertainty management. *Research in Organizational Behavior*, 24, 181-223.
6. J. Mark Weber, Deepak Malhotra and J. Keith Murnighan (2004). Normal Acts of Irrational Trust: Motivated Attributions and The Trust and Research. *Research in Organizational Behavior*, 26, 75-101.

Chapter 3: Emotion & Feeling

1. Maanen J. Van & Kunda G. (1989). "Real Feelings": Emotional Expression and

- Organizational Culture. *Research in Organizational Behavior*, 11, 43-104.
2. Rafaeli Anat & Sutton R. I (1989). The Expression of Emotion in Organizational Life. *Research in Organizational Behavior*, 11, 1-42.
 3. Isen A. M. & Baron R. A. (1991). Positive Affect as a Factor in Organizational Behavior. *Research in Organizational Behavior*, 13, 1-54.
 4. Morris, M. W., & Keltner, D. (2000). How emotions work: An analysis of the social functions of emotional expression in negotiations. *Research in Organizational Behavior*, 22, 1-50.

Best Paper

- Sutton, R. I. & Rafaeli, A. (1988). Untangling the relationship between displayed emotions and organizational sales: The case of convenience stores. *Academy of management Journal*, 31(3), 461-487.

Chapter 4: Attitude

1. Staw B. M. & Ross J. (1987). Behavior in escalation situations: Antecedents, prototypes and solutions. *Research in Organizational Behavior*, 9, 39-78.
2. Dyne, L. V., Cummings, L. L., & McLean P. J. (1995). Extra-role behaviors: In pursuit of construct and definitional clarity (A bridge over muddied waters). *Research in Organizational Behavior*, 17, 215-330.
3. Weiss H. M. & Cropanzano R. (1996). Affective Events Theory: A Theoretical Discussion of the Structure, Causes and Consequences at Work. *Research in Organizational Behavior*, 18, 1-74.
4. Tyler, T. R. (1999). Why people cooperate with organizations: An identity-based perspective. *Research in Organizational Behavior*, 21, 201-246.
5. Amy Wrzesniewski, Jane E. Dutton and Gelaye Debebe (2003). Interpersonal Sensemaking and The Meaning OF Work. *Research in Organizational Behavior*, 25, 93-135.

Best Paper

- Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative approaches to the employee-organization relationship: Does investment in employees pay off? *Academy of management Journal*, 40(5), 1089-1121.
- Ross, J., & Staw, B. M. (1993). Organizational escalation and exit: Lessons from the shoreham nuclear power plant. *Academy of Management Journal*, 36(4), 701-732

Chapter 5: Group Dynamics

1. Arrow H. & McGrath J. E. (1995). Membership Dynamics in Groups at Work: A Theoretical Framework. *Research in Organizational Behavior*, 17, 373-412.
2. Ashforth B. E. & Humphrey R. E. (1995). Labeling Processes in Organization: Constructing the Individual. *Research in Organizational Behavior*, 17, 413-461.
3. Weingart, L. R. (1997). How did they do that? The ways and means of studying group processes. *Research in Organizational Behavior*, 19, 189-240.
4. Loriann Roberson and Caryn J. Block (2001). Racioethnicity and job performance: A review and critique of theoretical perspectives on the causes of group differences. *Research in Organizational Behavior*, 23, 247-325.
5. Karen A. Jehn and Corinne Bendersky (2003). Intragroup Conflict in Organizations: A Contingency Perspective on The Conflict-Outcome Relationship. *Research in Organizational Behavior*, 25, 187-242.

Best Paper

- O'Reilly, C.A., Caldwell, D. F., & Barnett, W. P. (1989). Work group demography, social integration, and turnover. *Administrative Science Quarterly*, 34, 21-37.
- Barker, J. R. (1993). Thghtening the iron cage: Concertive control on self-managing teams. *Administrative Science Quarterly*, 38, 408-437.

Chapter 6: Teamwork

1. Hambrick, D. C. (1994). Top management groups: A conceptual integration and reconsideration of the “mean” label. *Research in Organizational Behavior*, 16, 171-214.
2. DeMatteo, J. S., Eby, L .T., & Sundstrom, E. (1998). Team-based rewards: Current empirical evidence and directions for future research. *Research in Organizational Behavior*, 20, 77-140.
3. Lisa M. Moynihan and Randall S. Peterson (2001). A contingent configuration approach to understanding the role of personality in organizational groups. *Research in Organizational Behavior*, 23, 327-378.
4. Terri L. Griffith and Margaret A. Neale (2001). Information processing in traditional, hybrid, and virtual teams: From nascent knowledge to transactive memory. *Research in Organizational Behavior*, 23, 379-421.
5. J. Richard Hackman and Ruth Wageman (2004). When and How Team Leaders Matter. *Research in Organizational Behavior*, 26, 37-74.
6. Catherine Durnell Cramton and Pamela J. Hinds(2004). Subgroup Dynamics in

Internationally Distributed Teams: Ethnocentrism or Cross-National Learning? *Research in Organizational Behavior*, 26, 231-263.

Chapter 7: Intergroup Relations/Negotiation/Conflict

1. Smith Ken K. (1983). Social Comparison Process and Dynamic Conservatism in Intergroup Relations. *Research in Organizational Behavior*, 5, 199-234.
2. Sheppard Blair H. (1984). Third Party Conflict Intervention: A Procedural Framework. *Research in Organizational Behavior*, 6, 141-190.
3. Bazerman, M. H., & Carroll, J. S. (1987). Negotiator cognition. *Research in Organizational Behavior*, 9, 247-288.
4. Neale, M. A., & Northcraft, G. B. (1991). Behavioral negotiation theory: A framework for conceptualizing dyadic bargaining. *Research in Organizational Behavior*, 13, 147-190.
5. Kramer R. M. (1991). Intergroup Relation Theory: A Framework for Conceptualizing Dyadic Bargaining. *Research in Organizational Behavior*, 13, 191-228.

Best Paper

- Kipnis, D., Schmidt, S. M., & Wilkinson, I. (1980). Intraorganizational influence tactics: Explorations in getting one's way. *Journal of Applied Psychology*, 65(4), 440-452.

Chapter 8: Leadership

1. Trice, H. M. & Beyer, J. M. (1986). Charisma and its routinization in two social movement organizations. *Research in Organizational Behavior*, 8, 113-164.
2. Graen G. B. & Scandura Terri A. (1987). Toward a Psychology of Dyadic Organization, *Research in Organizational Behavior*, 9, p175-208.
3. Meindl J. R. (1990). On Leadership: An Alternative to the Conventional Wisdom. *Research in Organizational Behavior*, 12, p159-204.
4. Daan van Knippenberg and Michael A. Hogg (2003). A Social Identity Model of Leadership Effectiveness in Organizations. *Research in Organizational Behavior*, 25, p243-295.
5. Joel M. Podolny, Rakesh Khurana and Marya Hill-Popper (2004). Revisiting the Meaning of Leadership. *Research in Organizational Behavior*, 26, p1-36.

Best Paper

- Pellegrini, E. K. & Scandura, T. A. (2007). Paternalistic leadership: A review and agenda for future research. *Journal of Management*. (in press).
- Dorfman, P. W., Howell, J. P., Hibino, S., Lee, J. K., & Bautista, A. (1997). Leadership in Western and Asian countries: Commonalities and differences in effective leadership processes across culture. *Leadership Quarterly*, 8(3), 233-274.

Chapter 9: Innovation

1. Amabile T. M. (1988). A Model of Creativity and Innovation in Organization. *Research in Organizational Behavior*, 10, 123-168.
2. Kanter R. M. (1988). When a Thousand Flowers Bloom: Structural, Collective, and Conditions for Innovation in Organizations. *Research in Organizational Behavior*, 10, 169-212.
3. Andrew B. Hargadon (2002). Brokering knowledge: Linking learning and innovation. *Research in Organizational Behavior*, 24, 41-85.
4. Robert A. Baron (2002). OB and entrepreneurship: The reciprocal benefits of closer conceptual links. *Research in Organizational Behavior*, 24, 225-269.
5. Tanya Menon and Sally Blount (2003). The Messenger Bias: A Relational Model of Knowledge Valuation. *Research in Organizational Behavior*, 25, 137-186.

Best Paper

- Eisenhardt, K. M., & Bourgeois, L. J. (1988). Politics of strategic decision making in high-velocity environments: Toward a midrange theory. *Academy of Management Journal*, 31(4), 737-770.

Chapter 10: Organizational Identity

1. Pfeffer Jeffrey (1983). Organizational Demography. *Research in Organizational Behavior*, 5, 299-357.
2. Albert S. & Whetten D. A. (1985). Organizational Identity. *Research in Organizational Behavior*, 7, 263-296.
3. Ginzel L. E., Kramer R. M. & Sutton R. I. (1992). Organizational Impression Management as a Reciprocal Influence Process: The Neglected Role of the Organizational Audience. *Research in Organizational Behavior*, 15, 227-266.
4. Kimberly D. Elsbach (2003). Organizational Perception Management. *Research in Organizational Behavior*, 25, 297-332.

Best Paper

- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, 39, 239-263.
- Pratt, M. G. (2000). The good, the bad, and the ambivalent: Managing identification among Amway distributors. *Administrative Science Quarterly*, 45(3), 456-493.
- Dutton, J. E., & Dukerich, J. M. (1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *Academy of Management Journal*, 34(3), 517-554.

Chapter 11: Organizational Culture

1. Maanen, J. V., & Schein, E. H. (1979). Toward a theory of organizational socialization. *Research in Organizational Behavior*, 1, 209-264.
2. Pfeffer, J. (1981). Management as symbolic action: The creation and maintenance of organizational paradigms. *Research in Organizational Behavior*, 3, 1-52.
3. O'Reilly C. A. & Chatman J.A. (1996). Culture as Social Control: Corporations, Cults, and Commitment. *Research in Organizational Behavior*, 18, 157-200.
4. Roderick M. Kramer (2001). Organizational paranoia: Origins and dynamics. *Research in Organizational Behavior*, 23, 1-42.
5. Michael G. Pratt and Anat Rafaeli (2001). Symbols as a language of organizational relationships. *Research in Organizational Behavior*, 23, 93-132.

Best Paper

- Chatman, J. A. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36, 459-484.

Chapter 12: Organizational Development

1. Dutton J. E. (1992). The Marking of Organizational Opportunities: An Interpretive Pathway to Organizational Change. *Research in Organizational Behavior*, 15, 195-226.
2. Sitkin S. B. (1992). Learning Through Failure: The Strategy of Small Losses. *Research in Organizational Behavior*, 14, 231-266.
3. Adler P. S. (1992). The Learning Bureaucracy: New United Motor Manufacturing, INC. *Research in Organizational Behavior*, 15, 111-194.

4. Cameron K. S. (1998). Strategic Organizational Downsizing: An Extreme Case. *Research in Organizational Behavior*, 20, 185-230.
5. Freeman, S. F. (1999). Identity maintenance and adaptation: A multilevel analysis of response to loss. *Research in Organizational Behavior*, 21, 247-294.
6. John S. Carroll , Jenny W. Rudolph and Sachi Hatakenaka (2002). Learning from experience in high-hazard organizations. *Research in Organizational Behavior*, 24, 87-137.

Best Paper

- Isabella, L. A. (1990). Evolving interpretations as a change unfolds: How managers construe key organizational events. *Academy of management Journal*, 33(1), 7-41.

Chapter 13: Culture and Organization

1. Child John (1981). Culture, Contingency and Capitalism in the Cross-national Study of Organizations. *Research in Organizational Behavior*, 3, 303-356.
2. Lytle, A. L., Brett, J. M., Barsness, Z. I., Tinsley, C. H., & Janssens, M. (1995). A paradigm for confirmatory cross-cultural research in organizational behavior. *Research in Organizational Behavior*, 17, 167-214.
3. Simons, T., & Ingram, P. (2000). The kibbutz for organizational behavior. *Research in Organizational Behavior*, 22, 283-344.
4. Lincoln J. R., Gerlach M. & Ahmadjian C. (1998). Evolving Patterns of Keiretsu Organization and Action in Japan. *Research in Organizational Behavior*, 20, 303-345.
5. P. Christopher Earley (2002). Redefining interactions across cultures and organizations: Moving forward with cultural intelligence. *Research in Organizational Behavior*, 24, 271-299.
6. Joel Brockner (2003). Unpacking Country Effects: On The Need to Operationalize the Psychological Determinants of Cross-National Differences. *Research in Organizational Behavior*, 25, 333-367.
7. Jeffrey Sanchez-Burks (2004). Protestant Relational Ideology: The Cognitive Underpinnings and Organizational Implications of an American Anomaly. *Research in Organizational Behavior*, 26, 265-305.

Best Paper

- Tsui, A. S. (2007). From homogenization to pluralism: International management research in the academy and beyond. *Academy of Management Journal*, 50(6), 1353-1364.

- Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479-514.