

**CULTURE AND ORGANIZATION**  
Ph.D. Course: 26:620:677:01, Spring 2017  
Chao C. Chen

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**CLASS HOURS:** Wed 2:30-5:20, Room 204

**OFFICE HOURS:** Wed. 11:00am-12:00pm or by appointment

**COURSE DESCRIPTION**

This course reviews and examines theories and research on culture and how it relates to various aspects of organization and management. We will first examine conceptualizations of culture, theoretical perspectives linking culture to behavior, methodological issues in conducting cross-cultural research, as well as recent research on the ways in which cultures vary. We will then examine how culture affects psychological processes and organizational behaviors including motivation, cognition, social networking, leadership, and teams.

**Course Requirements**

<u>Class Participation</u>	15%
<u>Weekly Reports</u>	20%
<u>Mid-term Innovation Paper</u>	25%
<u>Final Research Proposal</u>	40%

**Class participation (15%)**

Attendance is mandatory. Participation in the class involves reading the articles, being prepared, and making thoughtful comments in class discussions. In addition, students will do a book report and take turns to play the roles of a synthesizer and a critic (in place of the weekly report) as described below.

**Session Leader**

The success of this course depends on how students are actively engaged. Each student must be prepared to discuss all the required readings for each session. Students take turn to act as a session leader for seminar discussions.

A session leader for each class will be assigned in our first class. The session leader makes a power point presentation of the assigned readings and the current research in the topic area of the week. Leading the discussion requires a deeper understanding of the major research questions, the strengths, weaknesses, controversies, and gaps in the readings as well as a literature review of current research literature. Specifically, the session leader should:

1. Provide an organizing framework for classroom discussion of theories and empirical research;
2. Compare & contrast (as appropriate) theories or themes of research covered within a given session or between sessions;
3. Comment on the strengths and weaknesses of the week's readings and lastly
4. Report to class emerging theories and research in recent years in the topic area of the week and recommend to the class 2 best emerging papers. For this part of the presentation, you must conduct a literature review on relevant articles in recent three years (2014-2016) in top tier journals of *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Strategic Management Journal*, *Journal of Applied Psychology*, *Organizational Science*, and *Journal of International Business Studies*.

Please upload your presentation to the blackboard under Session Leader PPT and the recommend articles under Recommended Articles.

### Written Reports (20%)

**Weekly Report (15%).** Each week starting from Week 2, students write a 2-page report of the readings. The first page is a summary of the key points of all of the assigned readings. The second page is your personal reflections on the readings, especially new and interesting research ideas you have identified. Please submit the weekly report to the Blackboard by 10am Wednesday.

**Book Report (5%).** Students (preferably from different cultural backgrounds) form a two member-team to do a 3-page book report on one of the books listed at the end of the syllabus. In your report, present the guiding theoretical framework of the book, assess its impact (contributions or limitations) on cross-cultural research, and propose new research ideas that can be derived from the book. A session is scheduled for book report presentations.

### Mid-term Innovation Short Paper (25%)

This is a short 4-6 page description of a novel idea or hypothesis related to the assigned readings and class discussions (something not already known or immediately obvious to cultural researchers). You should use theories from one of the topic areas covered in this class in a substantive and novel manner. You should state your hypothesis and then present a theoretical justification about why it is a good idea and how it fills a gap in existing literatures or answers important questions that researchers have overlooked (3 pages). You should also mention how you might test your ideas (1-2 pages of the total). The paper should include a figure, diagram or table that illustrates the causal relationships that you propose. The figure and/or table is not included in the page limit.

You do not need to do an elaborate literature search to make sure that your idea is new; the course readings and a quick computer search will suffice. Here are some questions that might spark your creativity:

1. Is there a theory that did not fit with your personal experiences or observations in organizations or in groups? If the theory does not fit, suggest how it might be modified and tested.
2. Did any of the theories seem to contradict each other? How can the contradiction be resolved and the amended theory be tested?
3. Is there a setting in which you could test a theory we read about and find opposite results, or no results at all? Describe how you would revise the theory and test the amended theory.
4. Was there a theory that you found to be wrong? Why? Describe how you would revise the theory and test the amended theory.

When I grade your papers I will be primarily looking for two things:

1. Your argument/idea is written clearly enough so that I can understand it; that means there is a logical structure and a clear thesis.
2. You have made reasonable arguments to support your thesis and supported those arguments with evidence from existing empirical literature.

Additional Resources:

The following three papers (available on blackboard) should serve as resources for you in finding an interesting topic and building the case for its interest and importance.

- 1) Corley, K.G. & Gioia, D. A. 2011. Building theory about building theory: What constitutes a theoretical contribution? *Academy of Management Review*, 36 (1), 12-32. (pages 12-19 ONLY)
- 2) Okhuysen, G. & Bonardi, J. P. 2011. Editor's comments: The challenges of building theory by combining lenses. *Academy of Management Review*, 36 (1), 6-11.
- 3) Bartunek, J. M., Rynes, S. L., & Ireland, R. D. 2006. What Makes Management Research Interesting, and Why Does It Matter? *Academy of Management Journal*, 49, 1, 9-15.

### Research Proposal (40%)

The final paper is a research proposal in no more than 15 double-spaced pages of text (excluding References) due in the last sessions of the class. In the proposal, you should provide a literature review of the related work to date, construct a theoretical model consisting of hypotheses, and methodology to be used for testing the hypotheses (for the format, use AMJ publications as examples). For the proposal to benefit from the knowledge of every one in the class, each student will present the proposal and lead a discussion on his or her proposal.

It is important that you appropriately cite all references within the text of your proposal, as well as including a reference list at the conclusion of your paper. Sentences that are paraphrased and ideas that are adopted from another work must be appropriately cited. If you are including a

sentence or passage verbatim from another work (published or unpublished), you must indicate this with the appropriate quotation marks and citation. Failure to do so may lead to suspicion of plagiarism or even disciplinary actions.

## OUTLINE OF CLASSES

1 – Jan. 18	Introduction
2 – Jan. 25	Conceptions of culture
3 – Feb. 01	Methodological issues
4 – Feb. 08	Cultural value dimensions
5 – Feb. 15	Values, systems, and practices
6 – Feb. 22	Culture, Leadership, and Teams
7 – Mar. 01	Book report
8 – Mar. 08	Culture and cognition

March 11-19: Spring Recess

9 – Mar. 22	Innovation paper presentations <b>Short paper due</b>
10 – Mar. 29	Culture, morality and ethical decision making
11 – April 05	International assignment
12 – April 12	Culture and organizational characteristics
13 – April 19	Organizational culture
14 – April 26	Term paper presentations <b>Term paper due</b>

### Topics and Assigned Readings

#### **Session 1. Introduction**

1. Triandis, H. C. (1994). Culture and social behavior. Chapters 1 and 2. New York: McGraw-Hill.
2. Trice & Beyer, (1993). The culture of work organizations. Chapter 1
3. Schein, E.H. (1992). Organizational Culture and Leadership. Chapters 1 and 2

#### **Session 2. Conceptions of Culture**

1. Lonner, W. & Adamopolous, J. (1997). Culture as an antecedent to behavior. In J. W. Berry, Y. H. Poortinga, & J. Pandey (Eds.) Handbook of Cross-Cultural Psychology. Needham Heights, MA: Allyn & Bacon. \**Read pages 44-54 and pages 64-67.*
2. Berry, J. (2000). Cross-cultural psychology: A symbiosis of cultural and comparative approaches. Asian Journal of Social Psychology, 3, 197-205.
3. Swidler, A. (1986). Culture in Action: Symbols and Strategies. American Sociological Review, 51, 273-286.

4. Shweder, R.A. 2001. Culture: Contemporary Views. International Encyclopedia of the Social & Behavioral Sciences: 3151-3158.
5. Shenkar, O. (2001). Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. Journal of International Business Studies, 32(3): 519-535.
6. Vandello, J. & Cohen, D. (1999). Patterns of individualism and collectivism across the United States. Journal of Personality and Social Psychology, 77, 279-292.

### **Session 3. Methodological Issues**

1. Morris, M. W., Leung, K., Ames, D., & Lickel, B. (1999). Views from inside and outside: Integrating emic and etic insights about culture and justice judgment. Academy of Management Review, 24(4): 781-796.
2. Gelfand, M. J., Raver, J. L., & Erhart, K. H. (2002). Methodological issues in cross-cultural organizational research. In S. Rogelberg (Ed) Handbook of Research Methods in Industrial and Organizational Psychology: 216-246. New York: Blackwell.
3. Birkinshaw, J. Brannen, M.Y., Tung, R.L. 2011. From a distance and generalizable to up close and grounded. Journal of International Business Studies, 42, 573-581.
4. Chen, Y. R., Leung, K., & Chen, C. C. (2009). Bringing National Culture to the Table: Making a Difference with Cross - cultural Differences and Perspectives. The Academy of Management Annals, 3(1), 217-249.
5. Schaffer, B.S., & Riordan, C.M. (2003). A review of cross-cultural methodologies for organizational research: A best-practices approach. Organizational Research Methods. 6 (2): 169-215.
6. Tsui, A.S., Nifadkar, S., & Ou, A.Y. (2007). Cross-national, cross-cultural organizational behavior: Advances, gaps, and recommendations. Journal of Management, 33, 426-478. (Read the Method Review and Recommendations)

### **Recommended Papers**

7. Leung, K. (1989). Cross-cultural differences: Individual level vs. culture-level analysis. International Journal of Psychology, 24, 703-719.
8. Betancourt, H., & Lopez, S. R. (1993). The study of culture, ethnicity, and race in American Psychology. American Psychologist, 48(6), 629-637.

### **Session 4. Cultural Value Dimensions**

1. Earley, P.C. (1989). Social loafing and collectivism: A comparison of the U.S. and the People's Republic of China. Administrative Science Quarterly, 34, 565-581.
2. He, W., Chen, C.C., & Zhang, L.H. (2004). Rewards Allocation Preferences of Chinese Employees in the New Millennium: Effects of Ownership Reform, Collectivism, and Goal Priority, Organization Science, 15 (2): 221-231.
3. Brewer, M.B., & Chen, Y. (2007). Where (Who) Are Collectives in Collectivism? Toward Conceptual Clarification of Individualism and Collectivism. Psychological Review, 114, 133-151.
4. Taras, V., Kirkman, B. L., & Steel, P. (2010). Examining the impact of Culture's consequences: A three-decade, multilevel, meta-analytic review of Hofstede's cultural value dimensions. Journal of Applied Psychology, 95(3), 405-439.
5. Fischer et al., 2010. Are individual-level and country-level value structures different? Journal of Cross-Cultural Psychology, 41, 135-151.

#### Additional Papers

6. Chen, C. C., Meindl, J.R., & Hunt, R. (1997). Testing the effects of vertical and horizontal collectivism, Journal of Cross-Cultural Psychology, 28 (1): 44-70.
7. Peterson, M.F., & Smith, P.B. (1997). Does national culture or ambient temperature explain cross-national differences in role stress? No sweat! Academy of Management Journal, 40 (4): 930-946.
8. Kashima, Y., Kokubo, T., Kashima, E. S., Boxall, D., Yamaguchi, S., & Macrae, K. (2004). Culture and self: Are there within-culture differences in self between metropolitan areas and regional cities?. Personality and Social Psychology Bulletin, 30(7), 816-823.

#### **Session 5. Values, Systems, and Practices**

1. Friedman, R., Liu, W., & Chen, C. C., Chi, S., S. (2007). Causal attribution for inter-firm contract violation: a comparative of Chinese and American commercial arbitrators, Journal Applied Psychology, 92(3), 856-864.
2. Kitayama, S. (2002). Culture and basic psychological processes: Toward a system view of culture. Psychological Bulletin, 128, 189-196.
3. Spector, P. E., Cooper, C. L., Sanchez, J. I., O'Driscoll, M., Sparks, K., Bernin, P. & Salgado, J. F. (2002). Locus of control and well-being at work: How generalizable are western findings? Academy of Management Journal, 45(2): 453-466.

4. Brannen, M. Y. & Peterson, M. (2008). Merging Without Alienating: Interventions Promoting Cross-Cultural Organizational Integration, Journal of International Business Studies, 40(3): 468-489.
5. Gelfand, M.J, Nishii, L.H., & Raver, J.L. (2006). On the nature and importance of cultural tightness-looseness. Journal of Applied Psychology, 91: 1225-1244.
6. Gelfand, M.J. et al., 2011. Differences between tight and loose cultures: A 33-nation study. Science, 332, pp. 1100-1104.

### **Recommended Papers**

7. Gelfand, M. J., Erez, M., & Aycan, Z, (2007). Cross-Cultural Organizational Behavior, Annual Review of Psychology, 58: 479-514.
8. Brannen, M.Y. (2004). When Mickey loses face: Recontextualization, semantic fit, and the semiotics of foreignness. Academy of Management Review, 29, 593-616.
9. Chen, C. (1995). New trends in rewards allocation preferences: A Sino-US comparison. Academy of Management Journal, 38: 408-428.
10. Kanungo, R.N., Aycan, Z., & Sinha, J.B.P. (1999). Organizational culture and human resource management practices: The model of culture fit. Journal of Cross-cultural Psychology, 30(4): 501-526.

### **Session 6. Culture, Leadership and Teams**

1. Behfar, K., Kern, M., & Brett, J. (2006). Managing challenges in multicultural teams. Research on Managing Groups and Teams, 9, 233-262.
2. Cramton, C. D. & Hinds, P. J. (2005). Subgroup dynamics in internationally distributed teams: Ethnocentrism or cross-national learning? Research in Organizational Behavior, 26: 231-263.
3. Earley, P. C., & Mosakowski, E. (2000). Creative hybrid team cultures: An empirical test of transnational team functioning. Academy of Management Journal, 43, 1, 26-49.
4. Chen, C.C., Chen, X.P. & Meindl, J.R. (1998). How can cooperation be fostered: The cultural effects of individualism and collectivism. Academy of Management Review, 23, 285-304.
5. Den Hartog, D. N., House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A., & Dorfman, P. W. (1999). Culture specific and cross-culturally generalizable implicit leadership

theories: Are attributes of charismatic/transformational leadership universally endorsed? *The Leadership Quarterly*, 10(2), 219-256.

### **Recommended Papers**

6. Hanges, P., Dickson, M., & Lord, R. (2000). An information-processing perspective on leadership and culture: A case for connectionist architecture. *Applied Psychology: An International Review*, 49, 133-161.
7. Hui, M.K., Au, K., & Fock, H. (2004). Empowerment effects across cultures. *Journal of International Business Studies*, 35 (1): 46-60.
8. Brodbeck, F. C., Frese, M., Akerblom, S., Audia, G., Bakacsi, G., Bendova, H., ... & Wunderer, R. (2000). Cultural variation of leadership prototypes across 22 European countries. *Journal of Occupational and Organizational Psychology*, 73(1), 1-29.
9. Janssens, M. & Brett, J. M. (2006). Cultural Intelligence in Global Teams: A Fusion Model of Collaboration. *Group and Organization Management*, 31(1), 124-153.
10. Gibson, C. & Zellmer-Bruhn, M. (2001). Metaphors and meaning: An intercultural analysis of the concept of teamwork. *Administrative Sciences Quarterly*, 46, 274-303.
11. Kirkman, B. L., & Shapiro, D. L. (1997). The impact of cultural values on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness. *Academy of Management Review*, 22, 3, 730-757.
12. Von Glinow, M.A., Shapiro, D.L., & Brett, J.M. (2004). Can we talk, and should we? Managing emotional conflict in multicultural teams. *Academy of Management Review*, 29, 578-592.

### **Session 7. Book Report**

### **Session 8. Culture and Cognition**

1. Markus, H., & Kitayama, S. (1991). Culture and self: Implications for cognition, emotion, & motivation. *Psychological Review*, 98. *Read pages 224-235.*
2. Nisbett, R., Peng, K., Choi, I., & Norenzayan, A (2001). Culture and systems of thought: Holistic versus analytic cognition. *Psychological Review*, 108, 291-211.
3. Hong, Y., Morris, M. W., Chiu, C., & Benet-Martinez, V. (2000). Multi-cultural minds: A constructivist approach to culture and cognition. *American Psychologist*, 55, 709-720.

4. Morris, M. W., & Peng, K. (1994). Culture and cause: American and Chinese attributions for social and physical events. Journal of Personality and Social Psychology, 67, 949-971.
5. Talhelm, T. et al. (2014). Large-Scale psychological differences within China. Science 344, 603-608.

### **Recommended Articles**

6. Liu, L. A., Friedman, R., Barry, B., Gelfand, M. J., & Zhang, Z. X. (2012). The Dynamics of Consensus Building in Intracultural and Intercultural Negotiations. Administrative Science Quarterly, 57(2), 269-304.
7. Thomas, D. C., & Ravlin, E. C. (1995). Responses of employees to cultural adaptation by a foreign manager. Journal of Applied Psychology, 80, 133-146.
8. Morris, M.W. & Fu, H.Y (2001). How does culture influence conflict resolution? A dynamic constructivist analysis. Social Cognition, 19(3), 324-349.

### **Spring Break**

#### **Session 9. Presentations; Innovation paper due**

#### **Session 10. *Culture, Morality and Ethical Decision Making***

1. Doris, J.M. & Stich, S.P. (2005). As a matter of fact: Empirical perspectives on ethics, in Jackson, F. & Smith, M. (Eds), Chapter 5: 129-137.
2. Haidt, J., Koller, S.H., & Dias, M.G. (1993). Affect, culture, and morality, or is it wrong to eat your dog? Journal of Personality and Social Psychology, 65, 613-628.
3. The emotional dog and its rational tail: A social intuitionist approach to moral judgment. Psychological Review, 108, 814-834.
4. Cullen, J.B., Parboteeah, K.P., & Hoegl, M. (2004). Cross-national differences in managers' willingness to justify ethically suspect behaviors: A test of institutional anomie theory. Academy of Management Journal, 47(3): 411-421.
5. Davis, M. A., Johnson, N. B., & Ohmer, D. G. (1998). Issue-contingent effects on ethical decision making: A cross-cultural comparison. Journal of Business Ethics, 17, 373-389.

### **Recommended Papers**

6. Chiu, C-Y, Dweck, C.S., Tong, J.Y. & Fu, H. (1997). Implicit theories and conceptions of morality. Journal of Personality and Social Psychology, 73: 923-940.

7. Izraeli, D. (1988). Ethical beliefs and behavior among managers: A cross-cultural perspective. Journal of Business Ethics, 7, 263-271.

### **Session 11. International Assignments**

1. Guzzo, R. A., Noonan, K. A., & Elron, E. (1994). Expatriate managers and the psychological contract. Journal of Applied Psychology, 79(4), 617-626.
2. Thomas, David C. & Lazarova, Mila, B. (2005). Expatriate adjustment and performance: A critical review. In G. Stahl & I. Björkman (Eds.) Handbook of Research in International Human Resource Management. Edward Elgar, Ltd.
3. Van Vianen, A.E.M., de Pater, I.E., Kristof-Brown, A.L. & Johnson, E.C. (2004). Fitting in: Surface- and deep-level cultural differences and expatriates' adjustment. Academy of Management Journal, 47, 697-209.
4. Chen, C.C., Choi, J. & Chi, S. (2002). Making justice sense of local-expatriate compensation disparity: Mitigation by local referents, ideological explanations, and interpersonal sensitivity in China-foreign joint ventures. Academy of Management Journal, 45, 807-817.
5. Takeuchi, R., Yun, S. & Tesluk, P.E. (2002). An examination of crossover and spillover effects of spousal and expatriate cross-cultural adjustment on expatriate outcomes. Journal of Applied Psychology, 87, 655-666.

### **Recommended Papers**

6. Shay, J.P. & Baack, S.A. (2004). Expatriate assignment, adjustment and effectiveness: An empirical examination of the big picture. Journal of International Business Studies, 35, 216-232.
7. Toh, S.M. & DeNisi, A.S. (2003). Host country national reactions to expatriate pay policies: A model and implications. Academy of Management Review, 28, 606-621.

### **Session 12. Culture and Organizational Characteristics**

1. Brannen, M. Y., & Salk, J. E. (2000). Partnering across borders: Negotiating organizational culture in a German-Japanese joint venture. Human Relations, 53(4), 451-487.
2. Gibson, C. B. (1994). The implications of national culture for organization structure: An investigation of three perspectives. Advances in International Comparative Management, 9, 3-38.

3. Child, J., Chung, L. & Davies, H. (2003). The performance of cross-border units in China: A test of natural selection, strategic choice, and contingency theories. Journal of International Business Studies, 34, 242-254.
4. McGuire, J. & Dow, S. (2003). The persistence and implications of Japanese keiretsu organization. Journal of International Business Studies, 34, 374-388.
5. Huang, X., Rode, J.C. & Schroeder, R.G. 2011. Organizational structure and continuous improvement and learning: Moderating effects of cultural endorsement of participative leadership. Journal of International Business Studies, 1103-1120.

### **Recommended Papers**

6. Tayeb, M. (1987). Contingency theory and culture: A study of matched English and the Indian manufacturing firms. Organization Studies, 8(3), 241-261.
7. Hickson, D. J., Hinings, C. R., McMillan, C. J., & Schwitter, J. P. (1974). The culture-free context of organizational structure: a tri-national comparison. Sociology, 8, 59-80.
8. Kogut, B. & Singh, H. (1988). The effect of national culture on the choice of entry mode. Journal of International Business Studies, 19(3): 411-432.

### **Session 13. Organizational Culture**

1. Schneider, B. Ehrhart, M.G., & Macey, W.H. 2013. Annu. Rev. Psychol, 64: 361-88.
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(3), 487-516.
3. Chatman, J. A., & Barsade, S. G. (1995). Personality, organizational culture, and cooperation: Evidence from a business simulation. Administrative Science Quarterly, 423-443.
4. Fey, C. F., & Denison, D. R. (2003). Organizational culture and effectiveness: can American theory be applied in Russia? Organization Science, 14(6), 686-706.
5. Hartnell, C. A., Ou, A.Y., Kinicki, A. 2011. Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions. Journal of Applied Psychology, 96, 677-694.

### **Recommended Papers**

6. Selmer, J., & De Leon, C. (1996). Parent cultural control through organizational acculturation: HCN employees learning new work values in foreign business subsidiaries. Journal of Organizational Behavior, 17(S1), 557-572.
7. Jones, G. R. (1983). Transaction costs, property rights, and organizational culture: An exchange perspective. Administrative Science Quarterly, 454-467.
8. Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. Administrative Science Quarterly, 286-316.
9. Marcoulides, G. A., & Heck, R. H. (1993). Organizational culture and performance: Proposing and testing a model. Organization Science, 4(2), 209-225.

#### **Session 14. Presentation**

### **Books on Reserve in the Dana Library**

1. Nisbett, R. and Cohen, D. (1996) Cultures of Honor. Westview Press
2. Geert Hofstede, 1991/1980. Culture and organizations: Software of the mind. New York: McGraw-Hill Book Company.
2. Triandis, H.C. 1995. Individualism & Collectivism. Boulder, Colorado: Westview Press.
3. Schein, E.H. 1992. Organizational Culture and Leadership. San Francisco: Jossey Bass
4. Trice, H.M. & Beyer, J.M. 1993. The Cultures of Work Organizations. Englewood Cliff, NJ: Prentice Hall.
5. de Tocqueville, A. 1969. Democracy in America. Garden City, NY: Anchor Press. Original work published 1835
6. Fisk, A.P. 1991. Structures of social life: The four elementary forms of human relations. New York: Free Press.
7. Weber, M. 1958. The protestant ethic and spirit of capitalism, New York.
8. Parsons, T. & Shils, E.A. 1951. Toward a general theory of action.
9. Kluckhohn, F.R. & Strodtbeck, F.L. 1961. Variations in value orientations. Evanston, IL: Row, Peterson.