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

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<th>Class Participation</th>
<th>15%</th>
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<tr>
<td>Weekly Reports</td>
<td>20%</td>
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<td>Mid-term Innovation Paper</td>
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<td>Final Research Proposal</td>
<td>40%</td>
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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.


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

Short paper due

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

Term paper due

Topics and Assigned Readings

Session 1. Introduction


Session 2. Conceptions of Culture


**Session 3. Methodological Issues**


**Recommended Papers**


**Session 4. Cultural Value Dimensions**


Additional Papers


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


**Recommended Papers**


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


**Recommended Papers**


**Session 7. Book Report**

**Session 8. Culture and Cognition**


**Recommended Articles**


**Spring Break**

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

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


**Recommended Papers**


### Session 11. International Assignments


### Recommended Papers


### Session 12. Culture and Organizational Characteristics


**Recommended Papers**


**Session 13. Organizational Culture**


**Recommended Papers**


Session 14. Presentation
Books on Reserve in the Dana Library