

Amsterdam Business Research Institute

**Contemporary Issues in Organizational Behavior and  
Human Resource Management**

Course Manual

Academic year 2023- 2024



<b>Course title</b>	Contemporary Issues in OB and HRM
<b>Coordinator(s)</b>	Dr. Jakob Stollberger and Prof. dr. Svetlana Khapova
<b>Study period</b>	March 2024 – May 2024 (Period 5)
<b>ECTS</b>	5 ECTS
<b>Tuition</b>	€1250 20% discount on early bird registration: €1000

**Course objectives:**

Upon completion of the course, students will:

- Develop an understanding of issues addressed by OB and HRM field of studies;
- Develop an understanding of how OB and HRM research can address societal changes, developments, and challenges;
- Acquire the latest knowledge on how individuals, teams/groups, structure/context, and organizational policies/practices impact individual experiences and behaviors in organizations;
- Develop reflective and critical skills in understanding the role of OB and HRM in the productive and healthy functioning of individuals and organizations;
- Develop the ability to discuss and utilize current theories and research in the field of OB and HRM.

**Course content:**

The course aims to introduce students to the leading concepts and current research discussions in Organizational Behavior (OB) and Human Resource Management (HRM) fields of studies with a particular focus on those that are shaped by and relevant to the contemporary societal changes, developments, and global challenges. The course is structured as a five-week course, where each week is dedicated to a discussion on one of the following society-relevant topics and how OB and HRM research addresses them:

- Leading Innovation – understanding theory and evidence on how leadership can foster innovation in organizations
- Meaningfulness and Sustainability – current research considering the importance of individual and organizational purpose, responsible organizational policies and practices and their impact on individuals in organizations;
- Careers and Employability – employees' contemporary career attitudes and behaviors, sustainable careers; career mobility and employability.

- Workforce Diversity and Inclusive HRM – multifaceted understanding of how HRM addressed diversity (e.g., age, gender, ethnicity, etc.) and stimulates inclusion in organizations.
- New Ways of Working – individuals proactively crafting their work, where, and how they do it, working in teams and ‘new normal’ conditions.

**Involved lecturers:**

Dr. Jos Akkermans, Dr. Maral Darouei, Prof. dr. Svetlana Khapova, Dr. Lena Knappert, Dr. Evgenia Lysova, & Dr. Jakob Stollberger.

**Assessment:** For each of the sessions, students will be asked to read the assigned literature and to prepare a one-slide presentation in response to a learning question from the instructor, serving as a basis for the class discussion (30%). At the end of the seminar, students will write an academic essay of max. 2000 words on how one of the topics discussed during the seminar can advance the research area of students’ interest (70%). The deadline for the essay is May 10, 2023 (by 17.00 via Canvas).

**Schedule of the sessions and rooms:**

Session 1 – 20 March, 9.30-12.30, HG-1G13 – **Leading Innovation**

Session 2 – 27 March, 9.30-12.30, HG-0G10 – **Careers and Employability**

Session 3 – 3 April, 9.30-12.30, HG-1G13 – **Meaningfulness and Sustainability**

Session 4 – 10 April, 9.30-12.30, NU-2B17 – **New Ways of Working**

Session 5 – 17 April, 9.30-12.30, NU-2B18 – **Workforce Diversity and Inclusive HRM**

**Literature:** (in the order of the sessions):

**Leading Innovation** (by Dr. Jakob Stollberger)

- Byron, K., Keem, S., Darden, T., Shalley, C. E., & Zhou, J. (2022). Building blocks of idea generation and implementation in teams: A meta-analysis of team design and team creativity and innovation. *Personnel Psychology*, 1–30. <https://doi.org/10.1111/peps.12501>
- Hemshorn de Sanchez, C. S., Gerpott, F. H., & Lehmann-Willenbrock, N. (2022). A review and future agenda for behavioral research on leader–follower interactions at different temporal scopes. *Journal of Organizational Behavior*, 43(2), 342–368. <https://doi.org/10.1002/job.2583>
- Stollberger, J., Al-Atwi, A. A., & De Cremer, D. (2023). Untangling the team social capital - team innovation link: The role of proportional task conflict as well as group- and differentiated individual-focused transformational leadership. *Human Relations*. <https://doi.org/https://doi.org/10.1177/00187267221080995>
- Stollberger, J., West, M. A., & Sacramento, C. A. (2019). Innovation in work teams. In P. B. Paulus & B. A. Nijstad (Eds.), *The Oxford Handbook of Group Creativity and Innovation* (pp. 231–252). Oxford University Press.
- van Knippenberg, D., & Sitkin, S. B. (2013). A critical assessment of charismatic — transformational leadership research: Back to the drawing board? *Academy of Management Annals*, 7, 1–60. <https://doi.org/10.1080/19416520.2013.759433>

### **Careers and Employability** (by Prof. dr. Svetlana Khapova & Dr. Jos Akkermans)

- Akkermans, J., Collings, D. G., da Motta Veiga, S. P., Post, C., & Seibert, S. E. (2021). Toward a Broader Understanding of Career Shocks: Exploring Interdisciplinary Connections with Research on Job Search, Human Resource Management, Entrepreneurship, and Diversity. *Journal of Vocational Behavior*.
- Akkermans, J., Spurk, D., & Fouad, N. (2021). Careers and career development. *Oxford Research Encyclopedia of Psychology*.
- Barley, S. R., identities, institutions, Arthur, M. B., Hall, D. T., & Lawrence, B. S. (1989). legacy of the Chicago School of Sociology. *Handbook of career theory*, 41.
- Fugate, M., Van der Heijden, B., De Vos, A., Forrier, A., & De Cuyper, N. (2020). Is what's past prologue? A review and agenda for contemporary employability research. *Academy of Management Annals*.
- Sullivan, S. E., & Baruch, Y. (2009). Advances in career theory and research: A critical review and agenda for future exploration. *Journal of management*, 35(6), 1542-1571.
- Tams, S., Kennedy, J. C., Arthur, M. B., & Chan, K. Y. (2020). Careers in cities: An interdisciplinary space for advancing the contextual turn in career studies. *Human Relations*, 0018726720964261.

### **Meaningfulness and Sustainability in Organizations** (by Dr. Evgenia Lysova)

- Aguinis, H., & Glavas, A. (2019). On corporate social responsibility, sensemaking, and the search for meaningfulness through work. *Journal of Management*, 45(3), 1057-1086.
- Bailey, C., Lips-Wiersma, M., Madden, A., Yeoman, R., Thompson, M., & Chalofsky, N. (2019). The five paradoxes of meaningful work: Introduction to the special issue 'meaningful work: Prospects for the 21st century'. *Journal of Management Studies*, 56(3), 481-499.
- Lysova, E. I., Allan, B. A., Dik, B. J., Duffy, R. D., & Steger, M. F. (2019). Fostering meaningful work in organizations: A multi-level review and integration. *Journal of Vocational Behavior*, 110, 374-389.
- Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*, 30, 91-127.
- Thompson, J. A., & Bunderson, J. S. (2019). Research on work as a calling... and how to make it matter. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 421-443.

### **New Ways of Working** (by Dr. Maral Darouei)

- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40-68.
- Darouei, M., & Pluut, H. (2021). Work from home today for a better tomorrow! How working from home influences work-family conflict and employees' start of the next workday. *Stress and Health*, 37(5)
- Golden, T. D., & Eddleston, K. A. (2020). Is there a price telecommuters pay? Examining the relationship between telecommuting and objective career success. *Journal of Vocational Behavior*, 116, 103348.

- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., ... & Vugt, M. V. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63.
- Tims, M., & Parker, S. K. (2020). How coworkers attribute, react to, and shape job crafting. *Organizational Psychology Review*, 10(1), 29-54.
- Parker, S. K., Wang, Y., & Liao, J. (2019). When is proactivity wise? A review of factors that influence the individual outcomes of proactive behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 221-248.

#### **Workforce Diversity and Inclusive HRM (by Dr. Lena Knappert & Dr. Jakob Stollberger)**

- Acker, J. (2006). Inequality regimes: Gender, class, and race in organizations. *Gender & Society*, 20(4), 441-464.
- Dietvorst, B. J., Simmons, J., & Massey, C. (2015). Algorithm aversion: People erroneously avoid algorithms after seeing them err. *Journal of Experimental Psychology: General*, 144, 114–126.  
<https://doi.org/10.5465/ambpp.2014.12227abstract>
- Homan, A. C. (2019). Dealing with diversity in workgroups: Preventing problems and promoting potential. *Social and Personality Psychology Compass*, 13(5), e12465.
- Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), 1754-1774.
- De Cremer & Stollberger, J. (2022). Are people analytics dehumanizing your employees? *Harvard Business Review*. <https://hbr.org/2022/06/are-people-analytics-dehumanizing-your-employees?ab=hero-subleft-1>
- Yam, K. C., Bigman, Y. E., Tang, P. M., Ilies, R., de Cremer, D., Soh, H., & Gray, K. (2021). Robots at work: People prefer - and forgive - service robots with perceived feelings. *Journal of Applied Psychology*, 106(10), 1557–1572.