



“The Olin PhD program is a wonderful place to explore meaningful questions and acquire the key research skills to find answers to these questions—answers that often have an immediate and considerable impact on the scholarly community and society at large.”

—Markus Baer, Associate Professor of Organizational Behavior



Olin’s Organizational Behavior program examines how individuals and groups affect—and are affected by—organizations and the people in them. As an Organizational Behavior PhD student, you’ll study organizations from multiple viewpoints, methods, and levels of analysis—delving into management, leadership, negotiation, team development, and conflict management, among other areas.

The program follows an apprenticeship model with an emphasis on one-on-one interaction. You’ll work directly with faculty and thesis advisors, observing how Olin’s research-driven faculty approaches a subject.

Collaborative Research—Organizational Behavior Faculty and PhD Students

- Campagna, R.T.*, Mislin, A.A.*, Kong, D.T.*, Bottom, W.P. (2016). Strategic Consequences of Emotional Misrepresentation in Negotiation: The Blowback Effect. *Journal of Applied Psychology*, 101, 605-624.
- Elfenbein, H.A., Jang, D.*, Sharma S.*, Sanchez-Burks, J. (2016). Establishing Components of Emotional Intelligence as Truly Objective Abilities: A Stroop Approach to Individual Differences in Tuning Into and Out of Nonverbal Cues. *Emotion*, in press.
- Kong, D.T.*, Bottom, W.P., Konczak, L.J. (2016). Negotiators’ Emotion Perception and Value-Claiming Under Different Incentives. *International Journal of Conflict Management*, 27, 146-171.
- Baer, M., Evans, K.*, Oldham, G.R., Boasso, A. (2015). The Social Network Side of Individual Innovation: A Meta-Analysis and Path-Analytic Integration. *Organizational Psychology Review*, (5), 191-223.
- Kong, D.T.*, Koncak, L., Bottom, W.P. (2015). Team Performance as a Joint Function of Team Member Satisfaction and Agreeableness. *Small Group Research*, 46, 160-178.
- Kudesia, R.S.*, Baer, M., Elfenbein, H.A. (2015). A Wandering Mind Does Not Stray Far from Home: The Value of Metacognition in Distant Search. *PLOS ONE*, 10(5).
- Kong, D.T.*, Dirks, K.T., Ferrin, D.L. (2014) Interpersonal Trust Within Negotiations: Meta-Analytic Evidence, Critical Contingencies, and Directions for Future Research. *Academy of Management Journal*, 57, 1235-1255.
- Sharma, S.*, Elfenbein, H.A. (2013). On the Role of Personality, Cognitive Ability, and Emotional Intelligence in Predicting Negotiation Outcomes: A Meta-Analysis. *Organizational Psychology Review*, (4), 293-336.
- Bottom, W.P., Kong D.T.* (2012). The Casual Cruelty of our Prejudices: On Walter Lippmann’s Theory of Stereotype and Its “Obliteration” in Psychology and Social Science. *Journal of the History of the Behavioral Sciences*, 48, 363-394.
- Kong, D.T.*, Tuncel, E., McLean Parks, J. (2011). Anticipating Happiness in a Future Negotiation: Anticipated Happiness, Propensity to Initiate a Negotiation, and Individual Outcomes. *Negotiation and Conflict Management Research*, 4, 219-247.
- Mislin, A.A.*, Campagna, R.L.*, Bottom, W.P. (2011). After the Deal: Talk, Trust Building and the Implementation of Negotiated Agreements. *Organizational Behavior and Human Decision Processes*, 115(1), 55-68.
- Bottom, W.P., Kong, D.T.* (2010). Normative Models for Strategic Decision Making in Industrial-Organizational Psychology and Organizational Behavior. *Industrial and Organizational Psychology*, 3, 417-420.
- Bunderson, J.S., Boumgarden, P.* (2010). Structure and Learning in Self-Managed Teams: Why “Bureaucratic” Teams Can Be Better Learners. *Organization Science*, 21, 609-624.

Organizational Behavior Faculty

Markus Baer

Associate Professor of Organizational Behavior

PhD, University of Illinois at Urbana-Champaign

Research interests: problem formulation, idea generation, solution implementation, organizational creativity and innovation

William P. Bottom

Joyce and Howard Wood Distinguished Professor of Organizational Behavior

PhD, University of Illinois at Urbana-Champaign

Research interests: organizational behavior, behavioral decision theory, negotiation

Stuart Bunderson

Associate Dean and Director of Executive Programs, George and Carol Bauer Professor of Organizational Ethics and Governance

PhD, University of Minnesota

Research interests: organizational behavior and theory, knowledge management, coordination of specialized expertise

Hengchen Dai

Assistant Professor of Organizational Behavior

PhD, University of Pennsylvania

Research interests: goals and motivation, self-regulation, social influence

Kurt Dirks

Bank of America Professor of Managerial Leadership

PhD, University of Minnesota

Research interests: organizational behavior, trust in work relationships, feelings of ownership in the workplace, leadership, teams

Michelle M. Duguid

Associate Professor of Organizational Behavior

PhD, Cornell University

Research interests: social status and group dynamics, group creativity and decision making, demographic effects on group relations, social categorization

Hillary Anger Elfenbein

John K. and Ellen A. Wallace Distinguished Professor of Organizational Behavior

PhD, Harvard University

Research interests: emotions in the workplace

Andrew Knight

Associate Professor of Organizational Behavior

PhD, University of Pennsylvania

Research interests: groups and teams, affect, relationships, entrepreneurship, healthcare

Judi McLean Parks

Reuben C. and Anne Carpenter Taylor Professor of Organizational Behavior

PhD, University of Iowa

Research interests: conflict management and dispute resolution, psychological contracts and workplace justice, diversity and socio-cultural and cross-cultural management factors, revenge in the workplace, organizational identity

Ray Sparrowe

Associate Professor of Organizational Behavior

PhD, University of Illinois at Chicago

Research interests: leadership, informal relationships in organizations, group processes and outcomes