



“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

Working Papers:

- Sanner, B.* , Bunderson, J.S., (2018). The Truth about Hierarchy. *Sloan Management Review*, forthcoming.
- Jang, D.* , Elfenbein, H.A., Bottom, W. P., (2018). More than a Phase: Form and Features of a General Theory of Negotiation. *Academy of Management Annals*, 12: 318–356.
- Sharma, S.* , Elfenbein, H.A., Foster, J., Bottom, W.P., (2018). Predicting Negotiation Performance from Personality Traits: A Field Study across Diverse Occupations. *Human Performance*, in press.
- Jang, D.* , Elfenbein, H.A., (2018). Menstrual Cycle Effects on Mental Health Outcomes: A Meta-Analysis. *Archives of Suicide Research*, in press.
- Elfenbein, H.A., Jang, D.* , Sharma S.* , Sanchez-Burks, J., (2017). Validating Emotional Attention Regulation as a Component of Emotional Intelligence: A Stroop Approach to Individual Differences in Tuning In to and Out of Nonverbal Cues. *Emotion*, in press.
- 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.
- 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.



CHAIR: William P. Bottom

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Research interests: organizational behavior, behavioral decision theory, negotiation

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

