



“Organizational behavior is a dynamic, innovative and multidisciplinary field, drawing insights across a variety of areas including psychology, sociology, economics and management. The Olin OB group is looking for highly motivated PhD students who are bold, creative thinkers.”

—Erik Dane, 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 approach a subject.

## Collaborative Research—Organizational Behavior Faculty and PhD Students

### Working Papers:

- Hsu, E.\* and Antoine, G.E. It’s not you, it’s me: A process model of workplace shaming.
- Hsu, E.\* and Elfenbein, H.A. Beyond experience and expression: Emotional organizational cultures based on a comprehensive understanding of the emotion process.
- Vashist, A.\* and Bottom, W.P. Gendered Evaluation of Informal Communication: The Case of Gossip.
- Vashist, A.\* and Elfenbein, H.A. Abusive Supervision in the Time of Social Distancing.
- Vashist, A.\* and Knight, A.P. Social Distancing and Communication Abstraction

### Published Papers:

- Campagna, R.T.\*, Mislin, A.A.\*, Kong, D.T.\* and 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.\* and Sanchez-Burks, J. (2017). Validating Emotional Attention Regulation as a Component of Emotional Intelligence: A Stroop Approach to Individual Differences in Tuning Into and Out of Nonverbal Cues. *Emotion*, 17, 348-358.
- Gray, S.\*, Knight, A. and Baer, M. (2020). On the Emergence of Collective Psychological Ownership in New Creative Teams. *Organization Science*: 31(1), 141-164.
- Gray, S.\*, Bunderson, J., Boumgarden, P. and Bechara, J. (2019). Engineering Interaction: Structural Change, Locus of Identification, and the Formation and Maintenance of Cross-Unit Ties. *Personnel Psychology*: 72(4), 599-622
- Jang, D.\*, Elfenbein, H.A. and Bottom, W.P. (2018). More than a Phase: Form and Features of a General Theory of Negotiation. *Academy of Management Annals* 12: 318–356.
- Jang, D.\* and Elfenbein, H.A., (2018). Menstrual Cycle Effects on Mental Health Outcomes: A Meta-Analysis. *Archives of Suicide Research*: 20, 1-21.
- Kong, D.T.\*, Bottom, W.P. and Konczak, L.J. (2016). Negotiators’ Emotion Perception and Value-Claiming Under Different Incentives. *International Journal of Conflict Management*: 27, 146–171.
- Kudesia, R.S.\*, Baer, M. and Elfenbein, H.A. (2015). A Wandering Mind Does Not Stray Far from Home: The Value of Metacognition in Distant Search. *PLoS ONE*: 10(5): e0126865.
- Lee, J.\*, Luckman, E.\*, Jang, D.\* and Bottom, W. (2018). Agreeableness and Alternatives as Sources of Bargaining Power: Evidence from a Four-Person Game. *Academy of Management Proceedings*: 1, 15694.
- Luckman, E.\*, Jang, D.\*, Lee, J.\* and Bottom, W. (2017). Personality, Mindset, and Alternatives as Sources of Bargaining Power. *Academy of Management Proceedings*: 1, 16879.
- Park, C.\* and Baer, M. Getting to the Root of Things: The Role of Epistemic Motivation and Construal Levels in Strategic Problem Formulation. *Strategy Science*, forthcoming.
- Sanner, B.\* and Bunderson, J.S. (2018). The Truth about Hierarchy. *Sloan Management Review*, forthcoming.

## Organizational Behavior Faculty

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**CHAIR: Hillary Anger Elfenbein**  
**John K. Wallace, Jr., and Ellen A. Wallace**  
**Distinguished Professor and Professor of**  
**Organizational Behavior**  
PhD, Harvard University  
Research interests: leadership, leadership development, negotiation, organizational behavior, negotiation

### **Giselle Antoine**

**Assistant Professor of Organizational Behavior**  
PhD, University of Washington  
Research interests: Culture and behavior

### **Markus Baer**

**Professor of Organizational Behavior**  
PhD, University of Illinois at Urbana-Champaign  
Research interests: The determinants of the various activities (e.g., problem formulation, idea generation, idea evaluation, solution implementation) composing creativity and innovation in organizations

### **Hannah Birnbaum**

**Assistant Professor of Organizational Behavior**  
PhD, Northwestern University  
Research interests: Diversity, Equity and Inclusion (DEI) in organizations

### **Jonathan Bogard**

**Assistant Professor of Organizational Behavior**  
PhD, University of California at Los Angeles  
Research interests: risk and uncertainty, behavioral ethics, political decision-making, descriptive social norms, behavioral interventions

### **William P. Bottom**

**Associate Dean and Academic Director for Undergraduate Programs and 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 (on leave through 2025)**

**Director of the Bauer Leadership Center and George and Carol Bauer Professor of Organizational Ethics and Governance**  
PhD, University of Minnesota  
Research interests: learning and knowledge management, social hierarchy, meaningful work, groups and teams

### **Erik Dane**

**Associate Professor of Organizational Behavior**  
PhD, University of Illinois at Urbana-Champaign  
Research interests: managerial cognition: creativity, epiphanies, expertise, intuition, mindfulness, and mind wandering

### **Kurt Dirks**

**Vice Chancellor of International Affairs and Bank of America Professor of Leadership**  
PhD, University of Minnesota  
Research interests: organizational behavior, trust in work relationships, feelings of ownership in the workplace, leadership and teams

### **Ashley Hardin**

**Assistant Professor of Organizational Behavior**  
PhD, University of Michigan  
Research interests: relationships, affect, work-life boundaries, unethical behavior

### **Andrew Knight**

**Professor of Organizational Behavior, Associate Dean of WashU at Brookings**  
PhD, University of Pennsylvania  
Research interests: leadership, team dynamics, 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 sociocultural and cross-cultural management factors, revenge in the workplace, organizational identity

