

Syllabus

Date	Readings	Assignments
Working in groups		
Week 1 8/28	<p>Course overview, introduction to groups</p> <p>We'll also introduce Wikipedia and what you will need to do over the course of the semester to complete your Wikipedia editing assignment.</p>	
8/30	<p>Basis for team success and failure</p> <p>We'll introduce fundamental ideas about groups, what they are good for and how they operate. We'll consider criteria for group success and some of the factors that influence whether groups will be successful. We'll discuss in class two contrasting cases of crew teams -- the unsuccessful Army Crew Team and the successful women's crew team at Cornell.</p> <ul style="list-style-type: none"> • Hollingshead, A. B., Wittenbaum, G. M., Paulus, P. B., et al. (2005). A look at groups from the functional perspective. In M. S. Poole & A. B. Hollingshead (Eds.), <i>Theories of small groups: Interdisciplinary perspectives</i> (pp. 21-62). • Goodman, Paul (video): Crew: Rowing in an 8. • Snook, S., & Polzer, J. T. (2004). <i>The Army Crew Team</i> (Case 9-403-131) Cambridge, MA: Harvard Business School <ol style="list-style-type: none"> 1. Why does the Varsity team lose to the JV team? 2. What should Coach P. have done differently earlier in the season to resolve this problem. Exactly when should he have intervened differently? 3. At the end of the case, what action should Coach P. take on Tuesday? What is your rationale for this recommendation? How should he implement this action? Be specific. 4. What are the relationships among coordination, esprit d'corp and performance in the Army and Cornell crews? 	
Week 2 9/5	<p>Team composition & process loss;</p> <p>Introduction to the Wikipedia assignment</p> <p>We'll consider the way that characteristics of team members and the ways they work together contribute to their success.</p> <ul style="list-style-type: none"> • Thompson, Leigh (2011). Making the team. Chapter 2 Performance and Productivity: Team Performance Criteria and Threats to Productivity • Shuffler, M. L., DiazGranados, D., & Salas, E. (2011). There's a Science for That: Team Development Interventions in Organizations. <i>Current Directions in Psychological Science</i>, 20(6), 365-372. 	<p>Wikipedia week 2. Start WP assignment:</p> <ul style="list-style-type: none"> • Skim the Wikipedia assignment. We'll discuss this more in class • Create a Wikipedia account & user page, and then enroll in Communication in Groups & Organizations on the Wikipedia educational portal. • Start training

- [Woolley, A. W., Aggarwal, I., & Malone, T. W. \(2015\)](#). Collective intelligence and group performance. *Current Directions in Psychological Science*, 24(6), 420-424.

9/7

Process losses: Distinguishing coordination vs motivation

[Compare a good and bad team](#) (Due 9/10 @ 10PM)

- [Karau, S. J., & Williams, K. D. \(1995\)](#). Social loafing: Research findings, implications, and future directions. *Current Directions in Psychological Science*, 4(5), 134-140.
- [Gorman, J. C. \(2014\)](#). [Team Coordination and Dynamics Two Central Issues](#). *Current Directions in Psychological Science*, 23(5), 355-360. [Note read only introduction & Issue 1 (the top of p. 358. You don't need to read Issue 2.)]
- [Kittur, A., & Kraut, R. E. \(2008\)](#). Harnessing the Wisdom of Crowds in Wikipedia: Quality Through Coordination *CSCW'08: Proceedings of the ACM Conference on Computer-Supported Cooperative Work* (pp. 37-46). New York: ACM Press

Follow-up reading, optional. This paper is the original meta-analysis on which [Karau et al \(1995\)](#) is based:

- [Karau, S. & Williams, K. \(1993\)](#). Social loafing: A meta-analytic review and theoretical integration. *Journal of Personality and Social Psychology*, 65(4), 681-706

Distributed groups

Week 3
9/12

Introduction to distributed groups

[Wikipedia week 3](#): Learn how to evaluate a Wikipedia article.

Distributed groups are increasingly common. Yet, there is a lot of evidence that distributed groups are less efficient than collocated groups, experience more conflict and member dissatisfaction. We'll review some of this evidence and then over the next several weeks consider factors that help groups be successful and the way that geographic dispersion makes these processes harder.

- [Olson, G. M. & Olson, J. S. \(2000\)](#). Distance matters. *Human-Computer Interaction*, 15(2-3), 139-178.
- [Bjørn, P., Esbensen, M., Jensen, R. E., & Matthiesen, S. \(2014\)](#). Does distance still matter? Revisiting the CSCW fundamentals on distributed collaboration. *ACM Transactions on Computer-Human Interaction*, 21(5).

9/14

Successful distributed groups

- [Malhotra, Arvind, Majchrzak, Ann, Carman, Robert & Lott, Vern \(2001\)](#). Radical innovation without collocation: A case study at Boeing-Rocketdyne. *MIS Quarterly*, 25(2).
- [Mortensen, M., & Hinds, P. J. \(2001\)](#). Conflict and shared identity in geographically distributed teams. *International Journal of Conflict Management*, 12(3), 212-238.

Week 4
9/19

The role of communication media (I)

A cooperative model of human communication proposes that speakers take into account what they expect their listeners to understand and update that information as they are speaking. Listeners have an obligation to indicate their state of knowledge and to cooperate with the speaker to produce an utterance.

1. [Wikipedia week 4](#): Learn about sources and citations. Add an interesting finding or fact and its citation to one of these articles. Due 9/29.
2. [Technology essay](#). Identify two examples from [Gergle et al, \(2013\)](#) that provide evidence about whether grounding and

- [Chapanis, A. \(1975\)](#). Interactive human communication. *Scientific American*, 232, 36-42
- [Clark, Herbert H. & Brennan, Susan E. \(1991\)](#). Grounding in communication. In L. B. Resnick, R. M. Levine, & S. D. Teasley (Eds.). *Perspectives on socially shared cognition*. (pp. 127-149). Washington, DC: American Psychological Association.

The Chapanis paper is old, but it illustrates a very common style of research, where researchers compare one complex communication modality (e.g., face-to-face communication) as a whole with another (e.g., telephone communication). In contrast, the Clark and Brenna paper takes a decompositional approach, asking what are the constraints of different media and how do they constraints influence the costs of accomplishing various sub-tasks involved in interpersonal communication. Which approach do you think makes more sense?

awareness are indeed different or the same (group assignment). The goal of writing this assignment is to give you a deeper understanding of what Gergle et al mean by grounding and awareness and how to use empirical evidence to back up or refute a scientific claim.

The other purpose is the give the class a common experience to evaluate tools for distributed work. This is assignment will be done with a partner, but you cannot meet face-to-face with your partner while doing the work. You need to select videos, find relevant examples within the video and interpret them jointly without meeting in person. I recommend that you use some video-sharing application, like Google Hangout, Skype or Appear-In for this part of the assignment. *Do not do this assignment through a division of labor*, in which different students select, analyze and write up each example. The selection, analysis of the video clips and planning of the essay should be all be done jointly, although you can divide the work for writing. The goal of work remotely is for you to get a visceral sense of the costs of different communication technology for doing highly interdependent work. **Due midnight, Sun, 9/24.**

9/21

No Class: Rosh Hashana

Week 5
9/26

The role of communication media (II)

- [Gergle, D., Kraut, R. E., & Fussell, S. R. \(2013\)](#). Using Visual information for grounding and awareness in collaborative tasks. *Human Computer Interaction*, 28, 1–39
- [Kruger, J., Epley, N., Parker, J., & Ng, Z.-W. \(2005\)](#). Egocentrism over e-mail: Can we communicate as well as we think? *Journal of Personality and Social Psychology*, 89(6), 925-936.

[Wikipedia week 5](#). List to the [course forum](#) 3-5 course-relevant, Wkipedia articles that need work and that you would be interested in working on. Include a brief explanation of what is needed.

Come to class prepared to show the portion of video clips you are using to argue that grounding and awareness are either different and the same. Several student groups will be asked to present their cases.

Identity, Diversity &
Conflict

9/28

Group identity and goal conflict

- [Gaertner, S. L., Dovidio, J. F., Banker, B. S., Houlette, M., Johnson, K. M., & McGlynn, E. A. \(2000\)](#). Reducing intergroup conflict: From superordinate goals to decategorization, recategorization, and mutual differentiation. *Group Dynamics*, 4(1), 98-114.
- [Hinds, P. J., & Bailey, D. E. \(2003\)](#). Out of sight, out of sync: Understanding conflict in distributed teams. *Organization Science*, 14(6), 615-632. [Note that this essay provides a very good overview of the types of conflicts that occur in distributed groups. However, it repeats some material from [Hinds, P. J., & Mortensen, M. \(2005\)](#). Understanding Conflict in Geographically Distributed Teams, so you should be able to skim portions that are repetitive.]

Week 6
10/3

Diversity as a source of conflict

This class examines some of the problems associated with diversity in groups.

- [Van Knippenberg, D., & Schippers, M. C. \(2007\)](#). Work group diversity. *Annu. Rev. Psychol.*, 58, 515-541.
- [Polzer, J, Varga, I, & Elfenbein \(2003\)](#). Henry Tam and the MGI Team. Harvard Business School Case 9-404-068.
- Note: Class will focus on discussing the Henry Tam case. Here are some points to think about when reading the case. We will cover these issues in class:
 1. What is your evaluation of the MGI team's process? What were the root causes of the team's problems?
 2. What are the strengths of the MGI team? That is, how would you have evaluated it "on paper," before its first meeting?
 3. Were the differences among team members a liability or an asset?
 4. What could Henry or Igor done earlier to avoid the team's problems?
 5. At the end of the case, after process problems had developed, what could the team have done to increase its effectiveness?

[Wikipedia week 6](#). Finalize your topic. Choose partner. Find sources.

Choose partner and Wikipedia article to write/improve. You can use this [discussion board](#) to find a partner. Once you have settled on an article and partner, assign your chosen topic to yourself on your student table in the WikiEducation dashboard. Due 10/6

Schedule meeting during this week or next with the instructor to discuss your article. In preparation for this meeting, you should have an outline of the article, indicating where you will make improvements. You should also have a preliminary list of five - ten reference you will use to write/improve the article.

[Short technology reflection essay](#) (part 2). The second component of the technology assignment is an individually written assessment of your team's group process and outcomes for part 1 of the assignment. This assessment requires reflection on your group's interactions and provides the opportunity to apply course concepts and learn from the team's project experience. **Due midnight, Tues 10/4**

10/5

Diversity as a source of innovation

- Ideo (<https://www.ideo.com/>) is arguably the best product design firm in the United States. We'll be examining the innovation process that Ideo uses, through the Hargadon & Sutton article below and through an ABC News video, [The Deep Dive](#). Come to class familiar with Ideo and its products, and be prepared to describe how it institutionalizes creativity. Here is [another video](#) providing more about Ideo's culture.
- [Hargadon, A. & Sutton, R.](#) Technology brokering and innovation in a product development firm. (1997). *Administrative Science Quarterly*, 42, 716-749.

Many analysts stress the value of having demographically and intellectually diverse work groups, for reasons of fairness and performance. What are the benefits and costs of diversity of work groups? Can we identify techniques for getting value from diversity, while minimizing some of its known costs? This class focuses on organizing to gain benefits from diversity.

Create a detailed outline reflecting your proposed changes, and post these for community feedback, along with a brief description of your plans, on the article's talk page. Start compiling a bibliography of reliable sources relevant to your article and post this to the article talk page. Make sure to check back on the talk page often and engage with any responses. You can change the outline and continue to add sources later, but the first draft of the outline and sources is due 10/11

Create a copy your existing article in one teammate's sandbox and start adding to and improving it in the sandbox.

Week 7
10/10

Introduction to Negotiation

- Fisher, Roger, Ury, William, & Patton, Bruce (1991). *Getting to yes: Negotiating agreement without giving in*. Penguin: New York. Chapter 1 ([Don't Bargain over Positions](#)) and Chapter 2: ([Separate the People from the Problem](#)).
- [Thompson, Leigh \(2005\)](#). *The mind and heart of the negotiator* (3rd edition). Upper Saddle River, NJ: Prentice Hall. Chapter 8: Win-win negotiation: Expanding the pie.

[Wikipedia week 7](#). Draft your Wikipedia article,

10/12

Managing conflict in groups

- [Forsyth, D. \(2009\)](#). *Group dynamics*: Wadsworth Pub Co. (Chapter 13: Conflict). Pp. 379-409

- [Barker, J. R. \(1997\)](#). Disciplining a teammate. In B. D. Syher (Ed.), *Case studies in organizational communication* (Vol. 2, pp. 97-109). New York: Guildford Press.

We'll be spending much of the class discussing the Barker case, Disciplining a Teammate. In reading the case consider the following questions:

1. What did the self-managed team do to prevent conflicts from arising?
2. What did they do correctly in handling Sharon's unpredictability and pattern of lateness and absence?
3. What did they do poorly?
4. What else could they have done?
5. Could principles of negotiation be used to handle the conflict in this case?

- Optional: [Behfar, K. J., Peterson, R. S., Mannix, E. A., & Trochim, W. M. \(2008\)](#). The critical role of conflict resolution in teams: A close look at the links between conflict type, conflict management strategies, and team outcomes. *Journal of Applied Psychology*, 93(1), 170.

Attitudes, attitude change & persuasion

Week 8

Introduction to attitudes

10/17

- [Aronson, E., Wilson, T., & Akert, T. \(2010\)](#). *Social Psychology*. Chapter 7: Attitudes and attitude change. Pearson. Upper Saddle River, NJ.
- [Cialdini, Robert B. \(2008\)](#) *Influence: Science and practice* (5rd Edition). Chapter 4: Social Proof. pp. 97-140.
- [False alarm send passengers running of out LAX terminals](#)
- Optional (for deeper background): [Petty, R., & Wegener, D. \(1998\)](#). Attitude change: Multiple roles for persuasion variables. *The handbook of social psychology*, 1, 323-390.

[Wikipedia week 8](#). Peer review two other articles from the class.

Choose two of your classmates' articles to review & paste the URLs of your selections into the appropriate columns [in this spreadsheet](#) Select articles so that every article has four reviewers signed up. Note that you don't have to start your review yet, but selection is due: 10/25.

10/19

Persuasion and liking

- [Cialdini, Robert B. \(2008\)](#) *Influence: Science and practice* (5rd Edition). Talman Co. Chapter 5: Liking. 141-173.
- [Lynn, M. \(1996\)](#). Seven ways to increase your servers' tips. *Cornell HRA Quarterly*, 37(June), 24-29.
- [Bailenson, J., Iyengar, S., Yee, N., & Collins, N. \(2008\)](#). Facial similarity between voters and candidates causes influence. *Public Opinion Quarterly*, 72(5), 935-961.

Pick an ad on the web or Youtube advocating or opposing a public policy and analyze how it works. Pick any policy you care about --e.g., climate change, infant vaccination, the affordable care act. Identify what you think are the principles it is using to influence potential readers/viewers. [The assignment is described here](#). You will write up your analysis as a post on the class forum, including the URL to the ad you are analyzing and no more than 150 words of analysis. Come to class prepared to show and discuss this ad.

Week 9

Persuasion and social pressure

10/24

- [Cialdini, Robert B. \(2008\)](#) *Influence: Science and practice* (5rd Edition). Talman Co. Chapter 6: Authority. pp.174-197.
- [Gerber, A. S., Green, D. P., & Larimer, C. W. \(2008\)](#). Social pressure and voter turnout: Evidence from a large-scale field experiment. *American Political Science Review*, 102(01), 33-48.
- [Green, D. P., & Gerber, A. S. \(2010\)](#). Introduction to social pressure and voting: New experimental evidence. *Political Behavior*, 32(3), 331-336.

[Wikipedia week 9](#). Respond to peer reviews & begin to move your draft WP article from your sandbox to the main WP article area. You should do this in stages over several days or in separate edits (saves) within a single edit session, so that if other WP editors disagree with some of your changes and decide to remove your changes, they change back only a portion of what you've worked on, rather than your whole draft. Due Nov 27.

10/26

More on persuasion

Persuasion experiment. The assignment is [described in more detail here](#). Basically in a team of two or three students, you will conduct

- Report on student experiments

a small experiment in which you create differing versions of advertisement, varying on a dimension which research suggests should have an impact on influencing an audience and then collect data to see if one version of the ad is more effective than the other. [Post your write-up in this forum](#). Due 11/8.

[Wikipedia week 10](#). Continue to improve your article.

Week 10

Individual self-presentation

10/31

- [Leary, M. \(1996\)](#). *Self-Presentation: Impression Management and Interpersonal Behavior*. Westview Press. ([Chapter 2: Tactics](#) & [Chapter 4: Roles & Norms](#))
- [Ibarra, H. \(1999\)](#). Provisional selves: Experimenting with image and identity in professional adaptation. *Administrative Science Quarterly*, 44(Dec), 764-791.
- [Frame, E. \(2015, Aug 23\)](#). Dinner and Deception: Serving elaborate meals to the super-rich left me feeling empty., New York Times, p. SR1.

11/2

Organizational self-presentation

- [Van Maanen, J. \(1991\)](#). The smile factory: Work at Disneyland. In P. Frost, L. Moore, M. Luis, C. Lundberg, & J. Martin (Eds.), *Reframing organizational culture* (pp. 58-76). Newbury Park, CA: Sage. (also available [here](#).)
- [Sutton, R. I. \(1991\)](#). Maintaining norms about expressed emotions: A case of bill collectors. *Administrative Science Quarterly*, 36, 245-268.
- [Supran, G., & Oreskes, N. \(2017, Aug 22\)](#). What Exxon Mobil didn't say about climate change, New York Times, p. A.

[Wikipedia week 11](#). Polish your work. Monitor and respond to comments from peer reviewers and comments and changes from the WP community and make changes as needed. If you disagree with a suggestion, use the article talk pages to politely discuss and come to a consensus on your edit. Responses to peer reviews due 11/15

Week 11

Introduction to Leadership

11/7

- [Kaiser, R. B., Hogan, R., & Craig, S. B. \(2008\)](#). Leadership and the fate of organizations. *American Psychologist*, 63(2), 96-110.
- [Mintzberg, Henry \(1990, March/April\)](#). The manager's job: Folklore and fact. *Harvard Business Review*, 68(2), 163-176. If the Harvard link doesn't allow you to purchase the article, use [this link](#).
- [Hollander, E. P. \(1992\)](#). The essential interdependence of leadership and followership. *Current Directions in Psychological Science*, 1(2), 71-75. (Just read the sections on Relational Quality of Leadership, Transactional Leadership & the Active Follower, and Transformational Leadership & Charisma.)

Follow-up readings: optional

- [Wang, G., Oh, I.-S., Courtright, S. H., & Colbert, A. E. \(2011\)](#). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & organization management*, 36(2), 223-270.

11/9

Leadership as behavior

- [Burke, C., Stagl, K., Klein, C., Goodwin, G., Salas, E., & Halpin, S. \(2006\)](#). What type of leadership behaviors are functional in teams? A meta-analysis. *The Leadership Quarterly*, 17(3), 288-307. doi: 10.1016/j.leaqua.2006.02.007
- Optional: [Zhu, H., Kraut, R. E., & Kittur, A. \(2013\)](#). Effectiveness of Shared Leadership in Wikipedia. *Human Factors: The Journal of the Human Factors and Ergonomics Society*, 55(6), 1021-1043.

Week 12	Communication & group performance	<p>Wikipedia week12. Finalize your article. Review the checklist before submitting your article for grading.</p> <p>Continue to monitor & improve your WP article as needed. Do additional research and writing to further improve to your article, based on your classmates' suggestions and any additional areas for improvement you can identify.</p>
11/14	<ul style="list-style-type: none"> • Ginnett, R. (1990). Airline cockpit crew. In R. Hackman (Ed.). Groups that work (and those that don't). pp. 427-448. San Francisco. Jossey-Bass, 1990. • Opional: Leonard, M., Graham, S., & Bonacum, D. (2004). The human factor: The critical importance of effective teamwork and communication in providing safe care. <i>Quality and Safety in Health Care</i>, 13(suppl 1), 85-90. 	
11/16	<p>Communication, familiarity and coordination</p> <p>Having common beliefs and views of a situation should allow groups to communicate more efficiently. How does this work?</p>	
	<ul style="list-style-type: none"> • Argote, L. (1999). <i>Organizational learning</i>. Boston: Kluwer. Chapter 1. Learning Curves. (Read only pages 1-13, up to section 1.4). • Argote, L. (1999). <i>Organizational learning</i>. Boston: Kluwer. Chapter 3. Organizational Memory. pp. 67-98. 	
Week 13	Organizational Culture	<p>Wikipedia week 13. Turn in your article for grading by 11/27.</p>
11/21	<p>Leaders often try and sometime succeed in instilling a distinct culture for the groups & organizations they lead. In today's class we'll get a sense of what organizational culture is and contrast two distinct, leader-driven organizational cultures.</p>	
	<ul style="list-style-type: none"> • Schein, E. H. (1984). Coming to a new awareness of organizational culture. <i>Sloan Management Review</i>, 25(2), 3-16. • Gelles, D. (2015, July 19). At Zappos, Pushing Shoes and a Vision, <i>New York Times</i>, p. BU1. • Kantor, J., & Streitfeld, D. (2015, Aug 16). Inside Amazon: Wrestling Big Ideas in a Bruising Workplace, <i>New York Times</i>, p. A1. 	
11/23	<p>Thanksgiving break.</p> <p>No Class</p>	
Social networks/Communication boundaries		
Week 14	Introduction to social networks	
11/28	<p>People are important sources for information and other resources. Interpersonal networking is important to gain these resources, but getting to new pockets of information is what is crucial.</p>	
	<ul style="list-style-type: none"> • Allen, T. (1977). <i>Managing the flow of technology</i>. Cambridge, MA: MIT Press. pp. 141-181. The technological gatekeepers. • Raider, H., & Krackhardt, D. (2001). Intraorganizational Networks. In J. A. C. Baum (Ed.), <i>Companion to Organizations</i> (pp. 58-74.). Oxford, UK.: Blackwell. • Introduction to social network analysis tools: https://gephi.org/ 	
11/30	<ul style="list-style-type: none"> • Social networks (II) • Cross, R & Cummings, J. (2004) Tie and network correlates of individual performance in knowledge intensive work <i>Academy of Management Journal</i>, 47(6), 928 	<p>Social network visualization assignment. What can you learn about a group by looking at the structure of its social network? (due Monday, 12/4, midnight).</p>

- Allen, J., James, A. D., & Gamle, P. (2007). Formal versus informal knowledge networks in R&D: a case study using social network analysis. *R& D Management*, 37(3), 179-196.
- Smith, K. P., & Christakis, N. A. (2008). Social networks and health. *Annu. Rev. Sociol*, 34, 405-429.

Week 15

[Wikipedia week 15. WP self-reflection essay.](#)

12/5

Online social networks systems and personal outcomes

You only need to write a single essay for your team. (Due Sunday, Dec 10th, midnight)

- [Gilbert, E., & Karahalios, K. \(2009\)](#). Predicting tie strength with social media *CHI'09: Proceedings of the ACM Conference on Human Factors in Computer Systems* (pp. 211-220). New York, NY: ACM Press.
- [Dunbar, R. \(2010\)](#). Do we need (150) friends
- [Burke, M., & Kraut, R. E. \(2016\)](#). The relationship between Facebook use and well-being depends on communication type and tie strength. *Journal of Computer-Mediated Communication*, 21(4), 265-281.

12/7

Show and tell of your social network visualization assignment

TBD

Course review

Note, this is a time for students to ask questions and get clarification. It will *not* be a lecture of course highlights.

TBD

Final exam -- TBD

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[Send by email](#)