

## General Exam Reading List

### LHRD 7705 Measures

Shaffer, J., DeGeest, D., & Li, A. (2016). Tackling the problem of construct proliferation. *Organizational Research Methods, 19*, 80-110.

Foster, G., Min, H., & Zickar, M. (2017). Review of item response theory practices in organizational research. *Organizational Research Methods, 20*, 465-486.

Murphy, K. & Davidshofer, C. (2005). *Psychological Testing (6th Edition)*, Prentice Hall: Upper Saddle River, NJ.

Nunnally, J.C. & Bernstein, I.H. (1994). Special Problems in Classical Test Theory (Chapter 9). In *Psychometric Theory (3<sup>rd</sup> Edition)*, (pp.338-392). McGraw-Hill, Inc: New York, NY.

Carpenter, N., Son, J., Harris, T., Alexander, A., & Horner, M. (2016). Don't forget the items. *a (n(6)-m)lonepentms*

affirmation on women's intellectual performance. *Journal of Experimental Social Psychology*, Vol 42(2), 236-243.

Robson, S.M., Jones, A., & Abraham, J. (2008). Personality, faking, and convergent validity: A warning concerning warning statements. *Human Performance*, 21, 89-106.

Van Iddekinge, Chad H.; Morgeson, Frederick P.; Schleicher, Deidra J.; Campion, Michael A. (2011). Can I retake it? Exploring subgroup differences and criterion-related validity in promotion retesting. *Journal of Applied Psychology*. Sep2011, Vol. 96 Issue 5, p941-955. 15p.

Courtright, Stephen H.; Postlethwaite, Bennett E.; McCormick, Brian W.; Reeves, Cody J.;

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- Ismail, AI, Abdul-Majid,A.H., & Musibau, H.O. (2017). Employee learning theories and their organizational applications. *Journal of Economic Studies*, 3, 96-104
- Ravichandran, N., & Bano,R. (2016). A review of antecedents, correlates and consequences of HR practices: A conceptual model of organizational development. *Journal of Organizational Behavior*, 15(4), 76-127.
- Ferreira, R. & Abbad, G. (2013). Training Needs Assessment: Where We Are and Where We Should Go. *Brazilian Administration Review (BAR)*, 10, 77-99.
- McClelland, S. (1994). Training Needs Assessment Data-gathering Methods. *Journal of European Industrial Training*,18(5), p4-7.
- Dierdorff, E., Surface, E. & Brown, K. (2010). Frame-of-reference training effectiveness: Effects of goal orientation and self-efficacy on affective, cognitive, skill-based, and transfer outcomes. *Journal of Applied Psychology*, 95, 1181-1191.
- Rizzuto, T., Cherry, K., & LeDoux, J. (2012). The aging process and cognitive capabilities. (Chapter 14). In J.W. Hedge and W. C. Borman's (Ed.), *The work and aging handbook*. Oxford University Press.
- Dobbs, R. (2006) Development Phase of systematic training: New technology lends assistance. *Advances in Developing Human Resources*, 8, 500-512.
- Lacerenza, C., Reyes, D., Marlow, S., Joseph, D., & Salas, E. (2017). Leadership training design, delivery, and implementation: A meta analysis. *Journal of Applied Psychology*, 102,1686-1718.
- Orvis, K., Fisher, S., & Wasserman, M. (2009). Power to the people: Using learner control to improve trainee reactions and learning in web-based instructional environments. *Journal of Applied Psychology*, 94, 960-971.
- Sitzmann, T., Kraiger, K., Stewart, D., & Wisher, R. (2006).The comparative effectiveness of web-based and classroom instruction: A meta-analysis. *Personnel Psychology*, 59, 623-664.
- Arthur, W., Bennett, W., & Edens, P. (2003). Effectiveness of training in organizations: A meta-analysis of design and evaluation features. *Journal of Applied Psychology*, 88(2), 234-245.
- Liang, K., Lepak, D., Ju, J., Baer, J. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55, 1264-1294.
- Nguyen, T., Truong, Q., & Buyens. (2010). The relationship between training and firm performance: A literature review. *Research & Practice in Human Resource Management*, 18(1), p36-45.
- Tharenou, P., Saks, A., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes.

BLEDOW, R., CARETTE, B., KÜHNEL, J., & BISTER, D. (2017). Learning from others'

Allvin, M. (2008). New rules of work: exploring the boundaryless job. *The individual in the changing working life*. New York, N: Cambridge University Press. (pp.19-45).

Wang, M., & Wanberg, C. (2017). 100 years of applied psychology research on individual careers. *Journal of Applied Psychology*, *102*, 546-563.

Rizzuto, T. (2009). Human dimensions of workplace disaster recovery. In K.

1075-1101. DOI: 10.5465/amj.2012.0865.

Lockett, A., Currie, G., Finn, R., Martin, G., & Waring, J. (2014). The influence of social position on sensemaking about organizational change. *Academy of Management Journal*, 57, 1102-1129.

Vestergaard, B. (2012). Leading unpopular changes with fair process towards a strategic process design. *Academy of Management Proceedings, Best paper award*.  
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Nguyen Huy, Q., Corley, K., Kraatz, M. (2014). From support to mutiny: Shifting legitimacy

McFillen, J. M., O'Neil, D. A., Balzer, W. K., & Varney, G. H. (2013). Organizational diagnosis: An evidence-based approach. *Journal of Change Management*, 13(2), 223-246.

Marshak, R. J. (2013). The controversy over diagnosis in contemporary organization development. *OD Practitioner*, 45(1), 54-59.

Rossett, A. (1999). *First things fast: A handbook for performance analysis* (pp. 11-47). San Francisco: Jossey/Bass.

Williams, K. M., & Crafts, J. L. (1997). Inductive job analysis: The job-task inventory method. In D. L. Whetzel & G. R. Wheaton (Eds.), *Applied measurement methods in industrial psychology* (pp. 51-68). Palo Alto, CA: Davis-Black Publishing.

Levine, E.L. (1983). *Everything you always wanted to know about job analysis* (pp. 69-90). Tampa, FL: Mariner Publishing.

- Gomathi, S. (2013). The effects of balanced score card metrics in aligning HR strategy into business strategy for enhancing organizational capabilities. *International Journal of Computer Science & Management Studies*, 13(6), 1–8.
- PricewaterhouseCoopers. (n.d.). *Guide to key performance indicators: Communicating the measures that matter*. London: PricewaterhouseCoopers LLP. Retrieved from [https://www.pwc.com/gx/en/audit-services/corporate-reporting/assets/pdfs/uk\\_kpi\\_guide.pdf](https://www.pwc.com/gx/en/audit-services/corporate-reporting/assets/pdfs/uk_kpi_guide.pdf)
- Attride-Stirling, J. (2001). Thematic networks: An analytical tool for qualitative research. *Qualitative Research*, 1(3), 385-405.
- Russ-Eft, D., & Preskill, H. (2005). In search of the holy grail: Return on investment evaluation in human resource development. *Advances in Developing Human Resources*, 7(1), 71–85. <https://doi.org/10.1177/1523422304272169>
- Phillips, J., & Phillips, P. (2002). How to measure the return on your HR investment. *Strategic HR Review*, 1(4), p. 1-9.
- American Evaluation Association. (2018). AEA Guiding Principles (2018 Update). Retrieved from <https://www.eval.org/p/cm/ld/fid=51>
- Muller, J. Z. (2018). *The Tyranny of Metrics*. Princeton, NJ: Princeton University Press. (Chapters 1-2 and 16)
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### **LHRD 7025 – Reading List**

- Brookfield, S. (1986). *Understanding and facilitating adult learning: A comprehensive analysis of principles and effective practices*. McGraw-Hill Education (UK).
- Brookfield, S. D. (2015). *The skillful teacher: On technique, trust, and responsiveness in the classroom*. John Wiley & Sons.
- Daloz, L. A. (1988). The story of Gladys who refused to grow: A morality tale for mentors. *Lifelong Learning*, 11(4), 4-7.
- Guy, T. C. (1999). Culture as context for adult education: The need for culturally relevant adult education. *New Directions for Adult and Continuing Education*, 1999(82), 5–18. doi: 10.1002/ace.8201
- Knowles, M., Holton, E., & Swanson, R. (2015). *The adult learner: The definitive classic in adult education and human resource development*. London: Routledge.



- Merriam, S. B., Caffarella, R. S., & Baumgartner, L. M. (2007). *Learning in adulthood: A comprehensive guide*. John Wiley & Sons.
- Pratt, D. D. (2002). Good teaching: One size fits all? *New Directions for Adult and Continuing Education*, 2002(93), 5 – 16. doi: 10.1002/ace.45
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### **LHRD 7200 – Reading List**

- Bacharach, S. (1989). Organizational theories: Some criteria for evaluation. *Academy of Management Review*, 14, 496-515.
- Bernal, D. D. (2002). Critical race theory, Latino critical theory, and critical raced-gendered epistemologies: Recognizing students of color as holders and creators of knowledge. *Qualitative inquiry*, 8(1), 105-126.
- Calás, M., & Smircich, L. (1999). Past Postmodernism? Reflections and Tentative Directions. *The Academy of Management Review*, 24(4), 649-671.
- Eisner, E. (1992). Are all causal claims positivistic? A response to Francis Schrag. *Educational Researcher*, 21(5), 8-9
- Howe, K. (2009). Positivist dogmas, rhetoric and the education science question. *Educational Researcher*, 38(6), 428-440.
- Kincheloe, J. L., & McLaren, P. (2002). Rethinking critical theory and qualitative research. *Ethnography and schools: Qualitative approaches to the study of education*, 87-138.
- Kneller, G.F. (1997). A method of enquiry. In J. Hatton & P.B. Plouffe (Eds.), *Science and its ways of knowing* (pp.11-25). Upper Saddle River, NJ.: Prentice Hall.
- Pirsig, R. (1997). On scientific method. In J. Hatton & P.B. Plouffe (Eds.), *Science and its ways of knowing* (pp. 7-10). Upper Saddle River, NJ.: Prentice Hall.
- Schrag, F. (1992). In defense of positivist research paradigms. *Educational Researcher*, 21(5), 5-8.

Smith, J.K. (1989). *The nature of social and education inquiry: Empiricism versus interpretation*. Norwood, NJ: Ablex Publishing.

Sutton, R.I. & Staw, B.M. (1995) What Theory is not. *Administrative Science Quarterly*, 40(3), 371-384.

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## **GROUP SOCIALIZATION AND NORMS**

Mathieu, J. E., & Rapp, T. L. (2009). Laying the foundation for successful team performance trajectories: The roles of team charters and performance strategies. *Journal of Applied Psychology*, 94, 90-103.

Valentine, M. A., & Edmondson, A. C. (2015). *Team scaffolds: How mesolevel structures enable role-based coordination in temporary groups*. *Organization Science*, 26, 405-422.

Courtright, S. H., Thurgood, G. R., Steward, G. L., & Pierotti, A. J. (2015). *Structural interdependence in teams: An integrative framework and meta-analysis*. *Journal of Applied Psychology*, 100, 1825-1846.

### **Team Process Overview**

Marks, M. A., Mathieu, J. E., & Zaccaro, S. J. (2001). *A temporally based framework and taxonomy of team processes*. *Academy of Management Review*, 26, 356-376.

### **Information Sharing and Decision Making**

Mesmer-Magnus, J. R., & DeChurch, L. A. (2009). *Information sharing and team performance: A meta-analysis*. *Journal of Applied Psychology*, 94, 535-546.

Behfar, K. J., Peterson, R. S., Mannix, E. A., & Trochim, W. M. K. (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, 170-188.

### **MULTICULTURAL TEAMS**

Behfar, K., Kern, M., & Brett, J. (2006). Managing challenges in multicultural teams. In E. A. M. Mannix, M. Neale, and Y. Chen (Eds.), *Research in managing groups and teams: Vol 9 National culture and groups*, (233-262). Oxford: Elsevier Science Press.

### **TEAMS AND TECHNOLOGY (VIRTUAL TEAMS)**

Gilson, L. L., Maynard, M. T., Young, N. C. J., Vartiainen, M., & Hakonen, M. (2015). Virtual teams research 10 years, 10 themes, and 10 opportunities. *Journal of Management*, 41, 1313-1337.

### **LEADERSHIP, COACHING, & POWER IN TEAMS**

Nicolaidis, V. C., LaPort, K. A., Chen, T. R., Tomassetti, A. J., Weis, E. J., Zaccaro, S. J., & Cortina, J. M. (2014). The shared leadership of teams: A meta-analysis of proximal, distal, and moderating relationships. *The Leadership Quarterly*, 25, 923-942.

Hackman, J. R., & Wageman, R. (2005). A theory of team coaching. *Academy of Management Review*, 30, 267-289.

Aime, F., Humphrey, S. E., DeRue, D. S., & Paul, J. B. (2014). *The riddle of heterarchy: Power transitions in cross-functional teams*. *Academy of Management Journal*, 57, 327-352

### **MULTITEAM SYSTEMS AND BOUNDARY SPANNING**

Marrone, J. A. (2010). Team boundary spanning: A multilevel review of past research and proposals for the future. *Journal of Management*, 36, 911-940.

Mathieu, J.E., Marks, M.A., & Zaccaro, S.J. (2001). Multi-team systems. In N. Anderson, D.S. Ones, H.K. Sinangil & C. Viswesvaran (Eds.), *Organizational psychology: Vol. 2. Handbook of industrial, work and organizational psychology* (pp. 289-313). London: Sage.

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### **LHRD 7700 Reading List**

Yukl, G (2013, 8th edition). *Leadership in Organizations*. Prentice Hall

Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *The Leadership Quarterly*, 25, 63-82.

## **FOUNDATIONS FOR DEVELOPMENT: THEORIES, MODELS, TAXONOMIES, & FRAMEWORKS IN LEADERSHIP AND LEADERSHIP DEVELOPMENT**

Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2007). The leadership skills strataplex: Leadership skill requirements across organizational levels. *The Leadership Quarterly*, 18, 154–166.

Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *The Academy of Management Perspectives*, 26, 66-85.

*Ibarra, H., Wittman, S., Petriglieri, G., & Day, D. V. (2014). Leadership and identity: An examination of three theories and new research directions. In D. V. Day (Ed.), The Oxford handbook of leadership and organizations (pp. 289–305), New York, NY: Oxford University Press.*

### **Traits & Personality**

Judge, T.A., Bono, J.E., Ilies, R., & Gerhardt, M. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87, 765-780.

Judge, T.A., Colbert, A.E., & Ilies R. (2004). Intelligence and leadership: A quantitative review and test of theoretical propositions. *Journal of Applied Psychology*, 89, 542–552.

*DeRue, D. S., Nahrgang, J. D., Wellman, N., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. Personnel Psychology, 64, 7-52.*

### **Power & Influence**

Sturm, R. E., & Antonakis, J. (2015). Interpersonal power: A review, critique, and research agenda. *Journal of Management*, 41, 136-163.

### **Neo-Charismatic Theories and Transformational Leadership**

Judge, T.A., & Piccolo, R.F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89, 755–768.

*Oreg, S., & Berson, Y. (2015). Personality and charismatic leadership: The moderating role of situational stress. Personnel Psychology, 68, 49 – 77.*

### **Dyadic and Team Processes**

Wang, D., Waldman, D. A., & Zhang, Z. (2014). A meta-analysis of shared leadership and team effectiveness. *Journal of Applied Psychology*, 99, 181-198.

Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A metaanalysis of antecedents and consequences of leader-member exchange integrating the past with an eye toward the future. *Journal of Management*, 38, 1715-1759.

Hogg, M. A., van Knippenberg, D., & Rast, D. E. III. (2012). *The social identity theory of leadership: Theoretical origins, research findings, and conceptual developments*. *European Review of Social Psychology*, 23, 258-304.

### **Ethical, Spiritual, Servant, and Authentic Leadership**

Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management*, 44, 501-529.

Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. V. (2012). A trickle-down model of abusive supervision. *Personnel Psychology*, 65, 325-357.

### **Reflection and After-Event Reviews**

DeRue, D. S., Nahrgang, J. D., Hollenbeck, J. R., & Workman, K. (2012). A quasi-experimental study of after-event reviews and leadership development. *Journal of Applied Psychology*, 97, 997-1015.

Lanaj, K., Foulk, T. A., & Erez, A. (2018). Energizing leaders via self-reflection: A within-person field experiment. *Journal of Applied Psychology*. *Advance Online Publication*

with mentoring for protégés: A meta-analysis. *Journal of Applied Psychology*, 89, 127-136.

Bono, J. E., Purvanova, R. K., Towler, A. J., & Peterson, D. B. (2009). A survey of executive coaching practices. *Personnel Psychology*, 62, 361-404.

### **Challenging Experiences & Assessment Centers**

DeRue, D. S., & Wellman, N. (2009). Developing leaders via experience: The role of developmental challenge, learning orientation, and feedback availability. *Journal of Applied Psychology*, 94, 859-875.

Dragoni, L., Tesluk, P. E., Russell, J. E. A., & Oh, I. -S. (2009). Understanding managerial development: Integrating developmental assignments, learning orientation, and access to developmental opportunities in predicting managerial competencies. *Academy of Management Journal*, 52, 731-743.

Engelbrecht, A. S., & Fischer, A. H. (1995). The managerial performance implications of a developmental assessment center process. *Human Relations*, 48, 387-404.

Thornton, G. C., III, & Rupp, D. E. (2003). Simulations and assessment centers. In J. C. Thomas (Ed.) & M. Hersen (Series Ed.), *Comprehensive handbook of psychological assessment: Vol. 4. Industrial and organizational assessment* (pp. 319-344). Hoboken, NJ: Wiley.

### **Gender, Diversity, Cross-Cultural, and Global Leadership**

Ely, R. J., Ibarra, H., & Kolb, D. (2011). Taking gender into account: Theory and design for women's leadership development programs. *Academy of Management Learning & Education*, 10, 474-493.

Park, S., Jeong, S., Jang, S., Yoon, S. W., & Lim, D. H. (2018). Critical Review of Global Leadership Literature: Toward an Integrative Global Leadership Framework. *Human Resource Development Review*, 17, 95-120.

Badura, K. L., Grijalva, E., Newman, D. A., Yan, T. T., and Jeon, G. (2018). Gender and leadership emergence: a meta-analysis and explanatory model. *Personnel Psychology*, 71, 335-367.

Cumberland, D. M., Herd, A., Alagaraja, M., & Kerrick, S. A. (2016). Assessment and development of global leadership competencies in the workplace: A review of literature. *Advances in Developing Human Resources*, 18, 301-317.

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## LHRD 7900 Research Methods

Appelbaum, M., Cooper, H., Kline, R. B., Mayo-Wilson, E., Nezu, A. M., & Rao, S. M. (2018). Journal article reporting standards for quantitative research in psychology: The APA Publications and Communications Board task force report. *American Psychologist, 73*(1), 3-25.

Bermana, J., & Smyth, R. (2015). Conceptual frameworks in the doctoral research process: A pedagogical model. *Innovations in Education and Teaching International, 52*(2), 125–136.

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative and mixed methods approaches* (5th ed.). Thousand Oaks, CA: Sage.

Gentles, S. J., Charles, C., Nicholas, D.B, Ploeg, J., & McKibbin, K. A. (2016). Reviewing the research methods literature: principles and strategies illustrated by a systematic overview of sampling in qualitative research. *Systematic Reviews, 5*. doi: 10.1186/s13643-016-0343-0

Gibbert, M., & Ruigrok, W. (2010). The "what" and "how" of case study rigor: Three strategies based on published work. *Organizational Research Methods, 3*(4), 710-737.

Harrison, R. L. III. (2015). Using mixed methods designs in the Journal of Business Research, 1990–2010. *Journal of Business Research, 66*(11), 2153–2162.

Landrum, B., & Garza, G. (2015). Mending fences: Defining the domains and approaches of quantitative and qualitative research. *Qualitative Psychology, 2*(2), 199 –209.

McCusker, K., & Gunaydin, S. (2015). Research using qualitative, quantitative or mixed methods and choice based on the research. *Perfusion, 30*(7), 537-542.

Palanski, M., Newman, A., Leroy, H., Moore, C., Hannah, S., & binna3 (z)-6 (a)4 ((t)-2 (o4 (l)-,f)3 (i (I)3 (I)3

Torraco, R. J. (2016). Writing integrative literature reviews: Using the past and present to explore the future. *Human Resource Development Review*, 15(4), 404-428.

Wallace, M., & Sheldon, N. (2015). Business research ethics: Participant observer perspectives. *Journal of Business Ethics*, 128(2), 267-277.

Wang, J. (2018). HRD Scholarship: Trends, reality, and opportunities. *Human Resource Development Review*, 17(4), 313-348.