

POST-GRADUATE SEMINAR ON  
POSITIVE ORGANIZATIONAL SCHOLARSHIP

Course type:	Intensive seminar
Set-up:	Two seminar days
Time:	Tuesday August 25, 2015, and Wednesday August 26, 2015 Both days from 09:15 to 16:00.
Place:	Tuas-building, Otaniementie 17, seminar room 1021-1022
Credit points:	2 credit points
Grading:	Passed/Fail
Language:	English
Performance requirements:	1) Reading the seminar material in advance to the seminars 2) Active participation during the seminar days 3) Writing an essay
Lecturer:	Dr. Mari Kira, Docent Email: <i>mari.kira@aalto.fi</i>

#### ENROLLMENT IN THE SEMINAR

Doctoral students should enroll in the seminar by 13.8.2015, by e-mailing *heini.ikavalko@aalto.fi*. In this email, students should include their name, student number, home university, research field, and supervising professor. The number of students is limited to 20.

#### THE CONTENT AND GOALS OF THE SEMINAR

This seminar concentrates on the field of Positive Organizational Scholarship (POS). When seeking to develop individuals and organizations, the focus is often placed on correcting what is wrong. However, the aim of POS is to focus on strengths, resources, and potentials on the level of individuals, groups, and organizations. Therefore, POS develops understanding of how *positively deviant* (rather than only neutral or negative) phenomena and processes in individuals and organizations at work emerge and can be supported. It addresses generative dynamics at work and explores various enablers and mechanisms of individual and organizational well-being. POS also draws attention to positive organizational phenomena earlier neglected (e.g., compassion in organizations).

Therefore, the theme of the seminar is *positive phenomena and processes in connection with work in organizations*. We will look at these positive phenomena and processes on the level of individuals and inter-individual interactions. In addition to the introduction to the field of POS, the seminar aims at encouraging the students to consider why adopting the positive lens in psychology and organization studies might be conceptually interesting and practically beneficial. The seminar also aims at supporting self-reflection on how the students, as employees or leaders, can contribute to the emergence of positive workplaces.

## OUTLINE OF THE SEMINAR

The seminar will include the following segments:

1. Reading the seminar material: The students are expected to read the seminar material (see below) in advance to the seminar.
2. Seminar sessions: The seminar material is discussed during the two seminar days. On the first day, we will focus on theories and concepts on the level of individuals and, during the second day, we will address theories and concepts on the inter-individual level. Attendance on both days is mandatory.
3. Essay: After the seminar sessions, each student writes a max. five page essay. The students can choose from two alternative topics: (a) Positive Organizational Scholarship on the individual level or (b) Positive Organizational Scholarship on the inter-individual level.

## SEMINAR MATERIAL

The following articles will be used as the seminar material and you are expected to read them in advance to the seminar days.

### Seminar day 1: Positive Organizational Scholarship on individual level

Berg, J. M., Grant, A. M., & Johnson, V. 2010. When callings are calling: Crafting work and leisure in pursuit of unanswered occupational callings. *Organization Science*, 21: 973-994.

Fredrickson, B. L. 1998. What good are positive emotions? *Review of General Psychology*, 2: 300-319.

Kahn, W. A. 1990. Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33: 692-724.

Lips-Wiersma, M., & Morris, L. 2009. Discriminating between 'meaningful work' and the 'management of meaning'. *Journal of Business Ethics*, 88: 491-511.

Sonenshein, S., Dutton, J. E., Grant, A. M., Spreitzer, G. M., & Sutcliffe, K. M. 2013. Growing at work: Employees' interpretations of progressive self-change in organizations. *Organization Science*, 24: 552-570.

Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. 2005. A socially embedded model of thriving at work. *Organization Science*, 16: 537-549.

Wrzesniewski, A., & Dutton, J. E. 2001. Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 28: 179-201.

### Seminar day 2: Positive Organizational Scholarship on inter-individual level

Carmeli, A., Brueller, D., & Dutton, J. E. 2009. Learning behaviours in the workplace: The role of high-quality interpersonal relationships and psychological safety. *Systems Research and Behavioral Science*, 26: 81-98.

Carmeli, A., Dutton, J. E., & Hardin, A. E. 2015. Respect as an engine for new ideas: Linking respectful engagement, relational information processing and creativity among employees and teams. *Human Relations*, 68: 1021-1047.

Dutton, J. E., & E. Heaphy, E. D. 2003. The power of high-quality connections. In K. S. Cameron, J. E. Dutton and R.E. Quinn (eds), *Positive Organizational Scholarship*: 263-278. San Francisco: Berrett-Koehler. (Available on: <http://webuser.bus.umich.edu/janedut/high%20quality%20connections/power%20high%20quality.pdf>)

- Edmondson, A. C. 2004. Psychological safety, trust, and learning in organizations: A group-level lens. R. M. Kramer & K. S. Cook (Eds.), *Trust and distrust in organizations: Dilemmas and approaches*: 239-272. New York: Russel Sage Foundation. (Available on: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.195.4023&rep=rep1&type=pdf>)
- Grant, A. 2011. How customer can rally your troops. *Harvard Business Review*, June: 96-103.
- Grant, A. M. 2007. Relational job design and the motivation to make a prosocial difference. *Academy of Management Review*, 32: 393-417.
- Lilius, J., Kanov, J., Dutton, J., Worline, M., & Maitlis, S. 2012. Compassion revealed: What we know about compassion at work (and where we need to know more). In K. S. Cameron & G. M. Spreitzer (Eds), *The Oxford Handbook of Positive Organizational Scholarship*: 273-287. New York, NY: Oxford University Press, Inc. (Available on: [http://webuser.bus.umich.edu/janedut/Compassion/POS\\_Compassion\\_Chapter\\_FINAL%20%281%29.pdf](http://webuser.bus.umich.edu/janedut/Compassion/POS_Compassion_Chapter_FINAL%20%281%29.pdf))