

PSY682

Organizational Justice/Behavioral Ethics, Corporate Social Responsibility, and Humanitarian Work Psychology

Purdue University
Spring 2014

I. Class Information

Instructor: Dr. Deborah E. Rupp

Class: Wednesday 1:30PM -4:30 PM in Psych 2115

Office Hours: By appointment

Contact information: rupp@purdue.edu

Office location: Psych 2114

II. Introduction

This course brings together both classic and emerging topics within I/O Psychology including:

Organizational justice: The extent to which working adults hold organizations and other organizationally-relevant stakeholders morally accountable for their actions and judge them as fair or unfair (Rupp et al., in press).

Behavioral Ethics: The study of individual behavior that is subject to or judged according to generally accepted moral norms of behavior (Trevino & Reynolds, 2006).

Corporate Social Responsibility (CSR): A firm's considerations of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm to accomplish social (and environmental) benefits along with the traditional economic gains which the firm seeks (Davis, 1973). In Psychology, we study individuals' perceptions of and reactions to CSR, as well as CSR-related decision making.

Humanitarian Work Psychology (HWP): The synthesis of organizational, industrial, work, and other areas of psychology with deliberate and organized efforts to enhance human welfare. The study of which includes activities that are not only traditionally associated with humanitarian assistance and international development, but also with the promotion of the International Labour Organisation's (ILO) concept of decent work, as well as, poverty-reduction. (www.GOHWP.com).

Whereas some of these topics have been discussed and studied in the literature for quite some time, others are emerging as "mainstream" topics within I/O Psychology, or have been more within the purview of other organizational disciplines (e.g., strategic management).

In this course we will survey this literature with a goal of integration—that is, to understand the deeper theoretical root structure that connects these fields. We will also seek to, through this integration, offer new insights to this emerging discourse in the form of new primary research.

III. Class Format

Our in-class sessions will take on a variety of formats. Every week we will discuss readings, as well as, “workshop” each course member’s evolving research paper. Guest speakers from other universities, who are considered thought leaders on the various topics covered in the class, will also be invited to present/join our discussions via Skype. For each class session, students are expected to have:

- read all assigned readings (in-depth; prior to class)
- prepared talking points for each reading
- prepared a research update including:
 - o progress made over the course of the week
 - o questions/discussion points for the group

Students are also expected to assign readings to the class to guide these discussions as appropriate.

Workshop. A segment of class time will be devoted each week to furthering your own individual programs of research. The primary “deliverable” for this course is a full research paper or proposal in APA-format at the level, length, and caliber of a top-tier journal publication. Although data need not be collected and analyzed, the paper should contain a literature review, a methods section, a data analysis plan/proposed results lay-out, and a discussion section. This course is designed to help you move forward with your research. Thus, weekly progress on your research will be expected. We will take class time to discuss your weekly progress, help you resolve challenges and hurdles you may be facing, and apply your actual research to the topics covered in the readings to life.

Finally, you will never succeed as a researcher without sharp skills in the area of scientific writing. **Every week, you are required to email me one page (or less, but not more) from some aspect of your working paper,** which I will return to you the following week with feedback.

IV. Grades

Your grade will be determined as follows:

Weekly discussions of readings	20%
Weekly presentation/discussion leadership on research progress (Including one page of text turned in each week for writing critique)	20%
Weekly participation in the research discussions of others	20%
Research paper (due 5/9) by email/hard copy	40%

V. Required Course Materials

We will be reading a number of chapters out of the following four books, as well as, a number of additional journal articles.

Carr, MacLachlan, & Furnham (2013). *Humanitarian Work Psychology*. Basingstroke: Palgrave Macmillan

Olson-Buchanan, Bryan & Thompson (2013). *Using Industrial-Organizational Psychology for the Greater Good*. London: Routledge.

Jackson, Ones & Dilchert (2012). *Managing Human Resources for Environmental Sustainability*. Hoboken: Wiley.

Huffman & Klein (2013). *Managing Human Resources for Environmental Sustainability*. London: Routledge.

The papers assigned for each week were carefully chosen to be comprehensive, recent (with the exception of some classics and highly cited papers), and relevant. Most are published in the field's leading journals. An electronic reserve has not been created, as it is important that you hone your skills in obtaining research articles. Online versions of all the articles are available. PsycINFO/PsycARTICLES is a searchable database available on our library website containing full text articles. EBSCO/Academic Search Premier, also available on the library website, is another useful searchable database for organizational scientists. And of course there is our beloved Google Scholar. You should become astute in conducting literature searches on these systems. For additional assistance, feel free to contact a research librarian who would be happy to assist you.

VI. Topics, Course Calendar, and Readings

Below, I have provided a list of references on the potential topics to be covered. I have provided more than we will actually read/discuss, in that knowing about these works may aid your research. We will decide together upon a more condensed list to be discussed each week, and you are encouraged to nominate additional readings (or noteworthy references) that are relevant to your own research pursuits or the seminar in general.

We will meet/not meet the following weeks:

1/15

1/22

1/29

2/5

2/12

2/19 Week to work on papers – No formal class

2/26

3/5

3/12

3/19: Spring Break—No Class

3/26

4/2

4/9

4/16

4/23

4/30

5/7 – Exam Week –

5/9 – Final Paper Due –

Introduction to course; Tutorial on how these topics fit together: Getting from justice to ethics, CSR, and HWP

*Rupp, D. E. (2011). An employee-centered model of organizational justice and social responsibility. *Organizational Psychology Review*, 1, 72-94.

*Rupp, D. E., Skarlicki, D. P., & Shao, R. (2014). The psychology of corporate social responsibility and humanitarian work: A person-centric perspective. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7, 361-368.

The Evolving Field of I/O Psychology

*Adam Smith quote: "How selfish so ever man may be supposed, there are evidently some principles in his nature, which interest him in the fortune of others, and render their happiness necessary to him, though he derives nothing from it, except the pleasure of seeing it." (Smith [1759] 1996).

*George, J. M. (2013). Compassion and Capitalism Implications for Organizational Studies. *Journal of Management*.

*Hakel, M. D. (2013). Commentary: *Homo Economicus*, Industrial Psychology, and the Greater Good. In J. Olson-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good-Helping Those Who Help Others*. New York: Routledge (pp. 559-566).

*Kraiger, K. (2013). Commentary. In J. Olson-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good-Helping Those Who Help Others*. New York: Routledge (pp. 567-571).

*Lefkowitz, J. (2013). Values and Ethics of a Changing I-O Psychology: A Call to (Future) Action. In J. Olson-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good*. New York: Routledge

*Lowman, R.L. (Ed.) (2006). *The ethical practice of psychology in organizations* (2nd Ed.). Washington D.C.: American Psychological Association & Society of Industrial/Organizational Psychology.

*Messick, S. (1995). Validity of Psychological Assessment. *American Psychologist*, 50(9), 741-749.

*Reichman, W., & Berry, M. O. N. (2012). The Evolution of Industrial and Organizational Psychology. In S. C. Carr, M. MacLachlan & A. Furnham (Eds.), *Humanitarian Work Psychology*. New York: Palgrave Macmillan.

Justice, Morality, and Behavioral Ethics

*Bell, C. M., & Khoury, C. (2011). Organizational De/Humanization Deindividuation, Anomie, and in/Justice. In S. W. Gilliland, D. D. Steiner & D. P. Skarlicki (Eds.), *Emerging Perspectives on Organizational Justice and Ethics*. Charlotte, North Carolina: Information Age Publishing.

(for reference) Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58, 164-209.

(for reference) Cropanzano, R., Rupp, D. E., Mohler, C. J., & Schminke, M. (2001). Three roads to organizational justice. *Research in Personnel and Human Resource Management*, 20, 1-113.

**D.M. Mayer, From Proscriptions to Prescriptions: A Call for Including Prosocial Behavior in Behavioral Ethics. In Schminke (Ed). *Managerial Ethics: Managing the Psychology of Morality*.257-271. New York: Routledge.

*Haidt, J. (2007). The New Synthesis in Moral Psychology. *Science*, 316(5827), 998-1002.

Haidt, J. (2013). Moral psychology for the twenty-first century. *Journal of Moral Education*, 42(3), 281-297.

*Haidt, J., & Kesebir, S. (2010). Morality. In S. Fiske, D. Gilbert & G. Lindzey (Eds.), *Handbook of Social Psychology* (5 ed., pp. 797-832). New Jersey: Wiley.

*Folger, R., & Cropanzano, R. (2010). Social Hierarchies and the Evolution of Moral Emotions. In M. Schminke (Ed.), *Managerial Ethics: Managing the Psychology of Morality* (pp. 207-234). Orlando, US: University of Central Florida.

*Is Morality Always an Organizational Good?: A Review of Current Conceptions of Morality in Organizational and Social Justice Theory and Research, Linda J. Skitka and Christopher W. Bauman. In Skarlicki, Steiner, & Gilliland (Eds). *Justice, Morality, and Social Responsibility*.

- *Kluever, J., Frazier, R., & Haidt, J. (2013). Behavioral Ethics for Homo Economics, Homo Heuristicus, and Homo Duplex. *Organizational Behavior and Human Decision Processes*, 123(2), 150-158.
- *Mayer, D. M. (2010). From Proscriptions to Prescriptions: A Call for Including Prosocial Behavior in Behavioral Ethics. In M. Schminke (Ed.), *Managerial Ethics: Managing the Psychology of Morality* (pp. 257-269). Orlando, US: University of Central Florida.
- *Moore, C., & Tenbrunsel, A. E. (2013). "Just Think About It"? Cognitive Complexity and Moral Choice. *Organizational Behavior and Human Decision Processes*, 23(2), 138-149.
- Moral Contracts, *Rebecca L. Greenbaum, Robert Folger, and Robert C. Ford*. In Gilliland, Steiner, & Skarlicki (Eds.). *Emerging Perspectives on Organizational Justice and Ethics*
- **Organizational De/Humanization, Deindividuation, Anomie, and In/Justice, *Chris M. Bell and Careen Khoury*. In Gilliland, Steiner, & Skarlicki (Eds.). *Emerging Perspectives on Organizational Justice and Managerial Ethics: Managing the Psychology of Morality*
- ***R. Folger, R. Cropanzano*, Social Hierarchies and the Evolution of Moral Emotions. In Schminke (Ed).
- *Skitka, L. J., & Bauman, C. W. (2008). Is Morality Always an Organizational Good? In S. W. Gilliland, D. D. Steiner & D. P. Skarlicki (Eds.), *Justice, Morality, and Social Responsibility* (pp. 1-28). Charlotte, NC: Information Age Publishing.
- Moore, Celia, and Tenbrunsel, Ann (2014). Just think about it? Cognitive complexity and moral choice. *Organizational Behavior and Human Decision Processes*.123 (2). 138-149
- Hamilton III, J Brooke & Knouse, Stephanie (2011). The Experience-Focused Model of Ethical Action: A Conceptual Foundation for Ethics and Organizational Justice Research. In Gilliland, Steiner, & Skarlicki *.Emerging Perspectives on Organizational Justice and Ethics*. Charolette :Information Age Publishing.
- Treviño, L. K., Weaver, G. R., & Reynolds, S. J. (2006). Behavioral Ethics in Organizations: A Review. *Journal of Management*, 32(6), 951-990.
- Reynolds, S. J., Dang, C. T., Yam, K. C., & Leavitt, K. (2013). The Role of Moral Knowledge in Everyday Immorality: What Does It Matter If I Know What Is Right? *Organizational Behavior and Human Decision Processes*, 123(2), 124-137.
- Reynolds, Scott, Dang, Carolyn, Yam, Kai Chi, and Leavitt, Keith. (2014). The role of Moral Knowledge in Everyday Immorality: What does it matter if I know what is right?. *Organizational Behavior and Human Decision Processes*.123 (2). 124-137

Kliver, Jesse, Frazier, Rebecca, and Haidt, Jonathan. (2014). Behavioral ethics for Homo economicus, Homo heuristicus, and Homo duplex. *Organizational Behavior and Human Decision Processes*.123 (2). 150-158

Morality Measures

Association of American Colleges and Universities (2014). Core Commitments: Educating Students for Personal and Social Responsibility, from <http://www.aacu.org/corecommitments/>

Brady, F. N., & Wheeler, G. E. (1996). An Empirical Study of Ethical Predispositions. *Journal of Business Ethics*, 5(9), 927-940.

Forsyth, D. R. (2014). Ethics Position Questionnaire, from: <http://donforsyth.wordpress.com/ethics/ethics-position-aquestionnaire/>

Rest, J. R. (1990). *DIT Manual: Manual for the Defining Issues Test*. Center for the Study of Ethical Development, University of Minnesota.

CSR: A Sociological/Economic Perspective

*Bansal, P., & Roth, K. (2000). Why companies go green: a model of ecological responsiveness. *Academy of Management Journal*, 43(4), 717-736.

*Margolis, J. D., & Walsh, J. P. (2003). Misery Loves Companies: Rethinking Social Initiatives by Business. *Administrative Science Quarterly*, 48(2), 268-305.

*Shin, K.-Y. (2014). *Corporate Social Responsibility Reporting in China*: Springer.

Bansal, P. (2003). From Issues to Actions: The Importance of Individual Concerns and Organizational Values in Responding to Natural Environmental Issues. *Organization Science*, 14(5), 510–527.

Bansal, P. (2005). Evolving sustainably: a longitudinal study of corporate sustainable development. *Strategic Management Journal*, 26(3), 197-218.

Bansal, P., & Clelland, I. (2004). Talking trash: Legitimacy, impression management, and unsystematic risk in the context of the natural environment. *Academy of Management Journal*, 47(1), 93-103.

Chandler, D. and Werther, W.B. (2014). *Strategic Corporate Social Responsibility: Stakeholders, Globalization, and Sustainable Value Creation*, 3rd ed. Thousand Oaks, CA: Sage. ISBN 9781452217796

Matter of Time: The Temporal Perspectives of Organizational Responses to Climate Change. N Slawinski, P Bansal, *Organization Studies* 33 (11), 1. 537-1563

- Maurer, C. C., Bansal, P., & Crossan, M. M. (2011). Creating Economic Value Through Social Values: Introducing a Culturally Informed Resource-Based View. *Organization Science*, 22(2), 432-448.
- Marquis, C., Glynn, M. A., & Davis, G. F. (2007). Community isomorphism and corporate social action. *Academy of Management Review*, 32(3), 925-945.
- Marquis, C., & Battilana, J. (2009). Acting globally but thinking locally? The enduring influence of local communities on organizations. *Research in Organizational Behavior*, 29, 283-302.
- Marquis, C., & Qian, C. (2013). Corporate social responsibility reporting in China: Symbol or substance. *Organization Science*.
- Marquis, C., & Lee, M. (2011). Who is governing whom?: Senior managers, governance and the structure of generosity in large US firms. *Strategic Management Journal*.
- Maurer, C. C., Bansal, P., & Crossan, M. M. (2011). Creating Economic Value Through Social Values: Introducing a Culturally Informed Resource-Based View. *Organization Science*, 22(2), 432-448.

CSR: A Psychological Perspective

- *Bradley-Geist, J. C., & King, E. B. (2013). Building an Inclusive Work World: Promoting Diversity and Positive Inter-Group Relations through CSR. In J. Olson-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good: Helping Those Who Help Others* (pp. 176- 204). New York: Routledge.
- *Bennette, J. B., & Tetrick, L. E. (2013). The "We" in Wellness: Workplace Health Promotion as a Positive Force for Health in Society. In J. Olson-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good* (pp. 205-236). New York: Routledge.
- *Caligiuri, P., Mencia, A., & Jiang, K. (2013). Win–Win–Win: The Influence of Company-Sponsored Volunteerism Programs on Employees, NGOs, and Business Units. *Personnel Psychology*, 66(4), 825-860.
- *Ormiston, M. E., & Wong, E. M. (2013). License to Ill: The Effects of Corporate Social Responsibility and CEO Moral Identity on Corporate Social Irresponsibility. *Personnel Psychology*, 66(4), 861-893.
- *Rupp, D. E., Williams, C. A., & Aguilera, R. V. (2010). Increasing Corporate Social Responsibility through Stakeholder Value Internalization (and the Catalyzing Effect of New Governance): An Application of Organizational Justice, Self-Determination, and Social Influence Theories. In M. Schminke (Ed.), *Managerial Ethics* (pp. 69-88). Orlando, US: University of Central Florida.

*Rupp, D. E., Shao, R., Skarlicki, D., Paddock, L., Kim, T.-Y., & Nadisic, T. (under review). *Corporate Social Responsibility and Employee Engagement: The Moderating Role of Self-Determination and Individualism*

Bauman, C. W., & Skitka, L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in Organizational Behavior*.

Gully, S. M., Phillips, J. M., Castellano, W. G., Han, K., & Kim, A. (2013). A mediated moderation model of recruiting socially and environmentally responsible job applicants. *Personnel Psychology*.

Hillebrandt, Annika (2013). When and Why Does Corporate Social Responsibility Work? Exploring Insights From Psychological Theories and Perspectives. *Industrial and Organizational Psychology: Perspectives on Science and Practice*. November 19 2013. 342-346. DOI: 10.1111/iops.12063

Henning, Jaime & Jones, David (2013). Volunteer Programs in the Corporate World. In J. Olsen-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good: Helping Those Who Help Others* (75-109). New York: Routledge.

Orlitzky, Marc, & Shen, Jie. (2013). Corporate Social Responsibility, Industry, and Strategy. *Industrial and Organizational Psychology: Perspectives on Science and Practice*. 19 November 2013. 346-350. DOI: 10.1111/iops.12064

Rupp, D. E., Shao, R., Thornton, M. A., Skarlicki, D. (2013). Applicants' and employees reactions to corporate social responsibility: The moderating effects of first-party justice perceptions and moral identity. *Personnel Psychology*, 66, 895-933.

Psychology of Environmental Sustainability

*Dilchert, S., & Ones, D. S. (2012). Measuring and Improving Environmental Sustainability. In S. E. Jackson, D. S. Ones & S. Dilchert (Eds.), *Managing Human Resources for Environmental Sustainability* (pp. 187-220). San Francisco, CA: Jossey-Bass: A Wiley Imprint.

*Lowman, R. L. (2013). Is Sustainability an Ethical Responsibility of I-O and Consulting Psychologists? In A. H. Huffman & S. R. Klein (Eds.), *Green Organizations: Driving Change with I-O Psychology* (pp. 34-52). New York: Routledge.

*Ones, D. S., & Dilchert, S. (2012). Employee Green Behaviors. In S. E. Jackson, D. S. Ones & S. Dilchert (Eds.), *Managing Human Resources for Environmental Sustainability* (pp. 85-116). San Francisco, CA: Jossey-Bass A Wiley Imprint.

- *Werner, C. M. (2013). Designing Interventions That Encourage Permanent Changes in Behavior. In A. H. Huffman & S. R. Klein (Eds.), *Green Organizations: Driving Change with I-O Psychology* (pp. 208-230). New York: Routledge.
- *Young, R. D. (2013). Environmental Psychology Overview. In A. H. Huffman & S. R. Klein (Eds.), *Green Organizations: Driving Change with I-O Psychology* (pp. 17-33). New York: Routledge.
- De Young, Raymond. (2013). Chapter 2: Environmental Psychology Overview. In *Green Organizations: Driving Change with I-O Psychology* (Huffman, A & Klien, S). New York: Routledge.
- Huffman & Klein (2013). Chapter 1: I-O Psychology and Environmental Sustainability in Organizations: A Natural Partnership. In *Green Organizations: Driving Change with I-O Psychology* (Huffman, A & Klien, S). New York: Routledge.
- Jackson, S. (2012). Chapter 1: Portrait of a Slow Revolution Toward Environmental Sustainability. In: *Managing Human Resources for Environmental Sustainability* (Jackson, S., Ones, D., Dilchert, S). Hoboken: Wiley
- Jackson, S. (2012). Chapter 20: Building Empirical Foundations to Inform the Future Practice of Environmental Sustainability. In: *Managing Human Resources for Environmental Sustainability* (Jackson, S., Ones, D., Dilchert, S). Hoboken: Wiley
- Leaetta M. Hough and Robert C. Muschewske (2012). Chapter 19: Implications for HR and OD Professionals in the Future: Can I-O Principles and Practices Contribute to the Achievement of Corporate Environmental Sustainability?. In: *Managing Human Resources for Environmental Sustainability* (Jackson, S., Ones, D., Dilchert, S). Hoboken: Wiley
- Lowman, R. (2013) .Chapter 3: Is Sustainability an Ethical Responsibility of I-O and Consulting Psychologists? In *Green Organizations: Driving Change with I-O Psychology* (Huffman, A & Klien, S). New York: Routledge.
- Ones, D., Dilchert, S. (2012).Chapter 5: Employee Green Behaviors. In: *Managing Human Resources for Environmental Sustainability* (Jackson, S., Ones, D., Dilchert, S). Hoboken: Wiley
- Ones, D., Dilchert, S. (2012). Chapter 8: Measuring and Improving Environmental Sustainability. In: *Managing Human Resources for Environmental Sustainability* (Jackson, S., Ones, D., Dilchert, S). Hoboken: Wiley
- Ones, D., Dilchert, S. (2013). Chapter 7: Measuring, Understanding, and Influencing Employee Green Behaviors. In *Green Organizations: Driving Change with I-O Psychology* (Huffman, A & Klien, S). New York: Routledge.

Werner, C. (2013). Chapter 11: Designing Interventions that Encourage Permanent Changes in Behavior. In *Green Organizations: Driving Change with I-O Psychology* (Huffman, A & Klien, S). New York: Routledge.

Humanitarian Work Psychology

*Gloss, A. E., & Thompson, L. F. (2013). I-O Psychology without Borders: The Emergence of Humanitarian Work Psychology. In J. Olsen-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good: Helping Those Who Help Others* (pp. 353-393). New York: Routledge.

*Carr, S. C., Guzman, J. M. D., Eltyeb, S. M., Furnham, A., MacLachlan, M., Marai, L., & McAuliffe, E. (2012). An Introduction to Humanitarian Work Psychology. In S. C. Carr, M. MacLachlan & A. Furnham (Eds.), *Humanitarian Work Psychology*. New York: Palgrave Macmillan.

*McCall, M., & Salama, P. (1999). Selection, Training, and Support of Relief Workers: An Occupational Health Issue. *BMJ: British Medical Journal*, 318(7176), 113.

Atkins, S., Foster Thompson, L. (2012). Chapter 12: Online Volunteers and SmartAid. In: *Humanitarian Work Psychology* (Carr S, Furnham, A, MacLachlan, M). London: Palgrave McMillan.

Baguma, P., Furnham, A. (2012). Chapter 15: Attributions for and the Perceived Effects of Poverty in East Africa: A Study from Uganda. In: *Humanitarian Work Psychology* (Carr S, Furnham, A, MacLachlan, M). London: Palgrave McMillan.

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Carr S. (2012). Chapter 8: Quo Vadis Interviews in Practice – Demand. In: *Humanitarian Work Psychology* (Carr S, Furnham, A, MacLachlan, M). London: Palgrave McMillan.

Carr S. (2012). Chapter 9: Quo Vadis Interviews in Practice – Supply. In: *Humanitarian Work Psychology* (Carr S, Furnham, A, MacLachlan, M). London: Palgrave McMillan.

Chi Wai Ng, E, Chan, S, & Hui, C. (2012). Chapter 10: Personnel Psychology for Disaster Response and Recovery. In: *Humanitarian Work Psychology* (Carr S, Furnham, A, MacLachlan, M). London: Palgrave McMillan.

Gloss, A., Glavey, S., & Godbout, J. (2012). Chapter 13: Building Digital Bridges: The Digital Divide and Humanitarian Work Psychology's Online Networks and Communities. In: *Humanitarian Work Psychology* (Carr S, Furnham, A, MacLachlan, M). London: Palgrave McMillan.

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Organisation for Economic Co-operation and Development (2005). The Paris Declaration on Aid Effectiveness.

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I/O Psychology and International/Social Development

*Carr, S. C., Eltayeb, S., MacLachlan, M., Marai, L., McAuliffe, E., & McWha, I. (2013). Aiding International Development: Some Fresh Perspectives from Industrial-Organizational Psychology. In J. Olsen-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good: Helping Those Who Help Others* (pp. 490-528). New York: Routledge.

*Connelly, B. S., & Ones, D. S. (2008). The Personality of Corruption a National-Level Analysis. *Cross-Cultural Research*, 42(4), 353-385.

*Fine, S. (2010). Cross-Cultural Integrity Testing as a Marker of Regional Corruption Rates. *International Journal of Selection and Assessment*, 18(3), 251-259.

*Gielnik, M. M., & Michael Frese. (2013). Entrepreneurship and Poverty Reduction: Applying I-O Psychology to Microbusiness and Entrepreneurship in Developing Countries. In J. Olsen-Buchanan, L. K. Bryan & L. F. Thompson (Eds.), *Using Industrial-Organizational Psychology for the Greater Good: Helping Those Who Help Others* (pp. 394-438). New York: Routledge

*Lewis, D., Bebbington, A. J., Batterbury, S. P., Shah, A., Olson, E., Siddiqi, M. S., & Duvall, S. (2003). Practice, Power and Meaning: Frameworks for Studying Organizational Culture in Multi-Agency Rural Development Projects. *Journal of International Development*, 15(5), 541-557.

*Maynard, D. C., & Ferdman, B. M. (2009). The Marginalized Workforce: How Io Psychology Can Make a Difference. *The Industrial-Organizational Psychologist*, 46(4), 25-29.

- Carr, S., Eltayeh, S., MacLachlan, M., Marai, L., McAuliffe, E., & McWha, I. (2012) Chapter 16: Aiding International Development: Some Fresh Perspectives from Industrial and Organizational Psychology. In *Using Industrial-Organizational Psychology for the Greater Good: Helping Those Who Help Others* (Olsen-Buchanan et al.). New York: Routledge
- Gielnik, M. & Frese, M. (2012). Chapter 13: Entrepreneurship and Poverty Reduction: Applying I-O Psychology to Microbusiness and Entrepreneurship in Developing Countries. In *Using Industrial-Organizational Psychology for the Greater Good: Helping Those Who Help Others* (Olsen-Buchanan et al.). New York: Routledge.
- MacLachlan, M., Carr, S. C., & McAuliffe, E. (2010). *The Aid Triangle: Human Dynamics of Dominance, Justice and Identity*. London: Zed Books.
- Saner, R. & Sapienza, E. (2012). Development Diplomacy and Partnerships for Social Policy at the Time of PRSPs: The Case of Decent Work, *Journal of Poverty Alleviation and International Development*, 3(2): 145-180.
- Taylor, T. (2010). Review of *The Aid Triangle: Recognizing the Human Dynamics of Dominance, Justice and Identity*. *New Zealand Journal of Psychology*, 39, 67.
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