

School/Department:	<i>Rotterdam School of Management, Department of Organisation and Personnel Management</i>
Project Title:	<i>Minimal and maximal goal standards and emotional reactions to failure and success</i>
Abstract:	<p><i>When striving to meet goals, individuals monitor their progress towards achieving them. The discrepancy between their current performance and their goal determines task (dis)satisfaction, and thus whether they will make greater effort. Recently, we showed that goal standards have an impact on this relationship. When failing maximal goals ("ideal" standards), individuals experience greater task satisfaction the nearer their current performance comes to the goal. In contrast, with minimal goals ("at least" standards), their satisfaction level remains low, regardless of how close their performance is to the goal. When goals are exceeded, the reverse applies: with maximal goals, satisfaction remains high regardless of the level of overperformance, while with minimal goals, satisfaction is determined by the level of overperformance. These experiences have been shown to impact future goal striving.</i></p> <p><i>The current project aims to shed further light on the impact of goal standards (maximal and minimal) on subsequent goal striving by understanding the effects on emotional experiences. First, we will look at positive and negative affect. Second, we focus on specific emotional experiences related to self-regulation mechanisms. Finally, this project also aims to understand the effects of goal standards if competing goals are followed.</i></p> <p><i>Practically, the project aims to extend the simple SMART goal setting framework by focusing on goal standards and its effects on goal pursuit via emotional experiences.</i></p> <p>Further Reading: S.R. Giessner, D.A. Stam, R. Kerschreiter, D. Verboon & I. Salama (2020). Goal-setting reloaded: The influence of minimal and maximal goal standards on task satisfaction and goal striving after performance feedback. <i>Organizational Behavior and Human Decision Processes</i>, 161, 228-241. doi: 10.1016/j.obhdp.2020.08.004</p>
Requirements of candidate:	<p>Background: goal standards, maximal goal, minimal goal, emotions, performance</p> <p>Master's degree: Yes – in Management or Organizational Psychology</p>

	<p>or similar</p> <p>EUR requirement: IELTS: 7.5 (min. 6.0 for all subs.) or TOEFL: 100 (internet) or TOEFL: 600 (paper); GMAT-test or GRE-test: min. 85%</p>
Supervisor information:	<p><i>Prof. dr. Steffen R. Giessner</i> sgiessner@rsm.nl https://www.rsm.nl/people/steffen-giessner/#profile</p> <p><i>Recent publication list, last 5 years (1-2 pages)</i></p> <p>Professional Publications M.Folkert, S.R. Giessner & M. Caldas (2020). <u>Leadership: why many heads are better than one</u>. <i>RSM Discovery - Management Knowledge</i>, 2 (2020), 16-18. R. de Jong & S.R. Giessner (2020). <u>Responsible leadership: creating shared value</u>. <i>RSM Discovery - Management Knowledge</i>, 2 (2020), 9-11. H.W. Lam, S.R. Giessner & M. Shemla (2020, mei 8). <u>Four Simple Ways To Combat The Loneliness Caused By COVID-19</u>. <i>Forbes</i> [go to publisher's site] H.W. Lam, S.R. Giessner & M. Shemla (2020). <u>Tips: Loneliness and working from home during the COVID-19 crisis</u>. <i>RSM Discovery - Management Knowledge</i>. [go to publisher's site] S.I. Wong, S.R. Giessner, C. van Ballen & V. Roufanis (2017). <u>Using new ways of working to attract millennials</u>. <i>Communication for Leaders</i>, 24-25. S.R. Giessner & S.I. Wong (2016). <u>The fine line between hands-on and hands-off leadership</u>. <i>RSM Discovery - Management Knowledge</i>, 25 (1), 11-13. [go to publisher's site] S.I.W. Humborstad, S.R. Giessner & E. Solberg (2015). <u>Key to Success in Mergers & Acquisitions</u>. <i>Communication for Leaders</i>, 2015 (2), 8-9.</p> <p>Scholarly Publications N. Keck, S.R. Giessner, N. van Quaquebeke & E. Kruijff (2020). When do followers perceive their leaders as ethical? A relational models perspective of normatively appropriate conduct. <i>Journal of Business Ethics</i>, 164, 477-493. doi: 10.1007/s10551-018-4055-3 S.R. Giessner, D.A. Stam, R. Kerschreiter, D. Verboon & I. Salama (2020). Goal-setting reloaded: The influence of minimal and maximal goal standards on task satisfaction and goal striving after performance feedback. <i>Organizational Behavior and Human Decision Processes</i>, 161, 228-241. doi: 10.1016/j.obhdp.2020.08.004 F. Belschak, G. Jacobs, S.R. Giessner, K.E. Horton & P.S. Bayerl (2020). When the Going Gets Tough: Employee Reactions to Large-Scale Organizational Change and the Role of Employee Machiavellianism. <i>Journal of Organizational Behavior</i>, in press. doi: 10.1002/job.2478</p>

	<p>C.E. Connelly, M. Černe, C. Fieseler, S.R. Giessner & S.I. Wong (2020). <u>Working in the digitized economy: HRM theory & practice</u>. <i>Human Resource Management Review</i>, in press.</p> <p>M. Rosa, S.R. Giessner, R. Guerra, S. Waldzus, A.M. Kersting, K. Veličković & E.C. Collins (2020). <u>They (don't) need us: Functionality impacts perceptions of representativeness and commitment when lower-status groups go through intergroup change</u>. <i>Frontiers in Psychology</i>, 10. doi: 10.3389/fpsyg.2019.02772</p> <p>C.R. Chartier, J.D. Arnal, H. Arrow, N. Bloxom, D.B. Bongiflio, C.C. Brumbaugh, C.R. Ebersole, A. Garinther, S.R. Giessner & ., et al. (2020). Many Labs 5: Registered Replication Report of Albarracín et al. (2008), Study 5. <i>Advances in Methods and Practices in Psychological Science</i>, in press.</p> <p>C.R. Ebersole, M.B. Mathur, E. Baranski, D. Bart-Plange, N.R. Buttrick, C.R. Chartier, K.S. Corker, M. Corley, J.K. Hartshorne, H. IJzerman, L.B. Lazarevic, H. Rabagliati, I. Ropovik, B. Aczel, L.F. Aeschbach, L. Andrighetto, J.D. Arnal, H. Arrow, P. Babincak, B.E. Bakos, G. Baník, E. Baskin, R. Belopavlović, M.H. Bernstein, M. Bialek, N.G. Bloxson, B. Bodroža, D.B.V. Bonfiglio, L. Boucher, F. Brühlmann, C. Brumbaugh, E. Casini, Y. Chen, C. Chiorri, W.J. Chopik, O. Christ, A.M. Ciunci, H.M. Claypool, S. Coary, M.V. Čolić, W.M. Collins, P.G. Curran, C.R. Day, B. Dering, A. Dreber, J.E. Edlund, F. Falcão, A. Fedor, L. Feinberg, I.R. Ferguson, M. Ford, M.C. Frank, E. Fryberger, A. Garinther, K. Gawryluk, K. Gerken, M. Giacomantonio, S.R. Giessner & ., et al. (2020). Many Labs 5: Testing pre-data collection peer review as an intervention to increase replicability. <i>Advances in Methods and Practices in Psychological Science</i>, in press.</p> <p>S.R. Giessner & T.W. Schubert (2019). <u>Power and vertical positions in an organization chart: A pre-registered replication report of Study 3a and a modification of Study 1a, Giessner & Schubert (2007)</u>. <i>Collabra: Psychology</i>, 5 (1). doi: 10.1525/collabra.216 [go to publisher's site]</p> <p>L. Monzani, V. Knoll, S.R. Giessner, R. van Dick & J.M. Peiró (2019). <u>Between a rock and hard place: Combined effects of authentic leadership, organizational identification, and team prototypicality on managerial prohibitive voice</u>. <i>Spanish Journal of Psychology</i>, 22 (1), 1-20. doi: 10.1017/sjp.2019.1</p> <p>H. Toscano, T.W. Schubert & S.R. Giessner (2018). <u>Eye Gaze and Head Posture Jointly Influence Judgments of Dominance, Physical Strength, and Anger</u>. <i>Journal of Nonverbal Behavior</i>, 42 (3), 285-309. doi: 10.1007/s10919-018-0276-5</p> <p>N. Keck, S.R. Giessner, N. van Quaquebeke & E. Kruijff (2018). <u>When do followers perceive their leaders as ethical? A relational models perspective of normatively appropriate conduct</u>. <i>Journal of Business Ethics</i>. doi: 10.1007/s10551-018-4055-3</p> <p>R.A. Klein, M. Vianello, F. Hasselman, B.G. Adams, R.B. Adams, S. Alper, M. Aveyard, J.R. Axt, S. Bahnik, R. Batra, M. Berkics, M.J. Bernstein, D. Berry, O. Bialobrzeska, E. Binan, K. Bocian, M.J. Brandt, R. Busching, A.C. Redei, H. Cai, F. Cambier, K. Cantarero, C.L. Carmichael, F. Cerić, D.C. Cicero, J. Chandler, A. Chatard, E.E. Chen, J.H. Chang, W. Cheong, S. Coen, J.A. Coleman, B. Collisson, M.A. Conway, K.S. Corker, P.G. Curran, F. Cushman, Z.K. Dagon, I. Dalgat, A. Dalla Rosa, W.E. Davis, M. Bruijn, de, L. De Schutter, T. Devos, C. Dogulu, N.</p>
--	---

	<p>Dozo, K.N. Dukes, Y. Dunham, K. Durrheim, C.R. Ebersole, J.E. Edlund, A.S. English, A. Eller, C. Finck, N. Frankowska, M.A. Freyre, M. Friedman, E.M. Galliani, J.C. Gandi, T. Ghoshal & S.R. Giessner (2018). <u>Many labs 2: Investigating variation in replicability across sample and setting</u>. <i>Advances in Methods and Practices in Psychological Science</i>, 1 (4), 443-490. doi: 10.1177/2515245918810225</p> <p>R. van Dick, J.E. Lemoine, N.K. Steffens, R. Kerschreiter, S.A. Akfarit, L. Avanzi, K. Dumont, O. Epitropaki, S.R. Giessner & ,. et al. (2018). <u>Identity Leadership Going Global: Validation of the Identity Leadership Inventory (ILI) across 20 Countries</u>. <i>Journal of Organizational and Occupational Psychology</i>, 91 (4), 697-728. doi: 10.1111/joop.12223</p> <p>S.I. Wong & S.R. Giessner (2018). <u>The thin line between empowering and laissez-faire leadership: An expectancy match perspective</u>. <i>Journal of Management</i>, 44 (2), 757-783. doi: 10.1177/0149206315574597</p> <p>S. Reh, N. van Quaquebeke & S.R. Giessner (2017). <u>The aura of charisma: A review on the embodiment perspective as signaling</u>. <i>The Leadership Quarterly</i>, 28 (4), 486-507. doi: 10.1016/j.leaqua.2017.01.001</p> <p>M. Rosa, E. Kavanagh, P. Kounov, S. Jarosz, S. Waldzus, E. Collins & S.R. Giessner (2017). <u>Change commitment in low status merger partners: The role of information processing, relative ingroup prototypicality and merger patterns</u>. <i>The British Journal of Social Psychology</i>, 56 (3), 618-630. doi: 10.1111/bjso.12189</p> <p>G.G. van Houwelingen, D.A. Stam & S.R. Giessner (2017). <u>So close and yet so far away: A psychological distance account of the effectiveness of leader appeals</u>. <i>Journal of Applied Social Psychology</i>, 47 (12), 665-676. doi: 10.1111/jasp.12469</p> <p>D.E. Rast, M.A. Hogg & S.R. Giessner (2016). <u>Who trusts charismatic leaders who champion change? The role of group identification, membership centrality and self-uncertainty</u>. <i>Group Dynamics: Theory, Research and Practice</i>, 20 (4), 259-275. doi: 10.1037/gdn0000053</p> <p>S.R. Giessner (2016). <u>Organisational mergers. A Behavioural perspective on identity management</u>. (2016, april 1). Rotterdam: Erasmus Research Institute of Management</p> <p>S.I.W. Wong, E. Solberg, P. Junni & S.R. Giessner (2016). The role of human resource management practices in mergers & acquisitions. In C..L. Cooper, S..Y. Tarba, R..M. Sarala & M..F. Ahammad (Eds.), <i>Mergers and acquisitions in practice</i> (pp. 138-161). New York: Routledge</p> <p>S.R. Giessner, K.E. Horton & S.I.W. Humborstad (2016). <u>Identity management during organizational mergers: Empirical insights and practical advice</u>. <i>Social Issues and Policy Review</i>, 10 (1), 47-81. doi: 10.1111/sipr.12018</p> <p>S.R. Giessner, N. van Quaquebeke, S. van Gils, D. van Knippenberg & J.A.J.M. Kollée (2015). In the moral eye of the beholder: The interactive effects of leader and follower moral identity on perceptions of ethical leadership and LMX quality. <i>Frontiers in Psychology</i>, 6, 1126. doi: 10.3389/fpsyg.2015.01126</p>
--	--

Erasmus University Rotterdam, the Netherlands
CSC PhD 2021 Project Description
Application to: EuccChinaOffice@eur.nl



2021 CSC-PhD programme information will be shared and updated online: www.eur.nl/eucc