

School/Department:	Rotterdam School of Management Department of Organizational and Personnel Management (OPM)
Project Title:	How change in team diversity affects team processes and team performance
Abstract:	<p>Abstract: Teams are carriers of complex and innovative tasks in companies (e.g., strategic decision making, new product development). To succeed in such important tasks, teams rely on diverse talents with different expertise, knowledge, and functional background. Albeit offering valuable guidance to managerial practice, research on team diversity has rarely taken into account the fact that in reality, team diversity can change over time, as new members join and/or existing members leave the team (Mathieu, Hollenbeck, van Knippenberg, & Ilgen, 2017; Mathieu, Tannenbaum., Donsbach, & Alliger, 2014). Virtually unknown is how teams manage changes in their diverse talents and deal with the dual challenges of dynamics and diversity in teams.</p> <p>This PhD project is aimed to advance team diversity research from the scope of stable to dynamic team composition. It is built upon the vast knowledge of team informational diversity in the OPM Department (e.g., Hoever, Zhou, & van Knippenberg, 2018; Nederveen Pieterse, van Knippenberg, & van Ginkel, 2011; van Ginkel, & van Knippenberg, 2008; 2009; van Knippenberg, De Dreu, & Homan, 2004; van Knippenberg & Schippers, 2007) and a new theoretical framework of dynamic team diversity (e.g., Li, Meyer, Shemla, & Wegge, 2018; also Li & van Knippenberg, 2021). This project – as part of a research program on dynamic team diversity – focuses on the phenomenon of team informational diversification (homogenization), that is, a process in which members' differences in task-relevant knowledge, skills, and competences (KSAs) are becoming more (less) diverse after teams add, replace, or remove members. It will test the core mediating mechanisms of disruption and restoration of team cognition, coordination, and communication and the key contingencies of team reflexivity and task interdependence.</p> <p>The project primarily consists of three laboratory experiments of team decision-making tasks. Depending on the candidate's background and interest, there is a possibility of the 4th study of field work teams (archive and/or surveys). Expected tangible outputs of this project are 3 publications at top-tier management or applied psychology journals.</p>

	<p>References</p> <p>Hoever, I. J., Zhou, J., & van Knippenberg, D. (2018). Different strokes for different teams: The contingent effects of positive and negative feedback on the creativity of informationally homogeneous and diverse teams. <i>Academy of Management Journal</i>, 61, 2159-2181</p> <p>Li, J., Meyer, B., Shemla, M. & Wegge, J. (2018). From being diverse to becoming diverse: A dynamic team diversity theory. <i>Journal of Organizational Behavior</i>, 39(8), 956-970.</p> <p>Li, J., & van Knippenberg, D. (2021). An integrative review on team membership change. Invited manuscript at <i>Academy of Management Annals</i>, 15(2).</p> <p>Mathieu, J.E., Hollenbeck J.R., van Knippenberg, D. & Ilgen, D.R. (2017). A century of work groups in the Journal of Applied Psychology. <i>Journal of Applied Psychology</i>, 102(3), 452-467.</p> <p>Mathieu, J.E., Tannenbaum, S.I., Donsbach, J.S., & Alliger, G.M. (2014). A review and integration of team composition models: Moving toward a dynamic and temporal framework. <i>Journal of Management</i>, 40(1), 130-160. doi:10.1177/0149206313503014</p> <p>Nederveen Pieterse, A., van Knippenberg, D., & van Ginkel, W.P. (2011). Diversity in goal orientation, team reflexivity, and team performance. <i>Organizational Behavior and Human Decision Processes</i>, 2, 153–164. doi.org/10.1016/j.obhdp.2010.11.003</p> <p>van Ginkel, W.P., & van Knippenberg, D. (2008). Group information elaboration and group decision making: The role of shared task representations. <i>Organizational Behavior and Human Decision Processes</i>, 105, 82–97. doi.org/10.1016/j.obhdp.2007.08.005</p> <p>van Ginkel, W. P., & van Knippenberg, D. (2009). Knowledge about the distribution of information and group decision making: When and why does it work? <i>Organizational Behavior and Human Decision Processes</i>, 108, 218–229. doi.org/10.1016/j.obhdp.2008.10.003</p> <p>van Knippenberg, D., De Dreu, C.W., & Homan, A. C. (2004). Work group diversity and group performance: An integrative model and research agenda. <i>Journal of Applied Psychology</i>, 89(6), 1008–1022. doi.org/10.1037/0021-9010.89.6.1008</p> <p>van Knippenberg, D., & Schippers, M. C. (2007). Work group diversity. <i>Annual Review of Psychology</i>, 58(1), 515–541. doi.org/10.1146/annurev.psych.58.110405.085546</p>
<p>Requirements of candidate:</p>	<p>Background: Candidates are expected to have background in management / business administration (with a specialization in organizational behavior), industrial and organizational psychology, or social psychology. Research experience (e.g., laboratory experiments, surveys) and statistical skills (e.g., [M]ANOVA,</p>

	<p>regressions, structural equation modeling) are highly commendable. Candidates are expected to have excellent communication skills in both written and spoken English. They are expected to be the top academic performers in the class and demonstrate integrity, initiative, and interest in the scientific work.</p> <p>Master's degree: Yes</p> <p>EUR requirement: IELTS: 7.5 (min. 6.0 for all subsections) or TOEFL: 100 (internet) or 600 (paper); GMAT-test or GRE-test: 85%.</p> <p>For more information of the project, please contact Dr. Anne Nederveen Pieterse (anederveenpieterse@rsm.nl) or Dr. Jia Li (j.li@rsm.nl, jia.li@maastrichtuniversity.nl)</p>
<p>Supervisor information:</p>	<p>Supervisory teams</p> <p>Prof. Dr. Daan van Knippenberg (promotor) https://www.rsm.nl/people/daan-van-knippenberg/</p> <p>Publications in these two years</p> <p>Dwertmann, D. J. G., & van Knippenberg, D. (in press). Capturing the state of the science to change the state of the science: A categorization approach to integrative reviews. <i>Journal of Organizational Behavior</i>.</p> <p>Marstand, A., Epitropaki, O., Martin, R., & van Knippenberg, D. (in press). Leader and organizational identification and organizational citizenship behaviors: Examining cross-lagged relationships and the moderating role of collective identity orientation. <i>Human Relations</i>.</p> <p>van Knippenberg, D., & Hirst, G. (in press). A motivational lens model of person x situation interactions in employee creativity. <i>Journal of Applied Psychology</i>.</p> <p>Litchfield, R., Hirst, G., & van Knippenberg, D. (in press). Professional network identification: Searching for stability in transient knowledge work. <i>Academy of Management Review</i>.</p> <p>Nederveen Pieterse, A., Hollenbeck, J. R., van Knippenberg, D., Spitzmüller, M., Dimotakis, N., Karam, E. P., & Sleesman, D. J. (in press). Hierarchical leadership versus self-management in teams: Goal orientation diversity as moderator of their relative effectiveness. <i>Leadership Quarterly</i>.</p> <p>Steffens, N. K., Munt, K. A., van Knippenberg, D., Platow, M. J., & Haslam, S. A. (in press). Advancing the social identity theory of leadership: A meta-analytic review of leader group prototypicality. <i>Organizational Psychology Review</i>.</p>

	<p>Rast, D. E. III, van Knippenberg, D., & Hogg, M. A. (in press). Intergroup relational identity: Development and validation of a scale and construct. <i>Group Processes & Intergroup Relations</i>.</p> <p>van der Stoep, J., Sleebos, E. P., van Knippenberg, D., & van de Bunt, G. G. (in press). The empowering potential of intergroup leadership: How intergroup leadership predicts psychological empowerment through intergroup relational identification and resources. <i>Journal of Applied Social Psychology</i>.</p> <p>Kershaw, C., Rast, D. E., Hogg, M. A., & van Knippenberg, D. (in press). Divided groups need leadership: A study of the effectiveness of collective identity, dual identity, and intergroup relational identity rhetoric. <i>Journal of Applied Social Psychology</i>.</p> <p>van Knippenberg, D., Giessner, S. R., Sleebos, E., & van Ginkel, W. P. (in press). Leader trust in team and need for closure as antecedents of empowering leadership: A motivated information processing perspective. <i>Journal of Applied Social Psychology</i>.</p> <p>Khattab, J., van Knippenberg, D., Nederveen Pieterse, A., & Hernandez, M. (2020). A network utilization perspective on the leadership advancement of minorities. <i>Academy of Management Review</i>, 45, 109-129.</p> <p>van Knippenberg, D. (2020). Meaning-based leadership. <i>Organizational Psychology Review</i>, 10, 6-28.</p> <p>Ateş, N. Y., Tarakci, M., Porck, J., van Knippenberg, D., & Groenen, P. J. F. (2020). The dark side of visionary leadership in strategy implementation: Strategic alignment, strategic consensus, and commitment. <i>Journal of Management</i>, 46, 637-665.</p> <p>Porck, J. P., van Knippenberg, D., Tarakci, M., Ateş, N. Y., Groenen, P. J. F., & De Haas, M. (2020). Do group and organizational identification help or hurt intergroup strategic consensus? <i>Journal of Management</i>, 46, 234-260.</p> <p>Tang, G., Chen, Y., van Knippenberg, D., & Yu, B. (2020). Antecedents and consequences of empowering leadership: Leader power distance, leader perception of team capability, and team innovation. <i>Journal of Organizational Behavior</i>, 41, 551-566.</p> <p>Elsbach, K. D., & van Knippenberg, D. (2020). Creating high-impact literature reviews: An argument for “integrative reviews”. <i>Journal of Management Studies</i>, 57, 1277-1289.</p> <p>van Knippenberg, D., Nishii, L. H., & Dwertmann, D. J. G. (2020). Synergy from diversity: Managing team diversity to enhance performance. <i>Behavioral Science & Policy</i>, 6, 75-92.</p> <p>Fritz, C., & van Knippenberg, D. (2020). Gender and leadership aspiration: Supervisor gender, support, and job control. <i>Applied Psychology: An International Review</i>, 69, 741-768.</p>
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	<p>Venus, M., Stam, D., & van Knippenberg, D. (2019). Visions of change as visions of continuity. <i>Academy of Management Journal</i>, 62, 667-690.</p> <p>Tröster, C., van Knippenberg, D., Parker, A., & Sahlmüller, B. (2019). The coevolution of social networks and thoughts of quitting. <i>Academy of Management Journal</i>, 62, 22-43.</p> <p>Acar, O., Tarakci, M., & van Knippenberg, D. (2019). Creativity and innovation under constraints: A cross-disciplinary integrative review and research agenda. <i>Journal of Management</i>, 45, 96-121.</p> <p>Kearney, E., Shemla, M., van Knippenberg, D., & Scholz, F. A. (2019). A paradox perspective on the interactive effects of visionary and empowering leadership. <i>Organizational Behavior and Human Decision Processes</i>, 155, 20-30.</p>
	<p>Dr. Anne Nederveen Pieterse (daily supervisor) anederveenpieterse@rsm.nl https://www.rsm.nl/people/anne-nederveen-pieterse/</p> <p>Publications</p> <ol style="list-style-type: none"> 1. A. Nederveen Pieterse, J.R. Hollenbeck, D. van Knippenberg, M. Spitzmuller, N. Dimotakis, E.P. Karam & D. Sleesman (2019). Hierarchical leadership versus self-management in teams: Goal orientation diversity as a moderator of their relative effectiveness. <i>The Leadership Quarterly</i>, 30. doi:10.1016/j.leaqua.2019.101343. 2. Khattab, J., van Knippenberg, D.L., Nederveen Pieterse, A. & Hernandez, M. (2019). A network utilization perspective on the leadership advancement of minorities. <i>Academy of Management Review</i>, doi: 10.5465/amr.2015.0399 3. Stam, D.A., van Knippenberg, D.L., Wisse, B. & Nederveen Pieterse, A. (2018). Motivation in words: promotion- and prevention-oriented leader communication in times of crisis. <i>Journal of Management</i>, 44 (7), 2859-2887. doi: 10.1177/0149206316654543 4. Steffens, N.K., Fonseca, M.A., Ryan, M.K., Rink, F.A., Stoker, J.I., & Nederveen Pieterse, A. (2018). How feedback about leadership potential impacts ambition, organizational commitment, and performance. <i>The Leadership Quarterly</i>, 29 (6), 637-647. doi: 10.1016/j.leaqua.2018.06.001 5. Nederveen Pieterse, A., van Knippenberg, D. & Van Dierendonck, D. (2013). Cultural diversity and team performance: The role of team member goal orientation. <i>Academy of Management Journal</i>, 56 (3), 782-804. doi: 10.5465/amj.2010.0992 6. Nederveen Pieterse, A., van Knippenberg, D., & van Ginkel, W.P. (2011). Diversity in goal orientation, team reflexivity, and team performance. <i>Organizational Behavior and Human Decision Processes</i>, 114 (2), 153-164. doi: 10.1016/j.obhdp.2010.11.003

	<p>7. Nederveen Pieterse, A., van Knippenberg, D., Schippers, M.C., & Stam, D.A. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. <i>Journal of Organizational Behavior</i>, 31 (4), 609-623. doi: 10.1002/job.650</p> <p>Dr. Jia Li (external supervisor) j.li@rsm.nl; jia.li@maastrichtuniversity.nl</p> <p>Publications</p> <ol style="list-style-type: none"> 1. Li, J., & van Knippenberg, D. (2021). An integrative review on team membership change. Invited manuscript at <i>Academy of Management Annals</i>, 15(2). 2. Gevers, J.M.P., Li, J., Rutte, C.G., & van Eerde W. (2019) How dynamics in perceptual shared cognition and team potency predict team performance, <i>Journal of Occupational and Organizational Psychology</i>, doi.org/10.1111/joop.12287 3. Li, J., Meyer, B., Shemla, M., & Wegge, J. (2018). From being diverse to becoming diverse: A dynamic team diversity theory. <i>Journal of Organizational Behavior</i>, 39(8), 956-970. 4. Li, J., & Gevers, J.M.P. (2018). Dynamics between member replacement and team performance: The role of members' relative attributes. <i>Applied Psychology: An International Review</i>, 67(1), 61-90. 5. Gevers, J.M.P., Rispens, S., & Li, J. (2016). Pacing style diversity and team collaboration: The moderating effects of temporal familiarity and action planning. <i>Group Dynamics: Theory, Research, and Practice</i>, 20(2), 78-92. 6. Meyer, B., Shemla, M., Li, J. & Wegge, J. (2015). On the same side of the faultline: Inclusion in the leader's subgroup and employee performance. <i>Journal of Management Studies</i>, 52(2), 354-380. 7. van der Haar, S., Li, J., Segers, M., Jehn, K.E., & van den Bossche, P. (2015). Evolving team cognition: The impact of team situation models on team effectiveness. <i>European Journal of Work and Organizational Psychology</i>, 24(4), 596-610. 8. Li, J. & Roe, R.A. (2012) Introducing an intra-team longitudinal approach in the study of team process dynamics. <i>European Journal of Work and Organizational Psychology</i>, 21(5), 718-748.
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Table Information about English requirements

Admission office	IELTS: 7.0	TOEFL: 100	-
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	(min. 6.0 for all subs.)	(min. 20 for all subs.)	
Admission office English-speaking countries and NL	Not required for Master student	Not required for Master student	-
Rotterdam School of Management	IELTS: 7.5 (min. 6.0 for all subs.)	TOEFL: 100 (internet) or 600 (paper)	GMAT-test or GRE-test: 85%
Erasmus School of Economics	IELTS: 7.5 (min. 6.0 for all subs.)	TOEFL: 100 (min. 20 for all subs.)	GMAT: 680 or GRE-test: top 15%
Erasmus School of Social and Behavioral Sciences	IELTS: 7.5 (min. 6.0 for all subs.)	TOEFL: 100 (min. 20 for all subs.)	
Erasmus School of Philosophy	IELTS: 7.5 (min. 6.0 for all subs.)	TOEFL: 100 (min. 20 for all subs.)	
Erasmus School of History, Culture and Communication	IELTS: 7.5 (min. 6.0 for all subs.)	TOEFL: 100 (min. 20 for all subs.)	
Erasmus School of Law	IELTS: 7.5 (min. 6.0 for all subs.)	TOEFL: 100 (internet) or 600 (paper)	GMAT-test or GRE-test: 85%
Erasmus Medical Center	IELTS: 6.5 (min 6.0 for all subs.)	TOEFL: 90 (internet), 232 (computer), 575 (paper)	Cambridge Proficiency: C1
International Institute of Social Studies	IELTS: 7.0	TOEFL: 100 (internet), 250 (computer), 600 (paper)	
Institute for Housing and Urban Development Studies	IELTS: 7.0 (min. 6.0 for all subs.)	TOEFL: 100 (internet), 250 (computer), 600 (paper)	

Erasmus University Rotterdam, the Netherlands
CSC PhD 2021 Project Description
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