

SAMIR NURMOHAMED

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ACADEMIC POSITIONS

The Wharton School at the University of Pennsylvania, Philadelphia, PA, USA
Assistant Professor in the Department of Management, 2013-present

EDUCATION

Stephen M. Ross School of Business at the University of Michigan, Ann Arbor, MI, USA
Ph.D. – Management and Organizations, 2014

Huron University College at The University of Western Ontario, London, ON, Canada
B.A. – Honors Specialization in Economics & Major in Philosophy (Gold Medal), 2008

PUBLICATIONS

Published Peer Reviewed Articles

Nurmohamed, S., Kundro, T. G., & Myers, C. M. conditionally accepted. Against the odds: Underdog versus favorite narratives to offset prior experiences of discrimination. *Organizational Behavior and Human Decision Processes*.

Cobb, J. A., Keller, J. R., & Nurmohamed, S*. forthcoming. How do I compare? The effect of work-unit demographics on reactions to pay inequality. *ILR Review*. [*Authors listed alphabetically].

Kundro, T. G., & Nurmohamed, S. forthcoming. Understanding when and why cover-ups are punished less severely. *Academy of Management Journal*.

Nurmohamed, S. 2020. The underdog effect: When low expectations increase performance. *Academy of Management Journal*. 63: 1106-1133.

Yip, J. A., Schweitzer, M. E., & Nurmohamed, S. 2018. Trash-talking: Competitive incivility motivates rivalry, performance, and unethical behavior. *Organizational Behavior and Human Decision Processes*. 144: 125-144.

Mayer, D. M., Nurmohamed, S., Treviño, L. K., Shapiro, D. L., & Schminke, M. 2013. Encouraging employees to report unethical conduct internally: It takes a village. *Organizational Behavior and Human Decision Processes*, 121: 89-103.

Grant, A. M., Nurmohamed, S., Ashford, S. J., & Dekas, K. 2011. The performance implications of ambivalent initiative: The interplay of autonomous and controlled motivations. *Organizational Behavior and Human Decision Processes*, 116: 241-251.

Other Articles, including Chapters in Books

Nurmohamed, S., Greenbaum, R. L., Mayer, D. M., & DeRue, D. S. 2012. Do I care if my boss does the right thing? An ethical lens on psychological contract fulfillment. In Leslie A. Toombs (Ed.), *Best Paper Proceedings of the Seventieth Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643.

Ashford, S. J., & **Nurmohamed, S.** 2012. From Past to Present and Into the Future: A Hitchhiker's Guide to the Socialization Literature. In C. Wanberg (Ed.), *The Oxford Handbook of Organizational Socialization*: 8-26. New York, NY: Oxford University Press.

Articles Submitted to Refereed Journals

Harrison, S. H. & **Nurmohamed, S.** An inductive study of dirty creativity [title modified for submission]. Under review at *Organizational Behavior and Human Decision Processes* (2nd round revise-and-resubmit).

Howard, R. C., Grasso, M., **Nurmohamed, S.**, Bobocel, R., Okimoto, T., & Aquino, K. Gender vilification gap in employee misbehavior [title modified for submission]. Under review at *Organizational Behavior and Human Decision Processes*.

Working Papers

Kundro, T. G., **Nurmohamed, S.**, & Myers, C. M. Learning under performance pressure [title modified for submission]. In preparation for *Academy of Management Journal*.

Nurmohamed, S. How recruitment decisions elicit underdog expectations [title modified for submission]. In preparation for the *Journal of Applied Psychology*.

Nurmohamed, S., Harrison, S. H., & Wry, T. Pitching contentious ideas in the face of cultural resistance [title modified for submission]. In preparation for *Academy of Management Discoveries*.

Nurmohamed, S., McCluney, C. L., Cameron, L., & Mayer, D. M. Diversity language and managerial support for equity in organizations [title modified for submission]. In preparation for *Organization Science*.

Nurmohamed, S., Greenbaum, R. L., Mayer, D. M., Owens, B., & DeRue, D. S. An ethics perspective on psychological contract fulfillment [title modified for submission]. In preparation for the *Journal of Applied Psychology*.

Nurmohamed, S. & Ong, M. When the going gets tough, what keeps individuals thriving? The role of an underdog reactance in times of adversity. In preparation.

Nurmohamed, S. Against the odds: A theory of the motivation of underdogs. In preparation.

CONFERENCE & INVITED PRESENTATIONS

Refereed Conference Presentations

Nurmohamed, S. The unexpected benefits of underdog expectations. Accepted as part of a showcase panel symposium "The Strengths of Minority Status: Advantages Drawn from Marginalized and Stigmatized Identities" at the annual meeting of the Academy of Management, Vancouver, BC.

- Howard, R. C., Nurmohamed, S., Bobocel, R., Aquino, K., & Grasso, M. Easier lie the heads: Evidence of a gender vilification gap in appraisals of employee misbehavior. Accepted as part of a showcase symposium “The Management of Identity-Based Conflicts: New Directions in Justice Research” at the annual meeting of the Academy of Management, Vancouver, BC.
- Harrison, S.H., & Nurmohamed, S. De-radicalizing dirty innovation: The role of tuning novelty and layering usefulness in the circular economy. Accepted as part of a symposium on “New Perspectives on Developmental Sequences and Cycles in Creative Work” at the annual meeting of the Academy of Management, Vancouver, BC.
- Keller, J.R., Cobb, A.C., & Nurmohamed, S. 2019. How do I compare? The effect of work-unit demographics on reactions to pay inequality. Presented as part of a symposium on “Labor Market Inequalities: Integrating the Demand-Side and the Supply-Side Perspectives” at the annual meeting of the Academy of Management, Boston, MA.
- Nurmohamed, S. Kundro, T., & Myers, C. 2019. Started from the bottom? The role of underdog and favorite narratives in shaping the effects of prior discrimination on performance. Presented at the research conference of Positive Organizational Scholarship, Ann Arbor, MI.
- Mayer, D. M. & Nurmohamed, S. 2018. The effectiveness of business case and moral arguments for diversity. Presented as part of a symposium “Business or fairness case for social issues? Influencing stakeholders in organizations” at the annual meeting of the Academy of Management, Chicago, IL.
- Nurmohamed, S. Aquino, K., & Okimoto, T. 2017. Easier lie the heads: Differences in third parties’ support for the reintegration or punishment of male vs. female transgressors in organizations. Presented as part of a showcase symposium “Repair, Recovery, and Reintegration at Work” at the annual meeting of the Academy of Management, Atlanta, GA.
- Nurmohamed, S. & Kundro, T. 2017. Growing from adversity: How proving others wrong fosters effort and self-promotion. Presented as part of a symposium “Inconceivable: Recasting barriers as opportunities for individuals and firms” at the annual meeting of the Academy of Management, Atlanta, GA.
- Nurmohamed, S. & Ong, M. 2017. When the Going Gets Tough, What Keeps Job Seekers Thriving? A Relational Perspective on Job Search. Presented at the research conference of Positive Organizational Scholarship, Ann Arbor, MI.
- Yip, J., Schweitzer, M., & Nurmohamed, S. 2015. Trash-Talking Increases Your Opponent’s Performance. Presented as part of a symposium “Antecedents and Consequences of Competition” at the annual meeting of the Academy of Management, Vancouver, BC.
- Nurmohamed, S. 2013. Proving others wrong: The effects of an underdog image on effort and performance. Presented at the annual meeting of the Academy of Management, Orlando, FL.
- Nurmohamed, S. 2013. Expected to win or lose? The positive effects of an underdog identity on performance. Presented at the annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.
- Nurmohamed, S., Greenbaum, R. L., Mayer, D. M., & DeRue, D. S. 2012. Do I care if my boss does the right thing? An ethical lens on psychological contract fulfillment. Presented at the annual meeting of the Academy of Management, Boston, MA.

- Nurmohamed, S. 2012. Do I care if my boss upholds what is right? Presented at the annual London Business School Trans-Atlantic Doctoral Conference, London, UK.
- Nurmohamed, S., DeRue, D. S., Mayer, D. M., & Crossley, C. 2012. Performing on the road: Peer coaching and newcomers' performance trajectories. Presented at the annual meeting of the Society for Industrial & Organizational Psychology, San Diego, CA.
- Nurmohamed, S. & DeRue, D. S. 2011. Newcomers' performance trajectories: The interactive effects of coaching and fit perceptions. Presented as part of a symposium "Accept the new: Directions for research on socialization and newcomers" at the annual meeting of the Academy of Management, San Antonio, TX.
- Nurmohamed, S. 2011. The ups and downs of comparative evaluations on fit perceptions. Presented at the annual meeting of the Society for Industrial & Organizational Psychology, Chicago, IL.
- Kim, T. Y., Mayer, D. M., & Nurmohamed, S. 2010. What happened to distributive justice? An extension of equity theory. Presented at the annual meeting of the Society for Industrial & Organizational Psychology, Atlanta, GA.
- Nurmohamed, S., Ashford, S. J., & Dekas, K. 2009. Let me tell you how great I am: Proactive personality, self-promotion and success in the job search. Presented as part of a symposium "Proactivity: Benefits, costs and temporal dynamics" at the annual meeting of the Academy of Management, Chicago, IL.

Chaired Sessions and Professional Development Workshops

- Kundro, T., Myers, C. M. & Nurmohamed, S. 2017. Inconceivable: Recasting barriers as opportunities for individuals and firms. Co-organizer of symposium conducted in the OB and HR Divisions at the annual meeting of the Academy of Management, Atlanta, GA.
- Bergeron, D., Farh, C., & Nurmohamed, S. 2017. Mentoring graduate students: Tips, best practices, and life-changing stories from the experts. Co-organizer of professional development workshop to be conducted in the OB Division at the annual meeting of the Academy of Management, Atlanta, GA.
- Farh, C., Knight, A., & Nurmohamed, S. 2016. Mentoring graduate students: Tips, best practices, and life-changing stories from the experts. Co-organizer of professional development workshop conducted in the OB Division at the annual meeting of the Academy of Management, Anaheim, CA.
- Farh, C., Nahrgang, J., Knight, A., & Nurmohamed, S. 2015. Mentoring graduate students: Tips, best practices, and life-changing stories from the experts. Co-organizer of professional development workshop conducted in the OB Division at the annual meeting of the Academy of Management, Vancouver, BC.
- Nurmohamed, S. 2014. Changes and challenges: The role of OB. Chair of paper session conducted in the OB Division at the annual meeting of the Academy of Management, Philadelphia, PA.
- Farh, C., Nahrgang, J., & Nurmohamed, S. 2014. Mentoring graduate students: Tips, best practices, and life-changing stories from the experts. Co-organizer of professional development workshop

conducted in the OB Division at the annual meeting of the Academy of Management, Philadelphia, PA.

Nurmohamed, S. 2013. Bring it on: Understanding competitive dynamics in organizations. Organizer of symposium conducted in the OB, MOC and Conflict Management Divisions at the annual meeting of the Academy of Management, Orlando, FL. *Featured as a Showcase Symposium in the OB Division.*

Nurmohamed, S. & Ashford, S. J. 2011. Accept the new: Directions for research on socialization and newcomers. Co-organizer of symposium conducted in the OB and HR Divisions at the annual meeting of the Academy of Management, San Antonio, TX.

Nurmohamed, S. & Ashford, S. J. 2009. Proactivity: Benefits, costs and temporal dynamics. Co-organizer of symposium conducted in the OB, HR and Careers Divisions at the annual meeting of the Academy of Management, Chicago, IL. *Nominated for Best Symposium in the Careers Division.*

Invited Presentations

- 2020 Wharton Undergraduate Leadership Forum (keynote speaker), University of Pennsylvania
- 2020 Department of Management and Global Strategy, Rutgers University
- 2019 DSM Seminar, University of Pennsylvania
- 2019 Department of OBHR, University of Toronto
- 2017 Department of Organizational Behavior, Washington University in St. Louis
- 2016 Department of Human Resource Management, Temple University
- 2016 Department of Organisational Behaviour, INSEAD
- 2016 Department of Management and Organizations, UCLA
- 2015 Wharton Leadership Conference, University of Pennsylvania
- 2015 Duckworth Lab, University of Pennsylvania
- 2014 Department of Management Research Seminar Series, Drexel University
- 2013 New Directions in Leadership Research Conference, INSEAD
- 2012 Department of Management, The Wharton School, University of Pennsylvania
- 2012 OBHR Immortality Lab, Sauder School of Business, University of British Columbia
- 2011 LEAD Summer Business Institute, Stephen M. Ross School of Business, University of Michigan

TEACHING EXPERIENCE

University of Pennsylvania

- MGMT 610 – Foundations of Teamwork and Leadership (core MBA course), The Wharton School, 2014-present
- MGMT 272/772 – Power and Politics in Organizations (created and teaching an MBA/undergraduate elective course), The Wharton School, 2014-present
- Power and Politics in Organizations – JD/LLM/Executive Education course offering (e.g., World Economic Forum), The Wharton School, 2014-present
- Faculty Director for Global Immersion Program to India – MBA Students, The Wharton School, 2017-2018
- Faculty Director for Global Immersion Program to East Africa – MBA Students, The Wharton School, 2019

University of Michigan

- MO 300 – Behavioral Theory in Management (core undergraduate course), Ross School of Business

ACADEMIC AWARDS & HONORS

University of Pennsylvania

- Wharton Teaching Excellence Award, 2020
- Wharton Dean's Research Fund Grant, 2020 (\$13,432)
- Wharton Teaching Excellence Award, 2019
- Wharton Excellence in Teaching Award for the Undergraduate Division, 2018-2019
- Wharton Teaching Excellence Award, 2018
- Wharton MBA Teaching Commitment and Curricular Innovation Award, 2017
- Wharton-INSEAD Alliance Research Grant, 2017 (\$21,400)
- Wharton Social Impact Initiative Grant, 2017 (\$8400)
- Penn Undergraduate Research Mentorship Research Grants, 2017 (\$7000)
- Wharton Dean's Research Fund Grant, 2016 (\$8250)
- Wharton Excellence in Teaching Award for the Undergraduate Division, 2015-2016
- Wharton Undergraduate Class of 2015 Graduation Speaker, 2015
- Wharton Excellence in Teaching Award for the Undergraduate Division, 2014-2015
- Wharton Leadership Center Grant, 2015 (\$8700)
- Wharton Social Impact Initiative Grant, 2014 (\$7800)
- Wharton Dean's Research Fund Grant, 2014 (\$10,000)
- The Carol and Lawrence Zicklin Center for Business Ethics Research Grant, 2014-2015 (\$4000)

University of Michigan

- Ross Doctoral Studies Celebration Alumni Commencement Speaker, 2015
- Horace H. Rackham Distinguished Dissertation Award Nominee, 2014
- Ross Doctoral Studies Program Research Grant, 2012
- Rackham Graduate Student Research Grant, 2012
- BBA Teaching Excellence Award Nominee (received perfect score on teaching evaluations), 2012
- Gladys D. and Walter R. Stark Graduate Scholarship, 2011
- Rackham Graduate Student Research Grant, 2010
- Ross Business School Fellowship, 2008-2013

Academy of Management Conference

- Outstanding Reviewer in the OB Division of the Academy of Management Conference, 2014
- Showcase Symposium in the OB Division of the Academy of Management Conference, 2013
- Best Paper Proceedings of the Academy of Management Conference, 2012
- Nominated for Best Symposium in the Careers Division, 2009

ADVISING

University of Pennsylvania

- Flipside Collective Research Group, 2020-present
- Timothy Kundo, PhD Candidate, 2016-2021
- Nida Noorani, Independent Study Advisor (MBA), 2020
- Deanna Taylor, Senior Thesis Advisor (undergraduate), 2018-2019
- Adedotun Adejare, Senior Thesis Advisor (undergraduate), 2017-2018
- Jennifer Kerner, Independent Study Advisor (MBA), 2016-2017
- Shreya Zavari, Senior Thesis Advisor (undergraduate), 2015-2016
- Polly Kang, PhD Student, 2015-2016
- Saurabh Bajpai, Independent Study Advisor (MBA), 2014-2015

- Jung Ho (James) An, Wharton Research Scholars Program Advisor (undergraduate), 2014-2015
- Carlotta Lucas, Huntsman Program Advisor (undergraduate), 2014-2015
- Nicholas Lobuglio, Second Year Paper Committee Member (PhD), 2014

PROFESSIONAL SERVICE

Ad Hoc Reviewing

- Academy of Management Journal, 2012-present
- Organization Science, 2014-present
- Organizational Behavior and Human Decision Processes, 2013-present
- Journal of Experimental and Social Psychology, 2013-present

University of Pennsylvania

- M-squared Workshop Organizer, The Wharton School, 2013-2020
- Wharton OB Conference Co-Organizer, The Wharton School, 2013-present
- Doctoral Studies Committee Member, 2016-2019
- Katz Fund for Emotions Research Committee Member, The Wharton School, 2015-present
- Management Seminar Committee, The Wharton School, 2014-2016

University of Michigan

- Doctoral Grants Committee Chair, Stephen M. Ross School of Business, 2012-2013
- MO PhD Shake 'n' Bake Organizer, Stephen M. Ross School of Business, 2012-2013
- Member of LEAD Research Group, 2011-2013
- Conference Facilitator, Center for Positive Organizational Scholarship, 2008 and 2011
- Member of the Doctoral Admissions Committee, 2009

Consulting and Applied Research Experience

- PA CareerLink, 2016-present
- KPMG Global Services, 2014-2018
- AARP, 2016-2018
- Wharton Alumni Affairs, 2016
- Medix, 2014-2016
- Lincoln Financial Group, 2014-2016
- Schwan's Home Delivery, 2009-2014
- Michigan Telefund, 2012-2013

Academy of Management

- Conference Reviewer, OB Division, 2010-present
- Conference Reviewer, Conflict Management Division, 2013-2016
- Conference Reviewer, OMT Division, 2009