

SAMIR NURMOHAMED

The Wharton School, University of Pennsylvania
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Academic Positions

The Wharton School, University of Pennsylvania

- Associate Professor of Management (with tenure), 2022-present
- Assistant Professor of Management, 2013-2022

Education

Stephen M. Ross School of Business, University of Michigan
Ph.D., Management and Organizations, 2014

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

Publications

A. Articles Published and Forthcoming in Refereed Journals

Nurmohamed, S., & Schwingel-Sauer, Z. 2024. Beyond the first choice: The impact of being an alternate choice on social integration and feedback seeking. *Journal of Applied Psychology*, 109(4), 587–598.

Kundro, T. G., Nurmohamed, S., Kakkar, H., & Affinito, S. 2023. Time and punishment: Time delays exacerbate the severity of third-party punishment. *Psychological Science*, 34(8): 914–931.

Harrison, S. H. & Nurmohamed, S. 2023. Dirty creativity: An inductive study of downplaying and showcasing the stigma of off-limits materials in new designs. *Organizational Behavior and Human Decision Processes*, 175L 104224.

Cobb, J. A., Keller, J. R., & Nurmohamed, S. 2022. How do I compare? The effect of work-unit demographics on reactions to pay inequality. *ILR Review*, 75(3): 665-692.

Nurmohamed, S, Kundro, T. G., & Myers, C. M. 2021. Against the odds: Developing underdog versus favorite narratives to offset prior experiences of discrimination. *Organizational Behavior and Human Decision Processes*, 67: 206-221.

Kundro, T. G., & Nurmohamed, S. 2021. Understanding when and why cover-ups are punished less severely. *Academy of Management Journal*, 64(3): 873-900.

McDonnell, M. H., & Nurmohamed, S. 2021. When are organizations punished for organizational misconduct? A review and research agenda. *Research in Organizational Behavior*, 43: 100150.

Nurmohamed, S. 2020. The underdog effect: When low expectations increase performance. *Academy of Management Journal*, 63(4): 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(1): 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(2): 241-251.

B. Other Articles, Including Chapters in Books

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.

C. Working Papers

Nurmohamed, S., Elliott, C. M., & Coutifar, C. The paradox of time pressure in accepting offers [Title masked for submission].

Flynn, E., Hur, J., Whillans, A., & Nurmohamed, S. Affective forecasting and the job search.

Chicas, H., & Nurmohamed, S. The vicarious self for future generations.

Nurmohamed, S., Kundro, T. G., Myers, C. M., & Wu, W. Who learns under pressure? Role self-efficacy promotes learning and performance in response to performance pressure.

Nurmohamed, S., Harrison, S. H., & Wry, T. Hearing crickets? How cultural entrepreneurs use storytelling features for contentious ideas.

Conference and Invited Presentations

Refereed Conference Presentations

Nurmohamed, S. & Schwingel-Sauer, Z. 2022. Alternate Choices and Newcomer Socialization. Presented as part of a symposium “The consequences of competition in organizations” at the annual meeting of the Academy of Management, Seattle WA.

Kundro, T. G., Nurmohamed, S., Kakkar, H., & Affinito, M. 2022. Time Delays and Punishment. Presented as part of a symposium “Prompting and punishing transgressions: Interpersonal causes and consequences of unethical behavior” at the annual meeting of the Academy of Management, Seattle WA.

Yu, M., Nurmohamed, S., & Wellman, N. 2022. Crafting a fulfilling second act: How personal projects facilitate well-being in retirement. Presented as part of a symposium “Creating a better retirement: New insights about retirement in organizations” at the annual meeting of the Academy of Management, Seattle WA.

Nurmohamed, S. 2021. Panelist in a symposium on “Challenges and Triumphs in Overcoming Adversity:

“Taking Stock and Looking Forward” at the annual meeting of the Academy of Management (virtual).

Nurmohamed, S. 2020. Panelist 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 (canceled due to Covid-19).

Howard, R. C., Nurmohamed, S., Bobocel, R., Aquino, K., & Grasso, M. 2020. 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. 2020. 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

Nurmohamed, S. 2023. Facilitator in the MOC Division Diamonds in the Rough professional development workshop at the annual meeting of the Academy of Management. Boston, MA.

Nurmohamed, S. 2021. Panelist in the MOC Division Teaching in the Rough professional development workshop at the annual meeting of the Academy of Management (virtual).

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 and Panels

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| 2025 | Department of Organisational Behaviour, London Business School |
| 2025 | Department of Organisations and Innovation, University College of London |
| 2025 | Department of Management and Organizations, Nova School of Business and Economics |
| 2024 | Department of Management and Entrepreneurship, Arizona State University |
| 2023 | Department of Management and Organization, University of Maryland |
| 2023 | Department of Management and Organizations, Cornell University |
| 2023 | Department of Management and Organizations, University of Michigan |
| 2022 | Baker Retailing Center CEO Summit, Rockefeller Center New York |
| 2020 | Department of Management and Global Strategy, Rutgers University |
| 2019 | Baker Retailing Center CEO Summit, The Plaza New York |
| 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 Organizational Behavior, 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 Immorality Lab, Sauder School of Business, University of British Columbia

Courses Taught

University of Pennsylvania

- Core Course for MBA and WEMBA Program: *Foundations of Teamwork and Leadership (MGMT 6100)*
- Elective Course for WEMBA, MBA, Undergraduate, Executive Education, Undergraduate, JD, and LLM Programs: *Power and Politics in Organizations (MGMT 2720/7720)*
- Management Courses for Ph.D. Students: *Foundations of Organizational Behavior (MGMT 9330)*, *Theories and Mechanisms in Organizational Behavior (MGMT 9510)*, *Making a Contribution in Organizational Behavior (MGMT 9610)*
- Faculty Director for undergraduate program's *Wharton Industry Exploration Program – Media and Entertainment – Los Angeles*, 2023
- Faculty Director for MBA Program's *Global Immersion Program to East Africa (Ethiopia and Kenya)*, 2019
- Faculty Director for MBA Program's *Global Immersion Program to India*, 2017-2018

University of Michigan

- Michigan Ross School of Business Undergraduate Program: *Behavioral Theory in Management (MGMT 300)*

Academic Awards and Honors

University of Pennsylvania

- Wharton Teaching Excellence Award, 2017-present
- Wharton MBA Teaching Commitment and Curricular Innovation Award, 2017
- Wharton Excellence in Teaching Award for the Undergraduate Division, 2015-2016
- Wharton Undergraduate Class of 2015 – Voted to be the Graduation Faculty Speaker, 2015
- Wharton Excellence in Teaching Award for the Undergraduate Division, 2014-2015

University of Michigan

- Ross Distinguished Alumni Award Recipient, 2023
- Ross Doctoral Studies Celebration Alumni Commencement Speaker, 2015
- Horace H. Rackham Distinguished Dissertation Award Nominee, 2014
- BBA Teaching Excellence Award Nominee, 2012
- Gladys D. and Walter R. Stark Graduate Scholarship, 2011
- Ross Business School Fellowship, 2008-2013

Academy of Management Conference

- Showcase Symposium in the OB Division of the Academy of Management Conference, 2020
- Showcase Symposium in the OB Division of the Academy of Management Conference, 2017
- 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

Professional Service

University of Pennsylvania

- Management Department OB Area Chair, 2022-present
- Barsade Prize in Organizational Behavior Committee, 2023-present
- Management Department OB Recruiting Search Committee Chair, 2022, 2024, and 2025
- Management Department OB Doctoral Studies Course Coordinator, 2021-present
- Management Department Chair Search Committee Member, 2021-2022
- Management Department Doctoral Studies Committee Member, 2016-2019, 2020-2022
- Wharton OB Conference Co-Organizer, 2013-2021
- M-squared Workshop Organizer, 2013-2020
- Wharton OB Hiring Committee, 2016-2017, 2018-2019
- Katz Fund for Emotions Research Committee Member, 2015-2020
- Management Seminar Committee, 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

Academy of Management

- OB Outstanding Publication Award Committee Member, 2019-2020
- Conference Reviewer, OB Division, 2010-2020
- OB Making Connections Committee Representative, 2013-2016
- Conference Reviewer, Conflict Management Division, 2013-2016
- Conference Reviewer, OMT Division, 2009

Grant Activity

University of Pennsylvania

- Wharton Dean’s Research Fund Grant, \$15,000, 2022
- Wharton Dean’s Research Fund Grant, \$13,482, 2020
- Penn Undergraduate Research Mentorship Grant, \$7000, 2020
- Wharton-INSEAD Alliance Research Grant, \$21,400, 2017
- Wharton Social Impact Initiative Grant, \$8400, 2017
- Penn Undergraduate Research Mentorship Grant, \$8250, 2016
- Wharton Dean’s Research Fund Grant, \$8250, 2016
- Wharton Leadership Center Grant, \$8700, 2014
- Wharton Social Impact Initiative Grant, \$7800, 2014
- Wharton Dean’s Research Fund Grant, \$10,000, 2014
- The Carol and Lawrence Zicklin Center for Business Ethics Research Grant, \$4000, 2014

Executive Education, Research, and Consulting Engagements

University of Pennsylvania

- Salesforce, 2026
- MAGNA, 2026
- TIAA, 2024 and 2026
- Girls Who Invest, 2024-2025

- Boeing, 2025
- Moelis, 2022 and 2025
- PricewaterhouseCoopers (PwC), 2024
- Apple, 2023
- LIMRA LOMA, 2023
- Suntory, 2023
- FINRA, 2023
- Sompo International, 2023
- Sun Life, 2022
- Amazon Web Services (AWS), 2022
- Deloitte, 2022
- American Association of Colleges of Nursing (AACN), 2022
- Cleveland Clinic Healthcare Leadership Program, 2022
- OECD Global Management Academy, 2022
- World Economic Forum Global Leadership Fellows, 2015-2017

Speaking and Applied Research Experience

- Audible, 2023
- Zoetis, 2022
- PA CareerLink, 2016-2020
- KPMG Global Services, 2014-2017
- AARP, 2016-2018
- Medix, 2014-2016
- Lincoln Financial Group, 2014-2016
- Schwan's Home Delivery, 2009-2014
- Michigan Telefund, 2012-2013

Advising

University of Pennsylvania

- Serenity Lee, Dissertation Committee Member (PhD), 2025-
- Marissa Shandell, Dissertation Committee Member (PhD), 2025-
- Stephanie Yu, Second Year Paper Committee Member (PhD), 2023-2024
- Jared Scruggs, Dissertation Committee Member (PhD), 2022-2024
- Serenity Lee, Second Year Paper Committee Member (PhD), 2022-2023
- Arianna Beetz, Dissertation Committee Member, 2020-2023
- Timothy Kundro, Primary Advisor, 2016-2018; Dissertation Committee Member (PhD), 2019-2021
- Jared Scruggs, Second Year Paper Committee Member (PhD), 2020-2021
- 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
- Charlotte Lucas, Huntsman Program Advisor (undergraduate), 2014-2015
- Nicholas Lobuglio, Second Year Paper Committee Member (PhD), 2014

Outside of the University of Pennsylvania

- Zoe Schwingel-Sauer, Dissertation Committee Member (PhD), University of Michigan, 2025-present
- Herrison Chicas, Dissertation Committee Member (PhD), UNC Chapel Hill, 2023-2024

Editorial Boards and Ad Hoc Reviewing

- Organizational Science Editorial Board Member, 2021-present
- Academy of Management Journal Ad Hoc Reviewer, 2012-present
- Organizational Behavior and Human Decision Processes Ad Hoc Reviewer, 2013-present
- Administrative Science Quarterly Ad Hoc Reviewer, 2020-present
- Organization Science Ad Hoc Reviewer, 2014-2021
- Journal of Experimental and Social Psychology Ad Hoc Reviewer, 2013-2016