

SAMIR NURMOHAMED

The Wharton School
University of Pennsylvania

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Country of Citizenship: Canada

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

Academic Positions

Assistant Professor of Management 2013-present
The Wharton School, University of Pennsylvania

Publications

A. Articles Published and Forthcoming in Refereed Journals

- Nurmohamed, S, Kundro, T. G., & Myers, C. M. in press. Against the odds: Developing underdog versus favorite narratives to offset prior experiences of discrimination. *Organizational Behavior and Human Decision Processes*.
- Cobb, J. A., Keller, J. R., & Nurmohamed, S. in press. 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. 2021. Understanding when and why cover-ups are punished less severely. *Academy of Management Journal*, 64: 873-900.
- 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.

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. Articles Submitted to Refereed Journals

Harrison, S. H. & Nurmohamed, S. Dirty creativity [title modified for submission]. Revise-and-resubmit at *Organizational Behavior and Human Decision Processes* (3rd round).

Nurmohamed, S. Newcomers' status and feedback seeking in organizations [title modified for submission]. Revise-and-resubmit at the *Journal of Applied Psychology*.

McDonnell, M. H., & Nurmohamed, S. Organizational misconduct and punishment [title modified for submission]. Revise-and-resubmit at *Research in Organizational Behavior*.

Nurmohamed, S., Kundro, T. G., Myers, C. M., & Wu, W. Performance pressure, learning and performance [title modified for submission]. Under review at the *Academy of Management Journal*.

Yu, M., Nurmohamed, S., & Wellman, N. Crafting a second act: Retirement transitions [title modified for submission]. Under review at the *Academy of Management Journal*.

Howard, R. C., Graso, M., Nurmohamed, S., Bobocel, R., Okimoto, T., & Aquino, K. Gender and the punishment of workplace misconduct [title modified for submission]. Under review at the *Journal of Management*.

D. Working Papers

Kundro, T. G., Nurmohamed, S., & Kakkar, H. Punishment delays [title modified for submission].

Nurmohamed, S, McCluney, C. L., Cameron, L., & Mayer, D. M. Diversity messaging and support for social issues [title modified for submission].

Nurmohamed, S., Greenbaum, R. L., Mayer, D. M., & Owens, B. An ethical lens on psychological contract fulfillment [title modified for submission]. (Best Paper Proceedings, OB Division, Academy of Management Annual Meeting).

Conference and Invited Presentations

Refereed Conference Presentations

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 (cancelled 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. 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

- 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

- The Wharton School, MBA Program: *Foundations of Teamwork and Leadership (MGMT 610)*
- The Wharton School, JD, LLM, Executive Education (e.g., World Economic Forum), MBA, and Undergraduate Programs: *Power and Politics in Organizations (MGMT 272/772)*
- The Wharton School, MBA Program: Faculty Director for *Global Immersion Program to East Africa (Ethiopia and Kenya)*, 2019
- The Wharton School, MBA Program: Faculty Director for *Global Immersion Program to India*, 2017-2018

University of Michigan

- Stephen M. Ross School of Business, Undergraduate Program: *Behavioral Theory in Management*

Academic Awards and Honors

University of Pennsylvania

- Wharton Teaching Excellence Award, 2020-2021
- Wharton Teaching Excellence Award, 2019-2020
- Wharton Teaching Excellence Award, 2018-2019
- Wharton Teaching Excellence Award, 2017-2018
- 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 Doctoral Studies Celebration Alumni Commencement Speaker, 2015
- Horace H. Rackham Distinguished Dissertation Award Nominee, 2014
- BBA Teaching Excellence Award Nominee (received perfect score on teaching evaluations), 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

Advising at the University of Pennsylvania

University of Pennsylvania

- Arianna Beetz, Dissertation Committee Member, 2020-2023
- Timothy Kundro, Primary Advisor, 2016-2018; Dissertation Committee Member, 2019-2021
 - Placed at University of Notre Dame
- 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
- Carlotte Lucas, Huntsman Program Advisor (undergraduate), 2014-2015
- Nicholas Lobuglio, Second Year Paper Committee Member (PhD), 2014

Editorial Boards and Ad Hoc Reviewing

- Organizational Science Editorial Board Member, 2021-2023
- 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

Professional Service

University of Pennsylvania

- Organizational Behavior Doctoral Studies Course Coordinator, 2021-present
- Doctoral Studies Committee Member, 2016-2019, 2020-present
- Wharton OB Conference Co-Organizer, 2013-present
- M-squared Workshop Organizer, 2013-2020

- Wharton OB Hiring Committee, 2016-2017
- 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

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

Current Grants

Name of Grant	Funding Agency	Period of Grant	Type of Grant	Role in Grant	Annual Direct Cost	Annual Indirect Cost	Additional Comments
Wharton Dean's Research Fund Grant	The Wharton School, University of Pennsylvania	2020	Research	PI	\$13,482		

Past Grants

Name of Grant	Funding Agency	Period of Grant	Type of Grant	Role in Grant	Annual Direct Cost	Annual Indirect Cost	Additional Comments
Penn Undergraduate Research Mentorship Research Grant	University of Pennsylvania	2020	Research	PI/Supervisor	\$7,000		
Wharton-INSEAD Alliance Research Grant	The Wharton School, University of Pennsylvania	2017	Research	PI	\$21,400		
Wharton Social Impact Initiative Grant	The Wharton School, University of Pennsylvania	2017	Research	PI	\$8,400		
Penn Undergraduate Research Mentorship Research Grant	University of Pennsylvania	2017	Research	PI/Supervisor	\$7,000		
Wharton Dean's Research Fund Grant	The Wharton School, University of Pennsylvania	2016	Research	PI	\$8,250		
Wharton Leadership Center Grant	The Wharton School, University of Pennsylvania	2015	Research	PI	\$8,700		
Wharton Social Impact Initiative Grant	The Wharton School, University of Pennsylvania	2014	Research	PI	\$7,800		
Wharton Dean's Research Fund Grant	The Wharton School, University of Pennsylvania	2014	Research	PI	\$10,000		
The Carol and Lawrence Zicklin Center for Business Ethics Research Grant	The Wharton School, University of Pennsylvania	2014	Research	PI	\$4,000		