

Thomas James Norman, Ph.D.

17603 Chestnut Drive
Carson, CA 90746
tom@professornorman.com
www.professornorman.com
612-812-6005 (voice)
800-728-5503 (fax)

EDUCATION

UNIVERSITY OF MINNESOTA

Ph.D. in Human Resources and Industrial Relations, Carlson School of Management, 2009
Dissertation Title: *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits*
Fields of Study: Organizational Behavior & Organization Theory and Labor Market Analysis
Graduate Certificate in Human Resource Development, 2006
Graduate Certificate in Adult Education, 2006
M.A. in Human Resources and Industrial Relations, Carlson School of Management, 1998

HARVARD UNIVERSITY

B.A. in Social Studies, *cum laude*, 1992
Thesis Title: *The Political and Economic Forces Driving NAFTA*

RESEARCH INTERESTS

Globalization, Outsourcing, Human Resources, Management Education, Arbitration

TEACHING INTERESTS

Management, Human Resources, Organization Theory, Organizational Behavior, Labor Relations

FELLOWSHIPS AND AWARDS

Best Student Paper Award, Western Decision Sciences Institute, 2009
Scholarship of Teaching & Learning Grant, California State University-Dominguez Hills, 2008 & 2009
CSU- Dominguez Hills, RSCAAP Sally Casanova Research Grant, Summer 2008
CSU- Dominguez Hills, Center for Teaching Award for Use of Technology in Teaching, 2007
University of Minnesota's Human Resource Research Institute Research Grant, 2007
University of Minnesota's Graduate and Professional Student Association Travel Grant, 2006
International Performance Improvement Society Award for Process Improvement at Sun Microsystems
Global Sales Organization, 2001
Institute for International Studies Award for study abroad in Spain, 1997
U.S. Department of Education, Foreign Language and Area Studies Award, 1997
Industrial Relations Center's Heneman Fellowship, 1996-1997
Employment Management Association Fellowship, 1996
Harvard University's Dorot Fellowship for research in Israel, 1991
Harvard University's Institute of Politics summer research stipend, 1990

CERTIFICATIONS

Professional in Human Resources (PHR), Human Resource Certification Institute, 2008

TEACHING EXPERIENCE

Assistant Professor, **California State University- Dominguez Hills**, Carson, 2007 to present

- HRM 313 *Human Resource Management* (undergraduate level)
 - Teaching Ratings (5 point scale): effectiveness 4.7, command of subject 4.5.
- HRM 316 *Labor and Industrial Relations* (undergraduate level)
 - Teaching Ratings (5 point scale): effectiveness 4.7, command of subject 4.9.
- HRM 321 *Compensation Systems* (undergraduate level)
 - Teaching Ratings (5 point scale): effectiveness 4.9, command of subject 5.0.
- HRM 425 *Seminar in Strategic HRM* (undergraduate level)
 - Teaching Ratings (5 point scale): effectiveness 5.0, command of subject 5.0.
- HRM 521 *Compensation and Benefits* (graduate level) online delivery
- HRM 525 *Strategic HRM* (graduate level) online delivery
- MGT 310 *Management Theory* (undergraduate level) online delivery
- PUB 304 *Administration of Public Policy* (undergraduate level)

Assistant Professor, **California State University- Long Beach**, Long Beach, 2008 to present

- HRM 652 *Seminar in HRM* (Fully-Employed MBA Program)

Instructor, **UNIVERSITY OF MINNESOTA**, Minneapolis, 2005 to 2006

- HRIR 3050 *Compensation: Theory and Practice* (undergraduate level)
 - Received letter of recognition from the Pan-Hellenic association for teaching.
- HRIR 3070 *Union Organizing and Labor Relations* (undergraduate level)

PUBLICATIONS

- “Outsourcing Human Resource Activities” in *Outsourcing and Offshoring of Business Activities* edited by Farok Contractor, Vikas Kumar, Sumit Kundu, and Torben Pedersen to be published by Cambridge University Press in 2010.
- “Offshoring of IT and Business, Professional and Technical Services: The Recent Experience of the United States” [with Mahmood A. Zaidi]. in *Outsourcing and Offshoring of Business Activities* edited by Farok Contractor, Vikas Kumar, Sumit Kundu, and Torben Pedersen to be published by Cambridge University Press in 2010.
- “A Decade Later: Revisiting Built to Last.” in *Juran Summit Proceedings*. Published by Juran Center, August 2006.
- “Neighborhood Employment Network Affiliate and Minnesota Family Investment Program Performance Management Study” [with Mike Brinda], October 2005. Available online from the University of Minnesota's Center for Urban and Regional Affairs.
<http://www.cura.umn.edu/publications/NET.pdf>

REVISE AND RESUBMIT

- “Arbitrator rulings in employee discharge and discipline cases: A multinomial analysis of wins, losses and splits” [with Mario F. Bognanno, Jonathan E. Booth, Stephen Befort and Laura Cooper]. Submitted January 2009 to *Industrial and Labor Relations Review*. Reviewer comments encouraging revision received June 2009.

ARTICLES IN PROGRESS

- “Western Alliances and Management Education in China” [with Mahmood A. Zaidi and Lauren Liu]. Target Publication: *Asian Business & Management Journal*.
- “Human Resource Outsourcing: Measuring the Hidden Costs” Target Publication: *Human Resource Management*.

CONFERENCE PRESENTATIONS- MANAGEMENT RESEARCH

- “Measuring Human Resource Outsourcing and the Relationship with Employee Retention” at the Academy of Management Annual Meeting, Chicago, August 2009.
- “Global Services Outsourcing in Three English Speaking Countries” at the Western Decision Sciences Annual Meeting, Kauai, April, 2009.
- “Human Resource Outsourcing: Measuring the Hidden Costs” at the Western Decision Sciences Annual Meeting, Kauai, April, 2009.
- “Human Resource Outsourcing: Prediction of Transaction Cost Economics versus Reality” at the Academy of Management Annual Meeting, Anaheim, August 2008.
- “Human Resource Outsourcing and Employee Satisfaction and Retention” at the Conference on Offshoring & Outsourcing: The Organizational and Geographic Relocation of High Value Company Functions, SDA Bocconi School of Management, Milan, Italy, April 2008.
- “Offshoring of IT Services: The Recent Experience of United States” at the Conference on Offshoring & Outsourcing: The Organizational and Geographic Relocation of High Value Company Functions, SDA Bocconi School of Management, Milan, Italy, April 2008.
- “Outsourcing Human Resource Management: The Impact on Employee Satisfaction and Turnover” at the Western Decision Sciences Annual Meeting, San Diego, March 2008.
- "Global Outsourcing of Services: A panel data exploration of North American trade" at the Academy of Management Annual Meeting, Atlanta, August 2006.
- "Global Services, Outsourcing in North America: Determinants of Offshoring Locations and the Impact of U.S. and Canadian Labor Markets" at the Western Economic Association International Annual Meeting, San Diego, July 2006.
- "Global Outsourcing of Services" at the Academy of International Business Annual Meeting, Beijing, June 2006.
- "Global Outsourcing: Comparing the British and the U.S. Experiences" presented at the Labor and Employment Relations Association Annual Meeting, Boston, January 2006.
- "Determinants of U.S. Offshoring in the Services Sector" at the Global, Business and Technology Association Annual Meeting, Lisbon, Portugal, July 2005.
- "Comparative Analysis of Offshoring by Firms in Selected Countries." at International Employment Relations Association Annual Meeting in Aalborg, Denmark, June 2005.

CONFERENCE PRESENTATIONS- SCHOLARSHIP OF TEACHING

- “Successfully Teaching Large Online Classes: Who, What, Why and How?” [with Cynthia Ozeki and Kimberly Perttula] at 12th CSU Regional Symposium on University Teaching, California Polytechnic- San Luis Obispo.
- “Student Engagement Strategies in Online Programs” [with Natasa Christodoulidou and Melissa St. James] at the Western Decision Sciences Annual Meeting, Kauai, April, 2009.
- “Engaging Students with Menus in Management Classes” presented at the 11th CSU Regional Symposium on University Teaching, California Polytechnic- Pomona, April 2008.
- “Two Tools for Engaging Student Learning: Using Experiments and Menus in HRIR Classes” presented at the Fifth Annual Innovative Teaching in HRIR Conference, University of Minnesota, Minneapolis, April 2008.

RELEVANT MANAGEMENT EXPERIENCE

Chair of the Board/Executive Director, **Soft Center Duluth, Inc.**, Duluth, MN, 2003 to 2005

- Guided a nonprofit in the attraction and retention of technology companies to the region by coordinating the activities of regional academic, business and government leaders.
- Founded the e-City Duluth effort which created free wireless internet zones in Duluth.

Business Banking Manager/Vice President, **Wells Fargo, Inc.**, Virginia, MN, 2001 to 2002

- Led a team of six business bankers and associates in a region consisting of 608 customers with loans of \$21 million and deposits of \$22 million.
- Re-engineered sales and loan documentation processes to double available selling time.

Program Manager, **Sun Microsystems, Inc.**, Palo Alto, CA, 1998 to 2001

- Redesigned Sun's employee survey program to better retain employees and customers.
- Key member of team that re-engineered the Human Resources function.
- Managed Sun's New Hire curriculum and training of recently acquired employees.

Compensation Analyst, **Cargill**, Minnetonka, MN, 1997 to 1998

- Led design of a compensation plan approved by the Board of Directors that retained Cargill's top five executives after the retirement of the CEO.

Business Banker, **US Bancorp, Inc.**, Duluth, MN, 1994 to 1997

Sales Manager, **Procter & Gamble, Inc.**, Bloomington, MN, 1992-1993

- Managed integration of two newly acquired companies in the Minnesota market.
- Recognized with the Chairman's award for increasing sales by 82% in first year.

REFERENCES

Avner Ben-Ner, Ph.D.
Professor
University of Minnesota
Carlson School of Management
321 19th Avenue South
Minneapolis, MN 55455
612-624-0867
benne001@umn.edu

Brian P. McCall, Ph.D.
Professor
University of Michigan
Center for the Study of Higher and Post-Secondary Education
2108B School of Education
610 East University Avenue
Ann Arbor, MI 48109-1259
734-647-8366
bpmccall@umich.edu

Connie R. Wanberg, Ph.D.
Professor
University of Minnesota
Carlson School of Management
321 19th Avenue South
Minneapolis, MN 55455
612-624-4804
wanbe001@umn.edu

Mahmood A. Zaidi, Ph.D.
Distinguished International Emeritus Professor, Professor Emeritus of Human Resources & Founding
Director Emeritus of International Programs
University of Minnesota
Carlson School of Management
321 19th Avenue South
Minneapolis, MN 55455
612-625-0578
mzaidi@umn.edu

Alison Davis-Blake, Ph.D.
Dean, Investors in Leadership Distinguished Chair in Organizational Behavior
University of Minnesota
Carlson School of Management
321 19th Avenue South
Minneapolis, MN 55455
612-624-7876
davi1273@umn.edu

