



# PEOPLE MATTER



**Dr. Darren Brooks**  
Director, CHRM

## A MESSAGE FROM THE DIRECTOR

Fall is an exciting time at Florida State University. Students are back on campus, football is in the air, and the start of the semester offers new opportunities for students, faculty and our partners.

I am equally excited about the center's direction with our commitment to student development through enhancing both academic and professional programs for HRM majors. In fact, many of our recent achievements have established positive momentum toward our strategic initiatives. Of particular interest, the Department of Management earned SHRM curriculum alignment for our bachelor of science in human resource management, and we received approval from the university to create an MBA-HRM specialization track with an initial course in compensation starting this fall. Finally, the center's business community outreach efforts have resulted in securing new corporate partnerships which provide internship opportunities for students.

In the coming months, we will continue to build experiential learning programs for our HRM majors as well as our management majors. The center is diligently working in partnership with the FSU Career Center staff to launch a pilot mentoring program beginning January 2018. We are also working with campus partners to establish a networking and interview event for students interested in internships that will coincide with the spring Seminole Futures. These programs allow students to develop essential professional skills while applying classroom knowledge in real-world settings.

On the scholarship front, our faculty and doctoral students continue to engage in leading-edge research. This summer FSU was well represented at the Academy of Management Conference in Atlanta, Ga. and the Labor and Employment Association Meeting in Anaheim, Calif. with six presentations on a wide range of topics.

Over the past eight months as the center director, I have spoken to numerous students, faculty, corporate partners and board members about the center's future direction and its expanded role within the College of Business. I am pleased with the excitement, energy and commitment many of you have shared to support the development of preeminent HRM academic programs, professional development opportunities and innovative research. It is an exciting time of positive change, and I look forward to working together to accomplish great things.

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## INTRODUCTION: NEW DEPARTMENT OF MANAGEMENT CHAIR



**Dr. David R. King**

*Chair, Department of Management*

In July of 2017, Dr. David King joined Florida State's College of Business as the new department chair and Higdon Professor of Management. "My move to Florida State University provides me an opportunity to apply my administrative experience as a department chair, and join a world-class university." King coming to FSU really puts the Department of Management in a position to grow, and also brings another credible, passionate professor. "Fundamentally, I believe teaching is a gift that I have received and that I owe others. Simply, I recognize that I have benefited from the help of others, and I want to use my experiences to help students start their careers at a better position than I did."

King and his wife were really looking to get away from the brutal northern cold weather, where shoveling snow was an every day activity. While they retreated south, their son stayed in Wisconsin, where he is currently enrolled at Marquette University and will be graduating in December. On King's free time, he enjoys relaxing at the beaches, trail running, and reading science fiction novels. King is also a huge football fan, and plans to attend as many college games in as many college stadiums as he can.

King began his college career at the U.S Air Force Academy, where he graduated with a bachelor of science in management. He later returned to the Air Force Institute of Technology to earn his master of science in logistics management.

Then, after having a teaching assignment at the Air Force Academy, King was sponsored for a Ph.D. at Indiana University in business administration with an emphasis on strategic management.

King's professional career was mainly in the military, where he managed aircraft procurement for the U.S. Air Force. After retiring from the military in 2010, King and his family moved to Wisconsin, where King worked as a professor at Marquette University. In 2013, King and his wife moved to Iowa, where he was a professor at Iowa State University as well. Dr. King is credited in the research of merger and acquisitions, where he has 29 published peer-reviewed journal articles. His most known piece of work, *Meta-Analysis of Post-Acquisition Performance: Indications of Unidentified Moderators*,

*Interviewed by Michael McLaughlin  
MBA Candidate '18*

was published in the *Strategic Management Journal*—the leading journal in the field of M&A in 2004 and it remains among the "top five" cited articles published by this journal that year. Still, King continues to perform research focusing on real-world problems in areas of complementary resources, M&A integration and performance, technology innovation and defense procurement.

Now at Florida State, King has plans for the department. "I want to see it (Department) rise up. I came here to make a positive impact - I want to see some fundraising going on, and get better ties with the business community. I think forming an advisory council with the stakeholders, including myself, would really be beneficial." King is excited to get to working with the department and center, and is working on collecting information from the colleagues of the COB. With having plans to improve the department, he also wanted to make sure of a couple other things. "I have to make sure to not change the culture that was one thing that attracted me—people are really friendly and people come to work in the summer when they don't have to. So that's something I have to focus on not changing."

## CHAIRMAN'S COMMENTS



**Thomas H. Shea**  
*Chair, CHRM*

When I graduated with my master's in mathematics, I was told I knew all the math I would ever need to know to teach high school math until I retired. And I believed that! It had taken more than two thousand years to go from the Chinese abacus to the slide rule—my personal instrument of choice—and 300 years from the slide rule to the hand held electronic calculator. Surely, my knowledge would be enough. However, with the impact of the internet, computers, smart phones and global connectivity it now takes a year or less for such seismic advances! Today, a creative idea in Berlin, noticed by an alert soul in Cleveland adding in a little big data and AI, who floats his enhanced idea into the cloud, where a coder in Tallahassee turns it into an industry disrupting app and puts her on her way to her first million.

So how is all of this related to the FSU Center for Human Resource Management? If our mission is to prepare future HR leaders and to advance our HR faculty and HR board members' value to the profession, we to teach everyone how to learn, lead, and thrive in disruptive times. No one can ever know enough.

## SOCIETY FOR HUMAN RESOURCE MANAGEMENT



**Sarah Joyce,**  
SHRM President

I am looking forward to an exciting year as president of the Society for Human Resource Management student chapter. My main goals include:

- 1) Increasing member participation
- 2) Creating new opportunities for students through guest speakers, shadowing experiences and professional development workshops

My co-officers and I plan to increase member involvement by working with HRM professors to promote club meetings during their classes and potentially offer extra credit incentives to students who attend our meetings. We are also exploring partnerships with other campus organizations, with related HR areas such as general business, industrial organizational psychology, to co-sponsor events that would be beneficial to its members and to help increase our organization's presence on campus. To assist us increasing our presence, we are adding a public relations officer position to our executive team.

Our first general body meeting of the fall semester focused on preparing students for the Seminole Futures Career Fair by discussing how to navigate the career fair, talk to recruiters and stand out from other students.

We are always interested in guest speakers at our meetings, so please feel free to reach out to me if you are willing to speak or meet with our club (Email: smj14c@my.fsu.edu).

Thank you for your continuous support of our organization!

## INTERNSHIP AT CITY FURNITURE

By Janet Winko  
SVP, Human Resources

Imagine getting the following email...

*Dear Human Resources Team,*

*As my time here is coming to a close, I've had the chance to reflect on my experience. I've found my rhythm at City Furniture over the past couple of months. With the training, guidance, and constant support, I have been able to dip my toe into various aspects of HR & Risk Management. I am constantly inspired by everyone's willingness to serve others, selflessness to help others, and enthusiasm in everything that you all do.*

*Thank you for allowing me to work alongside you, for trusting a newbie, and sharing your lives with me for a short while. In my short time, I've met some of the most amazing people, gained a new family, learned more than I could ever imagine about the Human Resources field, and perhaps most importantly, the "real" world.*

*Although I am heading back to Florida State University for my senior year, I hope to stay in touch with all of you. This is and will be one of the most memorable experiences of my life. So, thank you and thank you, City Furniture.*

*Best Regards,  
Molly McCarthy*

This was the letter that our HR Team received from Molly on the last of her summer internship at City Furniture! Molly's primary responsibility was to assist our Risk Management Team managing workers compensation injuries and property/casualty claims. She quickly learned the ropes and before long she was assisting injured associates, promoting National Safety Month in our showrooms and distribution center, conducting safety audits and so much more! Her dedication was unwavering as she commuted an hour to work (yes, that's just one way!) every day, would attend meetings at 6am, and even helped distribute backpacks to our associates' kids at our annual Back to School Fair one Saturday morning. Molly was a model HR Intern...a quick learner, professional, and friendly. And while Molly says that we made an impact on her, what she may never realize is what an impact she made on us!



Laura Gayle earned a bachelor's degree in human resource management from the FSU College of Business in May 2017 and is beginning her career as a human resources business partner for Texas Instruments in Dallas, Texas.

During her undergraduate career, she completed five human resources related internships, became certified at the Advanced Level for the SHRM Certificate of Learning, was vice president of the student chapter of SHRM, competed on the SHRM case study competition team and graduated with a 3.8 cumulative GPA.

Gayle believes that planning and setting goals, hard work, dedication, and a solid support system will

## Gayle's 5 Tips for Success:

1. *Set Goals*
2. *Get Involved Early*
3. *Network, Find a Mentor & Ask Questions*
4. *Gain Experience*
5. *Connect with Coursework*

lead to success post-graduation.

Changes in plans and interests are bound to occur throughout college and it is important to explore the possible options early by using the available university resources. For instance, Gayle started out her college career as a marketing major, but upon beginning coursework, she began to rethink that route. In order to find her best fit, Gayle met with a career advisor at the Dunlap Career Center to take aptitude tests, which indicated that HR was a viable option. Next, she conducted information interviews of both marketing and human resources professors in order to see which route would be best. Upon doing so, Gayle solidified her new interest to become a human resources professional and immediately looked for ways to become involved in the industry.

To kick start the engagement process, Gayle enrolled in HR courses, introduced herself to each of her professors and asked for suggestions related to



networking, extra-curricular activities, internships and certifications. Gayle joined SHRM, which allowed her to network with industry professionals at events, such as panel speaker sessions, luncheons, case study competitions, shadow an HR professional and topical seminars. Through her membership with SHRM, she was invited to the CHRM annual luncheons, which allowed her to further connect with professionals during a round table and learn about common HR pitfalls, current research topics and tips for starting a career.

This level of involvement allowed Gayle to expand her network to include industry professionals, professors, college leaders and career center personnel. These mentoring relationships would prove critical to her success as she furthered her education. For example, as Gayle was studying for the SHRM certification, her mentors guided her by answering questions and providing situational examples in order to better apply the content.

Furthermore, involvement in the profession led Gayle to be able to distinguish herself as a candidate for internships. During her internships, she had the opportunity to work on projects relating to staffing, employee relations, employment law, HRIS, compensation, global mobility and more. Internships provide challenging and meaningful projects and experiences for students to put their knowledge to the test. Having the opportunity to be trusted with difficult projects and looked to for recommendations proved influential for Gayle in terms of developing critical skills for success in business.

The most important aspect that led to Gayle's success was the connection between course teachings and experiences. The truly meaningful courses are the ones where professors can relate the content to real situations and provide a method for the students to visualize and absorb the information through practice.

During Gayle's college career, there were many factors that contributed to her success and each of them were intertwined with one another. By combining all five factors together, any student will be better equipped to succeed in their career.

## Most Valuable Course Projects & Assignments

- **Compensation** – *designed a compensation plan for a mock company*
- **Training and Development** – *implemented a training program using the ADDIE model*
- **Current Issues in HR** – *discussed recent news articles and research studies*
- **Negotiations and Conflict Management** – *in class role play activities where each style of negotiation is implemented*
- **Staffing** – *in class activities such as: conducting a job analysis, and calculating various key data points like recruiting costs and turnover*
- **Business Communications** – *prepared and delivered speeches and wrote internal memos*

The FSU faculty in the field of human resource management are recognized internationally for their strong scholarship, reputation, and path-breaking advances in academic research. As an indicator, the scholarly research by faculty members in the Department of Management has been cited more than 75,000 times in others' research. This is an amazing accomplishment for a relatively small department of 16 research faculty members.

As a feature of our Research Roundtable, we are highlighting an outstanding faculty member and select research by faculty and doctoral students this past academic year.

## **Dr. Chad Van Iddekinge**

Chad Van Iddekinge was recently recognized by the Society for Industrial and Organizational Psychology (SIOP) for the best journal article in the field of industrial and organizational psychology. As an international professional organization, SIOP brings our department value-added reputation. Van Iddekinge also was ranked No. 1 in the world for his prolific scholarship in human resource management. One of management's premier journals, *Journal of Applied Psychology*, identified him as a leader in the field, publishing the most articles in the journal during a six-year time period. Van Iddekinge's research focuses on how organizations make staffing decisions and how those decisions affect job applicants and the quality and diversity of a firm's workforce.



**Dr. Chad Van Iddekinge**

### **Journal Articles**

- Hackney, K.J. & Perrewé, P.L. (in press). Examining pregnancy discrimination in work organizations: Implications for the well-being of the mother and baby. *Research in Personnel and Human Resources Management*.
- Mackey, J.D. & Perrewé, P.L. (in press). The impact of stressors at work on problem drinking and negative health outcomes. *Group & Organization Management*.
- Van Iddekinge, C. H., Aguinis, H., Mackey, J. D., & DeOrtentiis, P. S. (in press). Intelligence versus motivation as predictors of job and training performance. *Journal of Management*.
- Gardner, T. M., Van Iddekinge, C. H., & Hom, P. (in press). If you've got leavin' on your mind: Employee behaviors that forecast future turnover. *Journal of Management*.
- Roth, P. L., Van Iddekinge, C. H., DeOrtentiis, P. S., Hackney, K. J., & Zhang, L. (in press). Hispanic and Asian applicants' performance during the selection process: A review of 12 common selection procedures. *Journal of Applied Psychology*.
- King, DR., Sekerka, L. (in press). Managing Competing Interests: A Review of Ethics in Military Procurement. *Public Integrity*.
- Hackney, K.J., Maher, L.P., Daniels, S.R., Hochwarter, W.A., & Ferris, G.R. (in press). Performance, stress, and attitudinal outcomes of others' entitlement behavior: Supervisor-subordinate work relationship quality as moderator in two samples. *Group & Organization Management*.
- Mackey, J.D., Bishoff, J.D., Daniels, S.R., Hochwarter, W.A., & Ferris, G.R. (in press). Incivility's relationship with work outcomes: Enactment as a boundary condition in two samples. *Journal of Business Ethics*.
- McAllister, C.P., Ellen, B.P. III, & Ferris, G.R. (in press). Social influence opportunity recognition, evaluation, and capitalization: Increased theoretical specification through political skill's dimensional dynamics. *Journal of Management*.
- McAllister, C.P., Harris, J.N., Hochwarter, W.A., Perrewé, P.L., & Ferris, G.R. (2017). Got resources? A multi-sample constructive replication of resource availability's role in work passion– job outcomes relationships. *Journal of Business and Psychology*, 32, 147-164.
- Wihler, A., Blickle, G., Ellen, B.P. III, Hochwarter, W.A., & Ferris, G.R. (2017). Personal initiative and job performance evaluations: Role of political skill in opportunity recognition and capitalization. *Journal of Management*, 43(5), 1388-1420.
- Meglio, O., King, DR., Risberg, A. 2017. Speed in acquisitions: A managerial framework. *Business Horizons*, 60(3): 415-425.
- Baur, J. E., Hall, A.V., Daniels, S.R., Buckley, R.M., & Anderson, H. (in press) Beyond banning the box: A conceptual model of the stigmatization of ex-offenders in the workplace. *Human Resource Management Review*
- Fiorito, J., Padavic, I., & Russell, Z.A. (in press). Pro-social and self-interest motivations for unionism and implications for unions as institutions. *Advances in Industrial and Labor Relations*.

## Conference Presentations

- Thompson, T., Van Iddeknige, C., Perrewé, P.L., & Ferris, G.R. (2017). Revisiting underemployment: The importance of intentionally (versus unintentionally) being underemployed. Presented at the 2017 Academy of Management Meeting, Atlanta, Ga.
- Wang, G., Steffenson, D.J., Perrewé, P.L., & Ferris, G.R. (2017). How leader sexual orientation affects perceptions of leader effectiveness and employee performance. Presented at the 2017 Academy of Management Meeting, Atlanta, Ga.
- Holmes, O., Daniels, S. R., & Marchiondo, L. (2017) An Investigation of Race-Based Impression Management Strategies. Paper presented at 2017 Academy of Management Meeting, Academy of Management (AOM), Atlanta, Ga.
- Zhang, L., Van Iddekinge, C. H., Roth, P. L., & Lanivich, S. (2017). What's in applicants' social media profiles? Effects on recruiter ratings and job performance. Presented at the 2017 Academy of Management Meeting, Atlanta, Ga.
- Russell, Z.A., & Fiorito, J. (2017). Public approval and disapproval of U.S. unions, 1936-2015. Presented at the 2017 Labor and Employment Relations Association Meeting, Anaheim, Calif.
- Fiorito, J., Padavic, I., & Russell, Z.A. (2017). Pro-social and self-interest motivations for unionism and implications for unions as institutions. Presented at the 2017 Labor and Employment Relations Association Meeting, Anaheim, Calif.

## Research in Progress

- Arnold, J. D., & Van Iddekinge, C. H. How learning from failures at work influences employee engagement and job performance.
- Hochwarter, W. The boss is a pain, but I kind of get it: How perspectives can neutralize anxiety caused by non-work privacy infringement.
- Maher, L.P. Learning the unwritten rules of the game: How employees learn the motivation and skills to navigate informal channels in the organization successfully.
- Steffenson, D.J., McAllister, C.P., Wang, G., Perrewé, P.L., & Brooks, C. D. Unable to detach: Examining the impacts of being constantly connected at work on employee well-being and work-family conflict.

## CHRM VISION AND MISSION

### VISION

To be a recognized leader in developing collaborative partnerships between business, industry, and government organizations and academia in order to advance human resource management practice.

### MISSION

To support the study of human resource management, foster a community of practice between practitioners and academia, and prepare future HRM professionals to understand and deal with an ever-changing work environment.

For more information about the Center:  
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