

## **JOSEPH T. McCUNE, Ph.D.**

### **EDUCATION**

**Ph.D.** Michigan State University, Industrial/Organizational Psychology  
**MA** Long Island University, Psychology  
**BS** New York Institute of Technology, Psychology

### **TEACHING**

Awarded the **James R. Chelius Teaching Excellence Award** in 2014, & 2017, MHRM Program, Rutgers University

#### **MHRM On-line Program**

Created the MHRM on-class in Workforce Flow

#### **Taught over 200 Rutgers graduate level classes (30 at the executive level)**

- University of Konstanz, Germany
- Bocconi University (Milan, Italy)
- Singapore Institute of Management
- On-site Masters: Prudential, Merrill-Lynch, AT&T, ETS, IBM, Indonesia

#### **Executive Masters in Human Resource Leadership (EMHRL)**

#### **Global Executive Masters in Human Resource Leadership (GEMHRL)**

#### **European Executive Masters in Human Resource Leadership (Bocconi)**

- Strategic Talent Management
- Creating & Managing Organizational Change
- Capstone Project

#### **Masters in Human Resource Management (MHRM)**

- Strategic Organizational Change
- HR Consulting Skills: Role of HR Business Partner
- Developing Human Capital (Appraisal & Development)
- Managing Workforce Flow (Staffing)
- Strategic Human Resources I
- Strategic Human Resources IV (Capstone Class)
- HR Leadership
- HR Decision Making: Accessing Data
- Organizational Behavior
- Negotiation Skills
- Employee Governance

## **Executive Masters in Business Administration (EMBA)**

- Executive Leadership
- Organizational Behavior
- Management Consulting Skills

## **International Executive Masters in Business Administration (IEMBA)**

- Management Consulting Skills (Shanghai)

## **Master of Business Administration (MBA)**

- Executive Leadership
- Organizational Behavior

## **Professional Science Masters (PSM)**

- Communication & Leadership

## **EXECUTIVE EDUCATION**

**Conducted over 900 workshops and seminars in the following areas:**

### **Management/Leadership Development**

- ❑ Performance Management
- ❑ Managing Organizational Change
- ❑ The Role of Manager
- ❑ Coaching Skills
- ❑ Strategic Thinking
- ❑ Motivation & Leadership
- ❑ Team Building Techniques
- ❑ Negotiation Skills
- ❑ Conflict Resolution
- ❑ Job Design/Quality of Work
- ❑ Managing Diversity/Sexual Harassment
- ❑ Managing Job Stress
- ❑ Changing to Supervision
- ❑ Team Building/Organizational Improvement (Action Learning)

### **Consulting Skills Workshops**

- ❑ Consulting Model
- ❑ Client Relations
- ❑ Organizational Assessment
- ❑ Diagnosis & Measurement
- ❑ Contracting Skills
- ❑ Facilitating Change
- ❑ Influence Without Authority
- ❑ Facilitating Problem Solving & Decision Making
- ❑ Team Facilitation Skills
- ❑ Project Planning & Management

## **Human Resource Management Workshops**

- ❑ Overview of Human Resource Management
- ❑ Job Analysis (1 day & 2 day)
- ❑ Recruitment Principles & Techniques
- ❑ Selection Principles & Techniques
- ❑ Selection Interviewing Skills
- ❑ Performance Appraisal
- ❑ Training & Development
- ❑ Strategic Human Resource Planning
- ❑ Organizational Communication
- ❑ Wage & Salary Administration (2 day)
- ❑ Using Employee Surveys
- ❑ Train-the-Trainer (2 day & 3 day)

## **Custom-Designed Training & Development Programs**

### **Rutgers University, Center for Management Development**

- Created Human Resource Management Certificate Series (13 workshops)
- Created Consulting Skills for Human Resources Certificate Series (8 workshops)
- Redesigned --- Rutgers Advanced Leadership Development Program (4 day residential)
- Redesigned --- Rutgers Supervisory Development Program (4 day residential)

### **Rutgers University, University Human Resource Department**

- Performance Appraisal (1/2 day)
- Performance Management (1 day)
- The Role of the Strategic HR Business Partner

### **National Transit Institute (over 100 days)**

- The Role of Human Resources in Transit (2 day)
- Managing the Employment Process (2 day)
- Effective Supervision in Transit (3 day)
- Changing to Supervision

### **New Jersey Certified Public Management Program (over 100 days)**

- Level VI: Organizational Change & Improvement (6 day)

### **NJ Economic Development Agency**

- Strategic Planning
- Leader Development (3 days)
- 360 Feedback

### **Pfizer Pharmaceutical**

- Sales Leadership (5 day residential)

### **Johnson & Johnson, Ethicon**

- Team Building (2 Days)
- Quality Improvement (2 Days)

### **Forest Labs (over 50 days)**

- Key Management Development Program (5 days)

### **Kyowa Pharmaceutical**

- Leadership Series (5 days)
- Employee Development Series (5 days)

### **Medarex**

- Performance Management

### **Bell Atlantic (over 60 days)**

- Front Line Leadership Program (10 days residential)

### **ShopRite University**

- Train the Trainer
- Coaching Skills

### **Pathmark Supermarkets**

- Coaching/Performance Management
- Interviewing Skills

### **L'Oréal**

- Consulting Skills for Finance Professionals (5 days)

### **First Atlantic Federal Credit Union**

- Leadership Series (5 days)

### **Merrill-Lynch**

- Fostering Innovation in the Workplace
- Team Building

### **AT&T School of Business (over 60 days)**

- Consulting Skills (3 day)
- A Consultant's Guide to Problem Solving (2-day)

### **Equitable Insurance**

- Performance Management (3 days)

## **McGraw-Hill Publishing**

- Strategic Thinking

## **Coopers & Lybrand**

- Quality Improvement

## **Berlitz International**

- Performance Management
- Sexual Harassment

## **Construction Specialties**

- Teambuilding (2 days)

## **Hoechst-Celanese**

- Selection Interviewing Skills

## **ADMINISTRATION**

2009-2014	<b>DIRECTOR</b> , Rutgers Global Executive Masters in Human Resource Leadership (GEMHRL)
2005-2006	<b>CO- DIRECTOR</b> , Rutgers Executive Masters in Human Resource Leadership (EMHRL)
1994-1995	<b>PROJECT MANAGER</b> , NJ Court System Integration, <b>Rutgers CMD</b> Complete responsibility for designing and implementing a job analysis process to reclassify all clerical and professional employees in the newly unified NJ State Court System
1984-1988	Created and administered <b>Rutgers Certificate Program in Human Resource Management</b> (11 workshops), <b>Rutgers MHRM Department</b>

## **SERVICE**

### **2019-2020**

#### **Faculty Advisor for SMLR ISA**

- Selected, trained and supervised ISA team leader
- Held weekly planning and organization meetings
- Planned, moderated and presented at an Orientation Session for international students
- Delivered Professional Presentations Skills workshop for international students
- Plan, coordinate, and moderate the following events
  - Halloween Traditions Event

- East Meets West (Chinese Spring Festival-Valentine)
- Marketed MHRM program in China using WeChat, ChaseDream and SMLRISA Website

### **Rutgers-Konstanz Exchange Program**

- Met with Werner Palz of Konstanz University to discuss plan to bring Rutgers MHRM students to Konstanz for a summer class and factory visits.
- Designed summer classes for 2019, & 2020 to teach at Konstanz
- Taught a graduate course in Konstanz, July 2019 (unpaid, only expenses covered) and explored options for program to commence in summer 2020
- Explored use of the Beatty Fellowship award

### **Rutgers SHRM**

- Presented “Presenting to Executives” at SHRM meeting

### **Teacher Evaluation Committee member**

- Attended committee meeting
- Attended CTAAR “Improving the Evaluation of Teaching” (10/18/2019)
- Attended CTAAR: Noah Finkelstein, “Teaching Quality Framework presentation” (11/18/2019)

## **2018-2019**

### **Teacher Evaluation Committee member**

- Developed and implemented a rigorous process to develop an in-class teacher evaluation instrument and process
- Selected, trained and supervised two RAs
- Generated critical incidents, sorted incidents and identified performance dimensions and behavioral indicators of effective and ineffective performance
- Worked with the committee members to refine dimension definitions and performance indicators conducted a literature review and summarized the work in the 8 appendices included in the final report
- Developed a ½ day Rater (Bias) Training workshop
- Conducted training sessions for LSER faculty & MHRM faculty
- Developed a ½ day Coaching Skills workshop
- Conducted Coaching Skills training session for LSER faculty
- Pilot tested the evaluation form by observing four faculty
- Conducted rating calibration sessions for the four professors
- Conducted and summarized a literature review of university appraisal practices
- Created a separate observation form
- Revised the evaluation form
- Co-wrote the final report
- Met with committee to revise the final report
- Participated in the ACUE Teaching training program
- Presented an overview of the project to Rutgers Deans and Department Chairs

### **Faculty Advisor for SMLR ISA**

- Selected, trained and supervised 2 ISA team leaders
- Held weekly planning and organization meetings
- Planned, moderated and presented at an Orientation Session for international students
- Plan, coordinate, and moderate the following events
  - Halloween Traditions Event
  - East Meets West (Chinese Spring Festival-Super Bowl)
- Group Interview Workshop
- Developed database of Chinese alumni (46)
- Created WeChat official account platform to update ISA events and information
  - ChaseDream Website: Post information of MHRM program and build relationships to recruit Chinese students (1 targeted student has enrolled in the MHRM program, Spring 2019)
- Oversee the Harry & Vera Stark fellowship award

### **Member, Search Committee: Center for HR and Leadership Development**

#### **2017-2018 (Course Load Reduction)**

### **Faculty Advisor for SMLR ISA**

- Selected, trained and supervised 4 ISA team leaders
- Held weekly planning and organization meetings
- Planned, moderated and presented at an Orientation Session for international students
- Planned and facilitated the ISA Organization meeting, creating 4 working teams (Organization, Education, Career & Culture)
- Planned, directed and managed the work of the 4 teams

### **Organization Team**

- Concierge Program (Fall & Spring)- A We-Chat group for new international students was created to answer any questions they had upon arriving at Rutgers.
- Creation of Facebook and WeChat groups to communicate with members
- Write and distribute Newsletters to keep student apprised of ISA events
- Conducted survey on declining Chinese enrollment
- Conducted survey to identify international student's presentation skill needs
- Participation in two benchmarking surveys (Voice of the International Student Survey & universumglobal)
- Creation of a **web-site**, hosted in China to communicate with present students and alumni in China and to help market the MHRM program
  - Developed content for web-site (including Rutgers/MHRM Information, social life, testimonials, ambassadors, alumni information & application process)
  - Created welcome video for web-site

- Study of Chinese Educational Consulting Agencies
- Created recruitment video for web-site
- Emailed Chinese alumni announcing web-site & soliciting comments

### **Education team**

- Modified and conducted a **Presentation Skills I workshop** and provided individual feedback to students using their videotaped performance
- Created a new workshop, **Presentation Skills II: High-Impact Presentations** and provided individual feedback to students using their videotaped performance
- Began development of a new workshop in **Preparing for a Case Discussion** but not was completed
- Conducted the annual MHRM program evaluation

### **Culture team**

- Plan, coordinate, and moderate the following events
  - Halloween Traditions Event
  - East Meets West (Chinese Spring Festival-Super Bowl)
  - American Music Event
- Created ISA experience video
- Created Welcome to ISA video for new members

### **Career Team**

- Developed and hosted a **Finding an HR Internship in China Workshop**
- Conducted survey of international student internship experience
- Created a training session for **Mastering the Group Interview** and provided individual feedback to students using their videotaped performance

### **Coordinator for Company Branded Internships**

- Met with Ann Lim-Brand, Sumitomo in NYC to discuss experience with intern
- Phone meetings with Sarah Price, Bloomberg to discuss experience with intern
- Met with Andy DeMarco, Bloomberg to discuss future interns
- Met with Bill Kane, Sumitomo in NYC to discuss future interns
- Phone meetings with Joel Collymore and Bala Sathyanarayan, Xerox to discuss future intern opportunities and a live case

### **Teacher Evaluation Committee member**

- Attended NBFC meeting on teacher evaluation meetings and wrote minutes, attended committee meetings, developed and implemented a rigorous process to develop an evaluation instrument, selected, trained and supervised an RA, generated critical incidents, sorted incidents and identified performance dimensions and behavioral indicators of effective and ineffective performance, worked with the committee members to refine dimension definitions and performance indicators conducted a literature review and summarized the work in the 8 appendices included in the Teacher Assessment



workshop materials, developed outlines for the entire project, Assessment workshop and Coaching workshop

### **EPE support**

- Met with EPE staff concerning Colas request for Succession management workshop, reviewed prior work, researched company, created PowerPoint and presented to client team in Morristown

**New EMHRL-** began the process of exploring the possibility of restarting the program

### **Faculty Service**

- Attended Wyndham Case competition 12/11
- Met with senior HR staff at Wyndham to debrief the competition 12/18
- Attended Honeywell Information session in Morris Plains
- Attend NTT job talks
- Attend faculty meetings and SMLR meetings
- Attend HR Advisory board meetings
- Wrote student references for Ph.D. programs and job applications
- Advised students on career options
- Advised students on their internship
- Attended Rutgers career fairs

2016-2017	Created the SMLR International Students Association SMLR Teaching Dean Hayton MHRM Program Improvement Initiative Conference (Teambuilding) MHRM Teaching Workshop (Teaching Evaluation) Professional Presentations Skills workshop series (SMLR ISA) Bloomberg/Sumitomo Internships Orientation session for International Student SMLR ISA Cultural events (football, Spring Festival) Faculty Advisor: SMLR ISA
2014-2015	SMLR Strategic Project: “ <i>Establishing Rutgers University as the “Provider-of-Choice” of Higher Education for Top International Students</i> ”
2014	MHRM Learning Objective Committee
2013-2014	Rutgers MHRM Executive Master’s Program Committee
2010-2014	Organized and ran Six EMHRL/GEMHRL Reunion/Conferences
2003	Program Design/Curriculum Committee, Rutgers EMHRL

### **WORK EXPERIENCE**

2016- Present            **TEACHING PROFESSOR**, Rutgers University, School of Management and Labor Relations

2009-2016  
Management            **ASSOCIATE TEACHING PROFESSOR**, Rutgers University, School of Management and Labor Relations.

2009-2014            **DIRECTOR**, Rutgers Global Executive Masters in Human Resource Leadership

1992-2009            **PRESIDENT**, McCune Development Associates, Inc., South Brunswick, NJ.

1991-2009            **ADJUNCT PROFESSOR**, Rutgers University, SMLR

1991-1992            **ASSISTANT VICE PRESIDENT-MGMT. DEVELOPMENT**, New York Life Insurance Company, 51 Madison, NY.

1983-1991            **ASSISTANT PROFESSOR**, Rutgers University, School of Management and Labor Relations. Industrial Relations & Human Resources Department.

1982                    **INSTRUCTOR**. General Motors Institute, Industrial Administration Department, Flint, Michigan.

1981                    **PERSONNEL RESEARCH CONSULTANT**, IBM Corporation, Strategic Studies Group, Corporate Personnel Research, Armonk, NY.

1981                    **SELECTION RESEARCH CONSULTANT**, Inland Steel Company, Training Department, East Chicago, IN.

1979-1983            **TEACHING AND RESEARCH ASSISTANT**, Michigan State University, East Lansing, Michigan.

1977-1979            **TEACHING AND RESEARCH ASSISTANT**, Long Island University, Department of Psychology, Greenvale, NY.

## **RESEARCH**

Dissertation Title: The antecedents and consequences of personal control. (1984)  
Advisor: Dr. Neal Schmitt

Master's Thesis Title: A comparison of skills training and cognitive restructuring in the alleviation of classroom anxiety. (1979) Advisor: Dr. David Roll

## PUBLICATIONS

- McCune, J. T. Salary surveys. Topics in Compensation, 1989, 4(2),159-162.
- Fay, C. H., Singleton, C. A., McCune, J. T. & Faris, W. A. Moving the enterprise: Implementing a performance management system in the Equitable Insurance Companies. 1989 Proceedings of the Human Resource Planning Society Research Symposium.
- McCune, J.T. "Customer satisfaction as a strategic weapon: The implications for performance management." Human Resource Planning Journal. 1989, 12(3), 195-204.
- McCune, J.T. "Integrating research into management development curricula." Organizational Behavior Teaching Review, 1988,13(1), 21-31.
- Beatty, J.R., McCune, J.T. & Beatty, R.W. "A policy-capturing approach to the study of United States and Japanese managers' compensation decisions." Journal of Management, 1988, 14(4) 465-474.
- McCune, J.T., Beatty, R.W. & Montagno, R.V. "Downsizing: The human resource manager's perspective." Human Resource Management, 1988, 27(2) 145-161.
- Fay, C.H., McCune, J.T. & Begin, J.P. Continuing education in the year 2000. In R.G. Brockett (Ed.) New Direction for continuing education. San Francisco: Jossey-Bass, 1988.
- Ludwig, G.D., & McCune, J.T. Unlocking the door to revitalization and survival in a newly competitive industry. Society of Insurance Trainers and Educators Journal, Spring, 1988, 12-14.
- McCune, J.T. & Fay, C.H. Upper-management influence tactics and middle manager attitudes and perceptions of power. 1987 Proceedings of Southern Academy of Management.
- McCune, J.T. "The antecedents and consequences of personal control." 1986 Proceedings of the Eastern Academy of Management Association.
- McCune, J.T. & Settle, T.C. "Trust in subordinates and managerial influence tactics." 1986 Proceedings of the Southern Management Association Meeting.
- McCune, J.T., Beatty, R.W., & Beatty, J.R. "A cross-cultural comparison of decision making policies in compensation administration: The United States vs. Japan." 1986 Proceedings of the Eastern Academy of Management Association.
- Schmitt, N. and McCune, J.T. "The relationship between job attitudes and the decision to retire." Academy of Management Journal, 1981, 24, 795-802.

## **SCHOLARLY PRESENTATIONS**

McCune, J. T. & Mitchell, M. E. Managerial conflict resolution styles and subordinate satisfaction and turnover intentions. Presented at the National Meeting of the American Psychological Society, Washington, D. C. June, 1989.

Fay, C.H., McCune, J.T., Singleton, C.A. & Faris, W.A. Moving the enterprise: Implementing a performance management system to support strategic change in the Equitable Insurance Company. Presented at the Human Resource Planning Society Research Symposium, Newport, RI., May, 1989.

McCune, J. T. The use of computer-based-training in management education and development. Presented at the Twelfth Teaching Conference on Industrial Relations, Philadelphia, PA. May, 1989.

McCune, J.T., Beatty, R.W. & Spool, M. The predictive validity and utility of biodata in identifying unsafe workers. Presented at the All Rutgers Management Faculty Conference, New Brunswick NJ, April, 1986.

McCune, J.T. & Fay, C.H. Upper-management influence tactics and middle manager attitudes and perceptions of power. Presented at the Southern Academy of Management Convention, New Orleans, November, 1987.

McCune, J.T. & Russell, C. The effects of trust and performance on managerial influence tactics. Presented at the Annual Meeting of the Academy of Management, New Orleans, August, 1988.

McCune, J.T. Integrating the research of managerial power and influence tactics within a management development framework. Presented at the Regional Organizational Behavior Teaching Conference, Philadelphia, February, 1987.

McCune, J.T., The relationship between personal control and organizational stress. Presented at the 1986 Meeting of Industrial Relations Research Association, New Orleans, Louisiana, December, 1986.

McCune, J.T., Beatty, R.W. & Montagno, R.V. Downsizing: The human resource manager's perspective. Presented at the 1986 All Rutgers Management Faculty Conference, Newark, NJ, December 1986.

McCune, J.T. & Settle, T.C. Trust in subordinates and managerial influence tactics. Paper presented at 1986 Meeting of the Southern Management Association, Atlanta, Georgia, November, 1986.

- McCune, J.T. The Antecedents and Consequences of Managerial Influence Tactics. Presented at Graduate School of Management Seminar Series, Rutgers University, Newark, New Jersey, Oct. 1986.
- McCune, J.T., Beatty, R.W., & Beatty, J.R. A cross-cultural comparison of decision making policies in compensation administration: The United States vs. Japan. Paper presented at the Meeting of the Eastern Academy of Management Association, Philadelphia, May, 1986.
- McCune, J.T. The antecedents and consequences of personal control. Paper presented at the 1986 Meeting of the Eastern Academy of Management Association, Philadelphia, May, 1986.
- Beatty, J.R., Beatty, R.W. and McCune, J.T. A cross-cultural comparison of decision making policies in compensation administration: The United States and Japan. Paper presented at the All Rutgers Management Faculty Conference, Newark, April, 1985.
- McCune, J.T. Strand, R., Kohl, L. and Barnes, R. Graduate I/O students: Where are we going? Paper presented at the meeting of the American Psychological Association, Los Angeles, August, 1981.
- Gottschalk, R., McCune, J.T. and Lappin, M. The relationship between job satisfaction and job performance: A cumulative study. Paper presented at the Industrial/Organizational Psychology--Organizational Behavior Graduate Student Convention, East Lansing, Michigan, April 1981.
- McCune, J.T. and Schmitt, N. The relationship of job-related attitudes on the decision to retire. Paper presented at the Midwestern Psychological Association, St. Louis, May 1980. (ERIC Document Reproduction Service No. ED 188 092.)
- McCune, J.T. and Dowd, M. The effects of interpolated sessions of DRO on schedule-induced behavior. Paper presented at the meeting of the Association of Behavioral Analysis, Detroit, May, 1979.