Thomas James Norman, Ph.D.

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EDUCATION

University of Minnesota — Ph.D., Human Resources and Industrial Relations, Carlson School of Management, 2009. Dissertation: *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits.* M.A., Human Resources and Industrial Relations, 1998.

Harvard University — B.A., Social Studies, *cum laude*, 1992.

CURRENT POSITION

Full Professor of Management and Marketing, College of Business Administration and Public Policy, California State University, Dominguez Hills. Tenured 2013; on the faculty since 2007. Teaches Management Theory, Human Resource Management, Compensation, and Labor and Industrial Relations, and has taught internationally in Albania and China. Author of *The Five Functions of Effective Management* and the More Capable Series; leads Superior AI Consulting.

SELECTED LEADERSHIP AND ADMINISTRATIVE ROLES

- Elected Representative, Northwest San Pedro Neighborhood Council, City of Los Angeles, 2021–2029; Co-Chair, Planning, Land Use and Port Committee
- Statewide Senator, Academic Senate of the California State University, four elected terms since 2014; Vice Chair, 2022–2023; Faculty Affairs Chairperson, three terms
- Acting Associate Dean, CBAPP, 2012–2013
- Department Chair, Management and Marketing, CBAPP, 2013–2015 (elected) and Summer Chair 2016, 2018, 2019
- Board of Directors, Toro Auxiliary Partners, CSU Dominguez Hills, 2010–2024
- Faculty Founder, Innovation Incubator, CSU Dominguez Hills, 2017–present

SELECTED TEACHING

MGT 310 Management Theory, HRM 313 Human Resource Management, HRM 316 Labor and Industrial Relations, HRM 321 Compensation Systems, PUB 314 Compensation, Staffing & Appraisal, and graduate courses HRM 520, 521, and 525 at CSU Dominguez Hills. Adjunct Professor at Nehemiah University (Pogradec, Albania) and University “Aleksander Moisiu” (Durrës, Albania). Assistant Professor, University of Wisconsin–Superior, Fall 2025.

SELECTED PUBLICATIONS

- Norman, T. J., & Baack, D. (2024). *The Five Functions of Effective Management* (3rd ed.). University of Arizona Global Campus.
- Sun, Q., Norman, T. J., & Abdourazakou, Y. (2018). Perceived value of interactive digital textbook and adaptive learning. *Journal of Education for Business, 93*(7), 322–330.
- Bognanno, M. F., Booth, J. E., Norman, T. J., Cooper, L. J., & Befort, S. F. (2014). The conventional wisdom of discharge arbitration outcomes and remedies. *Cardozo Journal of Conflict Resolution, 16*(1), 153–185.
- Zaidi, M. A., & Norman, T. J. (2013). Transferring Western management knowledge to China. *Frontiers of Business Research in China, 7*(1), 82–105.
- Norman, T. J. (2010). *Outsourcing Human Resource Activities: Measuring the Hidden Costs and Benefits.* LAP Lambert Academic Publishing.

Full publication list, conference presentations, and international invited lectures available in complete CV.

SELECTED HONORS AND AWARDS

- Western Casewriters Association, Best Case Award, 2026
- Senior Fellow, UC|CSU Collaborative Senior Fellows Program, 2024
- Outstanding Service of the Year Award, CSU Dominguez Hills, 2023
- Mervyn M. Dymally African American Political and Economic Institute Research Grant, $20,000, 2017
- Outstanding Professor of the Year Award, CSU Dominguez Hills, 2014
- Center for International Business Education and Research (CIBER) Globalization Award, 2010

CERTIFICATIONS

Senior Professional in Human Resources (SPHR), 2012 · Professional in Human Resources (PHR), 2008 · FINRA Arbitrator, 2021–present

COMMUNITY SERVICE

- Elected Budget Advocate, Region 12, City of Los Angeles, 2024–present
- President, Rotary International Club of San Pedro, 2022–2023
- Chair of the Board, Holy Trinity School, 2018–2020
- Harvard College Alumni Interviewer, 2007–present

REFERENCES

Available upon request.