

**KIMBERLY A. FREEMAN, Ph. D.**  
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**EDUCATION**

Ph.D.	Indiana University (Organizational Behavior)	1990
M.B.A.	Indiana University	1985
B.A.	Indiana University (Psychology)	1978

**ACADEMIC EXPERIENCE**

*Mercer University, Macon, GA* *2008-present*

Assistant Professor of Management, Stetson School of Business and Economics

- Will teach Management courses in International Management and Marketing and Production/Operations Management for Fall 2008
- Engaged in research and writing of scholarly articles for publication.
- Will engage in service and community activities for the school.

*Winston-Salem State University, Winston-Salem, NC* *2004-2008*

Adjunct Professor of Management; previously Visiting Professor of Quantitative Management (July 2004 to June 2006), and part-time Adjunct during Spring 2004.

- Taught Management courses in Principles of Management, Organizational Behavior, Introduction to Business, and Entrepreneurship and Small Business Management, and Human Resource Management.
- Taught other courses in Business and Economics Statistics I, Business and Economics Statistics II, Statistics for Business and Economics, Principles of Financial Management, Business Communications, and Personal Finance.
- Engaged in research and writing of scholarly articles for publication.
- Engaged in service activities for the school.

*Forsyth Technical Community College, Winston-Salem, NC* *2003-2004*

Adjunct professor

- Taught courses in General Psychology.

*Guilford College, Greensboro, NC* *2001-2002*

Adjunct professor

- Taught evening courses in Human Resource Management.

*Wake Forest University, Babcock Graduate School of Management, Winston-Salem, NC*

Assistant Professor of Management *1990-1996*

- Developed and taught M.B.A. courses related to Organizational Behavior and Human Resource Management, including Strategic Human Resource Management capstone.
- Engaged in research and writing of scholarly articles for publication.
- Served on numerous committees and projects.

- Served as a consultant and public speaker for various private and public organizations.
- Served as Managing Editor for *Human Resource Management Review*, JAI Press.

*University of Massachusetts, School of Management, Department of Management,  
Amherst, MA* *1987-1987*

Lecturer

- Taught undergraduate Organization Theory courses.

*Indiana University, Bloomington, IN*

*1983-1985*

Associate Instructor and Research Assistant

- Taught undergraduate courses in Personnel/Human Resource Management and Personnel Research and Measurement.
- Data collection, statistical analysis, interpretation of data, and report preparation.

### **Teaching Award:**

EDUCATOR OF THE YEAR (Awarded Spring 1995, Evening M.B.A. Program, Babcock Graduate School of Management, Wake Forest University.)

## **RESEARCH AND PUBLICATIONS**

### **Proceedings**

Freeman, K.A. and Gopalan, S. (2007). Achieving global growth through acquisition: Tata's takeover of Corus. *Proceedings for the International Academy for Case Studies*, 14(2), 19.

Hook, T., Freeman, K.A., and Gopalan, S. (2007). Regional Health Medical Center: A need for emergency care expansion. *Proceedings for the International Academy for Case Studies*, 14(2), 31-35.

Smith, J.W. and Freeman, K. A. (2007). Ethics, expectations and Generation Y: A proposal to examine willingness to fabricate on resumes. *The 2007 Southeastern Institute for Operations Research and the Management Sciences (SE INFORMS) Proceedings*, 720-729.

### **Peer-reviewed journal publications:**

Freeman, K.A. (2006). The role of self-monitoring in job search success: A field study. *Palmetto Review*, 9, 12-18.

Kane, J. S, and Freeman, K. A. (1997). A theory of equitable performance standards. *Journal of Management*, 23 (1), 37-58.

- Freeman, K.A. (1996). An examination of the effects of situational constraints on appraised performance. Performance Improvement Quarterly, 9 (3).
- Freeman, K. A. (1996) Attitudes toward work in project groups as predictors of academic performance. Small Group Research, 27, 265-282.
- Freeman, K. A. and Kane, J. S. (1995). An alternative approach to expatriate allowances: An 'International Citizen'. The International Executive, 37. 245-259.
- \*Kane, K. F. (1993). Situational factors and performance: An overview. Human Resource Management Review, 3, 83-103.
- Kane, K. F. (1993). M.B.A.s: A recruiter's-eye view. Business Horizons, Jan.-Feb., 65-71.
- Kane, J. S. and Kane, K. F. (1992). TQM-compatible performance appraisal: An American cultural imperative. Journal of Management Systems, 4, 11-28.
- Kane, J. S. and Kane, K. F. (1992). The analytic framework: The most promising approach to the advancement of performance appraisal. Human Resource Management Review, 2, 37-70.
- Kane, J. S. and Freeman, K. A. (1987). MBO and performance appraisal: A mixture that's not a solution, Part II. Personnel, 64, 26-32.
- Kane, J. S. and Freeman, K. A. (1986). MBO and performance appraisal: A mixture that's not a solution, Part I. Personnel, 63, 26-36.
- \*Note: Used the name Kimberly Freeman Kane from 11/87 through 11/94.

### **Book Chapters:**

- Kane, K. F. and Kane, J. S. (1993). The development of a performance appraisal system for instructors (Ch. 10, pp. 170-178). In H. J. Bernardin, J. E. A. Russell, and J. Kudisch (Eds.) Instructor's Manual for HRM: An experiential approach. New York: McGraw-Hill.
- Kane, J. S. and Kane, K. F. (1992). Performance appraisal: The design and use of effective and defensible systems (Ch. 10, p. 377-417). In H. J. Bernardin & J. E. A. Russell (Eds.) Human Resource Management: An experiential approach. New York: McGraw-Hill.
- Kane, J. S., Bernardin, H. J., and Kane, K. F. (1992). Performance appraisal systems (Ch. 13, p. 281-305). In P. J. Decker & E. J. Sullivan (Eds.), Nursing Administration: A micro/macro approach for effective nurse executives.

Norwalk, CT: Appleton & Lange.

**Research in progress:**

1. Intentional attunement and empathy: Neuroscientists have recently confirmed that humans have mirror neurons, which are the biological basis of empathy. This research explores implications of the findings to business and management, particularly as they relate to social identity, emotional intelligence, leadership, human resource management.
2. Integrating immigrants: Lessons from the world of corporate mergers and acquisitions. This research develops a framework for examining Latino immigrant social-cultural issues that is based on findings from studies of mergers and acquisitions.
3. Self-monitoring behavior, fabrication on job applications and resumes, and Generation Y: The examination of the likelihood that those of Generation Y may be more likely to stretch the truth in their quest to gain job interviews and actual positions and whether those who are high on self-monitoring scale are related to those same variables.

**Doctoral Dissertation:**

Kane, K.F. (1990). The effects of situational constraints on appraised performance: A case for relativistic performance ratings.

**PRESENTATIONS**

Freeman, K.A. and Gopalan, S. Tata Steel's acquisition of Corus: Achieving Global Growth. Case presented at the 2008 Southwest Case Research Association (SWCRA) meeting (International Business track), Houston, TX, March 4-8, 2008.

Hook, T., Freeman, K.A., and Gopalan, S. Regional Health Medical Center: A need for emergency care expansion. Case presented at the 2007 Allied Academies International Conference, Reno, NV, October 4-5, 2007.

Freeman, K.A. and Gopalan, S. Achieving global growth through acquisition: Tata's takeover of Corus. Case presented at the 2007 Allied Academies International Conference, Reno, NV, October 4-5, 2007.

Smith, J.W. and Freeman, K. A. Ethics, expectations and Generation Y: A proposal to examine willingness to fabricate on resumes. Paper presented at the 2007 Annual Meeting of the Southeastern Institute for Operations Research and the Management Sciences (SE INFORMS), Myrtle Beach, SC, October 4-5, 2007.

Kane, K. F. The International Citizen: An alternative approach to expatriate allowances.

Paper presented at the 4th International Human Resource Management Conference, Gold Coast, Australia, July 5-8, 1994.

Kane, J.S. and Kane, K.F. A theory of equitable performance standards. Presented at the Annual Meeting of the Academy of Management, Las Vegas, NV, August 10-13, 1992.

Karren, R.N., Kane, J.S., and Kane, K.F. Level and variability effects on importance of job attractiveness cues. Presented at the Society for Industrial and Organizational Psychology, 7th Annual conference, Montreal, Canada, April 29-May 2, 1992.

### **SERVICE**

As a full-time Visiting/Adjunct professor at Winston-Salem State University,

- Mentor for Leadership Elite program students and its selection committee.
- Advisor for approximately 35 students.
- Evaluator/advisor for Society for Human Resource Management Professional Development Conference.
- Adopt a Highway project semi-annually.
- Involved in Center for Entrepreneurship initiative.
- Representative at Open House Academic and Organization Fairs semi-annually.
- Focus group participant to determine School of Business & Economics goals and objectives for accreditation.
- Served as an evaluator/advisor to the Business Case and Business Plan Competitions.

As a full-time Assistant Professor at Wake Forest University, I had a number of opportunities to be of service to the school, community, institution, and the field. Although the following listing is not all-inclusive, it provides a sampling of the extent and nature of my service record.

School:

- Committee assignments:
  - Admissions Committee (1990/91; 1993/94)
  - Curriculum Committee (1991/92; 1992/93)
  - First year Core Committee (all six years)
  - Core committee to form mission statement (1992)
- Various search committees:
  - Dean's Search Committee (1994/5)
  - Director of Admissions (1994)
  - Career Services Director (1994/5)
  - Director of Administration (1995)

- Faculty advisor to the Society for Human Resource Management, the Babcock club for those interested in HRM.
- Orientation. Organized/conducted numerous sessions on team formation/teambuilding during orientation (1991 through 1995)
- Advisor/evaluator for at least two field studies every year.
- Telethon. Participated every year in the annual Babcock Telethon.

Community/public service activities:

Talks/seminars/workshops:

- “TQM-Compatible Performance Appraisal,” invited presentation to the Deming Study Group, Winston-Salem, NC, April 1994.
- Fortune 500 Recruiters Survey Results,” invited presentation to the North Carolina Placement Association, April, 1994.
- “Teambuilding,” invited presentation to the Junior League, Winston-Salem, NC, May, 1992.
- “Managing Creative People,” invited presentation for the Tar Heel Public Relations Society Spring Conference, Greensboro, NC, March, 1992.
- “New developments in performance appraisal,” invited presentation to the Triad Chapter of the American Compensation Association, October, 1991.
- “Proposing a method for setting equitable performance standards,” invited presentation to the Triad Chapter of the American Compensation Association, April, 1991.
- Gave a half-day seminar on “The use of study groups in a business school setting” at the Love School of Business, Elon College, NC, 1991.
- Provided free consulting for LADD Furniture and Winston-Salem Health Care Providers formulating and administering employee attitude surveys and managing employee relations, 1992-1993.

Institution:

- In late 1991, served as a consultant to Wake Forest University officials by providing two half-day seminars on the human resource aspects of Total Quality Management. The seminar topics included commitment to change, employee involvement and participation, group decision making, teambuilding, self-managed work groups, performance assessment criteria, reward and recognition systems, and the need for continuous training and development.
- “Human Resource Management Aspects of Total Quality Management,” invited address to the support staff of Wake Forest

University, April, 1992.

Field:

- Managing Editor of Human Resource Management Review (refereed journal published by JAI Press) 1990-1993.
- Several reviews of articles/books/chapters for various publishers.

### **OTHER RELEVANT EXPERIENCE**

*InfoSearch, Winston-Salem, NC*

*1996-2004*

Self employed as an independent consultant

- Occasional consulting and research for small businesses and individuals.
- Investment and heavy involvement in small business start-up venture (ACC Hoops), a software package designed to provide and maintain Atlantic Coast Conference basketball statistics from ACC inception to 2004.

*Cornerstone Marketing, Winston-Salem, NC*

*2002-2003*

Insurance agent; Independent contractor

- Commission sales position selling benefit packages and health/life insurance designed for self-employed individuals and small businesses through Mid-West National Life Insurance Company of Tennessee.

*Colonial Structures, Inc., Winston-Salem, NC*

*2001-2003*

Authorized dealer

- Commission sales position selling cedar log homes and cabins.
- Assisted clients with floor plan and design, finding builders, land, and financing as needed.
- Owned authorized dealer rights for Guilford and Randolph Counties in North Carolina.

*Performance Sciences International, Amherst, MA*

*1986-1990*

Independent Consultant

- Assisted in the development of software products relating to performance appraisal and performance management (start-up business with spouse).
- Designed, conducted, and statistically analyzed attitude surveys for various organizations.
- Completed my dissertation to earn a Ph.D. from Indiana University.

*Jefferson Corporation, Indianapolis, IN*

*1979-1983*

Personnel Director

- Generalist position for a manufacturing products and services holding company.
- Planned and conducted recruiting activities, screening, and recommendations for selection of non-union personnel.

- Administered and made recommendations for compensation, merit pay, and benefits policies and programs.
- Arranged and evaluated training and development programs.
- Conducted human resource planning and career planning.
- Organized and monitored performance appraisal and performance management programs.
- Formulated and administered personnel policies.
- Oversaw governmental reporting requirements and Equal Employment Opportunity/Affirmative Action plans.
- Conducted training programs to improve employee relations.

**International exposure:**

I have traveled out of the United States on a number of occasions:

- Lived and worked near Nuernberg, Germany for fifteen months (1975-1976).
- Taught in Munich, Germany over six weeks for the Wake Forest University MBA program (1996).
- Traveled to Bolivia for a few months during each of two summers in the 1980's.
- Extended visits of more than a month to Spain, Mexico, Australia, Greece, and the United Kingdom (England and Scotland).
- Traveled for more brief visits to Puerto Rico, Austria, Colombia, St. Maarten, and Canada.
- At one time fairly fluent in Spanish.