

PROMOTION RECOMMENDATION
The University of Michigan-Flint
School of Management

Brian D. Blume, associate professor of organizational behavior/human resources, with tenure, School of Management, is recommended for promotion to professor of organizational behavior/human resources, with tenure, School of Management.

Academic Degrees:

Ph.D.	2006	Indiana University, Bloomington, Indiana
M.B.A.	2001	Bradley University, Peoria, Illinois
B.S.	1998	Purdue University, West Lafayette, Indiana

Professional Record:

2012-Present	Associate Professor of Organizational Behavior/Human Resources, with tenure, University of Michigan-Flint
2006-2012	Assistant Professor of Organizational Behavior/Human Resources, University of Michigan-Flint

Summary of Evaluation:

Teaching – Professor Blume is one of our finest professors. He joined the School of Management faculty in 2006, the same year he received his Ph.D. in organizational behavior and human resource management from Indiana University. He has taught both graduate and undergraduate courses including online courses, mixed mode courses, and traditional face-to-face courses. Courses taught include Human Behavior in Organizations (MGT 341, face-to-face and online), Entrepreneurship and New Venture Creation (EIM 440, face-to-face), and Organizational Behavior (MGT 541, face-to-face, mixed mode, and online). His quantitative teaching evaluations tend to consistently be in the 4.4 to 4.6 range on a 5.0 scale with 5.0 being the highest score. This is significantly higher than the overall School of Management average and he is therefore considered one of the finest professors within the School of Management. He values interaction and participation in class and utilizes active learning through projects in the community. Professor Blume actively utilizes video cases in class with workplace scenes portrayed in the video. These video cases offer an effective way to set the stage for class discussion. He received the Golden Apple award over 10 times and student comments mention his professionalism, quick response time for graded materials, thought provoking assignments, well thought out course structure, and ability to apply theory to practice. He also received positive feedback through peer visits to his classroom.

Research – Professor Blume's research has several identifiable streams including transfer of training (e.g. the application of trained knowledge and skills to novel settings), the role of the entrepreneur in the success of new ventures (e.g. cognitive ability and use of intuition), and individual differences in the context of human resource applications (e.g. personality and communication apprehension pertaining to training and assessment). Professor Blume has nine peer reviewed publications, one book chapter, one conference proceeding, and 12 conference presentations. His conference presentations have been at high quality conferences including the Academy of Management and the Society for Industrial and Organizational Psychology. His journal publications have appeared in such outlets as the *Journal of Applied Psychology*, *Journal of Management*, *Journal of Business Venturing*, and the

Academy of Management Learning and Education. Professor Blume aims high and successfully places his research in top tier journals. Google Scholar lists over 1,000 combined citations for just two of his articles including “Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis,” and “Transfer of Training: A Meta-Analytic Review.” These citation numbers suggest a strong scholarly impact with his research being read and cited by his scholarly peers in advancing both theory and practice. Professor Blume works with many of the top scholars in his specific research streams. He has a pipeline of many fine additional papers that are either currently submitted or in preparation. Professor Blume is a serious scholar who has and will continue to make important contributions in the area of organizational behavior and human resource management. I believe his scholarly output and high quality contributions positively and clearly support his application for promotion to professor.

Recent Publications:

Peer-Reviewed Journal Articles

- Li, J., Laurence, G. L. and Blume, B. D. “When Justice, Identification, and Traditionality Meet: How Benevolent Paternalistic Leadership Affects OCBs.” *Journal of Organizational Behavior*. (Under Review)
- Li, J., Furst-Holloway, S., Gales, L., Masterson, S. and Blume, B. D. “Which Leadership Style Encourages Followers to Take Charge? A Comparison of Three Approaches.” *Group and Organization Management*. (Under Review)
- Huang, J. L., Blume, B. D., Ford, J. K. and Baldwin, T. T. (2015). “A Tale of Two Transfers: Disentangling Maximum and Typical Transfer and Their Respective Predictors.” *Journal of Business and Psychology*, 30, 709-732.
- Ellington, J. K., Surface, E. A., Blume, B. D. and Wilson, D. (2015). “Foreign Language Training Transfer: Individual and Contextual Predictors of Skill Maintenance and Generalization.” *Military Psychology*, 27, 36-51.
- Blume, B. D., Rubin, R. S. and Baldwin, T. T. (2013). “Who Is Attracted to an Organization Using a Forced Distribution Performance Management System?” *Human Resource Management Journal*, 23, 360-378.
- Blume, B. D., Baldwin, T. T. and Ryan, K. C. (2013). “Communication Apprehension: A Barrier to Students’ Leadership, Adaptability, and Multicultural Appreciation.” *Academy of Management Learning and Education*, 12, 158-172.

Book Chapter

- Huang, J. L., Ran, S. and Blume, B. D. “Understanding Training Transfer from the Adaptive Performance Perspective.” In Brown, K. G. (Ed), Cambridge Handbook of Workplace Training and Employee Development. Cambridge University Press. (Under Review)

Conference Presentations

- Blume, B. D. “Examining the Effects of Entrepreneurs’ Intelligence and Educational Attainment on Venture Outcomes.” Academy of Management Conference. Philadelphia, Pennsylvania, 2014.
- Huang, J. L., Blume, B. D., Ford, J. K. and Baldwin, T. T. “Paths to Transfer: A Meta-Analytic Investigation of the Roles of Cognitive, Skill-Based, and Affective Training Outcomes.” Presented as part of symposium at SIOP Conference. San Diego, California, 2012.

Service – Professor Blume has excelled in service activities. He has served in many School of Management governance roles including: Executive Committee (2012-2014 and 2015-present), Undergraduate Committee (2010-2013), Research and Publication Committee (2007-2009 and 2015-

present), Maintenance of Accreditation Committee (Winter, 2015), Undergraduate Review Ad Hoc Committee (2009-2011), Grievance Committee (2008-present), Advisory Board Faculty Liaison (2011-2012 and 2013-2014), Dean Search Committee (2012 and 2013), Beta Gamma Sigma (2010-2012), Business Club Advisor (2009-2010), SHRM Club Advisor (2013-present), and several faculty search committees. Professor Blume has also served on university-wide committees including: Scholarships, Awards, and Special Events (2012-2015; chair in 2013-2015), Library Committee (2007-2010 and 2013-present, chair in 2009-2010), Committee on Undergraduate Admission Standards (2015-present), and the Office of Extended Learning Advisory Committee (2010-2013). Professor Blume has also served the scholarly community as an ad hoc reviewer for 12 peer reviewed journals. In addition, he has chaired several sessions at the annual Academy of Management conference. He is a positive faculty presence in all his service activities and maintains a strong professional demeanor in these many service activities. Professor Blume's service activities are a model for junior and senior faculty alike.

External Reviewers:

Reviewer (A): "Two of Dr. Blume's articles should be singled out as exceptional achievements. His *Journal of Management* and his *Journal of Applied Psychology* articles are in exceptionally good publications... .. His work in progress seems quite significant and he seems to be a scholar that will continue his trajectory of impact on his field... .. In summary, it is clear that Dr. Blume has produced substantial and significant scholarly research."

Reviewer (B): "Based on Dr. Blume's research publications and other intellectual contributions in his resume, Dr. Blume falls in the top tier of researchers who do work in organizational behavior/human resource management... He is in the same league as well-known researchers... ..who are considered top human resource management researchers... Within a 5-year period, few professors are able to get more than two intellectual contributions in good journals, let alone top tier journals... Dr. Blume has shown his ability to get all his five intellectual contributions in good to top tier journals."

Reviewer (C): "The quality of Dr. Blume's work is excellent... .. All the papers I read were well done... .. Indeed, I would venture to say that the average quality of his work, or at least of the outlets, is unusually high... .. He has two highly cited articles in premier journals which I believe is two more than most management Ph.Ds achieve in their entire careers."

Reviewer (D): "Dr. Blume has positioned himself as a leading expert in the area of training transfer... .. In addition to his high quality work in training transfer, Dr. Blume has also published research on the effectiveness of forced distribution performance management and communication apprehension and his research shows real promise... .. The best evidence in support of Dr. Blume's continued growth is... ..his impressive list of research under review and in progress."

Reviewer (E): "Dr. Blume has influenced the training effectiveness and transfer of training domain in a significant way with his articles; many of which are well cited. His articles are very well developed, comprehensive, and thought-out... .. I evaluate many scholars across the world... ..in the science and practice of training... ..as I read their syllabus, Brian's articles are always assigned reading – remarkable influence... ..his research in adaptive performance is also on the mark to have a significant impact."

Reviewer (F): "In my opinion, Dr. Blume is a strong researcher whose scholarly work has made a noteworthy contribution to the literature... ..Dr. Blume has developed a solid research record... .. In reviewing his CV, I was especially impressed with the strong queue of work that he has in

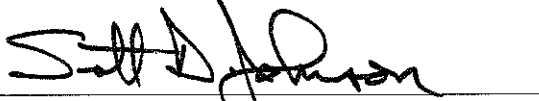
progress... ..he positions his research well by providing strong theoretical and practical arguments for the importance of the study.”

Reviewer (G): “The quality of the research to date is simply outstanding. The majority of the research is in what I believe are ‘Pinnacle’ journals... .. Dr. Blume’s research is clearly at the cutting edge in the topics he is researching... ..Dr. Blume is well above the standard when being compared to peers in similar institutions.”

Summary of Recommendation:

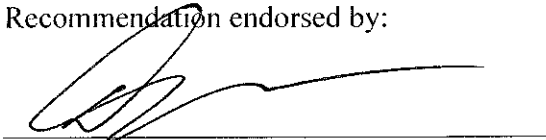
Professor Blume has demonstrated a consistently high level of teaching excellence. He is valued by his students for his organization, engaged learning approaches, and clear classroom instructions and feedback. He is one of the finest professors in the School of Management. The scholarly activity of Professor Blume shows a researcher who is committed to high quality research contributions. He has published in the top journals in his field and all indications suggest he will continue to publish in these same journals in the coming years. He has clearly identified streams of research that are grounded in theory but also have practical implications for organizational behavior and human resource management. The seven external reviewers are consistent in their praise of his high quality publications to date. They are similarly positive about his research in progress. His service activities are excellent and he maintains a strong commitment to important committees both within the School of Management and the university. He is a valued member of the faculty and I enthusiastically recommend that Brian D. Blume be promoted to professor of organizational behavior/human resources, with tenure, School of Management.

Recommended by:



Scott D. Johnson, Ph.D.
Dean, School of Management

Recommendation endorsed by:



Dr. Douglas G. Knerr, Provost and
Vice Chancellor for Academic Affairs



Susan E. Borrego, Chancellor
University of Michigan-Flint

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