



# UNIVERSITY OF NEW HAVEN MAIOP INFOLINE: SPRING 2024

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## CHARGER DATES:

### SPRING 2024

- **4/30:** Reading Day (No Classes)
- **5/7:** End of Spring Term
- **5/10:** Spring Commencement
- **5/11:** Grades Due

### FALL 2024

- **8/26:** Term Start
- **9/2:** Labor Day (No Classes)
- **10/20-10-22:** Fall Break (No Classes)



## A MESSAGE FROM YOUR PROGRAM COORDINATOR: ERIC MARCUS



As we are about to start spring break, I wanted to take this opportunity to welcome the newest members of the MAIOP community (Bridget, Mahek, Megan, and Shravani). Please continue to make them feel welcome!

I know that many of you are looking for professional positions either as graduates or for internships. I, and all your MAIOP faculty want to encourage you to seek out and develop opportunities to build relationships among each other, with us, with others in our field. SLOP is coming up next month, and is a great opportunity to experience the breadth of our field and the different areas of practice.

Please keep in mind that we as faculty are here to support you, understand your goals, and point you in the right direction to meet them, as well as to share internship, job and other professional opportunities that come to us from outside. Please do not hesitate to reach out to us for advisement or assistance in discussing your plans.

Finally, course schedules for Fall 2024 are available on Banner. If you'd like to discuss your schedule for next semester, please reach out.

In the meantime, have an enjoyable break from classes!

# ALUMNI SPOTLIGHT



*Jordan Lue, '21*  
*Investment Associate*

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## Connecticut Innovations

*is the leading source of financing and ongoing support for innovative, growing companies. By offering equity investments, strategic guidance, and introductions to value partners, promising businesses*

Jordan Lue is a 2021 MAIOP graduate who is currently working as an Investment Associate at Connecticut Innovations (CI). Jordan plays a pivotal role in providing financing and ongoing support for innovative and growing companies.

Within his current role, Jordan discusses how the MAIOP program helped him in his current role at CI: ***“I firmly hold the belief that a CEO's primary responsibility is resource allocation, with financial considerations taking precedence. However, closely trailing in importance is human resources, a perspective instilled in me by the MAIOP program. This experience not only shaped my perception of talent but also provided practical strategies for viewing people as a valuable organizational asset.”***

The MAIOP program granted Jordan a comprehensive understanding of talent and people dynamics within organizations that helps shape his perspective in his current role.



When fulfilling his internship requirements at UNH, Jordan worked as a Technology Investments Intern at CI working with equity financing-related tasks and their talent initiatives. One project that stuck out to Jordan was analyzing data from CI's annual benefits survey that covered constructs in: salary structure, types of benefits offered, and the work environment provided to employees. Jordan describes this project as a multifaceted experience where he could apply his skills and interests in a way that impacted the organization's broader goals stating, ***“The internship provided me a comprehensive understanding of the fundamentals of venture capital and afforded me the opportunity to actively engage with key stakeholders in the CT ecosystem, allowing me to expand my professional network.”***

***“Everyday, I find myself applying the principles and knowledge gained from the MAIOP program, allowing me to contribute to my organization's goals & objectives.”***

# ALUMNI SPOTLIGHT



Cassandra Nielsen '16

Regional Sr. HR  
Business Partner for  
Aftermarket U.S. Team

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***Collins Aerospace***  
*works side-by-side  
with their customers  
and partners to dream,  
design and deliver  
solutions that redefine  
the future of the  
aerospace industry  
with over 80,000+  
employees and 250+  
sites globally*

Cassandra is a 2016 MAIOP graduate who is currently working as the Regional Sr. HR Business Partner for the Aftermarket U.S. Team at Collins Aerospace.

In her current role, Cassandra discusses how the MAIOP program helped her in her current position stating, ***“It built the foundation. I loved the experiential part of the program. I quickly learned that flexibility and resilience was a core competency as a HR parter and sometimes you have to pivot from the textbook.”***

When Cassandra was in the program, she was working as a Talent Intern at Barnes; a manufacturer and marketer of aerospace and industrial components offering engineered products, differentiated industrial technologies, solutions and services. Within this role, Cassandra had exposure to working with data analytics, training development, and program development.



During her experience at Barnes, Cassandra describes what stood out most from this period which was not just the technical skills acquired but a seemingly minor detail that left a lasting impact: the importance of formatting in PowerPoint presentations, ***“Funny, my top memory from this experience was learning the importance of formatting in PowerPoint. I worked with someone there who would take a ruler to my presentation to make sure it was formatted prior to presenting to executives. It’s a funny story I like to tell at my work as to why I am so particular with my slides.”***

In summary, Cassandra’s journey since graduating from our I/O psychology program illustrates the diverse paths our alumni can take and her unique career pathway from Barnes to Collins!

***“I quickly learned that the best practices that we learn in the classroom don’t always translate in the business world. There are budget constraints, resistance to change, - you name it.***



# GUIDANCE FROM GRADUATES

## What is your advice for students?



*My advice for current students is seemingly cliché, but undeniably crucial: identify an industry or field that truly ignites your passion. Fortunately, I was clear about my interest in startups and the broader entrepreneurship ecosystem right from the start at UNH. Back then, my curiosity centered around organizational design and talent acquisition for early-stage companies. Understanding your preferences is vital because it streamlines decision-making. With a clear focus, I was able to select courses, programs, and events that aligned with my interests.*

*The ubiquitous advice to "discover your passion" is often shared but seldom accompanied by practical guidance. A crucial indicator of genuine passion is your level of engagement. Take a moment to assess the time and effort invested in your chosen area. Are you willingly dedicating your free time or weekends to research simply because you find it interesting or enjoyable? Consider whether you put in effort even when no one's watching, driven by intrinsic motivation rather than external validation. Alternatively, are you solely pursuing it for financial gain or recognition? Analyze how deeply you connect with your perceived "passion." If your engagement is conditional, it might not be your true passion, and that's perfectly fine. Use it as a sign to explore other possibilities.*

*In my own journey, I taught myself to code, pitched business ideas at events, and attended conferences during my free time—all without immediate compensation. These actions reinforced my understanding that this is indeed my passion, a conviction that holds true to this day. While passions can evolve, taking the time to understand what truly motivates you is a foundational step before embarking on your journey.*

**-Jordan Lue, '21**

## *Memory Lane: Reliving the Good Times*



*SIOP, 2016*



*BAR - NEW HAVEN, CT*

- (1.) Measure your success** – organizations want to know how you can make an impact. It is hard to argue with data.
- (2.) Take a business class** – Business acumen is a top 3 HR competencies and you gain trust with the stakeholders who are at the table if you know how to talk their language.
- (3.) Work to live don't live to work.**
- (4.) Apply early, rotational leadership programs and internships start recruiting 6-8 months prior to start.**

**-Cassandra Nielsen, '16**







## CLASS OF 2024: FAVORITE PROJECT HIGHLIGHTS

The class of 2024 cohort has embarked on an array of compelling projects, showcasing their burgeoning expertise and passion for the field. These projects, ranging from innovative internships to in-depth class assignments, provided students with invaluable hands-on experience and the opportunity to apply theoretical knowledge to real-world challenges. This section will highlight current second year students and what their most memorable class or internship project was while being in the MAIOP program. These projects not only enriched the students' learning experience but also made a tangible impact on the organizations involved, demonstrating the vital role of I/O psychology in shaping healthy, productive workplace environments.





## CLASS OF 2024: FAVORITE PROJECT HIGHLIGHTS



**Viana Van**

*DE&I Intern at  
Johnson Controls*



At Johnson Controls, I led the first Early Career Symposium meant to bridge the gap between marginalized groups and career opportunities. Focused on fostering diversity and inclusion, the symposium targets students and recent graduates from minority-serving institutions, including Historically Black Colleges and Universities (HBCUs), and other organizations that support marginalized communities. My main tasks for this role included hosting an internship panel, slide creation, and back-end project management to make the event a success to ~200 participants.



**Halle Cook**

*Employer  
Branding at  
Hitachi Energy*

Last semester as Hitachi Energy's Global Employer Branding Intern I conducted a 3-month long qualitative interview project in collaboration with the global branding agency Straightline. The project's main objective was to gain insights on the perception of Hitachi Energy's current employer brand. Through 37 qualitative interviews conducted with recently onboarded employees representing 11 countries, the Straightline team & I pulled concise findings about the perception of Hitachi Energy's company purpose, culture, and values and what factors influenced people to accept their new roles at Hitachi Energy. This project taught me how to apply research methods in a business setting and was a great way to gain experience collaborating with a consulting firm. It was also my first project as an intern with the organization, which forced me out of my comfort zone to conduct interviews with people from different countries, working in disciplines I knew nothing about.







## CLASS OF 2024: FAVORITE PROJECT HIGHLIGHTS



**Mads Kish**

*HR Intern at Louis  
Dreyfus Company*

During my internship, I had the opportunity to work on a project analyzing the glass ceiling within LDC to better understand the barriers to promotions for women and members of minority groups. This project not only gave me a better understanding of the intricacies of Excel analyses, but it also incited a passion for DE&I and the importance of constantly looking to improve upon current procedures to ensure that fair treatment is the norm. I look forward to having the opportunity to continue applying my studies to make the workplace a more accommodating and fair space for all!



**Cami Dick**

*Learning & Org.  
Effectiveness at  
Collins Aerospace*

My very first semester I took Organizational Behavior with Dr. Marcus. I had the privilege to part of the best team I have ever worked with. Dr. Marcus is very intentional about curating the environment of the classroom and his work was a huge benefit to our team's success. We had a project we worked on throughout the semester and ultimately turned into a workshop in which we would lead the class. Our focus was on strategies for building community within diverse teams and it could not have been a better fit for us, as our team was beautifully diverse in culture, experience, and approach. As we continued working on the workshop, we realized that our experience mirrored the assignment and were able to incorporate the things we did to bond and connect as a team into the workshop. Everyone was deeply invested in the assignment, our goals, but also in each other. We built such genuine friendships and I am so grateful for having had the opportunity to be part of a team like that. I will always be thankful for our little "Wolfpack."







## CLASS OF 2024: FAVORITE PROJECT HIGHLIGHTS



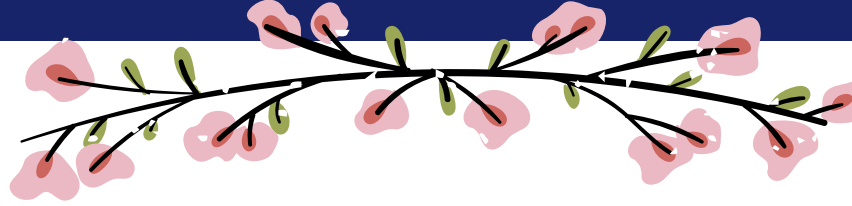
**Sharmilli Singh**

*Recruiting  
Coordinator at Ability  
and Beyond*

Through the MAIOP program, I had the privilege of taking an Organization Development and Consulting class, which was a standout in my academic journey. This class transcended traditional learning, immersing us in the practical world of consulting through a hands-on project. The diversity of perspectives and consulting styles among my peers was both enlightening and invigorating, challenging me to broaden my own views and adapt my approach to teamwork. This course wasn't just educational; it was a real-world adventure in collaboration and problem-solving. I wholeheartedly recommend it to anyone seeking a dynamic, practical learning experience. The MAIOP program excels in blending academic rigor with real-world application, and the creativity and dedication of our professors in guiding us through these projects is extraordinary. This class was more than just a course; it was an invaluable journey of discovery and growth.

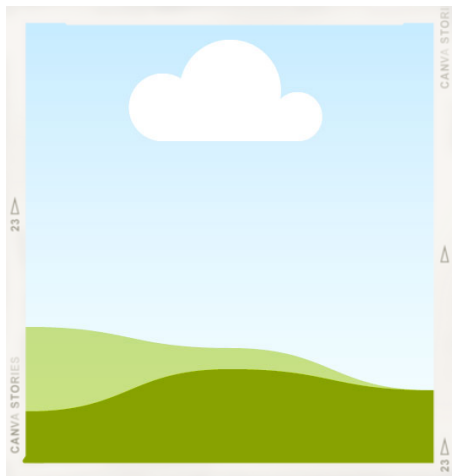


# BLOSSOMING FUTURES: GREETINGS TO OUR NEW SPRING STARTS

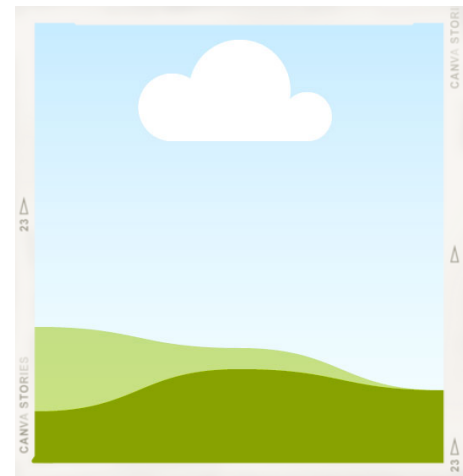


**Name:** Mahek Bhagchandani  
**Where I am From:** Mumbai, India  
**What I Studied in Undergrad:** BSc in Psychology  
**Fun Fact:** know over 10 dance forms

**Name:** Shravani Sawant  
**Where I am from:** Mumbai, India  
**What I studied in Undergrad:** BA Psychology  
**Fun Fact:** I'm a huge fan of cats, The Beatles and pretty much all rock bands from the 70s & 80s!



**Name:** Megan Khouri  
**From:** Lebanon



**Name:** Bridget Arnold  
**From:** Connecticut

# SPRING 2024: INTERNSHIP SUMMIT



On February 2, 2024 UNH's SHRM and I/O Program, held an internship summit, designed to demystify the internship capstone process at UNH and offer a unique networking platform for MAIOP and MS-HR students. This event provided comprehensive insights into the requirements and steps necessary to successfully complete your internship experience, with a special focus on the challenges and opportunities faced by international students securing internships. Through interactive sessions, attendees had the chance to connect with peers who have navigated the specific requirements for both international and domestic students in attaining internships. All first year MAIOP students attended with some participants from SHRM and the MSHR program to join our international student break-out group. Below is a flyer that was shared to the students including our second year MAIOP break-out leaders and their internship titles.

**INTERNSHIP SUMMIT**

FEB. 2, 2024, 6 PM @ ORANGE CAMPUS

SPONSORED BY UNH SHRM & MAIOP

Host: Viana Van  
Diversity, Equity, & Inclusion  
Johnson Controls

AFFILIATE OF  
**SHRM**  
BETTER WORKPLACES  
BETTER WORLD™

**F E A T U R I N G :**

 <b>HALLE COOK</b> Employer Branding, Hitachi Energy	 <b>SHARMILLI SINGH</b> Recruiter, Ability & Beyond	 <b>RACHEL HORVATH</b> HR Projects, Barnes Aerospace
 <b>CAMI DICK</b> Learning & Org. Effectiveness, Collins Aerospace	 <b>LIAM CHRISTIANO</b> Total Rewards Analyst, Collins Aerospace	 <b>RACHEL LEE</b> Org. Culture & Development, E-Sports Development & Growth
 <b>LANEY WILDER</b> HR Management, Barnes Aerospace	 <b>MADS KISH</b> HR Generalist, Louis Dreyfus Company	 <b>BRANDON TOMAS</b> HR Generalist, Vineyard Vines



# LEADERS IN LEARNING: I/O FACULTY PANEL HIGHLIGHTS



 **UNH SHRM**  
University of  
New Haven  
*presents*

 **SHRM**  
BETTER WORKPLACES  
BETTER WORLD™

**A CONVERSATION WITH THE FACULTY!**

- Join us for a Q&A session with our distinguished faculty this upcoming Wednesday!
- Learn about the field of IO Psychology from experts.
- Hear about their experiences within the field and get an opportunity to pick their brain.

 **06 March, 2024**

 **5-6:15 pm**

 **Westside Hall 111**

The University of New Haven's I/O Psychology program is celebrated for its distinguished faculty, blending pioneering research with practical applications. This event offered the opportunity for the faculty to discuss their experience from their academic journeys to their insights on AI's impact on I/O Psychology. Our faculty explored the importance of technological advancements in shaping organizational dynamics and preparing students for future challenges. This reflection underscores their commitment to education and their aim to develop future leaders adept at navigating modern organizational complexities.

## OUR PANELISTS:



**DR. ERIC  
MARCUS**



**DR. TARA  
L'HEREUX**



**DR. MAURICE  
CAYER**



**PROF.  
ALPESH  
BHATT**

**COME WITH QUESTIONS AND CURIOSITIES!**





# PROFESSIONAL ORGANIZATIONS

Click logos for organization websites



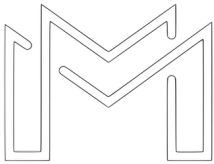
## Human Resource Association of Central CT (Local SHRM)

Committed to serving the HR community by providing superior professional development, networking opportunities, and educational resources to enhance the value of the profession.



## Society of Human Resource Management

World's largest HR professional society, representing 300,000 members in more than 165 countries. The Society has been leading the provider resources serving the needs of HR Professionals and advancing HR practice management.



## The Metropolitan NY Association of Applied Psychology

Founded in 1939 as a non-for-profit professional association. They are the oldest and largest local professional association of applied psychologists in the U.S.



## Association of Talent Development, Southern CT Chapter

Local chapter of the Association for Talent Development, a national organization & the world's premier professional association for talent development. ATD is a leading resource for workplace learning & performance issues.



## Society of Industrial Organizational Psychology

Premier membership organization for those practicing and teaching I-O Psychology. SIOP hosts a large annual conference for graduate students and professors for networking opportunities and current trends.



## Organizational Development Network, NY

Premier professional network, which practitioners, students, and leaders turn in order to connect, grow, and contribute to the disciplinary field of organizational development in NYC.

# UPCOMING EVENTS

Click logos for organization websites

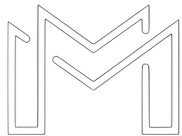


## Society of Industrial Organizational Psychology

Annual 2024 Conference in Chicago or Virtual  
April 17, 2024 - April 20, 2024

[REGISTER HERE](#)

## The Metropolitan NY Association of Applied Psychology



**Apr 3 @ 6:00 PM**

*Skills Workshop: Networking - Revolutionizing networking for professionals, focusing on growth and meaningful collaborations.*

[REGISTER HERE](#)

**May 14 @ 6:00 PM**

*The Human Microscope: How Big Data Offers a Window into Our Psychology - Digital footprints expose our identity, activities, and locations, raising ethical concerns on using such insights for individual, business, and societal benefit.*

[REGISTER HERE](#)

## Human Resource Association of Central CT (Local SHRM)

**Mar 20 @ 7:30 AM**

*Navigating the Artificial Intelligence Revolution in HR (Milford, CT) - Learn about AI tools and their uses for talent acquisition, learning and development, and performance management.*

[REGISTER HERE](#)

**Mar 26 @ 12:00 PM**

*Webinar: Connecticut Paid Leave Updates - Overview, how to avoid common mistakes, metrics/statistics, interaction with CT FMLA.*

[REGISTER HERE](#)

**Apr 9 @ 5:00 PM**

*Taco Tuesday HR Networking Event (Wallingford, CT)*

[REGISTER HERE](#)





# UPCOMING EVENTS

Click logos for organization websites

## Association of Talent Development, Southern CT Chapter



TBD: Mar 21 @ 6:30 PM – 8:00 PM

TBD: Apr 15 @ 6:30 PM – 8:00 PM

TBD: May 20 @ 6:30 PM – 8:00 PM

TBD: Jun 17 @ 6:30 PM – 8:00 PM

[DETAILS HERE](#)

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## Society of Human Resource Management

**Mar 26 @ 11:30 AM – 12:30 PM**

*Webinar: Confronting Bad Behavior with NWCTHRA*

[REGISTER HERE](#)

**Apr 16 @ 6:00 PM – 8:00 PM**

*Decoding Habits to Reveal the TRUE You...and Discover Others (SOCT)*

[REGISTER HERE](#)

**Apr 18 @ 11:30 AM – 1:00 PM**

*AI in Recruiting – Virtual Webinar*

[REGISTER HERE](#)

**Apr 23 @ 5:30 PM – 7:00 PM**

*Change Management (NWCTHRA)*

[REGISTER HERE](#)

**Apr 23 @ 5:30 PM – 7:00 PM**

*Save the Date – DE&I Topic (HRACC)*

[REGISTER HERE](#)



# FALL 2024 SCHEDULE



\* = course is required

## PSYC 6608 Statistics for Psychological Science \*

Comprehensive coverage of basic and intermediate statistical concepts and applications, as well as more advanced univariate and multi-variable procedures. Course provides hands-on experience with data preparation and analyses using SPSS and/or Excel computational software, and emphasizes accurate interpretation and communication of quantitative information in psychological research contexts.

**Mondays @ 12:30 PM - 3:15 PM PM**

or

**Mondays @ 6:30 PM - 9:10 PM**

***L'Heureux***

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## PSYC 6612 Consultation Seminar

This course is an examination of the consultation process, including the role of the consultant, the development of consulting skills and political/ethical issues. Different approaches to consultation practice are analyzed, along with their associated interventions.

**Mini-Term 2 from 10/23/24 to  
12/18/24**

**Thursdays @ 6:30 PM - 9:10 PM**

***Bhatt***

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## PSYC 6619 Organizational Behavior \*

A field of study that investigates the impact that individuals, groups, structure, and culture have on individual behavior within organizations. Covers psychological aspects of organizations, including employee attitudes, personality, motivation, work design, incentives, leader behaviors, interpersonal communication, influence, conflict, and stress. Review of research findings and skill building relevant to understanding, prediction and development of human behavior in organizations.

**Tuesdays @ 2:00 PM - 4:45 PM PM**

***L'Heureux***

or

**Tuesdays @ 6:30 PM - 9:10 PM**

***Marcus***

# FALL 2024 SCHEDULE



\* = course is required

## PSYC 6623 Psychology of Small Group

For those interested in understanding the conceptual foundations for understanding teams and basic processes underlying high performance teams such as group problem solving, interpersonal communication, and influence. Best practices for selecting, developing, rewarding, and managing high performing teams in organizations will be examined.

**Mini-Term 2 from 10/23/24 to  
12/18/24**

**Wednesdays @ 6:30 PM - 9:10 PM**

***L'Heureux***

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## PSYC 6626 Worker Well Being \*

This course provides an overview of the frameworks, theories, critical issues, practices, and policies associated with worker well-being. The study of worker well-being concerns the application of psychology to improving the quality of work-life by promoting the physical and psychological health of workers. Course topics include work-life integration, alternative employment schedules, dual-career relationships, antecedents, moderators and consequences of work stress, and organizational interventions to facilitate the health and well-being of the workers in organizations. This course is designed to prepare students with specialized knowledge and practical tools to identify and manage contemporary workplace issues, and employment trends that impact the well-being of workers in the 21st century.

**Mini-Term 1 on 8/26/24 to 10/14/24**

**Hybrid**

**Wednesdays @ 6:30 PM - 9:10 PM**

***L'Heureux***

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## PSYC 6635 Psychological Tests & Measures in Organizations \*

Focus on theories, assumptions, and constraints underlying construction and application of psychological tests and measures in the workplace. Emphasis on selection, validation, and interpretation of appropriate standardized tests and surveys for specific applications in organizations such as employment testing and employee attitude assessment.

**Tuesdays @ 6:30 PM - 9:15 PM**

***Cayer***





## PSYC 6638 Psychology of Communications & Influence in Organizations

Characteristics of language and communication bases for both the resistance and the receptivity to change in organizational contexts. Includes an examination of change practitioners' use of language as an intervention in and of itself.

**Thursdays @ 6:30 PM - 9:10 PM**

***Bhatt***

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## PSYC 6641 Training & Development in Organizations

Current training and development techniques are reviewed including the construction of learning objectives, modules of instruction development, and evaluation. In addition, organizational interventions including coaching, project management, and the diagnosis of organizational needs are covered. Additional topics may include strategic training, conducting training needs analysis, determining if training is a useful solution, creating a training design document, instructor- led training, e-learning, behavior modeling, on- the-job training, individual development plans, and action learning.

**Mondays @ 6:30 PM - 9:10 PM**

***Monique St. Paul***

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## PSYC 6642 Organization Change & Development

This course is targeted towards those interested in internal and external consulting, as well as managers and other internal change agents in organizations. Organization change and development fosters the growth of competency in the skills necessary during all phases of the planned change process-from entry to diagnosis, to intervention, through evaluation. Organization change issues are critically examined, and case studies, exercises and assessments are utilized to better understand change from organization, group and individual levels.

**Wednesdays @ 12:30 PM - 3:15 PM**

***Marcus***

# FALL 2024 SCHEDULE



\* = course is required

## PSYC 6644 Performance Management Processes

Theory and applications associated with performance appraisal systems in organizations: Identifying, measuring, developing and aligning performance of individuals and teams in organizations. Topics can include the psychology and motivational impact of setting relevant performance goals, gaining commitment, measuring and appraising, conducting performance reviews, difficult conversations and feedback, coaching and counseling, multisource feedback, talent development, and rewards and recognition. Emphasis is on building skills needed for development and implementation of valid and effective performance systems.

**Thursdays @ 2:00 PM - 4:45 PM PM**

***Cayer***

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## PSYC 6646 The Psychology of Negotiation & Mediation

An experiential course aimed at increasing skills involved in negotiation and mediation for interpersonal conflict in a variety of contexts. Using role-plays, simulations, small and large group work, students will have the opportunity to develop greater self-awareness and basic constructive negotiation and mediation skills. With supervised practice through this course, students will begin to build tools necessary for using mediation skills or negotiations skills in their professional work.

**Mini-Term 1 (8/26/24 to 10/14/24)**

**Fridays 8/30, 9/6, 9/13, 9/27, 10/4,  
10/11 @ 9:30 AM - 3:15 PM**

***Marcus***



# PROFESSOR PROFILES



## ***Tune into Bhatt's Podcast:*** *Podcast linked in photo*

What lies beyond understanding? Beyond certainty? Listen in to conversations between a.m. bhatt and colleagues, confidants, and important thinkers as they tackle questions both timely and timeless, and chat about maintaining your humanity in an ever-evolving world. You can find a.m. on Instagram and TikTok at @absurdwisdom. We are produced and distributed by DAE Presents, the production arm of DAE (@dae.community on Instagram and online at mydae.org).

## ***Dive into Tara's Research:***

L'Heureux-Barrett, T., & Barnes-Farrell, J. L. (1991). Overcoming Gender Bias in Reward Allocation: The Role of Expectations of Future Performance. *Psychology of Women Quarterly*, 15(1), 127-139.

<https://doi.org/10.1111/j.1471-6402.1991.tb00482.x>

Simerson, G., L'Heureux, T., Beckstein, B. et al. What Principles Are Used to Judge the Fairness of Retrenchment Actions?. *Journal of Business and Psychology* 14, 443-457 (2000).

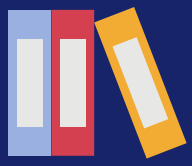
<https://doi.org/10.1023/A:1022980200502>

L'Heureux-Barrett, T., & Sidle, S. D. (2017, November 30). AOM. Student Preparedness for Human Resource and Organizational Development/Consulting Internships.

<https://journals.aom.org/doi/abs/10.5465/ambpp.2014.15878abstract>







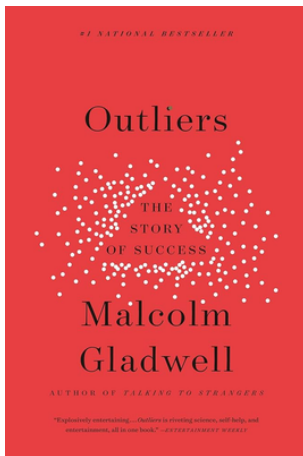
# PROFESSOR PROFILES

## Marcus' Bookshelf: Insights & Inspirations



*Outliers by Malcolm Gladwell*

Wendell Barry "Our Real Work":



*It may be that when we no longer know what to do  
we have come to our real work,  
and that when we no longer know which way to go  
we have come to our real journey.  
The mind that is not baffled is not employed.  
The impeded stream is the one that sings.*

## Keep Up To Date In HR Trends With Mo:



Edmondson, A. C. (2022, November 7). Strategies for learning from failure. Harvard Business Review. <https://hbr.org/2011/04/strategies-for-learning-from-failure>

Fletcher, A., Cline, P., & Hoffman, M. (2023, January 12). A better approach to after-action reviews. Harvard Business Review. <https://hbr.org/2023/01/a-better-approach-to-after-action-reviews>

# FACULTY INFORMATION



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Orange Campus Office N145B



***Tara L'Heureux***

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