

## **Michael Y. Moon, Ph.D., M.B.A.**

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### **Education**

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#### **Yale School of Management** New Haven, Connecticut

Master of Business Administration (M.B.A.), 2003.

- Focus in Organizational Behavior and Marketing.
- Dean's Scholar, an award based on leadership and professional promise.

#### **Columbia University** New York, New York

Doctor of Philosophy in Psychology (Ph.D.), 1999.

- Focus in Group Dynamics and Psychological Development.
- Dissertation: "Longitudinal Correlates of Mothers' Object Representations of Their 5-Year-Old Children: An Exploratory Study," 1999.

#### **William Alanson White Institute of Psychoanalysis** New York, New York

Certificate, Organizational Development & Consultation, 1995.

- Integration of psychodynamic group theory with organizational design practice.

#### **University of California** Santa Cruz, California

Bachelor of Arts in Psychology (B.A.), 1989. Honor Graduate.

- Focus in research methods and foundations of cross-cultural psychological research.

### **Teaching Experience**

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Fall 2005 - Present    **California State University, East Bay** Hayward, California

#### *Assistant Professor*

- Organizational Change:
  - Group Procedures and Facilitation (PUAD 6762).
  - Advanced Group Procedures (PUAD 6763).
  - Intervention Strategies for Changing Organizations (PUAD 6764).
  - Organizational Diagnosis and Assessment (PUAD 6765).
- Organization Theory and Human Behavior (PUAD 4830).
- Human Resources Management (PUAD 6850).
- Work and Organizations of the Future (PUAD 6851).
- Continuing Education, Human Resource Management Certificate Program "Managing Organizational Change".

Spring 2005    **University of Connecticut, School of Business** Hartford, Connecticut

#### *Visiting Lecturer*

- Market-Driven Management (MKTG 315).

Spring 2005    **Paier College of Art** Hamden, Connecticut

*Visiting Lecturer*

- General Psychology (AS210).

From 6/2004 **University of Phoenix Online** Phoenix, Arizona

*Faculty*

- Transformational Leadership and Innovation (LDR/711) 11/2004-Present.
- Approved to also teach: Emotional Intelligence (PSY/301), Adult Development (PSY/350), Human Motivation (PSY/320), Psychology of Personality (PSY/250), Introduction to Psychology (PSY/200).

2001 – 2003 **Yale School of Management** New Haven, Connecticut

*Teaching Assistant, Writing Tutor*

- Organizational Behavior MBA Core Course, Organizational Communication & Influence, and Strategic Human Resources Management.

1994 – 1995 **Saint Peter's College** Jersey City, New Jersey

*Visiting Lecturer*

- Organizational Psychology, History of Psychology.

1991 – 1993 **Barnard College, Columbia University** New York City, New York

*Teaching Assistant*

- Developmental Psychology Lab.

## **Awards & Grants**

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2010

**Highly Commended Award** Editorial Team, *Management Decision*

*"Making sense of common sense for change management buy-in" (2009)*

- Selected by the *Management Decision* editorial team as one of the journal's most impressive articles of 2009.

2006 – 2007

**Faculty Fellows Award, College of Letters, Arts, and Social Sciences**

California State University, East Bay

*"Employee Initiated Organizational Change"*

- One course release in the 2006-07 AY.
- To conduct a literature review on employee initiated organizational change and develop a social constructionist approach to this area.

2006 – 2007

**Faculty Support Grant** California State University, East Bay

*"Visually Representing Organizational Theory"*

- \$1,396 and one-month summer fellowship.
- To develop an illustrated volume of organizational theory concepts, with textual annotations explaining connections between the illustrations and the corresponding organizational theories, based on a variety of prominent theoreticians' works.

## **Publications**

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- Moon, M.Y. (under review). The rabble and reflexive bricoleur: Sensemaking, living stories, and emergent bottom-up organizational change. *Organization Studies*.
- Moon, M.Y. (under review). Reflexively enhancing decisions. *Management Decision*.
- Moon, M.Y. & Pendleton, L. (under review). Reframing assessment of grantee perceptions: Re-considering effectiveness with broader international stakeholder engagement. *The Foundation Review*.
- Moon, M. Y. (2011). Conversations of mutual understanding: Deconstructing silos by

visually representing organizational processes. In J. Marques, S. Dhiman, and J. Biberman (Eds.), *Managing in the 21st Century: Transforming toward mutual growth*. Hampshire, U.K.: Palgrave-MacMillan.

- Moon, M.Y. (2009). Making sense of common sense for change management buy-in. *Management Decision*, 47(3), 518-532.
- Moon, M.Y. (2008). Bottom-up instigated change through constructionist conversation. *Journal of Knowledge Management Practice*, 9(4).

## Professional History

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2005 – Now **California State University, East Bay** Hayward, California

*Assistant Professor, Department of Public Affairs and Administration*

- Teaching: Organizational change, group dynamics, human resources management.
- Research: Bottom-up organizational change, common sense in organizations, human resources management, psychodynamics and social defenses in organizations.
- Administrative: Facilitating the two-year NASPAA accreditation project. Spearheading data gathering, analysis, and data-based program improvements. Managing coordinated efforts among department faculty, college Dean's office, and University administration to develop buy-in on self-study report content.
- Consulting with Leadership of Major Regional Performing Arts Organization: Advising new Director of Cal Performances on leadership and culture change (October 2009-March 2010).
- Consulting with Local Government: Co-facilitated community stakeholder dialogue forums to understand concerns within Contra Costa County. Client: Contra Costa County Board of Supervisor Federal Glover and Board of Supervisors (March-July, 2007).

2003 – 2005 **Aetna, Inc.** Hartford, Connecticut

*MBA Leadership Development Program Participant / Strategic Marketing*

- Active in recruiting and coaching prospective and new MBA hires through job fairs and helping to develop their career marketing and networking skills and resources.
- Spearheaded creation of blueprints and processes for next generation corporate-wide market development plans that focus P&L owners to drive and track local market tactical sales and operational execution based on business intelligence. Piloted in markets that exceeded aggressive 2004 market share growth goals.
- Internal consultant across business areas on special projects related to M&A and other strategic initiatives to explore untapped business opportunities.
- Collaborated with senior management on consumer web initiatives, including creating a value-centric organizational structure and culture for Consumer Directed Health Plans. Developed long-term processes and vision to position Aetna websites as a strategic differentiator in the marketplace.

Summer  
2002 **American Express Company** New York, New York

*MBA Summer Intern*

- Led cross-functional team to develop governance and cost allocation model for planned online intranet collaboration tool, a key component of re-engineering strategy with forecasted \$107MM in cost saves.
- Developed pilot testing and change management strategies for intranet collaboration

tool.

- Managed business partner (IBM/Lotus) and consultant relationships to fulfill intended objectives.
- Founded a summer intern newsletter for MBA and college interns and managed its publication and distribution among interns throughout the company.

2000 – 2001 **Quartz, Inc. (merged with Appiant Technologies)** Santa Clara, California

*Marketing Manager*

- Managed a team to redesign the corporate website to reposition online calendar company as a web-based unified communications and enterprise content application service provider.
- Managed internet software user interface testing.
- Conducted and refined competitive market analyses resulting in product enhancements.

1999 – 2000 **Egghead.com** Menlo Park, California

*Customer Insight Marketing Analyst*

- Contributed to design and implementation of customer service training curriculum for Onsale.com and Egghead.com merger in November 1999.
- Spearheaded and managed the market research department with a \$500K budget to identify new targeted marketing initiatives and build brand equity.
- Created company's first data-based customer profiles, resulting in more efficient allocation of marketing and business development resources and cost savings of \$4MM annually.
- Directed online and offline surveys, focus groups, user interface testing, and database analysis.

1996 – 1999 **Seaboard Management Company** Sunnyvale, California

*Property Manager*

- Supervised onsite staff of 15 employees on a 310-unit residential property.
- Directed marketing campaigns, prepared annual budgets of \$5MM, and managed vendor relations.
- Initiated comprehensive preventative maintenance projects and increased annual operational efficiency by 15%.

1994 – 1996 **Palo Alto Chamber Orchestra** Palo Alto, California

*Arts & Public Relations Manager*

- Managed concerts and benefit events.
- Coordinated public relations with internet and print media.
- Advised Musical Director on board relations and other organizational matters.
- Coached and taught chamber groups on ensemble and musical matters.

## Research Interests

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- Bottom-up organizational change
- Common sense in organizations
- Organizational culture and leadership
- Effects of change management on individuals and organizations
- Knowledge management and cross-functional collaboration
- Social networks, mental maps
- Psychodynamics of organizations

## **Research Reports & Presentations**

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- Panel Presenter: “Stepping Outside the Box: Alternatives to an Academic Career” at the APA Convention, San Francisco, August 24-28, 2001.
- Final Consulting Presentation to Christian Community Action LifeWorks Ventures with Yale SOM team to recommend options for a New Haven, CT non-profit community development organization to start a small business to provide on-the-job training and living wages to those in need. May 3, 2002.
- Working Paper: “Group Process Consulting as an Organizational Tool.” Yale School of Management, 2002.
- Presentation: “Governance, Pilot Testing, and Internal Marketing for the AmexWeb Team Collaboration Tool: Strategic Recommendations” as the culmination of my summer internship at American Express, New York City, August 5, 2002.
- Presentation: “Simple Steps to a Healthier Life Sales and Adoption Strategy Report,” based on in-depth internal interviews at Aetna to understand barriers to and opportunities for member adoption of a health wellness program, January 15, 2004.
- Panel Discussant: “Unique Careers: A Conversation with Psychologists Who Took a Different Path,” Diane F. Halpern, Ph.D., Moderator. American Psychological Association Convention, August 20, 2005, Washington, D.C.
- Presentation: “Strategic Planning in Local Government.” Certificate Program in Public Management for Administrators from Jinhua City, Zhejiang Province, The People’s Republic of China. Dept. of Public Affairs & Administration and Division of Continuing and International Education, California State University, East Bay. October 27, 2005.
- Fellowship Award Final Report: “Employee Initiated Organizational Change Through Constructionist Conversation,” College of Letters, Arts, and Social Sciences 2006-2007 Faculty Fellow Award, Submitted October 31, 2007.
- Panel: “The OBTS Teaching Society for Management Educators as a Model for Lifelong Learning About Teaching”. Panel discussion organized for the 2009 Eastern Academy of Management meeting in Hartford, Conn.
- Conference Paper: “Sensemaking and Sensegiving Through Social Networking Services: Opportunities for Bottom-up Organizational Change”. Paper accepted for presentation at the 2010 Western Academy of Management Conference, Hawaii.

## **Teaching Areas**

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- Organizational theory and behavior
- Group dynamics
- Organizational change management
- Strategic human resources management
- Organizational communication and influence
- Learning organizations
- Leadership
- Consumer-centric marketing and brand equity
- Research methods, quantitative and qualitative

## **Professional Associations**

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- Member, Public Administration Theory Network
- Member, International Society for the Psychoanalytic Study of Organizations

- (ISPSO)Member, Organizational Behavior Teaching Society
- Member, American Management Association
  - Member, American Psychological Association
  - Member, Society for Human Resource Management
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Updated: 9/9/2010