



## What Do You Want to Be When You Grow Up?

Moore School professor Daniel Feldman is curious about the roads taken, and the roads not taken—why do people choose or not choose a job, one career path over another? How do they transition from one job to another? How do they bounce back when they've been laid off or downsized?

In his own job as professor of management (he teaches graduate courses in Organizational Behavior and Managing Careers and an undergraduate Honors College course, Principles of Management), Feldman encourages students to think about these questions as well. "I try to teach students how to think analytically and how to express themselves in concrete terms ... what are the implications of career decisions, not only for their professional lives, but also for their personal lives? I want students to think consciously about what they're doing in their careers and not float randomly from position to position ... they should learn to assess themselves and assess their environment accurately."

Students prize his instruction. Feldman, the James Bradley Distinguished Foundation Fellow at the Moore School of Business, has won numerous teaching awards including the Alfred G. Smith, Jr. Award for Excellence in Teaching, the

Michael A. Hill Distinguished Faculty Award, and an Eli Lilly Senior Teaching Fellowship from USC. He is also a five-time recipient of the MBA Teacher of the Year Award at the University of Florida.

Feldman has achieved renown as a scholar outside the university as well. His book, *Coping With Job Loss: How Individuals, Organizations, and Communities Respond to Layoffs*, was named one of the four outstanding books of the year in 1992 by the Academy of Management, and his work on job loss has been cited in the *New York Times* and the *Wall Street Journal*. A new book that came out this September, *Work Careers: A Developmental Perspective*, deals with long-term effects of layoffs for subsequent career moves: the quality of reemployment and issues of "underemployment" such as lowered wages and responsibilities. Feldman also recently completed a study of 500 senior executives from all over the world who were followed for one year after losing their jobs. The study, titled "Whatever Happened to Laid-Off Executives" and published in *Organizational Dynamics*, found the bad news is that executives who lost their jobs took pay cuts ranging from 20 to 40 percent and reentered the job market 1-2 levels lower than their previous jobs. The good news, Feldman says, is that "they rebalanced their priorities, putting more energy into family and leisure pursuits."

Feldman came to USC in 1989 after eight years at the University of Florida. He has also served on the faculties of Yale College, the University of Minnesota Industrial Relations Center, the J. L. Kellogg Graduate School of Management at Northwestern University, and as a Visiting Sloan Scholar at MIT. He was ranked first in his class at the University of Pennsylvania where he received his B.A. in social sciences and business administration. He went on to attend Yale University Graduate School, where he received his M.A. in Administrative Sciences and his Ph.D. in Organizational Behavior. The combination of a liberal arts and business education is one he continues to value. "There is value to be gained in business students taking classes outside business administration," Feldman says, and adds, "I understand how non-business administration students process information, how business concepts are useful in not-for-profit situations."

In addition to his many academic responsibilities, Feldman last year was named editor of the *Journal of Management* and serves as associate editor of *Human Resource Management* and *Journal of Organizational Behavior*. As editor of the *Journal of Management*, Feldman will read 400 submissions a year. With six books to his credit, more than 100 articles published, and extensive editorial experience, one wonders where he finds the time. Feldman smiles and says, "I probably don't take enough vacations."

—Gail H. Crouch