

Curriculum Vita

Niclas L. Erhardt

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Education

Rutgers University Ph.D. Student. School of Management and Labor Relations, Human Resource Management. Current status: Doctoral Candidate.	Piscataway, NJ 2002 - Present
Rutgers University M.S. Industrial and Labor Relations	Piscataway, NJ 2005
Iowa State University M.S. Industrial Relations	Ames, IA 2001
Cornell University B.S. School of Industrial and Labor Relations	Ithaca, NY 1999
Danderyds Gymnasium High-School Degree in Business and Economics	Danderyd, Sweden 1993

Research Interests

Broad research focus at multiple levels including knowledge management, team effectiveness, workplace diversity, cross-cultural management, HRM and R&D outsourcing and intra- and inter-firm collaboration. Dissertation focuses on the interplay between, task complexity, distributed knowledge, virtual and face-to-face interaction and political dynamics in team-based knowledge work.

Honors and Awards

Graduate School's Pre-Dissertation Award.	Spring, 2005
SMLR Dean's Fellowship, Rutgers University	Spring, 2005
SMLR Dean's Small Research grant program, Rutgers University	Fall, 2004
Doctoral Student Competitiveness Award, Rutgers University	2002-Present
Two-year research assistantship, Iowa State University	1999-2001
The Helen Daly Award for Excellence in Psychological Research	Spring, 1996
Nominated member of Sigma Xi Scientific Research Society	Spring, 1996
Research grant for cross-cultural research, SUNY Oswego.	Fall, 1995

Employment History

Rutgers University , School of Management and Labor Relations Research and Teaching Assistant	Piscataway, NJ 2002-Present
Novartis Pharmaceuticals Corporation , Human Resources Diversity & Workforce Potential Function Graduate Intern	East Hanover, NJ Summer, 2005
Novartis Pharmaceuticals Corporation , Human Resources Diversity & Workforce Potential Function Graduate Intern	East Hanover, NJ Summer, 2004
Merck Co. & Inc. , Corporate Diversity/ Work Environment Graduate Intern	Whitehouse St., NJ Summer, 2001
Merck Co. & Inc. , Human Resources, Manufacturing Division Graduate Intern	West Point, PA Summer, 2000
Iowa State University , Department of Industrial Relations Graduate Research Assistant	Ames, IA 1999-2001
Cornell University , Human Resources Department Consulting Assistant	Ithaca, NY 1998-1999

Publications

Finegold, D., Erhardt, N. & Sako, M. Offshoring Knowledge Work: How Far Can It Go? A Case Study of Bioscience Companies. Invited Chapter in Columbus, F. (Ed), *Outsourcing: Economics, Management and Risks. (Forthcoming)*.

Martin-Rios, C. & Erhardt, N. (2008). Organizational knowledge transfer through human resource management: International diffusion of managerial performance management. *European Journal of International Management*. Special Issue on "Global Performance Management in the European Context" D. Briscoe & L. Claus (Eds.)

Rubinstein, Saul, Martin-Rios, Carlos, Hoffer-Gittel, Jody, Erhardt, Niclas, George, Varghese. "Cross Boundary Coordination Under Organizational Stress: Communication Patterns and Resilience," Sloan Industry Studies Working Papers, 2007 Number WP-2007-43.

Lepak, D.P., Takeuchi, R., Erhardt, N., & Colakoglu, S. (2006). HRM and Performance. R. Burke and C. Cooper (eds.), *The Human Resources Revolution: Research and Practice*. Rutledge Press.

Lepak, D., Bartol, K. & Erhardt, N. (2005). A contingency framework for the delivery of HR practices. *Human Resource Management Review*, 15(2): 139-159.

Jackson, S. E. & Erhardt, N. L. Building Social Connections to Gain the Knowledge Advantage. (2004). Chapter in M. Goldsmith, E. Morris and A. Ogg (eds.), *Leading Organizational Learning: Harnessing the Power of Knowledge*.

Jackson, S. E., Joshi, A., & Erhardt, N. (2003). Recent Research on Team and Organizational Diversity: SWOT Analysis and Implications. *Journal of Management*, 29(6): 801-830.

Erhardt, N. L., Werbel, J.D., & Shrader, C. B. (2002). Board of Director Diversity and Firm Financial Performance. *Corporate Governance*, 11(2): 102-111. (An earlier version presented at *The Academy of Management*, Denver, Colorado, August, 2002).

Erhardt, N. L. Diversity in the Board Room: Its impact on Firm Financial Performance (Master's Thesis, Chair: Susan E. Jackson).

Dissertation

Dynamics in Team-Based Knowledge Work: Understanding knowledge processes and interaction mechanisms. Dissertation committee includes Charles Heckscher (chair) Saul Rubinstein, Joseph Blasi, and Jennifer Gibbs.

Work in Progress

Erhardt, N. L. It's Time for a Stake in the Ground: A Framework for Team-Based Knowledge Work. In Preparation for the *Academy of Management Journal*.

Erhardt, N. L. & Martin-Rios, C. Structural Problems and Knowledge Distribution: Ideal Types of Team-Based Knowledge Work. In preparation for *Administrative Science Quarterly*.

Erhardt, N. L. & Gibbs, J. L. Team-Based Knowledge Work: The Role of Virtual and Face-to-Face Interactions. In preparation for the *Academy of Management Journal*.

Erhardt, N. L. & Martin-Rios, C. Managing Key Knowledge-Workers for Sustained Competitive Advantage: Challenges for Strategic Human Resource Management. Under review: *Human Resource Management Review*.

Rubinstein, S., Heckscher, C., Erhardt, N. & Michael, B. Collaboration and teamwork in health care delivery. Sponsored by the Robert Wood Johnson Foundation. Completed first draft.

Sako, M., Finegold, D. & Erhardt, N. Unbundling of Corporate Functions: Shared Services and the Outsourcing of Business Services. Funded by UK Economic and Social Research Council (ESRC).

Martin-Rios, C. & Erhardt, N. Human Resource Management: Challenges in Knowledge-Intensive Organizations. In preparation for submission to *Academy of Management Review*, Spring, 2008.

Lepak, D., Erhardt, N. & Colakoglu, S. An interpretive approach to HRM and employee outcomes: Level of Understanding and HR Attributions. Submitted to *Academy of Management Review* (revise and re-submit).

Erhardt, N. L. & Lepak, D. HR and Knowledge Work: Discerning between Enduring Trends and Temporary Fads. Targeted journal: *Human Resource Management Review*.

Presentations

2008 Erhardt, N. L., & Gibbs, J. L. Dynamics of team-based knowledge work: Exploring the link between knowledge processes and media use. Paper to be presented at the *National Communication Association Convention*, in San Diego, CA, November 2008.

2007 Erhardt, N. L. Structural problems and knowledge distribution: Ideal types of team-based knowledge work. Paper accepted at the *Academy of Management Meeting* in Philadelphia, August 2007.

Martin-Rios, C & Erhardt, N. L. Knowledge Work in Global Teams: A Prescriptive Framework and Empirical Test. Paper accepted at the *Academy of Management Meeting* in Philadelphia, August 2007.

Rubinstein, S., Heckscher, C., Erhardt, N., Michael, B., Organizational Collaboration and the Quality of Health Care Deliver, *LERA Annual Meeting*, Chicago, January 2007

2006 Erhardt, N. Team-Based Knowledge Work: The Role of Virtual and Face-to-Face Behaviors in Mobilizing Knowledge. Paper presented at the *Academy of Management Meeting* in Atlanta, August 2006.

Hoffer Gittel, J., Rubinstein, S., Martín-Ríos, C., & Erhardt, N. Cross-Boundary Coordination Under Stress: Relationships as a Source of Resilience. Completed data collection. Paper accepted at the *Academy of Management Meeting* in Atlanta, August 2006.

Rubinstein, S., Martín-Ríos, C., & Erhardt, N. L. Cross-Boundary Coordination and Organizational Performance. Paper accepted at the *Labor and Employment Relations Association* meeting in Boston, January 2006.

2005 Lepak, D. & Erhardt, N. Human Resources in the 21st Century: Discerning between Enduring Trends and Temporary Fads. Paper accepted for SHRM Symposium at *The Academy of Management Meeting*, Honolulu August 2005

Lepak, D., Erhardt, N. & Colakoglu, S. Rational and Emotional Attributions of HR practices. Paper accepted for SHRM symposium at *The Academy of Management Meeting*, Honolulu August 2005

Rubinstein, S., Martín-Ríos, C., & Erhardt, N. L. Cross-Boundary Coordination and Airline Performance. Paper accepted at the *Labor and Employment Relations Association* meeting in Philadelphia, January 2005.

2004 Erhardt, N. L. Managing Critical Knowledge-Workers for Sustained Competitive Advantage: Challenges for Strategic Human Resource Management. Paper presented at *The Academy of Management Meeting*, New Orleans, August 2004.

2003 Jackson, S. E., Joshi, A., and Erhardt, N. L. SWOT analysis of recent research of team diversity. Paper presented at the *International Human Resource Management Conference*, Limerick, Ireland, June 2003.

2003 Erhardt, N. L. Diversity in the Board Room: Its impact on Firm Financial Performance, *Strategic Management Society* conference, Baltimore, November, 2003.

Erhardt, N. L. Enablers and Barriers for Individuals' Willingness and Ability to Share Knowledge: An Analysis Towards an Exploratory Study. Invited proposal presented at the *2nd Annual Knowledge Management Doctoral Consortium*, Queen's Center for Knowledge-Based Enterprises, Kingston, Ontario, October 2003.

- 2002** Erhardt, N. L., Werbel, J. D., & Shrader, C. B. The effect of executive board and corporate officer's diversity on organizational performance. *The Academy of Management Meeting*, Denver, Colorado, August 2002.
- 2001** Erhardt, N. L. & Garcia, C. Rituals of democracy: The academic personnel selection process in higher learning institutions. *American Anthropological Association*, Chicago, Fall 2001.
- 1997** Erhardt, N. L. & Garcia, C. The effects of EU and NAFTA on Sweden and Mexico's economy. *The 27th Third World Conference*, Chicago, IL, Spring 1997.

Memberships

The Academy of Management
 Sigma Xi Scientific Research Society
 Strategic Management Society

Teaching Experience

Under-graduate Level	Rutgers University School of Management and Labor Relations <u>Organizational Behavior and Work</u> Instructor	Piscataway, NJ Spring, 2005 Spring, 2007 Fall, 2007 Spring, 2008
	Rutgers University School of Management and Labor Relations <u>Human Resources Issues in the Workplace</u> Instructor	Piscataway, NJ Summer, 2003 Spring, 2004 Spring, 2006
Graduate Level	Rutgers University School of Management and Labor Relations <u>Human Resources Strategy I: Introduction</u> Teaching assistant	Piscataway, NJ Fall, 2002

Service

Ad Hoc Reviewer. Feminist Economics	Summer, 2008
Ad Hoc Reviewer. <i>The Annual Academy of Management Meeting</i> . SHRM, OB and OT Divisions.	Summer, 2006 Summer, 2007 Summer, 2008
Ad Hoc Reviewer. <i>Group & Organization Management</i> .	Spring, 2008
Ad Hoc Reviewer. <i>Corporate Governance: An International Review</i> .	Fall, 2007

Ad Hoc Reviewer. <i>Journal of Business Research.</i>	Summer, 2006
Ad Hoc Reviewer. <i>The Instituto Valenciano de Investigaciones Económicas (Ivie).</i>	Summer, 2006
Ad Hoc Reviewer. <i>The Annual Knowledge Management Doctoral Consortium, Queen's Center for Knowledge-Based Enterprises, Kingston, Ontario.</i>	2004-Present
Academic Advisor for Internships/Independent Studies.	
Aalita Fang, Internship	Summer, 2008
John Molinari, Internship	Summer, 2008
Stephen Smith, Internship	Fall, 2007
Megan Ciancia, Independent Study	Fall, 2005
Aarti Walia, Independent Study	Spring, 2005
Rutgers University Squash Club	2004-Present
President	