

FREDERICK SCOTT BENTLEY, Ph.D

Rutgers University
School of Management and Labor Relations
Department of Human Resource Management
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ACADEMIC APPOINTMENTS

Rutgers University Assistant Professor of Human Resource Management
School of Management and Labor Relations
Department of Human Resource Management
August 2025 – Present

University of Delaware Assistant Professor of Management
Alfred Lerner College of Business & Economics
Department of Business Administration
August 2022 – August 2025

Binghamton University Assistant Professor of Strategy
School of Management
August 2017 – July 2022

Fellow, Center for Leadership Studies
School of Management
August 2017 – July 2022

EDUCATION

Ph.D., Rutgers University, 2017, School of Management and Labor Relations,
Dissertation: *An exploration of the joint effects of human capital dispersion and deployment on unit performance.*
Co-Chairs: Professor Rebecca R. Kehoe and Professor Ingrid S. Fulmer
Awarded the SHRM Foundation Dissertation Grant in 2016

M.S., Rutgers University, 2015, School of Management and Labor Relations

B.S., High honors, Rutgers University, 2011, Economics (concentration in econometrics)

RESEARCH

Peer-Reviewed Journal Articles

Bentley, F.S., Kehoe, R.R., & Chung, H. 2022. Investing for keeps: Firms' pre-pandemic investments in human capital decreased workforce reductions associated with COVID-19 financial pressures. *Journal of Applied Psychology*, 106(12): 1785-1804.

Kehoe, R.R., & Bentley, F.S. 2021. Shadows and shields: Stars limit their collaborators' exposure to attributions of both credit and blame. *Personnel Psychology*, 74(3): 573-610.

- Featured in more than 15 media outlets including *Fortune*

Bentley, F.S., & Kehoe, R.R. 2020. Give them some slack—They’re trying to change! The benefits of excess cash, excess employees, and increased human capital in the strategic change context. *Academy of Management Journal*, 63(1): 181-204.

Bentley, F.S., Fulmer, I.S.* & Kehoe, R.R.* 2019. Payoffs for layoffs? An examination of CEO relative pay and firm performance surrounding layoff announcements. *Personnel Psychology*, 72(1): 81-106. *Equal contribution

- Top downloaded article in *Personnel Psychology*
- Featured in over 20 media outlets including *Fortune* and *The Washington Post*

Kehoe, R.R., Lepak, D.P., & Bentley, F.S. 2018. Let’s call a star a star. Task performance, external status, and exceptional contributors in organizations. *Journal of Management*, 44 (5): 1848-1872.

Ameri, M., Schur, L., Adyan, M., Bentley, F.S., McKay, P.F., & Kruse, D. 2018. The disability employment puzzle: A field experiment on employer hiring behavior. *Industrial and Labor Relations Review*, 71(2): 329-364.

Book Chapters

Kehoe, R.R., Call, M.L., & Bentley, F.S. 2022. Shining a light on star scholarship: Progress and prospects, *Talent Management: A Decade of Developments*

Kehoe, R.R., & Bentley, F.S. 2018. Building human capital resources: Hiring and acquiring. *Handbook of Research on Strategic Human Capital Resources*, (Eds. Anthony Nyberg and Tom Moliterno).

Lepak, D.P., Jiang, K., Kehoe, R.R., & Bentley, F.S. 2014. Strategic human resource management and organizational performance, *SAGE Handbook of Industrial, Work, & Organizational Psychology*, 2nd Edition, Volume 3.

Liu, M., Bentley, F.S., Evans, H.T., Schurman, S. 2014. Globalization and labor in China and the United States: Convergence and divergence. (Ed. A. Chan) *In Chinese Workers in Comparative Perspectives*, 44-65. Ithaca, NY: Cornell University Press.

Other Publications

Fine, J., Mann, A., Tulloch, D., & Bentley, F.S. 2013. Meet the neighbors: Organizational and spatial dynamics of immigrant New Jersey. Eagleton Institute of Politics Report, Rutgers University.

Schurman, S.J., Eaton, A.E., Bentley, F.S., Evans, M., Hawkins, D., King, S.J., & Ryklief, S. 2013. *Trade unions organizing workers ‘informalized from above’: Case studies from Cambodia, Colombia, South Africa, and Tunisia*. Report to the American Center for International Labor Solidarity.

Manuscripts in Preparation or Under Review

Kehoe, R.R., & F.S. Bentley. [Title Redacted to Preserve Blind Review Process]

Status: 2nd Round Revise and Resubmit at Academy of Management Journal.

Hu, D., Oh, I.S., Han, J.H., Jiang, K., Pan, Y., & Bentley, F.S. [Title Redacted to Preserve Blind Review Process]

Status: 2nd Round Revise and Resubmit at Personnel Psychology

Bentley, F.S., Jiang, K., & Allen, D.G. Managing overqualified employees using task context.

Status: Revising manuscript and collecting survey data from an organization to pair with archival data, and resubmitting to Journal of Management in Spring of 2025.

Bentley, F.S., Choudhury, A., & Han, J. Examining how internal and external signals and resource availability impact the extent to which HR executives influence firm performance.

Status: Finalizing for submission to Journal of Management in Spring 2026.

Bentley, F.S., & Kehoe, R.R. How hospitals can mitigate the negative effects of hospital understaffing on quality and consistency of patient care.

Status: Revising conceptual model and manuscript for submission to Academy of Management Journal in 2026.

Kehoe, R.R., Bentley, F.S., & Kim, J.Y. Turnover and performance implications associated with social integration and onboarding of employees.

Status: Currently collecting two-waves of data from employees and managers at a large, publicly traded (Fortune 100) company.

Bentley, F.S. & Emich, K. The role of managers' human capital in the success of resource management Strategies: Managing intra- and inter-team competition in the context of Formula 1 teams.

Status: Currently developing conceptual model and collecting data.

CONFERENCE PRESENTATIONS

Bentley, F.S., & Emich, K. 2025. Managing Intrateam Competition to Drive Individual and Team Performance. To be presented at the Strategic Management Society Annual Conference, San Francisco, CA.

Bentley, F.S., & Emich, K. 2025. Driving the Right Form of Competition: Intrateam Competition in the Formula-One Context. Presented at the Academy of Management Annual Conference, Copenhagen.

Bentley, F.S., & Kehoe, R.R. 2023. Understaffed and overstaphed? Mitigating the negative effects of RN understaffing on quality of patient care. Presented at the Strategic Management Society Annual Conference, Toronto, Canada.

- Kehoe, R.R., & Bentley, F.S. 2022. In defense of job hopping? How building experience in different organizations improves individuals' performance portability. Presented at the Strategic Management Society Annual Conference, London, UK.
- Nominated for Best Paper by the Strategic Human Capital Interest Group
- Bentley, F.S., & Kehoe, R.R. 2022. Crossing boundaries in "boundaryless careers": Implications for organizations and employees. Organized symposium held at the Academy of Management Annual Conference, Seattle WA.
- Kehoe, R.R., & Bentley, F.S. 2022. In defense of job hopping? How building experience in different organizations improves individuals' performance portability. Presented at the Academy of Management Annual Conference, Seattle WA.
- Bentley, F.S., Kehoe, R.R., & Chung, H. 2021. Investing for keeps: Pre-pandemic investments in human capital reduce workforce reductions associated with COVID-19 financial pressures. Presented at the Strategic Management Society Annual Conference, Virtual.
- Nominated for Best Paper by the Strategic Human Capital Interest Group
- Bentley, F.S., Kehoe, R.R., & Chung, H. 2021. Investing for keeps: Pre-pandemic investments in human capital reduce workforce reductions associated with COVID-19 financial pressures. Presented at the Academy of Management Annual Conference, Virtual.
- Bentley, F.S., Choudhury, A., & Hun, J. 2021. When and how firms benefit from having an HR executive: A longitudinal analysis. Presented at the Academy of Management Annual Conference, Virtual.
- Bentley, F.S., & Kehoe, R.R. 2020. In defense of job hopping? How building experience in different organizations improves individuals' performance portability. Presented at the Strategic Management Society Annual Conference, England, U.K.
- Bentley, F.S., & Kehoe, R.R. 2020. Accounting for nuance in information asymmetries in the hiring process. Organized symposium held at the Academy of Management Annual Meeting, Vancouver, B.C.
- Kehoe, R.R., & Bentley, F.S. 2020. Shields and shadows: Stars' protective and eclipsing effects in the face of failure and success. Presented at the Academy of Management Annual Meeting, Vancouver, B.C.
- Bentley, F.S., & Choudhury, A. 2020. The value creating potential of HR executives for organizations. Presented at the Academy of Management Annual Meeting, Vancouver, B.C.
- Kehoe, R.R. & Bentley, F.S. 2019. Failing with stars: When a star is a name to take the blame. Presented at the Strategic Management Society Annual Conference, Minneapolis, MN.

- Bentley, F.S., Jiang, K., & Allen, D.G. 2019. I'm better than this! Managing overqualified workers using the task context. Presented at Academy of Management Annual Conference, Boston, MA.
- Bentley, F.S., & Allen, D.G. 2018. Too much of a good thing? The turnover and performance implications of excess human capital. Presented at the Strategic Management Society Annual Conference, Paris, France.
- Bentley, F.S., Kehoe, R.R., Fulmer, I.S., Lepak, D.P., & Tzabbar, D. 2018. An exploration of the joint effects of human capital dispersion and resource management strategies on unit performance. Presented at Academy of Management Annual Meeting, Chicago, IL.
- Bentley, F.S. 2018. Examining strategic human capital in the context of sports. Organized symposium held at Academy of Management Annual Meeting, Chicago, IL.
- Rosado-Soloman, E., Bentley, F.S. 2018. The implications of social capital for innovation across multiple levels of a firm. Presented at the Israel Organizational Behavior Conference, Tel Aviv, Israel.
- Bentley, F.S., & Kehoe, R.R. 2017. Give them some slack! Examining the benefits of slack in the context of strategic change. Presented at Strategic Management Society Annual Conference, Houston, TX.
- Bentley, F.S., & Kehoe, R.R. 2017. Give them some slack! Examining the benefits of slack in the context of strategic change. Presented at Academy of Management Annual Meeting, Atlanta, GA.
- Bentley, F.S., Kehoe, R.R., & Allen, D.G. 2017. Overqualified or underutilized? Disentangling the turnover and performance implications associated with underutilization of human capital. Presented at Strategic Management Society Special Conference on Strategic Human Capital, Milan, Italy.
- Bentley, F.S. 2016. Reconceptualizing slack: Human resource slack, financial slack, and firm performance under differing contextual factors. Presented at Academy of Management Annual Meeting, Anaheim, CA.
- Bentley, F.S. 2016. Revisiting the relationship between resource slack and firm performance under strategic change and economic conditions. Presented at Strategic Management Society Annual Conference, Berlin, Germany.
- Bentley, F.S., Fulmer, I.S., & Kehoe, R.R. 2015. Payoffs for layoffs? An examination of CEO relative pay and firm performance surrounding layoffs announcements. Presented at People and Organizations Conference, The Wharton School, University of Pennsylvania.

Bentley, F.S., Fulmer, I.S., & Kehoe, R.R. 2015. Do CEOs receive payoffs from layoffs? An examination of the relationship between CEO relative pay and layoffs. Presented at Academy of Management Annual Meeting, Vancouver, BC.

Kehoe, R.R., Lepak, D.P., Bentley, F.S., & Fulmer, I.S. 2014. Reassessing value creation and rent appropriation by star employees. Presented at Strategic Management Society Annual Conference, Madrid, Spain.

Kehoe, R.R., Fulmer, I.S., & Bentley, F.S. 2014. Putting stars in their place: Adding human capital context to the discussion on star employees. Presented at Academy of Management Annual Meeting, Philadelphia, PA.

Chaired Conference Symposia

Crossing boundaries in “boundaryless careers”: Implications for organizations and employees. *Academy of Management Annual Conference*, 2022

Accounting for nuance in information asymmetries in the hiring process. *Academy of Management Annual Conference*, 2020

Examining strategic human capital in the context of sports. *Academy of Management Annual Conference*, 2018

SELECT MEDIA COVERAGE

Forbes, [“4 ways to become a star employee in the workplace”](#), March 9th, 2021

Talent Economy, [“5 Types of star performers companies overlook”](#), August 21st, 2018

Fortune, [“Underpaid CEOs four times more likely to lay off employees, researchers say”](#) August 21st, 2018.

Washington Post, [“CEOs who feel underpaid are more likely to lay off workers”](#), August 23rd, 2018.

CNN, [“How power changes the CEO brain”](#), September 4th, 2018.

RESEARCH GRANTS

Cornell University CAHRS Research Grant (Co-Investigator), 2019, \$20,000

SHRM Foundation Dissertation Grant, 2016, \$5,000

TA/GA Professional Development Fund Grant, 2015, \$1,000

Masters in Labor Studies and Employment Relations Tuition Fellowship Grant, 2011, \$5,000

EMPLOYMENT & TEACHING

Teaching Experience

University of Delaware, Lerner College of Business and Economics

Instructor, Strategic Management, BUAD 441, Spring 2025

Ratings: Overall Instructor Rating: 4.9/5

Overall Course Rating: 4.9/5

Instructor, Strategic Management, BUAD 441, Spring 2024

Ratings: Overall Instructor Rating: 4.9/5

Overall Course Rating: 4.9/5

Instructor, Strategic Management, BUAD 441, Spring 2023

Ratings: Overall Instructor Rating: 4.8/5

Overall Course Rating: 4.7/5

Instructor, Strategic Management (Honors), BUAD 441, Fall 2022

Ratings: Overall Instructor Rating: 4.7/5

Overall Course Rating: 4.5/5

Binghamton University, School of Management

Instructor, Research Methods II (doctoral seminar), Spring 2022

Ratings: Overall Instructor Rating: 3.9/4 (School Average: N/A)

Overall Course Rating: 3.9/4 (School Average: N/A)

Instructor, Multivariate Statistics (doctoral seminar), Spring 2022

Ratings: Overall Instructor Rating: 3.9/4 (School Average: N/A)

Overall Course Rating: 3.8/4 (School Average: N/A)

Instructor, Strategic Management, MBA, Spring 2021

Ratings: Overall Instructor Rating: 3.9/4 (School Average: 3.3/4)

Overall Course Rating: 3.7/4 (School Average: 3.2/4)

Instructor, Strategic Leadership, MBA, Fall 2020

Ratings: Overall Instructor Rating: 3.9/4 (School Average: 3.4/4)

Overall Course Rating: 3.7/4 (School Average: 3.2/4)

Instructor, Strategic Management, MBA, Spring 2020

Ratings: Overall Instructor Rating: 3.8/4 (School Average: 3.5/4)

Overall Course Rating: 3.6/4 (School Average: 3.3/4)

Instructor, Strategic Management, MBA, Fall 2019

Ratings: Overall Instructor Rating: 3.5/4 (School Average: 3.4/4)

Overall Course Rating: 3.1/4 (School Average: 3.2/4)

Instructor, Strategic Management, Spring 2019

Ratings: Overall Instructor Rating: 3.8/4 (School Average: 3.3/4)

Overall Course Rating: 3.7/4 (School Average: 3.1/4)

Instructor, Strategic Management, Fall 2018

Ratings: Overall Instructor Rating: 3.8/4 (School Average: 3.3/4)

Overall Course Rating: 3.5/4 (School Average: 3.2/4)

Instructor, Strategic Management, Spring 2018

Ratings: Overall Instructor Rating: 3.8/4 (School Average: 3.3/4)

Overall Course Rating: 3.7/4 (School Average: 3.2/4)

Instructor, Strategic Management, Fall 2017

Ratings: Overall Instructor Rating: 3.8/4 (School Average: 3.3/4)

Overall Course Rating: 3.5/4 (School Average: 3.2/4)

Rutgers University, School of Management and Labor Relations

Instructor, HR Strategy II: Business & Competitive Strategy, Spring, 2017

Ratings: Instructor Effectiveness: 4.4/5 (Departmental Average: 4.1)

Course Quality: 4.2/5 (Departmental Average: 4.0)

Instructor, Statistics for Human Resource Management, Fall, 2015

Ratings: Instructor Effectiveness: 4.9/5 (Departmental Average: 3.97)

Course Quality: 4.8/5 (Departmental Average: 4.14)

Instructor, Statistics for Human Resource Management, Spring 2015

Ratings: Instructor Effectiveness: 4.7/5 (Departmental Average: 4.14)

Course Quality: 4.7/5 (Departmental Average: 4.16)

Teaching Assistant, HR Strategy IV, Professor Dave Lepak, Spring 2014

Teaching Assistant, Economics of Labor Markets, Professor Douglas Kruse, Fall 2013

Teaching Assistant, Perspectives on Labor Studies, Professor Saul Rubinstein, Spring 2012

Teaching Assistant, Finance for Personal & Professional Success, Steph Atkins, Fall 2011

Research Employment

Research Assistant, School of Management and Labor Relations, Professor Rebecca Kehoe, 2015-2017

Research Assistant, School of Management and Labor Relations, Professor Dave Lepak, 2014

Research Assistant, Eagleton Institute of Politics, Professor Janice Fine, Fall 2011 - 2013

Research Assistant, Professor Saul Rubinstein, Fall 2011 - 2013

Research Assistant, Department of Labor Studies and Employment Relations, Professor Douglas Kruse, Summer 2011 - 2013

Market and Investment Research, Merrill Lynch Inc., 2008

HONORS AND AWARDS

Best Reviewer Award, *Human Resource Management*, 2025

Best Reviewer Award, *Human Resource Management Review*, 2023

Binghamton University, School of Management, Corning Research Award, 2020

Binghamton University, School of Management, Faculty Teaching Honors, 2017-2022

SHRM Dissertation Grant Award, 2016

Fellow, Rutgers University Predoctoral Leadership Development Institute, 2015-2022

PhD student representative, PhD Policy Committee, School of Management and Labor Relations, Rutgers, 2014-2017

Delta Mu Delta Honors Society, Fall 2008

UNIVERSITY AND SCHOOL SERVICE

University of Delaware

Co-Coordinator of Lunch and Learn Brownbag Series, Department of Business Administration, Fall 2023-Present

Faculty Ambassador, Lerner College Convocation Ceremony, Spring 2023

Lerner College Decision Days, Faculty Representative, Spring 2023

Faculty Search Committee, Department of Business Administration, Strategy Group, Fall 2022

Faculty Teaching Peer-Evaluation, Spring 2023

Binghamton University

Graduate MBA Curriculum Task Force (2021-2022)

Diversity, Inclusion, and Belonging Committee, School of Management (2020-2022)

AACSB Accreditation Faculty Representative (2020)

PriceWaterhouseCooper Case Competition Judge (2020)

Graduate Curriculum Committee, School of Management (2019-2022)

DECA Case Competition, Judge (2019)

Binghamton Marketing Association Case Conference, Speaker (2019)

PricewaterhouseCooper Case Competition Judge (2019)

DECA Case Competition, Judge (2018)

Dickinson College Open House, Speaker and Faculty Representative (2018)

DECA Case Competition, Judge (2017)

Undergraduate Curriculum Committee, School of Management (2017-2019)

Faculty Search Committee, Strategy Group, School of Management (2017, 2021)

PhD Student Dissertation, Qualifying Exam, and Advising

Dissertation Committee

TJ Raineri (2025, Rutgers University, Committee Member)

Yixiao Shen (2025, Rutgers University, Committee Member)

Anwesha Choudhury (2022, Binghamton University, Committee Member).

Qualifying Exam Committee

Etka Topagolu (2020, Binghamton University)

Shalini Kurumathur (2020, Binghamton University)

Anwesha Choudhury (2020, Binghamton University)

Jason Marshall (2020, Binghamton University)

Neil Maclaren (2019, Binghamton University)

PROFESSIONAL MEMBERSHIPS & SERVICE ACTIVITIES

Academy of Management

HR Division Executive Committee Member (elected position), 2023-Present

HR Division Executive Committee, Awards Committee (Chair) 2024-2025

HR Division Mentoring Program, Co-Creator, 2022-2023

HR Division Late-Stage Doctoral Consortium Panelist (2022)

HR Division Teaching PDW Panelist (2021)

HR Division Innovative Teaching Award Committee (2021)
 HR Division Teaching PDW, panelist (2020)
 HR Division Innovative Teaching Award Committee (2020)
 HR Division Teaching PDW, facilitator (2019)
 HR Division Innovative Teaching Award Committee (2019)
 HR Division Best Student Paper Award Committee (2019)
 HR Division Teaching PDW, facilitator (2018)
 HR Division Late-Stage Doctoral Consortium Panelist (2017)
 HR Division SHRM Foundation Dissertation Award Committee, Chair (2018)
 HR Division Executive Committee Volunteer (2017-Present)
 HR Division Teaching Material Repository, Manager (2017-Present)

Strategic Management Society

Strategic Human Capital Junior Faculty Mentoring Program, Mentee (2021-2022)
 Strategic Human Capital PhD Student Mentoring Program, Mentor (2021-2022)
 Strategic Human Capital Junior Faculty Mentoring Program, Mentee (2020-2021)
 Strategic Human Capital PhD Student Mentoring Program, Mentor (2020-2021)
 Strategic Human Capital Junior Faculty Mentoring Program, Mentee (2019-2020)
 Strategic Human Capital PhD Student Mentoring Program, Mentor (2019-2020)
 Strategic Human Capital Interest Group, Membership Interview Committee (2018)

Journal Award Committees

Personnel Psychology, Best Paper Award (2023)
 Human Resource Management Review, Scholarly Impact Award (2023)

Editorial Boards

Human Resource Management (2022-Present)
Human Resource Management Review (2020-Present)
Journal of Applied Psychology (2024-Present)
Journal of Management (2025-Present)
Personnel Psychology (2019-Present)

Ad Hoc Journal Reviewing

Academy of Management Journal
Human Resource Management
Human Resource Management Review
International Journal of Human Resource Management
Industrial and Labor Relations Review
Journal of Applied Psychology
Journal of Business Research
Journal of Management
Journal of Management Studies
Personnel Psychology
Strategic Management Journal

Conference Reviewing

Academy of Management, Human Resource Division
Academy of Management, Strategic Management
Strategic Management Society, Strategic Human Capital
Strategic Management Society, Corporate Strategy