

16:545:612
PH.D. SEMINAR IN MACRO HUMAN RESOURCES
Fall 2025

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Office Hours: I am very flexible by appointment, please reach out anytime by email so we can schedule a time to connect! I love visiting with Ph.D. students!

COURSE OVERVIEW

The purpose of this doctoral seminar is to examine the roles of human resource management as a strategic element of organizations and of human capital as a source of competitive advantage. Accordingly, this seminar focuses on both the strategic human resource management (SHRM) tradition and the more recent strategic human capital (SHC) literature. The seminar is “macro” in the sense that the overarching focus is on exploring implications for firms and their competitiveness in the marketplace. It is important to recognize that the meaning of “macro” changes by context. In a traditional strategy department, this would be a very “micro” seminar, but in a traditional organizational behavior and or human resources department, this seminar is clearly “macro.”

The first half of the semester will expose you to the modern SHC perspective and help you see how and why “strategy” research has embraced a human capital perspective. We will cover topics such as mobility, firm-specific human capital, incentives, AI-augmentation, and so forth.

The second half of the semester will ground you in the classic SHRM perspectives and help you understand the core logics and methods of this literature. You will learn about the factors that determine the HR systems and practices a firm adopts as well as the link between HR practices/systems and firm performance. We will also explore the emerging algorithmic HR literature.

AI USE AND DISCLOSURE

Top management journals have started adopting AI disclosure policies, requiring authors to disclose how, if at all, they have used AI in their research process. For this class we will follow the [AOM AI Policy](#), with these highlights:

- AI tools cannot be listed as an author of a paper.
- AI tools cannot be used as a resource in reviewing a paper.
- Use of AI tools are only allowed to support the following:
 - Spelling
 - Grammar
 - Data Collection/Analysis

I have used AI (Grammarly) to make spelling and grammar recommendations in this syllabus and in other written materials for this course. I have used sophisticated (but not AI) tools to help

me in literature reviews and identifying relevant articles (e.g. Research Rabbit). I have personally reviewed each assigned article and made my own independent pedagogical decisions.

COURSE AND GRADING PHILOSOPHY

My job as a professor in a Ph.D. seminar is to provide you with a curated and structured exploration of a specific domain of management research. My role is not to “teach” or “lecture” but, instead, to coach and guide you as you form your own opinions and assessments of the field.

My grading philosophy for this class reflects the way our field is currently structured: we make imperfect and inherently lumpy decisions based on subjective assessments of limited information. Tenure cases have (generally) three results: tenure granted, tenure denied, or continuance requested (e.g. please fix these issues and come up again in 2-3 years – very rare). Submissions to journals have several results: accept, conditional accept, minor revision, major revision, reject and resubmit, reject, desk-reject. Our academic papers do not get “scores” that we can see, they simply get decisions in one of these categories with associated feedback. Each time I formally assess a work product for grading purposes, I will assign a grade category as follows:

- **Excellent:** This is a work product I would expect from someone who has successfully met all requirements for a PhD from a respected academic institution in our field. This rating will likely be very rare in our class given your experience levels.
- **Exceeds Expectations:** This is a work product I would expect from someone who has successfully passed qualifying exams and is actively working on a dissertation, but has not yet been through the rigors of completing and defending a dissertation. This rating level will probably not be common, but I anticipate a few instances when students will exceed expectations in this way.
- **Meets Expectations:** This is a work product I would expect from a Ph.D. student who has not yet been through the rigors of qualifying exams but is actively working to build tools and skills for a successful qualifying exam experience. This will be, by far, the most common rating level for assessments in our class.
- **Below Expectations:** This is a work product that is below my expectations of quality for a student actively preparing for a successful qualifying exam experience. I hope this rating level is uncommon, but I will use it as a feedback mechanism to help you understand any gaps between where your work is and where it needs to be to successfully prepare for your qualifying exams and Ph.D. Candidacy.

The beauty (and terror) of our profession is that you have lots of opportunities to try again, right up until your tenure packet gets submitted for consideration. At that point, your packet is fixed, and your portfolio of work must stand on its own. Similarly, you will have opportunities to “try again” on any work product you submit for this class, right up until the semester deadline. You are not obligated to do so, but you may if you like. If you ever receive an assessment that you are unhappy with and you want to improve it, then please reach out to me to discuss how you can try again. This is the ongoing “revision” process that tends to define our career progression.

KEY ASSESSMENTS

Your ultimate grade in the class will depend on each of the following major assessments:

Assessment	Portion of Final Grade
Contributions to Shared Learning Experience	30%
Mini-Qual Exams	30%
Final Paper	40%
Total	100%

Contributions to Shared Learning Experience

As with most doctoral seminars, the quality of the course is directly related to the quality of class discussion. Consequently, I will evaluate your personal contribution to our class learning experience. The expectation is that you will come to class prepared to discuss (not simply summarize) each required article for the week, and that you will actively engage in our discussions as we make sense of each article and its position and purpose in the academic literature.

While I will not ask you to turn in any of your article prep work, I strongly encourage you to complete a 1-2 page article summary for yourself for each article that addresses each of the following questions:

- What is the primary contribution of this article? What justifies this taking up X pages of scarce space in a top-tier academic journal?
- What is the target audience, or the key literature to which this article contributes?
- What key literature(s) does this article borrow from to construct its core theoretical arguments?
- What seem to be the interesting and important research questions in this area of research?
- What are the strengths and weaknesses of the conceptual arguments and assumptions of this article?
- What are the key findings of this article? Do you believe/trust them?
- What are the strengths and weaknesses of the methodological approach used to test the research questions in this article? Do you have any “forking path” concerns?
- What data are used for the study?
- How does this article fit in with other articles on the topic?
- If you were doing research in the same content area as the article, what would you do next or differently?
- What does this article “have to do” with SHRM and/or SHC research?

Note that the required articles each week are listed in alphabetical order, but that does not mean that this is the right order for reading. While you are welcome to talk to each other before class about the reading, doing so might make our in-class discussions redundant for you. The design of this class focuses on individual reading and processing outside of class, and then active discussion and exploration together in class.

To be ready for our in-class discussions, you will need to have read each article and consider for yourself how these articles relate to one another.

You should be ready for a host of surprise learning experiences that depend upon you having done your preparation work in advance. For example, you may be invited to lead a discussion on a paper or propose the discussion order for the day (with a logic justifying why you believe that order will be best for the class). Some days our work together might be driven by you as students, and other days our work will be driven by me as a professor. My goal is to push your thinking and build your intellectual skills while also exposing you to this literature.

Mini-Qual Exams

While the specific form of qualifying exams at different schools can be unique, they share a common theme: you receive complex and often ambiguous questions that you must answer within a limited timeframe. These questions often require you to integrate across concepts and ideas that you have covered in your core seminars and/or your specialty readings.

To help you prepare for your qualifying exams, I will give you several mini-qual exams during the semester. For each exam I will give you at least one mini-question that can be completed within a few hours, and give you a clear time limit for your response. The question(s) will be broad, ambiguous, and will require complex integrative thinking and arguing (Note, since I will likely be contributing to one or more of your actual qualifying exams, this is an opportunity for you to learn how I think about these types of assessments).

Note: Timing, deadlines and logistics for mini-qual exams will be communicated through the class Canvas site.

A few examples of potential mini-qual questions:

Example Question 1:

In week 3 we discussed literature X.

- What are the central research questions, theoretical tools and empirical methods leveraged in this paradigm?
- What are the most significant weaknesses you see in this literature?
- What other literature or theoretical perspective *from a different seminar* seems most closely related to literature X and why?
- What weaknesses in literature X are addressed in the literature or perspective that you chose?

Example Question 2:

In week 7 we discussed a set of papers using method Z.

- Why does this literature seem to rely so much on method Z?
- What are the strengths and weaknesses of method Z?
- What is the literature missing because of its reliance on method Z?
- Design a new study that would test one or more of the core propositions in this literature but using a different method than Z. Explain how and why your proposal addresses the weaknesses of Z.

How to prepare for mini-qual exams:

The best preparation for mini-qual exams is to keep up with the readings, take careful notes on the questions I recommend above, and build the core readings of the class into your working memory of academic knowledge. The exam is not testing your ability to cram knowledge at the last minute; it is testing your ability to add academic knowledge slowly and methodically into your personal knowledge of the field, and your ability to coherently work with that knowledge when building logical arguments and drawing conclusions.

How the mini-qual exams will be graded:

I will ultimately assess your mini-qual responses using the evaluation scale above. I will grade harshly on purpose because the stakes are lower for you here than in your real qualifying exams.

If you are unhappy with your evaluation on your mini-qual, then you will have up to one week after receiving my evaluation and feedback to revise and resubmit your mini-qual response, including a short response document indicating how you incorporated feedback into your revision. Your final grade on the mini-qual will be based on your resubmission (should you choose to do so).

Final Paper

You will write a high-quality research paper on the Macro HR topic of your choice. This paper should integrate extant research and theory with new ideas that you develop on the chosen topic. The paper may reflect a proposed empirical study (including the development of clear research questions and hypotheses and description of a research design/methodological approach that would allow you to test your predictions) or may represent a conceptual contribution to the field of Macro HR (including the development of novel propositions that will advance thinking on your chosen topic). Whatever the nature of the paper, it must be of top research quality. All papers should be written in a format and structure suitable for submission to a top management journal (e.g., *Academy of Management Review*, *Academy of Management Journal*, *Administrative Science Quarterly*, *Journal of Management*, *Journal of Applied Psychology*, *Personnel Psychology*, *Strategic Management Journal*).

Your length target is approximately 20 pages (not including references). Most journals have a “not to exceed” page limit, and this presents a double-edged sword for authors. If we are below the page limit, and reviewers feel we have not been complete enough in arguing one or more points, completing additional analyses, and so forth, then they will say “why was your paper so short when you did not do nearly enough with X, Y and/or Z?” If we are above the page limit, reviewers may critique us for being too long winded, for including information that could have been included in an appendix, etc. Accordingly, focus more on the tightness and soundness of your logic than on the page target. I can imagine a very tight, clear, and compelling paper that is only 12 pages, and a compelling, dense, and well-argued paper that is 28 pages. Everything in between is probably fine. If you turn in 28 pages of fluff, I will wonder why you did not compact it into 14 pages of high-quality logic. If you turn in 12 pages of light logic, I will wonder why you did not invest in deepening and strengthening your arguments using more paragraphs and pages.

I will read your paper as if I were a reviewer at a top-tier management journal. Accordingly, you are being evaluated on the clarity of your logic, the novelty of your idea, the relevance of your idea to the literature you cite, the effectiveness of any proposed empirical approach, the insight/length ratio of your submission, and so forth.

Key milestones for the final paper:

Note: Timing, deadlines, and logistics for the final paper are in the Canvas site.

a. Research proposal. You will submit a short research proposal for your idea. This will be in the form of a draft introduction (no more than 3 double-spaced pages) and a short outline for the rest of the paper (no more than 5 double-spaced pages in total).

b. First draft. You will submit a first full draft of the paper, and I will assign this draft out for peer review. You will peer review 1-2 other papers and, likewise, you will receive peer reviews from 1-2 other students. You will then incorporate feedback you deem appropriate before submitting your final paper.

c. Final paper. With your final paper, you must submit a brief point-by-point response explaining how you addressed each of the written comments provided to you in the peer reviews.

Note that for every deadline on the final paper, there is an automatic two-day grace period (48 hours after the original due day/time). The purpose of this grace period is to provide a simple accommodation for emergencies, sicknesses, and other unexpected occurrences that can come up in our lives without requiring me to make personal judgment calls or exceptions on an individual basis. In addition, because I make this grace period available to everyone for all three of the deadlines, I will not make additional concessions on these submission dates.

WEEK 1 (9/4):
COURSE OVERVIEW, TOOLS, AND INTRO TO MACRO HR

REQUIRED: Theory and Framing Tools

- Barney, J. B. (2018). [Editor's comments: Positioning a theory paper for publication](#). In *Academy of Management Review* (Vol. 43, Issue 3, pp. 345–348). Academy of Management.

REQUIRED: Research Design Tools

- King, A., Goldfarb, B., & Simcoe, T. (2021). [Learning from Testimony on Quantitative Research in Management](#). *Academy of Management Review*, 46(3), 465–488.
- McGrath, J. E. (1981). [Dilemmatics The Study of Research Choices and Dilemmas](#). *American Behavioral Scientist*, 25(2), 69–102.

REQUIRED: Introduction to Strategic Human Resource Management (SHRM)

- Jackson, S. E., Schuler, R., & Jiang, K. 2014. [An aspirational framework for strategic human resource management](#). *The Academy of Management Annals*, 8: 1-56.
- Barney, J. 1991. [Firm resources and sustainable competitive advantage](#). *Journal of Management*. 17: 99-129.

Additional Resources (not required): More Background on SHRM

- Devanna, M.A., Fombrun, C. & Tichy, N.M. 1981. Human resource management: A strategic perspective. *Organizational Dynamics*, (Winter) 9: 51-67.
- Duffey, J. 1988. Competitiveness and human resources. *California Business Review*, Spring, 3, 92-100.
- Dyer, L. 1983. Bringing human resources into the strategy formulation process. *Human Resource Management*, 22(3): 257-271.
- Dyer, L., & Holder, J. 1988. A strategic perspective of human resource management. In L. Dyer (ed.), *Human resource management: Evolving roles and responsibilities*, (pp 1-35. Washington, DC: American Society for Personnel Administration/Bureau of National Affairs.
- Dyer, L. 1984. Linking human resources and business strategies. *Human Resource Planning*, 7(2): 79-84.
- Dyer, L. 1984. Studying human resource strategy: An approach and an agenda. *Industrial Relations*, 23(3): 156-169.
- Dyer, L. 1985. Strategic human resources management and planning. In K.M. Rowland, & G.R. Ferris (eds.), *Research in Personnel and Human Resource Management*, (pp. 1-30). Greenwich, CT: JAI Press.
- Fisher, C.D. 1989. Current and recurrent challenges in HRM. *Journal of Management*, 15(2): 157-180.
- Lawrence & Dyer, 1983. Dilemmas facing American industry. *Renewing American Industry*. (pp. 1-16). New York, NY: Free Press.
- Mahoney, T.A., & Decktop, J.R., 1986. Evolution of concept and practice in personnel administration/human resource management. In J.G. Hunt & J.D. Blair (eds.), *Yearly Review of Management of the Journal of Management*, 12(2): 223-241.

- Pfeffer, J. 1998. *The human equation: Building profits by putting people first*. Boston, MA: Harvard Business School Press. (Chapter 2).
- Tichy, N.M., Fombrun, C.J., & Devanna, M.A. 1982. Strategic human resource management. *Sloan Management Review*, 23(2): 47-61.
- Walker, J.W., & Moorehead, G. 1987. CEOs: What they want from HRM. *Personnel Administrator*, 32(12): 50-59.

WEEK 2 (9/11): STRATEGIC HUMAN CAPITAL PERSPECTIVES

REQUIRED:

- Campbell, B. A., Coff, R., & Kryscynski, D. 2012. [Rethinking sustained competitive advantage from human capital](#). *Academy of Management Review*, 37: 376-395.
- Coff, R. 1997. [Human assets and management dilemmas: Coping with hazards on the road to resource-based theory](#). *Academy of Management Review*, 22(2): 374-402.
- Fulmer, I.S., & Ployhart, R.E. 2014. [“Our most important asset”: A multidisciplinary/multilevel review of human capital valuation for research and practice](#). *Journal of Management*, 40(1): 161-192.
- Gardner, T. M. 2005. [Interfirm competition for human resources: Evidence from the software industry](#). *Academy of Management Journal*, 48: 237-256.
- Nyberg, A.J., Moliterno, T.P., Hale, Jr, D., & Lepak, D.P. 2014. [Resource-based perspectives on unit-level human capital: A review and integration](#). *Journal of Management*, 40(1): 316-346.
- Starr, E., Ganco, M., & Campbell, B. A. 2018. [Strategic human capital management in the context of cross-industry and within-industry mobility frictions](#). *Strategic Management Journal*, 39: 2226-2254.

Additional Resources (not required):

- Coff, R., & Kryscynski, D. 2011. Invited editorial: Drilling for micro-foundations of human capital-based competitive advantages. *Journal of Management*, 37(5): 1429-1443.
- Coff, R. W. 1999. When competitive advantage doesn't lead to performance: The resource-based view and stakeholder bargaining power. *Organization Science*, 10(2), 119-133.

WEEK 3 (9/18): HUMAN CAPITAL COMPLEMENTARITIES

REQUIRED:

- Chadwick, C. 2017. [Towards a more comprehensive model of firms' 'human capital rents'](#). *Academy of Management Review*, 42: 499-519.
- Ethiraj, S. K., & Garg, P. [The division of gains from complementarities in human-capital-intensive activity](#). *Organization Science*, 23: 725-742.
- Ployhart, R.E., & Moliterno, T.P. 2011. [Emergence of the human capital resource: A multilevel model](#). *Academy of Management Review*, 36(1): 127-150.
- Ployhart, R.E., Nyberg, A.J., Reilly, G., & Maltarich, M.A. 2014. [Human capital is dead: Long live human capital resources!](#) *Journal of Management*, 40(2): 371-398.
- Wolfson, M. A., & Mathieu, J. E. 2018. [Sprinting to the finish: Toward a theory of human capital resource complementarity](#). *Journal of Applied Psychology*, 103(11), 1165–1180.
- Wolfson, M. A., & Mathieu, J. E. 2021. [Deploying Human Capital Resources: Accentuating Effects of Situational Alignment and Social Capital Resources](#). *Academy of Management Journal*, 64(2), 435–457.

Additional Resources (not required):

- Adegbesan, J. 2009. On the origins of competitive advantage: Strategic factor markets and heterogeneous resource complementarity. *Academy of Management Review*.
- Byun H, Frake J, Agarwal R. 2018. Leveraging who you know by what you know: Specialization and returns to relational capital. *Strategic Management Journal*. **39**(7): 1803–1833
- Chen JS, Garg P. 2018. Dancing with the stars: Benefits of a star employee's temporary absence for organizational performance. *Strategic Management Journal*. **39**(5): 1239–1267
- Dezsö CL, Ross DG. 2012. Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*. **33**(9): 1072–1089
- Hess, A. M., & Rothaermel, F. T. 2011. When are assets complementary? Star scientists, strategic alliances, and innovation in the pharmaceutical industry. *Strategic Management Journal*, 32: 895-909.
- Holcomb TR, Holmes Jr. RM, Connelly BLBL, Holmes Jr RM. 2009. Making the most of what you have: managerial ability as a source of resource value creation. *Strategic Management Journal* **30**(5): 457–485
- Mackey, A., Molloy, J. C., & Morris, S. S. 2014. Scarce human capital in managerial labor markets. *Journal of Management*, 40: 399-421.
- Riley SM, Michael SC, Mahoney JT. 2017. Human capital matters: Market valuation of firm investments in training and the role of complementary assets. *Strategic Management Journal*. **38**(9): 1895–1914.
- Shamsie, J. & Mannor, M. J. 2013. Looking inside the dream team: Probing into the contributions of tacit knowledge as an organizational resource. *Organization Science*, 24: 513-529.

- Subramaniam, M. & Youndt, M. A. 2005. The influence of intellectual capabilities on the types of innovative capabilities. *Academy of Management Journal*, 48: 450-463.
- Weller, I., Hymer, C. B., Nyberg, A. J., & Ebert, J. 2019. How matching creates value: Cogs and wheels for human capital resources research. *Academy of Management Annals*, 13: 188-214.

WEEK 4 (9/25): AI AUGMENTATION

REQUIRED:

- Agarwal, Kryscynski & Singh. Producing AI Zombies: How AI Augmentation May Enhance Performance While Limiting Human Capital Development. Working Manuscript. (*DK will provide most up to date version, request if he has not provided!*)
- Allen, R., & Choudhury, P. (Raj). 2022. Algorithm-Augmented Work and Domain Experience: The Countervailing Forces of Ability and Aversion. *Organization Science*, 33(1): 149–169.
- Bankins, S., Ocampo, A. C., Marrone, M., Restubog, S. L. D., & Woo, S. E. 2024. A multilevel review of artificial intelligence in organizations: Implications for organizational behavior research and practice. *Journal of Organizational Behavior*, 45(2): 159–182.
- Jia, N., Luo, X., Fang, Z., & Liao, C. 2024. When and How Artificial Intelligence Augments Employee Creativity. *Academy of Management Journal*, 67(1): 5–32.
- Raisch, S., & Krakowski, S. 2021. Artificial Intelligence and Management: The Automation–Augmentation Paradox. *Academy of Management Review*, 46(1): 192–210.
- SimanTov-Nachlieli, I. 2024. More to Lose: The Adverse Effect of High Performance Ranking on Employees' Preimplementation Attitudes Toward the Integration of Powerful AI Aids. *Organization Science*. <https://doi.org/10.1287/orsc.2023.17515>.

Additional Resources (not required):

- Brynjolfsson, E., Li, D., & Raymond, L. R. 2023, April. Generative AI at Work. National Bureau of Economic Research. <https://doi.org/10.3386/w31161>.
- Anthony, C. 2021. When Knowledge Work and Analytical Technologies Collide: The Practices and Consequences of Black Boxing Algorithmic Technologies. *Administrative Science Quarterly*, 66(4): 1173–1212.
- Choudhury, P., Starr, E., & Agarwal, R. 2020. Machine learning and human capital complementarities: Experimental evidence on bias mitigation. *Strategic Management Journal*, 41(8): 1381–1411.
- Cui, Z. (Kevin), Demirer, M., Jaffe, S., Musolff, L., Peng, S., et al. 2024, September 3. The Effects of Generative AI on High Skilled Work: Evidence from Three Field Experiments with Software Developers. Rochester, NY: Social Science Research Network. <https://doi.org/10.2139/ssrn.4945566>.
- Dell'Acqua, F., McFowland III, E., Mollick, E. R., Lifshitz-Assaf, H., Kellogg, K., et al. 2023, September 15. Navigating the Jagged Technological Frontier: Field Experimental Evidence of the Effects of AI on Knowledge Worker Productivity and Quality. Rochester, NY: Social Science Research Network. <https://doi.org/10.2139/ssrn.4573321>.
- Loaiza, I., & Rigobon, R. 2025. The EPOCH of AI: Human-Machine Complementarities at Work. Working Manuscript.
- Raisch, S., & Fomina, K. 2024. Combining Human and Artificial Intelligence: Hybrid Problem-Solving in Organizations. *Academy of Management Review*, amr.2021.0421.
- Murray, A., Rhymer, J., & Sirmon, D. G. 2021. Humans and Technology: Forms of Conjoined Agency in Organizations. *Academy of Management Review*, 46(3): 552–571.

WEEK 5 (10/2):
WORKFORCE DIFFERENTIATION AND STAR PERFORMERS

REQUIRED:

- Groysberg, B. Lee, L.-E., & Nanda, A. 2008. [Can they take it with them? The portability of star knowledge workers' performance.](#) *Management Science*, 54: 1213-1230.
- Groysberg, B., Polzer, J. T., & Elfenbein, H. A. 2011. [Too many cooks spoil the broth: How high-status individuals decrease group effectiveness.](#) *Organization Science*, 22: 722-737.
- Huselid, M.A. & Becker, B.E. 2011. [Bridging micro and macro domains: Workforce differentiation and strategic human resource management.](#) *Journal of Management*, 37(2): 421-428.
- 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: 1848-1872.
- Lepak, D.P., & Snell, S.A. 1999. [The human resource architecture: Toward a theory of human capital allocation and development.](#) *Academy of Management Review*, 24: 31-48.
- Oldroyd, J. B., & Morris, S. S. 2012. [Catching falling stars: A human resource response to social capital's detrimental effect of information overload on star employees.](#) *Academy of Management Review*, 37: 396-418.

Additional Resources (not required):

- Aguinis, H., O'Boyle, E., Gonzalez-Mule, E., & Joo, H. 2016. Cumulative advantage: Conductors and insulators of heavy-tailed productivity distributions and productivity stars. *Personnel Psychology*, 69: 3-66.
- Azoulay, P., Graff Zivin, J., & Wang, J. 2010. Superstar extinction. *Quarterly Journal of Economics*, 25: 549-589.
- Call, M. L., Nyberg, A. J., & Thatcher, S. M. B. 2015. Stargazing: An integrative conceptual review, theoretical reconciliation, and extension for star employee research. *Journal of Applied Psychology*, 100: 623-640.
- Groysberg, B., & Lee, L. 2009. Hiring stars and their colleagues: Exploration and exploitation in professional service firms. *Organization Science*, 20: 740-758.
- Groysberg, B., & Lee, L. 2010. Star power: Colleague quality and turnover. *Industrial and Corporate Change*, 19: 741-765.
- Kehoe, R. R., & Tzabbar, D. 2015. Lighting the way or stealing the shine? An examination of the duality in star scientists' effects on firm innovative performance. *Strategic Management Journal*, 36: 709-727.
- Prato, M. & Ferraro, F. 2018. Starstruck: How hiring high-status employees affects incumbents' performance. *Organization Science*, 29: 755-987.
- Tzabbar, D., & Kehoe, R. R. 2014. Can opportunity emerge from disarray? An examination of exploration and exploitation following star scientist turnover. *Journal of Management*, 40: 449-482.

WEEK 6 (10/9): MOBILITY

MOBILITY REQUIRED:

- Baek, M., Bidwell, M., & Keller, J. R. 2022. [My Manager Moved! Manager Mobility and Subordinates' Career Outcomes](#). *Organization Science*, 33(5), 1861–1888.
- Benson, A., & Rissing, B. A. 2020. [Strength from within: Internal mobility and the retention of high performers](#). *Organization Science*, 31: 1475-1496.
- Call, M., Nyberg, A.J., Ployhart, R.E., & Weekley, J. 2015. [The Dynamic nature of collective turnover and unit performance: The impact of time, quality, and replacements](#). *Academy of Management Journal*
- De Stefano, F., Bonet, R., & Camuffo, A. 2019. [Does losing temporary workers matter? The effects of planned turnover on replacements and unit performance](#). *Academy of Management Journal*.
- Hausknecht, J. P., & Holwerda, J. 2013 [When does employee turnover matter? Dynamic member configurations, productive capacity, and collective performance](#). *Organization Science*, 24: 210-225.
- Keller, J., & Dlugos, K. 2023. [Advance 'Em to Attract 'Em: How Promotions Influence Applications in Internal Talent Markets](#). *Academy of Management Journal*.
- Mawdsley, J. K., & Somaya, D. 2016. [Employee Mobility and Organizational Outcomes: An Integrative Conceptual Framework and Research Agenda](#). *Journal of Management*, 42(1), 85–113.

INTER FIRM MOBILITY Additional Resources (not required):

- Campbell, B. A., Ganco, M., Franco, A. M. & Agarwal, R. 2012. Who leaves, where to, and why worry? Employee mobility, entrepreneurship, and effects on source firm performance. *Strategic Management Journal*, 33: 65-87.
- Campbell, B. A., Saxton, B. M., & Banerjee, P. M. 2014. Resetting the shot clock: The effect of comobility on human capital. *Journal of Management*, 40: 531-556.
- Eckardt, R., Skaggs, B. C., & Lepak, D. P. 2018. An examination of the firm-level performance impact of cluster hiring in knowledge-intensive firms. *Academy of Management Journal*, 61: 919-944.
- Makarius, E. E. & Stevens, C. E. 2019. [Drivers of collective human capital flow: The impact of reputation and labor market conditions](#). *Journal of Management*.
- Nyberg, A. J., & Ployhart, R. E. 2013. [Context-emergent turnover \(CET\) theory: A theory of collective turnover](#). *Academy of Management Review*, 38: 109-131.
- Raffiee, J. (2017). Employee Mobility and Interfirm Relationship Transfer: Evidence from the Mobility and Client Attachments of United States Federal Lobbyists, 1998–2014. *Strategic Management Journal*, 38(10), 2019–2040.
- Somaya, D., Williamson, I. O., & Lorinkova, N. 2008. Gone but not lost: The different performance impacts of employee mobility between cooperators versus competitors. *Academy of Management Journal*, 51: 936-953.
- Reilly, G., Nyberg, A. J., Maltarich, M., & Weller, I. 2014. Human capital flows: using context-emergent turnover (CET) theory to explore the process by which turnover, hiring, and job demands affect patient satisfaction. *Academy of Management Journal*, 57: 766-790.

- Starr, E., Frake, J., & Agarwal, R. 2019. Mobility constraint externalities. *Organization Science*.
- Tan, D. & Rider, C. I. 2017. Let them go? How losing employees to competitors can enhance firm status. *Strategic Management Journal*, 38: 1848-1874.

INTRA FIRM mobility, Additional Resources (not required):

- Althausen, R. P. 1989. Internal labor markets. *Annual Review of Sociology*, 15: 143-161.
- Baker, G., Gibbs, M., & Holmstrom, B. 1994. The internal economics of the firm: Evidence from personnel data. *The Quarterly Journal of Economics*, 109: 881-919.
- Bourmault, N., & Anteby, M. 2020. Unpacking the managerial blues: How expectations formed in the past carry into new jobs. *Organization Science*, 31: 1452-1474.
- DeVaro, J. 2006. [Strategic promotion tournaments and worker performance](#). *Strategic Management Journal*. 27: 721-740.
- Dlugos, K., & Keller, J. R. 2021. Turned down and taking off? Rejection and turnover in internal talent markets. *Academy of Management Journal*, 64(1), 63–85.
- Kehoe, R. R., Brymer, R. A., Keller, J. R., & Kim, J. 2022. Hiring by professional affiliation: The benefits and challenges of leveraging prospective hires' prior employment ties to improve matching and access to resources. *Personnel Psychology*, 1–30.
- Keller, J. R. 2018. Posting and Slotting: How Hiring Processes Shape the Quality of Hire and Compensation in Internal Labor Markets. *Administrative Science Quarterly*, 63(4), 848–878.
- Keller, J., Kehoe, R. R., Bidwell, M., Collings, D., & Myer, A. 2021. In With the Old? Examining When Boomerang Employees Outperform New Hires. *Academy of Management Journal*, 64(6), 1654–1684.
- Pfeffer, J., & Cohen, Y. 1984. Determinants of internal labor markets in organizations. *Administrative Science Quarterly*, 29: 550-572.
- Rosenbaum JE 1979. [Tournament mobility: Career patterns in a corporation](#). *Administrative Science Quarterly* 24(2): 220–241.
- Stadler, C., Helfat, C. E., & Verona, G. 2022. [Transferring knowledge by transferring individuals: Innovative technology use and organizational performance in multiunit firms](#). *Organization Science*, 33: 253-274.

WEEK 7 (10/16): FIRM-SPECIFIC HUMAN CAPITAL

REQUIRED:

- Chatain O, Meyer-Doyle P. 2016. [Alleviating managerial dilemmas in human-capital-intensive firms through incentives: Evidence from M&A legal advisors](#). *Strategic Management Journal*.
- Dyer, J., Kryscynski, D., Law, C., & Morris, S. 2021. [Who should become a business school associate dean? Individual performance and taking on firm-specific roles](#). *Academy of Management Journal*, 64(5), 1605–1624.
- Morris, S. S., Alvarez, S. A., Barney, J. B., & Molloy, J. C. 2017. [Firm-specific human capital investments as a signal of general value: Revisiting assumptions about human capital and how it is managed](#). *Strategic Management Journal*, 38(4), 912–919.
- Raffee, J., & Coff, R. 2015. [Micro-Foundations of Firm-Specific Human Capital: When Do Employees Perceive Their Skills to be Firm-Specific?](#) *Academy of Management Journal*, 59(3), 766–790.
- Wang, H. C., He, J., & Mahoney, J. T. 2009. [Firm-specific knowledge resources and competitive advantage: The roles of economic- and relationship-based employee governance mechanisms](#). *Strategic Management Journal*. 1265–1285.
- Wang H, Zhao S, Chen G. 2017. [Firm-specific knowledge assets and employment arrangements: Evidence from CEO compensation design and CEO dismissal](#). *Strategic Management Journal*. 38(9): 1875–1894.

Additional Resources (not required): Firm-Specific Human Capital

- Coff, R., & Raffee, J. 2015. Toward a Theory of Perceived Firm-Specific Human Capital. *Academy of Management Perspectives*, 29(3), 326–341.
- Kryscynski, D., & Ulrich, D. 2015. Making Strategic Human Capital Relevant: A time sensitive opportunity. *The Academy of Management Perspectives*, 29(3), 357–369.
- Mahoney, J. T., & Kor, Y. Y. 2015. Advancing the human capital perspective on value creation by joining capabilities and governance approaches. *The Academy of Management Perspectives*, 29(3), 296–308.
- Wang, H. C., & Barney, J. B. 2006. Employee incentives to make firm-specific investments: Implications for resource-based theories of corporate diversification. *Academy of Management Review*, 31(2), 466–476.
- Wang H, Zhao S, He J. 2016. Increase in takeover protection and firm knowledge accumulation strategy. *Strategic Management Journal*. 37(12): 2393–2412.

Additional Resources (not required): Social and Relational Capital

- Fonti, F. & Maoret, M. 2016. The direct and indirect effects of core and peripheral social capital on organizational performance. *Strategic Management Journal*, 37: 1765-1785.
- Gubler, T. 2019. Connected, but Qualified? Social Affiliations, Human Capital, and Service Professional Performance. *Organization Science*. 30(5), 912–936.
- Gubler, T., & Cooper, R. 2019. Socially advantaged? How social affiliations influence access to valuable service professional transactions. *Strategic Management Journal*, 40(13), 2287–2314.

- Grigoriou, K., & Rothaermel, F. T. 2014. Structural microfoundations of innovation: The role of relational stars. *Journal of Management*, 40: 586-615.
- Groysberg, B., & Lee, L. 2008. The effect of colleague quality on top performance: The case of security analysts. *Journal of Organizational Behavior*, 29: 1123-1144.
- Raffee, J., & Byun, H. 2020. Revisiting the Portability of Performance Paradox: Employee Mobility and the Utilization of Human and Social Capital Resources. *Academy of Management Journal*, 63(1), 34–63.

WEEK 8 (10/23):
INCENTIVES AND HUMAN CAPITAL

REQUIRED:

- Bode C, Singh J. 2018. [Taking a hit to save the world? Employee participation in a corporate social initiative](#). *Strategic Management Journal*. **39**(4): 1003–1030
- Gambardella A, Panico C, Valentini G. 2015. [Strategic incentives to human capital](#). *Strategic Management Journal* 36(1): 37–52.
- Gallus J, Frey BS. 2015. [Awards: A strategic management perspective](#). *Strategic Management Journal*
- Frank, D. H., & Obloj, T. 2014. [Firm-specific human capital, organizational incentives, and agency costs: Evidence from retail banking](#). *Strategic Management Journal*, 35(9), 1279–1301.
- Kryscynski, D. 2021. [Firm-specific worker incentives, employee retention, and wage-tenure slopes](#). *Organization Science*, 32(2), 352–375.
- de Stefano, F., Bidwell, M., & Camuffo, A. 2022. [Do managers capture the value they create? Drivers of managers' value capture in a large retail chain](#). *Strategic Management Journal*, 43(10), 1983–2011.

Additional Resources (not required):

- Agarwal, R. 2019. Human enterprise. In A. J. Nyberg & T. P. Moliterno (Eds.), *Handbook of Research on Strategic Human Capital resources* (pp. 482–500). Elgar.
- Agarwal, R., & Ohyama, A. 2013. Industry or Academia, Basic or Applied? Career Choices and Earnings Trajectories of Scientists. *Management Science*, 59(4), 950–970.
- Bidwell, M., Won, S., & Barbulescu, R. 2015. I used to work at Goldman Sachs! How firms benefit from organizational status in the market for human capital. *Strategic Management Journal*, 36(8), 1164–1173.
- Carnahan, S., Kryscynski, D., & Olson, D. 2017. When does corporate social responsibility reduce employee turnover? Evidence from attorneys before and after 9/11. *Academy of Management Journal*, 60(5), 1932–1962.
- Flammer C, Luo J. 2017. Corporate social responsibility as an employee governance tool: Evidence from a quasi-experiment. *Strategic Management Journal*. **38**(2): 163–183.
- Gubler, T., Larkin, I., & Pierce, L. 2016. *Doing Well by Making Well: The Impact of Employee Health on Productivity*.
- Kryscynski, D., Coff, R., Campbell, B. A., & Mallory, B. 2020. Homeward bound: How private utility is tied to value creation and capture. *Advances in Strategic Management*, 41, 271–288.
- Roach, M., & Sauermann, H. 2010. A taste for science? PhD scientists' academic orientation and self-selection into research careers in industry. *Research Policy*, 39(3), 422–434.
- Sauermann, H. 2018. Fire in the belly? Employee motives and innovative performance in start-ups versus established firms. *Strategic Entrepreneurship Journal*, 12(4), 423–454.

**WEEK 9 (10/30):
MINI-QUAL 1**

THIS WEEK RESERVED FOR MINI-QUAL 1

We will not meet this week, and there are no reading assignments, so you can focus all of your time on preparing for and excelling at your first mini-qual exam.

WEEK 10 (11/6):
THEORETICAL FOUNDATIONS AND EMPIRICAL CHALLENGES OF SHRM

REQUIRED:

- Gerhart, B. Wright, P.M. McMahan, G. and Snell, S.A. 2000. [Measurement error in research on human resources and firm performance: How much error is there and how does it influence effect size estimates?](#) *Personnel Psychology*, 53: 803-834.
- Huselid, M.A., & Becker, B.E., 2000. [Comment on “measurement error in research on human resources and firm performance: How much error is there and how does it influence effect size estimates?”](#) *Personnel Psychology*, 53: 835-854.
- Lado, A.A. & Wilson, M.C. 1994. [Human resource systems and sustained competitive advantage: A competency-based perspective.](#) *Academy of Management Review*, 19: 699-727.
- Miles, R., & Snow, C.C. 1984. [Designing strategic human resources systems.](#) *Organizational Dynamics*, Summer: 36-52.
- Schuler, R.S., & Jackson, S.E. 1987. [Linking competitive strategies with human resource management practices.](#) *Academy of Management Executive*, 1: 207-219.
- Wright, P.M., Dunford, B.B., & Snell, S.A. 2001. [Human resources and the resource based view of the firm.](#) *Journal of Management*, 27: 701-721.

Additional Resources (not required):

- Amit, R., & Schoemaker, P.J.H. 1993. Strategic assets and organizational rent. *Strategic Management Journal*, 14: 33-46.
- Barney, J. 1986. Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32: 1231-1242.
- Barney, J. 2001. Is the resource-based “view” a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26: 41-57.
- Barney, J., & Wright, P.M. 1998. On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management*, 37(1): 31-46.
- Boxall, P.F. 1996. The strategic HRM debate and the resource-based view of the firm. *Human Resource Management Journal*, 6: 59-75.
- Brewster, C. 1999. Different paradigms in strategic HRM: Questions raised by comparative research. . In P. Wright, L. Dyer, J. Boudreau, J., & G. Milkovich (eds.), *Research in Personnel and Human Resource Management*, Supplement A. Greenwich, CT: JAI Press.
- Chadwick, C., & Dabu, A. 2009. Human resources, human resource management, and the competitive advantage of firms: Towards a more comprehensive model of causal linkages. *Organization Science*, 20(1): 253-272.
- Collis, D.J., & Montgomery, C.A. 1995. Competing on resources: Strategy in the 1990s. *Harvard Business Review*, 73(4): 118-129.
- Delaney, J.T., & Huselid, M.A., 1996. The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4): 949-969.
- Dierickx, I. & Cool, K. 1989. Asset stock accumulation and sustainability of competitive advantage. *Management Science*, 35: 1504-1511.

- Dobbins, G.H., Cardy, R.L., & Carson, K. 1991. Examining fundamental assumptions: A contrast of person and system approaches to human resource management. In G.R. Ferris (ed.), *Research in Personnel and Human Resource Management*, Vol. 9 (pp. 1-38). Greenwich, CT: JAI Press.
- Ferris, G., Hochwarter, W., Buckley, M., Harrell-Cook, G., & Frink, D. 1999. Human Resources Management: Some New Directions. *Journal of Management*. 25(3), 385-415.
- Hall, R. 1992. The strategic analysis of intangible resources. *Strategic Management Journal*, 13: 135-144.
- Henderson, R., & Cockburn, I. 1994. Measuring competence: Exploring firm effects in pharmaceutical research. *Strategic Management Journal*, 15: 63-84.
- Kamoche, K. 1996. Strategic human resource management within a resource-capability view of the firm. *Journal of Management Studies*. 33(2): 213-233.
- Lado, A.A., Boyd, N.G., & Wright, P. 1992. A competency-based model of sustainable competitive advantage: Toward a conceptual integration. *Journal of Management*, 18: 77-91.
- Lengnick-Hall, C.A., & Lengnick-Hall, M.L. 1988. Strategic human resource management: A review of the literature and a proposed typology. *Academy of Management Review*, 13(3): 454-470.
- Leonard-Barton, D. 1992. Core capabilities and core rigidities: A paradox in managing new product development. *Strategic Management Journal*, 13: 111-125.
- Lippman, S.A., & Rumelt, R.P. 1982. Uncertain imitability: An analysis of interfirm differences in efficiency under competition. *Bell Journal of Economics*, 13 (2): 418-439.
- McGrath, R.G., MacMillan, I.C., & Venkataraman, S. 1995. Defining and developing competence: A strategic process paradigm. *Strategic Management Journal*, 16: 251-275.
- Mueller, F. 1996. Human resources as strategic assets: An evolutionary resource-based theory. *Journal of Management Studies*, 33: 757-785.
- Prahalad & Hamel, 1990. The core competence of the corporation. *Harvard Business Review*, May-June: 79-91.
- Priem, R.L., & Butler, J.E. 2001. Is the resource-based “view” a useful perspective for strategic management research? *Academy of Management Review*, 26: 22-40.
- Schultz, T.W. 1961. Investment in human capital. *American Economic Review*, 51: 1-17.
- Strober, M.H. 1990. Human capital theory: Implications for HR managers. *Industrial Relations*, 29: 214-239.
- Truss, C. & Gratton, L. 1994. Strategic human resources management: A conceptual approach. *International Journal of Human Resources Management*, 5(3): 663-686.
- Wright, P.M. & McMahan, G.C. 1992. [Theoretical perspectives for strategic human resource management](#). *Journal of Management*, 18: 295-320.

Additional Resources (NOT required) -methodological challenges

- Piening, E.P., Baluch, A. M. & Salge, T.O. 2013. [The relationship between employees' perceptions of human resource systems and organizational performance: Examining mediating mechanisms and temporal dynamics](#). *Journal of Applied Psychology*, 98(6): 926-947.
- Shin, D. & Konrad, A. M. 2017. [Causality between high-performance work systems and organizational performance](#). *Journal of Management*,

- Wright, P. M., Gardner, T. M., Moynihan, L. M., Park, H. J., Gerhart, B., & Delery, J. E. 2001. [Measurement error in research on human resources and firm performance: Additional data and suggestions for future research](#). *Personnel Psychology*, 54: 875-901.
- Wright, P. M., Gardner, T. M., Moynihan, L. M. & Allen, M. R. 2005. [The relationship between HR practices and firm performance: Examining the causal order](#). *Personnel Psychology*, 58: 409-446.
- Lepak, D.P., Liao, H., Chung, Y., & Harden, E. 2006. A conceptual review of high investment HR systems in strategic HRM research. In J. Martocchio (ed.), *Research in Personnel and Human Resource Management*, Vol. 25.
- Molloy, J.C., Ployhart, R.E., & Wright, P.M. 2011. The myth of “the” micro-macro divide: Bridging system-level and disciplinary divides. *Journal of Management*, 37 (2): 581-609.
- Ostroff, C. & Bowen, D.E. 2016. Reflections on the 2014 decade award: Is there strength in the construct of HR system strength? *Academy of Management Review*, 41(2): 196-214.
- Peccei, R. & Van De Voorde, K. 2019 The application of the multilevel paradigm in human resource management-outcomes research: Taking stock and going forward. *Journal of Management*, 45: 786-818.
- Posthuma, R. A., Campion, M. C., Masimova, M. & Campion, M. A. 2013. A high performance work practices taxonomy: Integrating the literature and directing future research. *Journal of Management*, 39(5): 1184-1220.

WEEK 11 (11/13): HR SYSTEMS AND THEIR DETERMINANTS

REQUIRED:

- Arthur, J.B. 1992. [The link between business strategy and industrial relations systems in American steel minimills](#). *Industrial and Labor Relations Review*, 45(3): 488-506.
- Baird, L., & Meshoulam, I. 1988. [Managing two fits of strategic human resource management](#). *Academy of Management Review*, 13(1): 116-128.
- Baron, J.N., Burton, M.D., & Hannan, M.T. 1996. [The road taken: The origins and evolution of employment systems in emerging high-technology companies](#). *Industrial and Corporate Change*, 5: 239-276.
- Jackson, S.E., Schuler, R.S., & Rivero, J.C. 1989. [Organizational characteristics as predictors of personnel practices](#). *Personnel Psychology*, 42: 727-786.
- Liu, X., van Jaarsveld, D.D., Batt, R. & Frost, A.C. 2014. [The influence of capital structure on strategic human capital: Evidence from U.S. and Canadian firms](#). *Journal of Management*, 40(2): 422-448.
- Pil, F.K., & MacDuffie, J.P. 1996. [The adoption of high-involvement work practices](#). *Industrial Relations*, 35(3): 423-455.

Additional Resources (not required):

- Bennett, N., Ketchen, D., & Schultz, E. 1998. An examination of factors associated with the integration of human resource management and strategic decision-making. *Human Resource Management*, 37(1): 3-16.
- Cook, D.S., & Ferris, G.R. 1986. Strategic human resource management and firm effectiveness in industries experiencing decline. *Human Resource Management*, 25(3): 441-458.
- Dean, J. Jr., & Snell, S.A. 1991. Integrated manufacturing and job design: Moderating effects of organizational inertia. *Academy of Management Journal*, 34(4): 776-804.
- Dewar, R., & Werbel, J. 1979. Universalistic and contingency predictions of employee satisfaction and conflict. *Administrative Science Quarterly*, 24: 426-448.
- Devereaux-Jennings, P. 1994. Viewing macro HRM from without: Political and institutional perspectives. In G. Ferris (ed.), *Research in Personnel and Human Resource Management*, Vol. 12. (pp. 1-40). Greenwich, CT: JAI Press.
- Godard, J. 1997. Whither strategic choice: Do managerial IR ideologies matter? *Industrial Relations*, 36: 206-228.
- Golden, K.A., & Ramanujam, W. 1985. Between a dream and a nightmare: On the integration of the human resource management and strategic business planning processes. *Human Resource Management*, 24(4): 429-452.
- Govindarajan, B. 1988. A contingency approach to strategy implementation at the business-unit level: Integrating administrative mechanisms with strategy. *Academy of Management Journal*, 31(4): 828-853.
- Gupta, A.K. 1984. Contingency linkages between strategy and general manager characteristics: A conceptual examination. *Academy of Management Review*, 9(3): 399-412.

- Guthrie, J.P., & Olian, J.D. 1991. Does context affect staffing decisions? The case of general managers. *Personnel Psychology*, 44 (2): 263-293.
- Huselid, M.A. 1995. The impact of environmental volatility on human resource planning and strategic human resource management. *Human Resource Planning*, 16: 35-51.
- Kochan, T., McKersie, R., & Cappelli, P. 1984. Strategic choice and industrial relations theory. *Industrial Relations*, 23(1): 16-39.
- McCune, J.T., Beatty, R.W., & Montagno. 1988. Downsizing: Practices in manufacturing firms. *Human Resource Management*, 27: 145-161.
- Milgrom, P., & Roberts, J. 1995. Complementarities and fit: Strategy, structure, and organizational change in manufacturing. *Journal of Accounting and Economics*, 19(4): 179-208.
- Napier, N.K. 1989. Mergers and acquisitions, human resource issues and outcomes: A review and suggested typology. *Journal of Management Studies*, 26(3): 271-190.
- Osterman, P. 1994. How common is workplace transformation and who adopts it? *Industrial and Labor Relations Review*, 47: 173-188.
- Olian, J.D., & Rynes, S.L., 1984. Organizational staffing: Integrating practice with strategy. *Industrial Relations*, 23(2): 170-183.
- Schuler, R.S. 1989. Strategic human resource management and industrial relations. *Human Relations*, 42(2): 157-184.
- Schuler, R.S., & Jackson, S.E. 1987. Linking competitive strategies with human resource management practices. *Academy of Management Executive*, 1: 207-219.
- Schuler, R.S. & Jackson, S.E. 1989. Determinants of human resource management priorities and implications for industrial relations. *Journal of Management*, 15: 89-99.
- Snell, S.A. & Dean, J. Jr. 1992. Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management Journal*, 35(3): 467-504.
- Snell, S.A. 1992. Control theory in strategic human resource management: The mediating effect of administrative information. *Academy of Management Journal*, 35(2): 292-327.
- Snell, S.A., & Dean, J. Jr. 1994. Strategic compensation for integrated manufacturing: The moderating effects of jobs and organizational inertia. *Academy of Management Journal*, 37(5): 1109-1140.
- Toh, S.M., Morgeson, F.P., & Campion, M.A. 2008. Human resource configurations: Investigating fit with the organizational context. *Journal of Applied Psychology*, 93(4): 864-882.
- Wright, P.M., & Snell, S.A. 1998. Toward a unifying framework for exploring fit and flexibility in strategic human resource management. *Academy of Management Review*, 23(4): 756-772.

WEEK 12 (11/20): HRM-PERFORMANCE RELATIONSHIP

REQUIRED:

- Arthur, J.B. 1994. [Effects of human resource systems on manufacturing performance and turnover](#). *Academy of Management Journal*, 37: 670-687.
- Batt, R. 2002. [Managing customer services: Human resource practices, quit rates, and sales growth](#). *Academy of Management Journal*, 45 (3): 587-597.
- Chadwick, C., Way, S.A., Kerr, G., & Thacker, J.W. 2013. [Boundary conditions of the high-investment human resource systems—small firm labor productivity relationship](#). *Personnel Psychology*, 66(2): 311-343.
- Guthrie, J.P. 2001. [High Involvement work practices, turnover, and productivity: Evidence from New Zealand](#). *Academy of Management Journal*, 44: 180-190.
- Huselid, M.A. 1995. [The impact of human resource management practices on turnover, productivity, and corporate financial performance](#). *Academy of Management Journal*, 38 (3): 635-672.
- Ichniowski, C., Shaw, K., & Prennushi, G. 1997. [The effects of human resource management practices on productivity: A study of steel finishing lines](#). *The American Economic Review*, June: 291-314.
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). [How Does Human Resource Management Influence Organizational Outcomes? A Meta-analytic Investigation of Mediating Mechanisms](#). *Academy of Management Journal*, 55(6), 1264–1294.
- Kehoe, R. R. & Collins, C. J. 2017. [Human resource management and unit performance in knowledge-intensive work](#). *Journal of Applied Psychology*, 102(8): 1222-1236.

Additional Resources (not required): HRM-Performance Relationship

- Birdi, K., Clegg, C., Patterson, M., Robinson, A., Stride, C.B., Wall, T.D., & Wood, S.J. 2008. The impact of human resource and operational management practices on company productivity: A longitudinal study. *Personnel Psychology*, 61: 467-501.
- Cappelli, P., and Neumark, D. 2001. Do 'high-performance' work practices improve establishment-level outcomes? *Industrial and Labor Relations Review*, 54 (4): 737-775.
- Cappelli, P. & Singh, H. 1992. Integrating strategic human resources and strategic management. In D. Lewin, O.S. Mitchell, & P. Sherer (eds.), *Research frontiers in industrial relations and human resources*, Madison, WI: Industrial Relations Research Association. (pp. 165-192)
- Cappelli, P., & Crocker-Hefter, A. 1996. Distinctive human resources are firms' core competencies. *Organizational Dynamics*, 24(3): 7-22.
- Chadwick, C. 2007. Examining non-linear relationships between human resource practices and establishment performance. *Industrial and Labor Relations Review*, 60(4): 499-521.
- Chang, S., Jia, L., Takeuchi, R. & Cai, Y. 2014. Do high-commitment work systems affect creativity? A multilevel combinational approach to employee creativity. *Journal of Applied Psychology*, 99(4): 665-680.

- Chuang, C.H. & Liao, H. 2010. Strategic human resource management in service context: Taking care of business by taking care of employees and customers. *Personnel Psychology*, 63: 153-196.
- Cutcher-Gershenfeld, J.C. 1991. The impact on economic performance of a transformation in workplace relations. *Industrial and Labor Relations Review*, 44: 241-260.
- Dyer, L., & Reeves. T. 1995. HR strategies and firm performance: What do we know and where do we need to go? *International Journal of Human Resource Management*, 6: 656-670.
- Gardner, T.M., Wright, P.M. & Moynihan, L.M. 2011. The impact of motivation, empowerment, and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment. *Personnel Psychology*, 64: 315-350.
- Gong, Y., Law, K.S., Chang, S., & Xin, K.R. 2009. Human resource management and firm performance: The differential role of managerial affective and continuance commitment. *Journal of Applied Psychology*, 94: 263-275.
- Han, J., Kang, S., Oh, I.-S., Kehoe, R. R., & Lepak, D. P. (in press). The Goldilocks effect of strategic human resource management? Optimizing the benefits of a High Performance Work System through the dual alignment of vertical and horizontal fit. *Academy of Management Journal*.
- Koch, M.J. & McGrath, R.G. 1996. Improving labor productivity: Human resource management policies do matter. *Strategic Management Journal*, 17: 335-354.
- Liu, D., Gong, Y., Zhou, J., & Huang, J. 2017. Human resource systems, employee creativity, and firm innovation: The moderating role of firm ownership. *Academy of Management Journal*, 60: 1164-1188.
- Lawler, E.E. 1992. *The ultimate advantage: Creating the high-involvement organization*. San Francisco, CA: Jossey-Bass.
- Lawler, E.E., Mohrman, S.A., & Ledford, G.E. 1995. *Creating high performance organizations: Practices and results of employee involvement and total quality management in Fortune 1000 companies*. San Francisco: Jossey-Bass Publishing.
- Lee, J., & Miller, D. 1999. People matter: Commitment to employees, strategy and performance in Korean firms. *Strategic Management Journal*, 20: 579-593.
- Levine, D. 1995. *Reinventing the workplace: How business and employers can both win*. Washington, DC: Brookings Institute.
- Meyer, A.D., Tsui, A.S., & Hinings, C.R. 1993. Configurational approaches to organizational analysis. *Academy of Management Journal*, 36 (6): 1175-1195.
- Patel, P.C., Messersmith, J.G., & Lepak, D.P. 2013. Walking the tight-rope: An assessment of the relationship between high performance work systems and organizational ambidexterity in high tech SMEs. *Academy of Management Journal*, 56(5): 1420-1442.
- Perry-Smith, J.E., & Blum, T.C. 2000. Work family human resource bundles and perceived organizational performance. *Academy of Management Journal*, 43: 1107-1117.
- Snell, S.A. & Youndt, M.A. 1995. Human resource management and firm performance: Testing a contingency model of executive controls. *Journal of Management*. 21(4): 711-737.

- Snow, C.C. & Snell, S.A. 1993. Staffing as strategy. In M. Schmitt, and W.C. Borman (eds.), *Personnel selection in organizations*.
- Su, Z.X., Wright, P.M., & Ulrich, M.D. In Press. Going beyond the SHRM paradigm: Examining four approaches to governing employees. *Journal of Management*.
- Takeuchi, R., Chen, G., & Lepak, D. P. 2009. Through the looking glass of a social system: Cross-level effects of High Performance Work Systems on Employee Attitudes. *Personnel Psychology*, 62: 1-29.
- Way, S.A. 2002. High performance work systems and intermediate indicators of firm performance within the U.S. small business sector. *Journal of Management*, 28(6): 765-785.
- Whitener, E. 2001 Do 'high commitment' human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27(5): 515-535.
- Wright, P.M. McMahan, G., McCormick, B., & Sherman, W. 1998. Strategy, core competence, and HR involvement as determinants of HR effectiveness and refinery performance. *Human Resource Management*, 37(1): 17-30.
- Wright, P.M., Smart, D., & McMahan, G.C. 1995. On the integration of strategy and human resources: An investigation of the match between human resources and strategy among NCAA basketball teams. *Academy of Management Journal*, 38: 1052-1074.

Additional Resources (not required): Mediation/Proximal Effects of HR Systems

- Batt, R. & Colvin, A.J. 2011. An employment systems approach to turnover: Human resources practices, quits, dismissals, and performance. *Academy of Management Journal*, 54(4): 695-717.
- Collins, C.J. & Smith, K.G. 2006. Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of Management Journal*, 49(3): 544-560.
- Jiang, K., Lepak, D.P. Hu, J., & Baer, J. 2012. How does human resource management influence organizational outcomes? A meta-analytic investigation of the mediating mechanism. *Academy of Management Journal*, 55: 1264-1294.
- Messersmith, J.G., Patel, P.C., Lepak, D.P. & Gould-Williams, J. 2011. Unlocking the black box: Exploring the link between high performance work systems and performance. *Journal of Applied Psychology*, 96 (6): 1105-1118.
- Takeuchi, R., Lepak, D.P., Wang, H. & Takeuchi, K. 2007. An empirical examination of the mechanisms mediating between high performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*, 92(4): 1069-1083.
- Tsui, A.S., Pearce, J.L., Porter, L.W., & Tripoli, A.M. 1997. Alternative approaches to the employee-organization relationship: Does investment in employees pay off? *Academy of Management Journal*, 40(5): 1089-1121.

Additional Resources (not required): HRM Process

- Bowen, D.E. & Ostroff, C. 2004. Understanding HRM—Firm performance linkages: The role of “strength” of the HRM system, *Academy of Management Review*, 29: 203-221.
- Kehoe, R. R. & Han, J. H. (in press). An expanded conceptualization of line managers' involvement in human resource management. *Journal of Applied Psychology*.

- Kehoe, R. R. & Wright, P.M. 2013. The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of Management*, 39: 366-391.
- Liao, H., Toya, K., Lepak, D.P., & Hong, Y. 2009. Do They See Eye to Eye? Management and Employee Perspectives of High-Performance Work Systems and Influence Processes on Service Quality. *Journal of Applied Psychology*, 94 (2): 371-391.
- Nishii, L.H., Lepak, D.P., & Schneider, B. 2008. Employee attributions of the “why” of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction. *Personnel Psychology*, 61 (3): 503-545.
- Sikora, D.M., Ferris, G.R. & Van Iddekinge, C.H. 2015. Line manager implementation perceptions as a mediator of relations between high performance work practices and employee outcomes. *Journal of Applied Psychology*, 100(6): 1908-1918.

Additional Resources (not required): Contingency Factors in the HRM-Performance Relationship

- Collins, C., & Kehoe, R.R. 2017. [Examining strategic fit and misfit in the management of knowledge workers](#). *Industrial and Labor Relations Review*.
- Datta, D. K., Guthrie, J. P., & Wright, P.M, 2005. [Human resource management and labor productivity: Does industry matter?](#) *Academy of Management Journal*, 48: 135-145. (this article also includes an [erratum](#))
- Delery, J. & Doty, D.H. 1996. [Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions](#). *Academy of Management Journal*, 39: 802-835.
- Skaggs, B. C., & Youndt, M. 2004. [Strategic positioning, human capital, and performance in service organizations: A customer interaction approach](#). *Strategic Management Journal*, 25: 85-99.
- Sun, L.I., Aryee, S., & Law, K.S. 2007. [High performance human resource practices, citizenship behavior, and organizational performance: A relational perspective](#). *Academy of Management Journal*, 50(3): 558-577.
- MacDuffie, J. P. 1995. Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial and Labor Relations Review*, 48: 197-221.
- Youndt, M.A., Snell, S.A., Dean, J.W. Jr., & Lepak, D.P. 1996. Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39(4): 836-866.

Additional Resources – Alternative perspectives on HRM (not required):

- Jiang, K., Chuang, C.H. & Chaio, Y.C. 2015. Developing collective customer knowledge and service climate: The interaction between service-oriented high-
- Collins, C.J. & Clark, K.D. 2003. [Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage](#). *Academy of Management Journal*, 46(6): 740-751.
- Gittell, J.H., Seider, R. & Wimbush, J. 2010. [A relational model of how high-performance work systems work](#). *Organization Science*, 21(2): 490-506.

- Chuang, C.H., Jackson, S.E. & Jiang, Y. 2016. [Can knowledge-intensive teamwork be managed? Examining the roles of HRM systems, leadership, and tacit knowledge.](#) *Journal of Management*, 42(2): 524-554.
- Chang, S., Gong, Y., Way, S.A. & Jia, L. 2013. [Flexibility-oriented HRM systems, absorptive capacity, and market responsiveness and firm innovativeness.](#) *Journal of Management*, 39(7): 1924-1951.
- Methot, J. R., Rosado-Solomon, E., & Allen, D. (2018). [The network architecture of human capital: A relational identity perspective.](#) *Academy of Management Review*, 43(4), 723-748.
- performance work systems and service leadership. *Journal of Applied Psychology*, 100(4): 1089-1106.

**WEEK 9 (11/25):
MINI-QUAL 2**

THIS WEEK RESERVED FOR MINI-QUAL 2

We will not meet this week, and there are no reading assignments, so you can focus all of your time on preparing for and excelling at your first mini-qual exam.

WEEK 14 (12/4): ALGORITHMIC HR

REQUIRED:

- Kellogg, K. C., Valentine, M. A., & Christin, A. 2020. Algorithms at Work: The New Contested Terrain of Control. *Academy of Management Annals*, 14(1): 366–410.
- Leicht-Deobald, U., Busch, T., Schank, C., Weibel, A., Schafheitle, S., et al. 2019. The Challenges of Algorithm-Based HR Decision-Making for Personal Integrity. *Journal of Business Ethics*, 160(2): 377–392.
- Meijerink, J., & Bondarouk, T. 2023. The duality of algorithmic management: Toward a research agenda on HRM algorithms, autonomy and value creation. *Human Resource Management Review*, 33(1): 100876.
- Newman, D. T., Fast, N. J., & Harmon, D. J. 2020. When eliminating bias isn't fair: Algorithmic reductionism and procedural justice in human resource decisions. *Organizational Behavior and Human Decision Processes*, 160: 149–167.
- Ravid, D. M., Tomczak, D. L., White, J. C., & Behrend, T. S. 2020. EPM 20/20: A Review, Framework, and Research Agenda for Electronic Performance Monitoring. *Journal of Management*, 46(1): 100–126.
- Tambe, P., Cappelli, P., & Yakubovich, V. 2019. Artificial Intelligence in Human Resources Management: Challenges and a Path Forward. *California Management Review*, 61(4): 15–42.

Additional Readings (NOT REQUIRED):

- Parent-Rocheleau, X., & Parker, S. K. 2022. Algorithms as work designers: How algorithmic management influences the design of jobs. *Human Resource Management Review*, 32(3): 100838.
- Amaya, J., & Holweg, M. 2024. Using algorithms to improve knowledge work. *Journal of Operations Management*, 70(3): 482–513.
- Rahman, H. A. 2021. The Invisible Cage: Workers' Reactivity to Opaque Algorithmic Evaluations. *Administrative Science Quarterly*, 66(4): 945–988.
- Zhou, Y., Wang, L., & Chen, W. 2023. The dark side of AI-enabled HRM on employees based on AI algorithmic features. *Journal of Organizational Change Management*, 36(7): 1222–1241.
- Lee, M. K. 2018. Understanding perception of algorithmic decisions: Fairness, trust, and emotion in response to algorithmic management. *Big Data & Society*, 5(1): 2053951718756684.
- Duggan, J., Sherman, U., Carbery, R., & McDonnell, A. 2020. Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. *Human Resource Management Journal*, 30(1): 114–132.