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EDUCATION

Ph.D., Business Administration, Michigan State University, 1988
M.B.A., Michigan State University, 1985
B.A., Psychology, Miami University, 1981

ACADEMIC POSITIONS

University of Virginia, Darden Graduate School of Business, Charlottesville, VA, USA

2007-present Professor of Business Administration
2022-present Eleanor and Philip Rust Professor of Business Administration
2020-2022 Frank Sands Sr. Professor of Business Administration
2016-2020 E. Thayer Bigelow Research Chair
2014-2016 Senior Associate Dean for Executive Education

Bath University, School of Management, Bath England
2021-2024 Visiting Professor of Management

Cornell University, ILR School, Ithaca, NY, USA

2001-2007 Director, Executive Education, Center for Advanced HR Studies (CAHRS)
2001-2007 Professor, Department of Human Resource Studies

Pennsylvania State University, Smeal College of Business Administration, University Park, PA, USA

1999-2001 Professor, Department of Management and Organization
1993-1999 Research Director, Institute for the Study of Organizational Effectiveness (ISOE)
1994-1999 Associate Professor, Department of Management and Organization
1987-1994 Assistant Professor, Department of Management and Organization

ADMINISTRATIVE ASSIGNMENTS

University of Virginia, Darden Graduate School of Business

University Faculty Senate (2025-present)
Executive MBA & Professional Degrees Program Committee (2019-present)
Appointments Committee (2007-1010, 2025-present)
Provost Promotion and Tenure Committee (2012-2015, 2020-2022)
PhD Program Committee (2022-2024)
Executive MBA Awards Committee (2023-2024)
Dean's Operating Committee (2014-2016)
Executive Education Policy Committee (2012-2014)
Chair, MBA Program Concept Team (2010-2011)
MBA Policy Committee (2009-2010)

Cornell University, ILR School

CAHRS Executive Committee (2001-2007)
Academic Standards Committee (2001-2004)
Admissions Committee (2001-2004)

ARTICLES IN REFERREED JOURNALS

1. Snell, S.A., Swart, J., Morris, S. and Boon, C. 2023. The HR ecosystem: Emerging trends and a future research agenda in Human Resource Management. *Human Resource Management*, special issue, 62(1): 5-14.
2. Snell, S.A. and Morris, S.M. 2021. Time for realignment: The HR ecosystem. *Academy of Management Perspectives*, 35(2), 219-236.
3. Morris, S.M., Snell, S.A. and Bjorkman, I. 2016. An architectural framework for global talent management. *Journal of International Business Studies*, 47 (6): 723-747.
4. Way, S. Tracey, J.B., Fay, C. Wright, P.M. Snell, S.A., Chang, S. & Gong, Y. 2015. Validation of a multi-dimensional HR flexibility measure, *Journal of Management*, 41 (4): 1098-1131.
5. Snell, S.A. and Morris, S.M. 2014. Building dynamic capabilities around organizational learning challenges. *Journal of Organizational Effectiveness: People and Performance*, 1 (3): 214-239.
6. Morris, S.M., Snell, S.A., Hammond, R. 2014. A micro-foundations approach to transnational capabilities: Testing the influence of knowledge search behaviors in a global professional service firm, *Journal of International Business Studies*, 45, 405–427.
7. Kang, S.C., Snell, S.A., and Swart, J. 2012. Options-based HRM, intellectual capital, and exploratory and exploitative learning in law firms' practice groups. *Human Resource Management*, 51 (4): 461–485.
8. Morris, S.M. and Snell, S.A. 2011. Intellectual capital configurations and organizational capability: An empirical examination of human resource subunits in the multinational enterprise, *Journal of International Business Studies*, 42 (6): 805-827.
9. Morris, S.M. Wright, P.M. Trevor, J. Stiles, P. Stahl, G.K., Snell, S.A. Paauw, J. Ferndale, E. 2009. Global challenges to replicating HR: The role of people, processes, and systems. *Human Resource Management*, special issue, Nov-Dec (2010 winner of the Academy of Management International Human Resource Scholarly Research Award).
10. Kang, S.C. & Snell, S.A. 2009. Intellectual capital architectures and ambidextrous learning: A framework for human resource management. *Journal of Management Studies*, 46(1):65-92.
11. Minbaeva, D., Foss, N., & Snell, S.A. 2009. Bringing the knowledge perspective into HRM. *Human Resource Management*, 48(4): 477–483.
12. Kang, S.C., Morris, S. & Snell, S.A. 2007. Relational archetypes, organizational learning, and value creation: Extending the human capital architecture. *Academy of Management Review*, special issue, 32(1): 236-256.
13. Wright, P.M. & Snell, S.A. 2005. Partner or guardian? HR's challenge in balancing value and values. *Human Resource Management*, special issue, 44 (2): 177-184. Also published in S. Meisinger, M. Losey, and D. Ulrich (Eds) *The future of HR: 50 thought leaders call for change*. NY: John Wiley and Sons.
14. Wright, P.M., Snell, S.A. & Dyer, L. 2005. New models of strategic HRM in a global context. *International Journal of Human Resource Management*, 16 (6): 875.

15. Wright, P.M., Snell, S.A. & Jacobsen, P. 2004. Current approaches to HR strategies: Lessons learned from twenty companies. *Human Resource Planning*, 27(4): 36-46.
16. Youndt, M.A. & Snell, S.A. 2004. Human resource configurations, intellectual capital, and organizational performance, *Journal of Managerial Issues*, 16 (3): 337-361.
17. Youndt, M.A., Subramaniam, M., & Snell, S.A. 2004. Intellectual capital profiles: Examination of investments and returns. *Journal of Management Studies*, 41(2): 335-361.
18. Lepak, D.P., Takeuchi, R. & Snell, S.A. 2003. Employment flexibility and firm performance: Examining the moderating effects of employment mode, environmental dynamism, and technological intensity, *Journal of Management*, 29(5): 681-705.
19. Lepak, D. P. & Snell, S. A. 2002. Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. *Journal of Management*, 28(4): 517-543.
20. Wright, P.M., Dunford, B., & Snell, S.A. 2001. Human resources and the resource based view of the firm. *Journal of Management*, 27(6): 701-721.
21. Wright, P.M., McMahan, G., Snell, S.A. & Gerhart, B. 2001. Comparing line and HR executives' perceptions of HR effectiveness: Services, roles, and contributions. *Human Resource Management*, 40(2): 111-123.
22. Snell, S.A. 2001. Review of *Human Resource Strategy: Formulation, Implementation, and Impact*, by Peter Bamberger & Ilan Meshoulam. *Industrial & Labor Relations Review*, 54(3): 720-721.
23. Snell, S.A., Dean, J.W., Jr., Lepak, D.P. & Youndt, M.A. 2000. Selection and training for integrated manufacturing: The moderating effects of job characteristics. *Journal of Management Studies*, 37 (3): 445-466.
24. Gerhart, B., Wright, P.M., McMahan, G.C. & Snell, S.A. 2000. Measurement error in research on human resource decisions and firm performance: How much error is there and how does it influence effect size estimates? *Personnel Psychology*, 53(4): 803-834.
25. Lepak, D.P. & Snell, S.A. 1999. The human resource architecture: Toward a theory of human capital development and allocation. *Academy of Management Review*, 24 (1): 31-48.
26. Snell, S.A. 1999. Social capital and strategic human resources management: It's whom you know. *Human Resource Planning*, 22(1): 62-65.
27. 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*, 22 (4): 756-772.
28. Snell, S.A., Snow, C.C., Canney Davison, S. & Hambrick, D.C. 1998. Designing and supporting transnational teams: The human resource agenda. *Human Resource Management*, 37(2): 147-158.
29. Hambrick, D.C., Canney Davison, S., Snell, S.A. & Snow, C.C. 1998. When groups consist of multiple nationalities: Toward a new understanding of the implications. *Organization Studies*, 19(2): 181-205.
30. Lepak, D.P. & Snell, S.A. 1998. Virtual HRM: Managing the human resource function for the 21st century. *Human Resource Management Review*, 8 (3): 215-234.
31. 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*, Special Issue, 39(4): 836-866.

32. Dean, J.W., Jr. & Snell, S.A. 1996. The strategic use of integrated manufacturing: An empirical examination. *Strategic Management Journal*, 17(6): 459-480.
33. Snow, C.C., Snell, S.A., Canney Davison, S. & Hambrick, D.C. 1996. Use transnational teams to globalize your company. *Organizational Dynamics*, Spring, 50-67.
34. 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.
35. Snell, S.A. & Dean, J.W., Jr. 1994. Strategic compensation for integrated manufacturing: The moderating effects of jobs and organizational inertia. *Academy of Management Journal*, 37(5): 1109-1140.
36. Klein, H.J. & Snell, S.A. 1994. The impact of contextual factors on performance appraisal interview effectiveness. *Journal of Managerial Issues*, 6(2): 160-175.
37. Snell, S.A. & Dean, J.W., Jr. 1992. Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management Journal*, 35 (3): 467-504.
38. Snell, S.A. 1992. A test of control theory in strategic human resource management: The mediating effect of administrative information. *Academy of Management Journal*, 35 (2): 292-327.
39. Dean, J.W., Jr. & Snell, S.A. 1991. Integrated manufacturing and job design: The moderating effect of organizational inertia. *Academy of Management Journal*, 34 (4): 776-804.
40. Wright, P.M. & Snell, S.A. 1991. Toward an integrative view of strategic human resources management. *Human Resource Management Review*, 1 (3): 203-225.
41. Hill, C.W.L. & Snell, S.A. 1989. Effects of ownership structure and control on corporate productivity. *Academy of Management Journal*, 32 (1): 25-46.
42. Hill, C.W.L. & Snell, S.A. 1988. External control, corporate strategy, and performance in research-intensive industries. *Strategic Management Journal*, 9 (6): 577-590.
43. Snell, S.A. & Baldwin, T.T. 1987. Promotions in the corporate world: Comparing the perceptions of corporate managers, MBA students, and university professors. *Journal of Management*, 13 (3): 591-597.
44. Klein, H.J., Snell, S.A. & Wexley, K.N. 1987. Systems model of the performance appraisal interview process. *Industrial Relations*, 26 (3): 267-280.
45. Wexley, K.N. & Snell, S.A. 1987. Managerial power: A neglected aspect of the performance appraisal interview. *Journal of Business Research*, 15: 45-54.
46. Snell, S.A. & Wexley, K.N. 1985. Performance diagnosis: Determining the causes of poor performance. *Personnel Administrator*, 30: 117-127. Edited and published as: Snell, S.A. & Wexley, K.N. 1986. How to make your performance appraisal more effective. *Working Woman*, April: 45-50.

CHAPTERS IN BOOKS AND EDITED VOLUMES-

1. Morris, S.S., Snell, S.A., Neerings, C. and Call, C. 2025. Designing and implementing HR ecosystems. *Oxford Research Encyclopedia of Business and Management*, Oxford University Press.

2. Snell, S.A., Morris, S. and Jarvis, K. 2025. Human resource controls within a workforce ecosystem. In Cardinal, L., Kreutzer, M. and Miller, C. (eds.), **Research Handbook on Organizational Control**, Edward Elgar Publishing, Ltd.
3. Snell, S.A., Morris, S.M. and Serre, B. 2022. HR ecosystems: Reconciling alignment and disruption. In Buckley, M.R., Wheeler, A.R., Baur, J.E. and Halbesleben, J.R.B. (Eds.), **Research in personnel and human resource management**. Volume 40, Emerald Publishing Limited.
4. Swart, J., Cross, D., Kinnie, N., and Snell S. 2022. Networked-based strategic human resource management: Managing people within and beyond the boundaries of organizations. In P. Sherer (ed.), **A research agenda for strategic human resource management: Bringing variety in forms, theory, processes and outcomes**, Elgar Research Agendas.
5. Snell, S.A. and Carrig, K. 2023. The performance-focused organization. In Snow and Fjeldstad (eds.), **Designing Adaptive Organizations**, Cambridge University Press.
6. Morris, S.M. and Snell, S.A. 2019. How employees can better solve customer problems: A use value approach to human and social capital. In Nyberg, A and Moliterno (eds.), **Handbook of Research on Strategic Human Capital Resources**, Edward Elgar.
7. Snell, S.A. & Carrig, K.J. 2017. Beyond strategy: Lessons of Execution Excellence. In Vargas, R.V., **Strategy@Work**, Thinkers50, Brightline: 163-170.
8. Carrig, K., Snell, S., & Onozuka, A. 2016. In search of execution. In Wright, P.M. Ulrich, D., Wright, Antione, R., & Sartaine, E. (eds.) **View from the Top: Leveraging Human and Organizational Capital to Create Value**, SHRM Publishing.
9. Zhong, B-J., Morris, S. S., Snell, S. A., & Wright, P. M. 2014. Resource-based view of international human resources: The role of integrative and creative capabilities in gaining competitive advantage for MNCs. In G. Stahl, I. Bjorkman, and S. Morris (eds.) **Handbook of Research in International Human Resource Management**. Edward Elgar.
10. Snell, S.A. and Crane, B. 2014. Human capital. In Cary Cooper (ed.), **Wiley Encyclopedia of Management**, 3rd edition.
11. Bruner, R., Conroy, R. and Snell, S.A. 2012. The development of general managers capabilities in a global economy, In J. Canals (ed.), **Leadership Development for a Global World**.
12. Snow, C. & Snell, S.A. 2012. Strategic human resource management. In Steven Kozlowski (Ed.), **Handbook of Organizational Psychology**, Oxford University Press.
13. Allen, M. & Snell, S.A. 2012. Entrepreneurial human resource management. In Morris, M. and Kuratko, D. (eds.) **Blackwell Encyclopedia of Entrepreneurship Research**, Blackwell Publishing. Updated version of Collins, C., Allen, M. & Snell, S.A. 2004. Entrepreneurial human resource strategy. In Hitt, M.A. and Ireland, R.D. (Eds.), The Blackwell encyclopedic dictionary of entrepreneurship. Blackwell Publishing.
14. Morris, S., Whitney, D., Snell, S., Hammond, R., Zhang, H., Marcel, N., & Knasky, A. 2010. IFC Advisory Services Knowledge Management Report. **Internal World Bank Publication**.
15. Morris, S.M. & Snell, S.A. 2010. The evolution of HR strategy: Adaptations to increasing global complexity. In A. Wilkinson, N. Bacon, T. Redman, & S.A. Snell (eds.), **Sage handbook of human resource management**, Sage Publishing.
16. Wilkinson, A, Bacon, N, Redman, T. & Snell, S.A. 2009. The field of human resource management. In A. Wilkinson, N. Bacon, T. Redman, & S.A. Snell (eds.), **Sage handbook of human resource**

management, Sage Publishing.

17. Wright, P.M. & Snell, S.A. 2008. Human resources and organizational resources and capabilities. In J. Storey, P. Wright, and D. Ulrich (eds.), ***Handbook of Human Resource Management***. Blackwell Publishers
18. Lepak, D.P. & Snell, S.A.. 2007. Employment sub-systems and changing forms of employment. In Purcell, J. and Boxall, P. (eds.), ***Oxford Handbook of Human Resource Management***, Oxford University Press.
19. Morris, S. S., Snell, S. A., Hammond, R., Rossner, G., & Marinitu, M. 2007. Advisory Services Knowledge Management Report: Findings and Recommendations. ***Internal World Bank Publication***.
20. Morris, S. S., Snell, S. A., & Wright, P. M. 2006. A resource-based view of international human resources: Toward a framework of integrative and creative capabilities. In G. Stahl & I. Bjorkman (Eds.) ***Handbook of Research in International Human Resource Management***, 433-448. Cheltenham, UK: Edward Elgar.
21. Snell, S.A. 2005. Bilateral thinking. ***People Management***, 11 (20): 40-44.
22. Morris, S., Snell, S.A. & Lepak D.P. 2004. An architectural approach to managing knowledge stocks and flows: Implications for reinventing the HR function. In Burke, R. and Cooper, C (Eds.) ***Reinventing human resource Management: Challenges and New Directions***. London: Routledge Press.
23. Snell, S.A. & Morris, S. 2004. Human resource based competitive advantage: An update. In Cartwright, S. (Ed.), ***The Blackwell encyclopedic dictionary of human resource management***, (second edition) Oxford, UK: Blackwell Publishers.
24. Collins, C., Allen, M. & Snell, S.A. 2004. Entrepreneurial human resource strategy. In Hitt, M.A. and Ireland, R.D. (Eds.), ***The Blackwell encyclopedic dictionary of entrepreneurship***. Blackwell Publishing.
25. Lepak, D.P. & Snell, S.A. 2003. Managing the human resource architecture for knowledge-based competition. In S. Jackson, M. Hitt, and A. DeNisi (eds.), ***Managing knowledge for sustained competitive advantage: Designing strategies for effective Human Resource Management***. SIOP Scientific Frontiers Series, 127-154.
26. Snell, S.A., Stueber, D. & Lepak, D.P. 2002. Virtual HR departments: Getting out of the middle. In R. L. Heneman and D.B. Greenberger (eds.) ***Human resource management in virtual organizations***, Information Age Publishing.
27. Snell, S.A., Shadur, M. & Wright, P.M. 2002. Human resources strategy: The era of our ways. In M. A. Hitt, R.E. Freeman, and J.S. Harrison (eds.), ***Handbook of strategic management***, Blackwell Publishing, 627-649.
28. Snell, S.A., Lepak, D.P. & Youndt, M.A. 1999. Managing the architecture of intellectual capital: Implications for strategic human resource management. In G.R. Ferris (ed.), ***Research in personnel and human resources management***, special supplement, JAI Press, 175-193.
29. Snell, S.A. 1997. Human resource based competitive advantage. In Peters, L.H., Youngblood, S.A., and Greer, C.R. (Eds.), ***The Blackwell dictionary of human resource management***, Oxford, UK: Blackwell Publishers: 156-157.

30. Snell, S.A., Youndt, M.A., & Wright, P.M. 1996. Establishing a framework for research in strategic human resource management: Merging resource theory and organizational learning. In G.R. Ferris & K.M. Rowland (eds.), **Research in personnel and human resources management**, Volume 14, JAI Press: 61-90.
31. Snell, S.A., Pedigo, P., & Krawiec, G.M. 1995. Managing the impact of information technology on human resource management. In G.R. Ferris (ed.), **Handbook of human resources**, Oxford, UK: Blackwell Publishers, pp. 159-174.
32. Snow, C.C. & Snell, S.A. 1993. Staffing as strategy. In N. Schmitt and W. Borman (eds.), **Personnel selection in organizations**, Volume 6, Frontiers of Industrial and Organizational Psychology Series, Society for Industrial and Organizational Psychology, San Francisco: Jossey-Bass, 448-478.
33. Snell, S.A. & Kennelly-McGinnis, S. 1993. Human resource planning at Signature Forms, Inc. In H.J. Bernardin & J. Russell (eds.), **Human resource management: An experiential approach**, New York: McGraw-Hill, 195-207.
34. Snell, S.A. & Favia, M. 1993. Human resource planning and recruitment. In H.J. Bernardin & J. Russell (eds.), **Human resource management: An experiential approach**, New York: McGraw-Hill, 165-194.
35. Snow, C.C. & Snell, S.A. 1993. Staffing as strategy. In N. Schmitt and W. Borman (eds.), **Personnel selection in organizations**, Volume 6, Frontiers of Industrial and Organizational Psychology Series, Society for Industrial and Organizational Psychology, San Francisco: Jossey-Bass, 448-478.
36. Wright, P.M. & Snell S.A. 1988. A systems view of human resource strategies. In J. Bernadin (ed.): **An experimental approach to human resource management**, New York, McGraw-Hill.

BOOKS, MONOGRAPHS, AND EDITED VOLUMES

1. Snell, S.A. 2024. **The CEO playbook for strategic transformation: Four factors that will make or break your organization**. Palo Alto, Stanford University Press.
2. Carrig, K.J. & Snell, S.A. 2019. **Strategic execution: Driving breakthrough performance in business**. Palo Alto, Stanford University Press. Nominated for the Financial Times and McKinsey Business Book of the Year. Received the 2020 Axiom Business Book Gold Award for Excellence in Business intelligence and Innovation.
3. Snell, S.A., Morris, S.M. 2025. **Managing human resources**, 20th edition, Cincinnati, OH: Cengage Learning.
 - a. Snell, S.A., Morris, S.M. 2022. **Managing human resources**, 19th edition, Cincinnati, OH: Cengage Learning.
 - b. Snell, S.A., Morris, S.M. 2019. **Managing human resources**, 18th edition, Cincinnati, OH: Cengage Learning.
 - c. Snell, S.A., Morris, S.M. & Bohlander, G.W. 2015. **Managing human resources**, 17th edition, Cincinnati, OH: Cengage Publishing. Published in Korean as Snell, S.A., Morris, S.M., and Bohlander, G.W. 2017. **Managing human resources**, 17th edition, Seoul: Cengage Learning, Korea. Published in Spanish as Bohlander, G.W., Snell, S.A., & Morris, S.M. 2018. **Administracion de recursos humanos**, 17th edition, Cengage Learning. Adapted in Canada as Belcourt, M., Singh, P., Snell, S.A., Morris, S.M. and Bohlander, G.W. 2017. **Managing human resources**, 8th edition, Canadian edition, Toronto: Nelson Canada. Adapted in Canada as Stewart, E.B., Belcourt, M. Peacock, M. Bohlander, G.W. and Snell, S.A. **Essentials of managing human resources**, 16th edition, Toronto: Nelson, Canada.

- d. Snell, S.A. & Bohlander, G.W. 2013. *Managing human resources*, 16th edition, Cincinnati, OH: Cengage Publishing
- e. Bohlander, G.W., & Snell, S.A. 2010. *Managing human resources*, 15th edition, Cincinnati, OH: Cengage Publishing. Also published as Snell, S.A. & Bohlander, G.W. 2010. *Human resource management (international edition)*, Cengage Publishing.
- f. Bohlander, G.W., & Snell, S.A. 2007. *Managing human resources*, 14th edition, Cincinnati, OH: Southwestern Publishing. Also published as Snell, S.A. & Bohlander, G.W. 20007. *Human resource management (international edition)*, Cengage Publishing.
- g. Bohlander, G.W., & Snell, S.A. 2003. *Managing human resources*, 13th edition, Cincinnati, OH: Southwestern Publishing.
- h. Bohlander, G.W., Snell, S.A., & Sherman, A.W., Jr. 2001. *Managing human resources*, 12th edition, Cincinnati, OH: Southwestern Publishing. Published in Spanish as Bohlander, G.W., Snell, S.A., & Sherman, A.W., Jr. 2001. *Administracion de recursos humanos*, 12 edicion, Col. Polanco, Mexico: International Thomson Editores. Published in Portuguese as Bohlander, G.W., & Snell, S.A., & Sherman, A.W., Jr. 2001. *Administracao de recursos humanos*, 12 edicion, Sao Paulo: Pionera Thomson Learning.
- i. Sherman, A.W., Jr., Bohlander, G.W., & Snell, S.A. 1998. *Managing human resources*, 11th edition, Cincinnati, OH: Southwestern Publishing. Published in Canada as Belcourt, M., Sherman, A.W., Jr., Bohlander, G.W. & Snell, S.A. 1999. *Managing human resources*, Canadian edition, Toronto: Nelson Canada.
- j. Sherman, A.W., Jr., Bohlander, G.W. & Snell, S.A. 1996. *Managing human resources*, 10th edition, Cincinnati, OH: Southwestern Publishing. Published in Canada as: Belcourt, M., Sherman, A.W., Jr., Bohlander, G.W. & Snell, S.A. 1996. *Managing human resources*, Canadian edition, Toronto: Nelson Canada.

4. Bateman, T.S. & Snell, S.A. & Konopaske, R. 2019. *Management: Leading and Collaborating in a Competitive World*, 13th Edition, Burr Ridge, IL: McGraw-Hill Higher Education, Inc.

- a. Bateman, T.S. & Snell, S.A. & Konopaske, R. 2016. *Management: Leading and Collaborating in a Competitive World*, 12th Edition, Burr Ridge, IL: McGraw-Hill Higher Education, Inc.
- b. Bateman, T.S. & Snell, S.A. 2014. *Management: Leading and Collaborating in a Competitive World*, 11th Edition, Burr Ridge, IL: McGraw-Hill Higher Education, Inc.
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- f. Bateman, T.S. & Snell, S.A. 2005. *Management: Leading and Collaborating in a Competitive World*, 7th Edition, Burr Ridge, IL: Irwin/McGraw-Hill, Inc.
- g. Bateman, T.S. & Snell, S.A. 2003. *Management: The new competitive landscape*, 6th Edition, Burr Ridge, IL: Irwin/McGraw-Hill, Inc. Published in Chinese as Bateman, T.S. &

Snell, S.A., 2004. **Management: The new competitive landscape**, 6e, Taiwan: McGraw-Hill International Enterprises.

h. Bateman, T.S. & Snell, S.A. 2001. **Management: Competing in the new era**, 5th Edition, Burr Ridge, IL: Irwin/McGraw-Hill, Inc. Published in Chinese as Bateman, T.S. & Snell, S.A., 2002. **Management: Building competitive advantage**, 5e, Taiwan: McGraw-Hill International Enterprises.

i. Bateman, T.S. & Snell, S.A. 1999. **Management: Building competitive advantage**, 4th Edition, Burr Ridge, IL: Irwin/McGraw-Hill, Inc. Published in Chinese as Bateman, T.S. & Snell, S.A. 2000. **Management: Building competitive advantage**, 4e, Beijing, China: Peking University Press.

j. Bateman, T.S. & Snell, S.A. 1996. **Management: Building competitive advantage**, 3rd Edition, Burr Ridge, IL: Richard D. Irwin, Inc. Published in Portuguese as Bateman, T.S. & Snell, S.A. 1997. **Administracao: construindo vantagem competitiva**, 3e, Sao Paulo, Brasil: Atlas.

5. Wilkinson, A., Bacon, N., Snell, S.A., and Lepak, D. (eds.). 2019. **Sage handbook of human resource management**, 2nd edition, Sage Publishing

- Wilkinson, A., Bacon, N., Redman, T. & Snell, S.A. (eds.). 2013. **Sage handbook of human resource management**, paperback edition, Sage Publishing
- Wilkinson, A., Bacon, N., Redman, T. & Snell, S.A. (eds.), 2009. **Sage handbook of human resource management**, Sage Publishing

6. Bateman, T.S., Snell, S.A. & Konopaske, R. 2018. **M: Management**. 5th edition, Burr Ridge, IL: McGraw-Hill Higher Education.

- Bateman, T.S., Snell, S.A. & Konopaske, R. 2015. **M: Management**. 4th edition, Burr Ridge, IL: McGraw-Hill Higher Education
- Bateman, T.S. & Snell, S.A. 2012. **M: Management**. 3rd edition, Burr Ridge, IL: McGraw-Hill Higher Education.
- Bateman, T.S. & Snell, S.A. 2010. **M: Management**. 2st edition, Burr Ridge, IL: McGraw-Hill Higher Education.
- Bateman, T.S. & Snell, S.A. 2008. **M: Management**. 1st edition, Burr Ridge, IL: McGraw-Hill Higher Education.

7. Kinnie, N., Swart, J., Lund, M., Morris, S., Snell, S. & Kang, S. 2006. **Managing people and knowledge in professional service firms**. London, UK: Chartered Institute of Personnel and Development.

CASE STUDIES AND TECHNICAL NOTES

1. Harris, J.D., Snell, S.A., and Lenox, M. 2025. Rivian: Finding Its Lane, Darden Business Publishing UVA (Draft).
2. Snell, S.A. and Harris, J. 2023. LVMH: The Scope of Diversification. **Darden Business Publishing**. UVA.
3. Harris, J., Snell, S.A., and Harrison, K. 2022. Marriott International: Hospitality's Uncertain Future. **Darden Business Publishing**. UVA.

4. Snell, S.A. 2019. Apple's Design Guru: Jony Ive. **Darden Business Publishing**, UVA-S-0320.
5. Snell, S.A. 2019. Chalhoub Group: Transforming the Luxury Retailer. **Darden Business Publishing**, UVA-S-0319.
6. Snell, S.A. and Carrig, K.N. 2019. SunTrust. **Darden Business Publishing**, UVA-S-0307.
7. Yemen, G. and Snell, S.A. in progress. Maruti Suzuki. **Darden Business Publishing**, UVA-S-.
8. Yemen, G. and Snell, S.A. in progress. Ally Financial. **Darden Business Publishing**, UVA-S-.
9. Yemen, G., Snell, S. A. 2016. Transformation in Somaliland: Edna Adan Maternity Hospital.
10. Yemen, G., Snell, S. A. 2016. Transformation in Somaliland: Edna Adan Maternity Hospital (TN).
11. Yemen, G. and Snell, S.A. 2012. AstraZeneca: Transforming how new medicines flow to patients. **Darden Business Publishing**, UVA-S-0221.
12. Keevil, A., Yemen, G., and Snell, S.A. 2011. McGarryBowen. **Darden Business Publishing**, UVA-S-0187.
13. Harris, J., Lenox, M., Liedtka, J., and Snell, S. 2011. The Strategist's Toolkit, **Darden Business Publishing**, Technical Note.
14. Yemen, G. and Snell, S.A. 2010. IBM's Enterprise transformation: Gerstner gets going. **Darden Business Publishing**, UVA-OB-1010.
15. Snell, S.A. and Lemley, A. 2009. Starbucks: Schultz back in the brew. **Darden Business Publishing**, UVA-OB-0970.

PAPERS PRESENTED AT PROFESSIONAL MEETINGS

1. Snell, S.A. and Morris, S.M. 2019. Time for realignment: The HR ecosystem. Paper presented at 88th annual conference of the Academy of Management, Boston, MA, August.
2. Morris, S.S., Kehoe, R.R., Chadwick, C., Snell, S.A., Wright, P.M. and Essman, S. 2019. Revisiting HR Alignment and Strategy, **Academy of Management Proceedings**, 2019, 1(18).
3. Morris, S., Snell, S. & Bjorkman, I. 2014. Toward an architectural framework of human capital within the multinational corporation. Paper presented at Strategic Management Society Conference, Copenhagen, Denmark, July.
4. Morris, S., Snell, S. & Bjorkman, I. 2013. Creating and capturing value through geographically dispersed employees. Paper presented at Strategic Human Capital Conference, Midway, Utah.
5. Morris, S., Snell, S., & Bjorkman, I. 2012. Toward a global human capital architecture. Paper presented at Wharton's 4th People and Organizations Conference, October.
6. Morris, S., Snell, S., & Bjorkman, I. 2011. A global human capital framework. Paper presented at 71st annual conference of the Academy of Management. San Antonio, TX, August.
7. Morris, S., Snell, S., & Bjorkman, I. 2011. Towards a global human capital architecture. Paper presented at the Value Proposition of Human Capital Conference at the Fisher College of Business.

8. Morris, S., Snell, S., & Bjorkman, I. 2011. Turning local human capital into a global corporate asset. Paper presented at Academy of International Business. Nagoya, Japan.
9. Morris, S. S., Snell, S. A., & Hammond, R. 2010. Performance heterogeneity in MNEs. Paper presented at Academy of Management, HR and BPS division. Symposium Organizer in Montreal, Canada.
10. Crane, B. Snell, S.A. Morris, S.M., and Cross, R. 2010. The substitutive, enhancing, multiplicative and diminishing effects of social and human capital. Paper presented at the 70th annual conference of the Academy of Management, Montreal, CA, August.
11. Morris, S.M. Snell, S.A. and Hammond, R. 2009. Meeting transnational objectives through individual knowledge search. Paper presented at the 69th annual conference of the Academy of Management, Chicago, IL, August.
12. Morris, S. S., & Snell, S. A. 2008. The Value of Knowledge for Professional Service Workers: A Use Value Perspective. Paper presented at the Conference on HRM and Knowledge Related Performance. Copenhagen, Denmark.
13. Morris, S.S. and Snell, S.A. 2008. Knowledge resources and organizational capability: An empirical examination of HR subunits in MNCs. Paper presented at the 68th annual conference of the Academy of Management, Anaheim, CA, August.
14. Morris, S.S. and Snell, S.A., Hammond, R. 2008. Knowledge stock valuation for global professional service firms. Paper presented at the 68th annual conference of the Academy of Management, Anaheim, CA, August.
15. Morris, S. S., & Snell, S. A., & Hammond, R. 2007. Organizational Learning and Use Value in the Professional Service Firm. Paper presented at the Strategic Management Society, San Diego, CA. Also presented at MIT, Sloan School of Management IWER Seminar Series in 2007 (Nominated for Best Conference Paper).
16. Morris, S.S. and Snell, S.A. 2007. Poverty alleviation through organizational learning. Paper presented at the 67th annual conference of the Academy of Management, Philadelphia, PA, August.
17. Morris, S. S., Snell, S. A., & Hammond, R. 2007. A Value Proposition for Global Professional Service Firms: Assessing Knowledge Stock, Flow, and Efficiency Relationships during the Project Process. Paper presented at the Macro Human Capital Mini-Conference at Wharton School of Business.
18. Morris, S.S. and Snell, S.A. 2006. Poverty alleviation through organizational learning. Paper presented at Business as an Agent of World Benefit: Management Knowledge Leading Positive Change Global Forum, Cleveland, OH Case Western Reserve University, October, 2006.
19. Morris, S.S. and Snell, S.A. 2006. Knowledge sticking capabilities within the global HR function. Paper presented at the Conference on HRM and knowledge-related performance: The nature, the outcomes and the linkages. The Center for Strategic Management and Globalization, Copenhagen Business School, Copenhagen, Denmark, September, 2006
20. Morris, S.S. and Snell, S.A. 2006. Assessing the relationship between knowledge stocks and flows: A value proposition for professional service firms. Paper presented at the 66th annual conference of the Academy of Management, Atlanta, GA, August.

21. Kang, S.C. and Snell, S.A. 2005. Managing intellectual capital architectures: HRM and bilateral learning in law firms. Paper presented at the 65th annual conference of the Academy of Management, Honolulu, Hawaii, August.
22. Morris, S.S. & Snell, S.A. 2005. Intellectual capital investments in learning capabilities: Managing HR practices in the MNC. Paper presented at the 65th annual conference of the Academy of Management, Honolulu, Hawaii, August.
23. Morris, S.S. & Snell, S.A. 2004. Knowledge-based competencies: A theoretical application of organization learning at the World Bank. Paper presented at the 64th annual conference of the Academy of Management, New Orleans, LA, August.
24. Snell, S.A., Kang, S. & Morris, S. 2003. Managing social relationships for knowledge based competition. Paper presented at the 63rd annual conference of the Academy of Management, Seattle, WA, August.
25. Snell, S.A. Morris, S. & Kang, S. 2003. Extending the HR architecture: Relational archetypes and knowledge management. Paper presented at the Global Issues in HRM Conference, Ithaca, NY, May 2003.
26. Snell, S.A. & Shadur, M. 2002. Knowledge management strategies, human resources, and firm innovation: An empirical study of Australian firms in knowledge intensive industries. Paper presented at the 62nd annual conference of the Academy of Management, Denver, CO, August.
27. Morris, S., Snell, S.A., Collins, C.J. & Kang, S.C. 2002. Extending the human resource architecture: Implications from social capital theory. Paper presented at the 62nd annual conference of the Academy of Management, Denver, CO, August.
28. Kang, S.C., Collins, C.J., Snell, S.A., & Morris, S. 2002. Social capital-enhancing human resource management: Exploring a relationship of HRM, social capital, and competitive advantage. Paper presented at the 62nd annual conference of the Academy of Management, Denver, CO, August.
29. Valcour, P.M. & Snell, S.A. 2002. The “boundaryless” career and work force flexibility: Developing human and social capital for organizational and individual advantage. Paper presented at the 62nd annual conference of the Academy of Management, Denver, CO, August.
30. Shadur, M. & Snell, S.A. 2002. Knowledge management strategies, human resources, and firm innovation: An empirical study of Australian firms in knowledge intensive industries. Paper presented at Conference on People and Performance, Bath, England, UK, April.
31. Youndt, M.A. & Snell, S.A. 2002. Human resource configurations and performance: The mediating role of intellectual capital. Paper presented at Conference on People and Performance, Bath, England, UK, April.
32. Lepak, D.P. & Snell, S.A. 2000. Human resource configurations, employment modes, and firm performance. Paper presented at the 60th annual conference of the Academy of Management, Toronto, Canada, August.
33. Lepak, D.P., Takeuchi, R. & Snell, S.A. 2000. Variations in employment mode usage and firm performance: An empirical examination. Paper presented at the 60th annual conference of the Academy of Management, Toronto, Canada, August.
34. Snell, S.A. 1999. Managing intellectual capital: The role of human resources management. Paper presented at Human Resource Planning Society Research Conference, Ithaca, NY, June.

35. Youndt, M.A. & Snell, S.A. 1999. Intellectual capital profiles: An examination of investments and returns. Paper presented at the 59th annual conference of the Academy of Management, Chicago, IL, August.
36. Lepak, D.P & Snell, S.A. 1999. Examining the human resource architecture: The moderating effects of strategic orientation. Paper presented at the 59th annual conference of the Academy of Management, Chicago, IL, August.
37. Snell, S.A., Lepak, D.P. & Youndt, M.A. 1998. Managing the architecture of intellectual capital: Implications for strategic human resource management. Paper presented at the Mitsubishi Conference, Transformation of Organizations and Strategies in the 21st Century, Zushi, Japan, August.
38. Gerhart, B., Wright, P.M., McMahan, G.C. & Snell, S.A. 1998. Measurement error in research on human resource decisions and firm performance: How much error is there and how does it influence effect size estimates? Paper presented at the 58th annual conference of the Academy of Management, San Diego, CA, August.
39. Youndt, M.A. & Snell, S.A. 1998. Intellectual capital and human resource management. Paper presented at the 58th annual conference of the Academy of Management, San Diego, CA, August.
40. Cochran, P.L & Snell, S.A. 1998. Stakeholder theory in transition: The case of the human resources function. Paper presented at the International Association of Business and Society Conference, Kailua-Kona, Hawaii, June.
41. Wright, P.M. McMahan, G.C., Snell, S.A. & Gerhart, B. 1997. Strategic human resource management: Building human capital and organizational capability. Paper presented at the Human Resource Planning Society Meeting, Ithaca, NY, October.
42. Snell, S.A., Lepak, D.P. & Youndt, M.A. 1997. Managing the architecture of intellectual capital: Implications for strategic human resource management. Paper presented at Cornell University Conference on Strategic Human Resource Management, Ithaca, NY, October.
43. Wright, P.M., McMahan, G.C., Snell, S.A., & Gerhart, B. 1997. A multi-level investigation of the relationships among HR involvement, HR importance, HR effectiveness and firm performance. Paper presented at the 57th annual conference of the Academy of Management, Boston, MA, August.
44. Lepak, D.P. & Snell, S.A. 1997. The strategic management of human capital: Determinants and implications of different employment relationships. Paper presented at the 57th annual conference of the Academy of Management, Boston, MA, August.
45. Youndt, M.A., Snell, S.A., Snow, C.C., & Lepak, D.P. 1997. Strategic orientation, decision making, and performance in transnational teams. *Proceedings of the Eastern Regional Conference of the Academy of Management*, Dublin, Ireland.
46. Snell, S. A. 1997. Understanding the application of competency analysis in strategic human resource management. Symposium chair and presenter, Society for Industrial/Organizational Psychology (SIOP) Conference, St. Louis, MO, April.
47. Snell, S.A., Snow, C.C., Youndt, M.A., & Lepak, D.P. 1996. Using reward systems to enhance the performance of transnational teams. Paper presented at the 56th annual conference of the Academy of Management, Cincinnati, OH, August.
48. Youndt, M.A., Snell, S.A. Dean, J.W., Jr. & Lepak, D.P. 1995. Human resource management, manufacturing strategy, and firm performance. Paper presented at the 55th annual conference of the Academy of Management, Vancouver, BC, August.

49. Youndt, M.A., Snell, S.A. & Snow, C.C. 1994. Training and development in transnational teams: The effects of strategic contribution. Paper presented at the 54th Annual Conference of the Academy of Management, Dallas, TX, August.
50. Snow, C.C., Snell, S.A., Canney Davison, S., & Hambrick. 1993. Developing transnational teams in network organizations: Final report. Presentation for the International Consortium of Executive Development Research, INSEAD, Fontanbleau, France, November.
51. Snell, S.A. 1993. Human resource challenges for developing transnational teams. Paper presented as part of a research symposium at the 53rd Annual Conference of the Academy of Management, Atlanta.
52. Snell, S.A. & Dean, J.W., Jr. 1993. The make or buy decision in human capital investments: Staffing versus training in response to integrated manufacturing. Paper presented at the 53rd Annual Conference of the Academy of Management, Atlanta.
53. Snow, C.C., Snell, S.A., Hambrick, D.C. & Canney Davison, S. 1993. Developing transnational teams: Applications workshop. Presentation for the International Consortium of Executive Development Research, University of North Carolina, Chapel Hill, NC, June 1-4.
54. Snow, C.C., Snell, S.A., Hambrick, D.C. & Canney Davison, S. 1992. Developing transnational teams in global network organizations: An research update. Paper presented at the International Consortium of Executive Development Research, IESE, Barcelona, Spain, November 10-14.
55. Snow, C.C., Snell, S.A., Hambrick, D.C. & Canney Davison, S. 1992. Developing transnational teams in global network organizations. Paper presented at the International Consortium of Executive Development Research, Arden House, Harriman, New York, May 27-30.
56. Snell, S.A. 1991. Executive use of human resource management controls to improve firm performance: Moderating effect of administrative information. In L.R. Jauch & J.L. Wall (eds.) *Academy of Management Proceedings*, 43, 277-281.
57. Snell, S.A. & Dean, J.W., Jr. 1990. The match between human resources management and advanced manufacturing processes. In L.R. Jauch & J.L. Wall (eds.) *Academy of Management Proceedings*, 42, 294-298.
58. Dean, J.W., Jr. & Snell, S.A. 1990. Integrated manufacturing, job design and organizational inertia. Paper presented at the 50th Annual Conference of the Academy of Management, San Francisco, CA, August.
59. Dean, J.W., Jr. & Snell, S.A. 1990. The organizational impact of integrated manufacturing: Overview of the research project. New Technologies and Work Symposium: Managing New Technologies, Bad Hamburg, Germany, May.
60. Hill, C.W.L. & Snell, S.A. 1989. Effects of ownership structure and control on corporate productivity. Paper presented at the Strategic Management Conference, Boston, MA, November.
61. Snell, S.A. 1988. The relationship of organizational context to human resources management: An empirical test of management control theory. In F. Hoy (ed.) *Academy of Management Proceedings*, 40, 292-296.
62. Hill, C.W.L. & Snell, S.A. 1988. External control, corporate strategy, and firm performance in research intensive industries. Paper presented at the 48th Annual Academy of Management Conference, Anaheim, CA, August.

63. Snell, S.A. & Baldwin, T.T. 1988. Strategic and organizational influences on management development: An empirical examination. Paper presented at the 48th Annual Academy of Management Conference, Anaheim, CA, August.
64. Snell, S.A. & Wright, P.W. 1987. The relationship of strategy and administrative uncertainty to characteristics of human resources management practices: Theoretical model and empirical test. Paper presented at the 47th Annual Conference of the Academy of Management, New Orleans, LA, August.
65. Klein, H.J., Snell, S.A. & Wexley, K.N. 1986. An exploratory investigation of the performance appraisal interview process. Paper presented at the 46th Annual Academy of Management Conference, Chicago, IL, August.
66. Baldwin, T.T. & Snell, S.A. 1985. Promotions in the corporate world: Comparing the perceptions of corporate managers, MBA students, and university professors. In J.A. Pearce and R.B. Robinson (eds.), **Academy of Management Proceedings**, 36, 108-113.
67. Klein, H.J., Snell, S.A. & Wexley, K.N. 1985. Systems model of the performance appraisal interview process. In T.N. Martin (ed.), **Proceedings**, 28th Annual Midwest Academy of Management, 39-43.
68. Snell, S.A. 1985. An integrated systems model of performance management, **Proceedings**, Association of HRM/OB, November.
69. Snell, S.A. & Wexley, K.N. 1985. Performance diagnosis: Determining the causes of poor performance. In Martin (ed.), **Proceedings**, 28th Annual Conference of the Midwest Academy of Management, 34-38.
70. Wexley, K.N. & Snell, S.A. 1984. Managerial power: A neglected aspect of the performance appraisal interview. Paper presented at the 44th Annual Conference of the Academy of Management, Boston, MA, August.

SPEAKING ENGAGEMENTS

1. Second Annual *Sands Institute for Lifelong Learning* Summit, Evolution of the C-Suite: Why Talent at the Top Matters, Rosslyn, VA, October 2025.
2. "SHRM: Future of Research," HR Division Research Roundtable, Academy of Management Annual Conference, Copenhagen, Denmark, July 2025.
3. "Teaching Cases in HR," Faculty Roundtable, Academy of Management Annual Conference, Copenhagen, Denmark, July 2025.
4. "Developing a Research Portfolio," HR Division New Faculty Consortium, Academy of Management Annual Conference, Copenhagen, Denmark, July 2025.
5. "HR Ecosystems: Future of Research," HR Division Research Roundtable, Academy of Management Annual Conference, Chicago, IL, August, 2024.
6. "Teaching Cases in HR," Faculty Roundtable, Academy of Management Annual Conference, Chicago, IL, August, 2024.
7. "Developing a Research Portfolio," HR Division New Faculty Consortium, Academy of Management Annual Conference, Chicago, IL, August, 2024.
8. "Workforce and HR Ecosystems," Symposium, Academy of Management Annual Conference,

Chicago, IL, August, 2024.

9. AI and the future of work: Invited panelist, EURAM Conference, Bath, England, June 2024.
10. The HR ecosystem: Future research. Symposium, Academy of Management Annual Conference, Boston, MA, August 2023.
11. Perspective on careers in academe. Junior Faculty Consortium, Academy of Management Annual Conference, Boston, MA, August 2023.
12. HR ecosystem governance: Reconciling strategic dualities. Seminar for Strategy and Organization faculty and students at University of Bath, England, August 2022.
13. Publishing in 4*/4 research journals. Seminar for PhD students at University of Bath, England, August 2022.
14. Creating value: The architecture of core capabilities. Aalto Business School Executive Education, Leadership Summit, virtual, June 2021.
15. Strategic execution: Driving breakthrough performance. Aalto Business School Executive Education, HR Leadership Summit, Boston, MA, August 2019.
16. The HR Ecosystem. Seminar for faculty and students at University of Bath, England, August, 2019.
17. Strategic execution: Driving breakthrough performance. Mega section address, Society for Human Resource Management Annual Conference, Las Vegas, NV, June 2019.
18. Honoring David Lepak. Symposium, Academy of Management Annual Conference, Chicago, IL, August 2018.
19. Strategic execution and the future of work. Keynote address, Future of Work Research Centre, University of Bath, London, England, June 2018.
20. Future of strategic human resource management. Symposium, Academy of Management Annual Conference, Atlanta, GA, August 2017.
21. Strategy execution: The 4A Framework. Keynote address, Leadership in the Face of New Technology, HWZ, Zurich, Switzerland, June, 2017.
22. Strategy execution: Framing an agenda for human capital. Keynote address, Strategic Management Society Conference, Milan, Italy, March, 2017.
23. Framing the future, strategy execution, and leadership. Presentation for Board of Directors, MAS Holdings, Colombo, Sri Lanka, March, 2017.
24. Aligning strategy and execution. Keynote address, leadership forum, MAS Holding, Colombo, Sri Lanka, August, 2016.
25. Activating a global operating model: Value creation and organization architecture. Cargill CAN conference, June, 2016.
26. In search of execution. Keynote address to CHRO Board of i4CP, Scottsdale, AZ, March, 2015.
27. In search of execution. CHRO roundtable, Hewlett Packard, Palo Alto, CA, September, 2014.
28. In search of execution. CHRO roundtable, Marriott Corporation, Washington, DC, August, 2014.

29. In search of execution. CHRO roundtable, McDonalds Corporation, Chicago, IL, June, 2014.
30. In search of execution. CHRO roundtable, American Express, NYC, June, 2014.
31. In search of execution. CHRO roundtable, SunTrust Banks, Atlanta, GA, May, 2014.
32. Five questions to develop your talent strategy. Darden Executive Education Webinar, June 2014.
33. Where are we going next with strategic human capital research? 2013 SMS Annual International Conference, Atlanta, GA, August, 2013.
34. Alternative research strategies in strategic human capital, 2013 Strategic Human Capital Conference, Midway, Utah, 2013.
35. The challenges of talent management during a downturn, Darden Business School Alumni Event, Washington, DC, December, 2012.
36. The talent equation. Invited Panelist, Association for Management Consulting Firms, New York, NY, December, 2012.
37. Organizational learning: Beyond human capital. Invited keynote address, SAP/Success Factors Conference, Sydney, Australia, May 2012.
38. Collaboration and value creation: Building the Right Kind of Networks. Invited address, SAP/Success Factors Conference, Sydney, Australia, May 2012.
39. Invited discussant, Executive Roundtable. SAP/Success Factors Conference, Sydney, Australia, May 2012.
40. Invited panelist, Strategic Human Capital Interest Group, Strategic Management Society Conference, Ohio State University, June 2011.
41. Invited panelist, People and Organizations Research Interest Group, 68th Annual Conference of the Academy of Management, Anaheim, CA, August, 2008.
42. Value creation and value added contributions of HR. Deutsche Telekom Global Human Resource Management Conference, Bonn, Germany, February, 2008.
43. Achieving growth: The people agenda. TNT Annual Senior Management Meeting, Istanbul, Turkey, January 2007.
44. HR leadership: The next paradigm. Invited keynote address, Conference HR Management Agenda 2007, Rotterdam School of Management, Rotterdam, Netherlands, November 2006.
45. Global innovation and knowledge sharing in HR. Center for Advanced Human Resource Studies (CAHRS) Sponsors Meeting, Cornell University, October, 2006.
46. HR and knowledge processes. Invited keynote address, Conference on HRM and knowledge-related performance: The nature, the outcomes and the linkages. The Center for Strategic Management and Globalization, Copenhagen Business School, Copenhagen, Denmark, September, 2006.
47. Competing through people: An evolving architecture. Invited talk, Darden Graduate School of Business, University of Virginia, Charlottesville, VA, September 2006.

48. HR leadership: The next paradigm. Invited keynote address, Executive Masters Program in Human Resources, York University, Toronto, Canada, September 2006.
49. Strategic renewal and value creation in high intellectual capital firms. Symposium co-chair and discussant, 66th Annual Conference of the Academy of Management, Atlanta, GA, August 2006.
50. Strategic leadership: The next paradigm. Invited keynote address, 16th Annual InfoHRM Conference, Gold Coast, Australia, August, 2006.
51. Relational archetypes and organizational learning. Invited lecture, Nanyang Business School, Singapore, July 2006.
52. The human capital architecture. Invited keynote address, NASSCOM HR Summit, Chennai, India, July, 2006.
53. The war for talent: Redefining the role of HR. Invited panel discussion, NASSCOM HR Summit, Chennai, India, July, 2006.
54. Building strategic capability. Invited workshop, NASSCOM HR Summit, Chennai, India, July, 2006.
55. HR Leadership: The next paradigm. Invited keynote address, eCornell Executive Development Learning Roundtable, Ithaca, NY, June, 2006.
56. 20/20 Vision: Preparing for the Next Decade. Invited panel discussion. 2006 Senior HR Executive Conference. Conference Board, New York, NY, April 2006.
57. Strategic capability and value creation. Invited lecture, McIntire School of Commerce, University of Virginia, Charlottesville, VA, March, 2006.
58. Bilateral learning and knowledge in professional service firms. Invited keynote address, 2005 Annual Conference Chartered Institute of Personnel and Development, Harrogate, England, October 2005.
59. Organizational learning and human resource challenges in professional service firms. Symposium co-chair and discussant, 65th Annual Conference of the Academy of Management, Honolulu, Hawaii, August 2005.
60. The HR architecture. Invited keynote address, 2005 Australian Centre for Research in Employment and Work (ACREW) Conference, Monash University, Melbourne, Australia, June 2005.
61. Strategic HR, knowledge and value creation. Invited keynote address, 13th Annual John Lovett Memorial Lecture, University of Limerick, Limerick, Ireland, April, 2005.
62. Extending the HR architecture: Relational archetypes and value creation. Invited address, SDA Bacconi University, Milan, Italy, July 2004.
63. Global sustainability and HRM: What in the world are we doing? Keynote address, Conference on Sustainability, Center for Advanced Human Resource Studies (CAHRS), Lausanne, Switzerland, May 2004.
64. State of the art and practice (SOTA/P) in HRM. Keynote address, Human Resource Planning Society, Phoenix, Arizona, April 2004.
65. The architecture of strategic human resource management: The decade ahead. Keynote address, Human Resource Management Research Conference, University of Bath, Bath, UK, April 2004.

66. Managing the HR architecture: Implications for human capital and strategy. IDEA Executive Conference, Buenos Aires, Argentina, December 2003.
67. Building strategic capability. Invited speaker, Deloitte and Touche Conference, Toronto, Canada, October 2003.
68. Knowledge sharing through relational based management. Symposium chair, 63rd Annual Conference of the Academy of Management, Seattle WA, August 2003.
69. IT professionals, careers, and organizational learning. Invited discussant, 63rd Annual Conference of the Academy of Management, Seattle WA, August 2003.
70. Transnational ergonomics: Imagery supporting a school of transnational human resource management. Invited discussant, International Human Resource Management Conference, Limerick, Ireland, June, 2003.
71. Issues in teaching international HRM. Invited discussant, International Human Resource Management Conference, Limerick, Ireland, June 2003.
72. Extending the HR architecture: Relational archetypes and knowledge management. Keynote address, 4th Annual International Conference on HRM. Cadiz, Spain, May, 2003.
73. Connecting with the business logic: Strategic alignment in human resource management. Invited speaker, Deloitte and Touche Conference, Washington, DC, October 2002.
74. Fit and flexibility in strategic human resource management. Keynote address, InfoHRM Conference, HR Consulting, Brisbane, Australia, July 2002.
75. Developing strategic capability: The HR agenda. Invited speaker, Renmin University, Beijing, China, April, 2002.
76. Developing strategic capability: The HR agenda. Invited speaker, Jiaotong University, Shanghai China, April 2002.
77. Developing strategic capability: The HR agenda. Invited speaker, Executive Conference on People and Performance, Bath, England, UK, April 2002.
78. Theoretical perspectives and frameworks for strategic human resource management. Invited discussant, the 61st annual conference of the Academy of Management, Washington, D.C., August 2001.
79. The architecture of intellectual capital. Invited speaker, InfoHRM Conference, HR Consulting, Brisbane, Australia, August 2001.
80. HR's role in strategic organizational development and management. Invited speaker, HR 2001 Conference, Beijing, China, February, 2001.
81. Employment relationships, culture, and work modes within the strategic human resource architecture. Invited discussant, the 60th annual conference of the Academy of Management, Toronto, Canada, August 2000.
82. Examining the human resource architecture. Invited colloquium, Wharton Graduate School of Business, University of Pennsylvania, Philadelphia, PA, April, 2000.
83. Developing intellectual capital as a foundation for core competencies. Invited presentation, Conference Board, New York, NY, October 1999.

84. Developing intellectual capital as a foundation for core competencies. Workshop for Human Resource Planning Society Conference, San Francisco, CA, July 1999.
85. The human capital architecture. Invited presentation, School of Business and Economics, University of Auckland, Auckland New Zealand, May 1999.
86. The human capital architecture. Invited presentation, Australian Centre in Strategic Management, Queensland University of Technology, Brisbane, Australia, April 1999.
87. Strategic human resource management: Aligning human capital and core competencies. Invited presentation, Industrial Relations Research Association, New York, New York, January 1999.
88. Strategic human resource management: Developing a perspective of knowledge-based competition. Invited colloquium, Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio, October 1998.
89. Strategic human resource management: Building human capital and organizational capability. Invited presentation, Human Resource Planning Society Conference, Orlando, Florida, March 1998.
90. Developing and supporting transnational teams: The human resource agenda. Showcase session, Conference on Implementing Teams for High Performing Organizations, College of Liberal Arts, The Pennsylvania State University, State College, Pennsylvania, July 1997.
91. Using reward systems to enhance the performance of transnational teams. Invited colloquium, Center for Effective Organization, University of Southern California, April 1997.
92. Using reward systems to enhance the performance of transnational teams. Invited colloquium, College of Business, University of Wisconsin, Madison, October 1996.
93. Human resource management, manufacturing strategy, and firm performance. Presentation for managers of the Advanced Manufacturing Forum, Center for the Management of Technology and Organizational Change, State College, Pennsylvania, June 1996.
94. Transnational teams in network organizations. Invited colloquium, Institute for Labor and Industrial Relations, University of Illinois, Champaign, IL, January 1995.
95. HR challenges in building effective transnational teams. Invited talk, General Electric Human Resources Best Practices Forum, Operating Boundary Free--Teaming, Arrowwood, NY, November 1994.
96. Roundtable Discussion Leader, Doctoral Consortium, Academy of Management, Human Resources Division, Dallas, TX, August, 1994.
97. Transnational teams in network organizations. Invited colloquium, Institute for Labor and Industrial Relations, Cornell University, Ithaca, NY, January 1994.
98. Transformation of the human resources function: Developing the competency agenda. Presentation for General Public Utilities, Human Resources Conference, Tamiment, PA, October 1993.
99. Compensation and training practices that facilitate advanced manufacturing technology, total quality management, and just in time. Presentation for managers at the 30th Advanced Manufacturing Forum, State College, Pennsylvania, June 1993.
100. Transnational teams in network organizations. Invited colloquium, Department of Management, College of Business, Arizona State University, Tempe, AZ, February 1993.

101. Transnational teams in network organizations. Invited colloquium, Keenan Flagler School of Business, University of North Carolina, Chapel Hill, NC, January 1993.
102. Performance appraisal feedback and employee discipline. Presentation for managers in the Department of Fraud and Abuse Investigative Reporting, Department of Public Welfare, Commonwealth of Pennsylvania, Harrisburg, PA, November 1, 1990.
103. Human resource practices to facilitate advanced manufacturing technology, total quality management, and just-in-time. Presentation for managers at the 21st Advanced Manufacturing Forum, State College, Pennsylvania, June, 1990 (with J.W. Dean).
104. Integrated manufacturing and human resources management. Presentation for managers at the 18th Advanced Manufacturing Forum, State College, Pennsylvania, June, 1989 (with James W. Dean).

GRANTS AND CONTRACTS

\$ 25,000	Australian Centre for Business Research (ACBR), Queensland University of Technology, 2006
\$ 30,000	Center for Advanced Human Resource Studies (CAHRS), 2005-2006
\$ 30,000	Chartered Institute of Personnel and Development (CIPD), 2005-2006
\$ 30,000	Center for Advanced Human Resource Studies (CAHRS), 2004-2005
\$160,000	Sanyo Grant for Global Best Practices Study in HRM, 2003-2005 (with P.M. Wright)
\$ 24,000	Center for Advanced Human Resource Studies (CAHRS), 2003-2004
\$ 24,000	Center for Advanced Human Resource Studies (CAHRS), 2002-2003
\$ 5,000	Human Resource Planning Society (HRPS) research on intellectual capital and HRM, 1999.
\$ 75,000	Penn State Institute for the Study of Organizational Effectiveness (ISOE), contributions from 15 companies, study of strategic human resource management, January, 1997 (with P.M. Wright, B. Gerhart, and G. McMahan).
\$ 10,000	Human Resource Planning Society (HRPS), study of strategic human resource management, July, 1996 (with P.M. Wright, B. Gerhart, and G. McMahan).
\$ 15,000	Society for Human Resource Management (SHRM) Foundation, study of strategic human resource management, May, 1996 (with P.M. Wright, B. Gerhart, and G. McMahan).
\$100,000	International Consortium for Executive Development Research (ICEDR), study of the development of transnational teams in network organizations, October, 1992 (with C.C. Snow, D.C. Hambrick, & S.C. Davison).
\$ 1,464	Penn State Research Initiation, study of the impact of technology on job design, April, 1990 (with J.W. Dean, Jr.).
\$ 3,600	Center for the Management of Technological and Organizational Change (CMTOC), study of manufacturing strategy and human resource management practices, April, 1990 (with J.W. Dean, Jr.).

\$ 1,250 Penn State Research Initiation Grant, study of the impact of technology on job design, April, 1989 (with J.W. Dean, Jr.).

DOCTORAL COMMITTEES

Sung-Choon Kang (chair)	Human Resource Studies, ILR, Cornell University
Shad Morris (chair)	Human Resource Studies, ILR, Cornell University
Sung Hoon Kim	Human Resource Studies, ILR, Cornell University
Ben Dunford	Human Resource Studies, ILR, Cornell University
Sean Way	Management and Industrial Relations, Rutgers University
Jason Smith	I/O Psychology, The Pennsylvania State University
Wesley Payne	Workforce Education, The Pennsylvania State University
Tom Cumstock	Management and Organization, The Pennsylvania State University
Wendy Becker	I/O Psychology, The Pennsylvania State University
Bruce Skaggs	Management and Organization, The Pennsylvania State University
David Lepak (chair)	Management and Organization, The Pennsylvania State University
Mark Youndt (chair)	Management and Organization, The Pennsylvania State University
Wendy Marsh	I/O Psychology, The Pennsylvania State University
Robert Seaker	Business Logistics, The Pennsylvania State University
Faye Sandsbury	Adult Education, The Pennsylvania State University
Albert Bartlett	Higher Education, The Pennsylvania State University
Amy Schwartz	I/O Psychology, The Pennsylvania State University

BOARD WORK AND PROFESSIONAL AFFILIATIONS

Society for Human Resource Management

Board of Directors (2020 – present)

- Compensation and Organization Committee (2025 – present)
- Governance Committee (2021 – present)
- Strategic Planning Committee (2021 – present)
- Review Committee (2021 – present)
- Hearing Committee (2021 – present)

SHRM Foundation, Advisory Board (2006 – 2007)

- Thought Leaders Committee (2006 – 2007)
- Research Applications Committee (2006 – 2007)

HR People + Strategy (SHRM Executive Network)

Board of Directors (2016-2020)

- Governance Committee (2017-2020)
- Research Committee (2018-2020)

Academy of Management (1985 – present)

- HR Division Awards Committee (1996, 2003 - 2011), Chair (2003 - 2005)
- HR Division, Distinguished HR Executive Award Committee (2010 – 2011), Chair (2010)
- HR Division Executive Committee (2001 - 2004)
- HR Division Junior Faculty Workshop Committee, Co-Chair (2002 - 2003)
- HR Division Sponsorship Committee (2001 - 2003)
- HR Division Teaching Committee (2001- 2002)
- HR Division Ralph Alexander Dissertation Award Committee (2002)

Strategic Management Society

- Representative at Large, Strategic Human Capital Group (2011-2013)

Human Resource Planning Society

Co-editor, Research Update, *Human Resource Planning* (1999 - 2003)
Publications Committee (1999 - 2003)

Editorial Boards

Academy of Management Journal (1994-2000)
Academy of Management Review (2008-2011)
Administrative Sciences (2016-present)
Human Resource Management Journal, Associate Editor, (2006- 2016)
Editorial Advisory Board (2016-present)
Human Resource Planning (1993-2003)
Human Resource Management Review (1999-2016)
Human Resource Management (1999-present), Associate Editor, (2002- 2004),
Co-Editor, Special Issue on Knowledge and HRM (2008-2009)
Co-Editor, Special Issue on Ecosystem of Work (2019- 2022)
International Journal of Learning and Intellectual Capital (2004-present)
Journal of Management (2013-2016)
Journal of Managerial Issues (1990-present)
Executive Research Clearinghouse (1992-1999)
Encyclopedia of HR and Workplace Policy (2005-2007)

AWARDS AND RECOGNITION

Journal of Managerial Issues – Award for Most Cited Paper in Journal's History (for Youndt, M.A. & Snell, S.A. 2004. Human resource configurations, intellectual capital, and organizational performance). (2020).

Axiom Business Book Gold Award for Excellence in Business intelligence and Innovation (2020).

Academy of Management International HR Scholarly Research Award (2010)

Interfraternity Council and Panhellenic Council Faculty Award, The Pennsylvania State University (1999)

List of “Best Professors at Penn State,” Survey conducted by Registrar’s Office, The Pennsylvania State University (1998).

Nominated for Best Research Paper Award, 52nd Annual Academy of Management Convention, Miami, FL, Personnel/Human Resource Management Division (1991).

Outstanding Faculty Member of the Year, Awarded by Sigma Iota Epsilon, The Pennsylvania State University (1989).

Excellence-in-Teaching Award, Michigan State University (1986).

Best Research Paper Award, 45th Annual Academy of Management Convention, San Diego, CA, Management Education and Development Division (1985).

EXECUTIVE EDUCATION (alphabetical listing)**AARP**

CEO and Senior Leadership Program (2025-present)
Lead Up Executive Program (2024-present)

Access Holdings

ACE Leadership Program: Strategy Execution (2024)

AES Corporation
Leadership Development Program (2009)

Altria
HR Leadership Development Program (2016 - present)
Apex Leaders Program (2023-present)

Aluminum Bahrain (Bahrain)
Strategy Execution (2017)

American Express
HR Leadership Development Program (2004-2006)
HR Execution, American Express HR Leadership Development Program for Managers (2005-2006)

Arizona Department of Education
ELEVATE Program (2018- present)

AstraZeneca
Client Services Team Program (2006)
HR Leadership Development Program (2005- 2006)
Developing Strategic Capability, HR Leadership Development Program (2005-2006)

Australian Graduate School of Management (Australia)
Creating Organizational Capability (2002 – 2004)

Booz Allen Hamilton
HR Leadership (2004)

Carmax
Senior Leadership Development Program (2015)

CARE International
Value Creation and Core Competencies (2004)

Cargill
CEO's Leadership Summit (2016)

CIGNA
Capability Development, HR Leadership Conference (2006)
Senior Leadership Team, CIGNA Healthcare (2006)

ChangAn Automotive (China)
Chairman's Senior Leadership: Strategy Execution (2016)

Cornell University, Ithaca, NY (Open Enrollment Programs)
HR Strategy: Creating Competitive Advantage through People (1999-2007)
HR Strategy: Creating Competitive Advantage through People (2002-2005)
HR Transformation: Partnering to Deliver World Class Solutions (2000-2007)
Managing for Impact: HR Metrics and Firm Performance (2002-2007)
HR Leadership: The Next Paradigm (2004-2007)
Managing Strategic Capability: Knowledge, Innovation, and Change (Executive MBA Program) (2002)

DCMA
Insights Into Industry (2025-present)

Deloitte and Touche

International Human Resource Management Program (2002 - 2003)

Deutsche Telekom (Germany)

HR Leaders Program, Rotterdam School of Management (2007, 2010)

HR in the Business, HR Master Program, Rotterdam School of Management (2007)

ESOP Association

CFO Program (2025-present)

CEO Program (2025-present)

Federal Emergency Management Agency (FEMA)

Senior Leadership Development Program (2016)

General Electric

HR Leaders Best Practice Program (1994)

Heineken (Netherlands)

HR Senior Leadership Program (2007)

HKSkan (Finland)

CEO's Leadership Summit (2018)

International Food Distributors Association (IFDA)

Senior Leadership Development Program (2014)

Indian Institute for Planning and Management (India)

Developing Global Perspectives (2009-2011)

InfoHRM, HRM Consulting Pty Ltd, (Australia)

Building Strategic Capability (2006)

From HeRe to Eternity: Strategic HR Planning Clinic (2002)

The Designer Workforce (2002)

Building the Intellectual Capital Architecture (2002)

LG (Korea)

Managing Knowledge-Based Assets (2004)

Lockheed Martin

Strategic HR Business Partner Program (2009)

MAS Holdings (Sri Lanka)

Strategy Execution, Chairman's Board Meeting (2017)

Leadership Development Program (2017-2018)

Monash University (Melbourne, Australia)

Strategic Human Resources Management (2001, 2002)

NHS, Southeast Thames Regional Health Service (UK)

Human Resource Management Program (1992)

Nordgold (Russia)

Executive Program: Strategic Alignment (2018)

The Pennsylvania State University, University Park, PA

Program for Strategic Leadership (1992 – 1998)

Human Resource Management Program (1992, 1996, 1998)

Senior Executive Forum (1993)
Managing the Global Enterprise (1995)
Engineer/Scientist as Manager Program (1995)
Developing Managerial Effectiveness (1995)
Implementing Human Resource Systems (1997)

Price Waterhouse Coopers (PwC Academy)
Strategy Execution in a VUCA World (2019-2020)
Aligning Strategy with Human Capital (2018)

Reykjavik University (Iceland)
Strategic HRM, Executive MBA Program (2004)

Royal Dutch Shell (Netherlands/UK)
Shell Strategic HR Learning Curriculum (2004-2010)
Strategic Capability, Shell Strategic HR Learning Curriculum (2004-2010)

Sanoma Media Group (Finland)
Sanoma NEXT Program Leading Strategic Change (2020)

Sewell Corporation
Leadership Development Program (2021-2022)

Shanghai Jiao Tong University, Antai School of Business (China)
CHRO program (2014 – 2016)

Shire Pharmaceuticals
Strategic HR Leadership Program (2007-2008)

SK Group (Korea)
Value Creation and Strategic Capability, Strategic Human Resource Management Program (2006)
Managing Strategic Alignment, Strategic Human Resource Management Program (2002, 2004)
Strategic Human Resource Management Program (2002)

Society for Human Resource Management
Board Development (2023)
Human Resource Strategy, SHRM Academy (2003 - 2005)
HR Leadership Certificate Program (2004 – 2005)

Smurfit School of Business (Ireland)
Senior Leadership Development Program (2018-2020)

Stevanato Group (Italy)
Senior Leadership Development (2024)

T. Rowe Price
Executive Leadership Development (2024-present)

TNT (Netherlands)
Annual Senior Leadership Meeting, Istanbul, Turkey (2007)
HR Leadership Development Program (2005-2006)
Developing Strategic Capability, HR Leadership Development Program (2005-2006)

United States Air Force
Enterprise Leadership Seminar (2008-2014)

United States Army

Senior Executive Onboarding Program (2011-2022)
Senior Executive Service Leadership (2012-2022)
Army Understanding Industry (2016-2022)

United States Army Corp of Engineers, ERDC

Strategic Talent Management (2007-2008)

United States Customs and Border Protection

Leadership Development Institute (2020 – 2021, 2025)

United States Defense Logistics Agency

Understanding Industry (2018 - present)

United States Department of Defense - Under-Secretary of Defense (Comptroller)

Strategic Execution (2023-present)

United States Department of Defense Contract Audit Agency

Strategic Thinking and Action (2021-present)

United States Marine Corps.

Strategy Execution (2022)

United States National Guard, Air and Army (Illinois)

Strategy Execution (2017)

United States Navy

Navy Nuclear Labs (2024-present)
Navy Strategic Thinking Course (2010-2014, 2019-present)
Navy SAIL Program (2024 - present)
Navy Understanding Industry (2016 - present)
Navy Program Executive Office (PEO) Submarines (2022)
Navy Multifunctional Information Distribution System (MIDS) (2022-2025)
Navy Senior Leadership Seminar (2010-2014)
Navy Executive Development Course (2009)
Navy Corporate Business Course (2007-2009)

United States Secretary of Defense

Office of the Undersecretary of Defense (Compliance) (2023-present)
SecDef Fellows Program (2020-2023)

United Technologies

Emerging Leaders Program (2011-2014)
Executive Program, Faculty Leader (2009-2012)

University of Auckland (Auckland, New Zealand)

Managing People (2000)

University of Virginia

Darden Graduate School of Business (Open Enrollment Programs)
Strategy Execution (2019-2020)
Growing Great Managers (2012-2019)
Partners for Leadership in Education (2007-2008, 2013-2019)
Developing HR Capabilities in Strategy, Leadership, and Change (2008-2012)
Bringing Technology to Market (2008)
McIntire School of Commerce, MSMIT Program

Strategic Management, Leading Strategic Transformation (2016 – 2019)
Wise Campus – Chancelor's Leadership Team
Strategic Execution (2023)

UPM (Finland)
UPM Commercial Excellence Program (2020-2021)

Vanguard Group
Faculty Leader, Strategic Capability, Strategic Human Resource Leadership Program (2007)

Virginia State Police
Senior Leadership Team – Strategic Execution (2023-2024)

Westcott Communications, Executive Education Network (EXEN)
Human Resource Management Program (1994-1997)

RESEARCH CITATIONS

<https://scholar.google.com/citations?user=vRmOmCEAAAAJ&hl=en&oi=ao>

