

# RORY ECKARDT

Assistant Professor of Strategy  
School of Management  
Binghamton University  
State University of New York  
reckardt@binghamton.edu  
(607) 777-3437

---

## EDUCATION

### **Ph.D. in Management**

Concentration: Strategic Management  
University of Massachusetts Amherst, Amherst, MA  
Isenberg School of Management, 2014

### **Masters of Business Administration**

Concentration: Finance  
University of Maine, Orono, ME  
Maine Business School, 2006

### **Bachelor of Science in Forest Operations Science**

University of Maine, Orono, ME  
School of Forest Resources, 2005

## ACADEMIC EXPERIENCE

2014-present: Assistant Professor of Strategy, School of Management  
Binghamton University, Binghamton, NY

2015-present: Fellow, Center for Leadership Studies, Binghamton  
University. Binghamton, NY.

## RESEARCH INTERESTS

Knowledge-based view  
Strategic human capital  
Strategic factor markets  
Multilevel methods

## PUBLICATIONS

Crocker, A. and Eckardt, R. (2014) "A Multilevel Investigation  
of Individual and Unit-Level Human Capital Complementarities."  
*Journal of Management*, 40: 509 -530

Eckardt, R., Skaggs, B., and Youndt, M. (2014) “Turnover and Knowledge Loss: An Examination of the Differential Impact of Production Manager and Worker Turnover in Service and Manufacturing Firms.” *Journal of Management Studies*, 51: 1025 – 1057

Eckardt, R. and Benjamin, J. (2015) “Human Centric Approaches to the Study of Forest Operations: A Review and Integration of Organizational Science Research Areas.” *Journal of Forestry*, 113: 248-256.

Eckardt, R. and Skaggs, B. (in press). “Service Diversification and Growth of Professional Service Firms.” *Long Range Planning*.

Eckardt, R., Skaggs, B. and Lepak, D. (in press). “An Examination of the Firm-Level Performance Impact of Cluster Hiring in Knowledge Intensive Firms.” *Academy of Management Journal*

Boon, C., Eckardt, R., Lepak, D. and Boselie, P. (in press) “Integrating Strategic Human Capital and Strategic Human Resource Management.” *International Journal of Human Resource Management*.

## **PAPERS UNDER REVIEW**

Eckardt, R., Crocker, A., Ahn, Y., Floyd, S., Boyd, B., Hodgkinson, G., Kozlowski, S., Moliterno, T., and Starbuck, W. “Reflections on the Micro-Macro Divides: Ideas from the Trenches and Moving Forward.” Revise and resubmit (1<sup>st</sup> Round) at *Strategic Organization*.

## **WORKS IN PROGRESS**

Eckardt, R., Dionne, S., Tsai, C., Dunne, D., Spain, S., Park, J., Cheong, M., Kim, J., Guo, J., Hao, C., and Kim, E. “Human Capital Resource Emergence and Leadership.”

Eckardt, R., Spain, S., and Blevins, D. “Comparison of Random Coefficient Modeling and Fixed Effects Regression in Analyzing Top-Down Multilevel Models.”

Eckardt, R., Bentley, S., Lepak, D. and Spain, S. “Human Capital Complementarities and Firm-Level Value Capture.”

Skaggs, B., Cohen, D., Eckardt, R., Nair, S., and Meyer, C. “Extending Transaction Cost Analysis to Final Product Market Firms.”

Eckardt, R., and Crocker, A. “An Examination of Unit Level Human Capital Contextual Effects.”

Choudhury, M., Moliterno, T., Eckardt, R and Morris, S. “Rethinking Firm Specific Human Capital: An Empirical Test of Employee Mobility.”

Eckardt, R., Moliterno, T., and Maritan, C. “Managerial Capabilities and Human Capital Selection: An Examination of the Role of Managerial Task-Specific and Industry Experience.”

Eckardt, R., Crocker, A., Spain, S. and Moliterno, T. “Modeling Bottom-Up Effects: An Overview and Discussion of Modeling Techniques Applicable to the Microfoundations Agenda.”

Skaggs, B., Liu, D., Eckardt, R., and Mills, P. “Comparing Internal Markets and Hierarchy in the Coordination of Knowledge: A Simulation Analysis.”

Eckardt, R., Sayama, H., and Dionne, S., “A Clarification and Depiction of Human Capital Resource Emergence Using Agent-Based Simulation.”

## **OTHER ARTICLES**

Eckardt, R. & Moliterno, T.P. (2016) “Multilevel empirical research on strategic human capital.” *Strategic Human Capital Newsletter*, Vol. 5, Issue 1

Eckardt, R. (2007) “Forest Harvesting Systems for Biomass Production: Renewable Biomass from the Forests of Massachusetts” Prepared with Innovative Natural Resource Solutions for the Massachusetts Division of Energy Resources and Department of Conservation and Recreation.

Eckardt, R. (2006) “Trucking efficiency: A northeast study.” *Forest Operations Review*, Vol. 8 No. 2

## **REFEREED CONFERENCE PRESENTATIONS**

Eckardt, R., Bentley, S., Lepak, D. and Spain, S. “Human Capital Complementarities and Human Capital Rents.” To be presented at the *Strategic Management Society International Annual Conference* in October 2017, in Houston, TX.

Eckardt, R., Dionne, S., Tsai, C., Dunne, D., Spain, S., Park, J., Cheong, M., Kim, J., Guo, J., Hao, C., and Kim, E. "Human Capital Resource Emergence and Leadership." Presented at the *Academy of Management Meeting* in August 2017, in Atlanta, GA

Eckardt, R., and Crocker, A. "Human Capital and Performance Within and Across Levels: An Investigation of Impact without Interdependence." Presented at the *Strategic Management Society International Annual Conference* in September 2016, in Berlin.

Eckardt, R., Skaggs, B. and Lepak, D. "Acquiring Knowledge in Clusters: An Examination of the Differential Performance Impact of Cluster Hires." Presented at the *Academy of Management Meeting* in August 2016, in Anaheim, CA.

Choudhury, M., Moliterno, T., and Eckardt, R. "Impact of Firm-Specific and Industry-Specific Human Capital on Individual Mobility." Presented at the *Strategic Management Society International Annual Conference* in September 2015, in Denver, CO.

Eckardt, R., Moliterno, T., and Maritan, C. "Knowledge Heterogeneity in Strategic Factor Markets: An Empirical Examination of the Role of Knowledge in Resource-Picking." Presented at the *Strategic Management Society International Annual Conference* in September 2013, in Atlanta, GA.

Crocker, A. and Eckardt, R. "Revisiting the Human Capital-Performance Link: A Cross- Level Analysis of Resource Complementarities." Presented at the *Strategic Management Society International Annual Conference* in September 2013, in Atlanta, GA.

Eckardt, R. and Skaggs, B. "The Role of Specialization in the Growth of Professional Service Firms." Presented at the *Academy of Management Meeting* in August 2013, in Orlando, FL.

Eckardt, R. "Knowledge Asymmetries in Strategic Factor Markets." Presented at the *Academy of Management Meeting* in August 2013, in Orlando, FL.

Crocker, A. and Eckardt, R. "A Multilevel Investigation of Individual and Unit-Level Human Capital Complementarities." Presented at the *Academy of Management Meeting* in August 2013, in Orlando, FL.

Eckardt, R., Skaggs, B., and Youndt, M. "Knowledge Loss and the Turnover-Performance Link: Differences Between Service and

Manufacturing Firms.” Presented at the *Academy of Management Meeting* in August 2012, in Boston, MA.

Eckardt, R. “Middle Managers and Performance Review Meetings: Knowledge Creation and Capability Identification.” Presented at the *Academy of Management Meeting* in August 2012, in Boston, MA.

Mangaliso, M. and Eckardt, R. “Rationality and Subjective Certainty in Organizational Decision-Making.” Presented at the *International Conference on Managing in a Global Economy* in June 2011, in Bangalore, India.

Eckardt, R. and Mangaliso, M. “Environmental Uncertainty Revisited: Toward a Clarification of the Measures Used.” Presented at the *Eastern Academy of Management Meeting* in May 2011, in Boston, MA.

**INVITED  
RESEARCH  
PRESENTATIONS**

“Multilevel Human Capital Complementarities,” with A. Crocker, University of Massachusetts, Mark H. McCormack Department of Sport Management's Annual Research Symposium. 2013

“Raw Material Supply: An In-Woods Operational Perspective,” New England Forest Products Society’s Strategic Planning Session for the Forest Bioproducts Industry. 2007

“Central Coordination of Forest Products Transportation,” New England Regional Council of Forest Engineers’ Annual Conference. 2007

**TEACHING  
EXPERIENCE**

Assistant Professor, School of Management, Binghamton University  
Binghamton, 2014 - present

<u>Date</u>	<u>Course Name</u>	<u>Student Evaluation</u>
Fall 2014	Global Strategic Mgmt	3.7/4.0
Fall 2014	Global Strategic Mgmt	3.7/4.0
Spring 2015	Global Strategic Mgmt	3.8/4.0
Spring 2015	Global Strategic Mgmt	3.8/4.0
Fall 2015	Global Strategic Mgmt	3.3/4.0
Fall 2015	Global Strategic Mgmt	3.6/4.0
Spring 2016	Global Strategic Mgmt	3.7/4.0
Fall 2016	Global Strategic Mgmt	3.7/4.0

Fall 2016	Global Strategic Mgmt	3.7/4.0
Spring 2017	Global Strategic Mgmt	3.3/4.0
Spring 2017	Global Strategic Mgmt	3.6/4.0

Instructor, Department of Management, University of Massachusetts Amherst, 2012 – 2014

<u>Date</u>	<u>Course Name</u>	<u>Student Evaluation</u>
Fall 2012	Business Policy & Strategy	4.2/5.0
Spring 2013	Business Policy & Strategy	4.4/5.0
Fall 2013	Business Policy & Strategy	4.2/5.0
Spring 2014	Business Policy & Strategy	4.4/5.0

## **PROFESSIONAL ACTIVITIES**

Guest Editor, “New Approaches to Multilevel Methods and Statistics.” Feature Topic at *Organizational Research Methods*, 2017-2019.

Organizer and Co-Chair, “Multilevel Methodological Advances: A Focus on Emergence and Bottom-up Effects.” RM Pre-Conference PDW, Academy of Management Meeting in August 2017, Atlanta, GA.

Presenter, “Overview of Emergence and Bottom-up Effects.” Pre-Conference PDW, Academy of Management Meeting in August 2017, Atlanta, GA.

Session Chair, “The Complexity of the Link between HR Practices and Firm Performance.” Academy of Management Meeting in August 2016, Anaheim, CA.

Organizer and Co-Chair, “The Micro-Macro Divide in Management Research: Origins, Current State, and Future Directions.” BPS Pre-Conference PDW, Academy of Management Meeting in August 2016, Anaheim, CA.

Presenter, “The Basics of Random Coefficient Modeling.” Research Methods Workshop, Strategic Management Society International Annual Conference in October 2015, Denver, CO.

Co-Chair, “Multilevel Modeling.” Research Methods Workshop, Strategic Management Society International Annual Conference in October 2015, Denver, CO.

Organizer and Co-Chair, “Advice From the Experts: Common

Issues and Best Practices in Multilevel Theory & Analysis.” BPS Pre-Conference PDW, Academy of Management Meeting in August 2015, Vancouver, BC

Organizer and Co-Chair, “Multilevel Theoretical Challenges in Strategic Management Research: A Focus on Emergence.” BPS Pre-Conference PDW, Academy of Management Meeting in August 2014, Philadelphia, PA

Organizer and Co-Chair, “Empirical Investigation of Multilevel Research Questions in Strategy.” BPS Pre-Conference PDW, Academy of Management Meeting in August 2013, Orlando, FL.

Ad-hoc reviewer: *British Journal of Management, Forest Science, International Journal of Human Resource Management, Journal of Management, Northern Journal of Applied Forestry, Southern Journal of Applied Forestry*

#### **UNIVERSITY SERVICE**

Member, Graduate Curriculum Committee, 2014 - 2017  
Member, Strategic Management Faculty Search Committee, 2014  
Member, Strategic Management Faculty Search Committee, 2015  
Member, Strategic Management Faculty Search Committee, 2016

#### **PROFESSIONAL ASSOCIATIONS**

Academy of Management  
Strategic Management Society

#### **HONORS, AWARDS AND GRANTS**

Honor Roll of Teaching, Binghamton University School of Management. Fall 2014 – Fall 2016

Outstanding Doctoral Student Researcher Award. Awarded by the Isenberg School of Management. Cash award of \$500, 2014

Stanley Young Memorial Fellowship. Awarded by the Management Department faculty for excellence in writing and theory development. Cash award of \$2500. 2013

BPS Doctoral Consortium Participant. Academy of Management. 2013

Libra Future Fund Award for development of a risk-management product for the forest industry to reduce the impact of rising fuel costs. Competitive award of \$2500. 2007

Maine Technology Institute Seed Grant Award for development of a transportation model for the forest-product industry. Competitive award of \$9000 plus required match funding of \$11000. 2006

Libra Future Fund Award for development of a transportation model for the forest-product industry. Competitive award of \$5000. 2006

## **BUSINESS EXPERIENCE**

Senior Investment Analyst, FourWinds Capital Management, 2007 – 2010. *FourWinds Capital Management was a timberland investment management organization (TIMO) that managed the Phaunos Timber Fund. The Phaunos Timber Fund is a publicly traded investment fund that invests in timber and timber related assets throughout the world.*

Principal and Forest Operations Analyst, RE Consulting LLC, 2006 – 2008. *RE Consulting provided transportation modeling and other operation oriented analytical services to firms operating in or associated with the forestry industry. Client base included harvesting and transportation companies, forest managers, forest-product manufacturers, institutional investors and economic development agencies.*

## **REFERENCES**

Bruce C. Skaggs, Ph.D.  
Professor of Management  
Chair, Department of Management  
Isenberg School of Management  
University of Massachusetts Amherst  
(413) 545-5684  
bskaggs@isenberg.umass.edu

Thomas P. Moliterno, Ph.D.  
Earl W. Stafford Professor in Entrepreneurial Studies  
Vice Dean and Associate Dean of Research and Engagement  
Isenberg School of Management  
University of Massachusetts Amherst  
(413) 577-3168  
moliterno@isenberg.umass.edu



Steven W. Floyd, Ph.D.  
Eugene M. Isenberg Professor of Innovation and Entrepreneurship  
Isenberg School of Management  
University of Massachusetts Amherst  
(413) 545-5621  
sfloyd@isenberg.umass.edu

John F. Mahon, D.B.A.  
John M. Murphy Chair of International Business Policy and Strategy  
Maine Business School  
University of Maine  
(207) 581-1976  
john.mahon@umit.maine.edu