

RORY ECKARDT

Associate Professor of Strategy
School of Management
Binghamton University
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EDUCATION

Ph.D. in Management

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

Master 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

2019-present: Associate Professor of Strategy, School of Management
Binghamton University, Binghamton, NY

2014-2019: 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
Multilevel methods

PUBLICATIONS

Blevins, D., Ragozzino, R., and Eckardt, R. (in press). “Corporate Governance and Performance in Nonprofit Organizations.” *Strategic Organization*.

Eckardt, R., Tsai, C., Dionne, S., Dunne, D., Spain, S., Park, J., Cheong, M., Kim, J., Guo, J., Hao, C., and Kim, E. (in press). “Human Capital Resource Emergence and Leadership.” *Journal of Organizational Behavior*.

Kim, J., Yammarino, F., Dionne, S., Eckardt, R., Cheong, M., Guo, J., Park, J., and Tsai, C. (2020). “State-of-the-Science Review of Leader-Follower Dyad Research.” *The Leadership Quarterly*, 31:

Eckardt, R. and Jiang, K. (2019). “Human Capital Resource Emergence: Theoretical and Methodological Clarifications and a Path Forward.” In A. J. Nyberg & T. P. Moliterno (Eds.), *Handbook of Research on Strategic Human Capital Resources*.

Eckardt, R., Crocker, A., Ahn, Y., Floyd, S., Boyd, B., Hodgkinson, G., Kozlowski, S., Moliterno, T., and Starbuck, W. (2019) “Reflections on the Micro-Macro Divides: Ideas from the Trenches and Moving Forward.” *Strategic Organization*, 17: 385-402.

Eckardt, R., Skaggs, B. and Lepak, D. (2018). “An Examination of the Firm-Level Performance Impact of Cluster Hiring in Knowledge Intensive Firms.” *Academy of Management Journal*, 61: 919–944.

Boon, C., Eckardt, R., Lepak, D. and Boselie, P. (2018) “Integrating Strategic Human Capital and Strategic Human Resource Management.” *International Journal of Human Resource Management*, 29: 34-67.

Eckardt, R. and Skaggs, B. (2018). “Service Diversification and Growth of Professional Service Firms.” *Long Range Planning*, 51: 111-126.

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., 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

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

PAPERS UNDER REVIEW

Eckardt, R., Yammarino, F., Dionne, S., and Spain, S., T. “Multilevel Methods and Statistics: The Next Frontier.” Conditional acceptance at *Organizational Research Methods*.

Eckardt, R., and Crocker, A. “Clarifying and Empirically Assessing the Concept of Human Capital Resource Emergence.” Revise & resubmit (3rd round) at *International Journal of Human Resource Management*.

Choudhury, M., Moliterno, T., Eckardt, R, Morris, S., and Crocker, A. “Rethinking Firm Specific Human Capital: An Empirical Test of Employee Mobility.” Reject and resubmit at *Strategic Management Journal*.

Skaggs, B., Cohen, D., Hockensmith, A., Eckardt, R., Nair, S., and Meyer, C. “Extending Transaction Cost Analysis to Final Product Market Firms.” Under review at *Journal of Management Studies*.

Lyle, M., Eckardt, R., Corley, K. and Lepak, D. “Gravity’s Pull: The Identity-Related Motives and Outcomes of Hiring Stars.” Under review at *Organization Science*.

WORKS IN PROGRESS

Eckardt, R., Spain, S., and Blevins, D. “Complementarities and Human Capital Rents.”

Lyle, M., Eckardt, R., Skaggs, B., and Kim, Y. “An Examination of the Comparative Value of Human Capital Related Complementarities to Firm Productivity and Profitability.”

Tsai, C., Marshall, J., Eckardt, R., Maupin, C., Serban, A., Dionne, S., Jung, M., & Hou, Y. "Robots in Knowledge Intensive Organizations: A Complementary and Human Capital Resource Emergence Integrated Perspective.”

Eckardt, R., Lutz, J., Mackay, D., and McKeever, D. “Stumpage Price Distributions and Correlations and Their Impact on Timberland Investment Modeling: An Analysis Using Maine Stumpage Prices (1961-2017).”

Eckardt R. and Eckardt, M. “Impact of the State-Based Experimental Program to Stimulate Competitive Research (EPSCoR) on Knowledge Creation and Economic Development.”

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

Moliterno, T., Eckardt, R., and Ployhart, R. “A Behavioral Theory of Recruitment, Selection, and Emergence Routines”

Trzebiatowski, T., Jiang, K., Kim, Y., & Eckardt, R. “An Examination of Diversity-Oriented Human Resource Practices Using A System-Based Perspective”

Boon., C., Jiang, K., and Eckardt, R. “The Role of Time in Strategic Human Resource Management Research: An Integrative Conceptual Review and Agenda for Future Research”

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

OTHER ARTICLES

Eckardt, R. (2018). “Business-Level Strategy: What is it and Why is it Essential?” *The Northern Logger & Timber Processor*, June 2018.

Crocker, A. and Eckardt, R. (2018). “Our Ability to Bridge the Micro-Macro Divides: Implications for our Interest Group.” *Strategic Human Capital Newsletter*, Vol. 7, Issue 1.

Eckardt, R. and 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**

Topaloglu, E. and Eckardt, R. "Human Capital Hired from Traditional and Nontraditional Labor Markets: Individual-Level Differences." To be presented at the *Academy of Management Meeting* in August 2020.

Hockensmith, A., Skaggs, B., and Eckardt, R. "The Moderating Role of Organizational Capital Between Knowledge Acquisition and Firm Performance." To be presented at the *Academy of Management Meeting* in August 2020.

Tsai, C., Marshall, J., Eckardt, R., Maupin, C., Serban, A., Dionne, S., Jung, M., & Hou, Y. "Robots in Knowledge Intensive Organizations: A Complementary and Human Capital Resource Emergence Integrated Perspective." To be presented at the *Academy of Management Meeting* in August 2020.

Eckardt, R., Blevins and Spain, S. "Complementarities and Human Capital Rents." Presented at the *Academy of Management Meeting* in August 2019, in Boston, MA.

Blevins, D., Eckardt, R. and Ragozzino, R. "An Investigation of the Link Between Governance and Performance in Nonprofit Organizations." Presented at the *Academy of Management Meeting* in August 2018, in Chicago, IL. *Nominated for Best Paper Award*

Choudhury, M., Moliterno, T., Eckardt, R and Morris, S. "Rethinking Firm Specific Human Capital: An Empirical Test of Employee Mobility." Presented at the *Academy of Management Meeting* in August 2018, in Chicago, IL.

Eckardt, R., Bentley, S., Lepak, D. and Spain, S. "Human Capital Complementarities and Human Capital Rents." 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, Germany.

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**

"Human Capital Resource Emergence – Theoretical and Methodological Clarifications," with K. Jiang, Mini-Conference for Handbook of Strategic Human Capital Resources (Eds. Anthony Nyberg and Thomas Moliterno). 2018

"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/Associate Professor, School of Management, Binghamton University, 2014 - present

<u>Course Name</u>	<u>Avg. Student Evaluation</u>
Global Strategic Management	3.6/4.0 (12 semesters)
Ind. Study: Multilevel Modeling	n/a
Research Methods	4.0/4.0 (1 semester)

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

<u>Course Name</u>	<u>Avg. Student Evaluation</u>
Business Policy & Strategy	4.3/5.0 (4 semesters)

DOCTORAL STUDENTS

Jayoung Kim – School of Management, Binghamton U. (dissertation committee member)

Muntakim Choudhury – Isenberg School of Management – U. Massachusetts Amherst (dissertation committee member)

Jie Gui – School of Management, Binghamton U. (dissertation committee member)

Jin Park – School of Management, Binghamton U. (dissertation committee member)

Yeongsu Kim – Isenberg School of Management – U. Massachusetts Amherst (dissertation committee member)

Neil MacLaren– School of Management, Binghamton U. (dissertation committee member)

PROFESSIONAL ACTIVITIES

Organizer and Co-Chair, “Dyads in Multilevel Theory and Methods: Deeper Appreciation for an Essential Level of Analysis.” OB Pre-Conference PDW, Academy of Management Meeting in August 2019, Boston, MA

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.

Editorial board member: *Organizational Research Methods*

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

**UNIVERSITY
SERVICE**

Co-chair, SOM Strategic Planning Committee, 2019-2020
Member, SOM Dean’s Advisory Committee, 2019-2020
Member, SOM Awards Committee, 2019-2020
Member, SOM Junior Personnel Committee, 2019-2020
Member, SOM Strategic Retreat Planning Committee, 2019
Member, University Graduate Council, 2019
Member, University Graduate Curriculum Committee, 2019
Member, SOM Graduate Curriculum Committee, 2014 – 2019

Member, SOM Masters Innovation Committee, 2018
Member, Strategic Management Faculty Search Committee, 2014
Member, Strategic Management Faculty Search Committee, 2015
Member, Strategic Management Faculty Search Committee, 2016
Member, Strategic Management Faculty Search Committee, 2017
Member, Organizational Behavior Faculty Search Committee, 2017
Member, Organizational Behavior Faculty Search Committee, 2018

PROFESSIONAL ASSOCIATIONS

Academy of Management
Strategic Management Society

HONORS, AWARDS AND GRANTS

Excellence in Research, Binghamton University School of Management. 2019

Honor Roll of Teaching, Binghamton University School of Management. Fall 2014 – Spring 2020

Outstanding Doctoral Student Researcher Award. Awarded by the Isenberg School of Management. 2014

Stanley Young Memorial Fellowship. Awarded by the Management Department faculty for excellence in writing and theory development. 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.
Flavin Chair in Entrepreneurial Studies
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
Isenberg School of Management
University of Massachusetts Amherst
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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
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