

David P. Lepak
Rutgers University
Department of Human Resource Management
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Piscataway, NJ 08854
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ACADEMIC / RESEARCH APPOINTMENTS

- 2008- Present Chairperson and Professor of Human Resource Management
Department of Human Resource Management, Rutgers, The State University of New Jersey, School of Management and Labor Relations, Department of Human Resource Management, Piscataway, NJ, 08854
- 2007-2008 Professor of Human Resource Management, Convener of the Organizational Studies (HR/OB) Group, University of Bath, School of Management. Bath, UK BA2 7AY
- 2007 Director, Ph.D. Program in IRHR, Rutgers, The State University of New Jersey, School of Management and Labor Relations, Department of Human Resource Management, Piscataway, NJ, 08854
- 2005-2007 Associate Professor of Human Resource Management, Rutgers, The State University of New Jersey, School of Management and Labor Relations, Department of Human Resource Management, Piscataway, NJ, 08854
- 2003-2005 Assistant Professor of Human Resource Management, Rutgers, The State University of New Jersey, School of Management and Labor Relations, Department of Human Resource Management, Piscataway, NJ, 08854
- 1998-2003 Assistant Professor of Human Resource Management, The University of Maryland, Robert H. Smith School of Business, Department of Management and Organization, College Park, MD, 20742-1815

EDUCATION

Ph.D. in Business Administration (1998) - Human Resource Management, Department of Management and Organization, The Pennsylvania State University. University Park, PA.

Master of Public Administration (1994) - Organizational Change and Development. The University of Missouri-Columbia, Columbia, MO.

Bachelor of Science in Business Administration (1992) - Human Resource Management. The University of Missouri-Columbia, Columbia, MO.

RESEARCH AND TEACHING INTERESTS

The strategic management of human capital
 Intellectual capital and value creation
 The HR architecture - Determinants and consequences of employment mode use
 Linking human resource management activities and performance outcomes

PUBLICATIONS

Books

Lepak, D.P. & Gowan, M. ***Human Resource Management: Managing Employees for Competitive Advantage***. Upper Saddle River, NJ: Prentice Hall. December, 2008.

Journal Publications

Liao, H., Toya, K., Lepak, D.P., & Hong, Y. *Forthcoming*. High Performance Work System for Service Quality: Strategic Focus, Employee Experience, and Influence Process. ***Journal of Applied Psychology***.

Nishii, L.H., Lepak, D.P., & Schneider, B. *Forthcoming*. Employee attributions of the “why” of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction. ***Personnel Psychology***.

Takeuchi, R., Chen, G. Lepak, D.P. *Forthcoming*. Through the looking glass of a social system: Cross-level mediating effects of high performance work systems on employee attitudes. ***Personnel Psychology***.

Lepak, D.P., & Shaw, J. *Forthcoming*. Strategic HRM in North America: A look to the future. ***International Journal of Human Resource Management***.

Lepak, D.P., Taylor, S.M., Tekleab, A.G., Marrone, J.M., & Cohen, D. 2007. Examining variability in high investment human resource system use across employee groups, establishments, and industries. ***Human Resource Management***. 46 (2) 223-246.

Gowan, M., & Lepak, D.P. 2007. Current and future value of human capital: Predictors of reemployment compensation following a job loss. ***Journal of Employment Counseling***. 44 (3): 135-144.

Takeuchi, R., Lepak, D.P. Wang, H. & Takeuchi, K. 2007. An empirical examination of the mechanisms mediating between high performance work systems and performance of Japanese organizations. ***Journal of Applied Psychology***. 92 (4): 1069-1083.

Takeuchi, R., Lepak, D.P., Marinova, S.V., & Yun, S. 2007. Nonlinear Influences of Stressors on Spouse and Expatriate General Adjustment. ***Journal of International Business Studies***. 38 (6): 928-943.

Lepak, D.P., Smith, K.G., & Taylor, M.S. 2007. Value creation and value capture: A multi-level perspective. ***Academy of Management Review***. 32 (1): 180-194.

Colakoglu, S., Lepak, D.P., & Hong, Y. 2006. Measuring HRM effectiveness: Considering multiple stakeholders in a global context. *Human Resource Management Review*, 16 (2): 209-218.

Lepak, D.P., Bartol, K.M., & Erhardt, N. 2005. A contingency framework of the delivery of HR practices. *Human Resource Management Review*, 15: 139-159.

Takeuchi, R., Marinova, S.V, Lepak, D.P., & Liu, W. 2005. A model of expatriate withdrawal-related outcomes: Decision making from a dualistic adjustment perspective. *Human Resource Management Review*, 15: 119-138.

Takeuchi, R., Tesluk, P., Yun, S., & Lepak, D.P. 2005. An integrative view of international experiences: An empirical examination. *Academy of Management Journal*. 48: 85-100.

Lepak, D.P., Marrone, J.M., & Takeuchi, R. 2004. The relativity of HR systems: Conceptualizing the impact of desired employee contributions and HR philosophy. *International Journal of Technology Management*. 27: 639-655.

Lepak, D.P., Bartol, K., & Gardner, S. 2004. Understanding the strategic motivations for outsourcing HR activities. *IHRIM Journal*, May/June: 29-38.

Lepak, D.P., Takeuchi, R., & Snell, S.A. 2003. Employment flexibility and firm performance: Examining the interaction effects of employment mode, environmental dynamism, and technological intensity. *Journal of Management*, 29: 681-703

Williamson, I., Lepak, D.P., & King, J. 2003. The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness. *Journal of Vocational Behavior*, 63: 242-263.

Gardner, S. Lepak, D.P., & Bartol, K.M. 2003. Virtual HR: The impact of information technology on the human resource professional. *Journal of Vocational Behavior*, 63: 159-179.

Liu, W., Lepak, D.P., Takeuchi, R., & Sims, H.P. 2003. Matching leadership styles with employment modes: Strategic human resource management perspective. *Human Resource Management Review*, 13: 127-152.

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: 517-543.

Snell, S.A., Lepak, D.P., Dean, J.W., & Youndt, M.A. 2000. Selection and training for integrated manufacturing: The moderating effects of job characteristics. *Journal of Management Studies*, 37: 445-466.

Lepak, D.P., & Snell, S.A. 1999. The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24: 31-48.

Lepak, D.P., & Snell, S.A. 1998. Virtual HR: Strategic human resource management in the 21st century. *Human Resource Management Review*, 8: 215-234.

Youndt, M.A., Snell, S.A., Dean, J.W., & Lepak, D.P. 1996. Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39: 836-866.

Book Chapters

Colakoglu, S., Hong, Y. & Lepak, D.P., *Forthcoming*. Models of HRM. To appear in A. Wilkinson, T. Redman, S.A. Snell, & N. Bacon (eds.), *The Sage Handbook of Human Resource Management*.

Hong, Y., Castellano, W. & Lepak, D.P. *Forthcoming*. Employee Loyalty. To appear in P. Thoms & M. Waldeck, (eds.), *Battleground topics in Business*. Praeger/Greenwood Publishing

Lepak, D.P., & Snell, S.A. 2007 Employment sub-systems and changing forms of employment. In P. Boxall, J. Purcell, and P. Wright (eds.), *The Oxford Handbook of Human Resource Management*. (pp. 210-230). Oxford: Oxford University Press.

Lepak, D.P., Liao, H., Chung, Y., & Harden, E. 2006. A conceptual review of HR management systems in strategic HRM research. In J. Martocchio (ed.), *Research in Personnel and Human Resource Management*, Vol 25 (pp. 217-272).

Lepak, D.P. 2006. Strategic Human Resource Management: A look to the future. In R.S. Schuler and S.E. Jackson (eds), *Readings in Strategic Human Resource Management*, 2nd edition. London: Blackwell. (pp. 457-466).

Morris, S., Snell, S.A., & Lepak, D.P. 2006. An architectural approach to managing knowledge stocks and flows. In R. Burke and C. Cooper (eds.), *Reinventing HR*. (pp. 31-54). Rutledge Press.

Lepak, D.P. & Colakoglu, S. 2006 Ethics and Strategic Human Resource Management. In J.R. Decktop, B. Giacalone & C.L. Jurkiewicz (eds.), *Human Resource Management Ethics*. (pp. 27-46). Information Age.

Lepak, D.P. Takeuchi, R., Erhardt, N., & Colakoglu, S. 2006. Emerging perspectives on the relationship between HRM and performance. In R.J. Burke and C.L. Cooper (eds.), *The Human Resources Revolution: Why putting people first matters*. (p. 31-54). Oxford, UK: Elsevier.

Lepak, D.P., Bartol, K., & Gardner, S. 2004. Understanding the strategic motivations for outsourcing HR activities. In K.V. Beaman (ed.), *Out of sight: An inside look at HR outsourcing*. (p. 95-109). IHRIM Press.

Lepak, D.P. & Snell, S.A. 2003. Managing the human resource architecture for knowledge-based competition. In S. Jackson, M. Hitt, & A. DeNisi (eds.), *Managing knowledge for sustained competitive advantage: Designing strategies for effective Human Resource Management*, Frontiers in Industrial Organizational Psychology. (p. 127-154). JAI Series.

Snell, S.A., Stueber, D. & Lepak, D.P. 2002. Virtual HR departments: Getting out of the middle. In R. L. Heneman & D.B. Greenberger (eds.) *Human resource management in virtual organizations*, (p. 81-101). Information Age Publishing.

Snell, S.A., Lepak, D.P., & Youndt, M.A. 1999. Managing the architecture of intellectual capital: Implications for strategic human resource management. In P.M. Wright, L.D. Dyer, J.W. Boudreau, and

G.T Milkovich (eds.), *Research in Personnel and Human Resource Management*, Special supplement, 16 (p. 175-193).

Book Reviews

Lepak, D.P. 2006. Deep Smarts: How to cultivate and transfer enduring business wisdom. By Dorothy Leonard and Walter Swap. Boston, MA: Harvard Business School Press, 2005. *Industrial and Labor Relations Review*, 59: 329-330.

Published Proceedings

Liao, H., Toya, K., Lepak, D.P., & Hong, Y. 2007. Strategically-focused and employee-experienced work system: Service quality as an objective. *Proceedings of the 67th annual conference of the Academy of Management*, Philadelphia, PA.

Way, S.A., Lepak, D.P., Fay, C.H., & Thacker, J.W. 2005. Contingent labor strategies and the HR outcomes of full time employees: The moderating influence of high performance work systems. *Proceedings of the 65th annual conference of the Academy of Management*, Honolulu, HI.

Zhang, L., Gowan, M., & Lepak, D.P. 2004. Diversity, social capital and sustained competitive advantage: A resource-based perspective. *Proceedings of the Southern Academy of Management*, San Antonio, TX.

Winner of best student paper (L. Zhang) for HR/Careers division

Takeuchi, R., Marinova, S.V., Lepak, D.P., & Moon, H. S. 2004. Cross-level examination of the relationship between high performance work systems and organizational citizenship behaviors: Justice climate as the missing link. *Proceedings of the 64th annual conference of the Academy of Management*, New Orleans, LA.

Williamson, I., Lepak, D.P., & King, J. 2002. An empirical examination of web-based recruitment effectiveness. *Proceedings of the Southern Academy of Management*, Atlanta, GA.

Youndt, M.A., Snell, S.A., Snow, C.C., & Lepak, D.P. 1997. Strategic orientation, decision making, and performance in transnational teams. In D.H. Kent (ed.), *Proceedings of the 7th International Conference of the Eastern Academy of Management*, Dublin, Ireland.

Technical Reports

Lepak, D.P., Taylor, S.M., Marrone, J.M., & Tekleab, A.G. 2002. *A study of effective workforce management*.

Published by the Society of Human Resource Management as part of their Research/Studies/Surveys series.

Bartol, K., & Lepak, D.P. 2001. *Information Technology and Human Resources Study*.

Bartol, K., Lepak, D.P., & Gardner, S. 2000. *Virtual HR: The impact of information technologies on the design and delivery of human resource activities*.

Lepak, D.P., & Snell, S.A. 1999. ***Managing the human capital architecture: Employment relationships and human resource management.***

WORK UNDER REVIEW

Way, S.A., Lepak, D.P., Fay, C.H., & Thacker, J.W. Contingent labor strategies and the HR outcomes of full time employees: The moderating influence of high performance work systems. Under 2nd Review, ***Human Resource Management.***

Takeuchi, R., Lepak, D.P. Wang, H. Shaw, J., & Takeuchi, K. Ties that bind: Examining the effects of establishment human and social capitals on employee turnover rate. Under Review, ***Strategic Management Journal.***

Williamson, I., Lepak, D.P., King, J., & Sarma, A. The influence of company recruitment website usability on the attractiveness of organizations as potential employers. Under Review, ***Human Resource Management.***

Way, S.A., Lepak, D.P., Kruse, D., & Martin-Rios, C. The effects of environmental dynamism and capital intensity on high performance work systems use and the high performance work systems-labor productivity relationship. Invitation to Revise and Resubmit, ***International Journal of Human Resource Management.***

WORK IN PROGRESS

Books

Caligiuri, P., Lepak, D.P. & Bonache, J. ***International Dimensions in HRM: Global Mobility of People and Jobs.*** Blackwell Publishing. *Anticipated publication, 2009.*

Book Chapters

Lepak, D.P., Swart, J. & Takeuchi, R. Aligning human capital with organizations needs. To appear in A. Burton-Jones & J.C. Spender (eds.), ***The Oxford Handbook of Human Capital.*** Oxford University Press.

Manuscripts

Jiang, K., Kim, M.S., Han, K., Lepak, D.P., Hong, Y., Kim, A., Winkler, A.L. Understanding HR Systems: Conceptualizing how the parts work together.

Hong, Y., Kim, A., Winkler, A.L., Lepak, D.P., Kim, M.S., Han, K., Jiang, K. General versus Targeted HR Systems – Striving for accuracy and generalizability.

Lepak, D.P., Liao, H., Hong, Y., Colakoglu, S., Erhardt, N.L. Understanding and attributions of HR practices: An interpretive view.

Lepak, D.P. Linking human resource management practices and employee actions: A competency profile perspective.

Takeuchi, R., Lepak, D.P. & Takeuchi, K. Examining the black box in strategic HRM research.

Zhang, L., Gowan, M., & Lepak, D.P. Diversity, social capital and sustained competitive advantage: A resource-based perspective.

Takeuchi, R., & Lepak, D.P. The differential use of employee groups in multinational corporations: An architectural perspective.

CONFERENCE PRESENTATIONS

Bartol, K.M., Lepak, D.P., Gardner, S. & Wong, D. 2009. Linking HR information technology utilization to effectiveness: A multilevel investigation. Paper to be presented at Society for Industrial Organizational Psychology National Meeting, New Orleans, LA.

Castellano, W. & Lepak, D.P. 2008. Contract human capital HR architecture. Paper presented at the 68th annual conference of the Academy of Management, Anaheim, CA.

Liao, H., Toya, K., Lepak, D.P., & Hong, Y. 2007. Strategically-focused and employee-experienced Work System: Service Quality as an Objective. Paper presented at the 67th annual conference of the Academy of Management, Philadelphia, PA.

Takeuchi, R., Chen, G., & Lepak, D.P. 2007. Cross-level effects of high performance work systems on employees' attitudes. Paper presented at the 67th annual conference of the Academy of Management, Philadelphia, PA.

Hong, Y., & Lepak, D.P. 2007. One size does not fit all: Linking customer service strategy with human resource management. Paper presented at the 67th annual conference of the Academy of Management, Philadelphia, PA.

Liao, H., Toya, K., Lepak, D.P., & Hong, Y. 2006. High performance work system *for* customer service: Content, process, and impact on the bottom line. Paper presented at the 66th annual conference of the Academy of Management, Atlanta, GA.

Hong, Y. & Lepak, D.P. 2006. HR practices and employee knowledge sharing behavior. Paper presented at the 66th annual conference of the Academy of Management, Atlanta, GA.

Lepak, D.P., Erhardt, N.L. & Colakoglu, S. 2005. Employee attributions of HR practices. Paper presented at the 65th annual conference of the Academy of Management, Honolulu, HI.

Lepak, D.P., & Erhardt, N.L. 2005. HRM and knowledge work. Paper presented at the 65th annual conference of the Academy of Management, Honolulu, HI.

Way, S.A., Lepak, D.P., Fay, C.H., & Thacker, J.W. 2005. Contingent labor strategies and the HR outcomes of full time employees: The moderating influence of high performance work systems. Paper presented at the 65th annual conference of the Academy of Management, Honolulu, HI.

Zhang, L., Gowan, M., & Lepak, D.P. 2004. Diversity, social capital and sustained competitive advantage: A resource-based perspective. Paper presented at the annual conference of the Southern Management Association, San Antonio, TX.

Takeuchi, R., Marinova, S.V., Lepak, D.P., & Moon, H. S. 2004. Cross-level examination of the relationship between high performance work systems and organizational citizenship behaviors: Justice climate as the missing link. Paper presented at the 64th annual conference of the Academy of Management, New Orleans, LA.

Takeuchi, R., Lepak, D.P., Marinova, S., & Yun, S. 2004. Neglected but not forgotten? Multiple crossover effects from spouses to expatriates and non-linear effects of stress-related variables on socio-cultural adjustment. Paper presented at the Society for Industrial Organizational Psychology National Meeting, Chicago, IL.

Williamson, I., Lepak, D.P., King, J., & Sarma, A. 2004. The influence of company recruitment website usability on the attractiveness of organizations as potential employers. Paper presented at the Society for Industrial Organizational Psychology National Meeting, Chicago, IL.

Way, S.A., Lepak, D.P., Kruse, D., & Martin-Rios, C. 2003. High performance work systems and labor productivity: Examining the influence of technological intensity and environmental dynamism. Paper presented at the 63rd annual conference of the Academy of Management, Seattle, WA.

Takeuchi, R., Tesluk, P., Yun, S., & Lepak, D.P. 2003. Does previous international experience matter for expatriate adjustment? The moderating effects of current work experiences. Paper presented at Society for Industrial Organizational Psychology National Meeting, Orlando, FL.

Williamson, I., Lepak, D.P., & King, J. 2002. An empirical examination of web-based recruitment effectiveness. Paper presented at the annual conference of the Southern Management Association, Atlanta, GA.

Lepak, D.P., Taylor, S.M., Tekleab, A.G., Marrone, J.M., & Cohen, D. 2002. Determinants of high investment HR systems: Strategy, philosophy, employee skills, and employment. Paper presented at the 62nd annual conference of the Academy of Management, Denver, CO.

Lepak, D.P., Bartol, K.M., & Gardner, S. 2002. Understanding the strategic motivations for outsourcing HR activities. Paper presented at the Society for Industrial Organizational Psychology National Meeting, Toronto, Canada.

Lepak, D.P., Taylor, S.M., Tekleab, A.G., Marrone, J.M., & Cohen, D. 2002. Understanding the determinants of high investment HR systems. Paper presented at the conference for Human Resource Management and Firm Performance, University of Bath, England.

Lepak, D.P. 2001. Examining the link between business strategy and human resource policies: The mediating effects of employee contributions and human resource philosophy. Paper presented at the 61st annual conference of the Academy of Management, Washington, D.C.

Bartol, K.M., Lepak, D.P., & Gardner, S. 2001. Virtual HR: Information technology upgrades and HR effectiveness. Paper presented at the 61st annual conference of the Academy of Management, Washington, D.C.

Tesluk, P., Hofmann, D., & Lepak, D.P., 2001. Relationships between HRM practices, climate, safety, and firm performance: Developing a comprehensive model. Paper presented at the International I/O Psychology / Organizational Behavior Conference, Sydney, Australia.

Gardner, S. Lepak, D.P. & Bartol, K.M., 2001. Virtual HR: The impact of information technology on the human resource professional. Paper presented at the Society for Industrial Organizational Psychology National Meeting, San Diego, CA.

Tekleab, A.G., Lepak, D.P., & Bartol, K.M., 2001. Psychological contracts: A mediator of the HR practice-employee attitude relationship. Paper presented at the Society for Industrial Organizational Psychology National Meeting, San Diego, CA.

Glasgow, K. M., & Lepak, D.P. 2001. Strategic staffing of temporary employees. Presented at the annual conference of the Western Academy of Management, Sun Valley, ID.

Lepak, D.P. & Takeuchi, R., 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

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

Reger, R., Lepak, D.P., & Bourgeois, T. 2000. Knowledge, social, organizational, and reputational capital: Keys to creating financial value in the management consulting industry. Paper presented at the Organizational Science Winter Conference, Keystone, CO.

Lepak, D.P., & Snell, S.A., 1999. Examining the human resources architecture: The moderating effects of strategic orientation. Paper presented at the 59th annual conference of the Academy of Management, Chicago, IL.

Lepak, D.P., & Gardner, S. 1999. Outsourcing the HR function: The effects of strategic orientation. Paper presented at the 59th annual conference of the Academy of Management, Chicago, IL.

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 the conference for Research and Theory in SHRM: An agenda for the 21st century, Cornell University, Ithaca, NY.

Youndt, M.A., Snell, S.A., Snow, C.C., & Lepak, D.P. 1997. Strategic orientation, decision-making, and performance in transnational teams. Paper presented at the annual conference of the Eastern Academy of Management, Dublin, Ireland.

Lepak, D.P. & Snell, S.A. 1997. The strategic allocation of human capital: Employment relationships and performance implications. Paper presented at the 57th annual conference of the Academy of Management, Boston, MA.

Lepak, D.P. 1996. The lasting effects of temporary group membership. Paper presented at the 56th annual conference of the Academy of Management, Cincinnati, OH.

Snell, S.A., Snow, C.C., Lepak, D.P., & Youndt, M.A. 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.

Youndt, M.A., Snell, S.A., Dean, J.W., & 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, British Columbia.

Conference Session Discussant / Facilitator

Bundled Human Resource Practices. Discussant for paper session presented at the 68th annual conference of the Academy of Management, Anaheim, CA, 2008.

Strategic Role of HR. Facilitator for interactive paper session presented at the 67th annual conference of the Academy of Management, Human Resource Division, Philadelphia, PA, 2007.

HR strategy and organizational performance. Discussant for symposium presented at the 66th annual conference of the Academy of Management, Atlanta, GA, 2006.

Research on creativity. Facilitator for interactive paper session presented at the 64th annual conference of the Academy of Management, Organization Behavior Division, New Orleans, LA, 2004.

Theoretical perspectives and frameworks for macro HRM research: Empirically revisited. Discussant for symposium presented at the 62nd annual conference of the Academy of Management, Human Resource Division, Denver, CO, 2002.

Chaired Conference Sessions

Human resource management and performance: challenging issues and new directions (Co-Chair with H. Liao). Symposium presented at the 66th annual conference of the Academy of Management, Human Resource Division, Atlanta, GA, 2006.

The strategic management of human capital. (Chair) Symposium presented at the 62nd annual conference of the Academy of Management, Human Resource Division, Denver, CO, 2002.

Human resource management and firm performance. (Chair) Symposium presented at the 60th annual conference of the Academy of Management, Human Resource Division, Toronto, Canada, 2000.

INVITED PRESENTATIONS

Lepak, D.P. June 2009. Strategic HRM. To be Presented at the MBA program in Business Administration at Pablo de Olavide University, Seville, Spain.

Lepak, D.P. March 2009. The John Lovett Memorial Lecture. Advances in HR Systems and their impact on performance. To be presented at the University of Limerick, Ireland.

Lepak, D.P. January 2009. Strategic Human Resource Management – Review and Prospects. To be presented at the University of South Carolina Business School.

Lepak, D.P. May 2008 Plenary Speaker. The future of E-HRM research. Presented at the Second European Academic e-HRM Workshop: “E-HRM: Barrier or Trigger for an HRM Transformation?” Aix-en-Provence, France.

Lepak, D.P. May 2008. Plenary Speaker. Scientist – Practitioner debate on E-HRM. Presented at the Second European Academic e-HRM Workshop: “E-HRM: Barrier or Trigger for an HRM Transformation?” Aix-en-Provence, France

Lepak, D.P. April 2008. What are HR systems and how do they operate? Presented at the University of Limerick, Ireland.

Lepak, D.P. April 2008. New developments in HR strategy. Presented at the Business School, University of Glasgow, Scotland.

Lepak, D.P. April 2008. Strategic HRM, current and future directions. Presented at the PhD program in Business Administration at Pablo de Olavide University, Seville, Spain.

Lepak, D.P. April 2008. Strategic HRM - future research directions. Presented at the school of Business Administration at Pablo de Olavide University, Seville, Spain.

Lepak, D.P. March 2008. Managing people strategically. Presented at the Southwest Business Leadership Conference, University of Bath, England.

Lepak, D.P. March 2008. Managing the contingent workforce. Presented at the Center for HR Strategy workshop series, Rutgers University.

Lepak, D.P. March 2008. What ever happened to company loyalty? Presented at the Change Management Forum, University of Bath.

Lepak, D.P. October 2007. Strategic Human Resource Management – Review and Prospects. Presented at Texas A&M University, Mays Business School.

Lepak, D.P. May 2007. Plenary Speaker. Strategic Human Resource Management – Issues and Prospects. Presented at the 6th annual International Workshop on HRM. Cadiz University and Pablo de Olavide University, Jerez/Sherry, Spain.

Lepak, D.P. April 2007. Strategic Human Resource Management – Review and Prospects. Presented at the University of Minnesota, Carlson School of Management.

Lepak, D.P. April 2007. Strategic Human Resource Management – Review and Prospects. Presented at the Ohio State University, Fisher College of Business.

Lepak, D.P. March 2007. Strategic Human Resource Management – Review and Prospects. Presented at the Institute for Work and Employment Research, Massachusetts Institute of Technology, Sloan School of Management.

Lepak, D.P. October 2006. Plenary Speaker. Scientist – Practitioner debate on E-HRM. 1st European Academic Workshop on Electronic Human Resource Management (EHRM) conference. University of Twente, The Netherlands.

Lepak, D.P. October 2006. Keynote Speaker. *E-HRM or E-HRM?* Presented at the 1st European Academic Workshop on Electronic Human Resource Management (EHRM) conference. University of Twente, The Netherlands.

Lepak, D.P. September 2006. Maximizing Benefits and Minimizing Risks with a Contingent Workforce. Presented at the Center for HR Strategy workshop series, Rutgers University.

Lepak, D.P. 2006. Research on the HR Architecture - Treating people differently at work: why, what, who, how, and so what. State Advisory Council for the School of Management and Labor Relations. Rutgers University.

Lepak, D.P. 2005. Strategic Human Resource Management. University of Bocconi, Italy.

Lepak, D.P. 2005. International Human Resource Management. University of Bocconi, Italy.

Lepak, D.P. 2003, 2004, 2005. Strategic human resource management. Rutgers University, Department of Labor Studies and Employment Relationships.

Lepak, D.P. 2004. Managing the HR architecture: Implications for human capital and strategy. Society for Human Resource Management Annual Conference. New Orleans, LA.

Lepak, D.P. 2004. Linking human resource management practices and employee actions: A competency profile perspective. Rutgers University, School of Management and Labor Relations, Pro-Seminar Series.

Lepak, D.P. 2003. Understanding expatriate adjustment: How does past experience and spousal adjustment relate to expatriate adjustment? Research summary presented to the Global Mobility Forum, Rutgers University.

Lepak, D.P. 1999, 2000, 2001, 2002. Overview of human resource management. University of Maryland, The Institute for Global Chinese Affairs.

Lepak, D.P., Taylor, S.M., Tekleab, A.G., Marrone, J.M., & Cohen, D. 2002. Understanding the determinants of high investment HR systems. University of Maryland, Department of Management speaker series.

Lepak, D.P. 2002. Examining the human resource architecture. Rutgers University, School of Management and Labor Relations, Pro-Seminar Series.

Lepak, D. P. 2001. Managing the human resource architecture. William Mercer, Human capital strategy group.

Lepak, D. P. 2000. Examining the human resource architecture: The relationships among strategy, human capital, employment, and HR configurations. EDHEC School of Management, Lille, France.

Lepak, D.P., & Bartol, K. 2000. Virtual HR. Research report presented to the Society for Human Resource Management Foundation annual board meeting.

Tesluk, P., & Lepak, D.P. 2000. Hourly associate value proposition research project. Presented to Marriott senior leadership in human resource management.

Lepak, D.P. 2000. Strategic staffing: Managing the human resource architecture. World Bank.

Lepak, D.P., & Taylor, S.M. 2000. The human resource architecture. Annual Consulting forum, Robert H. Smith School of Business, University of Maryland.

Lepak, D.P. 1999. Examining the human resource architecture. University of Maryland, Department of Industrial / Organizational Psychology.

Lepak, D.P. 1999. Managing the human resource architecture. University of Maryland, Department of Management speaker series.

TEACHING EXPERIENCE

Doctoral

Seminar in Organization Theory (Rutgers University)
 Seminar in Strategic Human Resource Management (Rutgers University; University of Maryland)
 Doctoral Student Socialization Seminar (University of Maryland)
 Approaches to Management and Organization Research (University of Bath)

Masters

HR Strategy IV – Managing Human Capital in an Era of Change (Rutgers University)
 HR Strategy II – Strategy (Rutgers University)
 HR Strategy I – Introduction to Human Resource Management (Rutgers University)
 Topics and Current Issues in Human Resource Management (Rutgers University)
 Managing Human Capital (Required Core MBA Course) (University of Maryland, University of Bath)
 Organizational Change and Development (University of Maryland)

Undergraduate

Senior Seminar in Strategic Human Resource Management (University of Maryland, University of Bath)
 Compensation and Performance Management (University of Maryland, University of Bath)
 Introduction to Human Resource Management (The Pennsylvania State University, University of Bath)
 Advanced Human Resource Management (The Pennsylvania State University)

Managerial Workshops – Center for Management Development, Rutgers University

Selection: Best Practices (2005, 2006, 2007)
 Business Strategy (2005, 2006, 2007)
 Managing Human Capital (2005, 2006, 2007, 2008, 2009)
 Overview of Human Resource Management. (2007, 2009)
 Strategic Human Resource Management (2007)
 Strategic Transformation (2006)
 Managing Employment Issues in a Global Context (2006)
 Improving Job Satisfaction (2005)

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

Associate Editor, *Academy of Management Review* (2008-Present)

Associate Editor, *British Journal of Management* (2005-2008)

Guest Editor, *Academy of Management Review* – special issue on Value Creation

Guest Editor, *International Journal of Learning and Intellectual capital* – special issue on Intellectual Capital and HRM

Editorial Board Member

Human Resource Management Journal (2008 – Present)
Journal of Business and Psychology (2008-Present)
Academy of Management Journal (2004 - Present)
Human Resource Management (2004 - Present)
Journal of Management Studies (2003-Present)
International Journal of Learning and Intellectual capital (2003-Present)
Journal of Management (2001-2002, 2008-Present)
British Journal of Management (2009-Present)

Ad Hoc Reviewer

Administrative Science Quarterly
Academy of Management Review
Academy of Management Journal
Journal of Management
Strategic Management Journal
Management Science
Organization Science
Human Resource Management Journal
Journal of Management Studies
Journal of Service Research
Personnel Review
Journal of Business Research
Journal of Management Inquiry
Canadian Journal of Administrative Sciences
Academy of Management – Human Resources Division
Academy of Management – Business Strategy Division
Academy of Management – Communications Division

Human Resource Division Executive Committee, Academy of Management, August 2008- July 2011.

Academy of Management Member

SERVICE

Professional

- Panel Discussant – HRM Research. New Doctoral Student Consortium, Academy of Management Meetings, Chicago, IL, August, 2009.
- Member of the Junior Faculty Consortium Committee, Human Resource Division, Academy of Management, 2008-2009.
- Chair of the Early Career Achievement Award Committee. Human Resource Division, Academy of Management. 2007-2008.
- Panel Discussant – HRM Research. New Doctoral Student Consortium, Academy of Management Meetings, Anaheim, CA, August, 2007.
- Panel Discussant – Dissertation Support Round Table. Human Resource Division Doctoral Consortium, Academy of Management Meetings, Philadelphia, PA, August, 2007.
- Member of the Ralph Alexander Dissertation Award Committee, Human Resource Division, Academy of Management Meetings, Philadelphia, PA August 2007.
- Member, SHRM Foundation Dissertation Award Committee, Human Resource Division, Academy of Management, Philadelphia, PA 2006-2007.
- Professional Development Workshop, Human Resource Division. Incorporating Strategic HRM Concepts Into HRM Classes: Teaching Strategic HRM, 2007, Philadelphia, PA.
- Panel Discussant – Developing a Program of Research, Human Resource Division Doctoral Consortium, Academy of Management Meetings, Atlanta, GA, August, 2006
- Panel Discussant – Strategic HRM, Human Resource Division Doctoral Consortium, Academy of Management Meetings, Honolulu, HI, August, 2005
- Panel Discussant – Developing a Program of Research, Human Resource Division Doctoral Consortium, Academy of Management Meetings, Honolulu, HI, August, 2005
- Member, Human Resource Division Liaison Committee, Academy of Management, 2004
- Member, Human Resource Doctoral Student Consortium Committee, Academy of Management, 2004-2005
- Panel Discussant – Strategic HRM, Human Resource Division Doctoral Consortium, Academy of Management Meetings, Seattle, WA, August, 2003
- Member of the Ralph Alexander Dissertation Award Committee, Human Resource Division, Academy of Management Meetings, Denver, CO, August 2002.
- Panel Discussant – Strategic HRM, Human Resource Division Doctoral Consortium, Academy of Management Meetings, Washington D.C., August, 2001
- Panel Discussant – Job Search, Human Resource Division Doctoral Consortium, Academy of Management Meetings, Toronto, Canada, August, 2000

University of Bath

- Convenor – Organizational Studies (HR/OB) Group (2007-2008)
- Director - Work and Employment Research Centre (WERC) (2007-2008)
- Faculty Recruitment Committee (2007)
- School of Management Professorial Board (2007-2008)

School of Management Research Committee (2007-2008)
 School of Management Teaching and Quality Committee (2007-2008)

Rutgers University – School of Management and Labor Relations

Executive Committee (2008-Present)
 Web redesign committee (2008-Present)
 Ph.D. Program Review Committee (2006-2007)
 School Budget Committee (2006-2007)
 Ph.D. Policy Committee (2004-2007)
 Faculty Advisory Committee – Center for Human Resource Strategy (2004-2007)
 School of Management and Labor Relations Secretary (2004-2007)
 Faculty Advisor – School of Management and Labor Relations Alumni Association (2004-2006)
 Dean Search Committee (2006)
 External Salary Comparison Committee (2006)
 Chairperson, HRM Faculty Selection Committee (2005-2006)
 Salary Review Committee (2005)
 Masters in HRM Graduate Director Selection Committee (2005)
 HRM Faculty Selection Committee (2004-2005)

University of Maryland – Robert H. Smith School of Business

Faculty Core Course Coordinator - Managing Human Capital (MBA Core)
 (Fall 1999-Spring 2002)
 Advisor, Human Resource Doctoral Students (Fall 1999-Spring 2001)
 Organizational Behavior Endowed Chair Faculty Selection Committee (2001-2002)
 Human Resource Management Faculty Selection Committee (Fall 1999-Spring 2000)
 Organizational Behavior Faculty Selection Committee (Fall 1998-Spring 2000)
 Ph.D. Student Selection Committee (Spring 2000), (Spring 1999)
 Subcommittee for Undergraduate HR curriculum redesign (Fall 2001-Spring 2002)
 Subcommittee for MBA core HR/OB curriculum redesign (Spring 1999)
 Subcommittee for Ph.D. program redesign (Fall 2000-Spring 2001)
 Department of Management Speaker Series Coordinator (Spring 2002)

Graduate Student Committees

Doctoral Dissertation

William Castellano – Chairperson, Masters Thesis committee, School of Management and Labor Relations, Rutgers University (2008-present)
 Saba Colakoglu – Dissertation Chairperson, School of Management and Labor Relations, Rutgers University (2006- present)
 Erika Harden – Dissertation Chairperson, School of Management and Labor Relations, Rutgers University (2006-present)
 Ying Hong – Member of dissertation committee, School of Management and Labor Relations, Rutgers University (2007)
 Riki Takeuchi - Dissertation Chairperson, Department of Management and Organization, University of Maryland (2003)
 Niclas Erhardt – Member of dissertation committee, School of Management and Labor Relations, Rutgers University (2005)
 Lisa Nishii – Member of dissertation committee; Department of Industrial/Organizational Psychology, University of Maryland (2003)

Neta Moye – Member of dissertation committee, Department of Management and Organization, University of Maryland (2000)

Masters Thesis

William Castellano – Chairperson, Masters Thesis committee, School of Management and Labor Relations, Rutgers University (2006-2007)

Saba Colakoglu – Member of Masters Thesis committee, School of Management and Labor Relations, Rutgers University (2004-2006)

Erika Harden – Member of Masters Thesis committee, School of Management and Labor Relations, Rutgers University (2004-2005)

Qualifying Exam

William Castellano – Member of qualifying examination committee, School of Management and Labor Relations, Rutgers University (2008)

Ying Hong – Member of qualifying examination committee, School of Management and Labor Relations, Rutgers University (2006)

Saba Colakoglu – Member of qualifying examination committee, School of Management and Labor Relations, Rutgers University (2006)

Erika Harden – Member of qualifying examination committee, School of Management and Labor Relations, Rutgers University (2005)

Niclas Erhardt – Member of qualifying examination committee, School of Management and Labor Relations, Rutgers University (2004)

Lisa Nishii – Member of comprehensive examination committee; Department of Industrial/Organizational Psychology, University of Maryland. (2001)

Sandra Kim – Member of comprehensive examination committee; Department of Industrial/Organizational Psychology, University of Maryland. (2000)

PROFESSIONAL EXPERIENCE

- 1995-1998 Instructor, The Pennsylvania State University, Department of Management and Organization, University Park, PA. Taught eight sections of introduction to human resource management and four sections of advanced human resource management. Responsible for curriculum design, delivery, and student evaluation.
- 1994-1995 Teaching Assistant, The Pennsylvania State University, Department of Management and Organization, University Park, PA. Coordinated three sections of principles of management course.
- 1992-1994 Human Resource Generalist, The University of Missouri-Columbia, Columbia, MO. Performed recruitment and selection activities for university positions. Responsible for the delivery of training programs and new employee orientation programs. Performed job evaluation and set compensation levels for university departments and employees. Responsible for the development of the university affirmative action program.

HONORS, AWARDS, AND GRANTS

School of Management and Labor Relations Research Grant, Rutgers University (2004) - \$3,000

Center for Human Resource Strategy Research Grant, School of Management and Labor Relations, Rutgers University (2004) - \$3,000

Center for Human Capital, Innovation, and Technology Grant - Robert H. Smith School of Business (2002) - \$4,000

Robert H. Smith School of Business Summer Research Grant (2002) - \$5,000

Robert H. Smith School of Business Summer Research Grant (2001) - \$4,850

Society of Human Resource Management Foundation (2001) Research Grant - \$32,890

Robert H. Smith School of Business Summer Research Grant (2000) - \$5,000

DARPA Netcentricity lab research grant (2001) - University of Maryland, Robert H. Smith School of Business - \$5,000

Society of Human Resource Management Foundation (1999) Research Grant- \$28,400

ANBAR Citation of Academic Excellence –Lepak and Snell (1999). The human resource architecture: Towards a theory of human capital allocation and development. *Academy of Management Review*, 24, 31-48.

University of Maryland Graduate Research Board Grant (Summer 1999) - \$6,250

Society of Human Resource Management Foundation (1998) -- Harvey Wilson Doctoral Dissertation Grant - \$2,500

Institute for the Study of Organizational Effectiveness – Research Grant - \$5,000
(The Smeal College of Business Administration, The Pennsylvania State University, 1998)

Fred Brand, Jr. Award for Outstanding Teaching (The Smeal College of Business Administration, The Pennsylvania State University, 1998)

Edward and Susan Wilson Graduate Scholarship in Business (The Smeal College of Business Administration, The Pennsylvania State University, 1997)