

CHRISTOPHER J. COLLINS

School of Industrial and Labor Relations
Cornell University
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EDUCATION:

Ph.D., May 2000, University of Maryland at College Park.

Major: Organizational Behavior; Minor: Human Resources.

- Dissertation Title: Organizational Knowledge-Creation Capability: Examining the Link between Strategic Human Resource Practices and Performance in High Technology Organizations.
- Dissertation Co-Chairs: Dr. Kenneth G. Smith and Dr. Cynthia Kay Stevens.

M.B.A., 1992, University of Buffalo

Major: Human Resource Management & Organizational Behavior

B.A., Magna cum laude, 1989, Mercyhurst College

Major areas: Management and Accounting

AWARDS AND HONORS:

Finalist, Scholarly Achievement Award, Human Resource Division of the Academy of Management, 2005. Collins, C. J. & Smith, K. G., for Existing knowledge, knowledge creation capability and the rate of new product introduction in high technology firms published in the *Academy of Management Journal*.

Finalist, Scholarly Achievement Award, Human Resource Division of the Academy of Management, 2003. Collins, C. J. & Clark, K. D., for Strategic Human Resources Practices and Top Management Team Social Networks: An Examination of the Role of HR Practices in Creating Organizational Competitive Advantage published in the *Academy of Management Journal*.

2nd Place, McKinsey Best Paper Award, Strategic Management Society Annual Conference, 2000. Smith, K. G., Collins, C. J., Clark, K. D., Stevens, C. K (2000) The organizational advantage: Combining and exchanging resources to create value.

Finalist, McKinsey Best Paper Award, Strategic Management Society Annual Conference, 2000. Clark, K. D., Collins, C. J. Smith, K. G. (2000) Strategic decision-making in high velocity environments: A theory revisited and a test.

Coach, Cornell HR Games Team, Winner of the National HR Games, SHRM National Conference 2002.

Coach, Cornell HR Games Team, Winner of the National HR Games, SHRM National Conference 2002.

TEACHING EXPERIENCE:

2000-Present – ASSOCIATE/ASSISTANT PROFESSOR, Department of Human Resource Studies, School of Industrial and Labor Relations, Cornell University. Undergraduate-Level Classes Taught: Introduction to Human Resource Management; Staffing, Training, and Development; Business Strategy. Masters-Level Classes Taught: Staffing

1998-2000 - INSTRUCTOR, Department of Management and Organizations, Robert H. Smith School of Business, University of Maryland. Undergraduate-level Classes Taught: Business Strategy

RESEARCH GRANTS:

CAHRS Research Grant, 2007 – “The interactive effects of leadership and HR practices on employee engagement and organizational performance”

CAHRS Research Grant, 2006 – “The effects of negative information on employment brand equity and applicant attraction”

CAHRS Research Grant, 2005 – “Recruiting experienced, currently employed talent through the use of effective brands”

CAHRS Research Grant, 2003 – “Recruitment advertising, diversity management practices, and firm-level diversity outcomes”

CAHRS Research Grant, 2002 – “Employment brand equity and firm recruitment performance”

CAHRS Research Grant, 2001 – “Recruitment and employment brand equity”

CAHRS Research Grant, 2000 – “Human resources and firm social capital”

EXTERNAL CORPORATE FUNDING:

1999-2000 – \$15,000, Recruitment Practices and Student Job Choice. Contributing organizations: Applied Materials, Lockheed Martin, and Raytheon.

2004-2005 – \$30,000, Human Resource Practices and Firm-Performance in Small Companies. Contributing organization: GevityHR.

2005-2006 – \$40,000, Longitudinal Study on the Effects of HR Practices on Small Company Performance. Contributing organization: GevityHR.

2006-2007 - \$60,000, Longitudinal Study on the Effects of HR Practices on Small Company Performance. Contributing organization: GevityHR.

RESEARCH:

Refereed Publications:

Collins, C. J., & Stevens, C. K. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: A

- brand equity approach to recruitment. *Journal of Applied Psychology*, 87(6), 1121-1133.
- Shane, S., Locke, E. A., Collins, C. J. (2003). Entrepreneurial Motivation. *Human Resource Management Review*, 13, 257-279.
- Collins, C. J., Clark, K. D. (2003). Strategic Human Resources Practices and Top Management Team Social Networks: An Examination of the Role of HR Practices in Creating Organizational Competitive Advantage. *Academy of Management Journal*, 46(6), 740-752.
- Collins, C. J., Hanges, P., & Locke, E. A. (2004). The relationship of need for achievement to entrepreneurship: A meta-analysis. *Human Performance*, 17, 95-117.
- Collins, C. J., & Han, J. (2004). Exploring applicant pool quantity and quality: The effects of early recruitment practice strategies, corporate advertising, and firm reputation. *Personnel Psychology*, 57, 685-717.
- Roberson, Q. M., Collins, C. J., & Oreg, S. (2005). The effects of recruitment message specificity on applicant attraction to organizations. *Journal of Business and Psychology*, 19(3), 319-339.
- Smith, K. G., Collins, C. J., Clark, K. D. (2005). Existing knowledge, knowledge creation capability and the rate of new product introduction in high technology firms. *Academy of Management Journal*, 48, 346-357.
- Collins, C. J., Smith, K. G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high technology firms. *Academy of Management Journal*, 49, 544-560.
- Collins, C. J. (2007). Recruitment practices and product brand strength: An examination of when different recruitment strategies affect employment brand equity. *Journal of Applied Psychology*, 92, 180-190.
- Kehoe, R. R., & Collins, C. J. (2008). Exploration and exploitation strategies and the equifinality of HR Systems. *Research in Personnel and Human Resources Management*, 27, 149-176.

Conference Proceedings:

- Collins, C. J., & Stevens, C. K. (1999) Recruitment and job choice: The effects of early recruitment practices on the decision to apply. *Academy of Management Conference Proceedings*.
- Han, J., & Collins, C. J. (2002). The effects of company recruitment practices on job seekers' perceived employment brand equity and intentions to pursue job opportunities. *Academy of Management Conference Proceedings*.
- Sovina, J., & Collins, C. J. (2003). The effects of organizational brand equity on employment brand equity and recruitment outcomes. *Academy of Management Conference Proceedings*.

Book Chapters and Monographs:

- Taylor, M. S., & Collins, C. J. (2000). Strategic Recruitment. In Cooper, C.L., & Locke, E. A. (Eds.) *I/O Psychology: Practice and Theory Book*. Oxford: Blackwell.
- Collins, C. J. (2001). Employment brand equity and the changing needs of employees. In *Linking Employee Evolution to the HR Revolution*. Newark, NJ: The Prudential Insurance Company of America.
- Clark, K. D., & Collins, C. J. (2002). Strategic Decision Making in High Velocity Environments: A Theory Revisited and a Test. M.A. Hitt, R. Amit, C. Lucier & R.D. Nixon (Eds.), *Creating Value: Winners in the New Business Environment*. Oxford, UK: Blackwell Publishers.
- Collins, C. J., Allen, M., & Snell, S. S. (2004). Entrepreneurial human resource strategy. In Hitt, M. A. (Eds.), *Entrepreneurship Encyclopedia*. Oxford, UK: Blackwell Publishers.
- Clark, K. D., & Collins, C. J. (2005). Strategic human resource management of top management team social networks: Controlling executive relationships for enhanced organizational performance. J. Duval-Hamel and F. Bournois (Eds.), *Encyclopaedia of Executive Governance*, European School of Management Press, Paris.
- Collins, C. J., & Kehoe, R. R. (2008). Strategic recruitment and selection. In J. Storey, P. Wright, & D. Ulrich (Eds.), *The Routledge Companion to Strategic Human Resource Management*. London, Routledge.

Manuscripts Under Review:

- Kanar, A., Collins, C. J., Bell, B. S. Changing a negative employment reputation: A latent growth approach. Under First Review at *Organizational Behavior and Human Decision Processes* (September 2008).
- Kanar, A., Collins, C. J., & Bell, B. S. A comparison of the effects of positive and negative information on application reactions and intentions. Under first review at *Human Performance* (September 2008).
- Ericksen, J. A., Collins, C. J., & Allen, M. High performance work systems, scalability, and firm performance: The role of human resource management in creating workforce fit and flexibility. Under first review at *Academy of Management Journal* (November 2008).
- Allen, M., Ericksen, J. A., & Collins, C. J. Strategic human resource management and performance in small businesses: The role of intrinsic HR practices. Under first review at *Personnel Psychology* (December 2008).
- McClean, E. & Collins, C. J. The role of HR practices and discretionary effort of two employee groups on firm performance in medical and legal practices. Under first review at *Human Resource Management* (November 2008).

Collins, C. J., & Kehoe, R. The equifinality of human resource management systems in software firms: An exploration of different paths to firm innovation and performance. Under first review at the *Academy of Management Journal* (December 2008).

Work in Progress:

Collins, C. J., & Allen, M., Ericksen, J. A. The relationship between human resource management practices and small business performance: Examining the mediating role of employee attitudes and behaviors. (Preparing final draft; Targeted for *Personnel Psychology*).

Roberson, Q. M., & Collins, C. J., & Kehoe, R. A. A business case for diversity: The effects of diversity management practices, leader diversity, and diversity reputation on firm performance. Under first review at *Academy of Management Journal* (March 2008).

Collins, C. J., & Allen, M. Does human resource management make a difference? The interactive effects of HR practices and charismatic leadership on employee attitudes, behaviors, and performance. Under first review at *Personnel Psychology* (December 2008).

Collins, C. J. Strategic human resource management and individual performance: Examining the role of systems of HR practices on individual employee engagement and performance (Data collection stage; Targeted for *Personnel Psychology*).

Paper Presentations:

Collins, C. J., & Kehoe, R. A. (2008). HR systems, employee outcomes, and firm performance in software firms. Academy of Management Meetings, Anaheim, CA.

McClellan, E., & Collins, C. J. (2008). The role of HR practices and discretionary effort of two employee groups on customer service orientation and firm performance. Academy of Management Meetings, Anaheim, CA.

Roberson, Q. M., Collins, C. J., & Kehoe, R. A. (2008). A business case for diversity: The effects of diversity management practices, leader diversity, and diversity reputation on firm performance. Academy of Management Meetings, Anaheim, CA.

Rheinhardt, R., Collins, C. J., & Roberson, Q. M. (2007). An Investigation of the Relationship between Organizational Diversity and Financial Performance. Academy of Management Meetings, Philadelphia, PA.

Collins, C. J. & Allen, M. (2006). Examining the effects of HR systems on employee outcomes in small and medium enterprises. Academy of Management Meetings, Atlanta, GA.

- Allen, M. & Collins, C. J. (2006). Strategic human resource management and firm performance: What can we learn from small businesses? Academy of Management Meetings, Atlanta, GA.
- Kanar, A. M., & Collins, C. J. (2006). Can an organization overcome a negative image? A longitudinal experimental examination of the effects of recruitment advertisements on job seekers' perceptions of organizational image. Academy of Management Meetings, Atlanta, GA.
- Clark, K. D., Maggitti, P. G., Collins, C. J. (2005). TMT Potency and Strategic Decision-Making Speed: The Critical Role of Motivation. Strategic Management Society, Orlando, Florida.
- Collins, C. J. (2005). Examining the effects of different HR systems on organizational intellectual capital in software and information technology consulting firms. Academy of Management Meetings, Honolulu.
- Ericksen, J. A., Collins, C. J., & Allen, M. (2005). Human resource management principles, workforce ambidexterity, and firm performance. Academy of Management Meetings, Honolulu.
- Kanar, A. M., Collins, C. J., & Bell, B. S. (2005). The influence of information source, content, and valence on job seekers' beliefs about potential employers. Academy of Management Meetings, Honolulu.
- Collins, C., Roberson, Q., & Yeung, S. (2005). Diversity information in recruitment advertisements and organizational attraction. Society for Industrial and Organizational Psychology Annual Conference, Los Angeles.
- Clark, K. D., Collins, C. J., & DiGregorio, D. (2004). A comprehensive model of strategic decision making: Impacts of demography, process, power, and networks of executives on three decision outcomes. Strategic Management Society, San Juan, Puerto Rico.
- DiGregorio, D., Smith, K. G., Clark, K. D., & Collins, C. J. (2004). Human capital, social capital, and executive compensation: An empirical study of intra-organizational value appropriation. Strategic Management Society, San Juan, Puerto Rico.
- Jiang, L., Clark, K. D., Collins, C. J., Smith, K. G., & Tesluk, P. (2004). TMT potency and firm innovation: A contingency perspective. Strategic Management Society, San Juan, Puerto Rico.
- Sovina, J., & Collins, C. J. (2003). The effects of organizational brand equity on employment brand equity and recruitment outcomes. Academy of Management Meetings, Seattle, WA.
- Collins, C. J. (2003). Human resource practices, core employee social capital, and firm innovation. Academy of Management Meetings, Seattle, WA

- Clark, K. D., Collins, C. J., & Smith, K. G. (2003). The role of HR practices in the creation of top management team social networks: A study across two countries. International Human Resource Management Conference, Limerick, Ireland.
- Collins, C. J., Clark, K. D., Smith, K. G., & Flood, P. (2003). Human resource practices, firm knowledge creation, and innovation in U.S. and Irish high-technology firms. International Human Resource Management Conference, Limerick, Ireland.
- Collins, C. J. (2002). Strategic human resource management and the development of social capital between core knowledge workers. Industrial Relations Research Association Meetings, Washington, DC.
- Han, J., & Collins, C. J. (2002). The effects of company recruitment practices on job seekers' perceived employment brand equity and intentions to pursue job opportunities. Academy of Management Meetings, Denver.
- Kang, S. C., Collins, C. J., Morris, S. (2002). HRM, social capital, and organizational knowledge creation. Academy of Management Meetings, Denver.
- Morris, S., Snell, S. A., Kang, S. C., & Collins, C. J. (2002). Extending the human resource architecture: Implications from social capital theory. Academy of Management Meetings, Denver.
- Collins, C. J., & Clark, K. D. (2001) The Importance of Internal Social Networks: An Examination of How the Relationships Between Top Management Team Members and Core Employees Affect Firm Innovation. Academy of Management Meetings, Washington, D.C.
- Collins, C. J. (2001) Strategic human resource management: Managing knowledge for success in dynamic competitive environments. Conference on Understanding the Dynamic Organization, Cornell University, Johnson Graduate School of Business.
- Stevens, C. K., Collins, C. J., Dragoni, L. (2001) A policy capturing approach to uncovering dimensions of initial employment brand equity. Society for Industrial and Organizational Psychology Conference, San Diego.
- Smith, K. G., Collins, C. J., Clark, K. D., Stevens, C. K. (2000) The organizational advantage: Combining and exchanging resources to create value. Strategic Management Society Conference, Vancouver. Finalist for Best Conference Paper Prize.
- Clark, K. D., Collins, C. J., Smith, K. G. (2000) Strategic decision-making in high velocity environments: A theory revisited and a test. Strategic Management Society Conference, Vancouver.
- Smith, K. G., Collins, C. J., Clark, K. D., Stevens, C. K. (2000) The creation of adaptive efficiency: The interplay of physical, human, social, and intellectual capital. Academy of Management Meetings, Toronto.
- Collins, C. J. (2000) Strategic human resources and the development of organizational social capital. Academy of Management Meetings, Toronto.

- Collins, C. J., & Stevens, C. K. (1999) Recruitment and job choice: The affects of early recruitment practices on the decision to apply. Academy of Management Meetings, Chicago.
- Collins, C. J., & Stevens, C. K. (1999) Changing perceptions of image: How recruitment affects stuedents' perceptions of and organization's image. Society for Industrial/Organizational Psychology Conference, Atlanta.
- Clark, K., Collins, C. J., Smith, K. G., Stevens, C. K. (1999) A Relational Approach to Top Management Groups: Social Capital, Information Processing, Co-optation, and Efficiency. Society for Industrial/Organizational Psychology Conference, Atlanta.
- Gannon, M.J., Thomas, J., Kristof, A. L., Collins, C. J., Gupta, A., & Salam, S. (1997). Cultural metaphors as frames of reference for nations: A six-country study. Academy of Management Meetings, Boston.

PROFESSIONAL ASSOCIATIONS:

Academy of Management, Faculty Member
Strategic Management Society, Faculty Member
Society for Human Resource Management

PROFESSIONAL SERVICE:

Editorial Boards:

Academy of Management Journal - 2004-Present
Journal of Applied Psychology – 2008 - Present

Journals:

Ad Hoc Reviewer for *Human Resource Management*
Ad Hoc Reviewer for *Industrial and Labor Relations Review*
Ad Hoc Reviewer for *Journal of Management*
Ad Hoc Reviewer for *Personnel Psychology*
Ad Hoc Reviewer for *Organization Science*

Committees:

2006-Present	Graduate Committee, School of Industrial and Labor Relations, Cornell University
2005- Present	Task Force on Member Retention, Human Resource Division of the Academy of Management
2004-Present	Liaison Committee, Human Resource Division of the Academy of Management.

2002-2005 Undergraduate Program Committee, School of Industrial and Labor Relations, Cornell University Chair of committee in 2004-2005 academic year.

2002-Present Career Services Advisory Board, Cornell University

Advisor:

2001-2007 Student Chapter, Society for Human Resource Management, Cornell University

2002-2007 Cornell University HR Games Team, including coaching Winner of the National HR Games in 2002 and 2004.