

MGMT 824: Seminar in Human Resource Management Fall 2015

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Class Hours: Wednesday 8:00-10:50
Room: DMS 108
Class Website: on Blackboard
Office Hours: M/W 12:30-1:30; or by appointment

Reading Material

Articles as assigned in the syllabus and/or by weekly discussion leaders.

Optional by encouraged: Burton-Jones, A., & Spender, J. C. (2011). *The Oxford Handbook of Human Capital*. Oxford University Press, Oxford.

Course Objectives

This course is about human capital: its nature, antecedents, and consequences. The nature of human capital is multidisciplinary and we will consider it from a variety of perspectives that include economics, psychology, and sociology. The antecedents of human capital are varied and span multiple levels of analysis. The consequences of human capital are likewise varied, and the relationships between human capital and different criteria are complex.

We will consider human capital from a number of different scholarly disciplines and theoretical perspectives. These differences in discipline and perspective also span multiple levels of analysis. After learning this multidisciplinary/multilevel perspective, you should be able to find several problems with the preceding paragraph...problems that are defined according to which theoretical perspective you adopt.

This goes without saying, but I expect perfect attendance except for good reasons (e.g., conference attendance). Class will also start and end promptly, so please show up a few minutes early. Whenever possible, please give advance notice if you will not be able to attend a class. It is important you read the articles/chapters *before* coming to class. There will be several articles/chapters assigned for each week.

Learning Outcomes

Students will complete the course with:

- Knowledge of human capital from the perspectives of multiple disciplines.

- Knowledge of multilevel issues.
- Skill in making presentations.
- Ability to think critically about data and results.
- Ability to write and critique each other's writing.

Grades

Grades will be assigned according to the traditional cut-offs used at USC. Specifically, a 90 or greater is an A, 87 up to 90 is a B+, 80 up to 87 is a B. A grade of C (or lower) will be given to those who receive less than 80 percent of the available points. Grades are based on the following percentage points:

| | <u>Percent</u> |
|----------------------------------|----------------|
| Written Paper | 40% |
| Critique | 10% |
| Class Discussion & Participation | 40% |
| Presentation | 10% |

You'll notice that there is no exam. So long as everyone does the readings and contributes to the class discussions, I see no need for an exam. If either of these becomes problematic, a midterm/final exam may be necessary. Please do not miss the deadlines stated in the class schedule—they are real and important!

Written Paper. You are to complete a journal quality paper on a topic related to human capital. This may be an empirical paper or it may be a conceptual paper. Either way, it must be of the quality consistent with a journal submission. This means it is in the correct formatting style, is of an appropriate length, etc. Keep me informed about the content of the paper and your progress. *The final draft of the paper is due November 30.*

Critique. You need to turn in a complete draft of your paper *before* the deadline, and this draft will be critiqued by one of your colleagues. Critiquing papers is part science, part art—but mostly science. There are right ways and wrong ways to evaluate the work of others. Therefore, I will discuss how one should critique papers, and then... will let you apply these principles as you critique the paper of one of your classmates. Note that I will be grading *your critique*; not the draft of the paper you critiqued.

Class Discussion and Participation. Active participation is obviously important and I expect you to meaningfully contribute each and every class. However, you will be responsible for leading the discussion and setting the direction for at least one class. More specifically, you will have responsibility for adding/editing/deleting the week's readings, choosing points for discussion, etc. How you lead the discussion is largely up to you, but you must meet with me *two weeks prior* to review your plan/etc. Note that you need to give your classmates at least one week to read the assigned articles, so you need to plan ahead!

Presentation. Toward the end of the semester, each student will give a 15 minute presentation on his/her paper. This presentation should be identical, in terms of scope and style, to what you would give at a conference.

University of South Carolina Honor Code

“It is the responsibility of every student at the University of South Carolina Columbia to adhere steadfastly to truthfulness and to avoid dishonesty, fraud, or deceit of any type in connection with any academic program. Any student who violates this Honor Code or who knowingly assists another to violate this Honor Code shall be subject to discipline.” For more information, go to: <http://www.sc.edu/academicintegrity/>

A Note About the Course Schedule

Although we will try to stick to the course schedule, I feel it’s important that we devote sufficient time to review and ensure understanding. Therefore, I’ve designed some slack into the course schedule. The course schedule dates are therefore tentative. We may also add/drop readings as the class evolves (you’ll receive notice of this in advance). The sequence of topics is unlikely to change, however.

Course Outline

| Week of: | | Topic | Deliverables |
|----------|--------------|--|--------------|
| 1 | August 26 | <p style="text-align: center;">Overview</p> <p>Becker, G. S. 2011. Forward. In A. Burton-Jones & J. C. Spender (Eds.), <i>The Oxford Handbook of Human Capital</i>: xiii-xvi. Oxford University Press, Oxford.</p> <p>Molloy, J., & Ployhart, R. E. 2012. Construct clarity: Multidisciplinary considerations and an illustration using human capital. <i>Human Resource Management Review</i>, 22, 152-156.</p> <p>Molloy, J. C., Ployhart, R. E., & Wright, P. M. 2011. The myth of “the” micro-macro divide. <i>Journal of Management</i>, 37, 581-609.</p> <p>Special topic on good ideas & evaluating research (skim):</p> <p style="padding-left: 40px;">Davis, M. S. 1971. That’s interesting! Towards a phenomenology of sociology and a sociology of phenomenology. <i>Philosophy of Social Science</i>, 309-344.</p> <p style="padding-left: 40px;">McGuire, W. J. 1997. Creative hypothesis generating in psychology: Some useful heuristics. <i>Annual Review of Psychology</i>, 48, 1-30.</p> <p style="padding-left: 40px;">Lundberg, C. C. 1999. Finding research agendas: Getting started Weick-like. <i>The Industrial and Organizational Psychologist</i>, 37, 32-39.</p> | |

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| 2 | <p data-bbox="240 296 362 352">September 2</p> <p data-bbox="574 296 1047 325" style="text-align: center;">Foundations I: Economics/human capital</p> <p data-bbox="391 359 1211 447">Blair, M. B. 2011. An economic perspective on the notion of ‘Human Capital.’ In A. Burton-Jones & J. C. Spender (Eds.), <i>The Oxford Handbook of Human Capital</i>: 49-70. Oxford University Press, Oxford.</p> <p data-bbox="391 480 1224 569">Lewin, P. 2011. A capital-based approach to the firm. In A. Burton-Jones & J. C. Spender (Eds.), <i>The Oxford Handbook of Human Capital</i>: 145-161. Oxford University Press, Oxford.</p> <p data-bbox="391 602 1198 659">Strober, M. H. 1990. Human capital theory: Implications for HR managers. <i>Industrial Relations</i>, 23: 214-239</p> <p data-bbox="391 693 1159 749">Sweetland, S. R. 1996. Human capital theory: Foundations of a field of inquiry. <i>Journal of Educational Research</i>, 66: 341-359.</p> <p data-bbox="391 783 704 812">More history (if you want it):</p> <p data-bbox="488 846 1166 903" style="padding-left: 40px;">Kiker, B. F. 1966. This historical roots of the concept of human capital. <i>The Journal of Political Economy</i>, 74: 481-499.</p> <p data-bbox="391 936 1073 966">Understanding of performance and effectiveness criteria (skim):</p> <p data-bbox="488 999 1219 1087" style="padding-left: 40px;">Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. 2009. Measuring organizational performance: Toward methodological best practice. <i>Journal of Management</i>, 35: 718-804.</p> | |

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| 3 September 9 | <p style="text-align: center;">Foundations II: Psychology/individual differences</p> <p>Ackerman, P. L. 1996. A theory of adult intellectual development: Process, personality, interests, and knowledge. <i>Intelligence</i>, 22: 227-257.</p> <p>Ackerman, P. L. & Heggestad, E. D. 1997. Intelligence, personality, and interests: Evidence for overlapping traits. <i>Psychological Bulletin</i>, 121: 219-45.</p> <p>Murphy, K. R. 2012. Individual differences. In N. Schmitt (Ed), <i>The Oxford Handbook of Personnel Assessment and Selection</i>: 31-47. Oxford University Press, Oxford.</p> <p>Ployhart, R. E. 2012. Ensuring sustainable organizational effectiveness through the acquisition of human capital. In S. W. J. Kozlowski (Ed.), <i>The Encyclopedia of Industrial/Organizational Psychology</i>. Oxford University Press.</p> <p>Schmitt, N., 2014. Personality and cognitive ability as predictors of effective performance at work. <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 1: 45-65.</p> <p>Schneider, B. 1987. The people make the place. <i>Personnel Psychology</i>, 40: 437-453.</p> <p>Tesluk, P. E., & Jacobs, R. R. 1998. Toward an integrated model of work experience. <i>Personnel Psychology</i>, 51, 321-355.</p> <p>Skim:</p> <p style="padding-left: 40px;">Campbell, J. P., & Wiernik, B. M. 2015. The modeling and assessment of work performance. <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 2: 47-74.</p> <p style="padding-left: 40px;">Ployhart, R. E., Schmitt, N., & Tippins, N. under review. The supreme problem. <i>Journal of Applied Psychology</i>.</p> | |

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| 4 | September 16 | <p style="text-align: center;">Foundations III: Sociology/social capital/collective knowledge</p> <p>Coleman, J. S. 1988. Social capital in the creation of human capital. <i>The American Journal of Sociology</i>, 94: 95-120.</p> <p>Grant, R. M. 1996. Toward a knowledge-based theory of the firm. <i>Strategic Management Journal</i>, 17: 109.</p> <p>Grant, R. M., & Hayton, J. C. 2011. Interdependencies between people in organizations. In A. Burton-Jones & J. C. Spender (Eds.), <i>The Oxford Handbook of Human Capital</i>: 404-432. Oxford University Press, Oxford.</p> <p>Von Krogh, G., & Wallin, M. W. 2011. The firm, human capital, and knowledge creation. In A. Burton-Jones & J. C. Spender (Eds.), <i>The Oxford Handbook of Human Capital</i>: 261-286. Oxford University Press, Oxford.</p> <p>Nahapiet, J. 2011. A social perspective: Exploring the links between human capital and social capital. In A. Burton-Jones & J. C. Spender (Eds.), <i>The Oxford Handbook of Human Capital</i>: 71-119. Oxford University Press, Oxford.</p> <p>Nahapiet, J., & Ghoshal, S. 1998. Social capital, intellectual capital, and the organizational advantage. <i>Academy of Management Review</i>, 23: 242-266.</p> | |
| 5 | September 23 | <p style="text-align: center;">Foundations IV: Resources</p> <p>Amit, R., & Schoemaker, P. J. H. 1993. Strategic assets and organizational rent. <i>Strategic Management Journal</i>, 14: 33-46.</p> <p>Barney, J. B. 1986. Strategic factor markets: Expectations, luck, and business strategy. <i>Management Science</i>, 32: 1231-1241.</p> <p>Barney, J. B. 1991. Firm resources and sustained competitive advantage. <i>Journal of Management</i>, 17: 99-120.</p> <p>Dierickx, I., & Cool, K. 1989. Asset stock accumulation and sustainability of competitive advantage. <i>Management Science</i>, 35: 1504-1511.</p> <p>Kraaijenbrink, J. 2011. Human capital in the resource-based view. In A. Burton-Jones & J. C. Spender (Eds.), <i>The Oxford Handbook of Human Capital</i>: 218-237. Oxford University Press, Oxford.</p> <p>Liebeskind, J. P. 1996. Knowledge, strategy, and the theory of the firm. <i>Strategic Management Journal</i>, 17: 93-107.</p> <p>Peteraf, M. A., & Barney, J. B. 2003. Unraveling the resource-based tangle. <i>Managerial & Decision Economics</i>, 24: 309-323.</p> | |

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| 6 | September 30 | <p style="text-align: center;">Foundations V: Dynamic Capabilities</p> <p>Eisenhardt, K. M., & Martin, J. A. 2000. Dynamic capabilities: what are they? <i>Strategic Management Journal</i>, 21: 1105-1121.</p> <p>Helfat, C. E., & Peteraf, M. A. 2003. The dynamic resource-based view: Capability lifecycles. <i>Strategic Management Journal</i>, 24: 997-1010.</p> <p>Sirmon, D. G., Hitt, M. A., & Ireland, R. D. 2007. Managing firm resources in dynamic environments to create value: Looking inside the black box. <i>Academy of Management Review</i>, 32: 273-292.</p> <p>Teece, D. J. 2007. Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. <i>Strategic Management Journal</i>, 28: 1319-1350.</p> <p>Teece, D. J., Pisano, G., & Shuen, A. 1997. Dynamic capabilities and strategic management. <i>Strategic Management Journal</i>, 18: 509-533.</p> | |
| 7 | October 7 | <p style="text-align: center;">Integration I</p> <p>Cappelli, P. 2012. A cautionary view of construct validity. <i>Human Resource Management Review</i>, 22, 149-141.</p> <p>Gerhart, B. 2005. Human resources and business performance: Findings, unanswered questions, and an alternative approach. <i>Management Review</i>, 16: 174-185.</p> <p>Ployhart, R. E., & Hale, D. Jr. 2014. The fascinating psychological microfoundations of strategy and competitive advantage. <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 1: 145-172.</p> <p>Wright, P. M. & Boswell W. R. 2002. Desegregating HRM: A review and synthesis of micro and macro human resource management research. <i>Journal of Management</i>, 28: 247-276.</p> <p>Wright, P. M., Coff, R., & Moliterno, T. P. 2014. Strategic human capital: Crossing the great divide. <i>Journal of Management</i>, 40:353-370.</p> <p>Wright, P. M., & Haggerty, J. J. 2005. Missing variables in theories of strategic human resource management: Time, cause, and individuals. <i>Management Review</i>, 16: 164-173.</p> <p>Wright, P. M., & McMahan, G. C. 2011. Exploring human capital: putting human back into strategic human resource management. <i>Human Resource Management Journal</i>, 21: 93.</p> | |

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| 8 October 14 | <p style="text-align: center;">Integration II (Multilevel & Microfoundations)</p> <p>Barney, J. & Felin, T. 2013. What Are Microfoundations? <i>Academy of Management Perspectives</i>, 27: 120-137.</p> <p>Coff, R., & Kryscynski D. 2011. Drilling for micro-foundations of human capital based competitive advantages. <i>Journal of Management</i>, 37 1429-1448.</p> <p>Felin, T., & Hesterly, W. S. 2007. The knowledge-based view, nested heterogeneity, and new value creation: Philosophical considerations on the locus of knowledge. <i>Academy of Management Review</i>, 32: 195-218.</p> <p>Felin, T., Foss, N., & Ployhart, R. E. 2015. The microfoundations movement in strategy and organization theory. <i>Academy of Management Annals</i>, 9: 575-632.</p> <p>Foss, N. J. 2011. Micro-foundations for the resource-based view? <i>Journal of Management</i>, 37.</p> <p>Ployhart, R. E., & Moliterno, T. P. 2011. Emergence of the human capital resource: A multilevel model. <i>Academy of Management Review</i>, 36: 127-150.</p> <p>Ployhart, R. E., Nyberg, A. J., Reilly, G., & Maltrich, M. (2014). Human capital is dead; long live human capital resources! <i>Journal of Management</i>, 40, 371-398.</p> <p>Skim:</p> <p>Hitt, M. A., Beamish, P. W., Jackson, S. E., & Mathieu, J. E. 2008. Building theoretical and empirical bridges across levels: Multilevel research in management. <i>Academy of Management Journal</i>, 50: 1385-1399.</p> | |

| Week of: | Topic | Deliverables |
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| 9 October 21 | <p style="text-align: center;">Applications I: Psychology</p> <p>Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J., & Ketchen, D. J., Jr. 2011. Does human capital matter? A meta-analysis of the relationship between human capital and firm performance. <i>Journal of Applied Psychology</i>, 96: 443-456.</p> <p>Le, H., Oh, I., Shaffer, J., & Schmidt, F. 2007. Implications of methodological advances for the practice of personnel selection: How practitioners benefit from meta-analysis. <i>Academy of Management Perspectives</i>, 21, 6-15.</p> <p>Ployhart, R. E. 2012. Personnel selection and the competitive advantage of firms. In G. P. Hodgkinson & J. K. Ford (Eds.), <i>International Review of Industrial and Organizational Psychology</i>, 27, 153-196. Indianapolis, IN: Wiley.</p> <p>Schmidt, F., & Hunter, J. 1998. The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. <i>Psychological Bulletin</i>, 124: 262-274.</p> <p>Schmitt, N. 2007. The value of personnel selection: Reflections on some remarkable claims. <i>Academy of Management Perspectives</i>, 21, 19-23.</p> <p>Skim:</p> <p>Fulmer, I. S., & Ployhart, R. E. 2014. "Our most important asset:" A multidisciplinary/multilevel review of human capital valuation for research and practice. <i>Journal of Management</i>, 40: 161-192.</p> | |

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| 10 | <p data-bbox="240 296 342 447">October 28 (may need to change date)</p> <p data-bbox="574 296 1047 325" style="text-align: center;">Applications II: Organizational Behavior</p> <p data-bbox="391 359 1214 417">Bell, S. T. 2007. Deep-level composition variables as predictors of team performance: A meta-analysis. <i>Journal of Applied Psychology</i>, 92: 395-415.</p> <p data-bbox="391 451 1203 564">Cappelli, P., & Sherer, P. D. 1991. The missing role of context in OB: The need for a meso-level approach. In L. L. Cummings & B. M. Staw (Eds.), <i>Research in organizational behavior</i>, vol. 13: 55–110. Greenwich, CT: JAI Press.</p> <p data-bbox="391 598 1192 690">Ilgen, D. R., Hollenbeck, J. R., Johnson, M., & Jundt, D. 2005. Teams in organizations: From input-process-output models to IMOI models. <i>Annual Review of Psychology</i>, 56: 517-543.</p> <p data-bbox="391 724 1211 816">Kozlowski, S. W. J., & Ilgen, D. R. 2006. Enhancing the effectiveness of work groups and teams. <i>Psychological Science in the Public Interest</i>, 7: 77-124.</p> <p data-bbox="391 850 1162 942">Marks, M. A., Mathieu, J. E., & Zaccaro, S. J. 2001. A temporally based framework and taxonomy of team processes. <i>Academy of Management Review</i>, 26: 356-376.</p> <p data-bbox="391 976 1214 1068">Mathieu, J. E., Tannenbaum, S. I., Donsbach, J. S., & Alliger, G. M. 2014. A review and integration of team composition models: Moving toward a dynamic and temporal framework. <i>Journal of Management</i>, 40: 130-160.</p> | |

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| 11 | November 4 | <p style="text-align: center;">Applications III: Human Resources</p> <p>Bowen, D. E. & Ostroff, C. 2004. Understanding HRM-firm performance linkages: The role of the “strength” of the HRM system. <i>Academy of Management Review</i>, 29: 203-221</p> <p>Barney, J. B. & Wright, P. M. 1998. On becoming a strategic partner: The role of human resources in gaining competitive advantage. <i>Human Resource Management</i>, 37: 31-46.</p> <p>Lepak, D. P. & Snell, S. A. 1999. The human resource architecture: Toward a theory of human capital allocation and development. <i>Academy of Management Review</i>, 24: 34-48.</p> <p>Lepak, D. P., Liao, H., Chung, Y., & Harden, E. E. 2006. A conceptual review of human resource management systems in strategic human resource management research. <i>Research in Personnel and Human Resources Management</i>, 25: 217-271.</p> <p>Subramaniam, M., & Youndt, M. A. 2005. The influence of intellectual capital on the types of innovative capabilities. <i>Academy of Management Journal</i>, 48: 450-463.</p> <p>Takeuchi, R., Lepak, D. P., Heli, W., & Takeuchi, K. 2007. An Empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations. <i>Journal of Applied Psychology</i>, 92: 1069-1083.</p> <p>Wright, P. M., McMahan, G. C., & McWilliams, A. 1994. Human resources and sustained competitive advantage: A resource-based perspective. <i>International Journal of Human Resource Management</i>, 5: 301-326.</p> <p>Skim:</p> <p style="padding-left: 40px;">Boxall, P. 2011. Human capital, HR strategy, and organizational effectiveness. In A. Burton-Jones & J. C. Spender (Eds.), <i>The Oxford Handbook of Human Capital</i>: 289-308. Oxford University Press, Oxford.</p> | |

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| 12 | November 11 | <p style="text-align: center;">Applications V: Strategy</p> <p>Campbell, B. A., Saxton, B. M., & Banerjee, P. M. (2014). Resetting the shot clock: The effect of comobility on human capital. <i>Journal of Management</i>, 40:531-556.</p> <p>Coff, R. W. 1997. Human assets and management dilemmas: Coping with hazards on the road to resource-based theory. <i>Academy of Management Review</i>, 22: 374-402.</p> <p>Hatch, N. W., & Dyer, J. H. 2004. Human capital and learning as a source of sustainable competitive advantage. <i>Strategic Management Journal</i>, 25: 1155-1178.</p> <p>Kor, Y. Y. & Leblebici, H. 2005. How do interdependencies among human-capital deployment, development, and diversification strategies affect firms' financial performance? <i>Strategic Management Journal</i>, 26: 967-985.</p> <p>Nyberg, A. J., Moliterno, T. M., Hale, D., & Lepak, D. P. 2014. Resource-based perspectives on unit-level human capital: A review and integration. <i>Journal of Management</i>.</p> <p>Skim:</p> <p>Brymer, R. A., Molloy, J. C., & Gilbert, B. A. 2014. Human capital pipelines: Competitive implications of repeated interorganizational hiring. <i>Journal of Management</i>, 40:483-508.</p> <p>Hitt, M. A., Bierman, L., Shimizu, K., & Kochhar, R. 2001. Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective. <i>Academy of Management Journal</i>, 44: 13-28.</p> | |

| Week of: | | Topic | Deliverables |
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| 13 | November 18 | <p align="center">New Horizons-What is Specific Human Capital?</p> <p>Campbell, B. A., Coff, R., & Kryscynski, D. 2012. Rethinking sustained competitive advantage from human capital. <i>Academy of Management Review</i>, 37(3): 376-395.</p> <p>Coff, R., & Raffiee, J. in press. Towards a theory of perceived firm-specific human capital. <i>Academy of Management Perspectives</i>.</p> <p>Kryscynski, D., & Ulrich, D. (in press). Making strategic human capital relevant: A time sensitive opportunity. <i>Academy of Management Perspectives</i>.</p> <p>Mahoney, J., & Kor, Y. in press. Advancing the human capital perspective on value creation by joining capabilities and governance approaches. <i>Academy of Management Perspectives</i>.</p> <p>Molloy, J., & Barney, J. in press. Who captures the value created with human capital? A market-based view. <i>Academy of Management Perspectives</i>.</p> <p>Nyberg, A. J., & Wright, P. M. in press. 50 years of human capital research: assessing what we know; exploring where we go. <i>Academy of Management Perspectives</i>.</p> <p>Ployhart, R. E. (in press). Strategic Organizational Behavior (STROBE): The missing voice in the strategic human capital conversation. <i>Academy of Management Perspectives</i>.</p> <p>Raffiee, J., & Coff, R. in press. Micro-foundations of firm-specific human capital: When do employees perceive their skills to be firm-specific? <i>Academy of Management Journal</i>.</p> | |
| 14 | November 25 | No Class-Thanksgiving | Papers Due! |
| 15 | December 2 | Presentations | |

Note: Course sequence and readings may change! It is your responsibility to stay current.

Special Issues that may also be of interest:

Journal of Management ([March 2011 Bridging Micro and Macro Domains](#))

Journal of Management ([September 2011 Resource-Based Theory](#))

Journal of Management ([February 2014 Strategic Human Capital](#))

Academy of Management Perspectives (May, 2013, [What are microfoundations](#))

Academy of Management Perspectives (in press; strategic human capital; scheduled for August)