

June 5, 2023

BRUCE C. SKAGGS

Department of Management
Isenberg School of Management
University of Massachusetts-Amherst
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EDUCATION

Ph.D. in Business Administration

Primary field of study: Strategic Management
The Pennsylvania State University, University Park, PA
The Smeal College of Business
Department of Management and Organization
Degree conferred: May, 1999

Masters of Business Administration

Virginia Tech, Blacksburg, VA
The R.B. Pamplin College of Business, 1992

Bachelors of Business Administration

University of Kentucky, Lexington, KY, 1990

**ACADEMIC
EXPERIENCE**

2018-present: Flavin Chair in Entrepreneurial Studies; Chair,
Department of Management; Academic Coordinator, Berthiaume
Center for Entrepreneurship. University of Massachusetts-
Amherst, Amherst MA

2017-2018: Professor and Chair, Department of Management
Academic Coordinator, Berthiaume Center for Entrepreneurship,
University of Massachusetts-Amherst, Amherst MA

2016-2017: Professor and Chair, Department of Management,
University of Massachusetts-Amherst, Amherst MA

2013-present: Associate Professor and Chair, Department of
Management, University of Massachusetts-Amherst, Amherst MA

2006-2013: Associate Professor and Coordinator of the PhD
Program in Strategic Management, Department of Management,
University of Massachusetts-Amherst, Amherst MA

2004-2006: Assistant Professor, Department of Management,
University of Massachusetts-Amherst, Amherst MA

1999-2004: Assistant Professor, School of Management,
University of Kentucky, Lexington KY

1997-1999: Visiting Professor, Department of Management,
University of Massachusetts-Dartmouth, Dartmouth, MA

1992-1997: Lecturer, Department of Management and
Organization, The Pennsylvania State University, University Park,
PA

TEACHING INTERESTS

Strategic Management
Principles of Management
Organizational Theory

RESEARCH INTERESTS

Strategic actions in service sector firms
Innovation
Knowledge management

PUBLICATIONS

Ergene, E., Skaggs, B., & Echeveste, I. 2021. Service Production
in High Captivity Service Firms. Service Business, 15: 19-43.

Skaggs, B.C., Manz, C., Lyle, M, & Pearce, C.L. 2018. On the
Folly of Punishing A While Hoping for A: Exploring Punishment
in Organizations. Journal of Organizational Behavior, 39: 812-815.

Eckardt, R., Skaggs, B., & 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.

Eckardt, R., & Skaggs, B. 2018. Service Diversification and
Growth of Professional Service Firms. Long Range Planning, 51:
111-126.

Meyer CR, Skaggs BC, Nair S, Cohen DG. 2015. Customer
Interaction Uncertainty, Knowledge, and Service Firm
Internationalization. Journal of International Management, 21:
249-259.

Manz, C.C., Skaggs, B.C., Pearce, C.L., & Wassenaar, C.L. 2015. Serving One Another: Are Shared and Self-Leadership the Keys to Service Sustainability? Journal of Organizational Behavior, 36: 607-612.

Eckardt, R., Skaggs, B., & Youndt, M. 2014. Employee Turnover and Knowledge Loss: An Examination of the Differential Effects of Manager and Non-Manager Employee Turnover in Service and Manufacturing Firms. Journal of Management Studies, 51: 1025-1057.

Meyer, C., Skaggs, B., & Youndt, M. 2014. Developing and Deploying Organizational Capital in Service vs. Manufacturing Firms. Journal of Managerial Issues, 26: 326-344.

Manz, C.C., Skaggs, B.C., Pearce, C.L., & Wassenaar, C.L. 2014. A Model of Sustainable Distributed Service Delivery in Organizations with Compassion-Based Missions. Journal of Leadership and Organizational Studies, 21: 366-375.

Nair, S., & Skaggs, B. 2012. Performance Implication of Cross-Listing for Emerging vs. Developed Market Firms: An Institutional Legitimacy Approach. International Journal of Business and Emerging Markets, 4: 223-240.

Skaggs, B., & Galli-Debicella, A. 2012. Customer Interaction and Uncertainty as Determinants of Organizational Structure in Service Firms. The Service Industries Journal, 32: 337-352.

Skaggs, B., & Manz, C. 2012. Natural Rewards in Compassion-Based Organizations. In C. Manz and C. Neck, Mastering Self-Leadership: Empowering Yourself for Personal Excellence (6th Edition).

Huffman, T., & Skaggs, B. 2010. The Effects of Customer-Firm Interaction on Innovation and Performance in Service Firms. The Journal of Business Strategies, Fall: 151-176.

Scott, K., Skaggs, B., Roy, M., & Kowalski, K. 2010. The Role of CEO Self-Monitoring in Effective Strategic Leadership. American Business Review, June: 9-20.

Skaggs, B., & Leicht, K. 2005. Management Paradigm Change in the United States: A Professional Autonomy Perspective. In L. Keister (Ed.), Research in the Sociology of Work: Entrepreneurship, vol. 15: 123-149. Oxford, UK: Elsevier.

Skaggs, B., & Youndt, M. 2004. Strategic positioning, human capital, and performance in service organizations: A customer interaction approach. Strategic Management Journal, 25: 85-99

Skaggs, B., & Snow, C. 2004. The strategic signaling of capabilities by service firms in different information asymmetry environments. Strategic Organization, 2: 271-291.

Skaggs, B., & Droege, S. 2004. Performance implications of manufacturing diversification into services. Journal of Managerial Issues, 16: 396-407.

Skaggs, B., & Huffman, T. 2003. A customer interaction approach to strategy and production complexity alignment in service firms. Academy of Management Journal, 46: 775-786.

Brass, D., Butterfield, K., & Skaggs, B. 1998. Relationships and unethical behavior: A social network perspective. Academy of Management Review, 23: 14-31.

Cochran, P., Wartick, S., & Skaggs, B. 1996. Golden parachutes and tin parachutes: Top management perks, corporate governance, and the public interest. In S. Sethi, P. Steidlmeier, and C. Falbe (Eds.) Scaling the Corporate Wall: Readings in Business and Society (2nd ed.): 195-204. Upper Saddle River, NJ: Prentice Hall.

PROCEEDINGS

Skaggs, B., & Youndt, M. 2003. Strategic Positioning, Human Capital, and Performance in Service Organizations: A Customer Interaction Approach. Proceedings of the Academy of Management.

Youndt, M., & Skaggs, B. 2001. The Role of Human Resources in the Strategic Positioning and Performance of Service Organizations. Institute for Behavioral and Applied Management Proceedings.

Skaggs, B., & Butterfield, K. 1995. The Effects of the Mission Statement on Corporate Illegal Behavior: A Sensemaking Perspective. International Association for Business and Society Proceedings.

Brass, D., Butterfield, K., & Skaggs, B. 1995. The Social Network Structure of Unethical Behavior. International Association for Business and Society Proceedings.

Skaggs, B. 1994. Power, Risk, and Responsibility: An Analysis of the Relationship Between Labor and Capital. International Association for Business and Society Proceedings.

PAPERS UNDER REVIEW

Kim, Y., & Skaggs, B. The Impact of Hiring from Client-Overlapping PSFs on Client Embeddedness: A Knowledge-Based Approach. Revise and resubmit at Journal of Professions and Organization.

Skaggs, B., Cohen, D., Nair, S., & Meyer, C., Eckardt, R., & Hockensmith, A. Extending Transaction Cost Analysis to Final Product Market Firms. Under review at Strategy Science.

Masoud, Y., & Skaggs, B. The Impact of Executive Board Member Characteristics on Firm Innovation: The Role of R&D and Organizational Tenure. Under review at Strategic Organization.

PAPERS IN FINAL PREPARATION

Hockensmith, A., & Skaggs, B. Reconceptualizing Customer Capital: A Strategy as Practice Approach. To be submitted to Academy of Management Review.

Hockensmith, A., Skaggs, B., & Eckardt, R. The Moderating Role of Organizational Capital Between Knowledge Acquisition and Firm Performance. To be submitted to Academy of Management Journal.

Kim, Y., & Skaggs, B. Openness, Firm-level Barriers, and Knowledge Creation: When does the Benefit of Openness Diminish? To be submitted to Journal of Business Venturing.

Skaggs, B., Eckardt, R., Liu, D., & Mills, P. Comparing Internal Markets and Hierarchy in the Coordination of Knowledge: A Simulation Analysis. To be submitted to Organization Science.

Kim, Y., Skaggs, B., Eckardt, R., & Youndt, M. The Role of Clients in Employee Mobility and Growth in Professional Service Firms. To be submitted to Academy of Management Journal.

CONFERENCE PRESENTATIONS

Hockensmith, A., & Skaggs, B. Reconceptualizing Customer Capital: A Strategy as Practice Approach. Presented at the Academy of Management Meeting in August 2022 in Seattle, WA.

See, E., & Skaggs, B. The Impact of Dual Activists on Firm Strategic Change. Presented at the Academy of Management Meeting in August 2022 in Seattle, WA.

Bridging Leadership Research on Boards and Top Management Teams. Organizer of virtual PDW at Academy of Management Meeting in August 2021.

Hockensmith, A., Skaggs, B., & Eckardt, R. The Moderating Role of Organizational Capital Between Knowledge Acquisition and Firm Performance. Presented virtually at the Academy of Management Meeting in August 2020.

Bridging Leadership Research on Boards and Top Management Teams. Organizer of PDW at Academy of Management Meeting in August 2019 in Boston, MA.

Ergene, E., Skaggs, B., & Echeveste, I. Customer Co-production, Service Complexity and Human Capital in High Captivity Service Firms. Presented at the Academy of Management Meeting in August 2019 in Boston, MA.

A Celebration and Extension of David P. Lepak's Contribution to Strategic HRM Research. Discussant at PDW at the Academy of Management meeting in August 2018 in Chicago, IL.

Walsh, I., Skaggs, B.C., & Renski, H. Not all Cutbacks are Created Equal: The Effects of Organizational Closures and Contractions on New Venture Creation. Presented at the Academy of Management Meeting in August 2017 in Atlanta, GA.

Kim, Y., & Skaggs, B.C. The Impact of Combinative Environmental Scanning on Firm Innovation. Presented at the Academy of Management Meeting in August 2017 in Atlanta, GA.

Kim, Y., & Skaggs, B.C. The Role of Clients in Employee Mobility and Growth in Professional Service Firms. Presented at the Academy of Management Meeting in August 2017 in Atlanta, GA.

Meyer, C., Skaggs, B., & Youndt, M. Customer Interaction Strategy and Knowledge Deployment in Professional Services. Presented at the Professional Service Firms Annual Conference in July 2017 in Stockholm, Sweden.

Eckardt, R., Skaggs, B., & Lepak, D. The Impact of Cluster Hire Type on the Performance of Knowledge Intensive Firms. Presented at the Academy of Management Meeting in August 2016 in Anaheim, CA.

Meyer, C., Skaggs, B., & Youndt, M. Customer Interaction Strategy, Intellectual Capital, and Performance in Professional Service Firms. Presented at the Academy of Management Meeting in August 2015 in Vancouver, Canada.

Meyer, C., Skaggs, B.C., Cohen, D., & Nair, S. Customer Interaction Uncertainty, Knowledge, and Service Firm Internationalization Strategies. Presented at the Academy of Management Meeting in August 2014 in Philadelphia, PA.

Skaggs, B., Cohen, D., Nair, S., & Meyer, C. Extending Transaction Cost Analysis to Final Product Market Firms. Presented at the Academy of Management Meeting in August 2014 in Philadelphia, PA.

Snyder, K., & Skaggs, B. The Role of Capabilities in Innovation Adoption Decisions. Presented at the Academy of Management Meeting in August 2013 in Orlando, FL.

Eckardt, R., & Skaggs, B. The Role of Strategic Focus on the Growth Trajectories of Professional Service Firms: A Study of the Accounting Industry. Presented at the Academy of Management Meeting in August 2013 in Orlando, FL.

Nair, S., & Skaggs, B. Do We Have a Problem? An Absorptive Capacity Perspective on What Drives Firms to Hire Consultants. Presented at the Academy of Management Meeting in August 2012 in Boston, MA.

Eckardt, R., Skaggs, B., & Youndt, M. Employee Turnover and Knowledge Loss: An Examination of the Differential Effects of Manager and Non-Manager Employee Turnover in Service and Manufacturing Firms. Presented at the Academy of Management Meeting in August 2012 in Boston, MA.

Skaggs, B., Meyer, C., Nair, S., & Cohen, D. The Impact of Customer Interaction Uncertainty and Knowledge Deployment on the Internationalization of Service Firms. Presented at the AIB Conference in May 2012 in Washington, DC.

Meyer, C., Skaggs, B., & Youndt, M. The Development and Impact of Organizational Capital: Differences Between Services and Manufacturing. Presented at the Academy of Management Meeting in August 2011 in San Antonio, TX.

Skaggs, B., Boccia, A., Liu, D., & Mills, P. Comparing Internal Markets and Hierarchy in the Coordination of Knowledge: A Simulation Analysis. Presented at the Academy of Management Meeting in August 2011 in San Antonio, TX.

Gauthier, J., Skaggs, B., & Meyer, C. The Impact of Value Chain Position on Corporate Social Performance: A Stakeholder Approach. Presented at the Academy of Management Meeting in August 2011 in San Antonio, TX.

Nair, S., & Skaggs, B. A Longitudinal Analysis of the Performance Implications of Cross Listing: An Institutional Legitimacy Approach. Awarded Best Paper at the Strategic Management Society Conference in India in 2009.

Skaggs, B., & Galli-Debicella, A. Customer Interaction and Uncertainty as Determinants of Organizational Structure in Service Firms. Presented at the Academy of Management Meeting in August 2008 in Anaheim, CA.

Subramaniam, M., Youndt, M., & Skaggs, B. Empirical Analysis of the Prevalence and Impact of Innovative Capabilities in Manufacturing and Service Organizations Presented at the Academy of Management meeting in August 2006 in Atlanta, GA.

Subramaniam, M., Youndt, M., & Skaggs, B. The Prevalence and Impact of Innovative Capabilities in Manufacturing and Service Organizations: Are They Different? Presented at the Strategic Management Society conference in November 2004 in San Juan, Puerto Rico.

Huffman, T., & Skaggs, B. The Effects of Consumer/Firm Interaction on Innovation and Performance in Service Firms. Presented at the Academy of Management meeting in August 2004 in New Orleans, LA.

Skaggs, B., & Youndt, M. Strategic Positioning, Human Capital, and Performance in Service Organizations: A Customer Interaction Approach. Nominated for *Best Paper Award* and presented at the Academy of Management meeting in August 2003 in Seattle, WA.

Skaggs, B. Issues Affecting the Study of Strategy in Service Sector Firms. A caucus hosted at the Academy of Management meeting in August 2002 in Denver, CO.

Youndt, M., & Skaggs, B. The Role of Human Resources in the Strategic Positioning and Performance of Service Organizations. Presented at the Institute for Behavioral and Applied Management meeting in November 2001 in Charleston, SC.

Skaggs, B., & Ross, T. A Contingency Approach to Strategy, Production Complexity, and Performance in Service Firms. Presented at the Southern Academy of Management meeting in November 2001 in New Orleans, LA.

Skaggs, B., and Snow, C. The Effects of Competencies, Information Asymmetry, and Competitive Positioning on the Performance of Service Sector Firms: A Contingency Approach. Presented at the Academy of Management meeting in August 2000 in Toronto, Canada

Skaggs, B., & Einstein, W. Developing A Contingency-Based Mission Plan: A Sensemaking Approach. Presented at the Strategic Management Society conference in November 1998 in Orlando, FL.

Skaggs, B., Snow, C., & Mills, P. A Model of Competitive Strategy and Organizational Structure in Service Sector Firms. Presented at the Academy of Management meeting in August 1997 in Boston, MA.

Skaggs, B., & Leicht, K. Managing the Employment Relationship: A Dependency-Avoidance Perspective of Management Paradigm Change in the United States. Presented at the Academy of Management meeting in August 1997 in Boston, MA.

Skaggs, B., & Butterfield, K. The Effects of the Mission Statement on Corporate Illegal Behavior: A Sensemaking Perspective. Presented at the International Association for Business and Society meeting in June 1995 in Vienna, Austria.

Brass, D., Butterfield, K., & Skaggs, B. The Social Network Structure of Unethical Behavior. Presented at the International Association for Business and Society meeting in June 1995 in Vienna, Austria.

Skaggs, B. 1994. Power, Risk, and Responsibility: An Analysis of the Relationship Between Labor and Capital. Presented at the International Association for Business and Society meeting in March 1994 in Hilton Head, South Carolina.

Skaggs, B., & Labianca, G. Redefining Empowerment: From a Management-Centered Construct to Economic Democracy. Presented at the Academy of Management meeting in August 1993 in Atlanta, Georgia.

Labianca, G., & Skaggs, B. Empowerment and Mindfulness: Implementing a Self-Perpetuating Process. Presented at the Academy of Management meeting in August 1993 in Atlanta, Georgia.

HONORS AND AWARDS

Flavin Chair in Entrepreneurial Studies, 2018
Isenberg Research Excellence Award, 2018
Isenberg School Outstanding Teacher Award, 2010-2011
Isenberg Research Fellow, 2007-2009
Best Paper Nomination, Academy of Management, 2003
Outstanding Teaching Award, Penn State University, 1997
Merit Scholarship, Virginia Tech, 1990-1992
Departmental Honors, University of Kentucky, 1990

PROFESSIONAL ASSOCIATIONS AND BOARDS

Editorial Board Member - *Journal of Management Studies*
2016-present
Academy of Management – OMT Research Committee Member
2012-2016:
(Responsible for selecting the annual awards for Best Dissertation, Best Paper, and Best Symposium in the OMT division for the Academy of Management Conference.
Also responsible for selecting the bi-annual Joanne Martin Trailblazer award)
Academy of Management – Member
Strategic Management Society – Member

**UNIVERSITY
SERVICE**

University of Massachusetts-Amherst (2004-present)

Department:

Department Chair, 2013-present
Chair and Member, Department Personnel Committee,
2007-2011
Chair, Undergraduate Curriculum Committee, 2004-2007
Created and conducted doctoral student Colloquium,
2005-present
Member, Search Committee, 2007-2008
Chair, Search Committee, 2010
Dissertation Chair:
Al Boccia (strategy, 2009)
Sudhir Nair (strategy, 2011)
Chris Meyer (strategy, 2012)
Kevin Snyder (sport mgmt., 2013)
Rory Eckardt (strategy, 2014)
Alex Galli (strategy, 2015)
Yeongsu Kim (strategy, 2020)
Eugene See (strategy, 2021)
Youstina Masoud (strategy, in progress)
Ashley Hockensmith (strategy, in progress)

Dissertation Committees:

Jess Dixon (Sport Mgmt., 2008)
Anthony Asare (Marketing, 2009)
Cory Cromer (Marketing, 2009)
David Cohen (Strategy, 2014)
Jeff Gauthier (Strategy, 2014)
Erim Eurgene (Strategy, 2018)
Siyu Wan (Education, in progress)

School:

Academic Coordinator, Berthiaume Center for
Entrepreneurship, 2017-present
Ph.D. Coordinator for Strategic Management (Interim),
Spring 2021
Ph.D. Coordinator for Strategic Management, 2006-2013
Member, Assurance of Learning Committee, 2012-present
Member, MBA Curriculum Committee, 2007-2010
Member, Aspirations Committee, 2006-2008
Member, Dean Search Committee, 2008-2009
Member of IT Committee, 2005-2009

University of Kentucky (1999-2004)

Department:

Search Committee, Chellgren Endowed Professorship
Member of two search committees for assistant-level
positions
Dissertation Chair (Tammy Huffman, Management)
Started a weekly doctoral student Colloquium

College:

Undergraduate Studies Committee, 2002-2004
International Programs Committee, 2001-2002
Library Committee, 1999-2000
Dissertation Committee Member (David McIntyre,
Accounting)
Dissertation Committee Member (Michael Vischer,
Economics)

University of Massachusetts Dartmouth (1997-1999)

Department:

Strategic Planning Committee, 1997-1998

College:

MBA Curriculum Committee, 1997-1998
Instructional Effectiveness Committee, 1998-1999