

SHAD MORRIS

574 Tanner Building
Provo, Utah 84602
morris@byu.edu

ACADEMIC APPOINTMENTS

BRIGHAM YOUNG UNIVERSITY, MARRIOTT SCHOOL

Director, Whitmore Global Business Center, 2024 - Present

O. Leslie & Dorothy C. Stone Professor of Management, 2024 - Present

William F. Edwards Distinguished Fellow and Professor of Management, 2021 – 2024

Georgia White Fellow and Associate Professor of Management, 2016 – 2021

Assistant Professor of Management, 2013-2016

THE OHIO STATE UNIVERSITY, FISHER COLLEGE OF BUSINESS

Assistant Professor of International Business, 2008 – 2013

SKK (SAMSUNG) GRADUATE SCHOOL OF BUSINESS

Assistant Professor of Management, 2006 – 2008

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, SLOAN SCHOOL OF MANAGEMENT

Faculty Fellow, Fall 2005, Summer & Fall 2007

EDUCATION

CORNELL UNIVERSITY

Ph.D. in Management, 2006

BRIGHAM YOUNG UNIVERSITY

Master of Organizational Behavior, Marriott School of Business, 2000

Master of Arts in International and Area Studies, David M. Kennedy Center, 2000

Bachelor of Science in Psychology, 1998

HONORS AND AWARDS

Management Department Teacher of the Year—Brigham Young University, 2023

President's Innovation Fund Award—Brigham Young University, 2022-2024

Kennedy Center International Research Grant—Kennedy Center, BYU, 2022

William F. Edwards Distinguished Fellowship—Brigham Young University, 2021

Georgia White Fellowship—Brigham Young University, 2018

Management Department Researcher of the Year—Brigham Young University, 2017

Scholarly Excellence Award—Brigham Young University, 2016

MEG Grant Recipient—Brigham Young University, 2016

Temple/AIB Best Paper Award—finalist, Academy of International Business, 2014

Haynes Prize for the Most Promising Scholar under 40 years of age—finalist, Academy of International Business, 2012

CIBER Global Competence Research Award, 2012, 2010, 2009

International HRM Scholarly Research Award, Academy of Management, 2010

Academic Fellow, Cambridge University, Centre for International Human Resource Management, 2010 – 2018

Finalist for the Strategic Management Society Best Conference Paper, 2007

Dissertation Award from the Academy of Management, Human Resource Division and SHRM, 2005

Sanyo Corporation Research Grant for the Global HR Strategy Project (with members from INSEAD, Cambridge, Erasmus, and Cornell), 2004-2006

CIPD research grant (with members from Bath, Cornell, and Korea University), 2004-2006

Cornell University Center for Advanced Human Resource Studies (CAHRS) research grant (with members from Cornell), 2002-2004

J. William Fulbright Scholarship, 2000-2001

Institute of International Education (IIE) “Nancy Petry” Scholarship for international business research (one nationally awarded per year), 1999

National Security Education Program (NSEP) David L. Boren Fellowship, 1999

Kauffman Foundation/Center for Entrepreneurship Scholarship for business development research, 1999

RESEARCH INTERESTS

- Helping organizations help people
 - knowledge and learning in multinational organizations
 - innovation through human and social capital

PUBLICATIONS

ARTICLES

Choudhury, M., Moliterno, T., Eckardt, R., Morris, S. and Crocker, A., 2025. Managerial Human Capital and External Mobility: A Signaling Perspective. Forthcoming in Journal of Management.

Budhwar, P., Wood, G., Chowdhury, S., Aguinis, H., Breslin, D., Collings, D., Cooke, F., Darabi, F., Eby, L., Martin, U., Morley, M., Morris, S., Ren, S., Saunders, M., Suddaby, R. 2024. Articulating scholarship in human resource management: Guidance for researchers. Human Resource Management Journal, 34(3), pp.830-863.

Morris, S., Gardner, N., & Smith, I. 2023. 4 Strategies to Cultivate an Authentic Corporate Purpose. Harvard Business Review, Nov 13.

Morris, S., Carlos, C., Kistruck, G.M., Lount Jr, R.B. and Thomas, T.E., 2023. The impact of growth mindset training on entrepreneurial action among necessity entrepreneurs: Evidence from a randomized control trial. Strategic Entrepreneurship Journal, 17(3), pp.671-692.

Morris, S., Oldroyd, J., Allen, R., Chng, D., Han, J. 2023. From Local Modification to Global Innovation: How Multinational R&D Units Solve Problems in Emerging Economies. Journal of International Business Studies, 54(3), 418-440.

Morris, S., Aguilera, R.V., Fisher, G. and Thatcher, S.M., 2023. Theorizing From Emerging Markets: Challenges, Opportunities, and Publishing Advice—FTE. Academy of Management Review, 48(1), 1-10.

- Snell, S.A., Swart, J., Morris, S. and Boon, C., 2023. The HR ecosystem: Emerging trends and a future research agenda. Human Resource Management, 62(1), 5-14.
- Zhong, B., Makhija, M.V., & Morris, S., 2022. Abstract Versus Concrete: How Managers' Construal Influences Organizational Control Systems and Problem Solving. Organization Science, 33(6), 2322-2345.
- Snell, S.A., Morris, S. and Serre, B., 2022. The Human Resource Ecosystem: Reconciling Alignment and Disruption. Research in Personnel and Human Resources Management, 40, 43-59.
- Dyer, J., Kryscynski, D., Law, C., & Morris, S.* 2021. Individual Performance and Taking on Firm-Specific Roles: The Case of Business School Associate Deans. Academy of Management Journal, 64(5). **Equal co-authors listed alphabetically.*
Media mention in the Times Higher Education—2021
- Fisher, G., Mayer, K., & Morris, S. 2021. Phenomenon-Based Theorizing—FTE. Academy of Management Review, 46(4): 631-639.
- Morris, S., Alvarez, S., & Barney, J. 2021. Dancing with the Stars: The Practical Value of Theory in Managing Star Employees. Academy of Management Perspectives, 35(2): 248-264.
- Snell, S. & Morris, S. 2021. Time for Realignment: How Complex Adaptive Systems Can Help Reframe SHRM Research. Academy of Management Perspectives, 35(2): 219-236.
- Oldroyd, J., Morris, S., & Dotson, J. 2019. Principles or Templates? The Antecedents and Performance Effects of Cross-Border Knowledge Transfer. Strategic Management Journal, 40(13): 2191-2213.
- Kryscynski, D., & Morris, S. 2019. Human Capital in Strategy 2008 – 2018. Strategic Management Journal. Virtual Special Issue.
- Kang, S., Oldroyd, J., Morris, S., & Kim, J. 2018. Reading the Stars: Determining Human Capital's Value in the Hiring Process. Human Resource Management, 57(1): 55-64.
- Morris, S., Alvarez, S., Barney, J., & Molloy, J. 2017. Firm-Specific Human Capital Investments as a Signal of General Value: Revisiting Assumptions about Human Capital and How it is Managed. Strategic Management Journal, 38(4): 912-919.
- Morris, S., Snell, S., & Bjorkman, I. 2016. An Architectural Framework for Global Talent Management. Journal of International Business Studies, 47(6): 723-747.
- Morris, S., Oldroyd, J., & Ramaswami, S. 2016. Scaling Up Your Story: An Experiment in Global Knowledge Sharing at the World Bank. Long Range Planning, 49(1): 1-14.
- Morris, S., Zhong, B-J., & Makhija, M. 2015. Going the Distance: The Pros and Cons of Expanding Employees' Global Knowledge Reach. Journal of International Business Studies, 46: 552-573.
- Kistruck, G., Morris, S. Webb, J., & Stevens, C. 2015. The Importance of Client Heterogeneity in Predicting Make-or-Buy Decisions. Journal of Operations Management, 33: 97-110.
- Stiles, Trevor, Farndale, Morris, Paauwe, Stahl, Wright. 2015. Changing Routine: Reframing Performance Management within a Multinational. Journal of Management Studies, 52(1): 63-88.
- Morris, S., Hammond, R., Snell, S. 2014. A Microfoundations Approach to Transnational Capabilities: The Role of Knowledge Search in an Ever-Changing World. Journal of International Business Studies, 45: 405-427.

Sutter, C., Kistruck, G., & Morris, S. 2014. Adaptations to Knowledge Templates in Base-of-the-Pyramid Markets: The Role of Social Interaction. Strategic Entrepreneurship Journal, 8(4): 303-320.

Mackey, A., Molloy, J., & Morris, S. 2014. Scarce Human Capital in Managerial Labor Markets: Implications for Strategic Human Capital Scholarship. Journal of Management, 40(2): 399-421.

Snell, S., & Morris, S. 2014. Building Dynamic Capabilities Around Organizational Learning Challenges. Journal of Organizational Effectiveness, 1(3): 214-239.

Oldroyd, J., & Morris, S. S. 2012. Catching Falling Stars: A Human Resource Response to Social Capital's Detrimental Effect of Information Overload for Star Employees. Academy of Management Review, 37(4).

Stahl, G., Bjorkman, Farndale, Morris, Paauwe, Stiles, Trevor, & Wright. 2012. Six Principles of Effective Global Talent Management. MIT Sloan Management Review, 53(2): 25-32.

Morris, S. S., & Snell, S. A. 2011. Intellectual Capital Configurations and Organizational Capability: An Empirical Examination of Human Resource Subunits in the Multinational Enterprise. Journal of International Business Studies, 42(6): 805-827.

Farndale, E., Paauwe, J., Morris, S. S., Stahl, G., Stiles, P., Trevor, J., & Wright, P. 2010. Context-bound configurations of corporate HR functions in multinational corporations around the globe. Human Resource Management, 49(1): 45-66.

Morris, S. S., & Oldroyd, J. B. 2009. To Boost Knowledge Transfer, Tell Me a Story. Harvard Business Review, 87(5).

Morris, S. S., Wright, P., Trevor, J., Snell, S., Stiles, P., Stahl, G., Paauwe, J., & Farndale, E. 2009. Global Challenges to Replicating HR: The Role of People, Processes, and Systems. Human Resource Management, 48(6): 973-995.

Recipient of the Academy of Management International HR Scholarly Research Award—2010

Morris, S. S., & Calamai, R. 2009. Dynamic HR: Global Applications from IBM. Human Resource Management, 48(4): 641-648.

Kang, S.-C, Morris, S. S., & Snell, S. A. 2007. Relational archetypes and organizational learning: Developing Value-Creating Human Resource Configurations. Academy of Management Review, 32(1): 236-256.

Morris, S. S., Woodworth, W. P., Hiatt, S. 2006. The value of networks in enterprise development: Case studies in Eastern Europe and Southeast Asia. Journal of Developmental Entrepreneurship, 4: 345-356.

Morris, S. S. 2003. Collective Loans for Bulgaria's Self-Employed: A Field Study of Social and Financial Capital on Enterprise Growth. Journal of Entrepreneurial Finance and Business Ventures, 8: 57-76.

ARTICLES IN PROCESS

Iorio, A. & Morris, S. Tied In or Tied Up: The Contrasting Effects of Network Centrality on Employee Turnover. Revise and Resubmit at Academy of Management Journal.

Snell, S. & Morris, S. The Human Resource Ecosystem: Reconciling Strategic Dualities. Revise and Resubmit at Journal of Management Studies.

Morris, S., Shenkar, O., & Mackey, A., Gardner, J.T. Rethinking “Hierarchical Fiat: The New Employment Relationship and its Governance Implications”. Preparing to submit to Human Relations.

Morris, S., Chng, D., & Oldroyd, J. How Global Companies Nurture Innovation Capabilities in China. Preparing to submit to Sloan Management Review.

BOOKS

Snell, S. & Morris, S. 2025. Managing Human Resources (20th ed.). Cengage: Mason, OH.

Morris, S. & Oldroyd, J. International Business (3rd ed.). 2023. Wiley & Sons: Hoboken, NJ.

Pucik, V., Evans, P., Bjorkman, I., & Morris, S. 2017. The Global Challenge: International Human Resource Management (3rd ed.). Chicago Business Press: Chicago, IL.

Snell, S., Morris, S., & Bohlander, G. 2016. Managing Human Resources (17th ed.). South-Western: Mason, OH.

Stahl, G. K., Bjorkman, I., & Morris, S. S. 2012. Handbook of Research in International Human Resource Management. Edward Elgar: Northhampton, MA.

Kinnie, N., Swart, J., Morris, S. S., Snell, S. A., & Kang, S-C. 2006. Managing People and Knowledge in Professional Service Firms. CIPD: London.

BOOK CHAPTERS

Snell, S., Morris, S., & Jarvis, K. 2025. Human Resource Controls within a Workforce Ecosystem. In L. Cardinal, M. Kreutzer, & C. Miller (ed.) Organizational Control Handbook. Edward Elgar.

Morris, S., Oldroyd, J., & Bahr, K. 2021. How to Retain and Reward Star Employees. In I. Tarique (ed.) Routledge Focus Series on Global Talent Management. Routledge.

Morris, S., Shenkar, O., & Mackey, A. 2019. Managing Across Organizational Boundaries: The New Employment Relationship and its Human Resource Management Implications. In A. Wilkinson, N. Bacon, D. Lepak & S. Snell (eds.) Sage Handbook of Human Resource Management (2nd edition). Sage.

Morris, S., & Snell, S. 2019. How Employees Can Better Solve Customer Problems: A Use Value Approach to Human and Social Capital. In A. Nyberg & T. Moliterno (eds.) Handbook of Research on Strategic Human Capital Resources. Edward Elgar.

Morris, S., & Oldroyd, J. 2019. It’s Crowded at the Top: Managing Stars and the Work Overload that Arises from Stardom. In I. Tarique (ed.) Companion to Talent Management. Routledge.

Rodgers, M., & Morris, S. 2017. Native American Values-Infused Approach to Human Resources. In Deanna Kennedy, Charles Harrington, Amy Verbos, Daniel Stewart, Joseph Gladstone and Gavin Clarkson (eds.) American Indian Business. University of Washington Press.

Morris, S., & Oldroyd, J. 2017. Stars that Shimmer and Stars that Shine: How Information Overload Creates Significant Challenges for Star Employees. In W. Cascio and D. Collings (eds.) The Oxford Handbook of Talent Management. Oxford University Press.

Zhong, B-J., Morris, S. S., Snell, S. A., & Wright, P. M. 2012. Resource-based view of international human resources: The role of integrative and creative capabilities in gaining

competitive advantage for MNCs. In G. Stahl, I. Bjorkman, and S. Morris (eds.) Handbook of Research in International Human Resource Management. Edward Elgar.

Morris, S. S., & Snell, S. A. 2010. The Evolution of HR Strategy: Adaptations to Increasing Global Complexity. In A. Wilkinson, N. Bacon, T. Redman, and S. Snell (eds.) The SAGE Handbook of Human Resource Management. Sage.

Morris, S. S., Snell, S. A., & Wright, P. M. 2006. A resource-based view of international human resources: Toward a framework of integrative and creative capabilities. Peer reviewed chapter in: Handbook of Research in International Human Resource Management, edited by I. Bjorkman and G. Stahl. Edward Elgar.

Morris, S. S., Snell, S. A., & Lepak, D. P. 2005. An architectural approach to managing knowledge stocks and flows: Implications for reinventing the Human Resource function. In Reinventing Human Resources: Challenges and New Directions, edited by R. Burke and C. Cooper. Routledge.

Snell, S. A., & Morris, S. S. 2005. Human resource-based competitive advantage. In Blackwell Encyclopedic Dictionary of Human Resource Management.

BUSINESS REPORTS AND CORPORATE PUBLICATIONS

Human Capital: The Importance of People and Their Knowledge. Sept. 8, 2016. *Leader to Leader*. (Published interview with Professor Morris on his human capital research)

Morris, S., Chng, D., Han, J., Sieverts, B., Taylor, C., & Oldroyd, M. 2015. Innovation Capabilities in China: Talents, Behaviors, and Processes. *CEIBS-BYU Report on Innovation in China*.

Morris, S., Han, J., Chng, D., Shenkar, O., Zhong, B., Reinsvold, E., Head, J. 2013. Leveraging Local Talent for Global Innovation: How Foreign Firms Learn from Local Talent in Emerging Markets. *China Center for Innovation Report*.

Morris, S., Whitney, D., Snell, S., Hammond, R., Zhang, H., Marcel, N., & Knasky, A. 2010. IFC Advisory Services Knowledge Management Report. Internal *World Bank Publication*.

Morris, S. S., Snell, S. A., Hammond, R., Rossner, G., & Marinitu, M. 2007. Advisory Services Knowledge Management Report: Findings and Recommendations. Internal *World Bank Publication*.

Wright, P. M., Holwerda, J., Morris, S., Stiles, P., Trevor, J., Paauwe, J., Farndale, E., Stahl, G., & Bjorkman. 2006. Global Survey of MNC HR Practices. By the *Global Human Resources Research Alliance*.

Stiles, P., Trevor, J., Paauwe, J., Farndale, E., Wright, P., Morris, S., Stahl, G., & Bjorkman. 2006. Participant Report. By the *Global Human Resources Research Alliance*.

MEDIA MENTIONS

McCann, A. March 7, 2024. States where unemployment claims are increasing the most. WalletHub. https://wallethub.com/edu/states-unemployment-claims/72730#expert=Shad_S._Morris

BYU professors study how to life small business owners out of poverty. Good Things Utah ABC. Aug. 21, 2023.

Morris, S. June 15, 2023. Opinion: Is AI hurting workplace productivity? Deseret News.

Shifting Mindsets to Enable Entrepreneurship in the Developing World with Professors Shad Morris and Chad Carlos. Center for Strategic & International Studies. Podcast Episode by Daniel F. Runde. Nov. 15, 2023.

Growth Mindset Training Enhances Entrepreneurial Programs by 50%. Strategic Management Society, Nov. 16, 2023.

New Research: Growth Mindset Training Makes Entrepreneurs More Confident and Action-Oriented. Schulich School of Business News & Events, May 31, 2023.

BYU Researchers: How a Switch to a Growth Mindset is Helping Empower Entrepreneurs in Developing Nations. Gale Academic, Aug. 14, 2023.

Associate deans 'less likely to be top research performers'. Times Higher Education, Nov. 9, 2021.

PRESENTATIONS

Invited Presentations

I have been invited to present my research at the following universities: The Wharton School, University of Michigan, Massachusetts Institute of Technology, University of Cambridge, Darden Graduate School of Business, Stockholm School of Economics, University of Zurich, HEC Lausanne, Indian School of Business, Indian Institute of Management Ahmedabad, Copenhagen Business School, University of South Carolina, The Ohio State University, ESADE, London School of Economics, University of Kansas, University of Illinois, Central Florida University, Hanken Business School, China Europe International Business School, Baruch College, Stockholm School of Economics, HEC Lausanne, University of Zurich, Bocconi University.

Selected Conference Presentations

Oldroyd, J., & Morris, S. 2014. Principles or Templates? The Role of Human Capital in Cross-Border Knowledge Transfer. Paper presented at *Academy of International Business*. Vancouver, Canada.

****Nominated for Best Paper Award****

Oldroyd, J., & Morris, S. 2012. Proactive Knowledge Replication: The Choice and Performance Effects of Using Principles or Templates in Multinational Consulting Projects. Paper presented at *Academy of International Business*. Washington D.C.

****Nominated for Best Paper Award****

Campbell, B., Alvarez, S. Barney, J., & Morris, S. 2010. Does Investment in Firm-Specific Human Capital Pay? Evidence from U.S. Management Faculty Salaries. Paper presented at *Strategic Management Society*, Rome, Italy.

****Nominated for Best Conference Paper****

Morris, S. S., & Snell, S. A., & Hammond, R. 2007. Organizational Learning and Use Value in the Professional Service Firm. Paper presented at the *Strategic Management Society*, San Diego, CA. Also presented at MIT, Sloan School of Management IWER Seminar Series in 2007.

****Nominated for Best Conference Paper****

TEACHING EXPERIENCE

MBA courses taught: Leading through Purpose, Managing Teams, Strategy Implementation, Strategic Human Resource Management, Managing People and Innovation in Emerging Markets, International Negotiations, Global Talent Management

Undergraduate courses taught: International Human Resource Management, People Analytics, Business Strategy, International Business

Executive Education:

Indian School of Business – Managing Teams and HR in Emerging Markets (2015, 2016, 2017, 2018, 2019, 2020, 2021, 2023)

Masters Union – Leading High Performance Teams (2023, 2024)

Brigham Young University – Leading Change in Organizations (2018-Present)

Utah Medical Association Physician Leadership Program (2015, 2016, 2017)

China Europe International Business School – Innovation in Emerging Markets (2014, 2016)

InsideSales.com Leadership Development Program (2014 – 2016)

Carlsberg Executive Education on Talent Management in Emerging Markets (Summer, 2013)

Hyundai Executive Education on Performance Management (Summer, 2010)

Korea University Business School (EMBA)—Strategic Human Capital Management (2010)

Fisher College Executive Course on International Negotiations (2010)

Annual Ohio Global Summit—International Negotiations Workshop (Fall 2009, 2010)

Samsung—Global Strategy Course for Senior Managers (Spring and Fall 2008).

SK Corporation—Global Strategy Workshop for Managers of Corporate Strategy Group (Spring 2008).

SK Corporation—Global Strategy Workshop for R&D Senior Managers (Spring 2008).

SK Corporation—Managing Global Talent Workshop for Mid-level HR mgrs. (Spring 2007).

Samsung Electronics—Cross-Cultural Communication and Knowledge Sharing Workshop for Senior Global Strategy Group (Spring 2006)

United States Agency for International Development (USAID)—Conflict Resolution Workshop [taught in Bulgarian]

Case Studies:

Qualtrics after SAP: Shaping the Future of Employee Experience. 2022.

When Change Fails at InsideSales. 2022.

MX: Managing Change within a Fintech Start-Up. 2024.

Intel’s Vietnam War for Talent: Managing Diversity in Emerging Markets. 2018.

The Missing Link: Building a Culture of Collaboration at the World Bank. 2018.

Altra Running: Racing with or Against Your Suppliers? **Whitmore Global Business Center**, Marriott School of Business, Brigham Young University. 2018.

Going Global... Again: Challenges Facing Blendtec’s Global Expansion Strategy. **Whitmore Global Business Center**, Marriott School of Business, Brigham Young University. 2016.

Mettler-Toledo: Measuring the Weight of Innovation in China. **Whitmore Global Business Center**, Marriott School of Business, Brigham Young University. 2016.

SERVICE AND PROFESSIONAL AFFILIATIONS

Associate Editor, *Academy of Management Review*, 2020-2024

Associate Department Chair, *Management Department, BYU*, 2019-2022

International Hub, *Founding Faculty Advisor, BYU*, 2019-2022

Editorial Boards, *Journal of International Business Studies*, 2015 – 2019. *Journal of Management*, 2016 – 2019. *The Journal of World Business*, 2015 – Present. *The International Journal of Human Resource Management*, 2012 – Present.

Best Paper Selection Committee, SMS Strategic Human Capital IG (2018)

Chair, Strategic Management Society Human Capital Interest Group (2015-2017)

IHRM Scholarly Research Award Selection Committee Chair, HR division of AoM (2011)

Mentor, Doctoral Consortium, HR Division, Academy of Management, 2012-2015

Co-founder and organizer, SMS Strategic Human Capital Mini Conference (2011)

Panelist, Junior Faculty Consortium, HR Division, Academy of Management (2008)

Ohio State University CIBER Committee Member (2008 – 2013)

Best Paper Selection Committee Member, HR division of AoM (2008, 2009, 2010, 2018)

Co-founder and organizer, People and Organizations Conference at Wharton (2007, 2009)

President, Cornell Organizations Group (2002-2004)

President, Marriott School of Management OB Graduate Student Association (1999-2000)

Co-founder and Managing Editor, *Journal of Microfinance* (1999-2000)

DISSERTATION COMMITTEES

Charlie Stevens, PhD in International Business

Bijuan Zhong, PhD in International Business

Dong-Yeol Yoon, PhD in Human Resource Development

Philip Harrop, PhD in Health Care Management

Chris Sutter, PhD in International Business

WORK EXPERIENCE

Consultant, **World Bank**, Washington D.C. and Belgrade, Serbia and Montenegro, 2003

Consultant, **Management Systems International**, Sofia, Bulgaria, 2001

Staffing Manager, **Alcoa Inc.** (subcontracted by SOS Inc.), Spanish Fork, UT, 1996-1998

LANGUAGES

English (native), Bulgarian (fluent), Serbo-Croatian (basic knowledge)
