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VITA

Brian E. Becker

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Education

University of Illinois Urbana, Illinois	1967-71	Major: Finance Minor: Psychology James Scholar
University of Illinois-Springfield Springfield, Illinois	1971-72	B.A. - Political Philosophy M.S. - Political Philosophy
Industrial Relations Research Institute University of Wisconsin Madison, Wisconsin	1973-77	Ph.D. - Industrial Relations Thesis: The Impact of Unions on Labor Costs in Hospitals Advisor: Glen Cain

Work Experience

Academic:

May 2007 -	Senior Associate Dean School of Management State University of New York at Buffalo
Sept. 1992 – Sept. 2005	Chair, Department of Organization and Human Resources School of Management State University of New York at Buffalo
Sept. 1977-present	Assistant, Associate, Professor of Industrial Relations and Human Resources School of Management State University of New York at Buffalo
1973-1977	Research Assistant Industrial Relations Research Institute University of Wisconsin-Madison

Research and Other Related Work Experience:

2014	Consultant, International Monetary Fund, Workforce Strategy
1992 - 1995	Consultant, Electrical Contractor's Foundation
2004 - 2006	Evaluation of Single vs. Multiple-Prime Contracting in State Building Construction
1978-1979	Consultant, Center for Human Resource Research, Ohio State University
1976	Research Analyst, Wisconsin Vocational Studies Center, University of Wisconsin-Madison
Summer 1974 & 1975	Consultant to Mayor's Office of Manpower, Madison, Wisconsin
1973	Area Analyst for National Planning Association Evaluation of Emergency Employment Act
1971-1973	Research Scientist, Illinois Institute for Social Policy, Springfield, Illinois

Executive Education

Executive Development in Healthcare Management
Job of the Chief Executive - Singapore
WNY senior HR group: Workshop on *Differentiated Workforce*
M&T Bank – Strategic HR for HR High Potentials
SOM domestic and Singapore Executive MBA program (Negotiations)
International Executive Program(Negotiations, Strategic Human Resources)
Micro-MBA (Negotiations, Strategic Human Resources)
Center for Entrepreneurial Leadership(Negotiations)
Japanese Productivity Center (Negotiations)

Courses Taught

Current Issues in Human Resources (graduate and undergraduate)
Theory and Practice of Negotiations(graduate, Executive MBA)
Non-Experimental Research Methods and Analysis (doctoral)
Human Resources Planning and Analysis (graduate)
Labor Market Problems and Policies (graduate)

Doctoral students:

- Ben Liu (Marketing, 1991): committee member
- Jeff Teich (Management Science, 1991): committee member
- Joan Mahoney (Organizational Behavior, 1993): committee member
- Mark Huselid (Human Resources, 1993): chair
- Joanne Healy (Accounting, 1994): committee member
- Nini Yang (Organizational Behavior, 1996): committee member
- In-Tae Hwang (Accounting, 1993): committee member
- Susan Stites-Doe (Organizational Behavior, 1994): committee member
- Gyeong-Soon Cho (Organizational Behavior, 1998): committee member
- Baek Yang (Management Science and Systems, 1996): committee member
- Margarita Mayo (Organizational Behavior, 1998): committee member
- Juan Carlos Pastor (Organizational Behavior, 1998): committee member
- Karen Thompson (Organizational Behavior, 2000): committee member

- Michelle Bligh (Organizational Behavior, 2001), committee member
- Mayuwai Reeves (Organizational Behavior, 2013), committee member
- Mahboobeh Sangachin (Industrial Engineering, 2016), committee member

Service

Departmental:

Recruitment Committees, 1978-1983, Chair (1983-84), 1989,1990,1991
Ad hoc Curriculum Review Committee, 1980-81
 Human Resources Ph.D. Coordinator, 1981-1992; 1996
 Human Resources Area Coordinator, 1987-1992
 Ad Hoc Committee on Industrial/Organizational
 Psychology Doctoral Program (Chair), 1987-88
 OHR doctoral committee: 1990 - 1992; 1996 – 2001
 Scheduling Coordinator: 1995-present
Ad hoc Undergraduate Option review committee, member - 2016

School:

CFO Search Committee, 2013-2014 (member)
 Strategic Management Committee, 2002-2004(member), chair (2004 -)
 Undergraduate Program Committee (and sub-committee on Special
 Admissions), 1979-80, 1980-81
 Ph.D. Committee, 1981-1992, 1996
 Ph.d retention committee, 1985-89
 Institutional Funds Committee, 1979-80
 Library Committee, 1980-81, 1983-6
 SOM Policy Committee, 1985-87(elected member), 1992 – 2005, 2007 - present (ex-officio)
 Enrollment Task Force, 1985-1986
 Summer Research Fellowship Committee, 1986-87
Ad hoc Committee on Individual Faculty Budgets, 1986-88
 Computer Resources Allocation Committee(Chair), 1987-present
 Institute for Free Enterprise Systems (Sponsored Programs
 Committee), 1987-1991
 China Trade Center Planning and Development Committee, 1988-89
 Personnel Action Committee (Chair), 1989-1991, member, 2006 – present (ex-officio)
 International Programs Advisory Committee, 1991-2005
 SOM Planning Committee, 1992 - 1994
 subcommittee on School of Management Mission Statement
 SOM *Ad hoc* Committee on Ph.D. programs, 1995
 SOM Dean's Search Committee, 1997-1998
 SOM Dean's Search Committee, 2007- 2008

University:

GA/TA/RA Committee (Graduate School), 1982-84
 Executive Committee of the Graduate School, Spring 1986-89
 University Information Technology Committee: 1989-1992
 Graduate School Policy Committee, 1989 - 1992
 Economics Task Force, 1995
 Governing Board for Economics (Chair), 1996 – 1998
 Communications Director Search Committee (member) – 2005-2006
 Development Program Advisory Council, 2006 - 2006
 Realizing 2020 Faculty Liaison Committee, member 2012-2013)
 SOM Dean's Search Committee (2008,2016)
 Search Committee member, Senior Associate Dean, SPHHP, 2017

Professional:

Editorial Board, *Academy of Management Journal*, 2004 -
Editorial Board, *Human Resources Management*, 1999 - 2004
Editorial Board - *Journal of Management* (1989 – 1999), 2002-2020
Co-Editor, Special Issue of the *Academy of Management Journal*, Human Resources
Management and Organizational Performance, August 1996
Scholarly Achievement Awards Committee, Academy of Management, 1998
Industrial Relations Research Association - Nominating Committee, 1987
Ad hoc Reviewer - *Journal of Applied Psychology*, *Personnel Psychology*, *Journal of
Management Studies*, *Industrial and Labor Relations Review*, *Industrial Relations*, *Journal
of Labor Research*, *Administrative Science Quarterly*, NSF

Community:

Erie County Employment and Training Advisory Council, 1978-79
Research Projects for Erie County and City of Buffalo CETA

Grants

Principal Investigator, "Corporate Takeover Gains and Unionized Labor", National Science
Foundation, (May 1990 - May 1992, extension to May 1993), \$135,571.

Principal Investigator, "Manpower Program Evaluation." A pre-proposal study. University Awards
Program, SUNY Research Foundation, (May 1980-Feb. 1982), \$3,400.

Principal Investigator, "Perceived Discrimination, Work Attitudes and Labor Market Experience."
Employment and Training Administration, U.S. Department of Labor, (Sept. 1978-June 1980),
Grant Number 91-36-78-41, (\$21,754).

Co-investigator, "The Union Impact on Hospitals: A National Study." Grant Number HS-2661-02,
National Center for Health Services Research, HEW, (May 1977-March 1980), (approx.
\$230,000).

Co-investigator, "The Impact of Collective Bargaining on Hospitals: A Three-State Study."
Contract #J-9-P-5-0102, Labor Management Services Administration, U.S. Dept. of Labor, (Sept.
1975-Sept. 1977), (approx. \$75,000)

Awards

Best Convention Paper Award, Academy of Management, 1997
Scholarly Impact Award, *Journal of Management*, 2011

Professional Affiliations

Academy of Management
American Economics Association

Citations: Google Scholar (July 2020) 20,445

Publications

Human Resources

Huselid, M. A., & Becker, B. E. (2011). Bridging Micro and Macro Domains: Workforce Differentiation and Strategic Human Resource Management. *Journal of Management (Special Issue)*, 37(2), 421-428.

Brian E. Becker and Mark A. Huselid (2010). "SHRM and Job Design: Narrowing the Divide", *Journal of Organizational Behavior*. 31, pp. 379-388.

Brian E. Becker, Mark A. Huselid, and Richard W. Beatty, *The Differentiated Workforce: Translating Talent into Strategic Impact*. (Boston: Harvard Business Press), 2009.

Brian E. Becker and Mark A. Huselid (2006), "Strategic Human Resources: Where Do We Go from Here?" *Journal of Management*, Vol. 32, 6, pp. 898-925.

Reprinted: *The Sage Handbook of Human Resource Management*, Ed. Adrian Wilkinson, Nicolas Bacon, Tom Redman and Scott Snell, Thousand Oaks:Sage,(2010): 351-376.

Best Paper Award (2011) for significant impact 5 years after publication

Mark A Huselid, Richard W. Beatty, and Brian E. Becker (2005), "A Players or A Positions? The Strategic Logic of Workforce Management", *Harvard Business Review*. (Boston: Harvard Business School Press), Vol 83, 12, pp. 110-117.

Mark Huselid and Brian E Becker, "Improving HR's Analytical Literacy: Lessons from *Moneyball*", *The Future of Human Resource Management: 64 Thought Leaders Explore the Critical HR Issues of Today and Tomorrow*, edited by Mike Losey, Sue Meisenger, and Dave Ulrich, New York: Wiley and Sons, 2005.

Mark Huselid, Brian Becker, and Richard Beatty, *The Workforce Scorecard: Managing Human Capital to Execute Strategy*, (Boston: Harvard Business School Press), 2005

Brian Becker and Mark Huselid, "Measuring HR? Benchmarking Is Not the Answer!", *HR Magazine* (Alexandria,VA: Society for Human Resources Management), pp. 56-62, Dec. 2003

Brian E. Becker, Mark A. Huselid and Dave Ulrich. "The Link Between People and Strategy", *Financial Times Mastering People Management*, edited by James Pickford (London: Prentice Hall), pp. 31-35, 2003.

Brian E. Becker, Mark A. Huselid and Dave Ulrich, *The HR Scorecard: Linking People, Strategy and Performance*, (Boston: Harvard Business School Press), 2001.

Mark Huselid and Brian Becker, "Human Resources Strategy and Its Impact on Corporate Financial Performance," *The Executive Handbook on Compensation*, edited by Charles Fay (New York:Free Press), pp. 86-95, 2001.

Mark Huselid and Brian Becker, "Comment on Measurement Error on Research in Human Resource Decisions and Firm Performance: How Much Error is There and How Does It Influence Effect Size Estimates by Gerhart, Wright, McMahan and Snell", *Personnel Psychology*, Vol. 53, 4, 2000, pp:835-854.

Mark A. Huselid and Brian E. Becker, "Methodological Issues in Cross Sectional and Panel

Estimates of the Link between Human Resource Strategies and Firm Performance”, *The American Workplace: Skills, Pay, and Employee Involvement*, edited by Casey Ichniowski et.al. (Cambridge University Press), 2000.

Brian Becker and Mark Huselid, Guest Editors, “Special Issue: Strategic Human Resource Management in Five Leading Firms”, *Human Resource Management* (1999), Vol. 38, #4. (co-authored lead article and each firm study).

Brian Becker and Mark Huselid (1998), “High Performance Work Systems and Firm Performance: A Synthesis of Research and Managerial Implications”, *Research in Personnel and Human Resources Management*, (Greenwich: JAI Press), Vol. 16, pp. 53-101.

Brian Becker, Mark Huselid, Peter Pickus and Mike Spratt. 1997. “HR as a Source of Shareholder Value: Research and Recommendations”, *Human Resources Management Journal*, Vol. 36.,1, pp. 39-47.

Reprinted in D. Ulrich, M.R. Losey, & G. Lake (Eds.) 1997. *Tomorrow's HR Management*, pp. 227-240. New York: John Wiley & Sons.

Reprinted in R. Schuler and S. Jackson (Eds.) (1999) *Strategic Human Resource Management* (London: Blackwell) pp. 231-241

Reprinted in J. Mello.(2001) *Strategic Human Resource Management*. pp. 119-126. Cincinnati: South-Western.

Brian E. Becker and Barry Gerhart. “Human Resources and Organizational Performance: Progress and Prospects” *Academy of Management Journal* (Special Issue: Human Resources and Organizational Performance), August 1996, vol. 39, 4, pp. 779 - 801.

Huselid, M.A., & Becker, B.E. 1996. “Methodological Issues in Cross-Sectional and Panel Estimates of the Human Resource-Firm Performance Link”. *Industrial Relations*, Vol. 35 (3), pp. 400-422.

Brian E. Becker and Mark A. Huselid, "The Incentive Effects of Tournament Compensation Systems", *Administrative Science Quarterly*, 37, 2 (1992), pp. 336-350.

Brian E. Becker and Mark A. Huselid, "Direct Estimates of SD_y and the Implications for Utility Analysis", *Journal of Applied Psychology*, 77, 3 (1992), pp. 227-233.

Brian E. Becker, " The Influence of Labor Markets on Human Resources Utility Estimates," *Personnel Psychology*, Vol. 42, 3(1989), pp. 531-46.

Brian E. Becker and Robert L. Cardy, "The Influence of Halo Error on Appraisal Effectiveness: A Conceptual and Empirical Reconsideration," *Journal of Applied Psychology*, Vol. 71, No. 4, 1986, pp. 662-671.

Craig A. Olson and Brian E. Becker, "Sex Discrimination in the Promotion Process," *Industrial and Labor Relations Review*, Vol. 36, No. 4, July 1983, pp. 624-641.

Craig A. Olson and Brian E. Becker, "A Proposed Technique for the Treatment of Restriction of Range in Selection Validation," *Psychological Bulletin*, Vol. 93, No. 1, 1983, pp. 137-148.

Labor Relations

Brian E. Becker, "Union Rents as a Source of Takeover Gains Among Target Shareholders", *Industrial and Labor Relations Review*, *Industrial and Labor Relations Review*, Vol. 49, 1, October 1995, pp. 3-20.

Brian E. Becker and Craig A. Olson, "Unions and Firm Profits," *Industrial Relations* Vol. 31, 3, Fall 1992, pp. 395-415. Reprinted in Morris Kleiner. *Industrial Relations: Institutions and Organizational Performance*. Dartmouth Publishing Co. 1995

Craig A. Olson and Brian E. Becker, "The Impact of the NLRA on Stockholder Wealth in the 1930s," *Industrial and Labor Relations Review*, Vol. 44, 1, October 1990, pp. 116-129.

Brian E. Becker and Craig Olson, "Unions and Shareholder Interests," *Industrial and Labor Relations Review*, Vol. 42, 2, January 1989, pp. 246-261.

Brian E. Becker, "Concession Bargaining: The Meaning of Union Gains," *Academy of Management Journal*, Vol. 31, 2(1988), pp.377-387.

Brian E. Becker, "Concession Bargaining: The Impact on Shareholder Equity," *Industrial and Labor Relations Review*, Vol. 40, 2, January 1987, pp. 268-279.

Brian E. Becker and Craig A. Olson, "The Role of Labor Relations in Firm Performance," ed. Morris Kleiner, Richard Block, Myron Roomkin, Sidney Salsburg, *Human Resources and the Performance of the Firm*, Industrial Relations Research Association Annual Research Volume, (Madison, WI: IRRRA), 1987.

Brian E. Becker and Craig A. Olson, "The Effects of Strikes on Shareholder Equity," *Industrial and Labor Relations Review*, Vol. 39, No. 3, April 1986, pp.425-438.

Brian E. Becker and Richard U. Miller, "Patterns and Determinants of Union Growth in the Hospital Industry," *Journal of Labor Research*, Vol. II, #2, Fall 1981, pp. 309-328.

Glen G. Cain, Brian Becker, Catherine McLaughlin, and Albert Schwenk, "The Effects of Unions on Wages in Hospitals," *Research in Labor Economics*, Vol. 4 (Greenwich: JAI Press, 1981), pp. 191-320.

Richard U. Miller, Brian E. Becker, and Edward Krinsky, *The Impact of Collective Bargaining on Hospitals* (New York: Praeger, 1979).

Brian Becker, "Union Effects on the Wages and Fringe Benefits of Hospital Non-Professionals," *Quarterly Review of Economics and Business*, Vol. 19, #4, Winter 1979, pp. 27-44.

Brian Becker, "Hospital Unionism and Employment Stability," *Industrial Relations*, 17 (1), February 1978, pp. 96-101.

Harry Graham and Brian Becker, "An Assessment of the Impact of the Pittsburgh Plate Glass Case on Collective Bargaining," *Industrial Gerontology*, 2 (4), Fall 1975, pp. 281-288.

Labor Markets

Brian E. Becker and Gao Yang, "The Chinese Urban Labor System: Prospects for Reform," *Journal of Labor Research*, Vol. 10, 4(Fall 1989), pp. 411-428.

Brian E. Becker and Stephen M. Hills, "The Long-Run Effects of Job Changes and Unemployment Among Male Teenagers," *Journal of Human Resources*, Vol. XVIII, No. 2, Spring 1983, pp. 197-212.

Brian Becker and Frank Krzystofiak, "The Influence of Labor Market Discrimination on Locus of Control," *Journal of Vocational Behavior*, Vol. 2, #2, August 1982, pp. 60-70.

Brian Becker and Stephen Hills, "Youth Attitudes and Adult Labor Market Activity," *Industrial Relations*, Vol. 20, #1, Winter 1981, pp. 60-70.

Brian Becker and Stephen Hills, "Teenage Unemployment: Some Evidence of the Long-Run Effects on Wages," *Journal of Human Resources*, Vol. XV, #3, Summer 1980, pp. 354-372.

Papers:

Mark Huselid and Brian Becker, "The Impact of High Performance Work Systems, Implementation Effectiveness, and Alignment with Strategy on Shareholder Wealth," paper presented at the 1997 *Academy of Management Annual Meeting*, Boston, MA, August 1997. (Best paper award in HR division)

Brian Becker and Mark Huselid, "Managerial Compensation and Firm Performance," Paper presented at the 1996 *Academy of Management Annual Meeting*, Cincinnati, OH, August 1996.

Mark Huselid and Brian Becker, "High Performance Work Systems and Organizational Performance." Paper presented at the 1995 *Academy of Management annual meeting*, Vancouver, BC., August 1995

Mark Huselid and Brian Becker, "The Strategic Impact of Human Resources: Results from a Panel Study". Presented at *What Works at Work: Human Resources Policies and Organizational Performance*. Washington, D.C. January 1995.

Robert Cardy and Brian Becker, "Halo and Appraisal Accuracy Measures: Conceptual and Empirical Considerations," presented at the 1984 meetings of the *American Psychological Association*, Toronto.

S. Hills, H. Parnes, B. Becker, M. Borus, and K. Chungsoo, "Factors Influencing the Success of Young Men in the School-to-Work Transition," the *International Congress for Sociology*. Mexico City, August 1982.

Craig Olson and Brian Becker, "Sex Differences in Promotion Probabilities and Wages," presented at the 1982 *Winter Meetings of the Econometric Society*.

Craig Olson and Brian Becker, "Are Over-Paid Workers Really Dissatisfied?" Presented at the 39th *Annual Meeting of the Academy of Management*, Atlanta, GA, 1979.

Brian Becker and Stephen Hills, "The Long-Run Effects of Teenage Unemployment: Some Preliminary Results." Contributed paper in 31st *Annual Meeting of the Industrial Relations Research Association*, August 1978. Excerpted as "Today's Teenage Unemployed - Tomorrow's Working Poor?" *Monthly Labor Review*, 102 (1), January 1979, pp. 69-71.

Richard U. Miller, Brian Becker, and Edward Krinsky, "Union Effects on Hospital Administration: Preliminary Results from a Three-State Study," Industrial Relations Research Association, 1977 Spring Meeting (reprinted in *Labor Law Journal*, August 1977).

Book Reviews:

Human Resources Management: An Economic Approach by Daniel Mitchell, in *Industrial and Labor Relations Review*, 43 (5), July 1990, pp. 658-59.

The Youth Labor Market ed. by Richard Freeman and David A. Wise, in *Industrial and Labor Relations Review*, 37 (3), April 1984, pp. 461-62.

The Labor Supply for Lower-Level Occupations by Harold Wool, in *Journal of Human Resources*, 12 (4), Fall 1977, pp. 564-65.

Reports and Monographs: Not Previously Listed

Brian E. Becker, Mark Huselid, and Dave Ulrich, "The Link between People and Strategy", *Financial Times*, November 19, 2001.

Brian Becker, *Single vs. Separate Prime Contracting: A National Study*, The Electrical Contracting Foundation and Mechanical Contracting Foundation, 1995

Brian Becker, *Single vs. Separate-Prime Contracting*, The Electrical Contracting Foundation, Inc., 1992.

Brian Becker and Stephen Hills, "The Nature and Consequences of Teenage Unemployment in the School-to-Work Transition Period," Chapter 6 in Stephen Hills, ed. *The Crowded Market: Work Experience of Young Men 1966-1976*, NTIS #PB82114406, (Washington, D.C.: G.P.O, 1980)

Brian Becker, Glen Cain, and Richard U. Miller, *The Impact of Unions on Hospitals--A National Study* NCHSR (HEW), 1981. (Authors listed alphabetically)

Brian Becker and Frank Krzystofiak, *Perceived Discrimination, Work Attitudes and Labor Market Experience*, U.S. DOL, Grant #91-36-78-41, 1980.

Current Research Interests

Human Resources and Firm Performance