

MARK YOUNDT
Department of Management and Business
Skidmore College
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EDUCATION

- Ph.D. **Pennsylvania State University** (1998), Management and Organization.
Minor: Industrial and Organizational Psychology.
- MBA **Rollins College** (1992)
- B.A. **Gettysburg College** (1988), Management, Magna cum laude, *Phi Beta Kappa*

ACADEMIC EMPLOYMENT

- 2016-pres Professor, **Skidmore College**, Department of Management and Business, Saratoga Springs, NY.
- 2005-2016 Associate Professor, **Skidmore College**, Department of Management and Business, Saratoga Springs, NY.
- 2007-2009 Associate Professor of Strategy, **University of Vermont**, School of Business Administration, Burlington, VT.
- 1999-2005 Assistant Professor, **Skidmore College**, Department of Management and Business, Saratoga Springs, NY.
- 1997-1999 Assistant Professor, **University of Connecticut**, Department of Management, Storrs, CT.
- 1996-1997 Visiting Assistant Professor, **Gettysburg College**, Department of Management, Gettysburg, PA.

EXECUTIVE EDUCATION EXPERIENCE

Sample Programs: Strategic Management, Strategic HRM, Competitive Advantage Through People, General Manager Development, Pricing Strategies, Knowledge Management, Organizations and the Natural Environment, Healthcare Strategy

Sample Clients and Schools: Barnes Group, Eaton Aerospace, Fletcher Allen Healthcare, IBM, Intervale Center, Northfield Savings Bank, University of Connecticut, University of Vermont

RESEARCH AND TEACHING INTERESTS

Intellectual capital as a source of innovation and competitive advantage
The strategic management of human capital
Knowledge management
Organizations and the natural environment
Service industry strategy
Healthcare strategy and management
Leadership and mentoring

TEACHING AWARDS

2008-2009, MBA Teacher of the Year, University of Vermont, School of Business
2007-2008, Undergraduate Teacher of the Year, University of Vermont, School of Business
1997-1998, Undergraduate Teacher of the Year, University of Connecticut
1996-1997, Teacher of the Year, Gettysburg College, Management Department

RESEARCH GRANTS

DeWitt, R. (Principal Investigator), Sinkula, J (Co-Investigator), and Youndt, M. (Co-Investigator), 2006-2008, U.S. Small Business Administration, Washington, DC – Small Enterprise Research Initiative (SERI), \$246,758.

Youndt, M. (Principal Investigator), 1997. Society of Human Resource Management, Alexandria, VA – Human Resource Management, Intellectual Capital, and Organizational Performance, \$2,500.

Youndt, M. (Principal Investigator), 1997. Institute for the Study of Organizational Effectiveness, Penn State University – Managing Intellectual Capital, \$6,000.

PEER-REVIEWED ARTICLES

Youndt, M.A. & Snell, S.A., 2020. Human resource configurations, intellectual capital, and organizational performance. Journal of Managerial Issues, 32(1), 60-83.

Meyer, C., Skaggs, B.C., and Youndt, M.A., 2014. Investigating the limits of knowledge: An examination of the levels and performance benefits of organizational capital in service and manufacturing firms. Journal of Managerial Issues, 26(4), 326-344.

Eckardt, R., Skaggs, B.C., and Youndt, M.A., 2014. Turnover and knowledge loss: An examination of the differential impact of production manager and worker turnover in service and manufacturing firms. Journal of Management Studies, 51(7), 1025-1057.

D'Abate, C.P., Youndt, M.A., and Wenzel, K.E., 2009. Making the most of an internship: An empirical study of internship satisfaction. Academy of Management Learning & Education, 8(4), 527-539.

Subramaniam, M. & Youndt, M.A., 2005. The influence of intellectual capital on the nature of innovative capabilities. Academy of Management Journal, 48(3), 450-464.

(Selected as one of four finalist articles by the Scholarly Achievement Committee of the Human Resource Division of the Academy of Management for best HR article published in all journals in 2005.)

Youndt, M.A. & Snell, S.A., 2004. Human resource configurations, intellectual capital, and organizational performance. Journal of Managerial Issues, 16(3), 337-360.

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

Lepkowska-White, E., Page, C., & Youndt, M.A., 2004. Web image and young consumers: An empirical investigation of factors influencing perceptions of online companies. Journal of Internet Commerce, 3(2), 53-77.

Youndt, M.A., Subramaniam, M., & Snell, S.A., 2004. Intellectual capital profiles: An examination of investments and returns. Journal of Management Studies, 41(2), 335-361.

Snell, S.A., Lepak, D.P., Dean, J.W. Jr., & Youndt, M.A., 2000. Selection and training for integrated manufacturing: The moderating effect of job characteristics. Journal of Management Studies, 37(3), 445-466.

Snell, S.A., Lepak, D.P., & Youndt, M.A., 1999. Managing the architecture of intellectual capital: Implications for strategic human resource management. In G.R. Ferris (Ed), Research in Personnel and Human Resources Management, 17(S4), 175-193.

Youndt, M.A., Snell, S.A., Dean, J.W., & Lepak, D.P., 1996. Human resource management, manufacturing strategy, and firm performance. Academy of Management Journal, 39(4), 836-866.

Snell, S.A., Youndt, M.A., & Wright, P.M., 1996. Establishing a framework for research in strategic human resource management: Merging resource theory and organizational learning. In G.R. Ferris (Ed), Research in Personnel and Human Resources Management, 14, 61-90.

Snell, S.A. & Youndt, M.A., 1995. Human resource management and firm performance: Testing a contingency model of executive controls. Journal of Management, 21(4), 711-737.

BOOK

Rosenbach, W.E., Taylor, R.L., and Youndt, M.A. (Eds.), 2012. Contemporary Issues in Leadership, 7th Edition. Boulder, CO: Westview Press, Perseus Books Group.

TEACHING PUBLICATIONS

Lepak, D.P. & Youndt, M.A., 1995. Instructor's manual: Human resource manager CD-ROM. Cincinnati, OH: Southwestern Publishing.

REFEREED CONFERENCE PROCEEDINGS

Subramaniam, M. & Youndt, M.A., 2004. The influence of intellectual capital on the nature of innovative capabilities. Decision Sciences Institute Proceedings, Boston, MA. *Selected as the Best Theoretical/Empirical Research Conference Paper*.

Skaggs, B.C., & Youndt, M.A., 2003. Strategic positioning, human capital, and performance in service organizations: A customer interaction approach. Academy of Management Proceedings, Seattle, WA. *Selected as Best Conference Paper, Business Policy and Strategy Division*.

Lepkowska-White, E., Page, C., & Youndt, M.A., 2002. Web image and young consumers: An empirical investigation of factors influencing perceptions of online companies. Global Business and Technology Proceedings, 720-721.

Youndt, M.A. & Skaggs, B.C., 2001. The role of human resources in the strategic positioning and performance of service organizations. Institute for Behavioral and Applied Management Proceedings, 48-54, Charleston, South Carolina.

Youndt, M.A., Snell, S.A., Snow, C.C., & Lepak, D.P., 1997. Strategic orientation, decision making, and performance in transnational teams. Eastern Academy of Management Proceedings, 240-244, Dublin, Ireland.

Youndt, M.A., Thomas, J.B., & Fairbank, J.F., 1995. A multi-theoretical and configurational approach to assessing organizational effectiveness. Southern Management Association Proceedings, 304-307, Orlando, Florida.

Fairbank, J.F. & Youndt, M.A., 1995. Acceleration of new product development as a business strategy: A theoretical examination of possible advantages and limitations. Southern Management Association Proceedings, 274-277, Orlando, Florida.

Youndt, M.A., 1993. How organizations impact and are impacted by mandated social innovations. Organizational Studies Doctoral Student Conference Proceedings, 119-120, Albany, New York.

OTHER CONFERENCE PRESENTATIONS

Meyer, C., Skaggs, B.C., and Youndt, M.A. 2017. Customer interaction strategy and knowledge deployment in professional service firms. Said Business School Conference of Professional Service Firms. Stockholm, Sweden.

Meyer, C., Skaggs, B.C., and Youndt, M.A. 2015. Customer interaction strategy, intellectual capital assets, and performance in professional service firms. Annual Conference of the Academy of Management, Vancouver, BC.

Joseph A. Schmidt, J.A., Jones, D.A., Willness, C.R., Bourdage, J.S., and Youndt, M.A. 2012. The effects of inducement and expectation HR practices on turnover & customer satisfaction. Annual Conference of the Academy of Management, Boston, MA.

Eckardt, R., Skaggs, B.C., and Youndt, M.A. 2012 Knowledge loss & the turnover-performance link: Differences between service & manufacturing firms. Annual Conference of the Academy of Management, Boston, MA.

Meyer, C., Skaggs, B.C., and Youndt, M.A. 2011. Investing the limits of knowledge: An examination of the levels and performance benefits of organizational capital in service and manufacturing firms. Annual Conference of the Academy of Management, San Antonio, TX.

Youndt, M.A and Kellogg, K.A., 2010. Joining Forces: Integrating Business and Environmental Studies Faculty and Curricula to Teach Sustainable Development. International Association of Business and Society (IABS) Annual Meeting, Banff, AL.

D'Abate, C.P., Youndt, M.A., & Wenzel, K.E. 2008. Making the most of an internship: An empirical investigation of internship satisfaction. Annual Conference of the Academy of Management, Anaheim, CA.

Subramaniam, M., Youndt, M.A., & Skaggs, B.C., 2006. The presence and impact of innovative capabilities in manufacturing and services. Annual Conference of the Academy of Management, Atlanta, GA.

Youndt, M.A. & Subramaniam, M., 2005. Deploying intellectual capital for architectural innovative capabilities. Annual Conference of the Academy of Management, Honolulu, HI.

Subramaniam, M., Youndt, M.A., & Skaggs, B.C., 2004. The prevalence and impact of innovative capabilities in manufacturing and service organizations: Are they different? Annual International Conference of the Strategic Management Society, San Juan, Puerto Rico.

Subramaniam, M. & Youndt, M.A., 2003. The influence of intellectual capital on the nature of innovative capabilities. Annual International Conference of the Strategic Management Society, Baltimore, MD.

Youndt, M.A., 2000. Human resource configurations and value creation: The mediating role of intellectual capital. Annual Conference of the Academy of Management, Toronto.

Youndt, M.A., Subramaniam, M., Snell, S.A., & Golden, T., 1999. The impact of R&D, HRM, and information technology intensities on intellectual capital profiles. Annual International Conference of the Strategic Management Society, Berlin, Germany. *Nominated for Best Conference Paper.*

Youndt, M.A., Subramaniam, M., Snell, S.A., & Golden, T., 1999. Intellectual capital profiles: An examination of investments and returns. Annual Conference of the Academy of Management, Chicago, IL.

Youndt, M.A. & Snell, S.A., 1998. Intellectual capital and organizational performance: A resource-based view approach. Annual International Conference of the Strategic Management Society, Orlando, FL.

Youndt, M.A. & Snell, S.A., 1998. Human resource management, intellectual capital, and organizational performance. Annual Conference of the Academy of Management, San Diego, CA.

Snell, S.A., Snow, C.C., Youndt, M.A., & Lepak, D.P., 1996. Using reward systems to enhance the performance of transnational teams. Annual Conference of the Academy of Management, Cincinnati, OH.

Youndt, M.A., Snell, S.A., Dean, J.W., & Lepak, D.P., 1995. Human resource management, manufacturing strategy, and operational performance. Annual Conference of the Academy of Management, Vancouver, British Columbia.

Youndt, M.A., Snell, S.A., & Snow, C.C., 1994. Training and development in transnational teams: The effects of strategic orientation. Annual Conference of the Academy of Management, Dallas, TX.

SELECTED INVITED PRESENTATIONS

Youndt, M.A., 2014. The Business of Sustainable Food Systems. University of Vermont Food Summit, Burlington, VT.

Youndt, M.A., 2014. Strategic Management and Health Care. Fletcher Allen Health Care, Burlington, VT.

Youndt, M.A., 2014. Using Business Models to Create Better and Less Expensive Care. University of Vermont Medical School, Burlington, VT.

Youndt, M.A., 2013. Sustainable Food Systems – Understanding Vertical Integration. University of Vermont Food Summit, Burlington, VT.

Youndt, M.A., 2013. Strategy and Finance for Doctors. University of Vermont Medical School, Burlington, VT.

Youndt, M.A., 2012. Leadership and Social Capital. Skidmore/Tang Corporate Leadership Institute. Saratoga Springs, NY.

Youndt, M.A., 2012. The Business of Sustainable Food Systems. University of Vermont Food Summit, Burlington, VT.

Youndt, M.A., 2012. It's About More Than The Smartest People In The Room: An Examination of People, Knowledge, and Organizational Performance. Faculty to Faculty Research Talk, Skidmore College.

Youndt, M.A., 2012. Bringing strategy to healthcare and healthcare to strategy. Fletcher Allen Health Care, Burlington, VT.

Youndt, M.A., 2011. Strategic human resource management and intellectual capital development in small organizations. Northfield Savings Bank Lecture Series. Montpelier, VT.

Youndt, M.A., 2004. Using Strategic Human Resource Management in Developing Intellectual Capital, Innovative Capability, and Competitive Advantage. Lally School of Management, Rensselaer Polytechnic Institute.

Youndt, M.A., 2002. Intellectual capital and human resource management: A review and future directions. Human Resource Management and Performance Conference, Work and Employment Research Centre, Bath, England.

Snell, S.A., Lepak, D.P., & Youndt, M.A., 1998. Managing the architecture of intellectual capital. Mitsubishi Foundation Conference on the Transformation of Organizations and Strategies for the 21st Century, International Productivity Center, Shonan, Japan.

Snell, S.A., Lepak, D.P., & Youndt, M.A., 1997. Managing the architecture of intellectual capital: Implications for strategic human resource management. Strategic Human Resource Management Conference, Cornell University, Ithaca, NY.

PROFESSIONAL ASSOCIATIONS AND ACTIVITIES

Editorial Review Board Member, *Journal of Management Studies* – 2008-present

Ad Hoc Reviewer for *Strategic Management Journal*

Ad Hoc Reviewer for *Academy of Management Journal*

Ad Hoc Reviewer for *Academy of Management Review*

Ad Hoc Reviewer for *Academy of Management Executive*

Ad Hoc Reviewer for *Journal of Management*

Ad Hoc Reviewer for *Organization Science*

Reviewer for BPS, HRM, and ONE Academy of Management Divisions
 Member Academy of Management
 Chair, Dissertation Award Committee, Academy of Management ONE Division – 2002
 Member, Teaching Team, Academy of Management ONE Division – 2001-2004

DISSERTATION/THESES/MALS/UWW PROJECTS ADVISED

2013, Amanda Nelson, Skidmore College (UG), Saratoga Shakespeare
 2013, Katie Jones, Skidmore College (UG), Who Cares? Direct Donations versus Cause
 Marketing in Donor Retention and Attachment
 2011, Christopher Meyer, University Massachusetts Amherst (Ph.D.), Organizational Capital
 2010, Gabriella Levy, Skidmore College (UG), Constantly Connected – Smartphone Use
 2008, Matt Sayre, University of Vermont (Ph.D.), Ecological Economics
 2008, Kristine Reynolds, Skidmore College (UWW), Managing Domestic Violence and Rape Crisis
 Centers
 2007, Jennifer Ireland, Skidmore College (UG), Adirondack Frostbite Marketing Analysis
 2007, Bonnie Stauffer, Skidmore College (MALS), Organizational Development/Women in
 Leadership
 2006, Erika Harden, Rutgers University (Ph.D.), Social Capital and HRM Systems
 2006, Brendan Murray, Skidmore College (UG), Social and Environmental Performance
 2005, Dana Sclafani, Skidmore College (UG), Corporate Social Responsibility

SELECTED SERVICE ACTIVITIES

Director of Sustainability for Faculty Affairs – Fall 2019-present
 Faculty Coordinator of Human Dilemmas – Fall 2017
 Member, MB Self-Study Students' Subcommittee – 2016-2017
 Co-Chair, MB Harder Chair Search Committee – 2016-2017
 Chair, MB Tenure-Track Position in Accounting Search Committee – 2014-2015
 Chair, Committee of Appointments, Promotions, and Tenure (CAPT) – Spring 2014
 Member, Committee of Appointments, Promotions, and Tenure (CAPT) – 2012-2014
 Biz 6 at 6 panelist, Graduate School Opportunities in Business and Accounting – 2013
 Member, MB Tenure-Track Position in Strategy Search Committee – 2011-2012
 Science Planning Group, Scientific Literacy Subcommittee – 2010-2011
 Co-Chair, Sustainability Coordinator Search Committee – Summer/Fall 2010
 Campus Campaign Committee – 2006-2010
 University Without Walls Faculty Advisor and Project Reader – 2000-2010
 Chair, Undergraduate Studies Committee (University of Vermont) –2007-2009
 School of Business Study Abroad Faculty Coordinator (University of Vermont) – 2007-2009
 Chair, Management and Business Department – 2005-2007
 Co-Chair, Athletic Director Search Committee – Spring 2005
 Student Affairs and Academic Affairs Orientation Planning Group – Summer/Fall 2004
 Dining Program/Renovations Subcommittee – Spring/Summer 2004

Pedagogy Workshop Presenter (Academic Engagement and Rigor) – Spring 2004
LS 1 Large Group Presentations – Fall 2003, Fall 2004
Curriculum Content and Evaluation Committee – 2003-2004
Financial Planning and Policy Committee (FPPC) – 2001-2004
First Year Advisor – Fall 2003
FPPC Subcommittee on Financial Reporting – Fall 2003
Phi Beta Kappa Members In Course Committee – Fall 2000-Fall 2002
Phi Beta Kappa Standards Subcommittee – Spring 2002
Athletic Director Search Committee – Spring 2002
Food Service Review Task Force – Spring 2002
MB107 Faculty Coordinator – 2000-2001
FPPC Subcommittee on Multi-year Budgeting – Fall 2001
LS 1 Exams and Papers Committee – Fall 2001
1st Year Orientation Presentation – Fall 2001
Campus Communications Group – Spring 2001
Reconfiguration Sub-Committee – 2000
IPC Summer Planning Group – Summer 2000
Strategic planning presentation to President's staff and IPC – November 1999