

Dr. Elaine Farndale
Curriculum Vitae

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The Pennsylvania State University
LA - Labor and Employment Relations
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Education

Ph D, Cranfield School of Management, United Kingdom, 2004.
Major: Human Resource Management
Dissertation Title: The intra-organizational power of the Personnel department in Higher Education institutions in the UK

MA, Kingston University, United Kingdom, 1997.
Major: Personnel Management

BA (Hons), University of Hull, United Kingdom, 1991.
Major: French and Modern Dutch Studies

Professional Positions

Academic

Associate Professor, Human Resource Management, Pennsylvania State University. (July 1, 2014 - Present). Founder and Director of the Center for International Human Resource Studies.

Assistant Professor, HR Studies, Tilburg University, The Netherlands. (January 1, 2006 - Present).
Affiliate since July 2009

Assistant Professor, Labor Studies and Employment Relations, Pennsylvania State University. (July 20, 2009 - June 30, 2014).

Post-Doc Research Officer, Erasmus University Rotterdam, The Netherlands. (March 2004 - August 2005).

Research Officer, Cranfield School of Management, UK. (September 1998 - March 2004).

Professional

Personnel Officer, Kings College London, UK. (September 1997 - September 1998).
HRM generalist responsibilities for a range of academic departments.

Personnel Officer, Royal Holloway, UK. (May 1992 - September 1997).
HRM generalist responsibilities for a range of academic departments.

Personnel/Training Officer, Tie Rack plc, UK. (September 1991 - May 1992).
HR and training activities as trainee retail manager.

Professional Memberships

Higher Education Academy, UK. (2002 - Present).

American Psychological Association. (2011 - 2015).

Society for Human Resource Management, USA. (2010 - 2015).

Chartered Institute of Personnel & Development, UK. (2006 - 2015).

Awards and Honors

Academic Fellow of the Centre for International Human Resource Management, Judge Business School, University of Cambridge, UK. (March 2010 - Present).

Best Paper Award, 10th Human Resource Management Workshop, Cadiz, Spain. (2016).

Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2012, Emerald. (April 2012).

Best Paper Award, 11th International Human Resource Management Conference, Birmingham, UK. (2010).

International Human Resource Scholarly Research Award, Human Resources Division, Academy of Management. (August 2010).

Finalist of Emerald Best International Symposium Award, Academy of Management. (2009).

Visiting Research Fellow, University of Bath, UK. (2005 - 2007).

TEACHING

Teaching Experience

Penn State

H P A 497D, Human Resource Management in a Social Welfare Context: The Swedish Experience, 2 courses

HRER 503, Seminar in International Human Resources Studies, 2 courses

HRER 596, Individual Studies, 3 courses

HRER 597A, Seminar in International Human Resources, 3 courses

HRER 600, Thesis Research, 9 courses

HRER 800, International and Comparative Employment Relations, 5 courses

LER 400, Comparative Employment Relations Systems, 5 courses

LER 403, International Human Resource Studies, 2 courses

LER 496, Independent Studies, 3 courses

Directed Student Learning

Loredana Abreu, PSU, "Expatriation to hardship locations." Masters Research Papers (September 2015 - April 2016).

Brandon Ament, PSU, "Global mobility." Masters Research Papers (September 2015 - April 2016).

Maria Beamond, University of Queensland, "Translation of Corporate Talent Management Strategies Across Subsidiaries in Emerging Economies." Ph.D. Dissertation Advisor (August 2012 - November 2015).

Olivia Benedek, PSU, "Selection and Cross-Culture Training and Their Relevance on Women Expatriates in India." Masters Research Papers (August 2012 - March 2013).

Amar Chauhan, PSU, "Varieties of Capitalism and Organizational Economic Democracy: Institutional Complementarities as the Determinant of Employee's Financial Participation." Masters Committee Chair (September 2013 - April 2014).

Michael Chiminec, PSU, "Are Call Center Employees being exploited through Offshoring/Outsourcing Tactics?" Graduate Independent Study (January 2011 - April 2011).

Andrea Chung, PSU, "The effect of national culture and institutions on training and development practices." Honors Thesis Advisor (August 2011 - April 2012).

Noah Coleman, PSU, "Retention and engagement mechanisms of older workers." Masters Research Papers (May 2014 - August 2014).

Sara Cremonesi, PSU, "Cross-national work-life balance." Masters Research Papers (May 2015 - July 2015).

Angelo Fagiani, PSU, "Internationalization Strategies and HRM Practices from an Emerging Economy Perspective: the case of Latin American and Russian multinationals." Supervised Undergraduate Research/Independent Study (January 2013 - April 2013).

Jolyn Gelens, Vrije Universiteit Brussel, "The role of perceived justice in shaping employee and organizational outcomes of talent management investments." Dissertation Committee Member (April 2011 - October 2014).

Nicole Ginther, PSU, "Utilizing rigorous assessment to identify high potential employees." Dissertation Committee Member (October 2012 - August 2014). "Cross-cultural equivalence in measuring employee engagement." Graduate Independent Study (August 2012 - December 2012).

Garrett Kershner, PSU, "Generational differences within the workplace: the effects on the process of organizational knowledge transfer." Masters Research Papers (September 2014 - December 2014).

Wonseok Kim, PSU, "A Study On Compensation Strategies And Their Effects On Corporations In A Global Context." Masters Committee Chair (August 2011 - April 2012).

Kristi Konkus, PSU, "Does the human resource practice of employee benefits lead to employee engagement in the workplace?" Masters Research Papers (November 2010 - April 2011).

Brandon Kreider, PSU, "The impact of age: do younger workers need more support, justice, and trust to stay with an organization?" Honors Thesis Advisor (August 2015 - March 2016).

Samantha Krone, PSU, "The effect of aligning business strategy and human resource management practices on organizational outcomes." Masters Committee Member (September 2013 - April 2014).

Bora Kwon, PSU, "Analysis of the mechanisms linking employee voice practices to employee perceptions in South Korea." Ph.D. Dissertation Advisor (February 2013 - Present). "LMX and

- Human Resources Management across national cultures." Masters Research Papers (September 2014 - April 2015).
- Lan Li, PSU, "Young professionals in transition: Family influence on career related outcomes in college and organizational settings." Masters Committee Member (September 2013 - April 2014).
- Jocelin Linares, PSU, "Identifying the barriers and challenges to the effectiveness of global talent management." Honors Thesis Advisor (December 2014 - November 2015).
- Qinghua Liu, Aston University, UK, "Employee Engagement and Performance Management in a Recessionary Economic Climate." Dissertation Committee Member (October 2014 - Present).
- Jaclyn Mahan, PSU, "Effective knowledge transfer: A comparison between the traditional expatriate assignment and emerging alternatives." Masters Research Papers (September 2013 - April 2014).
- Mark Nijssen, Tilburg University, "Workforce scalability in dynamic organizational contexts." Ph.D. Dissertation Advisor (January 2012 - Present).
- Avinash Pai, PSU, "Organization goals, individual goals and expatriate assignments: Identifying career development in a professional service firm." Masters Committee Chair (August 2011 - April 2012).
- Emily Pattyn, PSU, "Repatriate turnover: Which repatriate management practices retain returning expatriates? A contextual, cross-culture comparison." Masters Research Papers (July 2012 - December 2012).
- Danni Qin, PSU, "The Effects of National Culture and Organizational Culture on Training and Development." Masters Research Papers (September 2014 - April 2015).
- Courtney Sledge, PSU, "Business impacts of labor laws in Kuwait on United States contractors in the private sector." Masters Research Papers (November 2010 - April 2011).
- Qiao Tang, PSU, "International mergers & acquisitions." Masters Research Papers (September 2015 - April 2016).
- Sarika Vaidya, PSU, "A cross-cultural perspective on the supervisor's role in performance management in India and the U.S." Masters Research Papers (August 2010 - November 2010).
- Xinyue Wang, PSU, "A Study of Employee Engagement: Evidence from a UK based MNE in China." Masters Research Papers (January 2010 - April 2010).
- Olivia Washington, PSU, "Managing Organizational Culture in Multinational Corporations." Graduate Independent Study (August 2015 - February 2016).
- Liwen Zhang, PSU, "The relationship between job resources and work engagement in an international context." Masters Committee Chair (January 2013 - July 2013).

RESEARCH

Intellectual Contributions

Articles Published in Refereed Journals

- Farndale, E., & Sanders, K. (2016). Conceptualizing HRM System Strength through a Cross-Cultural Lens. *International Journal of Human Resource Management*, 40. <http://www.tandfonline.com/doi/full/10.1080/09585192.2016.1239124>.
- Martin, G., Farndale, E., Paauwe, J., & Stiles, P. (2016). Corporate governance and strategic human resource management: Four archetypes and proposals for a new approach to corporate sustainability. *European Management Journal*, 34(1), 22–35.
- Kwon, B., Farndale, E., & Park, J. G. (2016). Employee Voice and Work Engagement: Macro, Meso and Micro-level Drivers of Convergence? *Human Resource Management Review*, 26(4), 327–337.
- Beamond, M., Farndale, E., & Hartel, C. (2016). MNE translation of corporate talent management strategies to subsidiaries in emerging economies. *Journal of World Business*, 51(4), 499–510.
- Stiles, P., Trevor, J., Farndale, E., Morris, S. S., Paauwe, J., Stahl, G. K., & Wright, P. M. (2015). Changing Routine: Reframing Performance Management within a Multinational. *Journal of Management Studies*, 52(1), 63-88.
- Farndale, E., & Murrer, I. (2015). Job Resources and Employee Engagement: A Cross-National Study. *Journal of Managerial Psychology*, 30(5), 610 - 626.
- Farndale, E., Biron, M., Briscoe, D. R., & Raghuram, S. (2015). A global perspective on diversity and inclusion in work organisations. *International Journal of Human Resource Management*, 26(6), 677-687.
- Farndale, E., Pai, A., Sparrow, P., & Scullion, H. (2014). Balancing individual and organizational needs in global talent management: A mutual-benefits perspective. *Journal of World Business*, 49(2), 204-214.
- Farndale, E., Beijer, S., Van Veldhoven, M., Kelliher, C., & Hope-Hailey, V. (2014). Work and organisation engagement: Aligning research and practice. *Journal of Organizational Effectiveness: People and Performance*, 1(2), 157-176.
- Farndale, E., & Kelliher, C. (2013). Implementing performance appraisal: exploring the employee experience. *Human Resource Management*, 52(6), 879–897.
- Sparrow, P., Farndale, E., & Scullion, H. (2013). An empirical study of the role of the corporate HR function in global talent management in professional and financial service firms in the global financial crisis. *International Journal of Human Resource Management*, 24(9), 1777-1798.
- Stahl, G. K., Björkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., Trevor, J., & Wright, P. M. (2012). Six principles of effective global talent management. *Sloan Management Review*, 53(2), 25-42.
- Paauwe, J., Farndale, E. (Author, 15%), & Biron, M. (2011). De effectiviteit van performance management: Lessen vanuit de praktijk. [Performance management effectiveness: lessons from practice.]. *Maandblad voor Accountancy en Bedrijfseconomie*, 3, 1-20.
- Scullion, H., Sparrow, P., & Farndale, E. (2011). Global talent management: New challenges for the corporate HR role in the global recession. *Zarządzanie Zasobami Ludzkimi [Polish Journal of Human Resource Management]*, 1, 1-20.

- Kelliher, C., Clarke, C., Hope Hailey, V., & Farndale, E. (2011). Going global, feeling small: an examination of managers' reactions to global re-structuring in a multi-national organization. *International Journal of Human Resource Management*, 23(11), 2163-2179.
- Farndale, E., Hope Hailey, V., & Kelliher, C. (2011). High commitment performance management: the roles of justice and trust. *Personnel Review*, 40(1), 5-23.
- Biron, M., Farndale, E., & Paauwe, J. (2011). Performance management: Lessons from world-leading firms. *International Journal of Human Resource Management*, 22(6), 1294-1311.
- Farndale, E., Van Ruiten, J., Kelliher, C., & Hope Hailey, V. (2011). The influence of employee voice on organizational commitment in times of organizational change: an exchange perspective. *Human Resource Management*, 50(1), 1-17.
- Farndale, E., Paauwe, J., & Boselie, P. (2010). An exploratory study of governance in the intra-firm Human Resources supply chain. *Human Resource Management*, 49(5), 849-868.
- Farndale, E., Paauwe, J., Morris, S. S., Stahl, G. K., Stiles, P., Trevor, J., & Wright, P. M. (2010). Context-bound configurations of corporate HR functions in multinational corporations around the globe. *Human Resource Management*, 49(1), 45-66.
- Farndale, E., Scullion, H., & Sparrow, P. (2010). The role of the corporate HR function in Global Talent Management. *Journal of World Business*, 45(2), 161-168.
- Farndale, E. (2010). What is really driving differences and similarities in HRM across national boundaries in Europe. *European Journal of International Management*, 4(4), 362-381.
- Morris, S. S., Wright, P. M., Trevor, J., Stiles, P., Stahl, G. K., Snell, S. A., Paauwe, J., & Farndale, E. (2009). Global challenges to replicating HR: The role of people, processes, and systems. *Human Resource Management*, 48(6), 973– 995.
- Farndale, E., Paauwe, J., & Hoeksma, L. (2009). In-sourcing HR: shared service centers in the Netherlands. *International Journal of Human Resource Management*, 20(3), 544-561.
- Farndale, E., & Hope Hailey, V. (2009). Personnel departmental power: realities from the UK higher education sector. *Management Revue*, 20(4), 392-412.
- Farndale, E., Brewster, C. J., & Poutsma, E. (2008). Coordinated vs. liberal market HRM: the impact of institutionalization on multinational firms. *International Journal of Human Resource Management*, 19(11), 2004-2023.
- Paauwe, J., & Farndale, E. (2008). De HR-functie in internationale ondernemingen: de bijdrage aan een high performance theorie. [The HR function in international firms: contribution to a high performance theory.]. *Tijdschrift voor HRM*, 11(3), 5-23.
- Paauwe, J., & Farndale, E. (2008). De Nederlandse HR-Functie voor het voetlicht. Een vergelijking tussen Nederlandse en Amerikaanse/Britse HR-rollen. [The Dutch HR function under the spotlight. A comparison of Dutch and American/British HR roles.]. *Maandblad voor Accountancy en Bedrijfseconomie*, 82(7-8), 345-356.
- Paauwe, J., & Farndale, E. (2007). HR shared service centers in Nederland. Ervaringen, verwachtingen en lessen voor de toekomst. [HR shared service centers in the Netherlands. Experiences, expectations, and lessons for the future.]. *Tijdschrift voor HRM*, 10(3), 7-31.

- Farndale, E., & Paauwe, J. (2007). Uncovering competitive and institutional drivers of HRM practices in multinational corporations. *Human Resource Management Journal*, 17(4), 355-375.
- Paauwe, J., & Farndale, E. (2006). Vakbonden en ondernemingsraden staan innovatie in de weg. [Trade unions and works councils hinder innovation.]. *Zeggenschap. Tijdschrift over Arbeidsverhoudingen*, 17(1), 6-7.
- Farndale, E. (2005). HR department professionalism: a comparison between the UK and other European countries. *International Journal of Human Resource Management*, 16(5), 660-675.
- Farndale, E., & Brewster, C. J. (2005). In search of legitimacy: personnel management associations worldwide. *Human Resource Management Journal*, 15(3), 33-48.
- Hope Hailey, V., Farndale, E., & Truss, K. (2005). The HR department's role in organizational performance. *Human Resource Management Journal*, 15(3), 49-66.
- Jackson, S., Farndale, E., & Kakabadse, A. (2003). Executive development: meeting the needs of top teams and boards. *Journal of Management Development*, 22(3), 185-265.

Parts of Books

- Vidović, M., & Farndale, E. (2016). HR departments in multinational corporations. *International Human Resource Management: Practices, Trends and Future Directions* (pp. 21-45). New York, NY: Nova Science Publishers.
- Farndale, E., & Vidovic, M. (2016). Employee engagement. In A. Wilkinson & T. Redman (Eds.), *Contemporary Human Resource Management* (pp. 40). Pearson.
- Farndale, E., & Atli, D. (2015). Corporate social responsibility and talent management in Turkey. In B. Christiansen & M. Mustafa Erdogan (Eds.), *Comparative Economics and Regional Development in Turkey* (pp. 1-15). Hershey, PA: IGI Global Books.
- Farndale, E., Beijer, S., & Kelliher, C. (2015). Employee engagement in emerging markets. In Budhwar, P. & Horwitz, F.M. (Eds.), *Handbook of Human Resource Management in Emerging Markets* (pp. 271-292). Cheltenham: Edward Elgar Publishing.
- Lamare, J. Ryan, Farndale, E., & Gunnigle, P. (2014). Employment relations and international human resource management. In Collings, D. G., Wood, G., & Caligiuri, P. (Eds.), *The Routledge companion to international human resource management* (pp. 99-120). UK: Routledge.
- Sparrow, P., Farndale, E., & Scullion, H. (2014). Globalising the HR architecture: the challenges facing Corporate HQ and International Mobility functions. In Sparrow, P., Scullion, H., and Tarique, I. (Eds.), *Strategic Talent Management: Contemporary Issues in International Context* (pp. 254-277). Cambridge, UK: Cambridge University Press.
- Boselie, P., Paauwe, J., & Farndale, E. (2013). The contribution of HRM to fairness, social legitimacy and public value: Human resource governance and risk management in seven leading multinational companies. In P. Leisink, P. Boselie, M. van Bottenburg, & D. M. Hosking (Eds.), *Managing social issues: a public values perspective* (pp. 238-257). Edward Elgar Publishing.
- Kelliher, C., Hope Hailey, V., & Farndale, E. (2013). Employee engagement in multinational organisations. In Truss, K., Alfes, K., Delbridge, R., Shantz, A., & Soane, E. (Eds.), *Employee Engagement in Theory and Practice* (pp. 399-433). Routledge.

- Farndale, E., Brewster, C. J., & Poutsma, E. (2012). Coordinated vs. liberal market HRM: the impact of institutionalization on multinational firms. In M. B. Lazarova, M. J. Morley, and S. Tyson (Eds.), *International Human Resource Management. Policy and Practice* (pp. 10-29). Abingdon, UK: Routledge.
- Boselie, P., Farndale, E., & Paauwe, J. (2012). Performance management. In C. J. Brewster and W. Mayrhofer (Eds.), *Handbook of Research on Comparative Human Resource Management* (pp. 369-392). UK: Edward Elgar Publishing.
- Paauwe, J., & Farndale, E. (2012). International human resource management and performance. In G. K. Stahl and I. Björkman (Eds.), *Handbook of Research in International Human Resource Management (2nd ed.)* (pp. 97-116). UK: Edward Elgar Publishing.
- Sparrow, P., Scullion, H., & Farndale, E. (2010). Global talent management: new roles for the corporate HR function in the global recession. In D. G. Collings and H. Scullion (Eds.), *Global Talent Management* (pp. 39-55). UK: Routledge.
- Hope Hailey, V., Farndale, E., & Kelliher, C. (2010). Trust in turbulent times: the human cost of transformation and the consequences for intra-organizational trust. In M. N. K. Saunders, D. Skinner, N. Gillespie, G. Dietz, and R. J. Lewicki (Eds.), *Organizational Trust: A Cultural Perspective* (pp. 336-357). Cambridge, UK: Cambridge University Press.
- Farndale, E., & Paauwe, J. (2008). Restructuring the HR function: HR shared service centers in the Netherlands. In G. Martin, M. Reddington and H. Alexander (Eds.), *Technology, Outsourcing and HR Transformation* (pp. 105-135). UK: Butterworth Heinemann.
- Paauwe, J., & Farndale, E. (2006). International human resource management and performance. In G. K. Stahl and I. Björkman (Eds.), *Handbook of Research in International Human Resource Management (2nd ed.)* (pp. 91-112). UK: Edward Elgar Publishing.
- Paauwe, J., Farndale, E., & Williams, R. (2005). Web-based organizing in traditional brick-and-mortar companies: the impact on HR. *E-Human Resources Management*. In T. Torres-Coronas and M. Arias-Oliva (Eds.), *E-Human Resources Management: Managing the Knowledge People* (pp. 1-30). Hershey, PA: Idea Group, Inc.

Encyclopedia Entry, Refereed

- Farndale, E. (2016). Performance Management. In *Encyclopaedia of Human Resource Management*. (pp. 1). Edward Elgar Publishing.

Editorial and Advisory Boards

Human Resource Management Journal, Co-Editor. (July 2016 - Present).
[http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1748-8583](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1748-8583).
 Editorial board member since 2012.

International Journal of Human Resource Management, Associate Editor. (December 2013 - December 2017). <http://www.tandfonline.com/doi/abs/10.1080/095851993000000054>.
 Editorial board member since 2006.

Human Resource Management, Associate Editor. (November 2010 - July 2016).
[http://onlinelibrary.wiley.com/journal/10.1002/\(ISSN\)1099-050X](http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1099-050X).

Invited Talks

- Farndale, E., (December 7, 2016). "HR's return to policing? Corporate crises and HR pragmatism," Newcastle University, Newcastle, UK.
- Farndale, E., (November 14, 2016). "The evolution of strategic HRM: 30 years in search of long term viability," SRH Hochschule Heidelberg, Heidelberg, Germany.
- Farndale, E., (August 6, 2016). "Publishing in Top-tier US Journals for Non-US Scholars," Annual Meeting, Academy of Management, Anaheim, CA.
- Farndale, E., (March 17, 2016). "Global strategic human resource management," Global Transformation of Work Conference, Rutgers University, New Brunswick, NJ.
- Farndale, E., (May 30, 2015). "Publishing Workshop," Annual meeting, LERA, Pittsburg, PA.
- Farndale, E., (June 2014). "A cross-cultural comparison of supervisor support linking performance appraisal fairness and employee engagement," ESCP-Paris, France.
- Farndale, E., (January 2014). "A Comparison of Multinational and Domestic Firms across Market Economies: Are HRM Practices Converging?," Henley Business School, University of Reading, UK.
- Farndale, E., (February 2008). "Context-bound configurations of corporate HR functions in multinational companies," National University of Ireland, Galway, Ireland.
- Farndale, E., (December 2007). "Context-bound configurations of corporate HR functions in multinational companies," Aston Business School, UK.

Presentations Given

- Farndale, E., Nouri, R., (November 25, 2016). "HRM Systems and Attribution: Consequences for Work Engagement and Burnout," WAOP, Erasmus University, Rotterdam, The Netherlands.
- Paauwe, J., Farndale, E., (October 28, 2016). "Modelling the SHRM-performance relationship: The contextual SHRM model," 10th Human Resource Management Workshop, University of Cadiz, Cadiz, Spain,
- Zhang, L., Farndale, E., (October 27, 2016). "Does age matter? Age as a moderator of employee outcomes of job resources," 10th Human Resource Management Workshop, University of Cadiz, Cadiz, Spain,
- Farndale, E., Lee Cooke, F., Rupidara, N., (September 28, 2016). "Human Resource Management Paper Development Workshop," International Conference of Human Resource Management, Satya Wacana Christian University, Salatiga, Indonesia.
- Farndale, E., Paauwe, J., Boselie, P., (August 9, 2016). "Corporate Crisis: Evolution of Human Resource Function Roles," Annual Meeting, Academy of Management, Anaheim, CA.
- Farndale, E., (August 9, 2016). "How HR Challenges are met in Diverse Cultural, Institutional, and Organizational Contexts," Annual Meeting, Academy of Management, Anaheim, CA.
- Farndale, E., Nouri, R., (August 8, 2016). "HRM Systems, Work Engagement and Burnout: The Role of Attribution," Annual Meeting, Academy of Management, Anaheim, CA.

- Farndale, E. (Panel Member), (August 6, 2016). "HR Division Doctoral Consortium," Annual Meeting, Academy of Management, Anaheim, CA.
- Farndale, E., (August 6, 2016). "Work Design Across Cultures: Exploring the Meaning of Good Work around the World," Annual Meeting, Academy of Management, Anaheim, CA.
- DeCieri, H., Farndale, E., (February 20, 2016). "Doctoral Consortium," HR Division International Conference, Academy of Management, Sydney, Australia.
- Farndale, E., (February 20, 2016). "HR competencies: Linking to three levels of performance," HR Division International Conference, Academy of Management, Sydney, Australia.
- Farndale, E., Hope Hailey, V., Kelliher, C., (February 20, 2016). "Line Managers, Justice and Employee Commitment under New Public Management," HR Division International Conference, Academy of Management, Sydney, Australia.
- Farndale, E., (November 27, 2015). "A cross-cultural study of supervisor support and employee engagement," Annual Meeting, WAOP, Amsterdam, The Netherlands,
- Beamond, M., Farndale, E., Hartel, C., (August 10, 2015). "Cognitive mapping of MNE's managerial groups: translating SHRM to emerging markets- Latin America," Annual Meeting, Academy of Management, Vancouver, BC,
- Leduc, L., Farndale, E., Mahler, J., (August 10, 2015). "HR Division Welcome Breakfast and Awards Presentation," Annual Meeting, Academy of Management, Vancouver, BC.
- Kwon, B., Farndale, E., Park, J. G., (August 10, 2015). "Socio-Cultural versus Best Practice Drivers of Employee Voice and Work Engagement," Annual Meeting, Academy of Management, Vancouver, BC,
- Zhang, L., Farndale, E., (August 9, 2015). "Does Age Matter? The Effect of Age on Job Resources and Work Engagement," Annual Meeting, Academy of Management, Vancouver, BC,
- Castro-Christiansen, L., Farndale, E., (August 8, 2015). "A Guide to International Visiting and Sabbatical Positions," Annual Meeting, Academy of Management, Vancouver, BC.
- Castro-Christiansen, L., Farndale, E., Williams, H., (August 8, 2015). "Publishing in Top-Tier US Journals for non-US Scholars," Annual Meeting, Academy of Management, Vancouver, BC.
- Biron, M., Farndale, E., (August 7, 2015). "HR Division's International Ambassadors Meeting," Annual Meeting, Academy of Management, Vancouver, BC.
- Beamond, M., Hartel, C., Farndale, E., (January 24, 2015). "Interplay between global to local translation of HRM strategies in emerging markets: Decision making in Latin America," 5th Annual Conference, AIB-LAT, Santiago, Chile,
- Farndale, E., (November 27, 2014). "Linking HR Competence to Improving Firm Competitiveness," International Conference on Sustainability, Via Futuri 2014, Pecs, Hungary,
- Farndale, E., Lamare, R., (August 5, 2014). "Effects of Models of Capitalism on Employee Economic Democracy," Annual Meeting, Academy of Management, Philadelphia, PA,

- Farndale, E., Aktas, M., Gelfand, M., (August 5, 2014). "The Influence of Culture on the Strength of HRM Systems: An 18 Nation Study," Annual Meeting, Academy of Management, Philadelphia, PA,
- Farndale, E., Beijer, S., Van Veldhoven, M., Hope Hailey, V., Kelliher, C., (May 16, 2014). "A work outcomes nomological network of work and organization engagement," Annual Conference, Society for Industrial and Organizational Psychology, Honolulu, HI,
- Beamond, M., Farndale, E., Hartel, C., (March 21, 2014). "How MNCs Translate SHRM across Subsidiaries in Emerging Economies: The Case of Latin America," 4th Annual Conference, AIB-LAT, Medellin, Colombia,
- Farndale, E., Beijer, S., Van Veldhoven, M., Hope Hailey, V., Kelliher, C., (August 12, 2013). "An empirical examination of the distinctiveness of work and organization employee engagement," Annual Meeting, Academy of Management, Orlando, FL,
- Farndale, E., (August 12, 2013). "Broadening the Foci of Employee Engagement: Definitions, Antecedents, and Outcomes," Annual Meeting, Academy of Management, Orlando, FL,
- Farndale, E., Ligthart, P., Poutsma, E., Brewster, C., (July 3, 2013). "Convergence of HRM practices over time: A comparison of multinational and domestic firms in contrasting market economies," Academy of International Business, Istanbul, Turkey,
- Farndale, E., Murrer, I., (June 18, 2013). "Job resources and employee engagement: A cross-national investigation," International Network of Business and Management Journals, Lisbon, Portugal,
- Farndale, E., (January 10, 2013). "A cross-cultural comparison of supervisor support roles in performance appraisal and employee engagement," Academy of Management Africa Conference, Academy of Management, Johannesburg, South Africa,
- Farndale, E., Ligthart, P., (August 7, 2012). "Liberal versus Coordinated Market Economies: Exploring HRM practices over time," Annual Meeting, Academy of Management, Boston, MA,
- Martin, G., Farndale, E., Paauwe, J., Stiles, P., (August 6, 2012). "A Corporate Governance Lens on Strategic Human Resources Management," Annual Meeting, Academy of Management, Boston, MA,
- Farndale, E., (August 6, 2012). "HRM: the importance of (national) context," Annual Meeting, Academy of Management, Boston, MA,
- Farndale, E., Van Veldhoven, M., Hope Hailey, V., Kelliher, C., Leiter, M., Budhwar, P., Beijer, S., (August 4, 2012). "HRM and employee engagement across countries – a research incubator," Annual Meeting, Academy of Management, Boston, MA,
- Farndale, E., (July 2012). "Line management's cross-cultural role in performance appraisal and employee engagement," 16th World Congress, ILERA, Philadelphia, PA,
- Farndale, E., Sparrow, P., Scullion, H., (April 2012). "Global talent management: the role of the corporate human resources function?," Talent Management Workshop, EIASM, Brussels, Belgium,
- Farndale, E., (November 30, 2011). "Strategic International Human Resource Management: Contrasting IKEA and P&G," LER100, PSU, 100 in attendance.

- Farndale, E., Ligthart, P., Brewster, C. J., Poutsma, E., (November 25, 2011). "Institutional frameworks and HRM practices in Europe: The Market Economy effect over time," 1st Israeli GHRM Conference, ORT Braude College, Israel,
- Farndale, E., (October 28, 2011). "Compensation," LER100, PSU, 100 in attendance.
- Farndale, E., Paauwe, J., Boselie, P., (August 16, 2011). "Corporate Crisis: Professional Identity (R)evolution?," Academy of Management, San Antonio TX,
- Farndale, E., Kelliher, C., (August 15, 2011). "Employee experiences of performance appraisal: A multilevel investigation," Academy of Management, San Antonio TX,
- Farndale, E., Suijkerbuijk, S., Kelliher, C., Hope Hailey, V., (May 18, 2011). "Organizational justice in the new public sector: mediating the LMX and organizational commitment relationship," Workshop on Research Advances in Organizational Behavior and Human Resources Management, University of Paris Dauphine, Paris, France,
- Farndale, E., Murrer, I., (May 12, 2011). "Employee engagement: a cross-national investigation of the impact of job resources," VIIIth International Workshop on Human Resource Management, Seville, Spain,
- Farndale, E., Kelliher, C., Hope Hailey, V., Van Veldhoven, M., (February 8, 2011). "Employee Engagement in Multi-National Companies: a comparison of antecedents and definitions," ESRC-Funded Seminar Series RES-451-26-0807, Kent, UK,
- Farndale, E., (October 22, 2010). "Comparative Employee Benefits," LER425, PSU, 20 in attendance.
- Farndale, E., (June 9, 2010). "Performance appraisal and employee engagement: Evidence from the UK, India and China," 11th International Human Resource Management Conference, Birmingham, UK,
- Farndale, E., Beijer, S., Van Veldhoven, M., (May 12, 2010). "The meaning of employee engagement: Towards an integrative typology for HR research," Eastern Academy of Management, Portland, ME,
- Farndale, E., (February 18, 2010). "Introduction to Human Resources," LER100, PSU, 100 in attendance.
- Farndale, E., (November 3, 2009). "Introduction to Human Resources," LER100, PSU, 100 in attendance.
- Farndale, E., Murrer, I., (August 10, 2009). "Job resources as antecedents of employee engagement: a cross-national investigation," Academy of Management Meeting, Chicago IL,
- Farndale, E., Scullion, H., Sparrow, P., (August 10, 2009). "The Role of the Corporate HR Function in the Global War for Talent," Academy of Management Meeting, Chicago, IL,
- Farndale, E., Scullion, H., Sparrow, P., (June 21, 2009). "The role of the corporate HR function in global talent management," 10th International Human Resource Management Conference, Santa Fe, NM,
- Biron, M., Farndale, E., Paauwe, J., (May 21, 2009). "Performance measurement to performance management: Lessons from world-leading firms," VIIth International Workshop on Human Resource Management, Murcia, Spain,

- Farndale, E., Paauwe, J., (August 27, 2008). "Context-bound modeling of the role of corporate HR functions in MNCs," HRM Global 2008, Turku, Finland,
- Farndale, E., Paauwe, J., (August 27, 2008). "The HR function in international organizations: contribution to a high performance theory," HRM Global 2008, Turku, Finland,
- Farndale, E., Hope Hailey, V., Kelliher, C., (August 11, 2008). "High commitment performance management," Academy of Management Meeting, Anaheim, CA,
- Farndale, E., Suijkerbuijk, S., Hope Hailey, V., Kelliher, C., (August 11, 2008). "Organizational justice as a mediator between LMX and organizational outcomes in the public sector," Academy of Management Meeting, Anaheim, CA,
- Farndale, E., (June 13, 2008). "What is really driving HRM convergence or divergence across national boundaries in Europe?," CRANET HR Conference 2008, Pecs, Hungary,
- Farndale, E., Van Ruiten, J., Hope Hailey, V., Kelliher, C., (May 14, 2008). "The influence of employee voice on organizational commitment in times of organizational change: an exchange perspective," 8th EURAM Conference, Ljubljana, Slovenia,
- Hope Hailey, V., Farndale, E., Kelliher, C., (November 9, 2007). "Achieving fairness: a broader perspective on the HRM and performance debate," 5th Dutch HRM Network Conference, Tilburg, The Netherlands,
- Farndale, E., Poutsma, E., Brewster, C., (November 9, 2007). "Changing Dualities: Institutional Frameworks and HRM practices in Multinationals and Domestic Firms in European Countries," 5th Dutch HRM Network Conference, Tilburg, The Netherlands,
- Kelliher, C., Farndale, E., Hope Hailey, V., (September 3, 2007). "A lean response to modernizing the public sector?," IIRA Europe, Manchester, UK,
- Farndale, E., Paauwe, J., Wright, P. M., Stiles, P., (August 6, 2007). "The multi-dimensional challenges and opportunities of undertaking international HRM research," Academy of Management Meeting, Philadelphia, PA,
- Kelliher, C., Farndale, E., Hope Hailey, V., Clarke, C., (August 4, 2007). "Going global, feeling small: an examination of managers' reactions to globalization in a multi-national organization," Academy of Management Meeting, Philadelphia, PA,
- Farndale, E., Brewster, C. J., Poutsma, E., (June 12, 2007). "Co-ordinated vs. liberal market HRM: the impact of institutionalization on multinational firms," 9th International Human Resource Management Conference, Tallinn, Estonia,
- Farndale, E., Paauwe, J., (May 17, 2007). "The HR function in perspective: comparing the Dutch experience with American/UK models," 6th International Workshop on HRM, Cadiz, Spain,
- Farndale, E., Paauwe, J., (October 25, 2006). "HR Shared Service Centers in the Netherlands: restructuring the HRM function," 1st European Academic Workshop for eHRM, Twente, The Netherlands,
- Farndale, E., Paauwe, J., (September 14, 2006). "Best practice versus best fit HRM: within and across MNC comparisons," 14th IIRA World Conference, Lima, Peru,
- Farndale, E., Paauwe, J., (September 14, 2006). "Drivers of variation in HR practices in MNCs," 14th IIRA World Conference, Lima, Peru,

- Farndale, E., Paauwe, J., (August 14, 2006). "Context-bound modeling of the role of corporate HR functions in MNCs," Academy of Management Meeting, Atlanta, GA,
- Farndale, E., Hope Hailey, V., Kelliher, C., (August 14, 2006). "Opening the Black Box in HRM and Firm Performance: Trust as a Mediator of Employee Commitment," Academy of Management Meeting, Atlanta, GA,
- Farndale, E., Paauwe, J., (November 4, 2005). "HRM practices and firm performance in multinational settings," 4th Dutch HRM Network Conference, Twente, The Netherlands,
- Farndale, E., Hope Hailey, V., Kelliher, C., (November 4, 2005). "The linkage between HRM and firm performance: employee-level empirics," 4th Dutch HRM Network Conference, Twente, The Netherlands,
- Hope Hailey, V., Kelliher, C., Farndale, E., Moore, C., (July 1, 2005). "Going global, feeling small: the impact of globalizing upon a national subunit's managerial identity and culture," 21st EGOS Colloquium, Berlin, Germany,
- Farndale, E., Brewster, C. J., (June 24, 2005). "In search of legitimacy: national professional associations and the professionalism of HR practitioners," ACREW, Melbourne, Australia,
- Farndale, E., Paauwe, J., (May 19, 2005). "The strategic role of corporate HR functions in MNCs," 5th International Workshop on HRM, Seville, Spain,
- Farndale, E., (August 9, 2004). "Information systems and Personnel department power: an institutional perspective," Academy of Management Meeting, New Orleans, LA,
- Farndale, E., Hope Hailey, V., (July 1, 2004). "Personnel department power: sealed in an institutional vacuum?," 20th EGOS Colloquium, Ljubljana, Slovenia,
- Farndale, E., (November 7, 2003). "Personnel department professionalism in Higher Education in the UK," 3rd HRM Network NL Conference, Twente, The Netherlands,
- Farndale, E., (June 4, 2003). "Institutionalization and HR department power in Higher Education," 7th International Human Resource Management Conference, Limerick, Ireland,
- Farndale, E., (July 10, 2002). "HR departments: contributing to professionalism?," ANZAM/IFSAM, Gold Coast, Australia,
- Farndale, E., (July 4, 2002). "Sourcing departmental power: the case of HR and the impact of IS," 18th EGOS Colloquium, Barcelona, Spain,
- Farndale, E., (November 15, 2001). "The intra-organizational power of the human resources department: the impact of information systems," 2nd Dutch HRM Network Conference, Nijmegen, The Netherlands,
- Farndale, E., (November 14, 2001). "Improving leadership and management skills in universities," Universities Personnel Administrators Conference, Exeter, UK,
- Farndale, E., Brewster, C. J., (August 6, 2001). "International professionalisation of HR," Academy of Management Meeting, Washington, DC,
- Farndale, E., (July 2, 2001). "A global model of HR competencies," CIPD Professional Standards Conference, Keele, UK,

Farndale, E., (June 20, 2001). "HR professionalism: UK/European comparisons," Global HRM Conference, Barcelona, Spain,

Farndale, E., Brewster, C. J., (November 16, 2000). "The professionalisation of HR through global standards," AGRH 11th Annual Conference, Paris, France,

Farndale, E., (September 13, 2000). "The impact of national context on the IT-related activities of the HR function," British Academy of Management, Edinburgh, UK,

Whittaker, J., Brewster, C. J., Farndale, E., (May 28, 2000). "Global trends and perspectives of HR competencies and professional standards," 8th World Congress of Human Resource Management, Paris, France,

Contracts, Grants, and Sponsored Research

Beamond, M. (Co-Principal Investigator), Hartel, C. (Co-Principal Investigator), Farndale, E. (Supporting), Grant, "BEL Industry Linkage Support Grant (Round 1)," University of Queensland, Universities and Colleges. Total requested: \$5,000.00. Total awarded: \$5,000.00. (date funding awarded: 2015, funded: August 2015 - December 2015).

Farndale, E. (Principal Investigator), Rockey, E. (Research Assistant), Sponsored Research, "Cross-cultural HRM process study," College of Liberal Arts, Penn State. Total requested: \$4,000.00. Total awarded: \$4,000.00. (funded: January 1, 2015 - June 30, 2015).

Farndale, E. (Principal Investigator), Vidovic, M. (Co-Investigator), Rockey, E. (Research Assistant), Shafi, S. (Graduate Student), "CRANET Comparative HRM Study." Total requested: \$0.00. Total awarded: \$0.00. (funded: January 1, 2014 - December 31, 2015).

Farndale, E. (Principal Investigator), Hogan, T. C. (Supporting), Grant, "Linking HR Competence to Key Performance Indicators: A Criterion Validation Program," SHRM Foundation, Nonprofit Foundations. Total requested: \$15,000.00. Total awarded: \$15,000.00. (date funding awarded: January 25, 2013, funded: November 30, 2012 - March 31, 2014).

Farndale, E. (Principal Investigator), Farr, J. L. (Supporting), Shi, S.-I. (Research Assistant), Sponsored Research, "Global Talent Management (GTM): the role of the corporate Human Resources (HR) function," SSRI, Penn State. Total requested: \$5,000.00. Total awarded: \$5,000.00. (funded: January 1, 2011 - June 30, 2012).

Farndale, E. (Principal Investigator), Hope Hailey, V. (Faculty Associate), Kelliher, C. (Faculty Associate), van Veldhoven, M. (Faculty Associate), Grant, "A study of the link between Performance Management and Employee Engagement in Western multinational corporations operating across India and China," SHRM Foundation, Nonprofit Foundations. Total requested: \$162,000.00. Total awarded: \$100,000.00. (submitted: April 9, 2008, funded: August 1, 2008 - July 31, 2011).
<http://www.shrm.org/about/foundation/research/Pages/SHRMFoundationFarndale.aspx>.

SERVICE

Service to the University

College

Committee Work

Curricular Affairs Committee, Committee Member. (September 2014 - Present).

Global Studies Major, Co-Chairperson. (June 2014 - July 2016).

Global Studies Major, Committee Member. (February 2014 - May 2014).

Department

Administrative Support Work

Center for International Human Resource Studies, Director. (July 2014 - Present).
The CIHRS is a research-focused initiative to encourage IHRM scholarly research and engagement with the practitioner community in the field of international human resource management.

International Human Resource Management Project, Coordinator. (May 2013 - June 2014).

Committee Work

MS applications review, Committee Member. (July 2014 - Present).

Graduate Committee, Committee Member. (July 2013 - Present).

Graduate Student Careers, Advisor. (January 2011 - Present).

Search Committee, Committee Member. (July 2010 - Present).

Promotion & Tenure Committee, Committee Member. (August 2015 - December 2015).

Graduate Committee, Committee Member. (July 2010 - July 2011).

Service to the Disciplines and to the Profession

Organizing Conferences and Service on Conference Committees

2nd Human Resource Management Professional Development Workshop, Organizer, Brisbane Australia. (August 2015 - February 2016).

1-day PDW (February 2016) bringing together doctoral students from the field of (international) Human Resource Management to help with publishing skills, in collaboration with UQ Brisbane as part of the activities of CIHRS.

Academy of Management, HR Division, Best Dissertation Award Committee, Committee Member. Sydney Australia. (January 2016).

Academy of Management (member 2001 - present), HR Division, International Committee & Awards Committee, Committee Member, Elected. (August 2012 - August 2015).

Organizing professional development workshops, coordinating activities for the Ambassadors' program, overseeing the annual awards program.

2nd Global Conference on International Human Resource Management, Organizer, University Park, PA USA. (August 2014 - May 2015).

2-day conference in May 2015 bringing together scholars from the field of International

Human Resource Management from across the world:
<http://lser.la.psu.edu/ihrm/IHRMconference>

1st Human Resource Management Professional Development Workshop, Organizer,
Brisbane Australia. (August 2013 - March 2014).

Organized a 1-day PDW in March 2014 bringing together 15 doctoral students from the field of (international) Human Resource Management to help with publishing skills, in collaboration with UQ Brisbane as part of the activities of the IHRM Project.

1st Global Conference on International Human Resource Management, Organizer,
University Park, PA USA. (August 2012 - May 2013).

Organized a 2-day global conference in May 2013 bringing together 75 scholars from the field of International Human Resource Management from 24 countries:
<http://lser.la.psu.edu/ihrmconference>.

5th International Conference of the Dutch HRM Network, Organizer, Tilburg The
Netherlands. (April 2007 - November 2007).

Organized a 2-day global conference in November 2007 of c.150 HRM scholars as part of a rotating biennial conference series of the Dutch HRM Network:
<http://www.hrm-network.nl>.