

November 17, 2013

Dr. Ivy Estabrooke  
Office of Naval Research  
One Liberty Center  
875 N. Randolph Street  
Arlington, VA 22203-1995

Dear Dr. Estabrooke:

Emory Goizueta Business School is proud to present this white paper on our capabilities for working with the Minerva Project to develop insights into how Han in-group and out-group dynamics will impact US-Chinese negotiations on cyber-security for the world's financial systems.

It would be very unwise on the part of the Department of Defense to assume that the rules of nuclear deterrence can be applied to the cyber-world and that Chinese leaders will act in the same ways that we saw Russian leaders act in the Cold War.

Goizueta is the founding institution of the BDOM (Behavioral Dynamics in Operations Management) network ([HYPERLINK "http://www.ombehavior.com"](http://www.ombehavior.com)<http://www.ombehavior.com>) and we have the collective experience and methodologies to develop a model of how Han in and out group formation works under immense stress. The US and China for their common good must address the need for world financial cyber-security at the same time as they are probing each other's networks with passive and offensive weapons.

We propose a meeting of US and Chinese financial leaders at Emory to discuss world financial cyber-security and to view how the leaders interact. This would be followed by a test case using US-Chinese businessman. Finally we will look at different interventions using US-Chinese students. In order to collect quantifiable data we will use movement detectors, video-tape, and fMRI and biofeedback with the students.

Though there has been a lot of use of Hofstede and Hall, we believe our model will be far more useful to the Department of Defense in dealing with incredible degree of entanglement with China you face in the world financial sector.

Sincerely,

Elliot Bendoly  
Associate Professor

PROPOSAL WHITE PAPER: ONR BAA Announcement #13-024

Subtopic 3-B: Beyond Conventional Deterrence

"Understanding the effects of Han in-group dynamics in Sino-US collaborations: Implications for US policy"

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Principal Investigator: Elliot Bendoly, PhD, \ Caldwell Research Fellow,  
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## **I. Introduction**

A crucial step toward containing the escalation of conflict between China and the U.S. through economic and political posturing, will be the ability of both sides to partner and co-develop terms of global practice. This need provides a compelling argument for the U.S. and China to gain a stronger understanding of how such collaborative efforts can be facilitated and inspires the research initiative proposed in this white paper. If we are to understand how the Chinese are likely to respond to military, financial and cyber threats, more behavioral research of that culture is required. The findings of this work are poised to enhance U.S. national defense by refining a knowledge base of in- and out-group dynamics in bilateral collaborative settings, the conditions that augment these dynamics and factors that can be influenced to increase the likelihood of optimal outcomes. The findings are also likely to offer insights to U.S. and Chinese business leaders contemplating collaborative initiatives or continuing collaborations.

Relationship (*guanxi*) building is one of the most important principles in Chinese society, resulting in huge efforts at establishing and maintaining trustworthy networks among family members, friends, colleagues, townspeople, classmates, and so on. The concept of “networked trust” captures the nature of Chinese society – a stronger sense of trust among in-group people and a much lower level of trust among strangers and in society at large, compared with the U.S. This concept can be used to analyze collaborative interactions with non-Chinese partners. The present work introduces elements of systems dynamics theory into a more comprehensive image of how information, proposals and agreements are generated and

exchanged between Chinese and U.S. dyads in a collaborative context, and how trust and in-group barriers can evolve as a result of ostensibly controllable collaborative conditions.

## II. Literature Review

German sociologist, Max Weber, created types to explore the difference between “collectivist” Chinese culture and secular Western culture that elevates the individual. Our team will review the psychological, sociological, and international relations literature for insights on such concepts such as “nationalism/patriotism”, “historical memory”, “authority”, “trust”, and “fear”. Previous work on “networked trust” will be used to augment a theoretical perspective with which to consider the dynamics of collaboration in Sino-U.S. dyads.

White and Fu (White, & Fu, 2012) examined non-hierarchical and reciprocal interactions among authorities, traditional and social media, and individuals, in the U.S. and in China. Elements of political and social trust and information authentication emerged as key mediating factors. Trust is the core issue here. Fukuyama sees trust as an efficient means for lowering transaction costs in any social, economic and political relationship (Fukuyama, 1995).

Another aspect is the role of explicit group distinction (as would be typical of Sino-U.S. collaborative dyads). Han in-group out-group formation has been discussed often in the context of Chinese families, villages, business and political relationships (the cultivation of *guanxi*--personal connections), perhaps best by Mayfair Yang (1994). Most scholars of Han ethnicity are reluctant to write about the role of Han culture in Chinese nationalism due to the fact the nation of China is supposed to embrace its minorities. However, we hypothesize that Han culture can be shown to play a key role in how Chinese form in-groups and out-groups and should be taken into account in analyzing US-Chinese negotiations, particularly on charged issues with high stakes such as global financial cyber-security.

We propose the application of this theoretical background to examples of Sino-U.S. collaboration in action. Augmenting this perspective are theories drawn from the Systems Dynamics and Behavioral Operations literatures regarding the nature of stocks and flows (applied to information, proposals, concessions, etc. as *guanxi* gifts), evolving motivational norms and overall tendencies towards long-term systems thinking. We theorize that the true dynamics of collaboration can be best modeled as the co-evolution of in-group perceptions and trust, with development paths controlled largely by such issues as systems thinking on the part of both sides in a dyad. The intention is to provide a predictive mechanism to determine early-term barriers to collaborative outcomes and prescriptions for facilitating course changes towards superior paths and negotiated results.

## III. Approach

Our approach will be informed by rigorous understanding of Chinese discourse, political and institutional factors, and area expertise. This is essential to understanding the dynamics of Sino-U.S. collaboration. The approach illuminates the nature of cascading choices by individuals and under what situations they “trust” enough to pay attention to, and have their beliefs shaped by, the attitudes of others, or to propose options or offer information critical to continuing the collaborative process. It also lends insight into the contemporary decision-making systems utilized by Chinese leaders: on the one hand, the leadership makes decisions in the dark, but at the same time, that leadership is compelled to pay close attention to Western collaborators. Our aim is to close the research gap on “trust” and dynamics in this particularly critical aspect of international collaboration, and in so doing, to generate a platform for on-going positive engagement.

## IV. US-Chinese Interactions Around Financial Threat Sharing

The success of the so-called Russian cyber-mafia and other organized criminal groups to perpetuate high-stakes attacks on the world’s financial institutions threatens the reserve status of the US dollar and the dollar as a store for global value. The sophistication of the attacks, with their ability to probe weaknesses in

single banks and whole networks of financial institutions, requires a new level of automated threat sharing to instantaneously protect the world's financial systems from massive attacks and arbitrage that will be impossible for the US Federal Reserve to counteract.

MITRE, under funding from the US Department of Homeland Security, has developed the STIX automated threat sharing system to provide the US Defense Industrial Base with a means of defeating cyber-espionage attacks, particularly from China. In our study we will bring together US and Chinese leaders to explore US and Chinese collaboration to implement automated threat sharing throughout the world's financial institutions.

The stakes are high for both the US and China. The Chinese financial cyber-security engineers have expressed concern that because the STIX standard was developed by NSA, they have no interest in using it. There is widespread anxiety in China that Chinese financial institutions may already be the victims of NSA passive and offensive attacks.

It is worth noting that there is no global financial cyber-security treaty and most cyber-relations between countries is done by "gentleman's agreements" between Central Banks. We aim to explore how Han in-group and out-group dynamics impact these financial negotiations when there is both great interdependency and deep mistrust, and consider levers available to facilitate superior outcomes.

## **V. Objectives**

This is a two-part proposal based on grounded model development, subsequent model validation and treatment examination. The objective is to develop comprehensive understanding of the dynamics that exist due to Han in-group forces in Sino-U.S. collaborative efforts, and particularly to highlight factors that can be controlled to generate superior outcomes in such collaborations.

## **VI. Proposed Methods**

We begin by capitalizing on the barriers to collaboration thought to emerge due to the existence of Han in-group structures, and out-group distinctions. In a controlled setting at Emory Goizueta Business School in which Chinese and U.S. financial leaders are given the task of deliberating on and co-developing agreeable cyber-security rules, we monitor the timing of milestone achievements registered, and the transcript of interactions between the two sides. Based on this content we will develop a system dynamics model of information exchange, rule development, editing and acceptance (including moments of acquiescence in the process).

In order to understand better the initiation of proposals and information exchanges in collaborative Sino-U.S. processes such as that which forms the basis of the grounded model, we intend to follow-up model development with a model validation phase using a larger population of Chinese and U.S. professionals, tackling alternate, more generalizable collaborative tasks. In order to facilitate data collection on exchanges we will consider both virtual and physically proximal collaborations. In virtual collaborations, full electronic transcripts of exchanges will be collected and analyzed for event timing. In physically proximal settings, where both Chinese and U.S. collaborators are in the same room, we will begin by nominal separations between the parties (seating each side at tables at opposite corners of the room). In order for exchanges to occur, and collaboration progress, representatives of each side will need to physically get up and move to the other party. Apart from partially mimicking the divide present in electronic collaborations, and again accentuating in-group structures, this also allows us to track (via reflective chips worn by participants, or through the use of tomographic motion detection) the dynamics of exchange and exchange-initiation. The novel information gathered, along with transcripts, again will help provide insights into the validity of the grounded systems model.

All the participants would be evaluated before the meeting for their perceptions of both the positions of the US and China on global financial cyber-security, fears that they had of the other side, the feelings of trust they had for the other side, and their commitment to creating a secure and sustainable world financial

system. The participants would be evaluated afterwards to determine their perceptions of the dynamics of the meeting and to see if their attitudes had changed.

Through selective and appropriate use of functional magnetic resonance imaging (fMRI), electrocardiogram (ECG) and biofeedback, we hypothesize that we will find similarities in movement patterns, voice and stress patterns, and feelings expressed during US and Chinese interactions by different groups of Chinese including Chinese financial leaders, businessman and students. These similarities would imply that Han in-group out-group dynamics need to be taken into account by US negotiators planning US-Chinese negotiations when both parties are under stress. More critically we suspect certain starting conditions will also moderate the paths taken in collaboration. The results of our study would provide important input into debates within the US government about the merit of using deterrence in negotiations with the Chinese over cyber-relations.

## **VII. Potential Implications for National Defense**

At the beginning of this year the US government engaged China through diplomatic personal relationships including the visits to China by Treasury Secretary Lew, Secretary of State Kerry, and NSC and US military leaders.

President Xi's reluctance to discuss cyber-relations during the summit with President Obama, in conjunction with the inability of US negotiators during the Security and Economic Summit that followed even to begin to negotiate an end to Chinese rampant penetration of US military command, control systems and the US Defense Industrial Base, has been rumored to push the Administration towards a variant of the strategy that worked so successfully with the Soviets—namely "deterrence". It was hoped by some in the Administration that by potentially threatening China with offensive cyber-weapons, China could be convinced to halt cyber-espionage against the United States. Few in the US cautioned that the Chinese would respond to America's threats very differently than the Russians, whose whole culture involves large power disparities and who, at a certain level, were comfortable with America's deterrence stance. In Han culture, a person traditionally establishes a relationship by exchanging favors. In this study we will explore how systems thinking and the presence of implied threats impact US – Chinese negotiations, particularly when there are also major shared interests creating a secure world financial network at play. The exploration of whether traditional theories of deterrence may no longer be relevant today in US–Sino negotiations is necessary. If we are to move beyond conventional deterrence with the Chinese, behavioral research of that culture is essential.

## **VIII. Potential Team and Management Plan**

Dr. Elliott Bendoley is Area Coordinator & Associated Professor, Information Systems and Operations Management, Emory University, Goizueta School of Business. He is one of the leading researchers in developing methodologies for quantifying human behavior and culture.

Dr. Bendoly has extensive experience managing behavioral science research and will direct the team.

Dr. Hong Mei Li is an Assistant Professor of Communications at Georgia State University and is a leading scholar in understanding the complexities of Chinese national discourse.

Dr. William Foster has spent five-teen years writing about US-China cyber-relations and has worked in industry, government, and academia on global informtics and sustainable development.

## **IX. Summary of Estimated Costs**

**Project Cost:** Total (\$412,050)

Breakdown

Salaries (\$170,000)

Travel (\$54,500)

Student Experiments (\$7,200)

Room and Equipment (\$43,000)  
Emory overhead (\$137,350)

Curricula vitae of key investigators follow.

## Elliot Bendoly

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### EMORY

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### EDUCATION

Ph.D. Operations and Decision Technologies: Indiana University

M.S. Operations and Decision

Technologies: Indiana University

B.A. Economics

(Industrial/Developmental): Case Western Reserve University

B.S. Materials Engineering: Case Western Reserve University

### ACADEMIC APPOINTMENTS

2007 to Present **Area Coordinator & Associate Professor, Information Systems and Operations Management Caldwell Research**

**Fellow**, Emory University, Goizueta School of Business 2010 Visiting  
Researcher, IE Business School, Madrid 2001-

2007 Assistant Professor, Decision and Information Analysis Emory University, Goizueta School of Business

### PRE-ACADEMIC INDUSTRY EXPERIENCE

Materials Engineer / Researcher - NASA-Lewis Research Center, Cleveland, OH 1993-1995

Assistant Editor of ASM International's Materials Phase Transformation Series; Lucerne, Switzerland; 1994

R&D Technical Trainer for the Intel Corporation (Polymer Core Competency); Chandler, AZ; 1996-1997

Research Assistant - Perception Imaging and Psychology Laboratory, Case Western Reserve University 1997 IMVP Researcher for the Center for Regional Economic Issues; Weatherhead School of Mgmt, CWRU; 1997, 1999

### CURRENT RESEARCH INTERESTS

*The interface between Operations, IT and Psychology (group and individual)*

- **Collaboration and Group Dynamics** - Impacts on operational efficiency, NPD and IT implementation projects
- **Work policies, Task Complexity & Uncertainty** - Effects on resource usage behavior and tactical decision making
- **Operations/Strategy/Technology Alignment** - Implications for buy-in, efficiency

and innovation

## REFEREED PUBLICATIONS

- [1] J. Sterman, R. Oliva, K. Linderman, E. Bendoly, System dynamics and operations management: reinforcing loops - forthcoming at Journal of Operations Management 2015
- [2] E. Bendoly, M. Swink, W. Simpson, Prioritizing and monitoring in concurrent project work: Effects on switching behavior and productivity - forthcoming at Production and Operations Management 2014.
- [3] E. Bendoly, Systems dynamics understanding in project execution: information sharing quality and psychological safety - forthcoming at the Production and Operations Management 2014.
- [4] E. Bendoly. 2013. Real-time feedback and booking behavior in the hospitality industry: Moderating the balance between imperfect judgment and imperfect prescription, Journal of Operations Management 31(1-2), pp. 62-71.
- [5] E. Bendoly, A. Bharadwaj, S. Bharadwaj. 2012. Complementary drivers of NPD performance: cross-functional coordination, information system capability, and intelligence quality. Production and Operations Management 21(4). pp. 653-667.
- [6] E. Bendoly. 2011. Linking task conditions to physiology and judgment errors in RM systems. Production and Operations Management 20(6), pp. 860-876.
- [7] D. Bachrach, E. Bendoly. 2011. Rigor in behavior experiments: a basic primer for SCM researchers. Journal of Supply Chain Management 47(3), pp. 5-8. (Lead Article)
- [8] A. Nair, R. Narasimhan, E. Bendoly. 2011. Co-opetitive buyer-supplier relationship: an investigation of bargaining power, relational context, and investment strategies. Decision Sciences 42(1), pp. 93-127.
- [9] E. Bendoly, J. Perry-Smith, D.G. Bachrach. 2010. The perception of difficulty in project-work planning and its impact on resource sharing. Journal of Operations Management 28(5), pp. 385-397.
- [10] E. Bendoly, R. Croson, P. Goncalves, K. Schultz. 2010. Bodies of knowledge for research in Behavioral Operations. Production and Operations Management 19(4), pp. 434-452.
- [11] R. Metters, X. Zhao, E. Bendoly, B. Jiang, S.T. Young. 2010. The Way that can be told of is not an unvarying way: cultural impacts on OM in Asia. Journal of Operations Management 28(3), pp. 177-185. (Lead Article)
- [12] E. Bendoly, M. Capra, D. Thomas. 2010. Project performance and the antecedents and implications of project group member ties: a multi-level analysis. Decision Sciences 41(3), pp. 459-490.
- [13] R. Narasimhan, A. Nair, D. Griffith, E. Bendoly, J. Arlbjorn. 2009. Lock-in situations in supply chains: a social exchange theoretic study of sourcing arrangements in power-based buyer-supplier relationships. Journal of Operations Management 26(5), pp. 374-389.
- [14] D. Thomas, E. Bendoly. 2009. Limits to effective leadership style and tactics in critical incident interventions. Project Management Journal 40(2), pp. 70-80.
- [15] E. Bendoly, E. Rosenzweig, J. Stratman. 2009. The efficient use of enterprise information for strategic advantage: a DEA analysis. Journal of Operations Management 26(4), pp. 310-323.

- [16] E. Bendoly, M. Prietula. 2008. In 'The Zone': The role of evolving skill and transitional workload on motivation and realized performance in operational tasks. *International Journal of Operations and Production Management* 28(12), pp. 1130-1152. (Lead Article)
- [17] E. Bendoly, C. Speier. 2008. Silver bullet junkies and the codifiers that love them. *Decision Sciences* 39(2), pp. 157-173. (Lead Article)
- [18] E. Bendoly, M. Cotteleer. 2008. Understanding behavioral sources of process variation following enterprise system deployment. *Journal of Operations Management* 26(1), pp. 23-44. (JOM Best Paper 2008)
- [19] E. Bendoly, D.G. Bachrach, B. Powell. 2008. The role of operational interdependence and supervisory experience on management assessments of ERP systems. *Production and Operations Management* 17(1), pp. 93-106.
- [20] S. Bharadwaj, A. Bharadwaj, E. Bendoly. 2007. The performance effects of complementarities between IS-capability and coordination: an empirical study of manufacturing firms. *Information Systems Research* 18(4), pp. 437-453 (Runner-Up for best published ISR paper 2007)
- [21] E. Bendoly, A. Citurs, B. Konsynski. 2007. Internal infrastructural impacts on RFID perceptions and commitment: knowledge, operational procedures and information-processing standards. *Decision Sciences* 38(3), pp. 423-449.
- [22] E. Bendoly, M. Swink. 2007. Moderating effects of information access on project management behavior, performance and perceptions, *Journal of Operations Management* 25(3), pp. 604-622.
- [23] D.G. Bachrach, H. Wang, E. Bendoly, S. Zhang. 2007. Task interdependence and culture: moderating effects on the importance attributed to organizational citizenship behavior. *Management and Organization Review* 3(2), pp. 255-276.
- [24] E. Bendoly, D. Blocher, K. Bretthauer, M.A. Venkataramanan. 2007. Service and cost benefits through clicks-and-mortar integration: implications for the centralization/decentralization debate. *European Journal of Operational Research* 180(1), pp. 426-444.
- [25] E. Bendoly, E. Rosenzweig, J. Stratman. 2007. Performance metric portfolios: a framework grounded in operations strategy. *Production and Operations Management* 16(2), pp. 257-276.
- [26] E. Bendoly. 2007. Resource enablement modeling: implications for studying the diffusion of technology. *European Journal of Operational Research* 179(2), pp. 537-553, 2007
- [27] E. Bendoly, D. Hur. 2007. Bipolarity in reactions to operational 'constraints': OM bugs under an OB lens. *Journal of Operations Management* 25(1), pp. 1-13. (Lead Article)
- [28] M. Cotteleer, E. Bendoly. 2006. Order lead-time improvement following enterprise-IT implementation: an empirical study. *MIS Quarterly* 30(3), pp. 643-660.
- [29] E. Bendoly, K. Donohue, K. Schultz. 2006. Behavior in operations management: assessing recent findings and revisiting old assumptions. *Journal of Operations Management* 24(6), pp. 737-752. (Lead Article)
- [30] E. Bendoly, D.G. Bachrach, H. Wang, S. Zhang. 2006. ERP in the minds of supervisors: joint roles of task interdependence and cultural norms. *International Journal of Operations and Production Management* 26(5), pp. 558-578.
- [31] D.G. Bachrach, B. Powell, E. Bendoly, G. Richey. 2006. Organizational citizenship behavior and performance evaluations: exploring the impact of task interdependence. *Journal of Applied Psychology* 91(1), pp. 193-201.



- [32] E. Bendoly, T. Schoenherr. 2005. ERP system and implementation-process benefits: implications for B2B e-procurement. *International Journal of Operations and Production Management* 25(4), pp. 304-319.
- [33] E. Bendoly, D. Blocher, K. Bretthauer, S. Krishnan, M.A. Venkataramanan. 2005. Impacts of availability and perceptions of integration in multi-channel operations. *Journal of Service Research* 7(4), pp. 313-327. (Lead Article)
- [34] E. Bendoly, F. Kaefer. 2004. Business technology complementarities: impacts of the presence and strategic timing of ERP on B2B e-commerce technology efficiencies. *Omega* 32(5), pp. 395-405.
- [35] E. Bendoly, A. Soni, M.A. Venkataramanan. 2004. Value chain resource planning: adding value with systems beyond the enterprise. *Business Horizons* 47(2), pp. 79-86.
- [36] F. Kaefer, E. Bendoly. 2004. Measuring the impact of organizational constraints on the success of business-to-business e-commerce efforts: a transactional focus. *Information & Management* 41(5), pp. 529-541. (Lead Article)
- [37] E. Bendoly, F.R. Jacobs. 2004. ERP architectural / operational alignment for order-processing performance. *International Journal of Operations and Production Management* 24(1), pp. 99-117.
- [38] E. Bendoly. 2004. Integrated inventory pooling for firms servicing both on-line and store demand. *Computers & Operations Research* 31(9), pp. 1465-1480.
- [39] E. Bendoly, D.G. Bachrach. 2003. A process-based model for priority convergence in multi-period group decision-making. *European Journal of Operational Research* 148(3), pp. 534-545.
- [40] E. Bendoly. 2003. Theory and support for process frameworks of knowledge discovery & data mining from ERP systems. *Information & Management* 40(7), pp. 639-647.
- [41] E. Bendoly, F. Kaefer. 2003. Linking technological compatibility and operational capacity constraints to communication technology adoption. *Journal of Electronic Commerce in Organizations* 1(2), pp. 1-13.
- [42] F.R. Jacobs, E. Bendoly. 2003. Enterprise resource planning: developments and directions for operations management research. *European Journal of Operational Research* 146(2), pp. 5-12.
- [43] S. Helper, D.I. Levine, E. Bendoly. 2002. Employee involvement and pay at US and Canadian auto suppliers. *Journal of Economics and Management Strategy* 11(2), pp. 329-377.
- [44] D.G. Bachrach, E. Bendoly, P.M. Podsakoff. 2001. Attributions of the 'causes' of performance as an alternative explanation of the organizational citizenship behavior / organizational performance relationship. *Journal of Applied Psychology* 86(6), pp. 1285-1293.
- [45] F. Kaefer, E. Bendoly. 2000. The adoption of electronic data Interchange: a model and practical tool for managers. *Decision Support Systems* 30(1), pp. 23-32.
- [46] E. Bendoly. 2000. A framework for investments in support building activities: support mechanisms and strategic scenarios. *Decision Support Systems* 27(4), pp. 343-354. (Lead Article)

#### **MANUSCRIPTS UNDER REVIEW / REVISION**

- [47] P. Patel, D. Bachrach, E. Bendoly, Top management team composition, behavior and contingent impacts on manufacturing-strategic priority alignment, 2<sup>nd</sup> Round at *Production and Operations Management*

[48] E. Bendoly, R. Chao, Stage Time Reductions in NPD Cycles: Context-Specific Impacts on Market Gains and Strategic Caveats – Under revision for 2<sup>nd</sup> Round at Production and Operations Management

[49] A. Hood, D. Bachrach, K. Lewis, E. Bendoly. Affect and conflict effects on the dynamics of transactive memory systems: network analysis in technology implementation projects – under review at the Academy of Management Journal

[50] E. Bendoly, Connectivity-groupthink or heightened completeness? Applying systems-thinking empiricism to a graph- theoretic model of team success in SCM system implementation – R&R at Production and Operations Management

[51] E. Bendoly, L. Gua, Y. Hu, J. Tobias, Cross-functional information sharing in Chinese manufacturers: organizational antecedents and related operational outcomes – under review at the Production and Operations Management

[52] C. Alba, F. Salvadore, E. Bendoly, A. Tenhiala, Downstream consequences of upstream planning variety: evidence from an enterprise system maintenance firm – under review at Management Science

[53] A. Hood, D. Bachrach, S. Zivinuska, E. Bendoly. The mediating effects of psychological safety in the relationship between team affectivity and transactive memory systems – targeted at the Journal of Applied Psychology

#### **RESEARCH UNDER DEVELOPMENT**

[54] R. Hardcopf, P. Goncalves, K. Linderman, E. Bendoly, Balancing operational cost-cutting and revenue generation: The role of ambiguity in biasing program management behavior – targeted at the Journal of Operations Management

[55] E. Bendoly, S. Sommer, S. Kavadias, Ambiguous problem complexity, group synergy and performance: an experiment – targeted at Management Science

[56] E. Bendoly, R. Handfield, Realizing the full benefits of supplier integration in NPD: the role of social capital and PLM technology – target at at Production and Operations Management

[57] N. Osadchiy, E. Bendoly, Are consumers really strategic? If not, can one make them be? – targeted at Production and Operations Management

[58] E. Bendoly, M. Swink, R. Shah, Switch pattern impacts on multi-project work performance – targeted at Journal of Operations Management

[59] E. Bendoly, E. Siemsen, Incentives and understanding: impacts on accuracy among Chinese quality inspectors – targeted at Production and Operations Management

[60] E. Bendoly, W. van Wezel, M. Sacks, Ownership and trust impacts on effective collaboration in joint-schedule revision tasks – targeted at Production and Operations Management

#### **NON-REFEREED ARTICLES**

(also see contributions to Knowledge@Emory under 'Service')

E. Bendoly, M. Cotteleer, A. Kline, "Understanding behavioral sources of process variation following enterprise system deployment", Ernst & Young: Performance, forthcoming 2014

E. Bendoly, M. Sacks, "Reducing Human Error in Revenue Management Decision-Making", Ernst & Young: Performance, December Issue, forthcoming 2013

E. Bendoly, D. Thomas, M. Capra, I. Sun, "Multilevel social dynamics in project settings: control, confidence, and conscientiousness", Ernst & Young: Performance, May Issue, 2012

E. Bendoly, "What mother never told you about Excel... It's not all number crunching", Management Research News, 32(10), pp. 8-10, 2010

E. Bendoly, "ERP systems and supply chain technologies: a caveat for B2B e-procurement," E-Commerce and Supply Chain Strategies 1, pp. 23-31, 2001

## **PUBLISHED BOOKS & CHAPTERS**

E. Bendoly, W. van Wezel and D.G. Bachrach, Handbook of Behavioral Operations Management: Social and Psychological Dynamics in Production and Service Settings, Oxford Press, 2015 forthcoming

E. Bendoly, Excel Basics to Black Belt: An Accelerated Guide to Decision Support Designs, 2<sup>nd</sup> Edition. A resource for developing system integration skills for professionals, Cambridge University Press, London, 2013 (ISBN: 978-1107625525)

E. Bendoly and S. Eckerd. Behavioral OM Experiments: Critical Inquiry Reawakening Practical Issues in Research, pp. 1-22 in Behavioural Issues in Operations Management: Trends in Design, Management, Methodology, Ilaria Giannoccaro Ed. Springer, London, 2013 (ISBN: 978-1447148777)

S. Kumar, E. Bendoly and J. Esteves, Eds. Handbook of Research in Enterprise Systems, An international multi-author and peer reviewed research compilation - Follow-up to 2005 compilation, Sage Publications, 2011 (ISBN: 978-8132105091)

E. Bendoly, Excel Basics to Black Belt: An Accelerated Guide to Decision Support Designs, A resource for developing system integration skills for professionals, Cambridge University Press, London, 2008 (ISBN: 978-0521889056)

E. Bendoly and R.F. Jacobs, Eds. Strategic ERP Extension and Use, A multi-author (eg. MIT, IMD, Indiana University, etc.) and peer reviewed research compilation, Stanford University Press, Stanford, CA 2005 (ISBN: 978-080475098X)

## **RECENT RESEARCH PRESENTATIONS**

A. Hood, D.G. Bachrach, E. Bendoly. 2013. "Impact of task conflict network density on team performance: the role of transactive memory systems", Symposium on Intragroup Conflict: Unique Perspectives and New Questions, Academy of Management, Lake Buena Vista, FL

L. Gua, Y. Hu, E. Bendoly, J. Tobias. 2013. "Cross-functional information sharing in Chinese manufacturers: organizational antecedents and related operational outcomes". Presented at the following: {1} American Accounting Association - Management Accounting Section, Anaheim, CA; {2} Academy of Management, Lake Buena Vista, FL

P. Goncalves, K. Linderman, R. Hardcopf, E. Bendoly, "Managerial Behavior and Profit Maximization - A Systems-Dynamics Model", Production and Operations Management Society meeting, Denver, CO

E. Bendoly. 2013. "The role of systems thinking in project execution: impacts on information sharing quality and psychological safety", Production and Operations Management Society meeting, Denver, CO

C. Alba, F., Salvador, E., Bendoly, A., Tenhiala. 2013. "Effects of manager's depth and breadth of experience on planning and execution performance", Production and Operations Management Society meeting, Denver, Denver; also @ DSI, Baltimore

E. Bendoly, S. Kavadias, S. Sommer. 2012. "The Effects of Problem Structure and Team Diversity on Brainstorming Effectiveness: An Experimental Investigation", INFORMS, Phoenix, AZ

- N. Osadchiy, E. Bendoly. 2012, "Are consumers really strategic? If not, can one make them be?", INFORMS, Phoenix, AZ
- C. Alba, F., Salvador, E., Bendoly, A., Tenhiala. 2012. "Downstream Consequences of Upstream Planning Variety: Evidence from an Enterprise System Maintenance Unit", Behavioral Operations Conference, Washington, D.C.
- E. Bendoly, S. Kavadias, S. Sommer. 2012. "The Effects of Problem Structure and Team Diversity on Brainstorming Effectiveness: Initial Findings", Production and Operations Management Society meeting, Chicago, IL
- K. Linderman, P. Goncalves, E. Bendoly. 2011. "The Dynamics of Increasing Profits through Improvement, Innovation, and Cost Reduction", Decision Sciences Institute, Boston, MA
- E. Bendoly, N. Osadchiy. 2011. "Are consumers really strategic? Implications from an experimental study", Production and Operations Management Society meeting, Reno, NV; Also presented at MSOM conference, Ann Arbor, MI
- E. Bendoly, M. Cotteleer. 2009. "Understanding behavioral sources of process variation following enterprise system deployment", Academy of Management, Chicago, IL {JOM Best Paper finalist - presentation}
- D. Thomas, E. Bendoly, M. Capra. 2009. "Tie me up!: An empirical investigation of perceived tie characteristics on prospective connections", AMCIS, San Francisco, CA
- A. Nair, E. Bendoly, R. Narasimhan. 2008. "Co-opetitive Buyer-Supplier Relationships", Academy of Management, Anaheim, CA
- E. Bendoly. 2007. "The Silver Bullet Market: Ethics and the Role of Academia", Academy of Management, Philadelphia, PA
- J. Stratman, E. Bendoly, E. Rosenzweig. 2007. "Efficiency and performance frontiers on strategic information use", Production and Operations Management, Dallas, TX
- J. Stratman, E. Bendoly, E. Rosenzweig. 2006. "The efficient use of enterprise information for strategic advantage: a DEA analysis", Decision Sciences Institute, San Antonio
- E. Bendoly. 2006. "A little information can be a dysfunctional thing: an experiment in concurrent project management", Behavioral Research in Operations and Supply Chain Management Conference, Penn State U., State College, PA
- E. Bendoly. 2006. "Moderating effects of ERP information access on project management behavior, performance and perceptions", Emory University, Atlanta, GA
- E. Rosenzweig, E. Bendoly and J. Stratman. 2006. "Performance metric portfolios: a framework grounded in operations strategy", Production and Operations Management Society Meeting, Boston, MA
- E. Bendoly. 2005. "Playing the music of clarity and empowerment: deterring 'unrest' through champions and their technologies", Harvard Business School's TOM Series on Behavioral Operations, Cambridge, MA
- E. Bendoly, M. Cotteleer. 2005. "Resonant dissonance: Investigating lagged operational variance following centralized IT deployment", Academy of Management, Honolulu, HI
- E. Bendoly, E. Rosenzweig, J. Stratman. 2005. "Implementing the balanced scorecard: performance metric portfolio selection using an operations strategy lens - Part II Empirical Support", Production and Operations Management Society Meeting, Chicago, IL
- E. Bendoly. 2005. "Innovative ERP extension and use", Panel Discussion, Production and Operations Management Society Meeting, Chicago, IL

E. Bendoly, M. Cotteleer. 2004. "Sources of delayed variation in operational performance following large-scale centralized system deployment", INFORMS, Denver, CO

D. Bachrach, E. Bendoly. 2004. "Organizational citizenship behavior and performance evaluations: the impact of task interdependence", Academy of Management, New Orleans, LA

A. Citurs, E. Bendoly, B. Konsynski. 2004. "Flexibility in inter-organizational system adoption", Academy of Management, New Orleans, LA

J. Stratman, E. Bendoly, E. Rosenzweig. 2004. "Implementing the balanced scorecard: performance metric portfolio selection using an operations strategy lens - Part I Scale Development", Production and Operations Management Society Meeting, Cancun, Mexico

E. Bendoly, A. Bharadwaj, S. Bharadwaj. 2004. "Forces behind new product development performance: the synergistic roles of cross-functional processes, information system capability, and intelligence quality", Atlanta Competitive Advantage Conference, Emory University, Atlanta, GA

E. Bendoly. 2004. "Issues in modern ERP system use and extension to the value-chain", Workshop on Technology Management - University of Florida, Gainesville, FL

E. Bendoly. 2003. "Merging behavioral and operational views of constraints, variability and performance", Academy of Management, Seattle, WA

E. Bendoly, F. Kaefer. 2003. "Business technology complementariness: impacts of the presence and timing of ERP implementation on B2B system efficiencies", Production and Operations Management Society Meeting, Savannah, GA

E. Bendoly. 2002. "Future issues in enterprise resource planning", Panel Discussion, Decision Sciences Institute Annual Meeting, San Diego, CA

E. Bendoly. 2002. "The impact of operational policies on variability, stress and turnover in hospital sterile processing", Workshop on Service Operations - Indiana University, Bloomington, IN

E. Bendoly, F. Kaefer. 2001. "The impact of enterprise systems on business-to-business & business-to-Commerce Transactional Efficiency", INFORMS Annual Meeting, Miami, FL

## GRANTS and HONORS

- Invited research collaborator with the Erasmus Center for Behavioral Operations Management, 2013

- 2013 Window's Azure Academic Grant (MS Corp. estimated total market value of Azure access: USD \$133,200)

- Spring 2012-2013 Ad hoc Research Grant recipient

- Winter 2011-2012 Ad hoc Research Grant recipient

- Spring 2011-2013 Research

Grant from Ministry of Science and Innovation of Spain ("Micro-foundations of Org. Cap.s")

- Fall 2009-2011 **Caldwell Research Fellow** - Goizueta Business School, Emory University

- Fall 2009 (Academy of Management) - Best published JOM

paper of 2008 ["Understanding behavioral sources of process variation following enterprise system deployment", 26(1)]

- Fall 2008 (INFORMS) - Runner-Up

for best published ISR paper of 2007 ["The performance effects of complementarities between IS-capability and coordination: an empirical study of manufacturing firms", 18(4)]

- Fall 2008 Nominated for the Albert Levy Award (Emory

University) for excellence in scientific research

- Fall 2008 Special Recognition for Interdisciplinary Thought Leadership

(Decision Sciences Journal editors)

- Fall 2007-2008 Ad hoc Research Grant

recipient (linked to the previous year's award)

- Behavioral Process Management 2007 "Most Service to

Domain" Award

Operations Management for 2006-07

Goizueta Business School, Emory University  
FedEx E-commerce Competition 2001

- Best Student Paper, Mid-West DSI 2000
- Best Student Paper, Mid-West DSI 1999
- Best Application Paper, National DSI 1999

Grant 1999-2000

Research 1999

Grant 1998

- Best Associate Editor for the Journal of
- 2006 Alumni Award for Excellence in Research -
  - PhD 1<sup>st</sup> Place -
- Society of Logistical Engineers Best Dissertation
  - Lucent Technologies Research
- Graduate School Grant for Group
- University Independent Research

## PROFESSIONAL SERVICE

### **Editorial Service to Academic Journals**

*Senior Editor:* POM Management of Technology department 2011+, POM Behavioral OM department 2013+  
*Associate Editor:* Journal of Operations Management 2006+, Decision Sciences 2006-2012, OM Research 2007-12  
*Editorial Review Board:* POM Management of Technology department 2007-2011, Behavioral Operations Management department 2008-2013  
*Special Issue Editor:* Journal of Operations Management - Behavioral Dynamics in Operations Management (2006) Decision Sciences - Behavioral Issues in IS-enabled Operations Decision Making (2008) JOM - Culture, Development, and Operations Management Viewpoints in Asia (2009) Journal of Operations Management - Systems Thinking and Systems Dynamics (2014)

*Journal Reviewer:* Management Science, Organization Science, MIS Quarterly, European Journal of Operational Research, IJOPM, Journal of Industrial Relations, Omega, JORS, Information Systems Journal

### **Editorial Service to Academic Book Publishers**

*Consulting Editor:* Pearson Education (Press), 2013+  
*Solution Manual Editor:* Metters, King-Metters and Pullman, Successful Service Operations Management, 1st Ed, 2003 (South-western - Thompson Learning)

### **Academic Society Leadership**

*Division Chair:* 2009-2010, Operations Management Division of the Academy of Management  
*Program Chair:* 2007-08, Professional Development Chair: 2006-07  
Founder: Junior Faculty Workshop (AoM OM Division [om.aomonline.org](http://om.aomonline.org)) 2007-08  
*Founder / Manager:* Behavioral Dynamics in Operations Management (BDOM) Network ([www.bdom.com](http://www.bdom.com)) 2006+  
*Co-founder and VP:* Junior Faculty INFORMS Group (JFIG) (currently a Forum [junior-faculty.forum.informs.org](http://junior-faculty.forum.informs.org)) 2001-03  
*Chair:* Behavioral Process Management (BPM) Section ([www.ssa-section.com](http://www.ssa-section.com)) 2006-07  
*Advisor:* College of Behavior in Operations Management (CBOM) ([www.poms.org/colleges/chbom](http://www.poms.org/colleges/chbom)) 2008+  
*Webmaster:* Academy of Management's OM Division ([om.aomonline.org](http://om.aomonline.org)) 2001-2006

### **Academic Conference Service**

*Track Chair:* 2014 POMS General Track; 2013 POMS System Dynamics Track; 2009 POMS Behavioral Dynamics Track, 2003 POMS Innovative Education Track  
*Program and Proceedings Editor:* 2006 POMS Conference, Boston  
*Session Chair:* 2001 INFORMS - ERP; 2002 DSI - Technology Advances in ERP; 2003 AoM - Tech Transfer in OM 2004 AoM - Operational Issues with Technology Management; 2005 POMS- Innovative Extension and Use of ERP; 2005 AoM - Technology Management and Social Systems

*Panelist:* 2002 DSI - Future Directions in ERP Research; 2003 Academy of Management - Media Innovations; 2005 POMS - ERP Research Perspective; 2007 AoM - Micro Methods for Macro Problems  
*Discussant:* 1998, 1999 and 2000 National DSI Conferences; 1999 and 2000 MW-DSI Conferences  
2000, 2003 Academy of Management Meeting

### **Internal Service**

GBS ISOM Area Coordinator 2011+

Tenure Committee 2009-2013; GBS MBA Curriculum Review Committee 2007;  
GBS Co-rep to University IRB 2006-2011; GBS Institutional Review Board 2003-2006  
GBS Education & Computing Committee 2004-2005; GBS Research  
Committee 2002-2003

Faculty Sponsor to Emory's Alpha Kappa Psi business fraternity 2004+

Faculty Advisor to Goizueta Green 2008-10, jBiz (Jewish Business Student group) at Emory 2011+,  
Goizueta Consulting Club 2011+,  
Emory's INFORMS student group 2013+,

PMI-Atlanta Liaison to the Project Management Institute's Global Accreditation Center (PMI-GAC): 2007-2011  
Emory Academic Liaison to Atlanta's American Production and Inventory Control Society (APICS): 2001-2007

Mentor to the 2003 APICS Regional research competition winners - Emory's MBA's took 1<sup>st</sup> Place

#### Recent Contributions to Knowledge@Emory

- The Unfinished E-Business Revolution
- Is the Time Right for Web Services
- Expect Just-in-Time Inventory Management to Thrive in New Security Conscious World
- Why ERP Should Complement not Replace Successful Operating Policies
- How Broadening an ERP System Adds Value and Maximizes Resources
- How ERP Can Aid Teams in NPD (picked up at bettermanagement.com June/July 2005)
- The Silver Bullet Market: Academia's Role
- Supporting Decision Making with the Power of Excel

Power of Excel

Unanticipated Drawbacks of Work Challenges and Ownership Culture Matters in Operations Management

- Getting PMs to Juggle Together:
- Why

### **TEACHING William Panschar Associate Instructor Teaching Award 2000**

A school-wide award for excellence in innovative teaching. Only one award is given each year.

Data Analytics and Visualization (Emory University)

Spring 2007-11 - Instructor

and Developer [Predominantly 2<sup>nd</sup> year FT MBAs / Evening MBAs]

Decision Tools and Visualization (Emory University)

Spring 2006-11 - Instructor and

Developer [Jnr / Snr level business undergraduates]

Global Supply Chain Management (Emory University)

Spring 2003 - Instructor and Developer [Predominantly 2<sup>nd</sup> year MBAs] Introduction to Operations Management (Emory University)

Fall 2001 - Instructor (Manufacturing Sector Focus) [Junior / Senior level business undergraduates]

Fall 2002-07 - Instructor and Developer (Service Sector Focus) [Jnr / Snr level business undergraduates]

- ABAP/4 Methods (Indiana University)

Enterprise Resource Planning Tools

2001, Fall 2000 - Co-Instructor [Senior level business undergraduates]

Spring

Introduction to Data Mining (Indiana University)

Spring 2000 - Invited Lecturer

[Predominantly 2<sup>nd</sup> year MBAs] *Enterprise Operations Planning - ERP & the E-Business Supply Chain* (Indiana University)  
Spring 2000, Fall 1999 - Instructor [Senior level business undergraduates]  
Spring 1999 - Teaching & Course Development Assistant [Senior level business undergraduates]

**Other Teaching Activities:**

2002 Spring Lead Week (Emory) - Instructor for Inventory Management section of Operations module  
2007 Spring Lead Week (Emory) - Joint Operations and Strategy module  
2010 Structured Problem Solving (Emory) - part of Management Practice module of MBA program  
2012, 2013 Goizueta Business Institute (Emory) - Operations course to non-business majors

**External Operations Management Doctoral Committee Service**

Constantine Alba - IE Madrid - Expected graduation 2013  
Brett Massimino - Ohio State - Expected graduation 2014

**Research/Text Appearance in Course Syllabi**

Dr. Stephanie Eckerd, U. Maryland, Spring 2013, Seminar in Behavioral Research in SC Management

“Linking task condition to physiology and judgement errors in RM systems”

“Bodies of Knowledge for Research in Behavioral Operations” (w/ Croson, Goncalves and Schultz)

“Behavior in Operations Management: Assessing Recent Findings and Revisiting Old Assumption” (w/ Donohue and Schultz)

Dr. Karen Donohue, U. Minnesota, Fall 2011, Behavioral Research in Operations Management

“Behavior in Operations Management: Assessing Recent Findings and Revisiting Old Assumption” (w/ Donohue and Schultz)

Dr. Neil Bearden, INSEAD, Spring 2011/12, Experimental Economics / Behavioral Ops

“Behavior in Operations Management: Assessing Recent Findings and Revisiting Old Assumption” (w/ Donohue and Schultz)

Dr. James Hill, Ohio State U., Fall 2009, Research Seminar in Behavioral Operations Management

“Behavior in Operations Management: Assessing Recent Findings and Revisiting Old Assumption” (w/ Donohue and Schultz) “Moderating effects of information access on project management behavior, performance and perceptions” (w/ Swink)

Dr. Robert Schwarting, Cornell U., Spring 2009, Quantitative techniques for policy analysis and program management

“Integrated inventory pooling for firms servicing both on-line and store demand”

Dr. Paul Hong, U Toledo, Spring 2008, Doctoral Seminar in Manufacturing Strategy

“Behavior in operations management: Assessing recent findings and revisiting old assumptions” (w/ Donohue and Schultz)

Dr. Jay Jayaram, U. South Carolina, Fall 2007, doctoral Seminar in Operations Management

“Bipolarity in reactions to operational ‘constraints’: OM bugs under an OB lens” (w/ D. Hur)

Dr. Jeet Gupta, University of Alabama, Fall 2007, Enterprise Resource Planning Systems

*Strategic ERP Extension and Use* (w/ Bob Jacobs)



Dr. Steven M. Boeder, University of Wisconsin-Madison, Spring 2007, Production Planning and Control  
*Strategic ERP Extension and Use* (w/ Bob Jacobs)

Dr. Ritu Agarwal, University of Maryland, Spring 2006 Doctoral Seminar: Strategic Management of IT  
"Order lead-time improvement following enterprise-IT implementation: Empirical Study", (w/ M. Cotteleer)

Dr. Alex Kogon, Rutgers University, Fall 2006 PhD Course in Electronic Commerce  
"Business technology complementarities: Impacts of the presence and strategic timing of ERP on B2B e-commerce technology efficiencies", (w/ F. Kaefer)

Dr. Reeshad S. Dalal, Purdue University, Spring 2004 Citizenship and Deviant Behaviors in the Workplace

"Attributions of the 'Causes' of performance as an alternative explanation of the organizational citizenship behavior / organizational performance relationship," (w/ D.G. Bachrach and P.M. Podsakoff)

### **Hongmei Li, Ph.D.**

Assistant Professor, Department of Communication, Georgia State University, Atlanta, GA 30303. Phone: 404 413-5673; Email: [HYPERLINK "mailto:hli@gsu.edu"](mailto:hli@gsu.edu) [hli@gsu.edu](mailto:hli@gsu.edu)

#### **a. Professional Preparation**

Peking University (China), English Language and Literature, B. A. 1997  
University of Southern California, Communication, M.A. 2003  
University of Southern California, Communication, Ph.D. 2006  
University of Pennsylvania, Global Communication, Postdoc, 2008-2010

#### **b. Appointments**

2010- Assistant professor in communication, Affiliate faculty of the Asian Studies Center, Associate director of the Center for International Media Education, Georgia State University  
06/2008-09/2008 Reporter and Editor, the Beijing Olympic Organizing Committee  
2007-2008 Assistant professor in communication, Georgia State University  
2005-2007 Lecturer, Annenberg School for Communication, USC  
1997-2000 Editor and copyright manager, Central Compilation and Translation Press, Beijing

#### **c. Publications**

Five most closely related to project proposal

**Li, H.** (2011). Parody and Resistance on the Chinese Internet. In D. Herold & P. W. Marolt (Eds.), *Online Society in China* (pp. 71-88). Routledge.

**Li, H.** (2009). Marketing Japanese Products in the Context of Chinese Nationalism. *Critical Studies in Media Communication*, Volume 26, Issue 5, December, 435 - 456

**Li, H. & Tang, L.** (2009). The Representation of Chinese Product Crisis in National and Local Newspapers in the United States. *Public Relations Review*, 35 (3), 219–225.

Tang, L. & **Li, H.** (2009). Corporate social responsibility communication of Chinese and global corporations in China. *Public Relations Review*, 35 (3), 199–212

Li, H. (2008). Branding Chinese Products: Between Nationalism and Transnationalism. *International Journal of Communication*, 2, 1125-1163

Five other significant publications

**Li, H.** (2013) "China's Media Transformation and Audience Studies." In A. N. Valdivia (Gen. Ed.) & R. Parameswaran (Ed.), *The international encyclopedia of media studies. Vol. 3: Audience and interpretation in media studies* (pp.341-364). Oxford, UK: Wiley-Blackwell.

**Li, H.** (2012). The Chinese Diaspora and China's Public Diplomacy: Contentious Politics for the Beijing Olympic Float in the Pasadena Rose Parade. *International Journal of Communication*, (6), 2245–2279

**Li, H.** (2011). The Gendered Performance at the Beijing Olympics: The Construction of Olympic Misses and Cheerleaders. *Communication Theory*, (21), 368–39

**Li, H.** (2010). From Chengfen to Shenjia: Branding and Promotional Culture in China. *Blowing up the Brand: Critical Perspectives on Promotional Culture* (pp.145-172). Eds. Melissa Aronczyk and Devon Powers. New York: Peter Lang.

**Li, H.** (2010). Chinese Diaspora, the Internet, and the Image of China: A Case Study of the Beijing Olympic Torch Relay. In *Soft power in China: Public Diplomacy through Communication* (pp. 135-156). Ed. Jay Wang. New York, NY: Palgrave Macmillan.

#### **d. Synergistic activities**

Host and organizer of multidisciplinary and multi-country conference on *Middle Class Phenomenon in Emerging Markets*, Atlanta, Sep. 26-28, 2013

Organizer of International Communication Association preconference on *The BRICS Nations: Between National Identity and Global Citizenship*, London, June 17, 2013

Host and organizer of symposium on *Global Media and Culture*, Kennesaw State University, Feb. 17, 2012

Host and organizer of 2009 conference on *The 9<sup>th</sup> Chinese Internet Research*, University of Pennsylvania Associate, China Research Center, 2011-

#### **e. Collaborators**

L. Tang: Department of Communication, University of Alabama; L. Marsh: Brazilian media and film studies, Georgia State University; X. Zhong, School of Communication, Renmin University, China.

#### **f. Invited guest lecturing**

US-China Peoples Friendship Association-Atlanta, Fall Forum 2013, October 27, 2013; Kennesaw State University, March 11, 2013; Robinson College of Business, GSU; The School of Communication, Tsinghua University, Beijing, China, July 26, 2011; The World Media Research Center, China's Academy of Social Sciences, Beijing, China, June 21, 2011; The School of Communication, Zhongshan University, Guangzhou, China, June 18-21, 2011; The School of Communication, Peking University, Beijing, China, June 9-10, 2011; Rice University, Oct. 18, 2010.

#### **Research awards and grants:**

Co-PI. Conference grant. "Middle Class Phenomenon in Emerging Markets 2013." With Leslie Marsh (PI). Amount: \$3,000, 2013

PI. "Branding China: Advertising and Consumer Culture in the Chinese Market." Research Initiation Grant, 10% of the salary, 2012

PI. "China-Brazil Youth Project: Challenges, Hopes and Interventions." ISI Internal Grant, \$10,000, 2011.

Co-PI. "China's Public Diplomacy in the Context of Global Communication." The Education Ministry of China. Principal Investigator: Zhong Xin, Renmin University, Beijing, China. Amount awarded: 200,000 Yuan (approximately \$31,000). 2011-2014.

PI. "Children of Migrant Workers in Chinese Cities: Challenges, Hopes and Interventions". Summer Research Grant, 10% of the salary, 2011.

PI. The 7<sup>th</sup> Chinese Internet Research Conference, Conference grant from Freedom House. \$14,000.

**William Abbott Foster, Ph. D.**

**EDUCATION**

(1996-2001 University of Arizona, Tucson, AZ—PhD granted in May 2001.  
Dissertation: The Diffusion of the Internet in China  
Member of MOSAIC Group, which studied Internet diffusion in 40 countries.  
National Security Education Program Fellowship (1999-2001)  
Graduate Fellowship (1999 – 2000)  
Best Doctoral Presentation Award, IRMA Conference (2000)  
Selected by faculty to represent Department at ICIS2000 Doctoral Consortium

1978-1982 Williams College, Williamstown, Massachusetts—Religion  
Mead Government Internship.  
Class Prize in Religion.

**EMPLOYMENT**

2012-Present  
Senior Research Associate,  
Center for International Strategy, Technology, and Policy (CISTP)  
Sam Nunn School of International Affairs, Georgia Institute of Technology

2007-2011  
Arizona State University, Polytechnic Campus  
Science, Technology, and Society—Faculty Associate  
Syllabuses and student evaluations at: <http://www.fosterandbrahm.com/courses.htm>  
1986-Present

Foster and Brahm (<http://www.FosterandBrahm.com>)—President  
Foster and Brahm provides strategic advice to corporations and governments on how to leverage technology to better meet their missions. Clients have included the US Congress, the US Executive Office of the President, 20 Federal Agencies, Netscape, CIX (the world's first Internet Service Provider Association), SCIC, Stanford University, University of Arizona, MITRE, The Defense Group, the Center for Advanced Procurement and Supply (CAPS), and the UNESCO World Water Assessment Project.

2001-2005  
School of Global Management and Leadership, Arizona State University  
Assistant Professor of Accounting and Information Systems  
Researched Internet diffusion in Mexico, China, and Ghana.  
Studied impact of globalization on Phoenix.  
Researched environmental standards (ISO 14000) and supply chains.  
Courses Taught:

1995-2001  
Commercial Internet Exchange (CIX), Washington, DC—International and  
Regulatory Policy Editor, CIXtra

Wrote a monthly column that followed the Telecommunications Act of 1996 through the U.S. Congress, the Magaziner Inter-governmental Internet Task Force, the Federal Communications Commission (FCC), the Courts, and the State Regulatory Commissions. Worked with, made presentations to, and wrote columns on global organizations including the International Telecommunications Union (ITU), World Intellectual Property Organization

Many of Dr. Foster's books and articles can be accessed at  
HYPERLINK "<http://www.fosterandbrahm.com/booksandarticles.htm>"  
<http://www.fosterandbrahm.com/booksandarticles.htm>

### **Relevant Books and Book Chapters**

William Foster and Seymour Goodman, *The Diffusion of the Internet in China*, (Palo Alto: Center for International Studies and Cooperation, Stanford University, November 2000).

Kenneth Kraemer, Jason Dedrick, William Foster, and Zhang Cheng, "Information and communication technologies and inter-corporate production networks: global information technology and local guanxi in the Taiwanese personal computer industry," *Multinational Corporations and the Emerging Network Economy in Asia and the Pacific*, Juan Palacios editor, New York: Rutledge, 2008).

### **Selected Refereed Journal Articles**

A. M. Rutkowski, W. A. Foster, S. E. Goodman, "Multilateral Cyber Security Solutions: Contemporary Realities," *Public Interest Report*, Federation of American Scientists, Vol. 65(1), Summer 2012,

William Abbott Foster, "Research Note: Huawei and America," *Southwestern Journal of International Studies*," Vol. 4, Number 1, Fall 2011, pages 107-112

Nicholas O. Alozie, Patience Akpan-Obong, and William A. Foster  
"Sizing up information and communication technologies as agents of political development in sub-Saharan Africa," *Telecommunications Policy*, Vol. 35, Issue 8, September 2011, Pages 752-763.

William Abbott Foster and Russell C. Reinsch, "Huawei's Leadership in IMS and its Proprietary Softswitch," *Chinese Management Studies*, Vol. 4, No. 4 Nov. 2010.

Sherry Thatcher, William Foster, Ling Zhu, "B2B E-Commerce Adoption Decisions in Taiwan: The Interaction of Organizational, Industrial, Governmental, and Cultural Factors," *Electronic Commerce Research and Applications (ECRA)*, 2005.

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