

# Elliot Bendoly

[elliott\\_bendoly@bus.emory.edu](mailto:elliott_bendoly@bus.emory.edu)



EMORY

GOIZUETA  
BUSINESS  
SCHOOL

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School Address

Room 411, 1300 Clifton  
Atlanta, GA  
30322-2710  
Fax : (404) – 727-2053

Home Address

1809 Westminster Way NA  
Atlanta, GA  
30307

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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 **Associate Professor, Information Systems and Operations Management**  
**Caldwell Research Fellow** (2009, 2010+)  
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

- Interactions between resource allocation decisions and **behavioral dynamics in operations**
- Alignment of **operational policies and IT capabilities** in extended-enterprise planning

## REFEREED PUBLICATIONS

[1] E. Bendoly, A. Bharadwaj, and S. Bharadwaj, "Complementary drivers of NPD performance: Cross-functional coordination, information system capability, and intelligence quality" – forthcoming at *Production and Operations Management*

[2] E. Bendoly, "Linking task conditions to physiology and judgment errors in RM systems" – forthcoming at *Production and Operations Management*

[3] D. Bachrach, E. Bendoly, "Rigor in Behavior Experiments: A Basic Primer for SCM Researchers" – forthcoming at *Journal of Supply Chain Management*

[4] A. Nair, R. Narasimhan, E. Bendoly, "Co-opetitive buyer-supplier relationship: an investigation of bargaining power, relational context, and investment strategies", *Decision Sciences* 42(1), 93-127, 2011

- [5] E. Bendoly, J. Perry-Smith and D.G. Bachrach "The perception of difficulty in project-work planning and its impact on resource sharing", *Journal of Operations Management* 28(5), pp. 385-397, 2010
- [6] E. Bendoly, R. Croson, P. Goncalves, and K. Schultz, "Bodies of knowledge for research in Behavioral Operations", *Production and Operations Management* 19(4), pp. 434-452, 2010
- [7] R. Metters, X. Zhao, E. Bendoly, B. Jiang, and S.T. Young, "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, 2010
- [8] E. Bendoly, M. Capra and D. Thomas, "Project performance and the antecedents and implications of project group member ties: A multi-level analysis", *Decision Sciences* 41(3), pp. 459-490, 2010
- [9] R. Narasimhan, A. Nair, D. Griffith, E. Bendoly and J. Arlbjorn, "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, 2009
- [10] D. Thomas and E. Bendoly, "Limits to effective leadership style and tactics in critical incident interventions", *Project Management Journal* 40(2), pp. 70-80, 2009
- [11] E. Bendoly, E. Rosenzweig and J. Stratman, "The efficient use of enterprise information for strategic advantage: a DEA analysis", *Journal of Operations Management* 26(4), pp. 310-323, 2009
- [12] E. Bendoly and M. Prietula, "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, 2008
- [13] E. Bendoly and C. Speier, "Silver bullet junkies and the codifiers that love them", *Decision Sciences* 39(2), pp. 157-173, 2008
- [14] E. Bendoly and M. Cotteleer, "Understanding behavioral sources of process variation following enterprise system deployment", *Journal of Operations Management* 26(1), pp. 23-44, 2008 (JOM Best Paper 2008)
- [15] E. Bendoly, D.G. Bachrach and B. Powell, "The role of operational interdependence and supervisory experience on management assessments of ERP systems", *Production and Operations Management* 17(1), pp. 1-16, 2008
- [16] S. Bharadwaj, A. Bharadwaj, E. Bendoly, "The performance effects of complementarities between IS-capability and coordination: an empirical study of manufacturing firms," *Information Systems Research* 18(4), pp. 1-17, 2007 (Runner-Up for best published ISR paper 2007)
- [17] E. Bendoly, A. Citurs and B. Konsynski, "Internal infrastructural impacts on RFID perceptions and commitment: knowledge, operational procedures and information-processing standards", *Decision Sciences* 38(3), pp. 423-449, 2007
- [18] E. Bendoly and M. Swink, "Moderating effects of information access on project management behavior, performance and perceptions", *Journal of Operations Management* 25(3), pp. 604-622, 2007
- [19] D.G. Bachrach, H. Wang, E. Bendoly and S. Zhang, "Task interdependence and culture: moderating effects on the importance attributed to organizational citizenship behavior", *Management and Organization Review* 3(2), pp. 255-276, 2007
- [20] E. Bendoly, D. Blocher, K. Bretthauer and M.A. Venkataramanan, "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, 2007
- [21] E. Bendoly, E. Rosenzweig and J. Stratman, "Performance metric portfolios: a framework grounded in operations strategy", *Production and Operations Management* 16(2), pp. 257-276, 2007
- [22] E. Bendoly, "Resource enablement modeling: implications for studying the diffusion of technology," *European Journal of Operational Research* 179(2), pp. 537-553, 2007

- [23] E. Bendoly and D. Hur, "Bipolarity in reactions to operational 'constraints': OM bugs under an OB lens" *Journal of Operations Management* 25(1), pp. 1-13, 2007
- [24] M. Cotteleer and E. Bendoly, "Order lead-time improvement following enterprise-IT implementation: an empirical study", *MIS Quarterly* 30(3), pp. 643-660, 2006
- [25] E. Bendoly, K. Donohue and K. Schultz, "Behavior in operations management: assessing recent findings and revisiting old assumptions", *Journal of Operations Management* 24(6), pp. 737-752, 2006
- [26] E. Bendoly, D.G. Bachrach, H. Wang and S. Zhang, "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, 2006
- [27] D.G. Bachrach, B. Powell, E. Bendoly, and G. Richey, "Organizational citizenship behavior and performance evaluations: exploring the impact of task interdependence," *Journal of Applied Psychology* 91(1), pp. 193-201, 2006
- [28] E. Bendoly and T. Schoenherr, "ERP system and implementation-process benefits: implications for B2B e-procurement," *International Journal of Operations and Production Management* 25(4), pp. 304-319, 2005
- [29] E. Bendoly, D. Blocher, K. Bretthauer, S. Krishnan and M.A. Venkataramanan "Impacts of availability and perceptions of integration in multi-channel operations," *Journal of Service Research* 7(4), pp. 313-327, 2005
- [30] E. Bendoly and F. Kaefer, "Business technology complementarities: impacts of the presence and strategic timing of ERP on B2B e-commerce technology efficiencies," *Omega* 32(5), pp. 395-405, 2004
- [31] E. Bendoly, A. Soni and M.A. Venkataramanan, "Value chain resource planning: adding value with systems beyond the enterprise," *Business Horizons* 47(2), pp. 79-86, 2004
- [32] F. Kaefer and E. Bendoly, "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, 2004
- [33] E. Bendoly and F.R. Jacobs, "ERP architectural / operational alignment for order-processing performance," *International Journal of Operations and Production Management* 24(1), pp. 99-117, 2004
- [34] E. Bendoly, "Integrated inventory pooling for firms servicing both on-line and store demand" *Computers & Operations Research* 31(9), pp. 1465-1480, 2004
- [35] E. Bendoly and D.G. Bachrach, "A process-based model for priority convergence in multi-period group decision-making," *European Journal of Operational Research* 148(3), pp. 534-545, 2003
- [36] E. Bendoly, "Theory and support for process frameworks of knowledge discovery & data mining from ERP systems", *Information & Management* 40(7), pp. 639-647, 2003
- [37] E. Bendoly and F. Kaefer, "Linking technological compatibility and operational capacity constraints to communication technology adoption", *Journal of Electronic Commerce in Organizations* 1(2), pp. 1-13, 2003
- [38] F.R. Jacobs and E. Bendoly, "Enterprise resource planning: developments and directions for operations management research," *European Journal of Operational Research* 146(2), pp. 5-12, 2003
- [39] S. Helper, D.I. Levine and E. Bendoly, "Employee involvement and pay at US and Canadian auto suppliers", *Journal of Economics and Management Strategy* 11(2), pp. 329-377, 2002
- [40] D.G. Bachrach, E. Bendoly and P.M. Podsakoff, "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, 2001
- [41] F. Kaefer and E. Bendoly, "The adoption of electronic data Interchange: a model and practical tool for managers," *Decision Support Systems* 30(1), pp. 23-32, 2000

[42] E. Bendoly, "A framework for investments in support building activities: support mechanisms and strategic scenarios," *Decision Support Systems* 27(4), pp. 343-354, 2000

### **NON-REFEREED ARTICLES**

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

E. Bendoly, "What mother never told you about Excel... It's not all number crunching", *Management Research News*, 32(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, *Excel Basics to Black Belt: An Accelerated Guide to Decision Support Designs*, A resource for developing system integration skills for professionals, Cambridge University Press, 2008

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

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

E. Bendoly and S. Eckerd. Behavioral OM Experiments: Critical Inquiry Reawakening Practical issues in Research, in *Behavioural Issues in Operations Management: Trends in Design, Management, Methodology*, Ilaria Giannoccaro Ed. (Springer – forthcoming 2013).

### **RECENT RESEARCH PRESENTATIONS**

K. Linderman, P. Goncalves and E. Bendoly, 2011, "The Dynamics of Increasing Profits through Improvement, Innovation, and Cost Reduction", Decision Sciences Institute, Boston, MA

E. Bendoly and N. Osadchiiy, 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 and 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 and 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 and E. Rosenzweig, 2007, "Efficiency and performance frontiers on strategic information use", Production and Operations Management, Dallas, TX

J. Stratman, E. Bendoly and 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 and M. Cotteleer, 2005, "Resonant dissonance: Investigating lagged operational variance following centralized IT deployment", Academy of Management, Honolulu, HI

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

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

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

J. Stratman, E. Bendoly and 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 and F. Kaefer, 2003, "Business technology complementarity: 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 and 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**

- 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 2008 Ad hoc Research Grant Award (linked to the previous year's award)
- Ad hoc Research Grant Award, Fall 2007
- Behavioral Process Management 2007 "Most Service to Domain" Award
- Best Associate Editor for the Journal of Operations Management for 2006-07
- 2006 Alumni Award for Excellence in Research - Goizueta Business School, Emory University
- PhD First Place – FedEx E-commerce Competition 2001
- Society of Logistical Engineers Best Dissertation 2001
- Best Student Paper, Mid-West DSI 2000
- Lucent Technologies Research Grant 1999-2000
- Best Student Paper, Mid-West DSI 1999
- Graduate School Grant for Group Research 1999
- Best Application Paper, National DSI 1999
- University Independent Research Grant 1998

## PROFESSIONAL SERVICE

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

Senior Editor: POMS Management of Technology department 2011+

Associate Editor: Journal of Operations Management 2006+, Decision Sciences 2006+, OM Research 2007+

Editorial Review Board: POMS Management of Technology department 2007-2011,  
POMS Behavioral Operations Management department 2008+

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

Solution Manual Editor: Metters, King-Metters and Pullman, Successful Service Operations Management, 1st Ed, 2003

### **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: 2008-9 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+

GBS Promotion and 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 Advisor to Emory's Alpha Kappa Psi business fraternity 2004-2009; Advisor to Goizueta Green 2008+  
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 (cross-listed at CNET.com March 26/28\_04)
- 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
- Getting PMs to Juggle Together: Unanticipated Drawbacks of Work Challenges and Ownership
- Why Culture Matters in Operations Management

**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]

**Enterprise Resource Planning Tools – ABAP/4 Methods (Indiana University)**

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

**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

**Research/Text Appearance in Course Syllabi**

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. David Lewis, Cornell University, Spring 2006 Quantitative Techniques for Policy Analysis and Program Management "Integrated inventory pooling for firms servicing both on-line and store demand"

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)