VITA

SURINDER S. KAHAI

ADDRESS

School of Management, State University of New York at Binghamton, Binghamton, NY 13902; (607) 777 2410, (607) 777 4422 (fax); kahai@binghamton.edu

EDUCATION

THE UNIVERSITY OF MICHIGAN, Ann Arbor, Michigan
Ph.D. in Computer & Information Systems, School of Business Administration, August 1993

RUTGERS UNIVERSITY, New Brunswick, New Jersey.
M.S. in Chemical Engineering, School of Engineering, October 1985

THE INDIAN INSTITUTE OF TECHNOLOGY, Bombay, India.
B. Tech. in Chemical Engineering, July 1984

WORK EXPERIENCE

STATE UNIVERSITY OF NEW YORK AT BINGHAMTON, Binghamton, NY
9/99 to current: Assoc. Prof. of MIS, School of Management
9/93 to 6/99: Asst. Prof. of MIS, School of Management
9/91 to 8/93: Visiting Lecturer, School of Management

AFFILIATIONS

- Fellow at the Center for Leadership Studies at SUNY-Binghamton

BLOG

- Leading Virtually: https://www.leadingvirtually.com

HONORS

- 2020 Best Undergraduate Business Professors, Poets & Quants

RESEARCH

RESEARCH INTERESTS

- Collaboration, learning, relationships, and leadership in digital contexts, with emphasis on:
  - e-leadership (i.e., how information technology changes leadership and is changed by it)
  - Virtual teams and organizations
  - Facilitating technologies, including metaverse (virtual world) technology, social media, instant messaging, email
  - Social capital
- Information technology governance and leadership
- Information technology and firm performance
- Human-computer interaction in the context of artificial intelligence

JOURNAL ARTICLES

Kwok, R. C. W., Kahai, S. S., & Hao, J. X. (2025). Managing online small-group learning: Effects of facilitation style and type of group reward. International Journal of Information Management, 83, 102909.

Kahai, S. (2025). Cognitive effort in virtual worlds in the metaverse versus instant messaging: Disruptive impacts on team performance and strategies for recovery. Computers in Human Behavior, 167, 108620.

Jiang, J., Goodarzi, S., Kahai, S., & Cameron, A. F. (2025). Navigating the technology-tide: Mitigating the impact of technology-related political risks on firm innovativeness through strategic diversification and board technology competency. Journal of Business Research, 194, 115369.

Matta, M., Jiang, J., Kahai, S., & Sabherwal, R. (2024). Blooming Through the Cracks: The Effects of Fault Lines in Corporate Boards on Information-Technology Value. Journal of Management Information Systems, 41(4), 1078-1110.

Eom, M. T., Kahai, S., & Yayla, A. (2024). The Effect of Ambidextrous CIO Leadership on Strategic Alignment Through Knowledge Integration Mechanisms. ACM SIGMIS Database: the DATABASE for Advances in Information Systems, 55(4), 12-52.

Lu, X., Jiang, J., Head, M., Kahai, S. S. & Yang, J. (2024). Synergistic impacts of online and offline social participation on older adults' subjective well-being: evidence from the Canadian Longitudinal Study on Aging. European Journal of Information Systems, 33(5), 699-716.

Kahai, S., Jestice, R., & Huang, R. (2023). Gender effects in directed versus incidental learning in a 3D virtual world simulation. AIS Transactions of Human-Computer Interaction, 15(1), 55-82.

Jiang, J., Kahai, S., & Yang, M. (2022). Who needs explanation and when? Juggling explainable AI and user epistemic uncertainty. International Journal of Human-Computer Studies, 165, 102839.

Kahai, S. & Lei, Y. (2019). Building social capital with Facebook: Type of network, availability of other media, and social self-efficacy matter. International Journal of Human-Computer Studies, 130, 113-129.

Serban, A., Yammarino, F. J., Dionne, S. D., Kahai, S. S., Hao, C., McHugh, K. A., Sotak, K.L., Mushore, A., Friedrich, T.L., & Peterson, D. R. (2015). Leadership emergence in face-to-face and virtual teams: A multi-level model with agent-based simulations, quasi-experimental and experimental tests. The Leadership Quarterly, 26(3), 402–418.

Avolio, B. J., Sosik, J.J., Kahai, S. S., Bradford, B. (2014). E-Leadership: Re-examining transformations in leadership source and transmission. Leadership Quarterly, 25(1), 105-131.

Kahai, S., Jestice, R. & Huang, R. (2013). Effects of transformational and transactional leadership on cognitive effort and outcomes during collaborative learning within a virtual world. British Journal of Educational Technology, 44(6), 969-985.

Kahai, S., Huang, R., & Jestice, R. (2012). Interaction effect of leadership and communication media on feedback positivity in virtual teams. Group & Organization Management, 37(6), 716-751.

Palanski, M. E., Kahai, S. S., & Yammarino, F. J. (2011). Team virtues and performance: An examination of transparency, behavioral integrity, and trust. Journal of Business Ethics, 99(2), 201-216.

Huang, R., Kahai, S., & Jestice, R. (2010). The contingent effects of leadership on team collaboration in virtual teams. Computers in Human Behavior, 26(5), 1098-1110.

Lee. J., Kahai, S.S., Kim, Y.J., and Kim, B. B. (2009). Toward intelligent business integration: The semantic web, Issues in Information Systems, 10(2), 400-406.

Kahai, S. (2009). Anonymity and counter-normative arguments in computer-mediated discussions. Group & Organization Management, 34(4), 449-478.

Sosik, J., Kahai, S., & Piovoso, M. (2009). Silver bullet or voodoo statistics? A primer for using the partial least squares data analytic technique in group and organization research. Group & Organization Management, 34(1), 5-36.

Kahai, S., Carroll, E., & Jestice, R. (2007). Team collaboration in virtual worlds. The Database for Advances in Information Systems, 38(4), 61-68.

Kahai, S., Fjermestad, J., Zhang, S., & Avolio, B. (2007). Leadership in virtual teams: Past, Present, and Future. International Journal of e-Collaboration, 3(1), i-ix.

Kahai, S. & Avolio, B. (2006). Leadership style, anonymity, and the discussion of an ethical issue in an electronic context. International Journal of e-Collaboration, 2(2), 1-26.

Kahai, S, Sosik, J, & Avolio, B. (2004). Effects of participative and directive leadership in electronic groups. Groups & Organization Management, 29(1), 67-105.

Kahai, S. & Cooper, R. (2003). Exploring the core concepts of media richness theory: The impact of cue multiplicity and feedback immediacy on decision quality. Journal of Management Information Systems, 20(1), 263-299.

Kahai, S. S., Sosik, J. J., & Avolio, B. J. (2003). Effects of leadership style, anonymity, and rewards on creativity-relevant processes and outcomes in an electronic meeting system context. The Leadership Quarterly, 14(4-5), 499-524.

Avolio, B., & Kahai, S. (2003). Adding the "e" to e-leadership: How it may impact your leadership. Organizational Dynamics, 31(4), 325-338.

Avolio, B., Kahai, S., & Dodge, G. (2000). E-leadership: Implications for theory, research, and practice. The Leadership Quarterly, 11(4), 615-668.

Kahai, S. & Cooper, R. A. (1999). The effect of computer-mediated communication on agreement and acceptance. Journal of Management Information Systems, 16(1), 165-188.

Sosik, J. Kahai, S., & Avolio, B. (1999). Leadership style, anonymity, and creativity in group decision support systems: The mediating role of optimal flow. Journal of Creative Behavior, 33(4), 227-256.

Kahai, S., Avolio, B, & Sosik, J. (1998). Effects of source and participant anonymity and initial difference in opinions in an EMS context. Decision Sciences, 29(2), 427-460.

Kahai, S., Solieri, S., & Felo, A. (1998). The effects of behavioral involvement, familiarity, and framing on the illusion of control during decision support system use. Decision Support Systems, 23(2), 133-148.

Sosik, J, Avolio, B., Kahai, S., & Jung, D. (1998). Transformational leadership, anonymity, and task interdependence: An ecology for inspiring potency and effectiveness in computer-supported work groups. Computers in Human Behavior, 14(3), 491-511.

Sosik, J., Kahai, S., & Avolio, B. (1998). Transformational leadership and dimensions of creativity: Motivating idea generation in computer-mediated groups. Creativity Research Journal, 11(2), 111-121.

Sosik, J., Avolio, B., & Kahai, S. (1998). Inspiring group creativity: Comparing anonymous and identified electronic brainstorming. Small Group Research, 29(1), 3-31.

Kahai, S, Sosik, J., & Avolio, B. (1997). Effects of leadership style and problem structure on work group process and outcomes in an electronic meeting system environment. Personnel Psychology, 50, 121-146.

Sosik, J., Avolio, B., & Kahai, S. (1997). Effects of leadership style and anonymity on group potency and effectiveness in a GDSS environment. The Journal of Applied Psychology, 82(1), 89-103.

ARCHIVED ARTICLES

Jiang, J., & Kahai, S. (2025). Leveraging generative AI for problem-based learning: Promoting student-initiated scaffolding. Available at SSRN 5204175 (https://dx.doi.org/10.2139/ssrn.5204175).

MANUSCRIPTS IN REVIEW PROCESS

Yang, M, Jiang, J. Xin, L, & Kahai, S. Mitigating the impct of user knowledge gaps on AI advice acceptance: A study in healthcare using explainable AI designs. Invited for a third round review under the "Promise" option at the Journal of the AIS, which commits the journal to eventual publication of the manuscript.

WORK IN PROGRESS

Online leadership training: Effects of visualization enabled by a virtual world for different training methods (with R. Jestice). Being revised for submission to Personnel Psychology.

Using instant messaging to acquire knowledge - An examination based on the affordances for organizing perspective (with S. Baek). Manuscript being revised. Target to be determined.

Relational liking tendency on Facebook (with Y. Lei). Manuscript being revised. Target to be determined.

Using ChatGPT for course preparation: Determinants of co-creation versus shut-down behaviors (with J. Jiang). Data analysis has been completed and writing is being planned. Target to be determined.

Integrating AI into Creative Problem-Solving (with J. Jiang). Data undergoing analysis. Target to be determined.

Leadership peformance impacts of human-bots collaboration on Wikipedia (with A. Wigdor & J. Jiang). Model being conceptualized. Target to be determined.

Modeling the AI-leadership influence dynamic (with B. Avolio). Model being conceptualized. Target to be determined.

RESEARCH GRANTS

Awarded

1. Collaborative Research: Examining e-leadership in global virtual teams through a longitudinal assessment of the formation of trust, potency, commitment and performance in Unisys. NSF research grant for $150,000 with B. Avolio & J. Sosik, January 2002.

Application (not funded)

1. Enhancing learning in management schools using rewards, transformational leadership, and group support systems. Solo-authored grant application made in July 1997 to Faculty Early Career Development Program of NSF.

2. The effect of leadership style and collaboration technology on trust, interaction, and outcomes in virtual teams. Grant application made in April 1999 for $63,800 to the Society for Human Resource Management with R. Dumdum and N. Sivasubramaniam.

3. A field experiment to develop and evaluate virtual team leadership. Grant application made in June 2008 for $327,995 to NSF with R. Huang.

4. A field experiment to develop and evaluate virtual team leadership. Grant application made in June 2010 for $387,929 to NSF with R. Huang. This was a revision of a previous grant application and it included agreement from an external agency to act as a site for the proposed field experiment.

5. Evaluation of the Virtual Advanced Placement Program in New York State. Grant application made in August 2014 for $4,495,368 to the United States Department of Education, Institute of Education Sciences with P. Sandoval, K. Moorehead, B. Burch, N. Fenty, Q. Yu, A. Blaine, T. Das, P. Brunner.

6. Inducing fact-checking via attention control to reduce misinformation harms. Grant application made in November 2022 for $100K to Meta.

7. Integrating AI into creative problem-solving: A three-phase study on pedagogical design and implementation. Co-PI with J. Jiang (PI) for grant submitted to the Spencer Foundation for $355,254.

BOOK CHAPTERS

Kahai. S. (2023). E-leadership. In Goethals, G., Allison, S., and Sorenson, G. (Eds.), The SAGE Encyclopedia of Leadership Studies (pp. 294-299). Sage Reference.

Kahai, S. (2020). E-leadership. In Fisher, S. & Bondarouk, T. (Eds.), Encyclopedia of Electronic HRM (pp. 131-137). deGruyter Oldenbourg.

Kahai, S. (2018). E-leadership: An essential part of doctoral leadership education. In Hyatt, L. & Allen, S. (Eds.), Advancing Doctoral Leadership Education Through Technology (pp. 11-35). Edward Elgar.

Kahai, S., Avolio, B., & Sosik, J. (2017). E-leadership. In Hertel, G. Stone, D., Johnson, R. & Passmore, J. (Eds.), The Wiley Blackwell Handbook of the Psychology of the Internet at Work (pp. 285-314). Chichester: Wiley-Blackwell.

Kahai, S. (2013). Leading in a digital age: What's different, issues raised, and what we know. In Bligh, M.C. and Riggio, R. (Eds.), When Near is Far and Far is Near: Exploring Distance in Leader-Follower Relationships (pp. 63-108), New York, NY: Taylor & Francis/Routledge Publishing.

Kahai, S., & Avolio, B. (2009). E-leadership. In Hickman, G. R. (Ed.), Leading Organizations: Perspectives for a New Era, SAGE. (chapter is reprint of chapter by the same name in the Encyclopedia of Leadership)

Kahai, S. & Avolio, B. (2008). Leadership style, anonymity, and the discussion of an ethical issue in an electronic context. In Nemati, H. (Ed.), Information Security and Ethics: Concepts, Methodologies, Tools, and Applications, Hershey, PA: Information Science Reference. (chapter is reprint of journal article listed under 'Journal Publications' with the same title)

Kahai, S. & Avolio, B. (2007). Effects of leadership style and anonymity on arguments and intentions related to acting unethically. In Kock, N. (Ed.), E-Collaboration in Modern Organizations: Initiating and Managing Distributed Projects (Advances in e-Collaboration Series: Volume 2), Hershey, PA: Idea Group Inc.

Kahai, S. & Avolio, B. (2007). Effects of leadership style and anonymity on the discussion of an ethical issue in an EMS context. In Weisband, S. (Ed.), Leadership at a Distance: Research in Technologically Supported Work, Mahwah, NJ: Lawrence Erlbaum Publishers, Inc.

Kahai, S., & Avolio, B. (2004). E-leadership. In Burns, J. M. (Ed.), Encyclopedia of Leadership. Great Barrington, MA: Berkshire Publishing Group.

Avolio, B., & Kahai, S. (2003). Placing the "e" in e-leadership: Minor tweak or fundamental change? In Murphy, S. & Riggio, E. (Eds.), The Future of Leadership Development, Mahwah, NJ: Lawrence Erlbaum Publishers, Inc

Berson, Y., Avolio, B., & Kahai, S. (2003). Level specification: using triangulation in a grounded theory approach to construct validation. In Yammarino, F. J. & F. Dansereau (Eds.) Research in Multi-Level Issues (Vol. II). Oxford, UK: Elsevier Science.

Avolio, B., Kahai, S., Dum Dum. R., & Sivasubramaniam, N. (2001). Virtual teams: Implications for e-leadership and team development. London, M. (Ed.), How People Evaluate Others in Organizations: Person Perception and Interpersonal Judgment in I/O Psychology, Mahwah, NJ: Lawrence Erlbaum, Publishers, Inc.

PUBLISHED PAPERS IN CONFERENCE PROCEEDINGS

Lei, Y., Yayla, A., & Kahai, S. (2018). Unique challenges of decision-making process on crowdfunding platforms: An exploratory study. Proceedings of the 51st Hawaii International Conference on System Sciences, 2018.

Eom, T., Kahai, S., & Huang, R. (2017). IS leadership and strategy realization. AMCIS 2017 Proceedings. http://aisel.aisnet.org/amcis2017/HumanIS/Presentations/4/

Lei, Y., Yayla, A., & Kahai, S. S. (2017). Guiding the herd: The effect of reference groups in crowdfunding decision making. Proceedings of the 50th Hawaii International Conference on System Sciences, 2017.

Kahai, S. How leadership is changing in the digital age (2016). Proceedings of the CNoW (Changing Nature of Work) 2016 Pre-ICIS Workshop on the Impact of Digital Innovation on Work, December 11, 2016.

Sosik, J. J., Avolio, B. J., & Kahai, S. S. (2015). Advanced information and communication technology and the total leadership system: Considering e-leadership applications over levels of analysis and time. Proceedings of the Institute of Behavioral and Applied Management Conference, Pittsburgh, PA, October, 8-10, 2015.

Baek, S. N., & Kahai, S. (2015). Ambidextrous knowledge acquisition using IM: The role of social capital and interactivity. In Academy of Management Proceedings (Vol. 2015, No. 1, p. 19060). Academy of Management.

Eom, T., Kahai, S., & Yayla, A. (2015). Investigation of how IT leadership impacts IT-business alignment through shared domain knowledge and knowledge integration. AMCIS 2015 Proceedings. http://aisel.aisnet.org/amcis2015/HumanCapital/GeneralPresentations/7/

Jestice, R. J., & Kahai, S. The Effectiveness of Virtual Worlds for Education: An Empirical Study. AMCIS 2010 Proceedings, Paper 512. http://aisel.aisnet.org/amcis2010/512.

Huang, R., Jestice, R., and Kahai, S. Virtual world collaboration and leadership: Effects on team process and outcomes. <u>Mardi Gras 2009 Proceedings</u>, Paper 14. http://aisel.aisnet.org/mg2009/14.

Sosik, J, Avolio, B., Kahai, S., & Jung, D. Transformational leadership, anonymity, and task interdependence: An ecology for inspiring potency and effectiveness in computer-supported work groups. <u>Proceedings of the Institute of Behavioral and Applied Management Conference,</u> 1997 (chosen as Best Paper).

Kahai, S & Cooper, R. The design of computer based support for task communication in organizations. In DeGross, J., Alavi, M., & Oppelland, H. (Eds.), <u>Proceedings of the Eleventh International Conference on Information Systems</u>, pp. 25-35, 1990.

Kahai, S., Avolio, B., & Sosik, J. Meeting impacts of two types of EMS anonymity and initial difference in opinions. In DeGross, J., Ariav, G., Beath, C., Hoyer, R. and Kemerer, C. (Eds.), <u>Proceedings of the Sixteenth International Conference on Information Systems</u>, pp. 81-91, 1995.

Kahai, S., Avolio, B., & Sosik, J. Effects of anonymity, rewards, and leadership style on participation in an EMS context. In Aubert, B (Ed.), <u>Proceedings of the Annual Meeting of the Administrative Sciences Association of Canada</u>, pp. 15-24, 1996.

CONFERENCE ACCEPTANCES & PRESENTATIONS

e-leadership: Moving forward. Virtual presentation at INFO 2022 - The 36th Annual Conference & Exhibition, Tel-Aviv, Israel, May 9, 2022.

Kahai, S. e-leadership. Paper presented at the Academy of Management Conference, Chicago, IL, August 2018.

Eom, T., Kahai, S., & Huang, R. IS leadership and strategy realization. Paper presented at SIM (Society for Information Management) Academic Workshop. Dallas, TX, April 2018.

Lei, Y., Kahai, S. S., & Yayla, A. Information technology, social movements, & the emergence of opinion leaders. TREO Talk made at <u>AMCIS 2016</u>, San Diego. http://aisel.aisnet.org/amcis2016/TREO/Presentations/45/.

Jestice, R. & Kahai, S. Do virtual worlds help in leadership training? Exploring the cognitive impact. Paper presented at the 3rd Center for Research in Executive Development Conference, Ashridge Business School, Berkhamsted, UK, Dec. 11-12, 2014.

Serban, A., Yammarino, F.J., Dionne, S.D., Kahai, S.S., & Sotak, K.L. (2014). Impact of virtuality and leader centrality on team performance. Paper presented at SIOP, Honolulu, Hawaii, May 2014.

Kahai, S., Sosik, J., & Avolio, B. Effects of transformational leadership and media on collaboration and performance in virtual teams. Paper presented at the Academy of Management Conference, Orlando, FL, August 2013.

Serban, A., Yammarino, F., Dionne, S., Kahai. S., Shirreffs. Testing leadership and team performance in face-to-face and virtual teams. Paper presented at SIOP, Houston. TX, April 2013.

Kahai, S., Huang, R., & Jestice, R. Antecedents and consequences of cognitive effort during collaboration in a virtual world. Paper presented at the Academy of Management Conference, San Antonio, TX, August 2011.

Jestice, R., Kahai, S., & Huang, R. Online identity and its effects in computer mediated communication. Paper presented at the Academy of Management Conference, Chicago, Illinois, August 2009.

Kahai, S., Jestice, R., Carroll, E., & Huang, R., Team collaboration in virtual worlds: Results from two studies. Paper presented at the Academy of Management Conference, Anaheim, California, August 2008.

Kahai, S., Carroll, E., & Jestice, R. Leading virtual teams in virtual worlds: A seven-year research agenda. Conference on the Economics and Business of Second Life and Virtual Worlds (organized by the Columbia Institute for Tele-Information and the Conference Board), New York, NY, June 15, 2007.

Eom, M, & Kahai, S. Integrated model of IS leadership, strategy, and IS unit performance. AIS (Association of Information Systems) Special Interest Group on IS Leadership, Athens, GA, April 17, 2004.

Kahai, S., & Avolio, B. Leadership, anonymity, and discussion of an ethical issue in electronic groups. Paper presented in a Symposium titled "E-Leadership: Diverse Perspectives on Leadership at a Distance" at the Nineteenth Annual Conference of the Society for Industrial and Organizational Psychology, 2004, Chicago, IL, April 2-3, 2004.

Kahai, S., & Avolio, B. Effects of leadership style and anonymity on the discussion of an ethical issue in an EMS context. Distant Leaders Workshop, Scottsdale, AZ, October 19-22, 2001.

Kahai, S., Sosik, J., & Avolio, B. Effects of Leadership style, anonymity, and rewards in an electronic meeting system environment. The Academy of Management Conference (Organizational Communication and Information Systems Division), Boston, August 1997.

Sosik, J., Avolio, B., Kahai, S., & Jung, D. Effects of leadership style, anonymity, and group type on group potency and effectiveness in a group decision support system environment. The Academy of Management Conference (Organizational Communication and Information Systems Division), Cincinnati, August 1996.

Sosik, J., Avolio, B., Kahai, S., Jung, D., & Tirmizi, A. Leadership and group creativity: influencing gdss process and outcomes. Eleventh Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, May 1996.

Kahai, S. and Cooper, R. The impact of nonverbal cues on decision quality in computer-mediated communication. The Academy of Management Conference (Organizational Communication & Information Systems Division's Best Papers Session), Vancouver, August 1995.

Kahai, S., Sosik, J., & Avolio, B. Leadership and task structure impacts on process and outcomes in an ems environment. <u>The Academy of Management Conference</u> (Organizational Communication & Information Systems Division), Vancouver, August 1995.

Sosik, J., Kahai, S., Avolio, B., & Jung, D. Transformational and transactional leadership in electronic meeting system environment. Tenth Annual <u>Conference of the Society for Industrial and Organizational Psychology</u>, Orlando, 1995.

Sosik, J., Kahai, S., & Avolio, B. Impact of leadership style and task type in a GDSS environment. <u>The </u>Ninth Annual <u>Conference of the Society for Industrial and Organizational Psychology</u>, Memphis, 1994.

SYMPOSIA & WORKSHOP PRESENTATIONS

Eom, M. & Kahai, S. The impact of IS leadership on IS alignment. Presented at the Society of Information Management Workshop, Montreal, Canada, December 8, 2007.

Kahai, S., Avolio, B., Sosik, J. Leadership, anonymity and opinion change in electronic groups. Presented in Symposium on "Formal and Shared Leadership in Virtual Teams", <u>Academy of Management Conference</u>, Hawaii, HI, August 7-10, 2005.

Kahai, S. and Avolio, B. Leadership, anonymity, and discussion of an ethical issue in electronic groups. Presented in Symposium titled "E-Leadership: Diverse Perspectives on Leadership at a Distance" at the Nineteenth Annual Conference of the <u>Society for Industrial and Organizational Psychology</u>, Chicago, IL, April 2-3, 2004.

Avolio, B & Kahai, S. Changing the nervous systems of organizations: Enabling leadership to enable advanced information technology. Presented in Symposium on Organizations Online: Harnessing the Power of Advanced Information Technology, <u>Academy of Management Conference</u>, 2001.

Avolio, B & Kahai, S. E-leadership: What is it and how will it impact how we study and practice leadership. Presented in Symposium on New Directions for Leadership Theory and Research at the Sixteenth Annual Conference of the <u>Society for Industrial and Organizational Psychology</u>, 2001.

ESSAYS

Kahai, S. (2000). Challenges of the cyber-workplace. <u>Binghamton Alumni Journal</u>, 8(1), 12.

Avolio, B. & Kahai, S. (2000). Please Leave the "e" in e-leadership. <u>CIO</u>, http://www.cio.com/archive/090100_lead_sidebar1.html.

RESEARCH WORKSHOPS ORGANIZED

- Collaboration in Virtual Worlds: What to Study and How. Professional Development Workshop, Organizational Communication & Information Systems Division of Academy of Management, Anaheim. CA, August 2008.

- Networking of Organizational Behavior and Information Systems Researchers to Better Understand Information Systems in Organizations. Professional Development Workshop, OB Division of Academy of Management, Denver, CO, August 2002.

BEST PAPER AWARDS

- Best conference paper, Institute of Behavioral and Applied Management Conference, 2015.

  Sosik, J. J., Avolio, B. J., & Kahai, S. S. (2015). Advanced information and communication technology and the total leadership system: Considering e-leadership applications over levels of analysis and time. Proceedings of the Institute of Behavioral and Applied Management Conference, Pittsburgh, PA, October, 8-10, 2015.

- Best 'macro' paper published in Group & Organization Management, 2009:

  Sosik, J., Kahai, S., & Piovoso, M. (2009). Silver bullet or voodoo statistics? A primer for using the partial least squares data analytic technique in group and organization research. Group & Organization Management, 34(1), 5-36.

- Best conference paper, Institute of Behavioral and Applied Management Conference, 1997:

  Sosik, J, Avolio, B., Kahai, S., & Jung, D. Transformational leadership, anonymity, and task interdependence: An ecology for inspiring potency and effectiveness in computer-supported work groups. Proceedings of the Institute of Behavioral and Applied Management Conference, 1997.

OTHER RESEARCH AWARDS

- Corning Research Award, School of Management, SUNY-Binghamton, 1999-2000.

- Faculty Research Grants, School of Management, State University of New York, Binghamton, 1993 to 1999.

- Center for Telecommunications Management (University of Southern California) Award for dissertation research, 1989.

TEACHING

COURSES TAUGHT

- Generative AI for Business

- Blockchain Technology & Applications

- Introduction to Management Information Systems

- Projects in Information Systems

- E-business

- Developing Web Applications

- Virtual Team Leadership

- Business Data Communications

- MIS Doctoral Seminar

- Doctoral Research Methods Seminar

- Group Support Systems Seminar

- Psychology Laboratory

DOCTORAL PROGRAM INVOLVEMENT

BINGHAMTON UNIVERSITY

- Dissertation Chair of Mike Eom, Rebecca Jestice, and Seung Nyoung Baek

- Member of comprehensives/dissertation committees of Yu Lei, Andra Serban, Deniz Dalman, Mike Palanski, Elizabeth Carroll, Mike Eom, John Garger, John Sosik, Minh Hyunh, Sandi Dinger, Yair Berson, John Garger, Jae-Uk Chun, & Christie Kennedy, School of Management, Binghamton University.

- Member of dissertation committee of Reza Hemayati, Watson School of Engineering, Binghamton University.

EXTERNAL

- Dissertation committee member of Suling Zhang, New Jersey Institute of Technology.

EXECUTIVE EDUCATION & PROGRAM-RELATED TEACHING

PROGRAMS
- SUNY-Binghamton Professional MBA Program (New York City)

- SUNY-Binghamton Executive MBA Program at Lockheed-Martin, Owego, NY

- SUNY-Binghamton High Tech Executive MBA program.

- SUNY-Binghamton Executive MBA for Healthcare Professionals

- Advanced Certificate Programme in Arts and Entertainment Management at The Chinese University of Hong Kong (offered jointly with SUNY-Binghamton)

ONLINE LEARNING MATERIALS AUTHORED

- Authored and prepared multi-media computer mediated learning modules for "Virtual Team Leadership". These modules have been made available to virtual team leaders in the Binghamton area and globally (see http://leadingvirtually.com/nsf/index.htm).

- Authored and prepared multi-media computer mediated learning modules for students of "Introduction to Management Information Systems" in the Executive MBA and the MBA program, SUNY-Binghamton.

- Co-instructor in a distance-learning course to deliver management and business skills to Bulgarian Professionals for electronic commerce in the European Union.

TEACHING MATERIALS AUTHORED

- Tutorial on advanced HTML, 1997

- Tutorial on introduction to HTML, 1995

- Advanced dBase III+ tutorial, 1991

- Tutorial on advanced Lotus 1-2-3 features for decision making, 1991

TEACHING AWARDS

- Career Champion Recognition (for helping students with their careers), Fleishman Center for Career and Professional Development

  - 2021-2022

  - 2017-2018

  - 2015-2016

- 2020 Best Undergraduate Business Professors, Poets & Quants

- Community-Engaged Teaching Award, 2015 Institute on Community-Engaged Teaching, Research, and Scholarship

- School of Management (SUNY-Binghamton) Teaching Award, 2006-2007

- Most dedicated Professor of the Year, School of Management, 2003-2004

- State University of New York Chancellor's Award for Teaching Excellence, 2002-2003 (SUNY system-wide award)

- Professor of the Year, School of Management, SUNY-Binghamton

  - 2009-2010

  - 2002-2003

  - 2001-2002

  - 1998-1999

  - 1992-1993

- Dykstra Award for Excellence in Teaching, School of Business Administration, University of Michigan, 1989

SERVICE

EDITORSHIP

Organizational Dynamics
- Co-edited special issue on e-leadership with B. Avolio (Vol. 31, Issue 4)

International Journal of e-Collaboration
- Co-edited a special issue on Leadership in Virtual Teams with J. Fjermestad & B. Avolio (2007)

PROFESSIONAL ORGANIZATION POSITIONS

Secretary
- OCIS (Organizational Communication and Information Systems) Division of The Academy of Management (2005-2008)

ASSOCIATE EDITOR, EDITORIAL BOARD MEMBERSHIP, REVIEWER, SESSION CHAIR, FACILITATOR, & DISCUSSANT

Associate Editor/Editorial Board Membership (Journals)
- Leadership Quarterly (Editorial Board Member, current)
- Group & Organization Management (Editorial Board Member, 2006-2020)
- IEEE Transactions on Engineering Management (Editorial Board Member, 2003-2012)
- International Journal of Electronic Collaboration (Associate Editor, 2006-2018)

Associate Editor (Conferences)
- International Conference of Information Systems, 1998, 2004, 2011, 2020.
- Academy of Management Conference, 2009, 2011.

Ad-hoc reviewer
- Management Science
- MIS Quarterly
- Journal of Management Information Systems
- European Journal of Information Systems
- Group & Organization Management
- Computers in Human Behavior
- Human Resource Management Review
- Information and Management
- Information and Organization
- Journal of Management Education
- International Conference on Information Systems (Vancouver 1994, Cleveland 1996, Helsinki 1998, Brisbane 2000)
- Academy of Management (Seattle 2003; New Orleans 2004; Hawaii 2005; Atlanta 2006; Philadelphia 2007; Anaheim 2008; Chicago 2009)
- Annual Meeting of the Administrative Sciences Association of Canada (Montreal 1996)
- HICSS (2000)
- IFIP 8.2 (1993)

NSF Reviewer
- Grant proposal reviewer, June 2008, July 2009, and October 2023

SUNY-Faculty Diversity Program
- Reviewer for 2015-2016 Faculty Diversity Program

Membership in Best Paper Selection Committees
- Best IS (Journal) Article Award given by the Organizational Communication and Information Systems Division of the Academy of Management, 2007

- Best Conference Papers Awards given by the Organizational Communication and Information Systems Division of the Academy of Management, 2007
- Best Article Award given by The Group & Organization Management journal for publications in 2006

Session Chair
- Organizational Communication and Information Systems Session on "Communication, IT and the structuring of Organizations", Academy of Management Conference, Atlanta, August 13-16, 2006

Facilitator
- Interactive Paper Session, Academy of Management Conference, Honolulu, Hawaii, August 7-10, 2005

Discussant
- International Conference on Information Systems (Vancouver 1994)
- Academy of Management Conference (Atlanta 2006 & Seattle 2003)

CAMPUS COMMITTEES & CONTRIBUTIONS

- Member, Career Development Centralized Internship Council, Fleishman Center, 2021 – present
- Advisory Board Member of Center for Learning & Teaching, 2013-present
- Advisory Member of Center for Innovation, Binghamton University, 2018-present
- Judge, Art of Science Competition, Office of Research Advancement, 2018, 2021
- New Graduate Student Orientation, Binghamton University, August 2020
- New Faculty Orientation – Research and Scholarship Panel, Binghamton University, August 2019, 2020
- New Faculty Orientation – Teaching Panel, Binghamton University, August 2013, 2022, 2023, 2024
- Member, Middle State Accreditation Work Group, Binghamton University, 2019-2020
- Member of ad-hoc committee charged with proposing revisions to standards for tenure and promotion regarding service, Fall 2015
- Member of Center for Learning & Teaching Online Learning Roadshow Team, 2013-2014
- University Faculty Senate representative for the school, 2013-2014
- Binghamton University Online Learning Task Force Member, 2013-2014
- Member of the University Strategy Roadmap Committee, Fall 2012
- Member of Academic Program/Faculty Development Awards Committee, Binghamton University, 2009-2010, 2010-2011
- Member of Classroom Environment Committee, Binghamton University, 2003-2005
- Member of Learning Environment Committee, Binghamton University, 2005-2006
- Member of Academic Computing and Educational Technology (ACET) Committee, Binghamton University, 2002-2006

- Faculty supervisor of Sikh Students Association, Binghamton University, 2002-2004

SCHOOL COMMITTEES & LEADERSHIP ROLES

- Member, Junior Personnel Committee, School of Management, 1999-present
- Member, Doctoral Studies Committee, School of Management, 2018-present
- Chairman of Technology Committee, School of Management, Binghamton University, 2001 – 2005, 2024-present
- Member of Technology Committee, School of Management, 2005-2007, 2020-2021, 2021-2022
- Member of Diversity. Equity, and Inclusion Committee, School of Management, 2022-2023
- Member of Assurance of Learning Committee, School of Management, 2019-2020
- Area Coordinator, MIS Area – School of Management, Binghamton University, 2000 – 2019
- Chair, Faculty Development Committee, 2011-2018
- Member of the Faculty Development Committee, 2008-2010
- Member of Dean's Advisory Council, School of Management, Binghamton University, 2002-2018, 2021-2022
- Mentor to 12 junior MIS faculty members since 1999
- Chairman/member of MIS Search Committee, School of Management, Binghamton University (chaired 11 searches and member of 5)
- Member of Faculty Search Committees in Leadership/Strategy, School of Management (various years)
- Chairman of Junior Personnel Committee, School of Management, Binghamton University, 2000-2001
- Chairman of e-business Task Force, Binghamton University, 2000-2001

TRAINING AND PROFESSIONAL DEVELOPMENT WORKSHOPS

- Advanced Technology Overview, Broome County Department of Social Services, June 2004.
- Advanced Technology for Government Services, Broome County Integrated County Planning Committee, June 2001.
- "Networking of Organizational Behavior and Information Systems Researchers to Better Understand Information Systems in Organizations", Professional Development Workshop, OB Division of Academy of Management, Denver, CO, August 2002.
- "Internet for e-business" – Seminar, Leisure and Cultural Services Department, Hong Kong Government, January 2001.
- Enhancing Communication and Decision-making using Information Technology, Broome County Department of Social Services, January & February 1998.
- "HTML: Basics and Beyond" -- Professional Workshop, Continuing Education, Pennsylvania State University at Great Valley, March 1997.

- "Advanced Web Page Creation Techniques" -- Professional Workshop, External Programs, School of Management, Binghamton University, August 1996 and March 1997.

- "Promote Your Business on the Internet" -- Professional Workshop, External Programs, School of Management, Binghamton University, September 1995, January 1996, April 1996, July 1996.

- Conducted workshops on "Doing Business on the Internet" and "Web Page Creation" for AT&T, April 1996.

- "Overview of the World Wide Web Technology" -- Professional Workshop, External Programs, School of Management, Binghamton University, April 1995, September 1995, January 1996.

- "Overview of the Internet" -- Professional Workshop, External Programs, School of Management, Binghamton University, March 1995.

SPEAKER/WORKSHOP/RETREAT LEADER

- Led AI-focused retreat and workshops for faculty and staff at the School of Management, Binghamton University

- Retreat/Workshops on AI for faculty and staff at School of Management, Binghamton University

- Invited talk on "How to Lead Hybrid Teams", given to the members of NOCA, a nonprofit organization and a network for HR professionals and Executives in Denmark, October 29, 2021.

- Talk on "Blockchain Technology & Applications" given to the MIS Club, School of Management, October 11, 2021.

- Podcast on working in a virtual team (July 2019). Virtual not distant: https://www.virtualnotdistant.com/podcasts.

- MIS Careers, Talk given to members of Women in Business Club, Binghamton University, April 1, 2019.

- Enabling Infrastructure and Big Data. Talk given at Innovation Day – Big Data, Binghamton University, April 24, 2014.

- E-leadership. Keynote talk given at Penn State University, Great Valley, PA, March 26, 2014.

- Information Strategies for Productivity & Personal Growth. Talk given at Achiever's USA, Youngstown, OH, November 1, 2012.

- Leading in a Digital Age: What's Different, Issues Raised, and What We Know. Featured speaker at Claremont Graduate University Symposium on Applied Psychology, Claremont, March 6, 2010.

- Collaboration in Virtual Worlds: What Does Research Tell Us? – Talk given at IBM's Smarter Technology Forum, Second Life, October 2, 2009.

- The Age of Participation: Why, What, How, & What's Next? – Talk given at Toyota Motor Company Headquarters, Torrance, California, July 17, 2007.

- e-leadership: Leadership in the Digital Age – Talk given at Management Development Institute, Gurgaon, India, July 12, 2005.

- e-leadership: Leadership in the Digital Age – Talk given to the Bangalore Chapter of National HR Directors Network, Bangalore, India, July 13, 2005.

- e-leadership: Leadership in the Digital Age – Talk given at IIM, Bangalore, India, July 14, 2005.

- Offshoring IT Development – Talk given at Universal Instruments Corp., Binghamton, June 13, 2005.

- Customer-centric e-business strategy - Talk given to HR division of Humana, Inc., Louisville, KY, July 2000.

- Computer-mediated Communication – Talk given at monthly meeting of Cosmos Club, Binghamton, Nov 13, 1997.

- Introduction to the Internet – Talk given at the monthly meeting of Financial Management Association of Rehabilitation Facilities, Central New York State, Oct. 9, 1996.

- The Internet as a Business Tool – Talk given at the monthly meeting of National Association of Purchasing Management -- Binghamton, Inc., Nov. 30, 1995.

- Business and the Internet – Talk given at Department of Management. Science and Information Systems, The Pennsylvania State University at Great Valley, November 9, 1995.

- Computer Based Communication Support Systems – Talk given at Steelcase Corporation, Grand Rapids, MI, May 1990.

ADVISORY, FACILITATION, & CONSULTING SERVICES

- Aspen Institute. Prepared mentors for the 2021 Aspen Challenge to lead virtually (2021).

- 1800Flowers. Studied the company and proposed a plan for rolling out Facebook for internal collaboration (2011).

- Broome County Health Department. Information technology advisor (2000-2010)

- Lockheed Martin (Owego site). Advised a team that successfully implemented a site-wide wiki and blog system (2007)

- Fairview Recovery Services, Binghamton. Lead consultant for implementation of their Homeless Management Information System (2003-2006)

- Action for Older Persons. Consultant for Broome County Online Elder Services Guide sponsored by Action for Older Persons and Aging Futures, 2002-2004

- McGraw-Hill. Consultant for book "Business Driven Technology" (2004)

- Integrated County Planning Committee, Broome County Government. Information technology advisor (January 1999 to December 2002)

- United Way, Broome County. Consultant for Social Indicators Database Project (2002)

- NYSEG. Developed a database of potential customers for new products (1995)

- Various others. Group Decision Support System facilitation of group, human resources, and leadership development sessions at/for the following organizations: American Academy of Pharmaceutical Colleges, Humana, Inc, Broome County Department of Social Services, Muskuloskeletal Transplant Foundation, United Health Services, Mercantile Bank, Annual Osteopathic Convention, AOHA and AACOM, Broome County's "Facing our Future, and Lucent.

OTHER

- Interviewed on the work from home phenomenon for publication in Finance Director Europe. The article based on the interview is available at

- https://content.yudu.com/web/442ay/0A447wi/FDE061-Pros/html/index.html?page=10&origin=reader

- Interviewed by Post Media (Canada) about leadership for virtual work, June 21, 2020. The article based on the interview is available at https://bit.ly/2Z8U6T8

- Interviewed by Deloitte for their CFO channel in Wall Street Journal on the topic of leadership for virtual work, April 3, 2020. The interviews are available at https://deloitte.wsj.com/cfo/2020/05/08/the-virtual-cfo-consider-remote-works-psychological-impacts/ and https://deloitte.wsj.com/cfo/2020/05/15/the-virtual-cfo-rethink-how-you-relate-to-others/

- Press coverage at Business Insider for book use in my e-business course: https://www.businessinsider.com/books-mba-professors-business-school-harvard-stanford-kellogg-recommend

- Binghamton University Campaign Launch Event, April 19, 2010: Hosted the School of Management Chat Room during the event.

- C3 HUD Grant. Advisor. Grant received by SEHD, Binghamton University

- Marilyn Gaddis Rose and Stephen David Ross University and Community Projects Grant. Co-recipient along with Catholic Charities of $10,000 grant to provide refurbished PCs to low-income families in the local community (Broome County) under a PC-Exchange program.

- TV and press interviews on Information Systems Topics. Provided to the following:

  - Project Management Institute's PM Network Magazine

  - CNN.com (http://www.cnn.com/2009/BUSINESS/11/05/second.life.virtual.collaboration)

  - The Press & Sun Bulletin (Binghamton)

  - Time Warner Cable

  - Fox TV

  - CBS

- Various others. Interfaced with organizations in the local community to facilitate industry-university partnership. This has culminated in several information systems projects that were executed by students (for course credit) under my supervision. Organizations involved include IBM, Lockheed Martin, Press and Sun Bulletin, WSKG, WICZ, NYSEG, NYSEG Solutions, Universal Instruments, BOCES, Broome County Government, Broome County Council of Churches, Cub Care, Oasis Children Services, Center for Technology & Innovation, Good Shepherd Fairview Home, Maine's Paper and Food Products, Cardio Associates, Catholic Charities, American Civic Association, Action for Older Persons, Security Mutual, UHS, & YMCA.

CONTINUOUS DEVELOPMENT & PROFESSIONAL MEMBERSHIP

WORKSHOPS/CONFERENCES ATTENDED

- EY Blockchain Summit (virtual), April 2020 and May 2023.

- Introduction to Text Analysis by Constellate (virtual), July 20 – August 12, 2021

- Automated Machine Learning (AutoML) for Business Major Sophomore Students, Americas Conference on Information Systems, Cancun, Mexico, August 14, 2019

- AI Deep Learning with Convolutional Neural Networks Using Tensor Flow, Americas Conference on Information Systems, Cancun, Mexico, August 15, 2019

- Paperathon, International Conference on Information Systems, Munich, Germany, December 14-15, 2019

- Anyone Can Learn Web Scraping, Binghamton University, May 11, 2018

- Network Based Mentoring Workshop, Binghamton University, May 9, 2018

- Student Centered Learning Workshop, Binghamton University, May 17-18, 2010.

- Teaching with passion, August 23, 2011.

PROFESSIONAL MEMBERSHIP

- AIS

- Academy of Management

- Delta Sigma Pi

- Beta Gamma Sigma

- Beta Alpha Psi