

# **Ann Majchrzak**

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## **PRIMARY PROFESSIONAL APPOINTMENTS**

- 2014-present:** The ‘Associates of USC’ Business Administration Professor and Professor of Digital Innovation, Department of Data Sciences and Operations, Marshall School of Business, University of Southern California  
**1997-2014:** Full Professor, Information Systems, Marshall School of Business, University of Southern California  
**1996-1997:** Full Professor, Institute of Safety & Systems Management, University of Southern California.  
**1986-1995:** Associate Professor, Institute of Safety & Systems Management, University of Southern California.  
**1983-1986:** Assistant Professor, Organizational Behavior and Human Resource Management, Krannert Graduate School of Management, Purdue University.  
**1980-1983:** Organizational Research Psychologist, Organizational and Marketing Research Division, Westat, Inc., Rockville, Maryland.

## **EDUCATION**

- |         |      |   |
|---------|------|---|
| Ph.D.   | 1980 | Social Psychology, University of California, Los Angeles, California (Minor: Psychometrics) |
| M.A.    | 1977 | Social Psychology, University of California, Los Angeles, California                        |
| B.A.    | 1976 | Psychology (Honors), Pitzer College, Claremont, California                                  |
| Diploma | 1975 | French Psychology, University of Paris, Sorbonne, France                                    |

## **HONORARY APPOINTMENTS**

- 2020 – present:** Fellow at The KIN Center for Digital Innovation, School of Business and Economics at the Vrije Universiteit Amsterdam.  
**2021-2024:** (3-year renewable) Honorary Professor, Department of Business and Management of Luiss University  
**2019- 2025:** Advisory Board Portland International Center for Management of Engineering and Technology  
**2020-2021:** Beedie Family Visiting Fellow, Beedie School of Business, Simon Fraser University, Vancouver, CA  
**2019:** International Chair, Luiss University, Rome Italy  
**2012-present:** Fellow, Institute for Innovation and Knowledge Management, ESADE, Spain  
**2015:** Visiting Professor, Management, Luiss University, Rome, Italy  
**2012-2015:** Visiting Full Professor, Department of Information Systems Management, ESADE Business School, Universidad Ramon Llull, Barcelona, Spain  
**2012-present:** Fellow of the Association for Information Systems: for “making an outstanding contribution to the I.S. discipline in research, teaching, and service”  
**2010 – present:** Senior Scholar of the Association for Information Systems  
**2015 – present:** External Expert, London School of Economics and Political Science  
**2018 – present:** Scientific Advisory Committee, CLIO - Centre for Research in Leadership, Innovation, and Organization, LUISS University, Rome

## **BOARD OF DIRECTORS**

Angeles Conservation Foundation/Angeles Chapter Foundation

## **PUBLICATIONS**

### **BOOKS**

*Unleashing the Crowd: Collaborative Solutions for Wicked Business and Societal Problems.* Palgrave Publications, with A. Malhotra 2020, Reviewed in *Administrative Science Quarterly*, 2020, Vol 1-4

- Activating the Tools of Social Media For Innovative Collaboration in the Enterprise*. Springer Press. With E. Fife, Q., Min, and F. Pereira 2013
- Methods for Policy Research: Taking Socially Responsible Action* 2<sup>nd</sup> Edition. Sage Publications. With M.L., Markus, 2013
- The Human Side of Factory Automation: Managerial and Human Resource Strategies for Making Automation Succeed*. San Francisco: Jossey Bass. 1988. Translated into Italian by Franco Angeli Library, Milano, Italy, Entitled *Fattore Umano E Automazione Industriale*.
- Human Aspects of Computer-Aided Design*. London: Taylor and Francis, Ltd. With, Chang, T-C., Barfield, W., Eberts, R. E., & Salvendy, G. .1987.
- Majchrzak, A. *Methods for Policy Research*. 1984. Newbury Park, CA: Sage Publications.

## REFEREED JOURNAL ARTICLES

- Kyriakou, H., Nickerson, J., and Majchrzak, A. (in press). A relational perspective on the antecedents and consequences of novelty in online innovation communities. *MIS Quarterly*.
- Gibson, C.B., Dunlop, P.D., Majchrzak, A., and Chia, T. (in press) Sustaining effectiveness in global teams: the co-evolution of knowledge management activities and technology affordances, *Organizational Science*.
- Lindberg, A., Majchrzak, and A., Malhotra, A (in press) How information contributed after an idea shapes new high-quality ideas in online ideation contests, *MIS Quarterly*.
- Wang, C., Brunswicker, S., and Majchrzak, A. (in press) Knowledge search breadth & depth and OI projects performance: a moderated mediation model of control mechanism. *Journal of Knowledge Management*
- Malhotra, A. Majchrzak, A. and Lyytinen, K. (2021) Socio-technical affordances for large-scale collaborations. *Organization Science*, 2(5):1371-1390
- Malhotra, A, and Majchrzak, A. (2021). Hidden patterns in knowledge evolution affecting the emergence of innovative ideas: what we can learn from research on fluid innovation contexts. *Innovation: Organization and Management*: 1-12
- Majchrzak, Ann, and Shepherd, D.A. (2021). Can digital innovations help reduce suffering? A crowd-based digital innovation framework of compassion venturing. *Information and Organization* 31.1 (2021): 100338.
- Kane, G. C., Young, A. G., Majchrzak, A., and Ransbotham, S. (2021). Avoiding an oppressive future of machine learning: A design theory for emancipatory assistants. *MIS Quarterly*, 45(1), 371-396.
- Young, A. G., Majchrzak, A., and Kane, G. C. (2021). Reflection on writing a theory paper: How to theorize for the future. *Journal of the Association for Information Systems*, 22(5), 1212-1223.
- Young, A. G., Majchrzak, A., and Kane, G. C. (2021). Organizing workers and machine learning tools for a less oppressive workplace. *International Journal of Information Management*, 59, 102353.
- Majchrzak, A., Malhotra, A., and Zaggl, M. (2021) How open crowds self-organize. *Academy of Management Discoveries*, Vol. 7, No. 1, 104–129.
- Sun, Y., Tuertscher, P., Majchrzak, A. and Malhotra, A. (2020), Pro-socially motivated interaction for knowledge integration in crowd-based open innovation, *Journal of Knowledge Management*, Vol. 24 No. 9, pp. 2127-2147
- Malhotra, A. and Majchrzak, A. (2019), Greater associative knowledge variety in crowdsourcing platforms leads to generation of novel solutions by crowd", *Journal of Knowledge Management*, Vol. 23 No. 8, pp. 1628-1651.
- Malhotra, A., Majchrzak, A., Bonfield, W. and Myers, S. (2019) Engaging customer care employees in internal collaborative crowdsourcing: Managing the inherent tensions and associated challenges. *Human Resource Management*, 59(2), 121-134
- Brunswicker, S., Almirall, E. and Majchrzak, A. (2019) Optimizing and satisficing: the interplay between platform architecture and producers' design strategies for platform performance, *MIS Quarterly*. 43(4): 1249-1277
- Majchrzak, A., Griffith, T., Reez, D., and Alexy, O. (2018) Catalyst organizations as a new organization design for innovation: The case of Hyperloop Transportation Technologies, Inc. *Academy of Management Discoveries*, 4(4), 472-496.
- DiPietro, F., Majchrzak, A., and Prencipe, A. (2017). Crowd equity investors: An underutilized asset for open innovation in startups. *California Management Review*, 60(2), 43-70.

- Brunswick, S., Jensen, B., Song, Z., Majchrzak, A. (2018) Transparency as design choice of open data contests. *Journal of the Association for Information Science and Technology* (one of top journals in Information Sciences) **Selected as Best Paper Finalist for AOM OCIS Papers for 2018**
- Malhotra, A., Majchrzak, A., Kesebi, L., and Looram, S. (2017) Developing innovative solutions through internal crowdsourcing, *Sloan Management Review*, 58(4), 73-79. **Selected by Sloan EIC for a 2018 special Collection book.**
- Bogers, M., Zobel, A., Afuah, A., Almirall, E., Brunswick, S., Dahlander, L., Frederiksen, L., Gawer, A., Gruber, M., Haefliger, S., Hagedoorn, J., Hilgers, D., Laursen, K., Magnusson, M.G., Majchrzak, A., McCarthy, I.P., Moeslein, K. M., Nambisan, S., Piller, F.T., Radziwon, A., Rossi-Lamastra, C., Sims, J., and ter Wall, A. (2017). The open innovation research landscape: Established perspectives and emerging themes across different levels of analysis, *Industry and Innovation*, 24(1), 8-40.
- Majchrzak, A. and Malhotra, A. (2016) Effect of knowledge-sharing trajectories on innovative outcomes in temporary online crowds, *Information Systems Research*, 27(4), 685-703. **Nominated for the European Research Paper of the Year 2017**
- Malhotra, A. Majchrzak, A, and Niemiec, R. (2017) Using public crowds for open strategy formulation: Mitigating the risks of knowledge representation gaps, *Long Range Planning*, 50(3), 397-410
- Niederman, F., Clarke, R., Applegate, L. M., King, J. L., Beck, R., and Majchrzak, A. (2017). IS research and policy: Notes From the 2015 ICIS Senior Scholar's Forum. *CAIS*, 40, 5.
- Nambisan, S., Lyytinen, K., Majchrzak, A., and Song, M. (2017) Digital innovation management: Reinventing innovation management research in a digital world. *MIS Quarterly*, 41(1), 223-238. **Profiled by the Lazaridis Institute for the Management of Technology Enterprises in Waterloo, Canada.**
- Majchrzak, A., Markus, M.L., and Wareham, J. (2016) Designing for digital transformation: Lessons for information systems research from the study of ICT and societal challenges. *MIS Quarterly* Vol. 40 No. 2, pp. 267-277/June 2016
- Jarvenpaa, S. and Majchrzak, A. (2016). Interactive Self-regulatory theory for sharing and protecting in inter-organizational collaborations. *Academy of Management Review*. 41(1), 1-19
- Majchrzak, A., Jarvenpaa, A., and Bagherzadeh, M. (2014) A review of inter-organizational collaboration dynamics. *Journal of Management*, 41(5) 1338-1360
- Armisen, A., and Majchrzak, A. (2015) Tapping the innovative business potential of innovation contests. *Business Horizons*, 58(4), 389-399.
- Armisen, A., Sanchez-Hernandez, G., and Majchrzak, A. (2015). Consensus in innovation contests: categorization by means of fuzzy partitions. *Applied Soft Computing*. 35: 921-30.
- Malhotra, A. and Majchrzak, A. (2014) Managing crowds in innovation challenges. *California Management Review*, 56(4), 103-123. **Top 10 most cited articles from 2014-2015 for California Management Review.**
- Almirall, E., Lee, M., and Majchrzak, A. (2014). Open innovation requires integrated competition-community ecosystems: Lessons learned from civic open innovations. *Business Horizons*, 57(3), 391-400
- Malhotra, A. and Majchrzak, A. (2014) Enhancing performance of geographically distributed teams through targeted use of information and communication technologies, *Human Relations*, 67(4), 389-411.
- Kane, G., Johnson, J., and Majchrzak, A. (2014) Emergent lifecycle: The tension between knowledge change and knowledge retention in open online co-production communities. *Management Science*. 60(12): 3026-3048. **First Runner Up for Publication of the Year, Organization and Communication Information Systems Division, Academy of Management**
- Majchrzak, A., Faraj, S., Kane, G., and Azad, B. (2013) The contradictory influence of social media affordances as online knowledge sharing. *Journal of Computer-Mediated Communication*, 19, 38-55.
- Majchrzak, A., and Malhotra, A. (2013) Towards an information systems perspective and research agenda for open innovation crowdsourcing. *Journal of Strategic Information Systems*. 22(4), 257-268
- Majchrzak, A., Wagner, C., and Yates, D.N. (2013) The impact of shaping on knowledge reuse for organizational improvement with wikis, *MIS Quarterly*, 37(2), 455-469
- Majchrzak, A., Wagner, C., and Yates, D.N. (2013) Online supplement on wikis and knowledge management, the impact of shaping on knowledge reuse for organizational improvement with wikis, *MIS Quarterly, online supplement*, A1-A12
- Yoo, Y., Lyytinen, K., Boland, R., and Majchrzak, A. (2012) Organizing for innovation in the digitized world: An introduction to the special issue on organizing for innovation in the digitized world. *Organization Science*, 23:1378-1408. **2015 Emerald Citation Award for Highly Cited Papers in Business Management**

- Malhotra, A. and Majchrzak, A. (2012) How virtual teams use their virtual workspace to coordinate knowledge. *ACM Transactions on Management Information Systems*, 3(1), 6:1-6:14
- Majchrzak, A., More, P.H.B., and Faraj, S. (2012) Transcending knowledge differences in cross-functional teams. *Organization Science*, 23: 951-970. **Profiled by Ideas for Leaders (#775, 2020) 5 Practices To Avoid Knowledge Differences In Cross-Functional Teams**
- Faraj, S., Jarvenpaa, S.L., and Majchrzak, A. (2011) Knowledge collaboration in online communities. *Organization Science*, 22(5), 1224-1239. **Best Paper Award by the Association for Information Systems, awarded December 17, 2012, Annual ICIS Conference, Orlando, Florida**
- Majchrzak, A. and More, P. (2011) Emergency! Web 2.0 to the rescue! *Communications of the ACM*. 54(4) 125-132.
- Jarvenpaa, S. L. and Majchrzak, A. (2010) Vigilant interaction in knowledge collaboration challenges of online user participation under ambivalence *Information Systems Research*. 21 (4), 773–784
- Majchrzak, A. and Jarvenpaa, S.L. (2010) Safe contexts for inter-organizational collaborations among homeland security professionals. *Journal of Management Information Systems*, 27(2), 59-86.
- Yates, D., Wagner, C., and Majchrzak, A. (2009) Factors affecting shapers of organizational wikis. *Journal of the American Society for Information Science and Technology (JASIST)*, 61(3), 543-554.
- Majchrzak, A. (2009) Where is the theory in wikis? *MIS Quarterly*, 33(1), 18-20.
- Majchrzak, A., Cherbakov, L., and Ives, B. (2009) harnessing the power of the crowds with corporate social networking tools: how IBM does it, *MIS Quarterly Executive*, 8(2), 1-6.
- Avital, M., Bjork, B., Boland, R.J., Crowston, K., and Majchrzak, A. (2009) Open access publishing: Nurturing the sprouts of knowledge and the future of information systems research. *Communications of the Association of Information Systems*, 24 (1), 23-28
- Jarvenpaa, S.L. and Majchrzak, A. (2008) Knowledge collaboration among professionals protecting national security: Role of transactive memories in ego-centered knowledge networks. *Organization Science*. 19(2), 260-279.
- Zammuto, R.F., Griffith, T.L., Majchrzak, A., Dougherty, D.J., and Faraj, S. (2007), Information technology and changing fabric of organization, *Organization Science*, 18(5), 749-766.
- Malhotra, A., Majchrzak, A., and Rosen, B. (2007) Leading virtual teams. *Academy of Management Perspectives*, Feb, 60-70.
- Wagner, C. and Majchrzak, A. (2007) Enabling customer-centricity using wikis and the wiki way. *Journal of Management Information Systems*, 23(3), 17-43. **2011 Emerald Citation Award for Excellence in Research Impact**
- Majchrzak, A., Jarvenpaa, S.L. and Hollingshead, A.B. (2007) Coordinating Expertise among emergent groups responding to disasters. *Organization Science*, 18(1), 147-161.
- Faniel, I., and Majchrzak, A. (2007) Innovating by accessing knowledge across departments. *Decision Support Systems*, 43, 1684-1691
- Majchrzak, A., and Malhotra, A. (2006). Teams across borders: Careful management of globally dispersed teams has become an essential skill. *Financial Times*. London (UK), Mar 31, p 11
- Majchrzak, A., Logan, D., McCurdy, R., and Kirchmer, M. (2006) Managing emergent work: revisiting jazz lessons. *Knowledge Tree*.
- Majchrzak, A., Logan, D., McCurdy, R., and Kirchmer, M. (2006) Four keys to managing emergence. *MIT Sloan Management Review*, 47(2), 14-18
- Majchrzak, A. Beath, C., Lim, R., and Chin, W. (2005) Managing client dialogues during information systems design to facilitate client learning. *MIS Quarterly*, 29(4), 653-672.
- Majchrzak, A. and Jarvenpaa, S.L. (2005) Information security in cross-enterprise collaborative knowledge work. *E:CO (Emergence)* 6 (4), 2005, pp4-8
- Majchrzak, A., Malhotra, A., and John, R. (2005) Perceived individual collaboration know-how development through IT-enabled contextualization: Evidence from distributed teams. *Information Systems Research*, 16(1), 9-27.
- Malhotra, A., and Majchrzak, A. (2005) Virtual workspace technologies. *MIT Sloan Management Review*, 46(2), 11-14.
- El Sawy, O., and Majchrzak, A. (2004) Critical issues in research on real-time knowledge management in enterprises. *Journal of Knowledge Management*, 8(4), 21-37.
- Majchrzak, A., Malhotra, A., Lipnack, J., and Stamps, J. (2004) Can absence make a team grow stronger? *Harvard Business Review*, May issue, 131-137
- Malhotra, A., and Majchrzak, A. (2004) Enabling Knowledge creation in far-flung teams: best practices for IT support and knowledge sharing. *Journal of Knowledge Management*, 8 (4), 75-88. **Recipient of the Literati Club**

**Awards for Excellence Outstanding Paper for 2005 awarded by Emerald Group Publishing Ltd; also reprinted in *IEEE Engineering Management Review*, fourth quarter 2005 issue**

- Majchrzak, A., Cooper, L., and Neece, O. (2004). Knowledge reuse for innovation. *Management Science*, 50(2), 174-188.
- Zhong, J., and Majchrzak, A. (2004) An exploration of impact of cognitive elaboration on learning in ISD projects. *Information and Technology Management*, 5 (1/2), 143-160.
- Susman, G.I., and Majchrzak, A. (2003) Research issues in knowledge management and virtual collaboration in new product development. *Journal of Engineering Technology Management*, 1131, 1-4.
- Markus, M.L., Majchrzak, A., and Gasser, L. (2002) A design theory for systems that support emergent knowledge processes. *MIS Quarterly*, 26(3), 179-212. **Reprinted in A. R. Hevner (Ed) *Design Science Theories and Research Practices*, LA: Sage Publications, pp. 50-81, 2008.**
- Majchrzak, A., and Borys, B. (2001) Generating testable sociotechnical systems theory. *Journal of Engineering and Technology Management*, 1105, 1-22.
- Malhotra, A., Majchrzak, A., Carman, R., and Lott, V. (2001) Radical innovation without collocation: A case study at Boeing-Rocketdyne. *MIS Quarterly*, 25(2), 229-249.
- Majchrzak, A., Rice, R.E., Malhotra, A., King, N., and Ba, S. (2000) Technology adaptation: the case of a computer-supported inter-organizational virtual team. *MIS Quarterly*, 24 (4), 569-600. **Recipient of Best Paper Award for 2000 by MISQ Editorial Board.**
- Majchrzak, A., and Gasser, L. (2000) TOP Modeler. *Information, Knowledge, Systems Management*, 2(1), 1-16.
- Majchrzak, A., King, N., Ba, S., Rice, R., and Malhotra, A. (2000) Computer-mediated inter-organizational knowledge-sharing: insights from a virtual team innovating using a collaborative tool. *Information Resources Management Journal*, Jan-Mar 13 (1), 44-53.
- Majchrzak, A. (1997) What to do when you can't have it all: Toward a theory of sociotechnical dependencies. *Human Relations*, 50(5), 535-565.
- Majchrzak, A., and Wang, Q (1996). Breaking the functional mindset in process organizations. *Harvard Business Review*, Sept-Oct 1996. **Reprinted in D. Ulrich (Ed) *Delivering Results: A New Mandate for Human Resource Professionals*, Boston: Harvard Business School Press, 1998. Translated into Italian and Spanish.**
- King, N., and Majchrzak, A. (1996) Concurrent engineering tools: Are the human issues being ignored? *IEEE Transactions in Engineering Management*, 43(2), 189-201.
- Majchrzak, A., and Paris, M.L. (1995) High-performing organizations match technology and management strategies: Results of a survey. *International Journal of Industrial Ergonomics*, 16(4-6), 309-326.
- Majchrzak, A., and Wang, Q. (1994) The human dimension of manufacturing: Results of a survey of electronics manufacturers. *The Journal of Applied Manufacturing Systems*, 1994; 7(1): 5-15.
- Majchrzak, A. (1993) Commentary on the special issue: Systems, networks and configuration: Inside the implementation process. *International Journal of Human Factors in Manufacturing*, Vol. 3, (1) pp.89-90.
- Liker, J., Majchrzak, A., and Choi, T. (1993) Impacts of programmable manufacturing technology: a review of recent studies and contingency formulation. *Journal of Engineering and Technology Management*, 10 (1993) 229-264.
- Majchrzak, A., and Gasser, L. (1992) HITOP-A: A tool to facilitate interdisciplinary manufacturing systems design, *International Journal of Human Factors in Manufacturing*, Vol. 2 (3), pp. 255-276.
- Majchrzak, A. and Gasser, L. (1992) On using AI to integrate the design of organizational process change in U.S. manufacturing *Artificial Intelligence & Society*, 5: 321-338.
- Majchrzak, A. and Gasser, L. (1992) Towards a conceptual framework for specifying manufacturing workgroups congruent with technological change, *International Journal of Computer-Integrated Manufacturing*, 5: 118-131.
- Eberts, R., Majchrzak, A., Payne, P., and Salvendy, G., (1990) Integrating social and cognitive factors in the design of human-computer interactive communication. *International Journal of Human-Computer Interaction*, 2, 1-27.
- Majchrzak, A. (1990) Effects of CAD on the jobs of drafters and engineers: A quantitative case study. *International Journal of Man-Machine Studies*, 32, 245-262.
- Majchrzak, A. and Salzman, H., (1989) Social impacts of CAD: A status report and research agenda. *IEEE Transactions on Engineering Management*, 36 (3), 174-179.
- Majchrzak, A. (1988) The HIIS: A tool for managing the effective implementation of advance manufacturing technology. *Computer-Integrated Manufacturing Systems*, 1 (2), 95-102.
- Rahimi, M., Hancock, P.A., and Majchrzak, A. (1988) Managing the human factors of hybrid production systems.

- IEEE Transactions on Engineering Management*, 35 (4), 238-249.
- Majchrzak, A., and Cotton, J.C. (1988) A longitudinal study of adjustment to technological change: the case of job transfers from mass to computer-automated batch production. *Journal of Occupational Psychology*, 61 (1), 43-66.
- Majchrzak, A., and Klein, K.J. (1987). Things are always more complicated than you think: An open systems approach to the organizational effects of computer-automated technology. *The Journal of Business and Psychology*, 2 (1), 27-49. **Reprinted twice: 1) In E.A. Smith (Ed) *Measuring & Improving Productivity*, Gulf Publications, Houston, TX, 1988 & 2) In J.W. Jones, B.D. Steffy & D.W. Bray (Eds) *Applying Psychology in Business: The Managers Handbook*, Lexington Books, 1988. (Latter reprint was retitled as: "Understanding & Coping with Organizational Effects of Computer-Aided Technology")**
- Majchrzak, A. (1987) Is technological innovativeness one behavior or many? *Journal of Technology Transfer*, 11 (1), 67-81.
- Majchrzak, A. (1987) Effects of management policies on unauthorized absence. *Journal of Applied Behavioral Science*, 23 (4), 501-523.
- Majchrzak, A., Collins, P., and Mandeville, D. (1986) A quantitative assessment of changes in work activities resulting from CAD. *Behavior and Information Technology*, 5 (3), 259-271.
- Majchrzak, A. (1986). The effect of CAM technologies on training activities. *Journal of Manufacturing Systems*, 5 (3), 203-211. **Reprinted in the *Quality & Production Report 7*, Indiana Labor & Management Council [request: 8/25/88].**
- Majchrzak, A. (1986). A national probability survey on education & training for CAD/CAM. *IEEE Transactions on Engineering Management*, 33 (4), 197-206. **Highlighted in *Advanced Manufacturing Technology*, 7 (19), October 31, 1986.**
- Majchrzak, A. (1986) Keeping the marines in the field: Results of a field experiment. *Evaluation and Program Planning*, 9 (3), 253-265. **Reprinted in E. Posavac (ed) *Program Evaluation: Methods & Case Studies*, Prentice-Hall, 1987.**
- Majchrzak, A. (1986) Information focus and data sources: When will they lead to use? *Evaluation Review* 10(2),193-215.
- Gutek, B.A., Allen, H., Tyler, T.R., Lau, R.R., and Majchrzak, A. (1983) The importance of internal referents as determinants of *satisfaction*. *Journal of Community Psychology*, 11, 111-120.
- Majchrzak, A. (1982) The organizational context of program evaluation in community mental health centers. *Evaluation and the Health Professions*, 5 (3), 303-333.
- Majchrzak, A. and Windle, C. (1980). Patterns of program evaluation in community mental health centers. *Evaluation Review*, 4 (4), 667-691.

## ARTICLES IN VARIOUS STAGES OF PEER REVIEW

- Alexy, O., Majchrzak, A., Malhotra, A. From enforcing direction to encouraging divergence: Using crowds to Frame and solve innovation problems, *Strategic Management Journal* (round 2)
- Griffith, T., Giustiano, L., Majchrzak, A. Open organizations in turbulent environments: How-when-to whom to be open *Organization Science* (round 1)

## CASES

- Applegate, L., Griffith, T., Majchrzak, A. (2017). Case A: Hyperloop Transportation Technologies: Building Breakthrough Innovations in Crowd-Powered Ecosystems. Harvard Business School case (HBS No. 817-134).
- Applegate, L., Griffith, T., Majchrzak, A.; & Panda, A. (2020) ***Hyperloop Transportation Technologies: Catalyzing High Impact Innovation to Transform Global Transportation***. Harvard Business School case (HBS No. 817-134).
- Malhotra, A. & Majchrzak, A. (2020) Internal Crowdsourcing at Optum: Tensions in Engaging Customer Care Employees Kenan-Flagler Business School, University of North Carolina.

## PRESS AND BUSINESS OUTREACH

Digitally Transforming Your Business to Prepare for the New Normal: Creating a Sustainable Touch. USC Marshall Tommy Talks June 1, 2020

A Panel on How Crowds Can Help Businesses Become Innovative, Marshall Webinar Series on Covid-19 and Small Businesses, May 1, 2020

Positioning Your Business for Survival and Recovery: Adapting to the New Reality, Changing Your Marketing, and Pivoting Your Business, Burbank Chamber of Commerce May 20, 2020

Hyperloop TT's Virtual Collaboration Aims to Revolutionize Transportation. By Jim Vinoski. Forbes. June 30, 2020.

## **AWARDS, HONORS**

**2022:** AMCIS co-chair Junior faculty workshop

**2021:** Marshall School of Business Dean's Award for Research Impact

**2021:** Track Chair: "AI Systems", International Conference of Information Systems, Austin, TX

**2021:** Showcase: Paper for Open and User Innovation Conference 2020: **Ann Majchrzak, USC**, (with **Oliver Alexy, TUM**, and **Arvind Malhotra, UNC**): *Direction to Divergence - Using Crowds to Frame and Solve Innovation Problems*

**2020** Invited discussant for *Research Policy* Special Issue on "Innovation Ecosystems and Ecosystem Innovation" Workshop with Carliss Baldwin, Marcel Bogers, Rahul Kapoor, Joel West, as Guest Editors

**2020:** Invited to prepare a White Paper for World Economic Forum: Majchrzak, A., Srai, J.; Torbjorn, S., Manna, F. Betti, F., Basso, M. Innovation in Next Generation Production Platforms, World Economic Forum, Davos January 2020

**2020:** Invited addresses at seminars on my new book at TUM School of Management, Technical University of Munich (July 7), Platform Economy Interest Group (PEIG), Oxford Internet Institute and Said Business School, University of Oxford (June 23); Judge Business School, University of Cambridge (June 22), Department of Management, London School of Economics and Political Science (June 19).

**2019:** Portland International Center for Management and Engineering Medal of Excellence Awardees recognizing extraordinary achievements of individuals in any discipline for their outstanding contributions to science, engineering, and technology and keynote at annual conference, Portland, Oregon

**2019** Keynote address, "Managerial Research in the Age of Ubiquitous Automation: 4 Research Gaps". Presented at the Conference on Organizing in the Era of Digital Technology, organized by Dr. von Krogh at Monte Verita with financial support of the Congressi Stefano Franscini and ETH Zurich. June.

**2019** Plenary Address, "Crowd Based Idea Generation for Wicked Problems: The Next Frontier in Strategy Research". Presented at the 2019 Winter Strategy Conference, Hyatt Centric, Park City Utah, March.

**2017:** Invited presentation at MIT Open Innovation Lab March

**2016** ICIS Track Chair for Conference Theme Track: Digital Innovation at the Crossroads.

**2016** Shaoul Foundation Research Fellow, The Mortimer and Rayner Sackler Institute of Advanced Studies, Tel-Aviv University.

**2016** Dean's Honorary Visiting Professor, Howe School of Technology Management, Stevens Institute of Technology, May

**2015** Invited seminar speaker for University of Illinois School of Business, *Crowd Collaborative Innovation in Crowdsourcing*, November

**2015** Invited seminar speaker for Harvard Business School Digital Initiative Seminar Series on *Crowd Collaborative Innovation in Crowdsourcing*, October

**2015** NSF workshop on Science of Organizations, Purdue University, October.

**2015** Lifetime Service Award, Organizational Communication and Information Systems Division, Academy of Management Meetings, July

**2015** Visiting Professor, LUISS, Rome School of Business and Management in the areas of Innovation and Organization

**2014-2016:** External expert for the Information Systems and Innovation Group, Department of Management at the London School of Economics.

**2015** Invited panelist for Crowdsourcing and Mediated Work, HICSS, January

- 2014** Best top 10 papers, R&D Management Conference Stuttgart. *An Ecological Approach To Understanding How Diversity Affects Collaborative Innovation During Open Strategy Development* (with A. Armisen), June
- 2014** Invitation only by Eric von Hippel to the November meeting of the MIT Innovation Lab to present research on *DNA Sequencing of Knowledge Contributions During Crowdsourcing*, November.
- 2014** Invited panelist for Researching Open Innovation, organized by M. Bogers for Academy of Management Conference, Philadelphia, PA, August
- 2014** Invited as mentor to the OCIS Faculty Mentoring Consortium, Academy of Management Conference, Philadelphia, PA, August
- 2013** Price College Distinguished Lecturer, University of Oklahoma (Feb)
- 2012** Best Paper of the Year at the International Conference for Information Systems, Orlando, Florida, Dec 17.
- 2011** Recipient of Emerald Citation of Excellence in Research Impact as one of top 50 articles from the top 300 management publications worldwide that have had proven impact since their publication (for my Wagner & Majchrzak paper on Wikis).
- 2011-2014** Senior Editor for *MIS Quarterly*
- 2009** Best Conference Paper nomination for More, P. and Majchrzak, A. "Building Dynamic Capabilities in an Uncertain World". Strategic Management Society Conference, Washington, D.C.
- 2009**: Program Chair for the SIM Academic Workshop on Web 2.0, Phoenix, CA December.
- 2008, 2010**: Track Chair for International Conference on Information Systems for "Research Methods" (2008) and "Innovative Ideas" (2010)
- 2007** Program Committee, IFIP Workgroup 8.2, Working Conference on Virtuality and Virtualization
- 2006** Faculty Counselor for International Conference on Information Systems Doctoral Consortium
- 2006** Invited (as only outside speaker) for the Knowledge Leadership Forum, Conference Board, January.
- 2006** Program Committee, WikiSymposium, Denmark
- 2001-2006** Elected Chair of Academy of Management Organization Communication and Information Systems Division: 5-year commitment included organizing Junior Faculty Consortium, managing program development, and managing executive council.
- 2006** Participant in "Making Knowledge-Based Organizations a Reality", an invited symposium sponsored by The Monieson Center for the Study of Knowledge-Based Organizations, Queen's School of Business, Canada, June 2006
- 2003-2005**: Discussant for annual International Conference on Information Systems conferences at Seattle, Washington, D.C. & Las Vegas.
- 2005** Recipient of the Literati Club Awards for Excellence Outstanding Paper awarded by Emerald Group Publishing
- 2005** One of three academics invited to the Intel Global Collaboration Workshop, Dec, Folsom, CA.
- 2004 – present**: Senior Editor, *Organization Science*, renewed in 2006
- 2004-2007**: Associate Editor, *Information Systems Research*
- 2003** Magid Igbaria Distinguished Scholar, School of Information Science, Claremont Graduate University
- 2001-2002**: Science and Technology Working group for NASA Space Human Factors Engineering to help NASA apply the latest and highest quality research to the challenges of short and long duration space missions.
- 2001** Invited guest, Microsoft Research Faculty Summit (July) to support open collaboration between Microsoft and academia. Redmond, WN
- 2000-2015**: Honorary Visiting Professor, ESADE Business School, Barcelona
- 2000** *MIS Quarterly* Paper of the Year for Majchrzak, A., Rice, R.E., Malhotra, A, King, N., and Ba, S.(2000) "Technology Adaptation: The Case of a computer-supported inter-organizational virtual team", *MIS Quarterly*, 24 (4), 569-600.
- 2001** Best Paper, Academy of Management Organizational Communication and Information Systems Division for Majchrzak, A., Neece, O.E. & Cooper, L.P." Knowledge Reuse for Innovation - The Missing Focus in Knowledge Management: Results of a Case Analysis at the Jet Propulsion Laboratory". August 2001.
- 2000** Volunteer of the Year (December) West Los Angeles Minority Business Development Center and U.S. Department of Commerce Minority Business Development Agency, Los Angeles, CA.
- 2000** First Place, Society for Information Management Paper Competition for "Virtual Cross-Supply Chain Concept Development Collaborative Teams: Spurring Radical Innovations at Boeing-Rocketdyne". SIM Interchange 2000, San Diego, CA.
- 1968-1998** Committee on Visionary Manufacturing Challenges, Commission on Engineering and Technical Systems, National Research Council, National Academy of Sciences

- 1996 Armstrong Lab Human Engineering Division Colloquium Series on Human-Technology Integration, sponsored by the Human Engineering Division, Armstrong Lab, Wright-Patterson Air Force Base.
- 1994-1996 Committee on Human Factors, Commission on Behavioral and Social Sciences and Education, National Research Council, National Academy of Sciences
- 1996 Organizational and Management Ergonomics Board, Conference Technical Board, 1st International Conference on Applied Ergonomics (ICAE '96), Human Aspects at Work, Istanbul, Turkey, May 21-24
- 1991-1994 National Weather Service Modernization Committee, Commission on Engineering and Technical Systems, National Research Council, National Academy of Sciences.
- 1988-1989 Advisory Board member. *Advances in the Implementation and Impact of Computer Systems*. J.A. Morell & M. Fleischer (Eds.), Greenwich, CT: JAI Press.
- 1988-1989 Advisory Board member. Third International Conference on Human-Computer Interaction, Boston, MA.
- 1986 “Policy research and analysis”, keynote address at Conference on *The Technology and Politics of Planning: Walking the Fine Line for Developmental Disabilities Planners*. Sponsored by the Governors' Planning Councils on Developmental Disabilities, Chicago, IL
- 1985 “Instruments of science: Improving the usefulness of longitudinal data sets in the social sciences”. Workshop of the Social Science Research Council. Washington, D.C.
- 1982 *Who's Who of American Women*, 13th Edition.
- 1980 Graduate Woman of the Year, Association of Academic Women, University of California, Los Angeles.
- 1980 Distinguished Service Award, National Institute of Mental Health.
- 1979 Ph.D. Dissertation Grant. Graduate Division of Fellowships, University of California, Los Angeles.
- 1976-1979 Three-Year National Institute of Mental Health Traineeship, University of California, Los Angeles.

## **RESEARCH FUNDING**

- Co-Principal Investigator:** *Creating Impact from Governmental Open Data (OD): Process Transparency in OD Contest Design*. Science of Science and Innovation Policy Program, Directorate for Social, Behavioral and Economic Policy, National Science Foundation \$238,639 7/1/15-7/1/17 (with S. Brunswicker, Purdue University)
- Principal Investigator:** *Impact of In-Process Moderation on Open Innovation Collaboration*, VOSS Collaborative Research, Office of Cyber Infrastructure, National Science Foundation, \$299,468. 8/1/12-7/31/16. NSF #1219832. Conduct studies to improve innovativeness of outcomes from crowdsourcing in corporations.
- Co-Principal Investigator:** *Time, Space and Knowledge Flows*. \$112,000. CIGREF Foundation. 5/1/11-5/1/12. Conduct experiments on use of wikis to support innovation
- Co-Principal Investigator:** *Reciprocal Learning in Problem-Solving Teams: A Multi-Method Investigation of Knowledge Bridging in Emergent Groups*, National Science Foundation, Directorate of Social and Economic Science (SES), Innovation and Organizational Change (IOC) Program, Grant # 0725088 \$450,000.00. 9/1/07-8/31/11. Identify factors that enhance the ability of cross—boundary emergent groups to innovate rapidly, first through qualitative case studies, then a survey, and then action research/field experimentation.
- Principal Investigator.** *Social Networking*. Society for Information Management Advanced Practices Council, \$5,000. Conduct research on corporate use of social networking tools. 9/1/08-9/1/-09
- Co-Principal Investigator.** *Enterprise Mashups*. Society for Information Management Advanced Practices Council, \$80,000. Conduct research on corporate use of enterprise mashups. 6/1/07-2/1/08
- Co-Principal Investigator.** *Wiki Way and Other Approaches to Informal Knowledge Sharing: Costs, Benefits, and Management Practices*. Society for Information Management Advanced Practices Council, \$80,000. Conduct research on corporate use of wikis. 10/1/04-5/1/06
- Co-Principal Investigator.** *Risk Assessment Platform Project*. Lockheed-Martin. \$200,000. Conduct a research analysis to assess the possibility of tailoring Lockheed’s Risk Assessment Protocol developed to assess security of quantitative transactions to include human and organizational issues in knowledge sharing across organizations. 12/1/04-12/1/05.
- Co-Principal Investigator.** *Far Flung Teams: Technology and Team Practices*. Society for Information Management, \$60,000. Conduct an empirical study of far-flung teams to examine technology use patterns. 6/1/02-6/1/03.
- Principal Investigator.** *In-Vivo Voice Recognition for Knowledge Sharing in Collaborative Design* \$32,006, Jet

Propulsion Laboratories. 6/1/02-5/31/03. Prepare a white paper on understanding knowledge-sharing during collaborative design and implications for technology enablement.

**Co-Principal Investigator.** *CeBASE: NSF Center for Experimentally Based Software Engineering.* \$2.4M, National Science Foundation Information Technology Research Program (with Dr. B. Boehm). 10/1/00-9/30/02; Advance software engineering by conducting research on factors contributing to software defect rates when integrating packaged solutions.

**Co-Principal Investigator.** *The Temporary Staffing Industry and the Career Prospects of Lower Skilled Workers.* \$299,450 Russell Sage Foundation, 7/1/98-6/30/00. Conduct surveys and data analysis of temporary workers to determine factors predicting skill progression.

**Co-Principal Investigator:** *Organizational Facilitation of Job-Related Learning: A Cognitive Science of Work Force Development.* \$22,800 Russell Sage Foundation, 7/1/97-9/30/98. Conduct literature search, case study visits, and discussions with an interdisciplinary research team to prepare a conceptual framework and research agenda for identifying best-practice designs for job-related learning.

**Co-Principal Investigator:** *ACTION Research Project,* \$2,863,191 from Digital Equipment Corporation and The National Center for Manufacturing Sciences, 11/1/91-3/31/95 plus \$7 million in Industry In-kind contribution (which included time of industry experts). Develop a predictive model for successful implementation of AMT using artificial intelligence tool and support the evaluation of its pilot use in industry.

**Principal Investigator:** *Human Factors of CIM: Optimizing Decisions and Need for Control in a CIM Environment.* \$13,050 Solar Turbines, 3/1/89-5/30/89. Conduct exploratory interviews to generate a set of research hypotheses and action research plan to jointly promote academic research conclusions and recommendations for practice.

**Principal Investigator:** *Human Infrastructure Impact Statement: Instrument Development,* \$20,000, Kellogg & Dow Foundations, Industrial Technology Institute. 5/1/88-12/31/88. Develop instrument useful to manufacturing managers and consultants for assessing the impact of technology on organizational roles, skills, policies, and structure.

**Principal Investigator:** *Integrating Organizational Issues in AMT Hardware Design,* \$29,911, National Science Foundation, Division of Design, Manufacturing, and Computer-Integrated Engineering (Grant No. DMC-8713951). 7/15/87 -6/30/89. Expedited Award for Novel Research. Explore the feasibility of developing a methodology for integrating potential organizational impacts into the process of selecting and designing advanced manufacturing technology. \$4000 amendment awarded 2/29/88 to support an undergraduate student doing research on this topic.

**Principal Investigator:** *Designing Advanced Manufacturing Technologies to Explicitly Incorporate Organizational Factors,* \$7,000, University of Southern California Faculty Research and Innovation Fund. 7/1/87-6/30/88. Identify technical design decisions and options for AMT technical design decisions and options for AMT development that can be made to alleviate potential organizational problems from the implementation of AMT.

**Co-Principal Investigator:** *Social & Cognitive Factors in Human-Computer Interaction (Information Science).* \$75,839 NSF Division of Information Science & Technology No. IST-8609418. 11/1/86-5/30/88. Conduct experiment on interface of cognitive & social variables.

**Principal Investigator:** *Integrating Human Resources with CAM Technology,* \$14,800, National Science Foundation, Industrial Sciences & Technological Innovation Division No. ISI-8696111. 8/1/86- 5/31/87. Analyze data on the impact of CAD implementation.

**Principal Investigator:** *Automation Survey of Batch and Process Industries.* \$15,000, Michael Paris Associates. 12/85-6/86. Survey manufacturing plants implementing automation to assess human resource implications for practice and theory.

**Principal Investigator:** *Integrating Human Resources with Computer-aided Manufacturing Technology.* \$83,165, National Science Foundation Industrial Science & Technological Innovation Division No. ISI-8417524. 12/1/84-7/31/86. Evaluate the impact of changes in technology on the workplace.

**Co-Principal Investigator:** *Integrating Human Resources with Computer-aided Manufacturing.* \$20,000, Electronic Systems Division, Cincinnati-Milacron, Cincinnati. 8/15/84-12/31/84. Study impact of CAD on drafters.

**Principal Investigator:** *Evaluation of a National Science Foundation Industry-university Cooperative Center on Plant Genetics.* \$3,000, National Science Foundation. 8/84-5/86. Evaluate the center in order to provide formative advice to center administrators and systematic case study information for NSF.

**Co-Principal Investigator:** *AT&T Relocation Study.* \$30,000, Western Electric Research Foundation. 1984-1985. Study the effect of technological change and plant relocation on unskilled and semiskilled workers.

- Co-Principal Investigator:** *Computer-automated Technological Innovation in Three Manufacturing Industries.* \$16,695, Productivity Improvement Research Section, Division of Industrial Science and Technological Innovation, National Science Foundation, No. ISI-8311535. 7/15/83-3/31/84.
- Principal Investigator:** *The Relative Effects of Survey Feedback, Group Goal-setting, and Periodic Review of Progress on the Performance of and Satisfaction of Semi-autonomous Work Groups.* \$13,200, Office of the Vice-President for Research, Purdue University. 1984-1985.
- Co-Principal Investigator:** *Education and Training in Computer-automated Manufacturing.* \$30,000, Office of Technology Assessment (Contract No. 23-61700). 7/12/82-10/31/82.
- Program Manager:** *Reducing Military Violations of USMC Personnel During Transition and While Assigned to Operational Units.* \$318,742, Navy Personnel Research and Development Center (Contract No. N00123-80-D-0289). 1/1/80-12/31/83.

## **BOOK CHAPTERS**

- Michael A. Zaggl and Ann Majchrzak (in press) Principles on How to Manage Interactions between Human Workers and Artificial Intelligence/Machine Learning Technologies. In L. Gilson et al (Eds) *Virtual Team Work*.
- Sun, Y., Majchrzak, A. (2020). Innovation Challenges. In J. Wooley (Ed). *Oxford Research Encyclopedia of Business and Management*, Oxford University Press.
- Majchrzak, A. & Griffith, T (2020) Organizations as Platforms and what that means for research. In Nambisan, S., Lyytinen, K. and Y. Yoo. 2020. *Handbook of Digital Innovation*. Edited volume. Edward Elgar Publishing, UK.
- Giustiniano, L., Griffith, T.L. and Majchrzak, A. (2019) Crowd-Open and Crowd-Based Collaborations: Facilitating the Emergence of Organization Design. In Jörg Sydow & Hans Berends: *Managing Inter-organizational Collaborations Process Views* (Research in the Sociology of Organizations (RSO) Series, ed. by Michael Lounsbury)
- Malhotra, A., Majchrzak, A. (2019) *Crowdsourcing in Open Strategy: What Can Open Strategy Learn from Open Innovation* In: Richard Whittington, David Seidl and. G. Von Krogh *Cambridge Handbook of Open Strategy*, Cambridge University Press.
- Sun, Y., Majchrzak, A., Malhotra, A. (2018). Crowdsourcing. In B. Warf (Ed), *The SAGE Encyclopedia of the Internet*. P115-118
- Brunswick, S., Tee, R., Almirall, E., and Majchrzak, A. (2018) Co-creating Value from Open Data: A Virtual Breeding Zone for Federating Open Data Innovation Ecosystems. In S. Nambisan (Ed) *Open Innovation and Innovation Networks* (to be published by World Scientific Publishing as part of their series on Innovation)
- Majchrzak, A., Jarvenpaa, S., and Faraj, S. (2018) Online Communities. In L. Argote (Ed) *Oxford Handbook of Group and Organizational Learning*. Oxford Press.
- Majchrzak, A., Markus, M. L. (2014) Technology affordances and constraints theory (of MIS) In E. Kessler (Ed) *Encyclopedia of Management Theory*. Sage Publ, p.832-836.
- Yong, K., Jarvenpaa, S. Majchrzak, A. (2008) Safeguards for balancing sharing and protection of knowledge. In I. Becerra-Fernandez & D. Leidner (eds). *Research on Knowledge Management: An Evolutionary View of the Field*. ME Sharpe.
- Majchrzak, A. Malhotra, A., John, R. (2008) Dynamic Team Memory Systems: Enabling Knowledge-Sharing Effectiveness. In I. Becerra-Fernandez & D. Leidner (eds). *Research on Knowledge Management: An Evolutionary View of the Field*. ME Sharpe.
- Majchrzak, A. (2008) Breaking the functional mindset: The role of information technology. In L.M.Markus & V. Grover (Eds) *Business Process Transformation: Advances in Management Information Systems*. Armonk, NY: M.E. Sharpe.
- Majchrzak, A., Wagner, C., Riehle, D., Thoeny, P, Shah, S.; Cunningham, W. (2007) The role of shapers in knowledge-sharing. In K. Crowston, S. Sieber, & E. Wynn (Eds) *Virtuality and Virtualization*. New York: Springer
- Majchrzak, A., Logan, D., McCurdy, R, Kirchmer, M. (2006) What business leaders can learn from jazz musicians. In A-W. Scheer, H. Kruppke, W. Jost & H. Kindermann (Eds). *Agility by ARIS Business Process Management*, Berlin: Springer.

- Majchrzak, A., Beath, C. (2006) A Framework for studying the process of implementing web-based learning systems. In H. O'Neil & R. Perez (Eds) *A State-of-the-Art Assessment for Web-Based Learning*, Erlbaum, p71-86.
- Majchrzak, A., Chellappa, R.K., Cooper, L.P. (2005) Personalizing knowledge delivery services: A conceptual framework In K. C. Desouza (Ed) *New Frontiers in Knowledge Management*. UK: Palgrave Mcmillian, p51-75
- Majchrzak, A. (2005) An overview of computer-mediated inter-organizational knowledge-sharing: Insights from a virtual team innovating using a collaborative tool. In M. Khosrow-Pour (Ed) *Encyclopedia of Information Science and Technology*, Idea Group Publishing
- Majchrzak, A. (2005) TOP Modeler. In N. Stanton et al (Eds) *Handbook of Human Factors and Ergonomics Methods*. NY: CRC Press
- Majchrzak, A., Fleischer, M.M., Roitman, D., & Mokray, J. (2005) HITOP Analysis. In N. Stanton et al (Eds) *Handbook of Human Factors and Ergonomics Methods*. NY: CRC Press.
- Majchrzak, A, Cooper, L., Neece, O. (2005) Knowledge in the radical innovation process at JPL. In J. Holm & J.Liebowitz (ed) *Knowledge Management Technologies and Applications at NASA*.
- Majchrzak, A., Winby, S., Beard, J.W. (2004) Effective integration planning to support agile manufacturing, reengineering, and concurrent engineering. In J.W. Beard (Ed) *Managing Impressions with Information Technology*. Praeger Publ.p 113-134.
- King, N., Majchrzak, A.(2002) Technology Alignment and adaptation for virtual teams involved in unstructured knowledge work. In C.B. Gibson & S.G. Cohen (Eds) *Creating Conditions for Effective Virtual Teams*. Jossey-Bass, pp 265-291.
- Pavlou, P.A., Majchrzak, A. (2002) Structuration theory: Capturing the complexity of business-to-business electronic commerce. In M. Warkentin (Ed) *Business-to-Business Electronic Commerce: Challenges and Solutions*, Hershey, PA: Idea Group, p. 175-188.
- Majchrzak, A., Meshkati, N. (2001) Aligning technological and organizational change. In G. Salvendy (Ed) *Handbook of Industrial Engineering*, 3rd Edition. NY: Wiley, pp 948-974.
- Majchrzak, A. (1998) Applying information technology for rapid macroergonomic design. In W. Karwowski (Ed) *International Encyclopedia of Ergonomics and Human Factors*. London: Taylor & Francis.
- Rice, R., Majchrzak, A., King, N., Ba, S., Malhotra, A. (2000) Computer mediated interorganizational knowledge sharing: Insights from a virtual team innovating using a collaborative tool. In Y. Malhotra (Ed) *Knowledge Management and Virtual Organizations*. Hershey, PA: Idea Group.
- Majchrzak, A., Wang, Q (1998) Building a collaborative culture in process-centered organizations (reprint from *Harvard Business Review*, 1996). In D. Ulrich (Ed) *Delivering Results: A New Mandate for Human Resource Professionals*. Boston, MA: Harvard Business School Press.
- Majchrzak, A., Borys, B. (1998) Computer-aided technology and work: Moving the field forward. In C. Cooper & Robertson (Ed) *International Review of Industrial and Organizational Psychology*, 13, 1998, 304-354.
- Majchrzak, A., Borys, B. (1997) Lessons learned from using a computer-based tool to support sociotechnical systems design. In G. Salvendy, M. Smith, and R. Koubek (Eds) *Design of Computing Systems*. New York: Elsevier, p. 221-224.
- Majchrzak, A. (1997) Software to support sociotechnical design: The case of TOP-Integrator. In G. Salvendy, M. Smith and R. Koubek (Eds) *Design of Computing Systems*. New York: Elsevier, p. 229-231.
- Majchrzak, A. (1995) Tools for technology integration. In G.H. Gaynor (Ed) *Handbook of Technology Management*, NY: McGraw-Hill.
- Majchrzak, A., Finley, L. (1995). A practical theory and tool for specifying sociotechnical requirements to achieve organizational effectiveness. In Benders, J., de Haan, J. and Bennett, D. (Eds) *The Symbiosis of Work and Technology*. London: Taylor & Francis, pp 95-116.
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- Gasser, L., Hulthage, I., Leverich, B., Lieb, J., Majchrzak, A., (1993). Organizations as complex, dynamic design problems. In Miguel Filgueiras & Luis Damas (EDS) *Progress in Artificial Intelligence*. Lecture Notes in Artificial Intelligence 727, Springer-Verlog.
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- Liker, J. ,Majchrzak, A., (1992). Designing the human infrastructure of technology. In W. Karwowski & G. Salvendy

- (Ed.) *Human Factors in Advanced Manufacturing*. NY: Wiley.
- Majchrzak, A. (1992). Management of technological and organizational change. In G. Salvendy (Ed.) *Handbook of Industrial Engineering*, 2nd Edition, NY: John Wiley, (pp. 767-797).
- Majchrzak, A., Davis, D.D. (1990). The human side of flexible factory automation: Research and management practice. In S. Oskamp & S. Spacapan (Eds.) *People's Reaction to Technology*. Newbury Park: Sage Publications.
- Majchrzak, A., Klein, K. (1988). Understanding organizational effects of computer-aided technology. In J.W. Jones, B.D. Steffy, & D.W. Bray (Eds) *Applying Psychology in Business: The Managers Handbook*. Boston: Lexington Books.
- Majchrzak, A. & Rahimi, M. (1988). Human factors effects of transitioning to computer-integrated manufacturing. In K. Blache (Ed.) *Success Factors for Implementing Change: A Manufacturing Viewpoint*. Dearborn, MI: Elsevier/SME.
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- Majchrzak, A., Nieva, V.F., Newman, P.D. (1986). A national probability survey of contemporary CAD/CAM adoption. In D.D. Davis and Assoc. (Ed.) *Managing Technological Innovation*. San Francisco: Jossey Bass.
- Majchrzak, A., Tash, W. (1981). Performance monitoring: Response to the 1980 Mental Health Systems Act. In W. Tash & G. Stahler (Eds.) *Innovative Approaches to Mental Health Evaluation*. New York: Academic Press.
- Windle, C., Majchrzak, A., Flaherty, E. (1979). Program evaluation at the interface of program echelons. In R.F. Rich (Ed.) *Translating Evaluation into Policy*. Beverly Hills: Sage.

## REPORTS

- Collins, P. and Majchrzak, A.) *Accelerating Innovation through Collaborative Co-creation in 2020 R&D Organizations*. Springer Press
- Majchrzak, A., Maloney, J.T. (2008) *Enterprise Mashups: What Do They Mean for CIOs?* Chicago, IL: Society for Information Management Advanced Practices Council.
- Majchrzak, A., Wagner, C., Riehle, D., Thoeny, P., Shah, S., and Cunningham, W. (2007). The role of shapers in knowledge-sharing. In K. Crowston, S. Sieber, E. Wynn (Eds) *Virtuality and Virtualization*: IFIP International Federation for Information Processing, Volume 236. Boston: Springer, pp383-386.
- Wagner, C., Majchrzak, A. (2006) *The Wiki In Your Company: Lessons for Collaborative Knowledge Management*. Chicago, IL: Society for Information Management Advanced Practices Council.
- Majchrzak, A. (2004) *Human Issues in Secure Cross-Enterprise Collaborative Knowledge-Sharing: A Conceptual Framework for Understanding the Issues and Identifying Critical Research*. Center for Telecommunications Management, University of Southern California, Report for Department of Homeland Security
- Majchrzak, A. & Malhotra, A. (2003) *Deploying Far Flung teams: A Guidebook for Managers*. Chicago, IL: Society for Information Management Advanced Practices Council.
- National Research Council (1998) *Visionary Manufacturing Challenges for 2020*. Committee on Visionary Manufacturing Challenge, Commission on Engineering and Technical Systems, National Research Council. Washington, D.C.: National Academy of Sciences.
- National Research Council (1997) *The Case for Human Factors in Industry and Government*. Committee on Human Factors, Commission on Behavioral and Social Sciences and Education, National Research Council. Washington, D.C.: National Academy of Sciences.
- National Research Council (primary authors: Majchrzak, A., Snellman, L.W., & Johnson, D.S.) (March 1994). *Toward A New National Weather Service -- National Weather Service Employee Feedback*. National Weather Service Modernization Committee of the Commission on Engineering and Technical Systems, National Research Council. Washington, D.C.: National Academy of Sciences.
- Majchrzak, A., Fleisher, M., Roitman, D. & Mokray, J. (September 1990). A Reference Book for Performing a HITOP Analysis. Ann Arbor, MI: Industrial Technology Institute. **Translated into French by the Centre CIM de Suisse Occidentale, entitled "Une Methode pour gerer le Changement Technique: HITOP". Adapted by the Centre CIM de Suisse Occidental (CIMCCSO), Geneva, Switzerland; Work and Organizational Psychology Unit, Eidgenoessische Technische Hochschule, Zurich; and Cheshire Henbury, United Kingdom as a European Community EUREKA Project #EU1173.**
- Majchrzak, A. (1984). *Policy Research and Analysis: A Handbook for Population Researchers in Developing*

*Countries.* New York: United Nations Fund for Population Activities.

## **SPECIAL INVITED PRESENTATIONS (not mentioned under Honors)**

- 2019.** Sam Walton University of Arkansas. February.
- 2019:** Keynote. Utah-BYU Winter Strategy Conference. Park City, Utah. March
- 2019:** Keynote. Workshop on Organizing in the Era of Digital Technology. ETH Zurich, Ascona Switzerland, June
- 2018** UC Riverside Management and Marketing Seminar, School of Business
- 2018:** ISSIP Discovery Summit: Future of Jobs in the Age of Augmented Intelligence (AI) San Francisco, Ca (Sept)
- 2018:** Inaugural *Case Western Reserve Workshop on Digital Innovation.* (Cleveland, OH, Oct)
- 2018:** Invited to participate in the following accepted panels at Academy of Management, Chicago (Aug) PDW proposal, submission #14965 titled "On the Limits of Digital Scaling: Speed Limits, Toll Booths, Dead Ends, and Mirages", for the 2018 Academy of Management Meeting taking place August 10-14 in Chicago, Illinois, "The Right Tool for the Task? Using Different Methodological Approaches to Understand Open Innovation". Researching Open Innovation: Theoretical Perspectives and Empirical Settings for Future Research. TIM Junior Faculty Consortium. How advances in digital technologies reconfigure organizational coordination processes
- 2018:** Open and User innovation conference, NYU (Aug)
- 2018:** Keynote Organization Science Winter Conference: Technology and the Modern Organization
- 2017:** Invited to participate in 3 panels at the Academy of Management, Atlanta, GA
- 2016.** STS Roundtable Plenary Speaker on the 30<sup>th</sup> Anniversary of the STS Roundtable.
- 2016** Invited to participate in 3 panels at the Academy of Management, Anaheim, CA
- 2015.** Panelist. IS Scholars and Public Policy: Senior Scholar's Forum. International Conference on Information Systems, Dallas, December.
- 2015.** Panelist. Field Research of the Future. Academy of Management Meetings, July.
- 2015.** Panelist: Collective action: Exploring connections between collaboration and technology. Academy of Management Meetings, July.
- 2015.** Panelist: Online community research: Perspectives on knowledge work, collaboration, and innovation. Academy of Management Meetings, July
- 2015.** Panelist. Open Innovation Research. Academy of Management Meetings, July.
- 2015.** *Development & Test of Sociotechnical Design to Foster Collaborative Innovation in Community-Based Innovation Contests.* May. Copenhagen Business School
- 2015.** *Development & Test of Sociotechnical Design to Foster Collaborative Innovation in Community-Based Innovation Contests.* June. Zurich ETH
- 2014.** *An Evolutionary Model of Collaborative Short-Term Interactions on Innovation In Open Online Challenges,* 12<sup>th</sup> Annual Open and User Innovation Conference, Harvard, Boston, August.
- 2014** *Building A Theory of Affordances for Fostering Knowledge Co-Creation In Open Innovation Challenges Through Design Science And Action Design Research.* The 2014 Conference on Web 2.0. Boston College. May
- 2014** *DNA Sequencing of Creative Knowledge Acts.* Symposium on Complexity and IT, Sauder School of Business, University of British Columbia, July
- 2014** Workshop on the Social, Economic, and workforce Implications of Big Data Analytics and Decision-making. Washington D.C. January 30
- 2014.** Rob Kling Center on Social Informatics, Indiana University, February
- 2014** OCIS Doctoral Consortium, Academy of Management, August.
- 2012.** *Keynote Address,* Workshop on Optimising Communities: Developing Pathways for Effective Knowledge Management, The University of Western Australia Business School, (October), Perth, Australia
- 2012** *Research on Crowdsourcing,* Topics on Open Innovation Speaker Series, Haas School of Business, UC Berkeley (Aug) 2012 *Experimentation in Crowdsourcing,* Business Model Innovation, Haas School of Business, UC Berkeley (Sept)
- 2012** *Keynote Address,* NSF Workshop on Emerging Results, Critical Research Directions, and Grand Challenges for Understanding Virtual Organizations as Sociotechnical Systems, Irvine, CA (April)

- 2012** *IS Academicians Supporting Political Decision Making: Towards Expanding Impact and Relevance?* European Conference on Information Systems, Barcelona June
- 2012** *Social Media Research*, Academy of Management Meetings Professional Development workshop, Boston
- 2012** Junior Faculty Consortium, Academy of Management Meetings, OCIS Division, August, Boston
- 2012** ESADE Business School Phd Programme in Management Sciences Research Seminar March, Barcelona. *Encouraging Collaborative Idea-Building in Enterprise-Wide Innovation Challenges.*
- 2011** Keynote, Workshop on Institutional Organizations that Foster Interdisciplinary Education and Research (April), University of Illinois
- 2011** Invited participant at Organization Science Winter Conference. *When It Comes To Innovation, TMS May Do More Harm Than Good.* Steamboat Springs, CO
- 2009-2011** *Discussant.* Annual Boston College Conference on Web 2.0 Research.
- 2010** *Innovation Workshop.* University of Jyvaskyla/INFORTE
- 2010** *Dual Contexts of Virtual Teams.* McGill University.
- 2009** *Knowledge Creation in Online Communities* Tepper School of Business, Carnegie Mellon University Workshop on Ed
- 2009** *Invited participant.* 2009 Texas Conference hosted by G. Huber and K. Lewis on Research on Managerial, Group and Organizational Cognition, University of Texas at Austin, May.
- 2009** *A Lifecycle Model of Perspective Making and Taking in Fluid Online Collectives* 2009 Web 2.0 Workshop hosted by R. Fichman and G. Kane, Boston College, May.
- 2009** *The Role of Shapers in Corporate Knowledge Redeployment.* Presentations to the faculty at University of California, Irvine; Georgia State University, and Emory University.
- 2009** *Social Networking for Business.* (January). Presentation to the Advanced Practices Council, Society for Information Management. Atlanta, GA.
- 2008** *Facilitating Knowledge Development in Agile Emergent Groups* Digital Innovation Workshop hosted by Y. Yoo, R. Boland, and K. Lyytinen at Temple University, September
- 2008.** Keynote *Organizational Structures for Change.* 8<sup>th</sup> Annual Netcentricity Conference: Organizational Transformation through Disruptive Technologies. University of Maryland, College Park, May
- 2007** *Agile Innovation Emergent Teams: How do they do it?* Information Systems Cognitive Research Exchange, Toronto, Canada, and Southern California Knowledge Management Forum. Pepperdine University, Dec
- 2007** *Collaborative Design through Boundary Objects.* Center for Systems and Software Engineering, Feb
- 2007** *Entering the Holodek: Tools and Knowledge-Sharing.* Invited workshop In Thinking Network Forum, Rocketdyne, Canoga Park, May
- 2007-08** *Mass Collaboration 2.0* Boeing Technical Operations Center Leadership Meeting, Oct & Jan
- 2007.** *Engaging Customers, Employees and Minds.* APQC Knowledge Management Conference May. Houston Texas
- 2007** *Keynote Address: The Passion of Collective Wisdom (April)* In2:IN 2007 Forum, Canoga Park, CA
- 2006** *Role of Shapers in Knowledge Sharing Using Corporate Wikis.* (Nov). University of Texas at Austin School of Business.
- 2006** *Making Knowledge-Based Organizations a Reality.* (June). Knowledge Management Summit, Monieson Center for Study of Knowledge-Based Organizations, Queens School of Business
- 2005.** *Collaboration Tools for Conversational Contextualization (December).* First IT Innovation and Research Forum, Intel Information Technology Research Collaboratory, Folsom, CA.
- 2005** International Conference on New Directions in Organization Science (Sept), Tepper School of Business, Carnegie Mellon University
- 2005** *Far Flung Teams (Jan).* CT Bauer College of Business and Information Systems Research Center, University of Houston.
- 2004** *Knowledge Management into the Future.* (Sept). Boeing KM Share Day, Seal Beach, CA.
- 2004.** *Knowledge-sharing Effectiveness in Distributed Teams: The interplay between Team's Transactive Memory and Virtual Workspace Technology Use (Sept).* New York University Stern School of Business.
- 2004.** *Sharing Knowledge: Balancing the Organizational Benefits and Risks (Feb).* Southern California Knowledge Management Cluster, Price Waterhouse Coopers.
- 2003** *Working Virtual: Will IT Research by Left Behind: A Reflection (Dec).* Claremont University School of Information Sciences.
- 2003** *Knowledge Management for Innovation (Oct)* Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio.

- 2003** *Far Flung Teams*. (May) Shell Corporation's Bi-annual Knowledge Network Meeting. Houston.
- 2003** *Supporting Distributed Cognition in Heterogeneous Virtual Environments* (March) Robert H. Smith School of Business, University of Maryland, Silver Springs, Maryland
- 2003** *Far Flung Teams* Knowledge Management Cluster, San Francisco (March).
- 2002** *Radical Innovation and Knowledge Reuse* (Dec) American Productivity and Quality Center Benchmarking Forum on Using Knowledge Management to Drive Innovation, Houston, Texas.
- 2002** *Knowledge Reuse for Innovation at JPL* (Aug) American Productivity and Quality Center Benchmarking Site Visit to JPL on Using Knowledge Management to Drive Innovation, Pasadena, CA
- 2002** *Knowledge Management in the SLICE team at Boeing-Rocketdyne*. (Aug) American Productivity and Quality Center Benchmarking Site Visit to Boeing on Using Knowledge Management to Drive Innovation
- 2002** *Increasing Research Relevance* (Aug). Academy of Management Professional Development Workshop, Denver.
- 2001** *Practices for Involving Stakeholders* (December 2001). Los Angeles Chapter for Software Process Improvement, Marina del Rey, California.
- 2001** *A Conversation About Knowledge Management* (October). Management Information Systems Division, Price College of Business, University of Oklahoma, Norman, Oklahoma.
- 2001** *Framing Knowledge Management Research* (April). Roundtable on Knowledge Management: New Imperative for the Human Resource Executive. Hosted by the UCLA Human Resources Roundtable, Los Angeles, CA
- 2001** *Technology Alignment and Adaptation for Virtual Teams Involved in Unstructured Knowledge Work* (April). Conference on Creating Conditions for Effective Virtual Teams. Sponsored by the Center for Effective Organizations, USC, Los Angeles, California.
- 2001** *Virtual Teaming for Innovation* (March 2001; invited back for October 2001 & March, 2002). Managing the Information Resource Program. Anderson School of Management, UCLA, Los Angeles, California.
- 2000** *Managing Process Change*. (December) IBM Chief Information Officer Executive Committee, IBM Corporate Headquarters, Armonk, New York
- 2000** *Managing VC3 Teams: Virtual Creative Collaborations Crossing Organizations*. (November) Society for Information Management, Southern California Chapter.
- 2000** *Radical Innovation Without Collocation: A Case Study at Boeing Rocketdyne* (September) Society for Information Management Annual Meeting, SIM Interchange 2000, San Diego, California.
- 1999** *Conceptualizing New Products with Inter-Organizational Teams* (December). Workshop on Virtual Teaming, Jet Propulsion Laboratories, Pasadena.
- 1999** *Featured Speaker on NBC's "Inside Business"* (aired January 30) describing critical success factors for virtual teams.
- 1997** *Process-Based Support Organizations* (May). Conference Board Conference on Internal Support Services, May 6-7 (San Diego) and May 22-23 (New York)
- 1997** *Cultural Enablers for Process-Based Organizations* (May). Advanced Industry Workshop on Process-Based Organizations, hosted by Davies Consulting, Inc., Fairfax, Virginia.
- 1997** *Restructuring for Process-Based Organizations* (June). Coca-Cola Annual Management Retreat "Pursuit of Excellence", Phoenix, Arizona.
- 1997** *Breaking the Functional Mindset in Process Organizations* (February). Marshall School of Business Center for Service Excellence Roundtable on Serving the Internal Customer, Los Angeles, California
- 1996** *A Decision Support System for Technology, Organization and People Integration* (September). 3rd Annual Conference on Managing Ergonomics in the 1990s: Harmonizing the Workplace with Humanity, New Orleans
- 1996** *Innovative expert systems for integrating technology, people, and organizational issues with business strategies and performance goals* (November). 11th National Conference on Organizational Improvement, Indianapolis, Indiana.
- 1996** *Development of a Strategic Management Tool for Forecasting Needs for Integrating People, Automation, and Business Systems* (March) Jet Propulsion Laboratory's Strategic Planning Reengineering Task Force. Pasadena, CA.
- 1995** *Selected Tools for Facilitating Macro-Ergonomic Design* (October). General Motors North American Operations Advanced Ergonomics Training Program hosted by Brian Peacock, Manager of Manufacturing Ergonomics Laboratory.
- 1995** *Recent Trends in Shopfloor Technologies and Their Impact on the Workforce* (May). Plenary, International Association of Machinists & Aerospace Workers (AFL-CIO) Industrial Conference, Chicago.
- 1994** *Tools for Integrating the Workforce into Design Engineering* (October). National Institute of Standards and

- Technology Regional Meeting on a Proposed Focused ATP Program, Los Angeles, California.
- 1994** *How to Strengthen the Integration of Technology and Human Resources in a Team Environment* (April). National Technological University, national broadcast.
- 1993** *Using Computers to Design Organizations: Information, Control, and Coordination Systems* (May). TIMS Workshop on Mathematical Organization Theory, Chicago, Illinois.
- 1993** *Implementing Technology Change* (March). National Weather Service Meeting of Field Managers, Boulder, Colorado.
- 1993**. *Integrating Technology, Business Objectives, & Organizational Design* (February). Hewlett-Packard Work Innovation Network Meeting, Boulder, Colorado.
- 1993**. *The ACTION Project* (March). Society of Manufacturing Engineer CASA Technical Forum, Los Angeles, California.
- 1991** *Planning for Organizational Change to Support Manufacturability: Case Study at Hewlett-Packard* (January). Concurrent Engineering Symposium, University of Southern California, Los Angeles, California.
- 1990** *HITOP Research* (December). CIM Consortium, Purdue University, West Lafayette, Indiana.
- 1990** *Roundtable on Teamwork in Manufacturing* (December). Computer Integrated Manufacturing Systems Research Center, College of Engineering and Applied Sciences, Arizona State University, Tempe, Arizona.
- 1990** *Converting from Traditional to Work Cell Manufacturing: What Must You Change on the 'Human Side'*. (November). Manufacturing Institute Conference on Implementing Work Cells, Chicago, Illinois.
- 1990** *Software to support the Human Side of Manufacturing* (September). Concurrent Engineering Research Update, University of Southern California, Los Angeles, California.
- 1990** *Research on Integrating Social and Technology Aspects of New Business Processes* (March). Industrial and Systems Engineering, University of Southern California, Los Angeles, California.
- 1990** *Technology and the Future of Work* (March). Stanford University, Palo Alto, California.
- 1990** *Development of a Model to Match Organizational and Technological Strategies* (January). Second Conference on Managing the High Technological Firm, Boulder, Colorado.
- 1989** *Social Aspects of Computerization* (September). One-half-day Seminar at the Third International Conference on Human-Computer Interaction, Boston, Massachusetts.
- 1989** *Problems and Solutions for Implementing New Technology* (April). Center for Operations Management Education & Research. Seminar on Productivity Assessment and Technology Adoption, Los Angeles, California.
- 1989** *Human Side of Technology* (February). Southern California Applied Social Psychology Symposium, Claremont, California.
- 1988** *Managing the Human Infrastructure for CIM* (Spring). Texas Instruments Educational Services, Dallas, Texas.
- 1987** *Workshop on the Status and Future of Sociotechnical Systems Theories, Principles, and Practices* (November 6-8) Co-Organizer. Participants included the 30 North American leaders from industry, consulting, and academia. Jointly sponsored by Digital Equipment Corporation and Society of Manufacturing Engineers.
- 1986** *Man-Machine Interface in CAD of VLSI* (November). NEC Corporation.
- 1986** *Longitudinal Adjustment to Technological Change* (November). Department of Psychology Colloquium, Claremont Graduate School, Claremont, California.
- 1986** *Research in the Implementation of Manufacturing Technology* (May). USC Center for Effective Organizations 1986 Sponsors' Meeting, Newport Beach, California.
- 1985** *Technological Innovations for Enhancing Productivity Management* (November). American Institute for Decision Sciences Annual Meeting, Las Vegas, Nevada.
- 1985** *Overcoming Obstacles to Technical Change: Design Issues* (November). Conference jointly sponsored by the American Productivity Center, Illinois Institute of Technology, and the Industrial Technology Institute, Cleveland, Ohio.
- 1985** *Roundtable on Industrial Processes and Technological Trends* (October). Indiana Economic Development Council, Indianapolis, Indiana.
- 1985** *What Can Be Done to Improve Research on Turnover* (March). Academy of Management Midwest Division Session, hosted by Jim Price.
- 1985** *Industrial/Organizational Psychology and Advance Manufacturing Processes* (March). Panel presented at the Southeastern I/O Psychology Association, Atlanta, Georgia.

## **EDITORSHIPS**

*Management Information Systems Quarterly*, Senior Editor, January 2022-December 2023  
*Academy of Management Discoveries*, Editorial Board. 2020-present  
*Innovation: Organization and Management*, Associate Editor 2020-present  
*Management and Business Review*, Editorial Board: 2020-present  
*Information Systems Journal*, Guest Special Issue Editor: Responsible Research  
*Management Information Systems Quarterly*, Senior Editor, January 2011-January 2014, emeritus to complete 30 papers from January 2014 to 2016  
Special Issue Editor: ICT and Digital Innovation (2014 to 2016)  
Special Issue Editor: ICT and Societal Challenges (2012 to 2016)  
*Organization Science*, Senior Editor, Jan 2004-2020  
Special Issue Editor: Digital challenges in Innovation Research December 2008-2012  
Special Issue Editor: Information Technology and Organizational Form and Function 2007-2009  
*Journal of Strategic Information Systems* (March 1, 2015 – present)  
*Management Information Systems Executive*, Special Issue Co-Editor on Web 2.0, September 2009 to 2011  
*Information Systems Research*, Associate Editor, Jan 1, 2004, to Jan 1, 2008  
*Management Information Systems Quarterly*. Associate Editor: Jan 1, 2001- Jan 2004  
*Journal of Engineering and Technology Management*, Special Issue Co-Editor on collaborative technology for new product development (2001-2)  
*Adhoc reviewing in 2018 for: Research Policy, Strategic Management Journal, Academy of Management Journal, PNAS,*

## **UNIVERSITY SERVICE**

Nomination Committee for USC Lifetime Faculty Achievement Awards (2017 2018)  
University Management of Technology Curriculum Design Committee (1993-1997)  
University ZRIF Review Committee (1993)

### **MARSHALL SCHOOL OF BUSINESS:**

Marshall Promotion and Tenure Document Update (2017)  
Undergraduate Advising (2015-2022)  
Chaired Professor Appointments and Renewals (2015-2022)  
Digital Business Certificate (2013-14)  
Undergraduate Curriculum Committee (2005 - 2010)  
Promotions and Tenure Committee (1998 - 2001)  
Technology Initiatives Committee (1997 – 1999, 2005)  
Summer Research Proposal Review Committee (1998-1999)  
Mentoring Committee (2011-2012)  
Strategy Development Committees (2011)

### **INFORMATION AND OPERATIONS MANAGEMENT/DATA SCIENCES AND OPERATIONS DEPARTMENT:**

Peer Evaluation Committees (1997 to 2020)  
Co-Coordinator, IS program  
DSOI Curriculum Committee (2018)  
Chair, IOM PhD Program (1998 - 2002)  
Chair, IS PhD Program (1998-2004)

### **INSTITUTE OF SAFETY AND SYSTEMS MANAGEMENT:**

Director's Advisory Group (1991-1993)  
Promotions & Tenure and Faculty Load Profile Committees (1990)  
Elected Senator, USC Faculty Senate (1987-1989; 1996-1997)

Elected Member, USC Faculty Forum Steering Committee, ISSM (1987-1989)

**ESADE BUSINESS SCHOOL, Barcelona DISSERTATION COMMITTEES:**

Matthew Hawkins (2013 to 2015, Chair)  
Albert Armisen (2013 to 2018, Chair)  
Mehdi Bagherzadeh (2013 to 2016, Chair)  
Esther Hennchen (2014 to 2016, Chair)

**USC DISSERTATION COMMITTEES:**

Deborah Scholz, School of Business (1988)  
Ann Feyerharm, School of Business (1992)  
Lou Toth, School of Education (1993-1997)  
Arvin Agah, Computer Science Department, School of Engineering (1993-4)  
Mark Nissen, IOM (1994-5)  
Michael Baxter, ISE, School of Engineering (1994-97)  
Nelson King, ISE, School of Engineering (1993-2001, chair)  
Jeff Humphries, ISE, School of Engineering (1995-96)  
Zoonky Lee, IOM, School of Business (1997-1998)  
Arvind Malhotra, IOM (1998-1999)  
Mohammed Al-Said, CS (2001-2003)  
Nikunj Mehta, CS (2001-2004)  
Wendy Amon, Education (2002-2004)  
Olivia Neece, Claremont Graduate School (2000-2003)  
David Petrie, Claremont Graduate School (2002-2003)  
Ricardo Lim, IOM (1998-2003, chair)  
Ixchel Faniel, IOM (2001-2004, chair)  
Shaosong Ou, IOM (2001-2006, chair)  
Jiangfan Zhong, IOM (2002-2005, chair)  
Dave Yates, IOM (2004-2007, Chair)  
Winner: Gerry DeSanctis dissertation award; finalist for ICIS dissertation award  
Li Xong (2009 to 2011 Annenberg School of Communication; Dmitri Williams Chair)  
Youngki Le (2009 to 2011)  
Jessica Gould (2009 to 2011; Annenberg School of Communication, Janet Fulk Chair)  
Arlene Williams (2008 to 2018; School of Public Policy, Peter Robertson Chair)  
Jeremiah Johnson (2007 to 2014, Chair)  
Lily Chen (2008 to 2012,)  
Nupul Kukreja, Computer Science, School of Engineering, 2012 to 2015, Barry Boehm, Chair  
Yalda Khashe, ISE, School of Engineering, 2013 to 2018, N. Meshkati Chair)  
Li Lu (2012 to 2014; Annenberg School of Communication, Janet Fulk Chair)  
Kim Brimhall (2016-2017), School of Social Work  
Yao Sun (2015 to 2019) Annenberg School of Communication  
Ignacio Cruz (2019 to present), Annenberg School of Communication  
Ruqin Ren (2018 to June 2020) Annenberg School of Communication  
Shine Kim (2020 to present), Claremont Graduate School

**PURDUE DISSERTATION COMMITTEES:**

David Mandeville, School of Management (1986, chair)  
Mary Stepanich, School of Management (1986, chair)

**STEVENS INSTITUTE OF TECHNOLOGY**

Pinar Ozturk, School of Business (2015-2017)

**BENTLEY UNIVERSITY**

Vance Nan, School of Business (2016-2018)

## **OTHER PUBLICATIONS**

### **Gartner**

2001 Majchrzak, A. "Innovating Virtually" Marketspace Odyssey. Gartner Report. January

### **Some Peer-Reviewed Proceedings (not mentioned previously under invited presentations)**

- Byron, A., E., Greenway, A., Holland, P. Majchrzak, A., Niemiec, R., Warburton, B. West P. (2014). The social implications of a Predator-Free New Zealand. 16<sup>th</sup> Australasian Vertebrate Pest Conference, Brisbane, Australia, May.
- Armisen, A., Majchrzak, A., Almiral, E. (2014) An Ecological Approach to Diversity in Open Participatory Strategies. R&D Management Conference. Stuttgart, Germany. June. Nominated as the top 10 best papers for the conference
- Majchrzak, A., Jarvenpaa, S., Johnson, J. (2012) Contact Expansion Under Stress Using ICT. Cross-Divisional Paper, Academy of Management Proceedings, Boston, MA, August
- Majchrzak, A., Malhotra, A. (2012) Use of Collaborative Technology Affordances to Innovate Virtually, European Conference on Information Systems, Barcelona (June)
- Birnbaum-More, P., Majchrzak, A. (2009) Building Dynamic Capabilities in an Uncertain World. Strategic Management Conference, Washington, D.C. (nominated for best conference paper)
- Kane, G., Majchrzak, A., Johnson, J., Chen, L. (2009) A Longitudinal Model of Perspective Making and Perspective Taking Within Fluid Online Collectives. International Conference of Information Systems, Phoenix, December.
- Malhotra, A., Majchrzak, A. (2009) Communication Context Dependent Technology Support For Virtual Teams. International Conference of Information Systems, Phoenix, December
- Majchrzak, A., Birnbaum-More, P., Johnson, J., Sengupta, K., Wagner, C. (2008) Using Wikis to Generate Learning at ICIS International Conference of Information Systems, Paris France, December.
- Majchrzak, A., Wagner, C., Yates, D. N. (2006) Corporate Wiki Users: Results of a Survey. WIKISym Conference Proceedings, Odesse, Denmark, August 21-23.
- Jarvenpaa, S.L. and Majchrzak, A. (2005) Developing Individuals' Transactive Memories of their Ego-Centric Networks to Mitigate Risks of knowledge Sharing: The Case of Professionals Protecting CyberSecurity. International Conference of Information Systems, Las Vegas. December
- Cooper, L.M., Majchrzak, A., Faraj, S. (2005) Learning from Project Experiences using a Legacy-Based Approach. Hawaii International Conference on System Sciences, HICSS-38, Honolulu, January
- Cooper, L.P., Hecht, M.H. Majchrzak, A. (2003) Managing a Project's Legacy: Implications for Organizations and Project Management. IEEE Aerospace Conference, March.
- Majchrzak, A., Neece, O.E., Cooper, L.P. (2001) Knowledge reuse for innovation - The Missing Focus in Knowledge Management: Results of a Case Analysis at the Jet Propulsion Laboratory. Academy of Management Best Paper, August.
- Zhong, J.J., Majchrzak, A. (2001) An Exploration of Impact of Cognitive Elaboration on Learning in ISD Projects. Proceedings of the 6th INFORMS Conference on Information Systems and Technology (CIST 2001) Miami, FL November.
- Majchrzak, A, Rice, R.E., King, N., Malhotra, A., Ba, S. (1999) Development and adaptation of inter-organizational virtual team norms using collaborative technology. In K. Cox, B. Gorayska & J. Marsh (Eds) Network Minds: Proceedings of the Third international Cognitive Technology Conference, CT'99 (pp 279-290). East Lansing, MI: Media Interface & Network Design lab, Michigan State University. San Francisco, CA, August.
- King, N., Majchrzak, A (1997) Development of a multi-disciplinary framework for studying generation of new product concepts. In The Proceedings of the Portland International Conference on Management of Engineering and Technology, July 1997, Portland.
- Badham, R., Majchrzak, A. (1996). Sociotechnical implementation as a political process: The case of team-based cellular manufacturing. In The Proceedings of the International Federation of Automatic Control (IFAC),

June 30-July 5, 1996, San Francisco.

- Gasser, L., Hulthage, I., Leverich, B., Lieb, J., and Majchrzak, A. (1994). Overview of the NCMS/USC Action Project. In Smith, M., Pote, C., Janis, F.T., Roberts, P.A. (Eds) Technology Transfer Tools, Proceedings of the Technical Transfer Society 18th Annual Meeting, June 26-29, 1994, pp. 20-23.
- Hulthage, I., Gasser, L., Lieb, J., Majchrzak, A. (1993). Constraint-based Analysis and Design of Organizations, Tenth IEEE Conference on Artificial Intelligence for Applications. San Antonio, Texas, March 1994.
- Majchrzak, A., Finley, L. (1993). Silver Bullets Shoot You Dead: Planning for Integrating Technology, Organization and People Change. Presented at the Society of Manufacturing Engineers AUTOFACT '93 Conference, Chicago, Illinois, November.
- Gasser, L., Majchrzak, A. (1992) HITOP-A: Coordination, Infrastructure, and Enterprise Integration. Proceedings of the First International Conference on Enterprise Integration, Hilton Head, South Carolina, June (MIT Press).
- Majchrzak, A., Gasser, L., (1990). Development of a Knowledge Based System Prototype for Predicting Sociotechnical Integration of FMCs. In W. Karwowski & M. Rahimi (Eds.), Ergonomics of Hybrid Automated Systems II, Amsterdam: Elsevier.
- Majchrzak, A., Gasser, L. (1990). Development of a Model to Match Organizational & Technological Strategies: Work-in-Progress. Proceedings of the 2nd International Conference on Managing the High Technology Firm, University of Colorado at Boulder, January 1990.
- Majchrzak, A., & Roitman, D. (1989). A Sociotechnical Framework for Integrating Social and Technical Features of CAM. In M.J. Smith & G. Salvendy (Eds). Work with Computers: Proceedings of the Third International Conference on Human Computer Interaction. Amsterdam: Elsevier.
- Majchrzak, A. (1988). Effect of CAD On the Jobs of Drafters and Engineers: A Quantitative Case Study. In F. Hoy (Ed.) Academy of Management Best Papers Proceedings, 1988, Anaheim, California. *[one of only two papers published from division]*
- Majchrzak, A., Paris, M. (1988). Successful Human Resource Practices for Advanced Manufacturing Technology. Proceedings of the American Society of Manufacturing Engineers Manufacturing International 88 Conference, Atlanta, Georgia.
- Majchrzak, A., Rahimi, M. (1988). Differential organizational impacts as companies transition from stand-alone to integrated flexible factories. In W. Karwowski, H.R. Parsaei, & M.R. Wilhem (Eds.) Ergonomics of Hybrid Automated Systems I. New York: Elsevier.
- Majchrzak, A. (1988). Towards a Model for Identifying Organizationally Compatible FMS Design Decision Options. In W. Karwowski, H.R. Parsaei, & M.R. Wilhem (Eds.) Ergonomics of Hybrid Automated Systems I. New York: Elsevier.
- Majchrzak, A. (1988). Challenges to Systems Theory Posed by CIM. Proceedings of the 10th Congress of the International Ergonomics Association.
- Robertson, M.M, Majchrzak, A. (1987). Advanced Manufacturing Technology Development: A Macroergonomic Perspective. Proceedings of the Human Factors Society 31st Annual Meeting.
- Majchrzak, A. (1987). Sociotechnical Design of Advanced Manufacturing Technology. Proceedings of the Society of Manufacturing Engineers AUTOFACT Conference.
- Majchrzak, A. (1985). Effects of Computerized Integration on Shopfloor Human Resources and Structure. Proceedings of the Society of Manufacturing Engineers AUTOFACT Conference.
- Majchrzak, A. (1981). Management of unauthorized absences and attrition in the Marine Corps. In H.W. Sinaiko et al (Eds.) Military Personnel Attrition and Retention, Research in Progress: Proceeding of the RAND Conference.

### **Some Peer-Reviewed Conference Presentations (not already listed in Proceedings)**

- Majchrzak, A., & Malhotra, A. Governance of Distant Search Over the Internet, Organization Science Winter Conference: Feb 2018, Park City, Utah.
- Ann Majchrzak* (USC), Terri Griffith (Santa Clara), Luca Giustiniano (LUISS University Hyperloop Transportation Technologies, Inc.): A Startup Using the Gig Economy for Its Core Business Park City Utah
- Matt, Low-Power, High-Influence: A Case of IT-enabled Open Strategy Formulation, AOM, Chicago, August 2018
- Kyriakou, H., Nickerson, J.V., and Majchrzak, A. (2017) Makers of the Artificial: What Strategies Lead to Design Reuse? Workshop on Information Technologies and Systems, Seoul, Korea
- Sun, Y., Majchrzak, A., Malhotra, A. (2017) Innovation in Open Virtual Collaborations: Effects of Knowledge Types and Time, Academy of Management Meeting, Atlanta, GA

- Majchrzak, A., Griffith, T., La Mendola, A., Gresta, G., Ahlborn, D. (2016) An Emergently Wicked Large-Scale Crowd-Based Collaborative “Startup” for a Mega-Scale Industrial Project. Open and user Innovation 2016 Conference, Harvard Business School, Boston, MA
- Bagherzadeh, M., Brunswicker, S., and Majchrzak, A. (2016) How to Manage the Downside of Deep Engagement with External Sources in Open Innovation Projects. Open and User Innovation 2016 Conference, Harvard Business School, Boston, MA.
- Sun, Y., Majchrzak, A., and Malhotra, A. (2016) Crowd-Generated Innovation: The Effects of Knowledge Integration and Knowledge Types in Online Open Challenges' Open and User Innovation 2016 Conference, Harvard Business School, Boston, MA.
- Brunswicker, S., and Majchrzak, A. (2016) Open Data Contests and Transparency as Design Choice. Open and User Innovation 2016 Conference, Harvard Business School, Boston, MA.
- Majchrzak, A., Malhotra, A., Bonfield, W., and Myers, S. (2015) Co-creation crowdsourcing with front-line employees: Managing the emergent tensions. World Open Innovation Conference, Santa Clara, CA November.
- Di Pietro, F., Majchrzak, A., and Prencipe, A. (2015) How should entrepreneurs use the crowd to succeed? World Open Innovation Conference, Santa Clara, CA. November.
- Johnson, J., Majchrzak, A., and Brunswicker, S. (2015) The paradox of minority dissent in corporate innovation challenges. World Open Innovation Conference, Santa Clara, CA. November.
- Majchrzak, A., Malhotra, A., Mertens, A. (2015) Greater Innovation by the Crowd in Crowdsourcing: The Sequencing of Knowledge Types That Balance Divergence and Convergence, DRUID, Rome. May.
- Armisen, A., Majchrzak, A., Mertens, A, Malhotra, Aco. (2014) An evolutionary model of collaborative short-term interactions on innovation in open online challenges. Open Innovation Workshop for Contests and Crowdsourcing, Harvard Business School, Boston, July
- Brunswicker, S., and Majchrzak, A. (2014) Symposium: Resolving the debate on competition and collaboration in open innovation crowds. Academy of Management Meeting. Philadelphia, PA. August.
- Majchrzak, A., Malhotra, A., and Mertens, A. (2014) Identifying Organizational Routines in the Emergence of Novelty in a Crowd. Second Annual research Symposium on Complexity and IT. Sauder School of Business, University of British Columbia, Vancouver, July.
- Majchrzak, A., Malhotra, A., Johnson, J., Armisan, A. (2014) Building a theory of affordances for fostering knowledge co-creation in open innovation challenges: Design Science and action design research approach. Web 2.0 Workshop, Boston College, Boston, May
- Majchrzak, A. (2014) Researching Open Innovation: Workshop on Theoretical and Empirical Approaches at Different Levels of Analysis. Academy of Management Annual Meeting. Philadelphia, PA. August.
- Majchrzak, A., More, P., and Johnson, J. (2012) Practices to Improve Group Creativity: A Longitudinal Field Investigation. HICSS Hawaii, January
- Kane, J., Azad, B., Majchrzak, A., and Faraj, S. (2011) The Paradoxical Influence of Social Media Affordances on Intellectual Capital Creation. Academy of Management. San Antonio, Texas August
- Kane, G., Ransbotham, S., Majchrzak, A., Johnson, J., Chenisern, L. (2011) Defending the Work of Others: Retaining Knowledge in Open Production Communities, Organization Science Winter Conference, Steamboat Springs, Co.
- Majchrzak, A. (2011) Art of Qualitative Research. Academy of Management, San Antonio, Texas, August.
- Malhotra, A., and Majchrzak, A. (2011) Using Virtual Workspace Technologies to Walk the Tightrope Between Positive and Negative Effects of expertise Diversity on Virtual Team Performance. Academy of Management San Antonio Texas, August.
- Jarvenpaa, S. and Majchrzak, A. (2008) Knowledge Strategies in Inter-organizational Security Collaborations Under Conditions of Mixed Motive. International Conference on Information Systems for Crisis Response and Management May 4-6, 2008, Washington, D.C.
- Te'eni, D., Majchrzak, A., Sengupta, K., & Wagner, C. (2007) The use of Wikis to facilitate exploratory conversations in conferences. ICIS, 2007. Toronto, Canada
- Jarvenpaa, S. and Majchrzak, A. (2006) Learning in egocentric e-mediated networks. Conference in Honor of G. DeSanctis, Duke U.
- Jarvenpaa, S. and Majchrzak, A. (2005) The Effects of Distance on Information Sharing and Protection in Cross-Organizational Collaboration. Academy of Management, Hawaii.

- Faniel, I & Majchrzak, A. (2004) Exploring IT Support for Knowledge Reuse Across Communities of Practice 2004 IFIP International Conference on DSS, Italy, July 1-3, 2004
- Majchrzak, A, Chellappa, R., & Cooper, L. P (2003) Personalizing Knowledge Delivery Services: A Conceptual Framework. Minnesota Symposium on Knowledge Management, Minneapolis, Minnesota.
- Faniel, I & Majchrzak, A. (2003) Designing IT for Knowledge Reuse in a Complex Uncertain Environment. Minnesota Symposium on Knowledge Management, Minneapolis, Minnesota.
- Majchrzak, A. & Cooper, L. (2002) Knowledge reuse factors in the innovation process” INFORMS, San Jose, November.
- Faniel, I. & Majchrzak, A (2002) An exploratory study of the factors associated with successful reuse of other’s knowledge. Americas Conference on Information Systems Conference, Dallas, Tx, August.
- Zhong, J. and Majchrzak, A. (2002) Learn or Not: Impact of Cognitive Elaboration on Learning in ISD Projects. Academy of Management Organizational Communication and Information Systems Division, Denver, CO, August.
- Lim, R. and Majchrzak, A. (2002) Patterns of Cognitive Conflict in ISD Teams: A Process View. Academy of Management Organizational Communication and Information Systems Division, Denver, CO, August.
- Finegold, D., Levenson, A., Majchrzak, A. & Van Buren, M. (2000) The Importance of Employment Objectives in Psychological Contracts of Temporary Workers. Academy of Management Annual Meeting, Toronto, Canada, August.
- Majchrzak, A. & Beath, C. (2000) Beyond User Participation: A Model of Learning and Negotiation During Systems Development. Workshop on Redefining the Organizational Roles of Information Technology in the Information Age. Norman, Oklahoma, May.
- Markus, M.L., Majchrzak, A., & Gasser, L. (2000) A Design Theory for Systems That Support Emergent Knowledge Processes. Workshop on Redefining the Organizational Roles of Information Technology in the Information Age. Norman, Oklahoma, May.
- Beath, C.M. & Majchrzak, A. (1999) Kristiansand International Workshop on Information Systems Research, Agder College, Kristiansand, NO. Paper presentation, "What Occurs During Participation? A Process Model of User/Analyst Interaction", August 16
- Majchrzak, A. & Malhotra, A. Managing Technology Introduction for Virtual Inter-Organizational Creative Collaboration (1999) Society for Information Management Academic Workshop
- Beath, C. M., Agarwal, R, Iacono, S, Majchrzak, A., Rieger, C., Zmud, R. (1999) Getting Grants, ICIS (International Conference on Information Systems) '99. Charlotte, North Carolina, December.
- Finegold, D. Majchrzak, A., Levenson, A.R., Van Buren, M., Bassi, L, & Benson, G. (1999) Are Contingent Workers Contingent? Exploring the Significance of the Varied Psychological Contracts of Temporary Workers. Academy of Management Annual Meeting, Chicago, IL: August.
- Majchrzak, A, and Gasser, L. (1999) Working Collaboratively across Intranets and Internet: Comparing Technologies for Sensemaking and Interpretation of Knowledge. Academy of Management Pre-Conference, Chicago, IL: August
- Majchrzak, A., Borys, B, and Gasser, L. (1999) TOP Modeler: A Tool for Rapid Organizational Redesign. Academy of Management Conference, Chicago, IL, August.
- Majchrzak, A. (1997) Software to support sociotechnical design: The case of TOP-Integrator. HCI International, San Francisco, CA, August.
- Majchrzak, A. (1997) Lessons learned from using a computer-based tool to support sociotechnical systems design. HCI International, San Francisco, CA, August.
- Gasser, L. and Majchrzak, A. (1995) ACTION: A Decision Support System for Organizational Design and Evaluation, ORSA/TIMS Conference, Los Angeles, California, April.
- Borys, B. and Majchrzak, A. (1995) Bringing Organization Theory to Organization Designers. INFORMS Conference, Los Angeles, April.
- Gasser, L., Majchrzak, A., Hulthage, I. and Borys, B. (1995) Organization Modeling in the ACTION Project. ORSA/TIMS Conference, Los Angeles, April.
- Gasser, L., Hulthage, I., and Majchrzak, A. (1994) Organizational Knowledge and Analysis/Design Decisionmaking in ACTION, TIMS Workshop on Mathematical Organization Theory, Boston, MA, April.
- Majchrzak, A. & Finley, L. (1994) Extending the Concept of Fit to A Theory of Sociotechnical Tradeoffs. Presented at the Fourth International Conference on Management of Technology, Miami, FL, March 1-3.
- Gasser, L., Hulthage, I., Lieb, J., Leverich, B., Majchrzak, A., (1993). Using Computers to Design Organizations:

- Information, Control, and Coordination Systems, Invited Paper, TIMS Workshop on Mathematical Organization Theory, Chicago, Illinois, May.
- Liker, J., Majchrzak, A., and Choi, T., (1992) Does Manufacturing Automation Have Social Impacts? A Metanalysis and Contingency Formulation. Presentation at ORSA/TIMS Conference, Florida, May
- Majchrzak, A., Fleischer, M. and Wood, M., (Fall, 1991). HITOP: A Tool for Integrating Technology with the Organization. IEEE Portland Conference on Engineering Management.
- Fleischer, M., and Majchrzak, A., (1991). HITOP: A Method for Developing and People Requirements for Manufacturing Systems. Paper presented at the Conference on Design Productivity, February 6-8, Honolulu, Hawaii.
- Majchrzak, A., Gasser, L., and Davis, D., (August 1991). Development of New Technology to Facilitate Organizational Change with Technological Change. National Academy of Management Meeting, Miami, Florida.
- Davis, D.D., Majchrzak, A., Gasser, L., and Sinclair, M., (1990). Determining Organizational Readiness for AMT: Development of an Expert System to Aid Implementation. Fifth International Conference on CAD/CAM, Old Dominion University, December 2-5, Norfolk, Virginia.
- Majchrzak, A., (October 1988). Organizer & Participant in Panel: Application of Sociotechnical Systems Design to Computer-Integrated Manufacturing, Human Factors Society Meeting, Anaheim, California.
- Majchrzak, A., (August 1988). Challenges to Systems Theory posed by CIM. 10th Congress of the International Ergonomics Association, Sydney, Australia.
- Cotton, J.L. and Majchrzak, A., (April 1988). Model and Test of Socialization Processes Following Relocation. Paper presented at the Third Annual Conference of the Society of Industrial and Organization Psychology, Dallas, Texas.
- Majchrzak, A., (November 1987). Sociotechnical Design of Advanced Manufacturing Technology. Society of Manufacturing Engineers AUTOFACT Conference, Detroit, Michigan.
- Robertson, M.M. and Majchrzak, A., (October 1987). Advanced Manufacturing Technology Development: A Macroergonomic Perspective. Human Factors Society 31st Annual Meeting, New York, New York.
- Majchrzak, A. and Cotton, J. (August 1987). A Longitudinal Study of Adjustment to Technological Change: The Case of Job Transfers from Mass to Computer-Automated Batch Production. Annual Academy of Management Meetings, New Orleans, Louisiana. [Reprinted in the Publication Series for the Center for Effective Organizations, Graduate School of Business Administration, University of Southern California.]
- Majchrzak, A., (June 1987). The Human Resource Impact Assessment Instrument: An Educational Tool. American Society for Engineering Education Annual Conference, Reno, Nevada.
- Majchrzak, A., (September 1986). Education and Training for CAD/CAM: Results of a National Probability Survey. American Society for Engineering Management Annual Meeting, Arlington, Virginia.
- Mosher, P. and Majchrzak, A., (August 1986). Workplace Changes Mediating Effect of Technology on Individuals' Attitudes and Performance. Part of Symposium on Empirical Studies of Technological Change in the Workplace co-sponsored by the Centennial and Anniversary Track and the R&D/Technology/Innovation Group, Annual Academy of Management Meeting, Chicago, Illinois.
- Majchrzak, A., (December 1985). Changes to Work Resulting from CAD. American Institute of Industrial Engineers Conference, Chicago, Illinois.
- Majchrzak, A., (November 1985). Effects of Computerized Integration on Shopfloor Human Resources and Structure. Proceedings of the Society of Manufacturing Engineers AUTOFACT Conference, Detroit, Michigan.
- Majchrzak, A., Collins, P., and Mandeville, D., (November 1985). A Quantitative Assessment of Changes in Work Activities Resulting from CAD. AIDS Annual Meeting, Las Vegas, Nevada.
- Majchrzak, A., (August 1985). Effects of Management Policies on Unauthorized Absence Behavior: Results of a field experiment. Academy of Management Annual Meeting, San Diego, California.
- Majchrzak, A., (October 1984). Training in Automated Factories. Evaluation Research Society Meeting, San Francisco, California. Reprinted in Resources in Education NTIS publication, April 1986.
- Majchrzak, A. and Nieva, V.F., (April 1984). Computer-Automated Technological Innovation in Three Manufacturing Sectors. Psychology in the DoD Symposium, U.S. Air Force Academy, Colorado Springs, Colorado.
- Majchrzak, A., (August 1983). Helping Military Commanders Manage Problem Personnel: A Multi-Year Research Project. Academy of Management 43rd Annual Meeting, Dallas, Texas.
- Majchrzak, A., (August 1982). Defining the Question: Case Study of a Congressionally Mandated Project. American Psychological Association Convention, Baltimore Maryland.

- Majchrzak, A., (April 1982). Management Actions to Reduce Unauthorized Absence in the U.S. Marine Corps. Psychology in the DoD Symposium, U.S. Air Force Academy, Colorado Springs, Colorado.
- Majchrzak, A., (September 1981). Management of Unauthorized Absences and Attrition in the Marine Corp. RAND Conference on Military Personnel Attrition and Retention: Research in Progress, Santa Monica, California.
- Majchrzak, A., (August 1981). Constituency Analysis: Increasing the Relevance of Research and Analysis. Part of symposium on Policy Research and Analysis for Policy Makers at the Annual American Psychological Association Convention, Los Angeles, California.
- Majchrzak, A., (February 1980). Implications of Community Mental Health Center Program Evaluation for Future Mental Health Legislation. National Council of CMHC Meeting, San Francisco, California.
- Resnick, S., O'Reilly, C., and Majchrzak, A., (October 1979). Utilization: Different Users, Different Uses. Evaluation Research Society Meeting, Minneapolis, Minnesota.
- Majchrzak, A., and Gutek, B.A., (August 1978). A Causal Model of Job Satisfaction Among Female Clerical Workers. American Psychological Association Convention, Toronto, Canada.
- Majchrzak, A., and Gutek, B.A., (April 1978). Job Satisfaction Revisited: Examination of a Homogeneous Employee Group. Western Psychological Association Convention, San Francisco, California.
- Majchrzak, A., and Gutek, B.A., (August 1977). Dissatisfactions and Satisfactions of Secretaries. American Psychological Association Convention, San Francisco, California.
- Majchrzak, A., (April 1976). Social Psychology in France. Western Psychology Association Convention, Los Angeles, California.

### **PAST SECONDARY PROFESSIONAL APPOINTMENTS**

- 2001-2018:** Principal, USC Center for Systems and Software Engineering.
- 1996-1998:** Battelle-Pacific Northwest National Laboratory Affiliate Staff Scientist
- 1990-1995:** Associate Professor, Courtesy Joint Appointment, Industrial and Systems Engineering, School of Engineering, University of Southern California
- 1986-1990:** Program Associate, Center for Social and Economic Issues, Industrial Technology Institute, Ann Arbor, Michigan. Consulting and joint research activities on the effective implementation of advanced manufacturing technologies.
- 1988-1994:** National Science Foundation, appointed evaluator of the USC/UCLA Industry-University Cooperative Research Center on Manufacturing and Automation Research.
- 1987-1989:** Consultant to Rand Corporation on the U.S. Army's MANPRINT initiative for integrating human factors into the weapon systems acquisition and design process.
- 1980-1982:** Organizational Consultant to Dr. Amitai Etzioni, University Professor at George Washington University and Director of the Center for Policy Studies, Washington, D.C. Activities included providing social psychological and organizational advice on population policy research.
- 1978:** Social Science Analyst, Mental Health Services Development Branch, Division of Mental Health Services, National Institute of Mental Health, ADAMHA. Performed independent analyses of survey information and prepared analytical reports on the evaluation efforts of community mental health centers.
- 1977-1980:** Evaluation Consultant to numerous innovative community-based service delivery programs.
- 1973-1979:** Research Associate for the Department of Psychology, University of California, Los Angeles; Laboratoire de Psychologie Sociale, Paris; and Department of Psychology, Pitzer College. Activities ranged from small-scale literature reviews to coordination of large-scale data collection efforts on such topics as pre-turnover information-seeking behavior of dissatisfied secretaries, determinants of job satisfaction among professionals, and risk-taking behavior in a simulated war situation.
- 1976-1977 (Summers):** Computer Programmer, Computer Sciences Corporation, El Segundo, California. Responsibilities included the writing, testing, and de-bugging of JOVIAL and COBOL compilers.

### **AFFILIATIONS IN PROFESSIONAL SOCIETIES (past and present)**

Academy of Management

American Psychological Association  
American Evaluation Association  
Human Factors Society  
IEEE Engineering Management Society  
Society of Manufacturing Engineers, Computer and Automated Systems Association  
Institute of Industrial Engineers  
Society for Information Managers  
Association for Information Systems  
INFORMS  
Association for Computing Machinery

### **SOME CONSULTING CLIENTS**

Aerospace Corporation  
Boeing Corporation  
Cummins Engine  
Digital Equipment Corporation  
McDonald Douglas Aircraft  
NEC Corporation, Japan  
Mike Paris and Associates  
Hewlett Packard  
Rand Corporation  
Texas Instruments  
Solar Turbines, subsidiary of Caterpillar Tractor  
Northrop Corporation  
EDS, Inc  
Lockheed Missiles and Space Division, Sunnyvale  
Rocketdyne Division, Boeing  
Jet Propulsion Laboratories  
IBM  
Society for Information Management Advanced Practices Council  
Microsoft  
Unocal