

## Curriculum Vitae

# Jianwen (Jon) Liao, Ph.D

### ACADEMIC EXPERIENCE

January 2012 – Present, Associate Dean of Cheung Kong Graduate School of Business, (长江商学院)

August 2006 – December 2011  
Associate Professor of Entrepreneurship and Strategy, (Tenured)  
Stuart School of Business, Illinois Institute of Technology

December 2004 – December 2011  
Adjunct Professor of Strategy & Innovation (EMBA, EDP, MBA, Post-EMBA, General Manager Program in areas of Entrepreneurship, Strategy I, II, Innovation and Growth).  
Cheung Kong Graduate School of Business (China) (长江商学院),

June 2007, June, December 2008, June – July 2009, Summer, 2010, 2011  
Adjunct Professor of Management (Business Policy and Strategy, Technology Innovation and Change), BiMBA, China Center for Economics Research (CCER), Peking University, China (北京大学)

September 2005 – August 2006  
Northeastern Illinois University  
Department of Management and Marketing,  
Associate Professor (Tenured)

June – Aug. 2002  
Visiting Professor, Management of Technological Innovation  
China European International Business School (CEIBS), Shanghai, China (中欧商学院)

August 2001 – August 2005  
Northeastern Illinois University  
Department of Management and Marketing,  
Assistant Professor

December 2000 – August 2001  
Visiting Professor of Strategy,

Department of Management of Organizations  
Hong Kong University of Science and Technology

September 1998 – August, 1999  
Visiting Professor, Department of Management  
DePaul University

September 1996 – August 1998  
Assistant Professor of Management  
School of Business Administration  
Robert Morris College

## **EDUCATION BACKGROUND**

- 1992-1996 Ph.D from Department of Management, Southern Illinois University at Carbondale, USA.  
Major Area: Business Policy & Strategy  
Support Field: Organizational Behavior  
Dissertation Topic: The Antecedents and Consequences of Corporate Restructuring: An Empirical Investigation
- 1988-1991 M.A. from the Institute of Foreign Economics and Management, People's (Renmin) University of China (RUC), Beijing, China.
- 1984-1988 B.S. from the Department of Industrial Engineering, Northeast University (NEU), Shenyang, China  
Major: Industry Engineering

## **PROFESSIONAL EXPERIENCE**

March, 2005 - December 2009  
The board member and co-founder of HumanZyme Inc. HumanZyme is a biotech firm that is well positioned to be a market leader in providing highly authentic recombinant human kinases and cytokines from human cells for drug discovery. Since its inception in 2005, it has successfully closed one angel round and two rounds of venture capital investment. Currently, HumanZyme has successfully expanded its kinases, cytokine, antibody products into major segments such as biotech, pharmaceutical industry and research institutions and also established major distribution network in Europe, Japan and US markets.

September, 2001 – September, 2004  
Midwest Regional Advisory Board, United States Small Business Administration (SBA)

## **TEACHING INTERESTS**

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- Strategic Innovation & Org Transformation
- New Venture Creation and Entrepreneurship
- Management of Innovation and Technological Change
- Business Policy and Strategy
- Tech Commercialization & High Tech Venture
- Venture Growth Strategy
- Research Methodology and Quantitative Methods

## **PUBLICATIONS**

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### **Articles in Chinese Publications**

- Liao, J. (2016) Sharing Economy: The Emergence of Business democratization Process. *The Fortune. (Caijing)* Feb: p. 98-101
- Liao, J. (2016) Competition versus Ecosystem: A Comparison of Advantages. *Harvard Business Review (Chinese Edition)*. July. P. 110 – 118.
- Liao, J. (2016) Percent Inc.: How Social Enterprises Create a Business Model. *Harvard Business Review (Chinese Edition)*. May. 115 -120
- Liao, J. (2015) The “HER” Framework for Business Ecosystem Design. *Harvard Business Review (Chinese Edition)* Nov. p. 132 – 136
- Liao, J. (2015) Startup Era: A Sober Reflection. *The Entrepreneurs*. June. P. 96 – 99
- Liao, J. (2014) The New Business Mindsets for Post Internet Era. *TsingHua Management Review*. P. 48 – 55
- Liao, J. (2014) From “Ties” to “relatedness”: Restructuring Business Relationships. *TsingHua Management Review*. 9. P. 24 – 36
- Liao, J. (2013) Coopetition: The Changing Mindset of competition. *Harvard Business Review (Chinese Edition)*. March (3): P. 58-61
- Liao, J. (2013) The Mega Trend: Value Co-Creation Approach. *Harvard Business Review (Chinese Edition)*. 4: p. 144 – 148
- Liao, J. (2013) The Road to a Mature Startup Team. *CEIBS Business Review*. Oct. P. 72-74
- Liao, J. (2012) Competition 2.0: the Business Ecosystem Approach. *Harvard Business Review (Chinese Edition)* Vol 5. P. 130-132
- Liao, J. (2012) The Crisis of MNCs Business Models in China. *Harvard Business Review (Chinese Edition)*. 3: 37 -38
- Liao, J. (2009) A Unique Methodology of Value Creation. *21th Century Business Review*. July. 110 – 111
- Liao, J. (2009) Value Innovation: lessons from Obama’s Political Campaign. *PKU Business Review*. March. 124 – 130

- Liao, Jianwen (2009) The Focus of Innovation. *21th Century Business Review* (in Chinese) (July, 2009, page 124 - 125) [21 世纪商业评论: “另辟蹊径的价值创新”]
- Liao, Jianwen (2009) Taking a New Look at Innovation. *China Daily* (July 20, 2009) [[http://www.chinadaily.com.cn/bizchina/2009-07/20/content\\_8448695.htm](http://www.chinadaily.com.cn/bizchina/2009-07/20/content_8448695.htm)]
- Liao, Jianwen (2009) The Disappearing Boundary. *21th Century Business Review* (in Chinese) (August, 2009, page 110 - 111) [21 世纪商业评论: 消失的边界]
- Liao, Jianwen (2009) The Fallacy of Focus. *21th Century Business Review* (in Chinese) (September, 2009) [二十一世纪商业评论: 专注的误区]

### Chinese Case Write-ups

- 如家快捷的价值曲线. 廖建文, 王洪涛, 2007 年 9 月完成
- 融勤国际: 海外风投的中国实践. 廖建文, 王洪涛, 2007 年 3 月完成
- 宝洁: 飘柔 9.9 廖建文, 高月涛, 2009 年 2 月完成 (已发布)
- Nike's China Challenge (英文版). 廖建文, 毛海哲、翻译, 2010 年 11 月完成
- 天宇朗通: 集成创新 (更新) 廖建文, 滕斌圣, 高月涛, 2011 年 3 月, 完成
- 派森百: 社会企业如何搭建商业模式? 廖建文, 崔焕平, 2015 年 8 月完成
- 万达电商: O2O 转型路在何方? 廖建文, 崔焕平, 2015 年 12 月完成
- 彩生活: 转型社区平台后的挑战. 廖建文, 崔焕平, 2015 年 6 月完成  
《彩生活: 物业公司的互联网化》收录于案例集《从颠覆到创新 互联网+时代企业转型的经典模式》, 2016 年 1 月出版, 159 页

### Book Chapters

Gartner, William & Liao, Jianwen (2011) The Entrepreneurs in Entrepreneurial Risk. In David L. Bodde & Caron H. St, John (eds). *Chance and Intent: Managing the Risks of Innovation and Entrepreneurship*. Taylor and Francis: Routledge Publisher

Liao, Jianwen & Gartner, William (2009) Are Planners Doers? Pre-Venture Planning and the Start-Up Behaviors of Entrepreneurs. *The United States Small Business Administration*, Office of Advocacy [#339, Feb 2009 Under Contract SBAHQ-07-Q-0012]

Honig, Benson., Liao, Jianwen & Gartner, William (2009) Institutional Isomorphism, business planning and business plan revision: The differential impact on teams versus solo entrepreneurs. In Reynolds, Paul

D. and Richard T. Curtin (Eds). (p. 137 – 155). *New Firm Creation in the United States: Initial Explorations with the PSED II Data Set*. New York City, NY: Springer Publishing

Liao, Jianwen., Ye, Qian., Welsch, Harold., Pistrui, David (2009) New Venture Financing: An Empirical Investigation of Chinese Entrepreneurs. in JianJun Li & Sara Hsu (Eds) (p. 104 – 124). *Informal Finance in China: American and Chinese Perspectives*. NY: Cambridge University Press

Gartner, William & Liao, Jianwen (2007) The Effect of Pre-venture Planning on Venture Survival. In *The Small Business Economy: A Report to the President, 2007*. United States Small Business Administration (pp. 215 - 254)

Liao, Jianwen (2006) Research in Practice - Entrepreneurial Failures: a Research Overview. Chapter 11. Beyond the Strategic Entrepreneurial Model: Learning From Failure. Gundry, L., & Kickul, J. *Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth and Reinvention*. Sage Publishing.

Liao, Jianwen & Welsch, Harold (2004) Entrepreneurial Commitment: An Emerging Construct in Entrepreneurship Research. In *Handbook of Entrepreneurial Dynamics: The Process of Organization Creation*. Bill Gartner, Kelly Shaver, Nancy Carter & Paul Reynolds. CA: Sage Publishing (p. 186 - 195)

Liao, Jianwen (2003) Entrepreneurial Failure: Key Challenges and Future Research Directions. In *Entrepreneurship: The Way Ahead*, Edited by Harold Welsch. London: Routledge Publishing (p. 136 – 150)

Liao, Jianwen (2003) Entrepreneurial Growth: Predictors and Indicators. In *Entrepreneurship: The Way Ahead*, Edited by Harold Welsch. London: Routledge Publishing (p.117 – 132)

Welsch, Harold & Liao, Jianwen (2003) Strategies for Entrepreneurship Development: Striking a Balance between Explorative and Exploitative Research. In Chris Steyaert and Daniel Hjorth (Ed.) *New Movements in Entrepreneurship Research*. Cheltenham, UK: Edward Elgar Press (p. 20 – 34)

Pistrui, David., Welsch, Harold., Liao, Jianwen (2003) Entrepreneurship in the New Germany: How Similar Are the Characteristics and Orientations of East and West German entrepreneurs? In *Small Firms and Economic Development in Developed and Transition Economies*. Anna Watson (ed). London, UK: Ashgate Publishing (2003) (with D. Pistrui, H. Welsch, H. Pohl, O. Wintermantel) (p 115-130)

Liao, Jianwen., Welsch, Harold & Stoica, Michael (2000) Environmental Turbulence and Information Search Activities in SMEs: Does Age Matter? *Research in Marketing and Entrepreneurship Interface*. Gerald Hills (ed). Chicago, IL: UIC Press. (with H. Welsch & M. Stoica)

Liao, Jianwen (1992) Generic Business Strategies: A Literature Review. In *Handbook of Management Theory*. Ma Hong (Ed), Beijing, China: Chinese Social Science Press. (with Lin Guang)

### **Refereed Journals**

Gartner, W., Liao, J., and Carter, N. (2011) The Effects of Perceptions of Risk, Environmental Uncertainty, and Growth Aspirations on New Venture Creation Success? *Small Business Economics* (forthcoming)

Liao, Jianwen & Li, Jun (2010) The Effects of Founding Team Diversity and Social Similarity on venture formation. *Journal of Business Venturing*. (forthcoming)

Li, J., Liao, Jianwen. (2010) Perceived Opportunity, Team Attributes, and Entrepreneurial Orientation in Chinese New Technology Ventures: A Cognitive Perspective. *International Journal of Entrepreneurship and Innovation Management Vol 12(1): 84 - 106*

Kickul, Jill., Liao, Jianwen., Gundry, Lisa., Iakovleva, T. (2010) Firm resources, opportunity recognition, entrepreneurial orientation and performance: the case of Russian woman family business. *International Journal of Entrepreneurship and Innovation Management Vol 12(1): 52 - 69*

Liao, Jianwen (2009) Changing the Rules of Engagement: What Business Leaders Can Learn from Obama's Political Campaign. *PeKing University Business Review*. (in Chinese) p. 110 – 116

Liao, Jianwen., Kickul, Jill., and Ma, Hao (2009) Organizational Dynamic Capability and Innovation: An Empirical Examination of Internet Firms. *Journal of Small Business Management*. Vol 47(3): 263 – 286

Liao, Jianwen., Welsch, Harold., Pistrui, David. (2009) Entrepreneurial Growth Aspiration: An Empirical Investigation of Infrastructure Antecedents. *New England Journal of Entrepreneurship*.

Gartner, William., Shaver, Kelly & Liao, Jianwen (2008) Opportunities as attributions: Categorizing strategic issues from an attributional perspective. *Strategic Entrepreneurship Journal*. Vol 2(4): 301 - 315

Liao, Jianwen., Welsch, Harold. (2008) Patterns of Venture Gestation Process: Exploring the Differences between Tech and Non-tech Nascent Entrepreneurs. *Journal of High-tech Management Research* Vol 19: 103 - 113

Liao, Jianwen, Welsch, Harold., Moutray, Chad (2008) Start-up Resources and Entrepreneurial Discontinuance: the Case of Nascent Entrepreneurs” *Journal of Small Business Strategy* Vol 19(2): 1 – 15

Liao, Jianwen., Welsch, Harold & Stoica, Michael (2008) Environmental Turbulence and Information Search Activities in SMEs: The Moderating Effect of Organizational Maturity. *Journal of Small Business Strategy*. Vol 19 (1): 17 – 33

Liao, Jianwen & Gartner, William (2008) The Influence of Pre-Venture Planning on New Venture Creation. *Journal of Small Business Strategy*. Vol 19: p. 1- 32

Liao, Jianwen & Gartner, William (2006) The Effects of Pre-venture Plan Timing and Perceived Environmental Uncertainty on the Persistence of Emerging Firms. *Small Business Economics: An International Journal*. 27 (1): 23 – 40

Stonebraker, Peter & Liao, Jianwen (2006) Supply Chain Integration: Exploring Product and Environmental Contingencies. *Supply Chain Management: an International Journal*. Volume 11 (1): pp. 34 – 43

Murphy, Patrick., Liao, Jianwen., Welsch, Harold (2006) A Conceptual History of Entrepreneurial Thoughts. *Journal of Management History*. Vol. 12(1): 12 – 35

Liao, Jianwen., Murphy, Patrick., Welsch, Harold (2005) Developing and Validating a Construct of Entrepreneurial Intensity. *New England Journal of Entrepreneurship*. Vol 8(2): pp. 31 - 38

Liao, Jianwen & Welsch, Harold (2005) Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. *Journal of Small Business Management*. Volume 43 (4): 345-362

Liao, Jianwen, Welsch, Harold. & Tan, Weeliang (2005) Venture Gestation Paths of Nascent Entrepreneurs: Exploring the Temporal Patterns. *Journal of High Tech Management Research* 16(1): 1 – 22

Liao, Jianwen (2004) Corporate restructuring, performance and competitiveness: an empirical examination *Competitiveness Review: An International Business Journal*. Vol 15(1): 33 – 48

Stoica, Michael, Liao, Jianwen & Welsch, Harold (2004) Organizational Culture and Patterns of Information Processing: The Case of Small and Medium-sized Enterprises. *Journal of Developmental Entrepreneurship* Vol 9(3): 251 – 266

Stonebrake, Peter & Liao, Jianwen (2004) Environmental turbulence, Strategic Orientation: modeling supply chain integration. *International Journal of Operation & Production Management*. Vol 24 (10): 1037 – 1054

Liao, Jianwen (2004) The Restructuring Scope, Performance and R&D Intensity: Do All Restructuring Activities Create Value? *Advances in Competitiveness Research*. Vol 12 (1): 20 – 36

Liao, Jianwen & Welsch, Harold (2003) Exploring The Venture Creation Process: Evidence from Tech and Non-Tech Nascent Entrepreneurs. In William Bygrave et al (ed.) *Frontiers of Entrepreneurship Research* (p. 662 - 675)

Liao, Jianwen., Welsch, Harold and Pistrui, David (2003) The Patterns of Venture Financing: the Case of Chinese Entrepreneurs. *Journal of Entrepreneurial Finance & Business Ventures*. Vol 8(2): p. 55 – 69

Liao, Jianwen., Welsch, Harold & Stoica, Michael (2003) Organizational Absorptive Capacity and Responsiveness: An Empirical Investigation of Growth-oriented Small and Medium-Sized Enterprises. *Entrepreneurship Theory and Practice*. Vol 28 (1): 63 – 85

Liao, Jianwen and Harold Welsch (2003) Social Capital and Entrepreneurial Growth Aspiration: A Comparison of Technology and Non-Technology-Based Nascent Entrepreneurs. *Journal of High Tech Management Research* Volume 14(1): 149-170

Liao, Jianwen & Harold Welsch (2002) The Temporal Patterns of Venture Creation Process: An Exploratory Study. In William D. Bygrave, Candida G. Brush, Per Davidsson, James Fiet, Patricia G. Greene, (ed). *Frontiers of Entrepreneurship Research*. (p. 14 – 27)

Liao, Jianwen., Harold Welsch, David Pistrui (2001) Environmental and Individual Determinants of Entrepreneurial Growth: An Empirical Investigation. *Journal of Enterprising Culture*. Vol 9 (3): 253 – 272

Liao, Jianwen & Harold Welsch (2001) Social Capital and Growth Aspiration: The Role of Entrepreneurial Networks in Technology-Based New Ventures. In William D. Bygrave, Erkkö Autio, Candida G. Brush,

Per Davidsson, Patricia G. Green, Paul D. Reynolds, Harry J. Sapienza (ed). *Frontiers of Entrepreneurship Research*

Pistrui, David & Jianwen Liao, Harold Welsch (2000) Entrepreneurial Orientation and Family Forces in the New Germany: Similarities and Differences Between East and West German Entrepreneurs. *Family Business Review*. Vol XIII (3): pp. 251 – 263.

Liao, Jianwen (1996) Information Technology Investment: The Effects of Institutional Isomorphism. *Journal of High Technology Management Research* Vol. (7): pp.37-52

Liao, Jianwen & Song, Haidong. (1996) A Typology of MNCs' Information System Development Strategy. (1996) *International Journal of Computer and Engineering Management* Vol (4):2 pp. 43-51

### **Work-In-Progress**

Liao, J. & Qian, Ye (2010) Founding Conditions, Gestation Process and Venture Formation: A Set Theoretic Approach. Target: for *Entrepreneurship Theory and Practice*.

Knowledge Stocks and Internationalization of New Ventures: Evidence from China. Target: *Strategic Entrepreneurship Journal*

Ma, H. & Liao, J. (2010) Competitive Action: A Typology and Environmental Context. Original paper target: *Organizational Dynamics*

Knowledge Stocks, Innovativeness and Internationalization Venturing of New ventures (with Aiqi Wu) Target: *Journal of Business Venturing*

Knowledge Structure, Entrepreneurial Learning and Venture Innovativeness. (with Aiqi Wu). Target: *Academy of Management Journal*.

To Revise or Not to Revise: Business Planning and Venture Creation. (with Benson Honig). Target: *Journal of Business Venturing*

Knowledge Structure, Gestation Process and Venture Formation. (With Jiong Sun). Target: *Management Science*

The Effects of Team Heterogeneity and Homophily on Venture Formation: Untangling Founding Teams of Nascent Ventures. Target: *Strategic Entrepreneurship Journal*

Composition of Entrepreneurial Teams and IPO performance: A Dynamic Capability Perspective. (with Jun Li). Target: *Entrepreneurship Theory and Practices*

Action-Based Strategy (with Hao Ma) Target at *Academy of Management Review*

A case study of HumanZyme Inc. (with Patrick Murphy)

### **Teaching Cases Published**

Liao, Jianwen (2011) the Rise of Anta. Cheung Kong Graduate School of Business (in Chinese)

Liao, Jianwen (2009) K-Touch Cell Phone (天语手机) . Cheung Kong Graduate School of Business (in Chinese)

Liao, Jianwen (2008) P&G: a Strategic Maneuver to the Bottom of the Pyramid. Cheung Kong Graduate School of Business (in Chinese)

Liao, Jianwen (2007) HomeInn (如家). Cheung Kong Graduate School of Business (in Chinese)

Liao, Jianwen (2006) Venture Capital Industry in China. Cheung Kong Graduate School of Business (in Chinese)

### **Grant Reports**

Liao, Jianwen & Gartner, William (2009) Are Planners Doers? Pre-Venture Planning and the Start-Up Behaviors of Entrepreneurs. The *United States Small Business Administration*, Office of Advocacy [#339, Feb 2009 Under Contract SBAHQ-07-M-0379]

Gartner, William & Liao, Jianwen (2007) The Effect of Pre-venture Planning on Venture Survival. The *United States Small Business Administration*, Office of Advocacy [Feb 2007 Under Contract SBAHQ-07-M-0012]. The report was subsequently included in *The Small Business Economy: A Report to the President, 2007*. United States Small Business Administration (pp. 215 - 254)

### **International, National & Regional Conferences: Refereed Proceedings and Presentations**

The Effects of Team Heterogeneity and Homophily on Venture Formation: A PSED Study. The Annual Conference of Academy of Management, Montreal, 2010

Liao, Jianwen and William Gartner (2009) Risk and Its Relationship to Business Start-ups in PSED I. Original paper presented at the 6<sup>th</sup> *Kauffman Foundation Symposium of Panel Study of Entrepreneurial Dynamics*, George Mason University, Fairfax, Virginia.

Liao, Jianwen & Gartner, William (2009) Understanding Entrepreneurial Exit During Organization Emergence: An Integration of Strategic and Behavioral Perspectives. Original paper presented at the *Kauffman/Babson Entrepreneurship Research Conference*, Babson, MA.

Liao, Jianwen & Ye, Qian (2009) Venture Gestation Process and Firm Emergence: A Configurational Approach. Original paper presented at the *Kauffman/Babson Entrepreneurship Research Conference*, Babson, MA.

Liao, Jianwen & Gartner, William (2008) Venture Planning and Gestation Process: An Empirical Investigation of Nascent Entrepreneurs. *Paper presented at the 5<sup>th</sup> Kauffman Foundation Symposium of Panel Study of Entrepreneurial Dynamics*, Greenville, SC.

Liao, Jianwen., Kickul, Jill & Ma, Hao (2008) Organizational Dynamic Capability and Innovation: an Empirical Examination of Internet Firms. Invited presentation at the *Fourth Annual Office Depot/Kauffman Foundation Research Forum on Entrepreneurship and Innovation*. Florida Atlantic University. (April, 2008, Ft Lauderdale, FL)

Liao, Jianwen & Honig, Benson. (2008) Institutional Isomorphism and Environment Uncertainty, Venture Planning (with Benson Honig) Paper to be presented at the *Kauffman/Babson Entrepreneurship Research Conference*. University of North Carolina, Chap Hill

Liao, Jianwen & Gartner, William (2008) Are Planners Doers? Pre-venture Planning and the Startup Behaviors of Entrepreneurs in the PSED. (with Bill Gartner). Paper presented at the *Kauffman/Babson Entrepreneurship Research Conference*. University of North Carolina, Chap Hill

Liao, Jianwen., Pistrui, David & Jacobius, Tom (2008) Innovation across Campus: An Interdisciplinary Approach to Entrepreneurship Education at IIT. *Proceedings of the Annual Conference of the United States Small Business and Entrepreneurship (USASBE)*, (San Antonio, TX)

Liao, Jianwen (2007) The Effect of Pre-venture Plan Timing and Perceived Environmental Uncertainty on the Persistence of Emerging Firms. *Paper presented at the 9<sup>th</sup> West Lake International Conference on Small and Medium-Sized Business*. (HangZhou, China).

Liao, Jianwen & Gartner, William (2007) Behavioral Precursors to Pre-venture Plan Formalization. *Paper presented at the 4<sup>th</sup> Kauffman Foundation Symposium of Panel Study of Entrepreneurial Dynamics*, Charleston, SC.

Liao, J. Li, Jun (2007) Team Homogeneity and Homophily: Untangling Startup Teams. *Proceedings of the Midwest Academy of Management Conference*. Kansas City, Kansas

Liao, Jianwen., Pistrui, David., Welsch, Harold (2007) Environmental Uncertainty, Gestation Activities and Firm Emergence. *Proceedings of the Annual Conference of International Council for Small Business (ICSB)*. Turku, Finland.

Liao, Jianwen & Li, Jun (2007). Founding Team Characteristics, Environmental Uncertainty and New Venture Creation: A Study of Nascent Ventures. *Strategic Management Society Conference*. San Diego, California

Liao, Jianwen & Gartner, William (2005) The Effects of Pre-Venture Plan Timing and Uncertainty on the Survival of Emerging Firms. *Paper presented at the Nascent Entrepreneurship: The Hidden Potential Conference*, Durham, UK.

Murphy, Patrick., Liao, Jianwen & Welsch, Harold (2005) Conceptual History of Entrepreneurial Thoughts. *Best Paper Proceedings of the Annual Meeting of the Academy of Management*, 2005. (Honolulu, Hawaii).

Liao, Jianwen & Gartner, William (2005) Making Sense and Cents Making in Pre-Venture Business Planning: Evidence from the Panel Study of Entrepreneurial Dynamics. *Original paper presented at Kauffman/Babson Research Conference*. 2005 (Boston, MA)

Liao, Jianwen & Kickul, Jill (2005) An immersion into the Dynamic Capability Model of Innovation: An Empirical Test Involving E-entrepreneurs. *Proceedings of the Annual Conference of the United States Association of Small Business and Entrepreneurship*. Indian Wells, California

Liao, Jianwen., Welch, Harold (2005) Success Factors among Philippine Entrepreneurs. *Proceedings of the Annual Conference of the United States Association of Small Business and Entrepreneurship* (2005), Indian Wells, California (with Harold Welsch)

Liao, Jianwen., Welch, Harold & Tan, Weeliang (2004) Family Business Succession Plan: the Effect of Paternalism and Professionalism. *Proceedings of the Annual Meeting of Decision Science Institute*. (Boston, MA).

Murphy, Patrick., Liao, Jianwen & Welsch, Harold (2004) Paths of Entrepreneurship Research: An Epistemological Analysis. *Paper presented at the Third Movements of Entrepreneurship Publication Workshop*. Stockholm, Sweden

Stonebraker, Peter & Liao, Jianwen (2004) Supply Chain Configuration: A Typological Approach. *Proceedings of the Production and Operation Management Society (POMS) Cancun, Mexico*

Liao, Jianwen., Welsch, Harold & Moutray, Chad (2004) Entrepreneurial Discontinuance and the Start-up Resources of Nascent Entrepreneurs. *Proceedings of the 18<sup>th</sup> Annual Conference of the United States Association for Small Business and Entrepreneurship*, Dallas, Texas

Liao, Jianwen & Welsch, Harold (2003) Patterns of Venture Financing: The Case of Chinese Entrepreneurs. *Proceedings of the Annual Conference of Academy of Entrepreneurship Financing*. Chicago, IL (May, 2003)

Stonebraker, Peter & Liao, Jianwen (2003) Toward an Integrative Model of Supply Chain Management: Product Life Cycle and Environmental Variables. *Proceedings of the Annual Conference of Production and Operation Management Society (POMS)*, Atlanta, Georgia

Liao, Jianwen & Welsch, Harold (2003) Exploring The Venture Creation Process: Evidence from Tech and Non-Tech Nascent Entrepreneurs. Paper presented at 23<sup>rd</sup> Babson-Kauffman Entrepreneurship Research Conference. Babson Park, MA.

Stonebraker, Peter & Liao, Jianwen (2003) Environmental Turbulence, Strategic Orientation: Toward an Integrated Model of Supply Chain Integration. *Proceedings of the Annual Conference of Midwest Academy of Management*. St. Louis, MO.

Liao, Jianwen (2003) Entrepreneurial Commitment, Motivation and Growth Aspiration: the Case of Chinese Entrepreneurs. Original paper to be presented at the 16<sup>th</sup> Annual Conference of United States Association for Small Business and Entrepreneurship. (USASBE), 2003. Hilton Head Island, South Carolina

Liao, Jianwen (2002) Absorptive Capacity and Organizational Responsiveness: The Case of SMEs. *Proceedings of the Annual Conference of Decision Science Institute*. San Diego, CA 2002

Liao, Jianwen & Welsch, Harold (2002) The Temporal Patterns of Venture Creation Process: An Exploratory Study. Paper presented at 22<sup>st</sup> Babson-Kauffman Entrepreneurship Research Conference, Boulder, Colorado. Full paper was published at *Frontier of Entrepreneurship Research*.

Liao, Jianwen & Welsch, Harold (2002) Entrepreneurial Intensity: An Emerging Construct. *Proceedings of the 15<sup>th</sup> Annual Conference of US Association for Small Business and Entrepreneurship*.(USASBE), Reno, Nevada

Liao, Jianwen & Welsch, Harold (2001) Social Capital and Growth Aspiration: The Role of Entrepreneurial Networks in Technology-Based New Ventures. The 22<sup>st</sup> Babson-Kauffman Entrepreneurship Research Conference, Full paper publication at *Frontiers of Entrepreneurship Research*. Glasgow, UK

Liao, Jianwen & Welsch, Harold (2001) Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. Paper presented at *the Annual Meeting of Academy of Management*. Washington D.C.

Liao, Jianwen & Stoica, Michael & Welsch, Harold (2001) Absorptive Capacity and Firm Responsiveness: An Empirical Investigation of Growth-Oriented Firms. *Proceedings of the 14<sup>th</sup> Annual Conference of US Association for Small Business and Entrepreneurship*.(USASBE), Orlando, FL

Liao, Jianwen & Welsch, Harold (2000) Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. Original paper presented at Greif Symposium on Emerging Organizations, *Lloyd Greif Center for Entrepreneurial Studies of University of Southern California*, (November 9 – 11).

Liao, Jianwen & Stoica, Michael & Welsch, Harold (2000) Modeling SME Performance: An Analysis of Industry Structure, SMEs' Strategy, and Organizational Structure. Paper presented at *Babson/Kauffman Entrepreneurship Research Conference*, Babson, MA.

Liao, Jianwen & Stoica, Michael & Welsch, Harold (2000) Is Organizational Culture a Good Predictor of SME Information Processing?

*Proceedings of the 13<sup>th</sup> Annual Conference of US Association for Small Business and Entrepreneurship.*(USASBE), San Antonio, TX

Liao, Jianwen & Pistrui, David & Welsch, Harold (1999) Individual and Infrastructure Determinants of Entrepreneurial Growth: What Matters More? *Proceedings of the International Conference of Small Business Management (ICSB)*. Napel, France.

Liao, Jianwen & Pistrui, David & Welsch, Harold (1999) Internal and External Predictors of Entrepreneurial Growth: An Empirical Investigation of the Moderating Effects of Infrastructure Elements. *Proceedings of the 12<sup>th</sup> Annual Conference of US Association for Small Business and Entrepreneurship.*(USASBE), San Diego, CA.

Liao, Jianwen & Pistrui, David & Welsch, Harold (1999) Entrepreneurial Orientation and Family Forces in the New Germany: Similarities and Differences Between East and West German Entrepreneurs. *Proceedings of RENT XIII Research in Entrepreneurship and Small Business*, Germany

Liao, Jianwen & Pistrui, David & Welsch, Harold (1998) Entrepreneurial Expansion Plans: An Empirical Investigation of Infrastructure Predictors. *Proceedings of RENT XII Research in Entrepreneurship and Small Business*, Lyons, France

Liao, Jianwen (1998) Corporate Restructuring During the 1980s: An Empirical Investigation of Its Antecedents and Consequences. *Proceedings of the Annual Meeting of National Academy of Management*, San Diego, CA

Liao, Jianwen & Zhao, Jun (1998) Business Scope, Business Relatedness and Firm Profitability: The Effect of Corporate Refocusing. *Proceedings of the Annual Meeting of National Academy of Management*, San Diego, CA

Zhao, Jun., Liao, Jianwen & Ponce de Leon, Jesus (1997) Resource-based View: An Emerging Paradigm for Strategy? *Proceedings of National Academy of Management*, Boston, MA

Liao, Jianwen & Stubbart, Charles (1996) Corporate Restructuring and Performance: Do All Restructuring Activities Create Value? *Proceedings of Annual Meeting of Southern Management Association*. New Orleans, LA

Liao, Jianwen & Mypoi, Richard (1996) Asset Specificity, Efficiency Boundary and Vertical Disintegration. *Proceedings of 39th Annual Meeting of Midwest Academy of Management*, South Bend, IN

Liao, Jianwen & Zhao, Jun (1996) Strategic Changes and Strategic Persistence: An Inter-organizational Network Perspective. *Proceedings of the 39th Annual Meeting of Midwest Academy of Management*, South Bend, IN

Liao, Jianwen (1995) Technology and Competitive Advantages: Toward an Integrated Theoretical Model. *Proceedings of the 26th National Conference of the Decision Sciences Institute*. Boston, MA (1995)

Liao, Jianwen (1995) Strategic Management of Technology: A Literature Review. *Proceedings of the 26th Annual Meeting of Midwest Decision Science Institute*, St. Louis, MO. (1995)

Liao, Jianwen & Song, Haidong (1995) A Typology of MNCs' Information System Development Strategy. *Proceedings of The 24th Annual Meeting of the Western Decision Science Institute*, San Francisco, CA (with H. Song, 1995)

Liao, Jianwen (1995) Measuring Strategic Performance: A Critical Review. *Proceedings of the 38th Annual Meeting of Midwest Academy of Management*, St. Louis, MO.

Liao, Jianwen (1995) Institutional Influences on Information Technology Adoption *Proceedings of the 38th Midwest Academy of Management*, St. Louis, MO.

Liao, Jianwen (1995) Construct Ambiguity in Organization Theorizing: Advantages or Disadvantages? *Proceedings of the 38th Annual Meeting of Midwest Academy of Management*, St. Louis, MO.

Liao, Jianwen & Song, Haidong (1994) Information System Planning: A Typology. *Proceedings of the 25th Meeting of Midwest Decision Science Institute*, Cleveland, OH.

Liao, Jianwen (1994) Information Technology Investment: An Institutional Perspective. *Proceedings of 25th Annual Meeting of National Decision Science Institute*, Hawaii.

Liao, Jianwen (1994) A Theoretical Model of Business Strategy and Information System Planning. *Proceedings of 25th Annual Meeting of National Decision Science Institute*, Hawaii.

Liao, Jianwen & Song, Haidong (1994) Toward A Theoretical Model of Information System Development in MNCs. (Table Topics) *Proceedings*

*of 25th Annual Meeting of National Decision Science Institute, Hawaii.*  
(with H. Song, 1994)

Liao, Jianwen & Mypoi, Richard (1994) Schooling of Organization Theory: The Second Day of School. *Proceedings of the Second Organizational Studies Doctoral Conference*, Seattle, WA.

Liao, Jianwen & Mypoi, Richard (1994) Process of Formation of International Strategies: A Multidisciplinary Approach. *Proceedings of the Second Organizational Studies Doctoral Conference 94* (Seattle, WA)

## **PROFESSIONAL SERVICES**

### Editorial Board

- *Journal of Small Business Management*. (December 2009 – Present)
- *Journal of Leadership and Organizational Studies*. The official journal of Midwest Academy of Management (March, 2008 – Present).

### Journal Guest Editor, Reviewers and others

- Ad hoc reviewer for *Entrepreneurship Theory and Practice* (2004, 2005, 2006, 07, 08, 09, 10).
- Ad hoc reviewer of *Journal of Business Venturing* (07, 08, 09, 10)
- Ad hoc reviewer, *International Journal of Entrepreneurship and Innovation Management* (March 08)
- Guest editor, *International Journal of Organization Analysis* (June 2008)
- Reviewers of the *National Academy of Management Conference* (95 - 09)
- Reviewer for the Conference of the *International Association of Chinese Management Association* (Nov 2007)
- Ad hoc reviewer for *Journal of High Tech Management Research* (2004, 2005, 2006)
- Guest Editor, “Methodology and Measurement in Entrepreneurship Research.” *Journal of Enterprising Culture* (September, 2005)
- Ad hoc review for *Journal of Small Business Management* (2004, 2005, 2006, 2007, 2008, 2009)
- Regional Advisory Board, United States Small Business Administration (May 2003-)
- Panel Chair, “Practitioners’ View of Useful Entrepreneurship Research.” The 17<sup>th</sup> Annual Conference of United States Small Business and Entrepreneurship (USASBE), Hilton Island, SC (January, 2003)
- Founding Member of International Association for Chinese Management Research (IACMR) (2001)

- Session Chair, Entrepreneurship Division, Academy of Management Conference, Washington D.C. 2001
- Served on the business advisory board of college business publication division of Houghton Mifflin Publishing, 2000
- Invited Guest Reviewer for the Journal of Developmental Entrepreneurship, 1999, 2001, 2002
- Paper reviewer for USASBE (1999 – 2008)
- Paper reviewer for Midwest Academy of Management (1994 – 08)

#### Thesis/Dissertation Committee

- Thesis Advisors, 2012 – present, CKGSB
- Dissertation Committee Member. Robert Fuller, Oregon State University (2004 – 2008).
- Dissertation Committee, David Pistrui, Department of Applied Economics, University of Barcelona (2003)

#### External Services

- Regional Advisory Board. United States Small Business Administration (2001 – 2004)
- Panelist, IIEE Young Entrepreneurs Conference (Chicago, IL), May, 2008
- Member of Organizing Committee, the 9<sup>th</sup> West Lake International Conference of Small and Medium-sized Enterprises. (Hang Zhou, 2007 – present).

#### Commissioned Projects

- Coleman Foundation Program Assessment Project (2007). Built on Logic Model, I developed an online program assessment system that enables Coleman Foundation to standardize grant application and grant evaluation processes. (in collaboration with David Pistrui).
- United Small Business Administration (2006-2007). Commissioned report on analyzing the effect of Business Planning on Venture Creation based on Panel Study of Entrepreneurial Dynamics.

### UNIVERSITY SERVICES

- Coached two students (Ryan Witthans, an undergraduate in Chemistry and Shabab Amiruddin, a doctoral student from Biomedical) to participate in the International Business Plan Competition at University of San Francisco. The business plan explores the opportunity of developing a fiber-optic blood sensor that monitors patients' conditions in real time, eliminating the need for time-consuming and expensive repeated blood tests. It won “*Microsoft Technology Pioneer*” award (April 2008).
- IIT Motorola Business Plan Advisor (Spring 2008)

- IIT PRO/EnPRO Business Plan Judge (2006, 2007)
- Coached student teams from Illinois Institute of Technology to participate in “Ideas to Products” I2P Business Opportunity Competition hosted at St. Louis University. A number of teams were the finalists among teams from other 12 universities (March 9, 2007, 2008, 2009, and 2010).

### Committees

- 2013; 1) 人大财经委财政委员会电子商务法专家小组成员。该委员会有吕祖善、彭森、尹中卿、熊群力、辜胜阻副主任委员负责。
- November, 2013; 2) 深圳创新南方中心专家组成员。该中心是科技部与深圳市政府/科技创新委共同筹办的一个科技产业化中心，目的是协同深圳的产业实力和香港的软实力，聚集金融、法律、研究等要素，形成“硅谷”似的综合科技产业服务平台。该专家组主要来自于香港科大，Stanford, Oxford 等机构。
- An ad hoc committee on Mobile Technology (May 10 – present)
- Committee Member, Search Committee of Athlete Director (Feb 2010 – June 2010)
- Committee member, Undergraduate Curriculum Committee (August 08 - )
- Committee member, Sustainable Innovation Theme, IIT (May, 09 - )
- Committee member, Master of Public Administration Review Committee, Stuart School of Business, IIT (March, 09 - )
- Committee member of Joint-Degree on Intellectual Properties (Kent School of Law and Stuart Business School. (March 08 – March 2009)
- Cross Campus Entrepreneurship Initiative Committee (October 2007 – present )
- Research Committee, Stuart School of Business (August, 2007 - 2008)
- Technology Entrepreneurship Curriculum Committee, Stuart School of Business (September 2007 - present)
- Committee member, EMBA/MBA curriculum, IIT (September 2006 – 2007)
- Committee member, Reviewing and restructuring entrepreneurship program, IIT (September, 2006)
- Committee Member of NEIU Outcome Assessment Task Force (2004 – May 2006)
- Member of Department Search and Screen Committee (2005 – present)
- Member of NEIU COR Grant Award Committee (2003 - 2005)
- Committee Member, Graduate School Advisory Committee (2002 – present)
- Student Research Advisor (Joyce Zou): Family Succession Plan: The Effect of Paternalism and Entrepreneurialism (2004)

- Student Research Advisor (Daniel Kusic): The Key Success Factors of Small Business: A Case study (2003)
- Member of Research Committee, Department of Management and Marketing, NEIU, 2001 – 2006
- Member of Search and Screen Committee, Department of Management and Marketing, NEIU, 2001 – 2003
- Curriculum Chair, Department of Management, Robert Morris College (1997 – 1998)

**INVITED  
PRESENTATIONS/SPEECHES/TV  
APPEARANCES**

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- Keynote Speech, “Innovation 2.0: Co-creating Unique Customer Experience” Cheung Kong ShenZhen Forum, ShenZhen, China (March, 2011)
- Keynote Speech, “Doing well by doing good: the Emergence of Social Enterprises” Cheung Kong ShenZhen Forum, ShenZhen, China (Aug 22, 2010)
- “The China Inc: How Chinese Firms Shape Global Competition.” Invited speech at the program of “**Global Business Strategy: China**” Columbia Business School Executive Education (**August 5–6, 2010**)
- Keynote Speech, “Financial Crisis and Strategic Transformation” Xi’ An High Tech Economic Development Zone (July 31, 09)
- Keynote Speech, “Challenges of Chinese Disruptive Innovators” Shanghai MNC Expatriates Forum (June 23, 2009)
- Keynote speech, “Financial Crisis and Strategic Transformation of Chinese Firms” CNBC China (March 26, 2009)
- Keynote Speech, “Mindsets of Strategic Innovation”, CKGSB Forum Shanghai (March 26, 2009)
- Invited panelist, “Dialogue” CCTV 9. Commenting on the big three automakers seeking US government bailout (December 1, 08)
- Keynote speaker, “How do Chinese Cost Innovation Disrupting Global Competition” Northeastern Illinois University (Feb, 2008)
- Panel Discussant “Disruptive Innovations” CNBC, China (September 2006)
- Panelist, “Strategic Decision” TV program on CNBC China, (January 2006)
- Invited presentations at the *first Kaufmann/Clemson Symposium on Panel Study of Entrepreneurial Dynamics* (November, 2004).
- Doing Business with Chinese. Invited workshop for the government agencies of Bahamas, including Ministry of Foreign Affairs, Bahamian Port Authority and Bahamas Bureau of Tourism (June 21, 2004).

- China: Business Opportunities and Challenge. Invited presentation delivered at the *NEIU Ninth Annual Asian American Heritage Week* (April, 2004)
- Chinese Management Style. Invited presentations delivered at *the NEIU Second Asian International Business Conference*. (February, 2003)
- Identifying and Managing Disruptive Technology. Invited presentation at Andersen Consulting (now Accenture) Worldwide Headquarter, Chicago. (February, 2000)

### **PROFESSIONAL AFFILIATION**

- The Academy of Management (AOM): Business Policy & Strategy, Entrepreneurship and Technological Innovation Division
- United States Association of Small Business and Entrepreneurship (USASBE)
- Strategic Management Society (SMS)
- Founding member of International Association for Chinese Management Research (IACMR)

### **PROFESSIONAL DEVELOPMENT**

- Qualitative Comparative Analysis (QCA), Research seminar at Virginia Commonwealth University (May 11 – 13, 09)
- Sedona Training (March 13, 2009)
- Stanford University Technology Entrepreneurship Program (Oct 22 – 24, 2006)
- Experiential Classroom IV, Program in Entrepreneurship and Emerging Enterprises, Syracuse University (September 18 – 21, 2003)
- Case Development Seminar, Harvard Business School (Nov., 2002)
- Case Teaching Seminar, Harvard Business School (May, 1998)
- Certified data miner, SPSS Clementine® (March 1999)

### **GRANTS FOR PROGRAM DEVELOPMENT**

- \$750,000 from Coleman Foundation in support of entrepreneurship program development across science, design, architecture (with David Pistrui as the program leader) (2006)
- \$ 1.3 million from Kern Family Foundation in support of infusing entrepreneurship program across the engineering and science program at IIT (with David Pistrui as the program leader) (2008)

### **RESEARCH GRANTS**

- Financing the emerging firm: An exploratory study. (\$30,000). Research grant proposal submitted to *United States Small Business Administration* (with Bill Gartner, Casey J. Frid)
- Summer Research Grant. \$10,000. *Stuart School of Business, Illinois Institute of Technology* (May, 2008)
- Received \$30,000.00 research grant for the proposal of “Business Planning and Start-up Behaviors: An Exploratory Study” from *the United States Small Business Administration* (June 2007)
- Received \$20,000.00 research grant from *US Small Business Administration* for the proposal of “Business planning and venture Emergence” (June 2006)
- Received \$5000.00 curriculum development from *Coleman Foundation* (August 2006)
- Received research grant for Research Community Award (\$5,000) from *NEIU Foundation* 2004.
- Received *NEIU Committee on Organized Research (COR) Grant* for the amount of \$2700 (2003 - 2004)
- Received *NEIU Committee on Organized Research (COR) Grant* for the amount of \$3000 (2002 – 2003)
- Received *Coleman Foundation Research Grant* (\$3,000) for a White Paper on Historical Evolution of Entrepreneurship Research, 2003
- Received *Coleman Foundation Research Grant* (\$8,000) for a White Paper on Business Failures and Dissolution, 2002
- Received *Coleman Foundation Research Grant* (\$5,000) for a White Paper on Entrepreneurial Growth Strategy 2001
- Received *Coleman Foundation Research Grant* (\$20,000.00) for the Panel Study of Entrepreneurial Dynamics (1999)
- Received a renewed research grant for \$4,500.00 (Jan. 1996) from *Office of Research and Development Administration at Southern Illinois University*. By adopting the Case study approach, this research project aims to survey the managerial decision making process during corporate restructuring period.
- Received *Dissertation Research Grant* for \$10000.00 (April 1995) from Graduate School, Southern Illinois University at Carbondale.
- Received Special Research Grants, *Office for Research and Development Administration (ORDA), SIUC* (December 1995). The research project aims to investigate the influences of different corporate restructuring strategies on firms' performance (\$ 8,638.00). (Co-principal investigator with Dr. Stubbart).
- Received a competitive summer research grant from *Pontikes Center for Management of Information, Southern Illinois University at Carbondale*, effective Mar. 1995 (\$1,400.00). The project was a continuation of the project funded by the center at summer 1994). It focused on empirical validation of the institutionalized IT investment model.

- Received a competitive research grant from *Pontikes Center for Management of Information, Southern Illinois University at Carbondale*, effective Summer 1994 (\$ 3000.00). The research project aims to construct a theoretical model for the effect of institutional isomorphism on information technology investment. The research findings were presented at the External Advisory Board Meeting, *Pontikes Center for Management of Information, SIUC*.

## **AWARDS**

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- Outstanding Reviewer Award (2008 – 2009), *Journal of Business Venturing*
- Faculty Excellence in Graduate Teaching, Illinois Institute of Technology (2007 - 2008)
- Faculty Excellence Award in Research. Northeastern Illinois University (2004 – 2005)
- Faculty Excellence Award in Research. Northeastern Illinois University (2003 – 2004)
- Faculty Excellence Award in Research. Northeastern Illinois University (2002 – 2003)
- Dean's Recognition for Teaching Excellence, Hong Kong University of Science and Technology (2001)
- Best Empirical Paper Award from *the 14<sup>th</sup> Annual Conference of US Association for Small Business and Entrepreneurship.(USASBE)*, Orlando, FL (with Harold Welsch, Michael Stoica, 2001)
- Outstanding Teaching Award from Robert Morris College, 1998.