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**Academic
Positions**

Associate Professor, School of Management, George Mason University, current
Area Chair for Management and Business Law, 2006-2008
Area Coordinator for Management and Business Law, 2003-2006
Associate Faculty, Center for Global Studies, George Mason University, current
Visiting Faculty, Indian School of Business, Hyderabad, December 2005
Assistant Professor, School of Management, George Mason University, 1995-2001
Visiting Assistant Professor, School of Management, George Mason University,
1994-1995

Education

Yale University, Doctor of Philosophy, Organizational Behavior, 1994
Harvard University, Bachelor of Arts, cum laude in general studies, concentration in
government, 1979

**Awards,
Honors,
Grants, and
Major
Professional
Activities**

Fulbright Scholar Lecture-Research Grant for the Mediterranean School of Business,
Tunis, Fall 2008

Nominated for Carolyn Dexter Best International Paper Award, Academy of
Management 2007, for “Intercultural interaction in distributed teams: Saliency of
*and adaptation to cultural differences” (short version published in *Academy of**
Management Best Paper Proceedings, 2007)

Best Published Paper Award 2002, given by the Organizational Communication and
Information Systems Division of the Academy of Management for “The mutual
knowledge problem and its consequences for dispersed collaboration”
(Organization Science, 2001)

National Science Foundation grant, \$410,000 to support research on subgroup
dynamics in internationally distributed work teams, focusing on use of
technology and team effectiveness (with P. Hinds), 2002-2005

Bechtel Foundation grant, \$250,000 to support research concerning subgroup
dynamics in international distributed work teams, focusing on cross-national
learning processes (with P. Hinds and M. Lepper), 2002-2005

Editorial Review Board, Organization Science, 2006-current

Representative-at-Large to the Executive Committee of the Organizational
Communication and Information Systems Division of the Academy of
Management, 2004-2007

Newsletter Co-Editor, Organizational Communication and Information Systems
Division of the Academy of Management, 2004-2005

Academy of Management Communications Committee, 2003-2004

Organizational Communication and Information Systems Division representative to the Academy of Management Council, 2001-2003

Finalist, National Decision Sciences Institute Instructional Innovation Award, 1997, in recognition of the Virtual Learning Environment Project. The project brought together in teams graduate business students from nine universities around the world. Tasked with creating a business plan for an Internet-based business, participants learned about distributed, inter-organizational collaboration

Summer Research Award for Tenure-Track Faculty, George Mason University, 1996-2000 (eligibility limited to every other year)

Celebration of Learning Grant, George Mason University, 2000. Supporting continued development of the Virtual Organization Workshop, \$2,880

Most Innovative Session Award, Organizational Behavior division of the Academy of Management, 2000, for "Virtual teams: A new team form for the new century?" \$500

**Research
Interests**

Cross-cultural adaptation in globally distributed teams
Information-sharing and relationship development in distributed work teams
Teamwork in the software development industry
Dynamics of interpersonal conflict
Subgroup dynamics
Impact of technology on teamwork

Publications

Cramton, C.D. & Hinds, P.L. (2009). The dialectical dynamics of nested structuration in globally distributed teams. To appear in G. Solomon, Ed., *Academy of Management Best Paper Proceedings*, on CD ROM.

Cramton, C.D., Orvis, K.L. & Wilson, J.M. (2007). Situation invisibility and attribution in distributed collaborations. *Journal of Management* 33(4), 525-546.

Cramton, C.D. & Hinds, P.L. (2007). Intercultural interaction in distributed teams: Salience of and adaptations to cultural differences. In G. Solomon, Ed., *Academy of Management Best Paper Proceedings*, on CD ROM.

Cramton, C.D. & Hinds, P.L. (2005). Subgroup dynamics in internationally distributed teams: Ethnocentrism or cross-national learning? *Research in Organizational Behavior*, 26, 231-263.

Cramton, C.D. & Webber, S.S. (2005). Relationships among geographic dispersion, team processes, and effectiveness in software development work teams. *Journal of Business Research*, 58(6), 758-765.

Cramton, C.D. & Orvis, K.L. (2003). Overcoming barriers to information sharing in virtual teams." In C. Gibson & S. Cohen, Eds., *Virtual Teams That Work: Creating Conditions for Effective Virtual Teams*, pp. 214-230. San Francisco: Jossey Bass.

- Cramton, C.D. (2002). Finding common ground in dispersed collaboration. *Organizational Dynamics*, 30(4), 356-367.
- Cramton, C.D. (2002). Attribution in distributed work groups. In P. Hinds & S. Kiesler, Eds., *Distributed Work: New Research on Working Across Distance Using Technology*, 191-212. Cambridge, MA: MIT Press.
- Cramton, C.D. (2001). "The mutual knowledge problem and its consequences for dispersed collaboration." *Organization Science*, 12(3), 346-371.
- Scott, D., Cramton, C.D., Gauvin, S., Jones, B. & Steinke, G. (1999). Crossing the international teaching divide: The evaluation of an Internet-based teaching project. *Journal of Teaching in International Business*, 10 (3&4), 61-80.
- Cramton, C.D. (1999). Learning through the ages: What adult development theory brings to management classes. *Journal of Management Education*, 23(4), 437-443.
- Lobert, B., Cramton, C.D., Gauvin, S. & Scott, D. (1998). Virtual learning environment: Preparing for knowledge work in the 21st century. *Journal of Computer Information Systems*, 38(4), 1-8.
- Cramton, C.D. (1997). Information problems in dispersed teams." In L. Dosier & J. Keys, Eds., *Academy of Management Best Paper Proceedings*, 298-302.
- Barry, D., Cramton, C.D. & Carroll, S.J. (1997). Navigating the garbage can: How agendas help managers cope with job realities. *Academy of Management Executive*, 11(2), 26-42.
- Cramton, C.D. & Rait, D.S. (1994). Dimensions of work-family interface. *The Community Psychologist*, special issue on home-work interface, 27(2), 45-48.
- Cramton, C.D. (1993). Is rugged individualism the whole story? Public and private accounts of a firm's founding. *Family Business Review*, 6(3), 233-262.

**Working
Papers and
Work in
Progress**

- Hinds, P.J. & Cramton, C.D. Situated "knowing who": Why site visits matter in global work. Revise and resubmit invitation.
- Cramton, C.D. & Hinds, P.J. A cross-site thread: The struggle to resolve cross-national differences in globally distributed teams. Under revision.
- Beyene, T., Hinds, P. & Cramton, C.D. Walking through jelly: Language proficiency, emotions, and disrupted collaboration in global work. Under revision.
- Wiggins, B. & Cramton, C.D. Situational information sharing, attribution and performance under distributed and collocated conditions. Under revision.

**Invited
Presentations**

- Carnegie Mellon University, 2006
INSEAD, 2005
University of Maryland Department of Psychology, 2005
Harvard Business School, 2004

Cognitive Research Exchange Workshop, ICIS 2004
Workshop for U.S. District Court Deputies-in-Charge, 2002
Kogod School of Business, American University, 2002
Harvard-MIT Tele-Conference on Virtual Teams Research, 2002
National Graduate Student Webshop, 2000
Stanford Center for Work, Technology and Organization, 1999
R.H. Smith School of Business, University of Maryland, 1999

**Conference
Presentations**

- Cramton, C.D. & Cronin, M.C. (2008). Triangulation processes. Presented at the Interdisciplinary Network for Group Research conference, Kansas City, MO.
- Cramton, C.D. & Hinds, P.L. (2008). Being in the right place with the right people: How the structure of offshore collaborations impacts influence dynamics. Presented at the European Group for Organizational Studies colloquium, Amsterdam, Netherlands.
- Cramton, C.D. & Hinds, P.L. (2008). The nested structuration of salient cultural differences in internationally distributed teams. Presented at the Davis Conference on Qualitative Research, Davis, CA.
- Cramton, C.D. & Hinds, P.L. (2007). Situated cross-cultural adaptation in distributed teams: The interpenetration of culture and work. Presented at the annual meeting of the Academy of Management, Philadelphia, PA.
- Hinds, P.L. & Cramton, C.D. (2007). Situated “knowing who”: Why site visits matter in global work. Presented at the annual meeting of the Academy of Management, Philadelphia, PA.
- Cramton, C.D. & Hinds, P.L. (2007). Leadership, learning and adaptation in internationally distributed work teams. Presented at the First International Workshop on Intercultural Collaboration, Kyoto, Japan.
- Cramton, C.D. & Hinds, P.L. (2006). Leadership processes in the development of internationally distributed team collaborations. Presented at the annual meeting of the Academy of Management, Atlanta, GA.
- Köhler, T., Cramton, C.D., & Hinds, P.L. (2006). Design and validation strategies for qualitative study of international teams. Presented at the Interdisciplinary Network for Group Research conference, Pittsburgh, PA.
- Beyene, T., Hinds, P. & Cramton, C.D. (2005). Language challenges in international work: The impact of uneven proficiency in the lingua franca. Presented at the annual meeting of the Academy of Management, Honolulu, HI.
- Wiggins, B. & Cramton, C.D. (2005). Situational information sharing, attribution and performance under distributed and collocated conditions. Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Cramton, C.D. (2004). Using intergroup theory to conduct international research on teams. Presentation for Professional Development Workshop, Academy of Management annual meeting, New Orleans, LA.

- Cramton, C.D. & Hinds, P.L. (2003). Subgroup dynamics in internationally distributed teams: Ethnocentrism or cross-national learning? Presented at the annual meeting of the Academy of Management, Seattle, WA.
- Cramton, C.D. & Orvis, K.L. (2002). Attribution behavior in distributed dyads. Presented at the annual meeting of the Academy of Management, Denver, CO.
- Cramton, C.D. & Wilson, J.M. (2002). Explanation and judgment in distributed groups: An interactional justice perspective. Presented at the annual meeting of the Academy of Management, Denver, CO.
- Cramton, C.D. & Orvis, K.L. (2001). Information processing in virtual teams. Presented for "Creating conditions for effective virtual teams: A meeting of minds and sharing of practice," University of Southern California.
- Cramton, C.D. (2000). Achieving co-production through inter-organizational teams: An intergroup perspective. Presented at the annual meeting of the Academy of Management, Toronto, Canada.
- Cramton, C.D. (2000). Attribution processes in dispersed work groups. Presented at the Conference on Distributed Work, Carmel, CA.
- Cramton, C.D. (2000). Inter-organizational teams as an occasion of organizing. Presented at the 4th annual conference on Research on Managing Groups and Teams, Stanford University.
- Cramton, C.D. & Webber, S.S. (1999). Modeling the impact of geographic dispersion on work teams. Shared Interest Track presentation at the annual meeting of the Academy of Management, Chicago, IL.
- Cramton, C.D. & Pennarola, F. (1999). Preparing students for virtual teamwork. Presented at the 6th annual International Organizational Behavior Teaching Conference, Milan, Italy.
- Cramton, C.D. (1998). Geographic dispersion and knowledge management in project-based organizations. Presented at the annual meeting of the Academy of Management, San Diego, CA.
- Cramton, C.D. (1997). Information problems in dispersed teams. Shared Interest Track presentation at the annual meeting of the Academy of Management, Boston, MA.
- Cramton, C.D. (1997). Management skills for the millennium: The Internet and cross-cultural teaming. Presented at the annual meeting of the Organizational Behavior Teaching Society, Cleveland, OH.
- Boiney, L. & Cramton, C.D. (1997). Initial findings from the AMS-GMU study of information technology work teams. Presented at the American Management Systems Fall Associates' Conference, Fairfax, VA.
- Cramton, C.D. (1996). The new (virtual) group project. Presented at the annual meeting of the Organizational Behavior Teaching Society, Keene, NH

Dissertation	<i>The Entrepreneurial Family</i>
Primary Teaching Interests	Organizational behavior Managing virtual work Cross-cultural and global management Teamwork, communication, and interpersonal dynamics
Courses Developed and Taught	<i>Managing Virtual Work</i> , GMU MBA program and Indian School of Business MBA program, Hyderabad, India <i>Cross-Cultural and Global Management</i> , undergraduate business program <i>Teamwork and Interpersonal Dynamics</i> , Technology Management master's degree program <i>Leadership in Life Stories</i> , Senior Honors Seminar, undergraduate business program <i>Organizational Behavior</i> , MBA, EMBA, and undergraduate programs <i>Organization Theory and Development</i> , undergraduate program
Special Projects	<i>Cross-Cultural Learning Laboratory, 2007</i> . Partnered with the Niels Brock Business Academy in Copenhagen and Ludwig-Maximilians-Universität in Munich to offer a six-week cross-cultural learning experience to students in MGMT 461, Cross-Cultural and Global Management <i>Virtual Organization Workshop, 1998</i> . <i>Virtual Organization Workshop 2, 1999</i> , creator and project leader. The project brings together graduate business classes at three universities around the world for a six-week collaborative technology-enabled project. Partners in 1999 were University of Auckland and University of Western Australia. Partners in 1998 were Carnegie Mellon University and Bocconi University (Milan). Research data collected <i>Partners for the Study of Project Leadership, 1998-2000</i> . With GMU Prof. Richard Klimoski, I formed a consortium of five high technology businesses and a team of researchers to identify critical leadership competencies in project-based organizations
Media Exposure	"Teams without borders." American Management Association newsletter, June 2006. "You've got soliloquy." <i>Toronto Globe and Mail</i> , September 28, 2002. "E-Mail: The "E" doesn't mean easy." <i>BusinessWeek Online</i> , June 19, 2001. "Bumpy road for teleworkers," <i>Palo Alto Weekly</i> , October 27, 1999. "The luck and loneliness of the long-distance worker," Stanford University News Service, September 8, 1999, distributed nationally to various media. "Virtual learning environment: Preparing for the knowledge age." <i>Decision Line</i> , December-January, 1999. "Working together but apart," <i>Management Review</i> , September 1998. "New team building techniques and skills needed for electronic collaboration across long distances," <i>MasonBusiness</i> , 2 (1), 1997.

**Ad Hoc
Reviewing
Activity**

Academy of Management Journal
Academy of Management Review
Communications of the ACM
Family Business Review
Hawaii International Conference on System Sciences
Information & Organization
Information Systems Research
International Conference on Information Systems
International Journal of Conflict Resolution
Israeli Science Foundation
Journal of Applied Behavioral Science
Journal of Computer-Mediated Communication
Journal of Engineering and Technology Management
Journal of Management
Journal of Management Education
Journal of Management Inquiry
Journal of Management Studies
Management International Review
Management Science
MIS Quarterly
National Academy of Science
National Science Foundation
Organization Science
Organizational Communication and Information Systems division, Academy of
Management
Organization Studies
Social Sciences and Humanities Research Council of Canada

**Major
Service
Activities**

SOM Committee on Promotion, Tenure & Renewal, 2004-2006
Management Area Committee for Renewal and Tenure cases, 2002-3, 2006-2008
George Mason University Human Subjects Review Board, 2002-2004
Management area faculty recruiting, Chair, 2004. Member, 1999-2002, 2005-2007
SOM Graduate Policy Committee, 1998-2002
Search Committee for Director of the Executive MBA Program, 2002
Search Committee for Associate Dean for Undergraduate Programs, 2001
Admissions Committee, Technology Management Program, 2002
Ad hoc Committee for Annual Review of Faculty Teaching Performance, 2001
*Technology Management Program Development Committee, GMU School of
Management, 1995-1998*
*Ph.D. dissertation committees, GMU Industrial/Organizational Psychology Program:
Cindy Parker (1998), Lori Zukin (1999), Sheila Simsarian Webber (2000),*

Christina Greathouse (2001), Kara Orvis (2004), Eric Barger (2004), Bryan Wiggins (2007), Tine Koehler, (2007)

Master's thesis committees: Valentina Korol, Communications (1999); Christine Sharp, MAIS (2000)

Bachelor of Individualized Study project advisor: Erik Hartman (2002)

**Professional
Experience**

Media liaison/Legislative assistant, U.S. Rep. Michael DeWine, 1983-6
Reporter and columnist, Springfield (OH) *News-Sun*, 1982
Reporter, Saint Marys (OH) *Evening Leader*, 1980-1