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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**

National Science Foundation grant, \$400,000 to support research on cultural
differences in coordination practices in engineering teams (with T. Koehler, R.
Levitt and R. Fruchter), 2010-2013.

2011 Outstanding Contributions to Teaching Award, School of Management, George
Mason University.

Visiting Scholar grant, \$10,000, Faculty of Economics and Commerce, University of
Melbourne, Australia, January-February 2010 and 2011.

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

Editorial Review Board, Journal of World Business, 2010-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**

Culture-specific coordination routines
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

Köhler, T., Cramton, C.D. & Hinds, P.J. (in press). The meeting genre across cultures: Insights from German-American collaborations. *Small Group Research*.

Hinds, P.J. & Cramton, C.D. (2012). Studying global work groups in the field. In Hollingshead, A. B. & Poole, M. S. (Eds). (2012). *Research methods for studying group and teams: A guide to approaches, tools, and technologies*, pp. 105-120 New York: Routledge.

- Cramton, C.D. & Hinds, P.J. (2009). The dialectical dynamics of nested structuration in globally distributed teams. 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.J. (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.J. (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**

Cramton, C.D., Köhler, T. & Levitt, R. Coordination of global teamwork: A scripts-based view. Revise and resubmit invitation.

Cramton, C.D. & Hinds, P.J. Ticking in different ways: The dialectical struggle to resolve cross-site differences in globally distributed teams. Revise and resubmit invitation.

Beyene, T., Hinds, P. & Cramton, C.D. The hidden turmoil of language mandates in global teams. Revise and resubmit invitation.

Beyene, T., Hinds, P. & Cramton, C.D. The cost of privilege: English language mandates and power loss in global organizations. Under revision.

Hinds, P.J. & Cramton, C.D. Deepening relational coordination: Why site visits matter in global work. Under revision.

**Invited
Presentations**

Department of Management and Marketing, University of Melbourne, 2010

Mason School of Business, College of William & Mary, 2010

Department of Communication, Cornell University, 2010

Tepper School of Business, 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., Köhler, T. & Levitt, R. (2011) Cultural coordination scripts in global engineering teams. Presented at the annual meeting of the Academy of Management, San Antonio.

Cramton, C.D. & Hinds, P.J. (2010). The dialectical struggle to resolve cultural differences in global teams. Presented at the annual meeting of the American Psychological Association, San Diego.

Koehler, T., Cramton, C.D., & Hinds, P.J. (2010). Are there different culture-driven norms for meetings: Insights from three German-American collaborations. Presented at the Interdisciplinary Network for Group Research conference, Arlington, VA.

Cramton, C.D. & Koehler, T. (2010). Culture and coordination in global engineering teams. Presented at the D.C. Metro Area Teams Research

Conference.

Cramton, C.D. & Hinds, P.J. (2009). A cross-site thread: The struggle to resolve cross-national differences in globally distributed teams. Presented at the annual meeting of the Academy of Management, Chicago.

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.J. (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.J. (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.J. (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.J. & 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.J. (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.J. (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.J. (2006). Design and validation strategies for qualitative study of international teams. Presented at the Interdisciplinary Network for Group Research conference, Pittsburgh, Pennsylvania, 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.J. (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

Primary Teaching Interests	Organizational behavior Managing virtual work Cross-cultural and global management Teamwork, communication, and interpersonal dynamics
Courses Taught	<i>Leadership</i> , GMU Technology Management master's degree program <i>Global Business Perspectives</i> (Argentina/Brazil, 2011; Turkey/Hungary, 2010; Tunisia, 2008), GMU MBA and Technology Management master's degree programs <i>Managing Virtual Work</i> , GMU MBA program and Indian School of Business MBA program, Hyderabad, India <i>Cross-Cultural and Global Management</i> , GMU undergraduate business program <i>Teamwork and Interpersonal Dynamics</i> , GMU Technology Management master's degree program <i>Leadership in Life Stories</i> , Senior Honors Seminar, GMU undergraduate business program <i>Organizational Behavior</i> , GMU MBA, EMBA, and undergraduate programs and Mediterranean School of Business, Tunis <i>Organization Theory and Development</i> , GMU undergraduate program
Special Projects	<i>Cross-Cultural Learning Laboratory, 2010</i> . Partnered with Johannes Kepler University (Austria) and the University of Melbourne (Australia) to offer a four-week cross-cultural learning experience to students in MGMT 461, Cross-Cultural and Global Management. <i>Cross-Cultural Learning Laboratory, 2009</i> . Partnered with the Turku School of Economics (Finland) to offer a seven-week cross-cultural learning experience to students in MGMT 461, Cross-Cultural and Global Management. <i>Cross-Cultural Learning Laboratory, 2007</i> . Partnered with the Niels Brock Business Academy (Denmark) and Ludwig-Maximilians-Universität (Germany) 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.” *BusinessWeek Online*, June 19, 2001.

“Bumpy road for teleworkers,” *Palo Alto Weekly*, 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.” *Decision Line*, December-January, 1999.

“Working together but apart,” *Management Review*, September 1998.

“New team building techniques and skills needed for electronic collaboration across long distances,” *MasonBusiness*, 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
Journal of Organizational Behavior
Journal of World Business
Management International Review
Management Science
MIS Quarterly
National Academy of Science
National Science Foundation
Organizational Research Methods
Organization Science
Organizational Communication and Information Systems division, Academy of Management
Organization Studies
Social Sciences and Humanities Research Council of Canada

**Major
Service
Activities**

University Steering Committee, Human Subjects Review Board review, 2010-2011.
University Honors College Advisory Board, 2010-current

Action editor, Organizational Communication and Information Systems division, Academy of Management annual meeting, 2009.

Program Committee, International Workshop on Intercultural Communication, 2007

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

Languages

English, French (intermediate)