

THE CRITO REVIEW

Dear colleagues: This issue of *The Crito Review* focuses on offshore sourcing of knowledge work with three short articles. This “letter” introduces the major issues and announces a new CRITO research initiative for which major funding will soon be announced. The article on “perspectives in offshore/outsourcing” introduces practitioner and faculty perspectives on information systems and business processing offshore sourcing. Finally, the “faculty profile” presents exciting research on global collaboration in the film industry.

In his latest book, *The World is Flat*, Tom Friedman says that the global playing field is being leveled. The insight came to him in Bangalore,

**Professor
Kenneth
Kraemer,
CRITO
Director**



India where he was interviewing Nandan Nilekani, CEO of Infosys Technologies Limited, an IT and business process outsourcing company that is very active in the United States and elsewhere. What Friedman means is that countries like India are now able to compete for knowledge work as never before—and America had better get ready for this new consequence of economic globalization.

Until recently, economic globalization has been concentrated mostly in manufacturing industries, as multinational corporations have created global production networks and trade flows have been dominated by manufactured goods. While this process has caused concern about the loss of jobs and industrial capabilities in the U.S., it has been argued that a shift from blue collar production work to white collar knowledge work was a

natural progression for an advanced economy in the information age. For example, in looking at the computer industry in *Asia's Computer Challenge*, we concluded that U.S. computer makers used globalization to their advantage, partnering with Asia-Pacific suppliers to remain competitive at home and abroad. We also argued that the loss of hardware manufacturing jobs to Asia was more than offset by job creation in the U.S. in software and IT services stimulated by the wider availability of less expensive hardware throughout the world.

Today, however, globalization is rapidly expanding into knowledge activities, as knowledge work is outsourced to places such as China, the Philippines, Ireland, Israel, and India. These activities include R&D, product design and engineering, software development, customer support, IT services and business processes. While these trends may be driven mainly by economic factors, such as the desire to tap low-cost labor and local markets, relational factors associated with geographical proximity or social networks are likely to come into play. For example, many offshore sourcing projects in U.S. firms are initiated by foreign nationals who have connections with experts or tech centers within their home country. In addition, the spread of low

cost information and communications technologies (ICTs) plays an integral role. Software developers collaborate on projects from distant locations, using the Internet and collaboration tools to communicate and coordinate their efforts. Design engineers use CAD, 3-D modeling and other tools to exchange drawings and specifications with manufacturing engineers to speed products to market and ensure manufacturability.

The impact of these ICTs is potentially greater for knowledge work than for manufacturing. In manufacturing, ICTs help firms manage their operations on a global scale, but manufacturers still must process, store and

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CRITO Faculty Associate Kevin Zhu Receives NSF CAREER Award

Professor Kevin Zhu, a faculty associate of CRITO and a tenure-track faculty member in UC Irvine's Paul Merage School of Business, was recently named a winner of the Faculty Early Career Development (CAREER) award by the U.S. National Science Foundation (NSF).

The award carries with it a \$377,000 grant and will support Professor Zhu's research over the next five years. The CAREER award is NSF's most prestigious commendation for young faculty members and recognizes outstanding scholars who, early in their careers, show exceptional potential for leadership at the frontiers of research and education. According to NSF, this award is the highest honor bestowed by the United States Government on outstanding young scholars who are most likely to become the academic leaders of the 21st century.

CAREER awardees are chosen nationwide on the basis of intellectual merit and broader impacts. Selection of CAREER grants is extremely



competitive. Professor Zhu's winning in this national competition serves as another indication of the high caliber of CRITO faculty and the intellectual strength of our institution.

Kevin Zhu is working to investigate the digital transformation of enterprises through an innovative process-oriented study of the adoption, usage, and impacts of digital technologies. His project will study how companies are using the Internet-based digital

infrastructure to transform the way they manage their value chains, and how firm characteristics and industry structure will affect the impacts of technology. The project will be conducted within the infrastructure of CRITO. By identifying crucial factors affecting actual usage and quantifying the impacts of IT on firm performance, this research will uncover new knowledge about the economic impacts of information technology as broadly occurring in three industries: manufacturing, retailing, and financial services. Such insights will help the business community to better understand the conditions of value creation through digital processes, and thus optimally deploy resources to compete in a global marketplace.

For more information about Kevin Zhu, please visit his website: <http://www.merage.uci.edu/~kzhu/>

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move materials, parts and finished products. This puts some limitations on the potential for globalization due to shipping and inventory costs and the need to move products to market quickly. On the other hand, the products of knowledge workers are information goods and services, and these can be transmitted across or between continents for almost nothing once an adequate information and communications infrastructure is in place. Thus, the global distribution of knowledge work is not restrained by the same barriers faced in manufacturing.

Some in the U.S. fear that globalization of knowledge work will lead to the loss of well-paid professional jobs. Others argue that the impact will be relatively small and that new jobs will be created through economic growth and entrepreneurial activity. What is lacking in these debates is a clear understanding of the offshore sourcing of knowledge work and its potential impacts that is based on sound theory and empirical evidence. Some research has been conducted by CRITO researchers into offshore sourcing of knowledge, such as studies of the social and cultural aspects of team collaboration and the role of ICTs in facilitating coordination among distributed development teams. Previous work has also involved case studies of individual firms and teams. What is needed now is a more comprehensive and integrated view that looks across firms, industries and countries at the level of the knowledge activity, so that broader patterns and trends can be discerned. It also is important to focus on the economic and relational factors as well as the role of ICTs in shaping sourcing decisions for knowledge work. Finally, it is important to address the impacts of sourcing decisions on firm performance and employment.

Consequently, CRITO is planning a major program of research to address these issues. We will be seeking firms to partner with us to design the research, share their experiences, serve as research sites, and help to better understand how offshore outsourcing can be used most effectively to improve the competitiveness of U.S. companies.

Kenneth L. Kraemer, CRITO Director

Perspectives in Offshore/Outsourcing

Outsourcing to other countries remains a hot-button issue for the nation. One side contends that American jobs are being lost to overseas workers. Yet, offshoring of IT services has become an extremely viable sourcing option for most companies. A panel discussion at the February 2005 CRITO Consortium Industry Advisory Board Meeting explored the issues related to offshore outsourcing generally, as well as the relative advantages and disadvantages of choosing between the options of having a captive subsidiary or contracting with an external service provider. Excerpts follow from moderator, Vijay Gurbaxani, Director of the CRITO Consortium, and panelists James Madden, former CEO of Exult, an HR outsourcing firm, and Ashwin Rangan, former CIO of Conexant Systems, Inc., a communications semiconductor supplier. Here are their opinions on what companies need to think about before taking the plunge.



Vijay Gurbaxani



Ashwin Rangan



James Madden

The Organizational Perspective

Offshore outsourcing is one of the biggest trends for the next decade and part of the movement toward globalization. We have access to a maturing market of offshore suppliers or U.S. suppliers who have developed an offshore presence. With low-cost communications, we can now exploit cheaper and, often times, higher quality labor in other countries. It is a compelling value proposition for many companies.

However, a downside to offshore outsourcing is the loss of control from a client perspective.

This can be mitigated by outsourcing to a U.S. based provider with an offshore delivery arm or you can offshore, but not outsource, part of your own organization.

Vijay Gurbaxani

The Captive Perspective

There are certain aspects of business that can be outsourced and should be outsourced and if offshore is the right answer, then that's where you should be taking that work component.

Conexant uses a captive offshore model with four design centers in India. The centers in India contribute to the global pool of employees, and are just one more place where a multinational company like Conexant does business.

Ashwin Rangan

The Provider Perspective

I think there is confusion about outsourcing and offshoring. A company can offshore without outsourcing. It can outsource without offshoring. Or it can offshore through an outsourcer.

Companies need to think about how outsourcing impacts your end customer. Do I really want someone else representing me to my clients? I might get better cost and better service levels, but it presents a level of risk.

I bring up the multi-shore model used by Exult. The savings are dramatic in India and this wage advantage is very sustainable for 5 years. Further out, you have to look at other markets such as China, probably Russia and even Vietnam, depending on the language capability development. I don't think anyone should think of India as a captive market.

I would not put all of my operations in any one geographic country, no matter how good they were. I would balance it not just for political risk, but for all of the other things we just mentioned. Balance of risk from a supplier perspective is very important.

James Madden

Social Informatics Workshop: Extending the Contributions of Professor Rob Kling to the Analysis of Computerization Movements

Social Informatics: *The interdisciplinary study of the design, uses and consequences of information and communication technologies (ICTs) that takes into account their interaction with institutional and cultural contexts, including organizations and society (Kling et al., 2000).*

Research on social informatics examines new social phenomena emerging from the use ICTs such as digital libraries, virtual teams, and virtual organizations.

Ken Kraemer and Margaret Elliott recently organized the Social Informatics Workshop in honor of the late Professor Rob Kling and his contributions in the area of computerization movements. A professor of Information and Computer Science and a CRITO Faculty Associate from 1973-1993, Kling was the founder of Social Informatics. He viewed the phenomena as a form of "computerization movements" and studied the impacts of these movements on societal and organizational change. The idea of a "computerization movement" calls attention to the fact that the diffusion of technological innovations is fundamentally shaped by the interests of various actors such as vendors, consultants, media, movement organizations, users, and futurists whose interests coalesce to advance the technology's use within organizations and society. Computerization movement advocates focus on how technology can bring about a preferred social order. Recent computerization movements focus on per-

sonal computers, free and open software, the Internet and "ubiquitous computing."

The Social Informatics Workshop was held March 11-12, 2005 at the Beckman Center on the UC Irvine campus. The workshop was sponsored by a grant from the U.S. National Science Foundation and by contributions from UCI's Vice Chancellor for Research, California Institute for Telecommunications and Information Technology, and the Bren School of Information and Computer Science. About 60 people came to hear 22 papers presented at the workshop by faculty from UC Irvine, the University of Michigan, Oxford University, Indiana University, University of Toronto, University of Edinburgh, Bentley College, Penn State University, University of Hawaii, and the University of San Francisco, as well as researchers from Microsoft and the Oxford Internet Institute. Invited speakers were from the Donald Bren School of Information and Computer Sciences, the Free Software Foundation, CACM, and the National Science

Foundation. The workshop helped to extend Professor Kling's work, with all attendees continuing to build the foundation which Rob began. Papers from the workshop are being edited into a book on *Technology Diffusion: Computerization Movements in the Era of Ubiquitous Computing* and into one or more special issues of the scholarly journal, *The Information Society*. Materials from the workshop can be found at www.crito.uci.edu/si.



The March 2005 Social Informatics Workshop honoring Professor Rob Kling was held at the Beckman Center at UC Irvine.

The Bren School of Information and Computer Science at the University of California, Irvine has established a graduate fellowship fund in Professor Kling's name. For more information or to contribute to the fund, please contact the Office of External Relations, Bren School of ICS, Irvine, CA 92697-3425, or email at klingfund@ics.uci.edu.

Faculty Profile

Cristina Gibson studies complex team-based global collaborations. With the increase in outsourcing and offshoring, her research directly addresses the issues corporations are faced with when globally dispersed functional areas or subsidiaries must combine efforts to produce a single product or outcome. An expert at understanding what makes distributed teams successful; she focuses on the manner in which culture, organizational structures and policies, and technology serve as key influences on collective cognitive processes. Her research has demonstrated that such processes influence subsequent behavioral and organizational outcomes, including productivity, innovation, and individual effort.

Now working on a study funded by the CRITO Consortium, "The Science and Art of Global Team-Based Collaborations," Gibson is studying collaboration in the film industry where many of the elements involved in making a feature, such as animation for enhanced scenes, are outsourced to autonomous groups who then coordinate teams across the globe. Considering factors of producing joint work in an artistic production, Gibson looks at how the success of a project can be ensured when collaboration is technology enabled, collaborators are geographically dispersed and lack shared history, stakeholder requirements are ambiguous, deadlines are urgent, and innovation is a key outcome.



Cristina Gibson examines the role of global collaboration in the film industry

Q: More and more companies are subcontracting, if not outsourcing and offshoring. The film industry also has these arrangements, particularly in the digital effects arena with subcontracted and often globally dispersed project oriented work groups in computer graphics operations. Is this a hindrance to collaboration or an asset?

While there is not a lot of systematic research about this topic, in our

studies we find that in this situation the costs and benefits are about equal. On the one hand, there are the financial benefits of tapping into low cost, highly skilled overseas labor. This enables production companies to get a very specific expertise quickly and inexpensively. However, there is a cost known as "process loss" in collaboration which is an intangible cost of group work. In this instance, you have groups teaming across time zones and cultural contexts, with different systems for incentivizing work and collaborating solely through IT. They do not have the benefit of being right next to one another, building

relationships and informally exchanging information.

Q: Technology does enable collaboration; does it also pose obstacles?

The benefits of IT in collaboration are certainly considerable. For instance, asynchronous communication is critical when dealing with geographically dispersed teams. However, working through IT does not have some of the advantages of face-to-face interaction, particularly when innovation is involved. You can't just pick up the phone and talk to a colleague who is in a different time zone. You aren't able to resolve issues that come up as quickly as you might with face-to-face interaction. In addition, teams that have no personal contact, besides that of IT communications, have difficulty building strong relationships. We find that when people have forged human bonds within teams, they are more willing to exchange risky or sensitive information. So on creative teams, people might be less willing to share "half baked" ideas essential to problem solving without that layer of relationship, and that can hinder innovation.

For more information about Cristina Gibson's research and publications please visit:

<http://web.merage.uci.edu/~cgibson/>

James Madden gave keynote for CRITO Consortium IAB meeting, February 3-4, 2005

James Madden, co-founder and former CEO of Exult, kicked off the year's first Industry Advisory Board meeting for the CRITO Consortium with a talk about his recently published book, *Human Resources Business Process Outsourcing: Transforming How HR Gets its Work Done*. Having launched and managed the largest HR outsourcing firm, James Madden is an innovator in the business process outsourcing industry. His keynote address, given to the executive and academic audience, featured Exult's success story in creating a comprehensive HR outsourcing service that dominates the market. The talk concluded with a book signing and was followed by a panel of experts, including James Madden, discussing the pros and cons of outsourcing and offshoring.

Jeanne Holm gave dinner keynote for CRITO Consortium IAB meeting, February 3-4, 2005

Jeanne Holm, Chief Knowledge Architect at the Jet Propulsion Laboratory (JPL) and leader of NASA's Knowledge Management Team, led the Consortium group through the massive endeavor undertaken by her team to develop and deploy NASA's web portal from identifying and capturing information across NASA sites, efficiently managing that information for agency and public use, and developing techniques and tools to enable collaboration and innovation. A dramatic presentation detailing the launch of the new website only hours after the Space Shuttle Columbia tragedy occurred, to the success of relaying live coverage of the landings of the Mars Exploration Rovers, Jeanne Holm's talk highlighted lessons learned and future objectives on the knowledge management roadmap.

Visit The CRITO Consortium website at <http://crito.uci.edu/consortium> for more information on research and events.

In Brief

Working session on Networked Organizations of the Future, March 2005

Executives from Boeing met with CRITO faculty associates to discuss ideas and projects related to the networked organization of the future.

Collaborating with the Department of Defense, February 2005

CRITO research associate Professor David Obstfeld gave a video conference presentation to the Department of Defense on the dynamics of social networks and innovation. The one-hour talk addressed some of Professor Obstfeld's most recent research and concepts of particular interest to the DOD's work on building networks of collaboration.

Faculty attend IDC Symposium, March 2005

Vijay Gurbaxani, Kenneth L. Kraemer, VC Choudhary, John Mooney and David Fitoussi attended Consortium member IDC's "Directions 05: Blueprint for the Next Decade" for insights into trends in the IT industry.

Blake Likins recently joined CRITO to serve as the Director of Corporate Development for new CRITO Consortium members. She will be working



with Vijay Gurbaxani and Ken Kraemer to strengthen CRITO's relation-

ship with local industry. Blake will also be available as a contact for faculty who are interested in seeking out research partnerships with industry members. Blake came to the University in November 2004 and currently works in University Advancement as the Director of Corporate Development for UC Irvine. Prior to this position, she worked as a Presidential Management Fellow at NASA Headquarters in Washington, D.C.

For information on membership in the CRITO Consortium please contact Blake Likins at (949) 824-0021 or blikins@uci.edu.

CRITO Hour

A brief review of some of our past seminars

May 4, 2005

Hamid Ekbia, from the University of Redlands, attempted to improve upon the existing network model of organization by presenting the idea of an extended model of the network enterprise in his recent talk, “**Network Organizations: From Theory to Practice**”. He argued that developing such a model would require extending the unit of analysis beyond the production firm, but that it would provide a more realistic view of the network enterprise by broadening the themes, such as flexibility, cooperation, and innovation, that are usually associated with the advantages of this model.

April 18, 2005

Rudi Schmiede, visiting professor from Darmstadt University of Technology, discussed what is new in information capitalism and network society. His talk “**Knowledge and Work in Information Capitalism**” included discussion about globalization and informatization as results of the World Economic Crisis in the 70s. He talked about informatization as the spread of digital ICTs and the progression to the Service Oriented Architecture it is today. Dr. Schmiede also examined the modern organization and how the relationship between knowledge and information affects social and power relations.

February 23, 2005

Jonathan Grudin, of Microsoft, provided an interpretation of the broad trends that exist across research threads in the history of human-computer interaction in his talk entitled “**Three Faces of Human-Computer**

Interaction — Human Factors, Information Systems, and CHI”. Dr. Grudin discussed landmarks in HCI history from the electronic digital computer of the 1940s to the more recent culmination of the World Wide Web phenomenon. He spoke about the attempts by cognitive psychologists to steer computers towards discretionary use in the eighties.

November 22, 2004

Kaushik Sunder Rajan, from UC Irvine’s Department of Anthropology, led an open-ended discussion entitled “**Global Technoscience: A Summary of Two Comparative Projects**”. He spoke of two projects that focus on the effects of technoscientific globalization between India and the United States: a “Bio-Capital” project concerning genome marketplaces and another regarding Business Process Outsourcing. His research is an attempt to draw upon comparisons between the two locales, despite noted asymmetry in their infrastructures, pointing out connections through flows of labor, capital, and cultural imagination. Dr. Rangan analyzed the cultural implications for Indian employees working for U.S. companies in outsourced arenas such as call center services and medical transcription.

August 12, 2004

Robert Plice, San Diego State University, **Nigel Melville** of Boston College, and **Oleg Pavlov** of Worcester Polytechnic Institute, elaborated upon the way they have chosen to approach the problem of UCE (unsolicited commercial email) in their

presentation, “**Solving the Spam Problem: An Information-Economics Approach**”. The trio created a static model based upon the information held by “spammers”, or UCE operators, and found that economic constraints in the UCE industry limit the quantity of spam sent to a user’s inbox. Using a dynamic model to evaluate the impact of changing information quality on spammers’ information sets, they came to the surprising conclusion that providing UCE operators with more information about email addresses may actually reduce the level of UCE.



**Kaushik
Sunder
Rajan**

CRITO Hour seminars provide the opportunity to hear about and discuss interesting topics in an informal setting. CRITO Hour is free and open to the public. Lunch is served at 11:45 and the presentation begins at 12:00, followed by a discussion. The seminar concludes promptly at 12:50.

For more information about CRITO Hour please visit us online: <http://www.crito.uci.edu/critohour>.

Contact Kathy Honda at hondak@uci.edu to be added to the CRITO Hour email notification list.

Presentations

Vijay Gurbaxani was the keynote speaker for the 4th Annual PricewaterhouseCoopers & IESE Business School e-business Center Encounter, "Governing IT - Criteria and Experience," in Barcelona, Spain, April 26, 2005.

Alladi Venkatesh provided keynote for the Home Oriented Informatics and Telematics (HOIT) Conference, April 13-15, 2005 at the University of York, United Kingdom. CRITO was a sponsor of the 2003 HOIT Conference that was held in Irvine.

Alladi Venkatesh was invited to present the Digital Home Seminar Series entitled "The Production, Consumption and Management of Virtual Spaces in the Home" at Intel's Research Laboratory in Berkeley, California in February, 2005.

Alfred Kobsa gave an invited presentation at the 2005 Annual Meeting of the American Association for the Advancement of Science in Washington, D.C. The topic of his talk was "Clearly Communicated Privacy Practices Can Boost Voluntary Data Sharing and Online Sales."

Alfred Kobsa gave an invited panel presentation on "Understanding and Trusting Recommender Systems" at the 2005 Conference on Intelligent User Interfaces in San Diego, CA.

Robert Plice, Nigel Melville and colleague **Oleg Pavlov** will be presenting their work on the efficacy of various anti-spam mechanisms based on an information-economic model solved computationally at the upcoming Society of Computational Economics Conference on Computing in Economics and Finance, hosted by the Federal Reserve Board and George Washington University, June 23-25, 2005.



CRITO Hour with Robert Plice, Nigel Melville and Oleg Pavlov

Publications

Gloria Mark and **Alfred Kobsa** published a paper on "The Effects of Collaboration and System Transparency on CIVE Usage: An Empirical Study and Model" in *Presence* 14(1). An advance version can be found at <http://www.ics.uci.edu/~kobsa/papers/2005-Presence-kobsa.pdf>

Cambridge University Press will publish the recently edited volume, [Globalization, The Internet, and E-Business: The Influence of National Environments on Innovation Outcomes](#) by **Kenneth Kraemer, Jason Dedrick, Nigel Melville,** and **Kevin Zhu** in 2006.

An article written by **Kenneth Kraemer** and **Jason Dedrick** is to be published by *California Management Review*. "The Impact of IT on Firm and Industry Structure: The Personal Computing Industry" examines the evolution of the personal computing industry from a well-defined value chain into a flexible global value network. It takes a closer look at the role IT has played in transforming the way the industry's value networks is organized for complex and routine activities.

"Post-Adoption Variations in Usage and Value of E-Business by Organizations: Cross-Country Evidence from the Retail Industry", a new study co-authored by **Kevin Zhu** and **Kenneth Kraemer** will be published by *Information Systems Research*, the top-ranking research journal in the information systems field. The article develops an integrative research model for assessing the diffusion and impact of e-business at the firm level, grounded in the innovation diffusion literature and the resource-based theory. Unlike the typical focus on adoption as found in the literature, this study focuses on post-adoption stages, that is, actual usage and value creation.

Kevin Zhu has published a new research paper, "Information Transparency of Business-to-Business Electronic Markets: A Game-Theoretic Analysis," in *Management Science* (2004, Vol. 50, No. 5). The paper represents the first rigorous study in the information systems field that examines the potential detrimental effect of information transparency.

In Brief

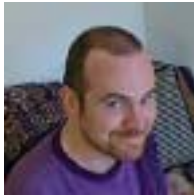
**Imran
Currim**



UC Irvine's business school receives \$30 million gift from founder of Chef America

The school formerly known as the Graduate School of Management has been renamed The Paul Merage School of Business in honor of the entrepreneur whose contribution will help foster the school's growth and reputation as one of the top business schools in the country. Paul Merage was the creator of the well-known products BELGIAN CHEF waffles and HOT POCKETS sandwiches. He sold Chef America to Nestle in 2002.

**Paul
Dourish**



CRITO Research Students win eBRC Doctoral Award Competition for second consecutive year

Dale Ganley, an Information Systems student at The Paul Merage School of Business, was a winner of the 2004 annual competition sponsored by the eBusiness Research Center at Penn State University and SAP AG. Her dissertation is entitled "The Global Digital Divide An Inter-Generational Country Level Analysis". **Sean Xu**, also an Information Systems doctoral candidate, was among the three winners in 2003 for his dissertation, "Interorganizational Systems Standards and Firms' Adoption: An Economic and Cross-Generational Analysis".

**Dale
Ganley**



**Alfred
Kobsa**



**Alladi
Venkatesh**



**Sean
Xu**



CRITO Associate named Associate Director of Calit2

Paul Dourish will be responsible for developing the research agenda and helping build collaborative interdisciplinary research groups for the Irvine division of the California Institute for Telecommunications and Information Technology.

Nigel Melville to join faculty of the Ross School of Business at the University of Michigan

His research proposal to the Center for Economic Studies, U.S. Census Bureau to study the use and impacts of the Internet in U.S. manufacturing plants was recently approved, subject to clarifications.

CRITO team takes Best Paper Award at AMCIS 2004

Kevin Zhu, Ken Kraemer, and doctoral student **Sean Xu** won the award at the Americas Conference on Information Systems, held in New York from August 5-8, 2004. The paper, "Factors Affecting E-Business Diffusion in Organizations: Differences between Developed and Developing Countries" identifies the drivers that influence the process of organizational assimilation of a new technology (e-business), and further examines, based on a large-sample dataset of 1,857 firms from 10 countries, how the effects of these factors vary across different economic environments (developed vs. developing countries).

Imran Currim named Chancellor's Professor

The esteemed designation of Chancellor's Professor is reserved for persons who have earned the title of Professor, who have demonstrated unusual academic merit, and whose continued promise for scholarly achievement is unusually high.

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