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# Jianwen Liao

Stuart School of Business  
Associate Professor - Entrepreneurship  
Date of Hire: 2006  
1225 Yorkshire Dr. , Naperville, IL. 60563  
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## Professional Interests

**Research:** Panel Study of Entrepreneurial Dynamics

- \* Venture Formation
- \* Business Planning
- \* Venture Growth
- Technology Innovation

**Teaching:** \* New Venture Creation and Entrepreneurship

- \* Venture Growth Strategy
- \* Management of Innovation and Technological Change
- \* Business Policy and Strategy
- \* Corporate Venturing and Intrapreneurship
- \* Research Methodology and Quantitative Methods

## Academic Background

Ph.D. Southern Illinois University at Carbondale, Carbondale, IL., USA, Management, 1996

M.A. People's (Renmin) University of China (RUC), Beijing, China, Economics, 1991

B.S. Northeastern University, Shenyang, China, Industrial Engineering, 1988

## Work Experience

### Academic Experience

Associate Professor of Entrepreneurship and Strategy, Stuart School of Business, Illinois Institute of Technology (August, 2006 - Present). Associate Professor Strategy and Entrepreneurship.

Associate Professor (Tenured), Northeastern Illinois University (August, 2006 - September, 2005).

Assistant Professor, Northeastern Illinois University (August, 2001 - August, 2005). Department of Management and Marketing.

Visiting Professor, China European International Business School (CEIBS) (June, 2002 - August, 2002). Management of Technological Innovation.

Visiting Professor of Strategy, Hong Kong University of Science and Technology (August, 2001 - January, 2000). Department of Management of Organizations.

Visiting Professor, DePaul University (August, 1999 - September, 1998). Department of Management.

Assistant Professor of Management, Robert Morris College (1998 - 1996). School of Business Administration.

## Courses Taught

Business Strategy  
 Creativity & Contemp Ent Opps (MBA)  
 Entrepreneurship in Science and Technology  
 Global Future Practices in Entrepreneurial Management (specialized masters)  
 Introduction to Entrepreneurship  
 Management of Tech Innovation (MBA)

## Teaching-Other

### Assurance of Learning - Teaching

2009 -

2008 -

2008 - MBA 571 Management of Innovation  
 MBA 572 Opportunity Recognition and Entrepreneurship

2008 - BUS 480 Strategy  
 BUS 466 Entrepreneurship for Science and Engineering

2007 - BUS 480 Strategy  
 BUS 466 Entrepreneurship for Science and Engineering

2006 - EnPro  
 MBA Entrepreneurship

1997 - MBA Entrepreneurship  
 BUS Introduction to Entrepreneurship

### Student Assign-Independent Studies

2008 - 1 student, MBA/Environmental Science (Jennifer )

## Intellectual Contributions:

### Grid

	DBS	CTP	LPS	Total
Articles in Refereed Journals	27	1		<b>28</b>
Publications in Refereed Conference Proceedings	44		1	<b>45</b>
Books, Monographs, Compilations, Manuals, Supplements, Chapters, Cases, Readings	9		3	<b>12</b>
Presentations of Refereed Papers	53		1	<b>54</b>
Research Report, Refereed and Publicly Available	1			<b>1</b>
Grants - Funded (both refereed and non-refereed)	6			<b>6</b>
Working Papers (all)	9			<b>9</b>
<b>Totals</b>	<b>149</b>	<b>1</b>	<b>5</b>	<b>155</b>

### Refereed Articles

Liao, J. (2009). Changing the Rules of Engagement: What Business Leaders Can Learn from Obama's Political Campaign. Peking University Business Review.

Gartner, W., Shaver, K., & Liao, J. (2008). The Attributional Characteristics of Opportunities and Problems Described by Nascent Entrepreneurs in the PSED. Strategic Entrepreneurship Journal.

- Liao, J. & Gartner, W. (2008). The Influence of Pre-Venture Planning on New Venture Creation. *Journal of Small Business Strategy*, 19, 1-32.
- Liao, J., Welsch, H., & Stoica, M. (2008). Environmental Turbulence and Information Search Activities in SMEs: The Moderating Effect of Organizational Maturity. *Journal of Small Business Strategy*, 19 (1), 17-33.
- Liao, J., Welsch, H., & Moutray, C. (2008). Start-up Resources and Entrepreneurial Discontinuance: the Case of Nascent Entrepreneurs. *Journal of Small Business Strategy*, 19 (2), 1-15.
- Liao, J. & Welsch, H. (2008). Patterns of Venture Gestation Process: Exploring the Differences between Tech and Non-tech Nascent Entrepreneurs. *Journal of High Technology Management Research*, 19, 103-113.
- Liao, J., Kickul, J., & Ma, H. (2008). Organizational Dynamic Capability and Innovation: An Empirical Examination of Internet Firms. *Journal of Small Business Management*.
- Kickul, J., Liao, J., Gundry, L., & Iakovleva, T. (in press, 2008). Firm resources, opportunity recognition, entrepreneurial orientation and performance: the case of Russian woman family business. *International Journal of Entrepreneurship and Innovation*.
- Liao, J., Welsch, H., & Pistrui, D. (in press, 2008). Entrepreneurial Growth Aspiration: An Empirical Investigation of Infrastructure Antecedents. *New England Journal of Entrepreneurship*.
- Liao, J. & Gartner, W. (2006). The Effects of Pre-venture Plan Timing and Perceived Environmental Uncertainty on the Persistence of Emerging Firms. *Small Business Economics*, 27 (1), 23-40.
- Murphy, P., Liao, J., & Welsch, H. (2006). A Conceptual History of Entrepreneurial Thoughts. *Journal of Management History*, 12 (1), 12-35.
- Stonebraker, P. & Liao, J. (2006). Supply Chain Integration: Exploring Product and Environmental Contingencies. *Supply Chain Management: An International Journal*, 11 (1), 34-43.
- Liao, J. & Welsch, H. (2005). Venture Gestation Paths of Nascent Entrepreneurs: Exploring the Temporal Patterns. *Journal of High Technology Management Research*, 16 (1), 1 22.
- Liao, J. & Welsch, H. (2005). Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. *Journal of Small Business Management*, 43 (4), 345-362.
- Liao, J., Murphy, P., & Welsch, H. (2005). Developing and Validating a Construct of Entrepreneurial Intensity. *New England Journal of Entrepreneurship*, 8 (2), 31-38.
- Liao, J. (2004). The Restructuring Scope, Performance and R&D Intensity: Do All Restructuring Activities Create Value? *Advances in Competitiveness Research*, 12 (1), 20 36.
- Liao, J., Stoica, M., & Welsch, H. (2004). Organizational Culture and Patterns of Information Processing: The Case of Small and Medium-sized Enterprises. *Journal of Developmental Entrepreneurship*, 9 (3), 251 266.
- Liao, J. (2004). Corporate restructuring, performance and competitiveness: an empirical examination. *Competitiveness Review*, 15 (1), 33 48.
- Stonebrake, P. & Liao, J. (2004). Environmental turbulence, Strategic Orientation: modeling supply chain integration. *International Journal of Operations and Production Management*, 24 (10), 1037 1054.
- Liao, J. & Welsch, H. (2003). Social Capital and Entrepreneurial Growth Aspiration: A Comparison of Technology and Non-Technology-Based Nascent Entrepreneurs. *Journal of High Technology Management Research*, 14 (1), 149-170.
- Liao, J., Welsch, H., & Stoica, M. (2003). Organizational Absorptive Capacity and Responsiveness: An Empirical Investigation of Growth-oriented Small and Medium-Sized Enterprises. *Entrepreneurship Theory and Practice*, 28 (1), 63-85.
- Liao, J., Welsch, H., & Pistrui, D. (2003). The Patterns of Venture Financing: the Case of Chinese Entrepreneurs. *Journal of Entrepreneurial Finance and Business Ventures*, 8 (2), 55 69.
- Liao, J. & Welsch, H. (2003). Exploring The Venture Creation Process: Evidence from Tech and Non-Tech Nascent Entrepreneurs. *Frontiers of Entrepreneurship Research*, 662 - 675.
- Liao, J. & Welsch, H. (2002). The Temporal Patterns of Venture Creation Process: An Exploratory Study. *Frontiers of Entrepreneurship Research*, 14-27.

Liao, J. & Welsch, H. (2001). Social Capital and Growth Aspiration: The Role of Entrepreneurial Networks in Technology-Based New Ventures. *Frontiers of Entrepreneurship Research*.

Liao, J., Welsch, H., & Pistrui, D. (2001). Environmental and Individual Determinants of Entrepreneurial Growth: An Empirical Investigation. *Journal of Enterprising Culture*, 9 (3), 253-272.

Pistrui, D., Liao, J., & Welsch, H. (2000). Entrepreneurial Orientation and Family Forces in the New Germany: Similarities and Differences Between East and West German Entrepreneurs. *Family Business Review*, 8 (3), 251-263.

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

## **Refereed Proceedings**

### **Full Paper**

Liao, J., Pistrui, D., & Jacobius, T. (2008). Innovation across Campus: An Interdisciplinary Approach to Entrepreneurship Education at IIT. the Annual Conference of the United States Small Business and Entrepreneurship (USASBE), .

Liao, J. & Honig, B. (2008). Institutional Isomorphism and Environment Uncertainty, Venture Planning. Kauffman/Kauffman/Babson Entrepreneurship Research Conference..

Liao, J. & Li, J. (2007). Founding Team Characteristics, Environmental Uncertainty and New Venture Creation: A Study of Nascent Ventures. Strategic Management Society Conference.

Liao, J. (2007). Team Homogeneity and Homophily: Untangling Startup Teams. the Midwest Academy of Management Conference.

Liao, J. (2007). The Effect of Pre-venture Plan Timing and Perceived Environmental Uncertainty on the Persistence of Emerging Firms. the 9th West Lake International Conference on Small and Medium-Sized Business.

Liao, J. & Welsch, H. (2005). Success Factors among Philippine Entrepreneurs. the Annual Conference of the United States Association of Small Business and Entrepreneurship.

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

Liao, J. & Gartner, W. (2005). Making Sense and Cents Making in Pre-Venture Business Planning: Evidence from the Panel Study of Entrepreneurial Dynamics. Kauffman/Babson Research Conference.

Liao, J., Murphy, P., & Welsch, H. (2005). Conceptual History of Entrepreneurial Thoughts. Academy of Management Annual Meeting.

Liao, J. & Gartner, W. (2005). The Effects of Pre-Venture Plan Timing and Uncertainty on the Survival of Emerging Firms. the Nascent Entrepreneurship: the Hidden Potential Conference.

Liao, J., Welsch, H., & Moutray, C. (2004). Entrepreneurial Discontinuance and the Start-up Resources of Nascent Entrepreneurs. the 18th Annual Conference of the United States Association for Small Business and Entrepreneurship.

Liao, J. & Welsch, H. (2004). Paths of Entrepreneurship Research: An Epistemological Analysis. the Third Movements of Entrepreneurship Publication Workshop.

Liao, J., Welsch, H., & Tan, W. (2004). Family Business Succession Plan: the Effect of Paternalism and Professionalism. the Annual Meeting of Decision Science Institute.

Stonebraker, P. & Liao, J. (2004). Supply Chain Configuration: A Typological Approach. the Production and Operation Management Society (POMS).

Liao, J. (2003). Entrepreneurial Commitment, Motivation and Growth Aspiration: the Case of Chinese Entrepreneurs. the 16th Annual Conference of United States Association for Small Business and Entrepreneurship.

Liao, J. & Welsch, H. (2003). Exploring The Venture Creation Process: Evidence from Tech and Non-Tech Nascent Entrepreneurs. the 23rd Babson-Kauffman Entrepreneurship Research Conference..

- Liao, J. & Welsch, H. (2003). Patterns of Venture Financing: The Case of Chinese Entrepreneurs. the Annual Conference of Academy of Entrepreneurship Financing..
- Stonebraker, P. & Liao, J. (2003). Environmental Turbulence, Strategic Orientation: Toward an Integrated Model of Supply Chain Integration. the Annual Conference of Midwest Academy of Management..
- Stonebraker, P. & Liao, J. (2003). Toward an Integrative Model of Supply Chain Management: Product Life Cycle and Environmental Variables. the Annual Conference of Production and Operation Management Society .
- Liao, J. & Welsch, H. (2002). Entrepreneurial Intensity: An Emerging Construct. the 15th Annual Conference of US Association for Small Business and Entrepreneurship.
- Liao, J. & Welsch, H. (2002). The Temporal Patterns of Venture Creation Process: An Exploratory Study. 22st Babson-Kauffman Entrepreneurship Research Conference,.
- Liao, J. (2002). Absorptive Capacity and Organizational Responsiveness: The Case of SMEs. of the Annual Conference of Decision Science Institute..
- Liao, J., Welsch, H., & Stoica, M. (2001). Absorptive Capacity and Firm Responsiveness: An Empirical Investigation of Growth-Oriented Firms. the 14th Annual Conference of US Association for Small Business and Entrepreneurship.
- Liao, J. & Welsch, H. (2001). Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. Annual Meeting of Academy of Management.
- Liao, J. & Welsch, H. (2001). Social Capital and Growth Aspiration: The Role of Entrepreneurial Networks in Technology-Based New Ventures. 22st Babson-Kauffman Entrepreneurship Research Conference,.
- Liao, J., Stoica, M., & Welsch, H. (2000). Is Organizational Culture a Good Predictor of SME Information Processing? the 13th Annual Conference of US Association for Small Business and Entrepreneurship.(.
- Liao, J., Welsch, H., & Stoica, M. (2000). Modeling SME Performance: An Analysis of Industry Structure, SMEs' Strategy, and Organizational Structure. Babson/Kauffman Entrepreneurship Research Conference,.
- Liao, J., Welsch, H., & Pistrui, D. (1999). Internal and External Predictors of Entrepreneurial Growth: An Empirical Investigation of the Moderating Effects of Infrastructure Elements. the 12th Annual Conference of US Association for Small Business and Entrepreneurship.
- Liao, J., Welsch, H., & Pistrui, D. (1999). Individual and Infrastructure Determinants of Entrepreneurial Growth: What Matters More? the International Conference of Small Business Management (ICSB)..
- Liao, J. & Zhao, J. (1998). Business Scope, Business Relatedness and Firm Profitability: The Effect of Corporate Refocusing. Annual Meeting of National Academy of Management.
- Liao, J. (1998). Corporate Restructuring During the 1980s: An Empirical Investigation of Its Antecedents and Consequences. the Annual Meeting of National Academy of Management.
- Liao, J., Pistrui, D., & Welsch, H. (1998). Entrepreneurial Orientation and Family Forces in the New Germany: Similarities and Differences Between East and West German Entrepreneurs. RENT XII Research in Entrepreneurship and Small Business,.
- Liao, J., Zhao, J., & Ponce de Leon, j. (1997). Resource-based View: An Emerging Paradigm for Strategy? National Academy of Management,.
- Liao, J. (1996). Technology and Competitive Advantages: Toward an Integrated Theoretical Model. the 26th National Conference of the Decision Sciences Institute..
- Liao, J. (1996). Strategic Changes and Strategic Persistence: An Inter-organizational Network Perspective. the 39th Annual Meeting of Midwest Academy of Management.
- Liao, J. & Mypoi, r. (1996). Asset Specificity, Efficiency Boundary and Vertical Disintegration. 39th Annual Meeting of Midwest Academy of Management.
- Liao, J. & Stubbart, C. (1996). Corporate Restructuring and Performance: Do All Restructuring Activities Create Value? Annual Meeting of Southern Management Association.
- Liao, J. & Song, H. (1995). Information System Planning: A Typology. the 25th Meeting of Midwest Decision Science Institute.
- Liao, J. (1995). Construct Ambiguity in Organization Theorizing: Advantages or Disadvantages? the 38th

Annual Meeting of Midwest Academy of Management.

Liao, J. (1995). Institutional Influences on Information Technology Adoption. the 38th Midwest Academy of Management.

Liao, J. (1995). Measuring Strategic Performance: A Critical Review. 38th Annual Meeting of Midwest Academy of Management,.

Liao, J. & Song, H. (1995). A Typology of MNCs' Information System Development Strategy. The 24th Annual Meeting of the Western Decision Science Institute.

Liao, J. (1995). Strategic Management of Technology: A Literature Review. of the 26th Annual Meeting of Midwest Decision Science Institute,.

Liao, J. (1994). A Theoretical Model of Business Strategy and Information System Planning. 25th Annual Meeting of National Decision Science Institut.

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

## **Book Chapters**

### **Refereed**

Liao, J., Ye, Q., Welsch, H., & Pistrui, D. (2009). Patterns of Venturing Financing: the case of Chinese entrepreneurs. In Press, In Sara Hsu (Ed.) Venture Financing in China. Cambridge University Press.

Honig, B., Liao, J., & Gartner, W. (2009). Institutional Isomorphism, business planning and business plan revision: The differential impact on teams versus solo entrepreneurs. In Press, In Reynolds, Paul D. and Richard T. Curtin (Ed.) New Firm Creation in the United States: Preliminary Explorations with the PSED II Data Set. NY: Springer.

Liao, J. & Gartner, W. (2007). The Effect of Pre-venture Planning on Venture Survival. The Small Business Economy: A Report to the President,. United States Small Business Administration.

Liao, J. (2006). Research in Practice - Entrepreneurial Failures: a Research Overview. In Gundry, L., & Kickul, J (Ed.) Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth and Reinvention. . Sage Publishing.

Liao, J. & Welsch, H. (2004). Entrepreneurial Commitment: An Emerging Construct in Entrepreneurship Research. In . Bill Gartner, Kelly Shaver, Nancy Carter & Paul Reynolds (Ed.) Handbook of Entrepreneurial Dynamics: The Process of Organization Creation. Sage Publishing.

Pistrui, D., Liao, J., & Welsch, H. (2003). Entrepreneurship in the New Germany: How Similar Are the Characteristics and Orientations of East and West German entrepreneurs? In D. Pistrui, H. Welsch, H. Pohl, O. Wintermantel (Ed.) Small Firms and Economic Development in Developed and Transition Economies. . UK: Ashgate Publishing.

Liao, J. & Welsch, H. (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. Edward Elgar Press.

Liao, J. (2003). Entrepreneurial Growth: Predictors and Indicators. In Harold Welsch (Ed.) Entrepreneurship: The Way Ahead. London: Routledge Publishing.

Liao, J. (2003). Entrepreneurial Failure: Key Challenges and Future Research Directions. In Harold Welsch (Ed.) Entrepreneurship: The Way Ahead,. London: Routledge Publishing.

## **Cases**

Liao, J. (2009). P&G: a Strategic Maneuver to the Bottom of the Pyramid. Cheung Kong Graduate School of Business.

Liao, J. (2007). HomeInn. Cheung Kong Graduate School of Business.

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

## **Presentation of Refereed Papers**

## **International**

Liao, J. & Ye, Q. (2009). Venture Gestation Process and Firm Emergence: A Configurational Approach. Accepted for Kauffman/Babson Entrepreneurship Research Conference, Boston, Massachusetts.

Liao, J. & Gartner, W. (2009). Understanding Entrepreneurial Exit During Organization Emergence: An Integration of Strategic and Behavioral Perspectives. Accepted for Kauffman/Babson Entrepreneurship Research Conference, Boston, Massachusetts.

Liao, J. & Honig, B. (2008). Institutional Isomorphism and Environment Uncertainty, Venture Planning. Presented at Kauffman/Babson Entrepreneurship Research Conference., Chap Hill, North Carolina.

Liao, J., Pistrui, D., & Welsch, H. (2007). Environmental Uncertainty, Gestation Activities and Firm Emergence. Presented at Annual Conference of International Council for Small Business, Turku, Finland.

Liao, J. (2007). The Effect of Pre-venture Plan Timing and Perceived Environmental Uncertainty on the Persistence of Emerging Firms. Presented at the 9th West Lake International Conference on Small and Medium-Sized Business, Hangzhou, China.

Liao, J. & Welsch, H. (2005). Success Factors among Philippine Entrepreneurs. Presented at the Annual Conference of the United States Association of Small Business and Entrepreneurship, Indian Wells, California.

Liao, J. & Gartner, W. (2005). The Effects of Pre-Venture Plan Timing and Uncertainty on the Survival of Emerging Firms. Presented at the Nascent Entrepreneurship: The Hidden Potential Conference, Durham, United Kingdom.

Liao, J. & Welsch, H. (2004). Paths of Entrepreneurship Research: An Epistemological Analysis. Presented at the Third Movements of Entrepreneurship Publication Workshop, Stockholm, Sweden.

Stonebraker, P. & Liao, J. (2004). Supply Chain Configuration: A Typological Approach. Presented at the Production and Operation Management Society (POMS), Cancun, Mexico.

Liao, J. & Welsch, H. (2001). Social Capital and Growth Aspiration: The Role of Entrepreneurial Networks in Technology-Based New Ventures. Presented at 22st Babson-Kauffman Entrepreneurship Research Conference,, Glasgo, United Kingdom.

Liao, J., Welsch, H., & Pistrui, D. (1999). Individual and Infrastructure Determinants of Entrepreneurial Growth: What Matters More? Presented at the International Conference of Small Business Management (ICSB),, Napel, Italy.

Liao, J., Pistrui, D., & Welsch, H. (1998). Entrepreneurial Orientation and Family Forces in the New Germany: Similarities and Differences Between East and West German Entrepreneurs. Presented at RENT XII Research in Entrepreneurship and Small Business,, Lyons, France.

## **National**

Li, J., Li, J., & Kickul, J. (2009). TMT Experience and IPO Performance: An Empirical Study. Accepted for Strategic Management Society, Washington DC, District of Columbia.

Liao, J., Pistrui, D., & Jacobius, T. (2008). Innovation across Campus: An Interdisciplinary Approach to Entrepreneurship Education at IIT. Presented at the Annual Conference of the United States Small Business and Entrepreneurship (USASBE),, San Antonia, Texas.

Liao, J., Kickul, J., & Ma, H. (2008). Organizational Dynamic Capability and Innovation: an Empirical Examination of Internet Firms. Presented at Fourth Annual Office Depot/Kauffman Foundation Research Forum on Entrepreneurship and Innovation, Ft Lauderdale, Florida.

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

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

Liao, J. & Gartner, W. (2005). Making Sense and Cents Making in Pre-Venture Business Planning: Evidence from the Panel Study of Entrepreneurial Dynamics. Presented at Kauffman/Babson Research Conference, Boston, Massachusetts.

- Liao, J., Murphy, P., & Welsch, H. (2005). Conceptual History of Entrepreneurial Thoughts. Presented at Academy of Management Annual Meeting, Honolulu, Hawaii.
- Liao, J., Welsch, H., & Moutray, C. (2004). Entrepreneurial Discontinuance and the Start-up Resources of Nascent Entrepreneurs. Presented at the 18th Annual Conference of the United States Association for Small Business and Entrepreneurship, Dallas, Texas.
- Liao, J., Welsch, H., & Tan, W. (2004). Family Business Succession Plan: the Effect of Paternalism and Professionalism. Presented at the Annual Meeting of Decision Science Institute, Boston, Massachusetts.
- Liao, J. (2003). Entrepreneurial Commitment, Motivation and Growth Aspiration: the Case of Chinese Entrepreneurs. Presented at the 16th Annual Conference of United States Association for Small Business and Entrepreneurship, Hilton Head Island,, South Carolina.
- Liao, J. & Welsch, H. (2003). Exploring The Venture Creation Process: Evidence from Tech and Non-Tech Nascent Entrepreneurs. Presented at the 23st Babson-Kauffman Entrepreneurship Research Conference., Boston, Massachusetts.
- Liao, J. & Welsch, H. (2003). Patterns of Venture Financing: The Case of Chinese Entrepreneurs. Presented at the Annual Conference of Academy of Entrepreneurship Financing., Chicago, Illinois.
- Stonebraker, P. & Liao, J. (2003). Toward an Integrative Model of Supply Chain Management: Product Life Cycle and Environmental Variables. Presented at the Annual Conference of Production and Operation Management Society, Atlanta, Georgia.
- Liao, J. & Welsch, H. (2002). Entrepreneurial Intensity: An Emerging Construct. Presented at the 15th Annual Conference of US Association for Small Business and Entrepreneurship, Reno, Nevada.
- Liao, J. & Welsch, H. (2002). The Temporal Patterns of Venture Creation Process: An Exploratory Study. Presented at 22st Babson-Kauffman Entrepreneurship Research Conference,, Boulder, Colorado.
- Liao, J. (2002). Absorptive Capacity and Organizational Responsiveness: The Case of SMEs. Presented at of the Annual Conference of Decision Science Institute., San Diego, California.
- Liao, J., Welsch, H., & Stoica, M. (2001). Absorptive Capacity and Firm Responsiveness: An Empirical Investigation of Growth-Oriented Firms. Presented at the 14th Annual Conference of US Association for Small Business and Entrepreneurship, Orlando, Florida.
- Liao, J. & Welsch, H. (2001). Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. Presented at Annual Meeting of Academy of Management, DC, District of Columbia.
- Liao, J., Stoica, M., & Welsch, H. (2000). Is Organizational Culture a Good Predictor of SME Information Processing? Presented at the 13th Annual Conference of US Association for Small Business and Entrepreneurship.(, San Antonio, Texas.
- Liao, J., Welsch, H., & Stoica, M. (2000). Modeling SME Performance: An Analysis of Industry Structure, SMEs' Strategy, and Organizational Structure. Presented at Babson/Kauffman Entrepreneurship Research Conference,, Boston, Massachusetts.
- Liao, J., Welsch, H., & Pistrui, D. (1999). Internal and External Predictors of Entrepreneurial Growth: An Empirical Investigation of the Moderating Effects of Infrastructure Elements. Presented at the 12th Annual Conference of US Association for Small Business and Entrepreneurship, San Diego, California.
- Liao, J. & Zhao, J. (1998). Business Scope, Business Relatedness and Firm Profitability: The Effect of Corporate Refocusing. Presented at Annual Meeting of National Academy of Management, San Diego, California.
- Liao, J. (1998). Corporate Restructuring During the 1980s: An Empirical Investigation of Its Antecedents and Consequences. Presented at the Annual Meeting of National Academy of Management, San Diego, California.
- Liao, J., Zhao, J., & Ponce de Leon, j. (1997). Resource-based View: An Emerging Paradigm for Strategy? Presented at National Academy of Management,, Boston, Massachusetts.
- Liao, J. (1995). Technology and Competitive Advantages: Toward an Integrated Theoretical Model. Presented at the 26th National Conference of the Decision Sciences Institute., Boston, Massachusetts.
- Liao, J. (1994). A Theoretical Model of Business Strategy and Information System Planning. Presented at 25th Annual Meeting of National Decision Science Institut, Honolulu, Hawaii.

Liao, J. (1994). Information Technology Investment: An Institutional Perspective. Presented at 25th Annual Meeting of National Decision Science Institute, Honolulu, Hawaii.

## **Regional**

Liao, J. (2008). Venture Planning and Gestation Process: An Empirical Investigation of Nascent Entrepreneurs. Presented at the 5th Kauffman Foundation Symposium of Panel Study of Entrepreneurial Dynamics, Greenville, South Carolina.

Liao, J. (2007). Team Homogeneity and Homophily: Untangling Startup Teams. Presented at the Midwest Academy of Management Conference, Kansas City, Kansas.

Liao, J. & Gartner, W. (2007). Behavioral Precursors to Pre-venture Plan Formalization. Presented at the 4th Kauffman Foundation Symposium of Panel Study of Entrepreneurial Dynamics,, Greenville, South Carolina.

Stonebraker, P. & Liao, J. (2003). Environmental Turbulence, Strategic Orientation: Toward an Integrated Model of Supply Chain Integration. Presented at the Annual Conference of Midwest Academy of Management., St. Louis, Missouri.

Liao, J. (1996). Strategic Changes and Strategic Persistence: An Inter-organizational Network Perspective. Presented at the 39th Annual Meeting of Midwest Academy of Management, South Bend, Indiana.

Liao, J. & Mypoi, r. (1996). Asset Specificity, Efficiency Boundary and Vertical Disintegration. Presented at 39th Annual Meeting of Midwest Academy of Management, South Bend, Indiana.

Liao, J. & Stubbart, C. (1996). Corporate Restructuring and Performance: Do All Restructuring Activities Create Value? Presented at Annual Meeting of Southern Management Association, New Orleans, Louisiana.

Liao, J. & Song, H. (1995). Information System Planning: A Typology. Presented at the 25th Meeting of Midwest Decision Science Institute, Cleveland, Ohio.

Liao, J. (1995). Construct Ambiguity in Organization Theorizing: Advantages or Disadvantages? Presented at the 38th Annual Meeting of Midwest Academy of Management, St. Louis, Missouri.

Liao, J. (1995). Institutional Influences on Information Technology Adoption. Presented at the 38th Midwest Academy of Management, St. Louis, Missouri.

Liao, J. (1995). Measuring Strategic Performance: A Critical Review. Presented at 38th Annual Meeting of Midwest Academy of Management,, St. Louis, Missouri.

Liao, J. & Song, H. (1995). A Typology of MNCs' Information System Development Strategy. Presented at The 24th Annual Meeting of the Western Decision Science Institute, San Francisco, California.

Liao, J. (1995). Strategic Management of Technology: A Literature Review. Presented at of the 26th Annual Meeting of Midwest Decision Science Institute,, St. Louis, Missouri.

## **Local**

Liao, J. & Welsch, H. (2001). Roles of Social Capital in Venture Creation: Key Dimensions and Research Implications. Presented at LIoyd Greif Center for Entrepreneurial Studies of University of Southern California, LA, California.

Liao, J. (1994). Schooling of Organization Theory: The Second Day of School. Presented at the Second Organizational Studies Doctoral Conference,, Seattle, Washington.

## **Grants**

### **Funded-External**

2008 - Liao, J., "Business Planning and Start-up Behaviors: An Exploratory Study", United States Small Business Administration.

2007 - Liao, J., "Business planning and venture Emergence", US Small Business Administration.

2003 - Liao, J., "a White Paper on Historical Evolution of Entrepreneurship", Coleman Foundation Research Grant.

2002 - Liao, J., "a White Paper on Business Failures and Dissolution", Coleman Foundation Research Grant.

2001 - Liao, J., "a White Paper on Entrepreneurial Growth Strategy", Coleman Foundation Research Grant.

## **Funded-Internal**

2008 - Liao, J., "Summer Research Grant.", Stuart School of Business, IIT.

## **Research Reports**

Liao, J. & Gartner, W., "Are Planners Doers? Pre-Venture Planning and the Start-Up Behaviors of Entrepreneurs." .

Liao, J. & Gartner, W., "The Effect of Pre-venture Planning on Venture Survival." .

## **Dissertation**

The Antecedents and Consequences of Corporate Restructuring: An Empirical Investigation

## **Papers Under Review**

Gartner, W., Carter, N., & Liao, J. (2009). "When are new firms founded?," initial submission to Journal Of Management.

Liao, J. (2009). "Absorptive Capacity and Organizational Responsiveness: The Case of SMEs," initial submission to Journal Of Small Business Management.

Liao, J. & Honig, B. (2009). "Environmental Uncertainty, Institutional Isomorphism and the Likelihood of Business Planning: An Empirical Investigation.," initial submission to Journal Of Business Venturing: Int'l. Entrepreneurship, New Bus. Devel. & Tech.

Liao, J. (2009). "The Effects of Team Heterogeneity and Homophily on Venture Formation: Untangling Founding Teams of Nascent Ventures.," initial submission to Strategic Entrepreneurship Journal.

Liao, J. & Gartner, W. (2009). "Venture Planning and Gestation Process: An Empirical Examination of Nascent Entrepreneurs.," initial submission to Small Business Economics.

Liao, J., Li, J., & Gartner, W. (2009). "Birds of Feather or Birds of Mix: the Independent, Collective and Interactive Effects on Venture Formation.," revised and resubmitted to Journal Of Business Venturing: Int'l. Entrepreneurship, New Bus. Devel. & Tech.

## **Working Papers**

Liao, J., Li, J., & Kickul, J. (2009). "Composition of Entrepreneurial Teams and IPO performance: A Dynamic Capability Perspective".

Liao, J. & Honig, B. (2009). "To Revise or Not to Revise: Business Planning and Venture Creation.".

Liao, J., LaVan, H., & Mathys, N. (2009). "Perceived Organizational Readiness for Change, Individual Organizational commitment and Intention to Stay: the case of Chinese Organizations.".

## **Service:**

### **Service to the University**

#### **College assignments:**

##### **Member:**

2008-2009: MPA review Committee

2008-2009: Undergraduate Program and Curriculum Committee

2008-2009: Committee member of Joint-Degree on Intellectual Properties

2007-2008: Research and Faculty Development Committee

2006-2007: MBA/EMBA Committee

2006-2007 through 2008-2009: Cross Campus Entrepreneurship Initiative Committee

2003-2004 through 2005-2006: Committee Member of NEIU Outcome Assessment Task Force

### **University assignments:**

#### **Faculty Advisor:**

2007-2008: IIT Motorola Business Plan Advisor

2007-2008: International Business Plan Competition (Ryan Witthans, Shabab Amiruddin)

2004-2005 through 2007-2008: Dissertation Committee Member. Robert Fuller, Oregon State University (2004-2008).

#### **Member:**

2008-2009 through 2009-2010: Sustainable Innovation Theme

## **Service to the Profession**

### **Academic Conference: Moderator / Facilitator**

2001-2009: 22st Babson-Kauffman Entrepreneurship Research Conference, (National).

2003: The 17th Annual Conference of United States Small Business and Entrepreneurship (USASBE) (National).

### **Advisor**

2004-2007: Dissertation Committee Member. Robert Fuller, Oregon State University (Local).

### **Board Member: Advisory Board**

2003-2008: United States Small Business Administration (National).

2003-2008: United States Small Business Administration (Midwest Area) (National).

### **Board Member: PRJ Editorial Review Board**

2008-2010: Journal of Leadership and Organizational Studies. (Regional).

### **Chair: Committee / Task Force**

2008: IIEE Young Entrepreneurs Conference (Regional).

2007: the 9th West Lake International Conference of Small and Medium-sized Enterprises (International).

2001: International Association for Chinese Management Research (International).

### **Editor: Special Issue of a PRJ**

2008: International Journal of Organization Analysis (International).

2005: Journal of Enterprising Culture (International).

### **Reviewer - Article / Manuscript**

2005-2009: Journal of Small Business Management (National).

2008: International Journal of Entrepreneurship and Innovation Management (International).

2007-2008: International Association of Chinese Management Association (International).

2007-2008: Journal of Business Venturing (National).

2005-2008: Entrepreneurship Theory and Practice (National).

2004-2007: Journal of High Tech Management Research (National).

### **Reviewer: Conference Paper**

1996-2009: Academy of Management Annual Meeting (National).

## **Service to the Community**

### **Speech / Presentation at a Community Meeting**

2009: CNBC China, " Panelist, 'Financial Crisis and Strategic Transformation of Chinese Firms' CNBC China (March, 2009)

2008: Keynote speaker, 'How do Chinese Cost Innovation Disrupting Global Competition

2008: Invited panelist, 'Dialogue' CCTV 9

2006: Panelist, 'Strategic Decision' TV program on CNBC China

2006: Panel Discussant 'Disruptive Innovations' CNBC, China

## **Faculty Development**

### **Instructional-Related Conference**

2003: "Experiential Classroom IV, Program in Entrepreneurship and Emerging Enterprises, Syracuse University. Syracuse, New York.

### **Professional Seminars / Workshops**

2009: Qualitative Comparative Analysis (QCA), Research seminar at Virginia Commonwealth University. Richmond, Virginia.

2006: Stanford University Technology Entrepreneurship Program. San Francisco, California.

2002: Case Development Seminar, Harvard University. Boston, Massachusetts.

1998: Case Development Seminar (Teaching) Harvard University. Boston, Massachusetts.

### **Technology-Related Training**

2009: Sedona Workshop. Chicago, Illinois.

## **Honors & Awards**

### **Honors:**

2008: Faculty Excellence in Graduate Teaching.

### **Awards:**

2005: Faculty Excellence Award in Research, Northeastern Illinois University.

2004: Faculty Excellence Award in Research, Northeastern Illinois University.

2003: Faculty Excellence Award in Research., Northeastern Illinois University.

2001: Best Empirical Paper Award, the 14th Annual Conference of US Association for Small Business and Entrepreneurship.

2001: Dean's Recognition for Teaching Excellence,, Hong Kong University of Science and Technology.

## **References**

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