

Bilian Ni Sullivan

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EDUCATION

Ph.D. & M.A. Graduate School of Business, Stanford University, June, 2003

ACADEMIC EXPERIENCE

Co-Director, Bachelor of Science in Biotechnology and Business (BIBU), HKUST,
February 2023-

Executive Committee Member, IEMS-HKUST, March 2018-March 2019

Academic Director, Master of Science in International Management, Hong Kong Univ. of
Science and Technology, August 2012 – July 2017

Associate Professor of Management, School of Business and Management, Hong Kong
University of Science and Technology (HKUST), 2010 - present

Faculty Associate, HKUST IEMS, 2015 - present

Assistant Professor of Management, School of Business and Management, Hong Kong
University of Science and Technology (HKUST), 2003 - 2010.

Teaching Assistant, University of Illinois at Chicago, August 1991-May 1994.

PROFESSIONAL EXPERIENCE

Project Manager: Research and Development Department, Information Resources Inc.
(IRI), Chicago, IL. 1996-1997

Research Associate and Research Project Manager: NCI Research, an affiliate of Kellogg
Graduate School of Management of Northwestern University, Evanston, IL. 1994 - 1996.

Statistical Consultant: Statistical analysis and data management for health care projects in
Nursing School, University of Illinois at Chicago. 1995.

RESEARCH

1. List of Research Publications

(a) Papers published in, or accepted by, referred journals

- Lu, H., Mao, K. & Sullivan, B.N. (equal contribution and authorship is alphabetically ordered). 2023. Forthcoming. The Paradox of Political Legitimacy: The Political Inclusion and Firm Strategies of Entrepreneurs". *Journal of Asian Business & Management*.
- Sullivan, B.N., Mao, K. & Wang, H.. Forthcoming. "Constrained by Localized Attention Focus: The Negative Effect of Firm-specific Knowledge on Exploratory Firm Innovation". *Management and Organization Review*.
- Li, P., Rhee, M. and Sullivan, B. N. (Alphabetically ordered). 2021. Remembering James March. *Management and Organization Review*, v. 17, Issue: (4), Pages: 644-654.
- Li, A. and Sullivan, B.N. (equal contribution and authorship is alphabetically ordered). 2020. Blind to the future: Exploring the contingent effect of managerial hubris on strategic foresight. *Strategic Organization*, 14 December 2020 (accepted and published online first)
- Sullivan, B.N. 2019. Walking with a Giant: In Memory of My *Enshi* James G. March *Management and Organization Review* 15 (4), 891-894
- Sullivan, B.N. and Stewart, D. 2017. Do connections always help? Network brokerage's negative impact on the emergence of status. *Research in Sociology of Organizations*. Emerald Publishing Limited, pp.315 - 349
- Sullivan, B.N., Tang, Y and Marquis, C. 2014. Persistently learning: How small-world network imprints affect subsequent firm learning. *Strategic Organization*, 12: 180-199.
- Tang, Y., & Sullivan, B. 2014. A Matter of Salience? The Curvilinear Effect of Experience Heterogeneity on Firm Performance in the U.S. Venture Capital Market. *International Journal of Strategic Change Management*, 5(4): 297-320.
- Sullivan, Bilian N. and Yi Tang. 2013. Which signal to rely on? The impact of the quality of board interlocks and inventive capabilities on R&D alliance formation under uncertainty. *Strategic Organization*, 11: 364-388.
- Sullivan, Bilian N. and Yi Tang. 2012. Small-World Networks, Absorptive Capacity, and Firm Performance: Evidence from the U.S. Venture Capital Industry. *International Journal of Strategic Change Management*, 4(2): 149-175
- Sullivan, Bilian N. 2010. Competition and Beyond: Problems and Attention Allocation in the Organizational Rulemaking Process. *Organization Science* 21: 432-450
- Morris, M., Podolny, J. & Sullivan, B.N. 2008. Culture and Coworker Relations: Interpersonal Patterns in American, Chinese, German, and Spanish Divisions of a Global Retail Bank. *Organization Science*, 19: 517-532.
- Sullivan, B. N., Haunschild, P. & Page, K. 2007. "Organizations non-gratae?: The impact of unethical corporate behavior on interorganizational networks." *Organization Science* Vol. 18, No.1, pp55-70.

Augier, M., March, J. G. and Sullivan, B.N. (alphabetically ordered). 2005. Notes on the Evolution of a Research Community: Organization Studies in Anglophone North America, 1945-2000. *Organization Science Vol. 16, Issue 1: 85-95*.

Haunschild, P. and Sullivan, B.N. 2002. "Learning from complexity: Effects of accident / incident heterogeneity on airline learning" *Administrative Science Quarterly, 47: 609-643*.

Jost, J. T., Pelham, B.W., Sheldon, O. and Sullivan, B.N. 2002. "Social inequality and the reduction of ideological dissonance on behalf of the system: Evidence of enhanced system justification among the disadvantaged". *European Journal of Social Psychology Vol. 32*.

(b) Book chapters and conference proceedings

Sullivan, B.N. and Stewart, D. G. 2010. Divergence in Status Evaluation: Theoretical Implications for a Social Construction View of Status Building In *Status, Organization and Management* ed. Pearce, J., Cambridge University Press.

Augier, M., March, J. G. and Sullivan, B.N. (alphabetically ordered). 2008. Notes on the Evolution of a Research Community: Organization Studies in Anglophone North America, 1945-2000. In *Explorations in Organizations* by James G. March.

Sullivan, B. N. and Tang, Yi. 2008. Conformity for Legitimacy: A Perspective from the Learning Model of Firm Risk-taking. *Best Paper Proceedings, Academy of Management Meetings, Anaheim*.

Sullivan, B. N. and Tang, Y. 2007. The Contingent Role of Small World Networks on Firm Performance: Evidence from Venture Capital Firms. *AOM Best Paper Proceedings, Philadelphia*.

Haunschild, P. and Sullivan, B.N. Learning from complexity : Effects of accident/incident heterogeneity on airline learning. Toronto, Canada, August, 2000. *AOM Best Paper Proceedings*.

(c) Papers published in, or accepted by, refereed conferences

Mao, K.X. and B.N. Sullivan. 2022. Winning a Prestigious Award and Unethical Behaviors of Chinese Pharmaceutical Firms. Presented at the Academy of Management Meeting, 2022, Seattle/online.

Gong, T., Sullivan, B.N and Tang, Y.J. Internal Power Dynamics: The Role of Government in the Commercialization of Firm Innovation. Presented at the Academy of Management Meeting, 2021, online.

Li, A., Sullivan, B.N. Compassionate Board of Directors and Power Dynamics with the CEO. Presented at the Academy of Management Meeting, 2020, online.

Mao, K. and Sullivan, B.N. Firm-specific Knowledge Assets and Different Firm Strategies toward External Stakeholders. Presented at the Academy of Management Meeting, Boston, 2019

Li, A. and Sullivan, B.N. For Whom the Bell Tolls? The Differential Impact of Corporate Leaders' Death on Firm Long-term Investment. Presented at the Academy of Management Meeting, Boston, 2019

Li, A. and Sullivan, B.N. Perception of Firm Status and Organizational Ambidexterity, Presented at the Academy of Management Meeting, Chicago, Illinois, 2018.

Sullivan, B.N. and Mao, K.X. The Negative Impact of Firm-specific Knowledge on Firm Innovation. Presented at the Academy of Management Meeting, Chicago, Illinois, 2018.

Sullivan, B.N. and Wang, N.X. (alphabetically ordered) How Does the Future Matter? A Contingency Perspective on the Influences of Future Focus on Firm Innovation Performance. Presented at Academy of Management Meetings, Atlanta, 2017.

Gong, T. Y. and Sullivan, B.N. (alphabetically ordered) Balancing the Power of the State and the Market: A Resource Dependence Perspective on the Role of Government Policies on Firm Innovation in China's Transitional Economy. Presented at the Academy of Management Conference, Atlanta, 2017.

Sullivan, B.N. and Li, A. Blind to the Future: Managerial Hubris and Foresight in the Innovation Context. Presented at the Academy of Management Conference, Atlanta, 2017.

Sullivan, B.N., and Gong, Tianyu, Organizational Search as the Conduit and CEOs as the Catalyst: the Impact of Government Policies on Firm Innovation. Presented at Academy of Management Meetings, Anaheim, 2016.

Sullivan, B.N. and Yang, Xinyi, Can Mindful Firms be Innovative? The Differentiated Role of Mindfulness on Firm Innovation. Presented at Academy of Management Meetings, Anaheim, 2016.

Gong, Tianyu and Sullivan, B.N., Can Government Help Organizations Innovate? The Effect of Government Policy on Innovation. Presented at Academy of Management Meetings, Vancouver, 2015.

Huai, M., Sullivan, B.N and Chua, R. Factors leading employees to help social network contacts and the benefits for helpers. Presented at Academy of Management Meetings, Philadelphia , 2014.

Sullivan, B.N., Gong, T. Government Policies and Novelty of Innovations: The Mediating Role of Organizational Search. Presented at IACMR, Beijing, 2014

Sullivan, B.N. and Kim Wu. 2012. The Role of the State and Firm Innovation Performance: Evidence from China's Emerging Economy. Presented at IACMR, Hong Kong.

- Sullivan, B. N., Tang, Y. & George, E. Jumping on the Bandwagon? A Behavioral Perspective of Organizational Conformity under Institutional Pressures. Presented at 2012 New-Institutionalism Workshop, Barcelona
- Sullivan, B. N., Heli Wang and Kim Wu. 2011. Generation of Firm-Specific Knowledge: The Role of Organizational Imprinting and Exploratory Learning. Presented at the Academy of Management Meetings, San Antonio, 2011.
- Sullivan, B. N. and Yi Tang. 2010. Small-World Network Imprinting, Subsequent Firm Adaptation and Firm Performance. Presented at the Academy of Management Meetings, Montreal, 2010.
- Chua, R., Sullivan, B. N. and Morris, M. Compelled to Help: Effects of Direct and Indirect Exchange on Perceived Obligation in Professional Networks. Presented at the Academy of Management Meetings, Chicago, 2009.
- Tang, Y., Sullivan, B. N. and Kuilman, J. Help or Hindrance? The Impact of Identity Focus on Network Dynamics in the Hong Kong Film Industry, 1981-1997. Presented at the Academy of Management Meetings, Chicago, 2009.
- Sullivan, B. N. & Tang, Y. 2008. Conformity for Legitimacy: A Perspective from the Learning Model of Firm Risk-taking. Presented at the Academy of Management Meetings, Anaheim.
- Page, K. & Sullivan, B. (alphabetically ordered). 2008. Learning from Partner Experiences or Own Experiences? An Empirical Analysis of Organizational Learning from Successes and Failures in Repeated Closed-Bid Auctions. Presented at the Academy of Management Meetings, Anaheim.
- Sullivan, B. N. & Tang, Y. The Contingent Role of Small World Networks on Firm Performance: Evidence from Venture Capital Firms. Presented at the Academy of Management Meetings, Philadelphia, 2007
- Sullivan, B. N. & Stewart, D. Divergence in Status Evaluation: Theoretical Implications for a Social Construction View of Status Building. Presented at the Academy of Management Meetings, Philadelphia, 2007
- Sullivan, B. N. & Tang, Y. "R&D Collaborations under Environmental Uncertainty: The Influences of Interfirm Network Structures". Presented at the Academy of Management Meetings, Philadelphia, 2007
- Sullivan, B. N., Tang, Y. & Haunschild, P. Signals for Newcomers: Learning Capability and Firm Networks in Formation of Strategic Alliances for Start-up Companies. Presented at the Academy of Management Meetings, Atlanta, 2006.
- Sullivan, B. N. & Stewart, D. Can Connections always Help?: Network Ties and the Formation of Reputation Evaluation. Presented at the Academy of Management Meetings, Atlanta, 2006.

Sullivan, B. N. & Hayes, J. 2005. "The Effects of Network Structure and Network Partner Profiles on Firm Risk Taking". Presented at the Academy of Management Meetings at Hawaii, 2005.

Sullivan, B. N. 2004. "Competition or Urgency?: Contextual Impact of Problem in the Process of Solution Generation". Presented at the Academy of Management Annual Meetings, New Orleans, 2004.

Argier, M., March, J. & Sullivan, B. N. 2004. The Evolution of a Research Community: Organization in Anglophone North America, 1945-2000. Presented at the Academy of Management Annual Meetings, New Orleans, 2004

Sullivan, B. N. & Haunschild, P. Learning from Others' Errors: The impact of industry error structure on airline accident/incident rate and severity. Presented at the Academy of Management Annual Meetings, Washington DC. August, 2001.

Haunschild, P & Sullivan, B. N. Learning from complexity : Effects of accident/incident heterogeneity on airline learning. Presented at the Academy of Management Annual Meeting, Toronto, Canada, August, 2000. Published in the Best Paper Proceedings.

Also an invited presentation at the 2000 Conference on Knowledge Management (March and Nonaka, organizers), Helsinki, Finland. Also invited presentations at University of Bologna, Italy; Tilburg University, The Netherlands, and Groupe HEC, France (all 2000).

The impact of unethical corporate behavior on interorganizational networks. Presented at the Academy of Management Annual Meeting, August 1999.

2. List of honors and grants

Institute for Emerging Markets Grant, PI, 2016 – 2018, "Overcome the Legitimacy Effect: The Role of Agency in Firm Innovation in China". HK\$125,000

Hong Kong Competitive Earmarked RGC Grant, PI, 2013-2014. "Search for New Ideas under the Influence of Government Innovation Policies in Emerging Market: Evidence from Chinese Firms". HK\$350,000

Hong Kong Competitive Earmarked RGC Grant, CI, 2011-2012. "The Impact of Identity Strength on R&D Alliance Network Dynamics and Firm Innovation Performance". HK\$500,000

Hong Kong Competitive Earmarked RGC Grant, PI, 2009-2012. "The Role of Institutional Factors in Firm Innovation: Innovation Policies (or Regulations) and Firm Innovation in China". HK\$941,000.00

Hong Kong Competitive Earmarked RGC Grant, PI, 2005-08. "New to the Party: The Role of Technology Innovation in Formation of Strategic Alliances for Start-up Companies". HK\$569,797.00

Stanford University candidate to the OB/OD/OMT Doctoral Consortium, Academy of Management, Washington DC, 2001.

Stanford Fellowships, 1997-2002

TEACHING

1. Courses Taught

Fall, 2022, Strategic Management, DiMBA, newly developed course

Spring 2020-23, Strategic Management in China, Undergraduate, MBA

**Dean's Teaching Excellence Recognition for MGMT 4240, 2021*

Spring 2019, Strategic Management in China, Undergraduate, MBA

**Dean's Teaching Excellence Recognition for MGMT 4240, MGMT5480, 2019*

Spring 2018, Strategic Management in China, Undergraduate, MBA

**Dean's Teaching Excellence Recognition for MGMT 4240, 2018*

Spring 2020-23, Doing Business in Asia/China. MIMT.

Doing Business in Asia (China), MIMT. 2019,2018.

Spring 2017, Strategic Management in China, Undergraduate, MBA

Spring 2016, Strategic Management in China, Undergraduate

Fall 2013, 2015, 2017, 2019 Ph.D seminar, Organizational Theory and Strategic Management

Spring 2014, 2016 Strategic Management in China, HKUST MBA;

Spring 2013, Strategic Management in China, HKUST MBA;

Fall 2010, 2011, 2012, 2013 International Management UG;

Fall 2008, Corporate Strategy and International Management

Spring 2008, International Management, Undergraduate

Fall 2003-2007 Corporate Strategy, Undergraduate

Various courses for HKUST's Bilingual EMBA, MIMT-CEMS, Executive Education, government training, overseas EMBA and MBA programs on topics of managerial decision-making, leadership development, social issues in China and doing business in Asia.

2. Program Design

Ranked as No. 1 among all 30 universities in the CEMS alliance in terms of overall students' evaluation of the program. **School of the Year for 2016 for the CEMS – MIMT program.**

Played an important role in designing and developing course portfolios for the MIMT program;

Participated in program marketing and students recruiting; provided guidance for student selection criteria.

Ensured a high teaching participation rate from HKUST business school faculty especially the regular research faculty for the MIMT program.

Involved in and facilitated the development of collaborative relationships with international schools.

3. New Course Development

Developed the core Strategic Management course for the new online MBA program at HKUST Business School. Delivered the course in Fall 2022.

PROFESSIONAL SERVICES

Division Editor-in-Chief (2022-)

Organization and Strategy, Journal of Economics and Management, Guanghua School of Management, Peking University

Co-Editor of MOR Special Issue (2020): Research in Memory of James G. March

Global Representative

OMT Division, Academy of Management (August 2015 --- August 2017)

Members of Program Committee for IACMR 2016

Co-Organizer

PDW for IACMR 2016, “How to publish on top tier journals”

Senior Editor

Management and Organization (September 2013 – August 2017)

Editorial Board Member

Editorial board of *Organization Science* (January 2009 – 2016)

Editorial board of *International Journal of Strategic Change Management* (August 2008 –)

Ad Hoc Reviewer

Academy of Management Journal
 Academy of Management Review
 Administrative Science Quarterly,
 Organization Science
 Strategic Management Journal
 Organization Studies
 Industrial & Corporate Change
 Asia Pacific Journal of Management
 Strategic Organization
 Research Policy

Other Professional Services

Reviewer for Research Grants Council, Hong Kong SAR, China
 External Examiner for HKBU, City University of Hong Kong

UNIVERSITY SERVICE

Served in a variety of roles in department and school committees.