

BINOD SUNDARARAJAN
(Be-Node Soon-darra-jan)

Rowe School of Business
Faculty of Management, Dalhousie University
Kenneth C. Rowe Building, 6100 Univ Avenue,
PO Box 15000, Halifax, NS B3H 4R2

Tel (O): 902-494-1884
Email: binod@dal.ca

EDUCATION

- Aug 2007 PhD - Communication and Rhetoric – Grounded on Organizational Communication/Behaviour, Computer Mediated Communication, Network Analysis & E-Learning - **Rensselaer Polytechnic Institute, Troy NY, USA.** Committee – Dr. James Watt (LL&C, RPI), Dr. Robert Krull (LL&C, RPI), Late Dr. Lois Peters (Lally School of Management, RPI), & Dr. Junho Choi (Yonsei University, S. Korea).
- May 2003 M.S. in Electrical Engineering with a specialization in Signal and Image Processing. M.S. Thesis - Fingerprint classification and matching using Neural Networks - **Rensselaer Polytechnic Institute, Troy NY, USA.**
- June 1997 Bachelor of Engineering Degree in Electronics and Communications. First Class with Distinction. **Manipal Institute of Tech., Mangalore University, India.**

RESEARCH KEYWORDS

Organizational Communication, ICTs, Networking technologies, Social network analysis, Social Media and E-Learning, Business, Professional, and Corporate Communication, Leadership & Managerial Communication, Leadership and Sustainability, Business Ethics Teaching, Diversity Training in Organizations, Historical data analysis, Constructivism, Quantitative Analysis, Structural Equation Modeling, Thematic analysis, Content Analysis, Language, Organizational learning, Organizational Behavior, Organizational Theory, Mixed Methods Research

ACADEMIC EXPERIENCE

- June 1, 2020 to June 30, 2023 Interim Director of Rowe School of Business, Faculty of Management at Dalhousie University, Halifax, NS, Canada. Manage all internal School operations, school budget/expenditures, fostering teaching, research, & service excellence, and ensuring high morale and productivity among faculty and staff, to the benefit of the students in our programs. Worked to have School become member of EFMD, looking at embarking on the Business School Impact System (BSIS) process, bringing conferences like ASAC, AIB-Canada to campus, firming partnerships with Chambers of Commerce (Halifax, and Canadian), working on improving collaborations with International Business Schools for exchange and joint programs, and working to enhance the reputation of the School and Faculty. Currently, the EDIAD Steward, Champion, and Chair of Long-range EDI Planning Cluster at the Faculty of Management. Committee member of the Tri-Agency Dimensions EDI Review Committee. Will shortly embark on Alumni and Donor Relations, and Advancement activities.

- July 1, 2022, onwards. Professor of Management, Rowe School of Business, Faculty of Management at Dalhousie University, Halifax, NS, Canada
- July 1, 2015 to June 30, 2020 Associate Director, Rowe School of Business, Faculty of Management at Dalhousie University, Halifax, NS, Canada. Managed the AACSB re-accreditation process. Introduced and optimized a robust Assurance of Learning data collection system and authored the AACSB Continuous Improvement Review (CIR) report, planned and organized AACSB Peer Review Team (PRT) site visit and worked to ensure continuing accreditation.
- July, 2015 - June 2016 Area Coordinator (Chair) for the Management Area Group. Managed course/curriculum planning, hiring, and staffing of courses.
- July 2013 – June 2022. Associate Professor of Management, Rowe School of Business, Faculty of Management at Dalhousie University, Halifax, NS, Canada
- Jun 2013- July 2015 Research Co-Lead, Rowe School of Business – Tasked to nurture and celebrate research culture in the school, managed the Rowe Research Seminar Series.
- Jul 2008- Jun 2013 Assistant Professor Business Communication, Rowe School of Business, Faculty of Management at Dalhousie University, Halifax, NS, Canada
- Sep 2007- Jul 2008 Teaching Engineering Communication to Electrical Engineering students at the University of Toronto, Toronto, Canada. I also conducted 1-to-1 interventions in students’ report writing and oral presentations. Edited and helped write grant applications for the University of Toronto, Government Research Infrastructure Programs (GRIP).
- Oct 2007 – Dec 2007 Part time Post-Doctoral Research Associate with Dr. Ronald Baecker, KMDI (Knowledge Media Design Institute - <http://www.kmdi.org/>), University of Toronto. Assisted UoT researchers with writing government and industry partner grant proposals and using my social network analysis and CSCL experience to assist in projects involving ePresence (an open-source CSCL tool developed at the KMDI), mobile assistive aids.

GRANTS, AWARDS & HONORS

GRANTS

1. Co-Investigator – SSHRC Insight Grant (2022-24) \$ **73,076** - A Canadian university case study: co-creating inclusive sustainable development pathways. Dr. Kent Williams, PI. Other Co-PIs – Dr. Tony Walker, Dr. Alice Aiken, Ms. Rochelle Owen, and Ms. Martha Brilliant.
2. **Principal Investigator**, SSHRC Explore (2019-20) \$ **4805** – TAEC Model of Diversity for Organizational Effectiveness.
3. **Principal Investigator**, SSHRC IDG (2018-21) \$ **69,738** - A Social Constructivist Approach to Teaching Business Ethics – (Ohreen, Mount Royal, Trifts & Comber, Dalhousie, Co-Investigators)
4. Co-Investigator SSHRC IDG (2018-21) \$ **42,007** - Family Business Entrepreneurial Pathways and Networks – SSHRC Insight Development Grant Competition. Albert James, PI (Bill Foster, Co-PI, Dalhousie University)

5. Co-Investigator, SSHRC Partnership Engage Grant \$ **24,732** – (2018-20) ConnectIng Public Servants to Enhance Public Value. (Dr. Martine Durier-Copp, PI, Mechoulan and Makani are the other Co-PIs)
6. Co-Investigator, SSHRC Explore (2018-19) - \$ **6990** - A Network Analysis of Editor-Author Dyadic Relationships in Top Finance Journals" (Maria Pacurar, PI, Oumar Sy, Co-PI, both Dalhousie)
7. Co-Investigator, SSHRC Explore Grant (2018-19) - \$**6990** -Using Virtual Reality Tools to Improve the Effectiveness of Online Collaboration, (Moataz Soliman, PI, Dalhousie)
8. Co-Investigator, KPMG Family Business Grant \$**10,000** – (2017-18). Social Network Analysis and Family Businesses in the Maritimes (Albert James, PI).
9. Co-Investigator, SSHRC Connections Grant \$ **49,997** – (2016-18) Creating a community of practice in Atlantic Canada for Role-Play Simulations in the classroom
10. **Principal Investigator**, Rowe Research Grant \$ **4950** – (2016-17) Creating a community of practice for Role-Play Simulations in the classroom
11. Co-Investigator, Rowe Research Grant \$ **10,000** – (2016-18) Using Virtual Reality Tools to Improve the Effectiveness of Online Collaboration.
12. Dalhousie SSHRC Research Development Fund (RDF) \$ **3450**, (2015-16) - for studying a social constructive approach to teaching Business Ethics – with Drs. Valerie Trifts and Scott Comber
13. Co-Investigator in \$ **10,000** (2013-2015) Rowe Research Fund Project - Financial decision-making under stress, with Dr. Richard Nason and Dr. Lorn Sheehan
14. Co-Investigator with Dr. Shamsud Choudhury in \$ **10,000** (2013-2015) Rowe Research Fund Project – (2014-16) CEO Hubris and the Role of Corporate Boards in General Motors and Toyota (1970-2010)
15. Co-Investigator in SSHRC Partnership Development Grant. \$ **200,000** (2012-2014) grant for project titled, “Irish-Catholic Discourse and Social Mobility in Nineteenth Century Halifax: The Exemplary Case of Holy Cross Cemetery”.
16. **Principal Investigator** - Received \$ **3500** (2012-13) award from Dalhousie University Research Development Fund, - Expectations Study with Dr. Linda Macdonald
17. **Principal Investigator** – (2011-14) Received Social Sciences and Humanities Research Council of Canada (SSHRC) Insight Development Grant for \$ **74,500** to study the use of texting as a discussion tool/medium in higher education classrooms.
18. **Principal Investigator** - Contract Grant from Holy Cross Cemetery Trust, Halifax, NS for \$ **12,000** - (2011-12) to do research on networks of 19th C Irish immigrants to Halifax.

AWARDS

19. Nominated for the Management Teaching Excellence Award (nominated three times).
20. Outstanding Author Contribution Award of Excellence, 2014, Emerald Literati Award, Emerald Group Publishing
21. Recipient of the Gordon Archibald Award for Excellence in Teaching, 2013-14.
22. Outstanding Reviewer Award, Management Education Development Division, Academy of Management, Received August 6-9, 2013, Academy of Management General Meeting, Aug 6-10, 2013, Orlando, Fla, USA
23. Outstanding Reviewer Award, Management Education Development Division, Academy of Management, Received August 9, 2010, Academy of Management General Meeting, Aug 6-10, 2010, Montreal, QC, Canada
24. Stanley I. Landgraf '46 Memorial Fellowship - Humanities, Arts & Social Sciences Competitive Fellowship 2005-07
25. School of Humanities & Social Sciences (H&SS) Graduate Student Travel Award - 2006

26. Graduate Teaching Award from the Instructional & Developmental Division of the International Communication Association, 2005.
27. Outstanding Teaching Assistant Award 2001-2002 – ECSE Dept., Rensselaer, NY

HONOURS

28. Inducted as the John Dobson Enactus Fellow (2017)
29. Commendation from the Chair of the Electrical Engineering Department, Faculty of Applied Science & Engineering at University of Toronto, for excellent teaching evaluations in the Fall of 2007 & Spring 2008.
30. NCA Doctoral Honors Workshop, Communication Theory and Practice Group (one of twelve students selected nationwide), Norman, Oklahoma, July 25-28, 2005.

MEMBERSHIPS

1. Academy of Management (OMT, MED, OCIS Divisions)
2. International Communication Association – ICA (CAT, IDD Divisions)
3. Administrative Sciences Association of Canada – ASAC (MED/OT Divisions)
4. ACM SIGDOC – Special Interest Group on the Design of Communication
5. Atlantic Schools of Business
6. Southern Management Association
7. Management & Organizational Behaviour Teaching Society

REFEREED PUBLICATIONS

1. **Sundararajan, B.** and Sundararajan, M. (2022 Accepted – Forthcoming). How can leaders and coworkers address toxic hotspots: A case study approach. In *SAM Advanced Management Journal*.
2. Conrad, C., Caron, I., Deng, Q., Shkurska, O., Skerrett, P., and **Sundararajan, B.** (2022). How student perceptions about online learning difficulty influenced their satisfaction during Canada's Covid-19 response. *British Journal of Educational Technology*. 10.1111/bjet.13206. **ABDC A – IF 2.951**
3. Tiller, S.J.; Rhindress, A.P.; Oguntola, I.O.; Ülkü, M.A.; Williams, K.A.; **Sundararajan, B.** (2022). Exploring the Impact of Climate Change on Arctic Shipping through the Lenses of Quadruple Bottom Line and Sustainable Development Goals. *Sustainability, an MDPI Journal*, **2022**, *14*, 2193. <https://doi.org/10.3390/su14042193> **IF – 3.251 (2020)**.
4. **Crumley, E.T.**, **Grandy, K.**, **Sundararajan, B.** and **Roy, J.** (2022), "Media interviews as strategic external communication to maintain legitimacy for sustainability activities", *Corporate Communications: An International Journal*, Vol. 27 No. 1, pp. 148-166. <https://doi.org/10.1108/CCIJ-05-2021-0053> (SJR: 1.47; ABDC Rank B).
5. Ohreen, D., **Sundararajan, B.**, Trifts, V., & Comber, S. (2021) "Vygotskian Business Ethics: The Influence of Peers on Moral Reasoning in Business Ethics Education", *Journal of Management Education* (Rank B in ABDC List). Paper from SSHRC IDG Grant (2018-22). Vol 46 (1), pp 1-36 - <https://doi.org/10.1177/1052562921996019>
6. Sundararajan, M., **Sundararajan, B.**, & Manderson, J. (2016). Impact of Group Emotions on Student Collective Action Tendencies, Ties and Task Performance. *Journal of Education for Business*, Taylor and Francis (Routledge). Vol 91 (7), 355-364. Published online Sep 27, 2016. <http://dx.doi.org/10.1080/08832323.2016.1231107>
7. Finch, D., Varella, P., Foster, W., **Sundararajan, B.**, Bates, K., Nadeau, J., O'Reilly, N., & Deephouse, D. (2016). The business school scorecard: Examining the systematic sources of business school value. *Canadian Journal of Administrative Sciences (CJAS)*. Published May 27, 2016. DOI: 10.1002/cjas.1391. **NOMINATED FOR CJAS BEST PAPER AWARD**

8. Sundararajan, M. and **Sundararajan, B.** (2015). “Immigrant Capital and Entrepreneurial Opportunities. *Entrepreneurial Business and Economics Review*, 3(3), 29-50 doi: 10.15678/EBER.2015.030303
9. **Sundararajan, B.**, and Macleod, B. (2015). “Shopkeeper and Grocer Networks of the Nineteenth Century Irish Immigrants to Halifax, Nova Scotia”. Special Issue of the Historical Studies, Edited by Mark McGowan and Michael Vance; Published by the Canadian Catholic Historical Association (CCHA), Vol. 81, pp 262-293 <https://cchahistory.ca/historical-studies/>
10. Macdonald, L., **Sundararajan, B.** (2015). Understanding International and Domestic Student Expectations of Peers, Faculty, and University: Implications for Professional Communication Pedagogy. Special Issue of the Journal of Rhetoric, Professional Communication and Globalization – Re-imagining professional communication pedagogy for the globalized classroom, Vol.8, pp 40-56.
11. Sundararajan, M., **Sundararajan, B.** & Henderson, S. (2012). Role of meditative foundation entrepreneurial leadership and new venture success. *Journal of Spirituality Leadership and Management*, Volume 6, 1, pp 59-70
12. **Sundararajan, B.**, Manderson, J., Sundararajan, M. (2012). “Studying Student Perceptions on Value, Assessment and Performance as an Inhibitor or Motivator for Classroom Engagement, Interaction and Participation.” *The Workplace Review* (Nov 2012, 50-64) - <http://www.smu.ca/academic/sobey/workplace/welcome.html>
13. **Sundararajan, B.** (2010) “Emergence of the Most Knowledgeable Other (MKO): Social Network Analysis of Chat and Bulletin Board Conversations in a CSCL System” *Electronic Journal of e-Learning* Volume 8 Issue 2 2010, (pp191 - 208), www.ejel.org
14. Young, N.M., **Sundararajan, B.**, P. Stewart & Stewart, M. L. (2009). “Even superheroes need a network: Harriet Tubman and the rise of insurgency in the New York State Underground Railroad”. *DuBois Review*, 6(2), 397-429, Dec 2009, Cambridge Univ. Press
15. **Sundararajan, B** (2009). “Impact of communication patterns, network positions and social dynamics factors on learning among students in a CSCL environment”. *Electronic Journal of eLearning*, 7(1), (pp 72-85), available online at www.ejel.org
16. **Sundararajan, B.** (2008). "Determining an Actor's Network Capacity and Network Utilization: A Markov Model of Human Agency in Social Networks." *CONNECTIONS*, the official journal of the International Network for Social Network Analysis 28(2):28-42.
17. Grace-Farfaglia, P., Dekkers, A. **Sundararajan, B.**, Peters, L., Park, S-H. (2006). "Multinational Web Uses and Gratifications: Measuring the Social Impact of Online Community Participation across National Boundaries," *Electronic Commerce Research*, Vol. 6. Number 1: 75-101, January 2006
18. Krull, R., **Sundararajan, B.**, Sharp, D. M., Potts, L. (2004). "User Eye Motion with a Handheld Personal Digital Assistant". *IEEE Transactions on Professional Communications*. [10.1109/IPCC.2004.1375311](https://doi.org/10.1109/IPCC.2004.1375311)

PEER REVIEWED BOOK CHAPTERS

1. **Sundararajan, B.**, Weigand, H., & Williams, K. (Accepted – forthcoming). Adopting diversity, inclusion, equity, and accessibility in management education. Williams, Mills, and Weigand Eds., Themes in Business and Society series. University of Toronto Press.
2. Taylor, S., **Sundararajan, B.** & Munroe-Lynds, C.-L. (2022) “Live Long and Educate: Adult Learners and Situated Cognition in Game-based Learning. *Handbook of Research on Acquiring 21st Century Literacy Skills Through Game-Based Learning*, Carol-Ann Lane Eds, (pp 194-219). IGI Global Publishers. DOI: 10.4018/978-1-7998-7271-9.ch011
3. **Sundararajan, B.** (2020). Role Play Simulation: Using Cases to Teach Business Concepts - Simulations and Student Learning: A transdisciplinary perspective. Edited Volume – Schnurr and MacLeod Eds. University of Toronto Press. Part of SSHRC Connections Grant. <https://utorontopress.com/ca/simulations-and-student-learning-2>

4. **Sundararajan, B.** (2018). That which is right, and that which we do: How to combat HARKing, P-Hacking, Data Hoarding, and other such practices by researchers? Social Responsibility of Scientists in the Technological Age: Papers from the AAAS Pacific Division Symposium Hawaii, USA, 2017 (pp 77-96). Raghavan Jayakumar & Jesse J. Thomas Eds. Nova Science Publishers. Novinka, New York.
5. **Sundararajan, B. & Tetzlaff, E.** (2018). Dynamic Social Impact Theory, Heterophily and Homophily in Socioculturally Mediated Communication (SCMC), in Reconceptualizing New Media and Intercultural Communication in a Networked Society. Bilge Eds. Pp 113-139, eDiscovery, IGI-Global. <https://www.igi-global.com/chapter/dynamic-social-impact-theory/202778>
6. **Sundararajan, B.,** Sheehan, L., Gilbert, S. (2013). Mediated Discourse in Higher Ed Classrooms Using Text Messaging –Volume 5, Cutting-edge Technologies in Higher Education, Increasing Student Engagement and Retention using Classroom Technologies: Classroom Response Systems and Mediated Discourse Technologies, Blessinger & Wankel (Eds), Emerald Publishing, March 2013. 199-232
7. **Sundararajan, B.,** Sheehan, L., Sundararajan, M., Manderson, J. (2013). Influencing Group Decisions by Gaining Respect of Group Members in an E-Learning Environment: A Path Model Analysis, in M.S. Khine (Ed.) Applications of structural equation modeling in educational research and practice. Rotterdam, Netherlands: Sense Publishers, 2013. 241-255.
8. **Sundararajan, B. & Sundararajan, M.** (2012). Like us on Facebook and follow us on Twitter: Corporate identity management across social media platforms In C. Cunningham (Ed.), **Social Networking and Impression Management** (pp. 129-146) Lexington Books (2012)

CONFERENCE PROCEEDINGS

1. Johansen, S., **Sundararajan, B.,** Armstrong, P.F. (2017). Building an historical GIS platform from archival data: the creation of dynamic databases for visualization of historical GIS information Proceedings of the 35th ACM International Conference on the Design of Communication – SIGDOC 2017
2. **Sundararajan, B.** (2016). An Analysis of Leaderspeak About Sustainability Using The lenses of Speech Act Theory and Social Identity Framing. Presentation at TEES 2016 Conference and included in the proceedings of the Transforming Emerging Economies and Sustainability conference (TEES 2016), Nov 8-9, 2016, at Christ University, Bengaluru, India.
3. D Ohreen, **B Sundararajan,** V Trifts, S Comber, D Boutland (2016). A Social Constructivist Approach to Teaching Business Ethics - Academy of Management Proceedings 2016 (1)
4. DJ Finch, KA Bates, **B Sundararajan,** DL Deephouse, P Varella, J Nadeau, Norm O'Reilly (2015). Opening the Governance of Business Schools: A Multi-Stakeholder View of Performance. Academy of Management Proceedings 2015 (1)
5. Manderson, J., **Sundararajan, B.,** Macdonald, L. (2015). “Teaching Public Speaking Without the Public: Making a Case for Virtual Audiences”. Published in the Proceedings of the ACM SIGDOC 33rd Annual International Conference on the Design of Communication, July 15-17, 2015, Limerick, Ireland. ISBN: 978-1-4503-3648-2
6. **Sundararajan, B. & Sheehan, L.** (2014) - Texting to Overcome Language Barriers, Collaborate & Facilitate Knowledge Transfer. Academy of Mgmt Proceedings 2014 (1)
7. Sheehan, L. & **Sundararajan, B.** (2014). Giving Voice to Team Members: IM and Texting Conversation Networks in Classrooms. Academy of Management Proceedings 2014 (1)
8. **Sundararajan, B.,** Manderson, J., Sundararajan, M. (2011). “Studying Student Perceptions on Value, Assessment and Performance as an Inhibitor or Motivator for Classroom Engagement, Interaction and Participation.” Proceedings of the Atlantic Schools of Business Conference, Sep 2011, Charlottetown, PE, Canada

9. **Sundararajan, B.** & Moore, C. (2006). Communication Patterns and Network Roles in Distance Education Computer-Supported Collaborative Learning Environments. In C. Crawford et al. (Eds.), Proceedings of Society for Information Technology & Teacher Education International Conf. 2006 (pp. 547-554). Chesapeake, VA: AACE.
10. Moore, C. & **Sundararajan, B.** (2006). Formation of Social Network Structure in CSCL and Impact on Influence, Respect, Participation, Interaction, and Learning. In E. Pearson & P. Bohman (Eds.), Proceedings of World Conference on Educational Multimedia, Hypermedia and Telecommunications 2006 (pp. 1288-1295). Chesapeake, VA: AACE.
11. M Sundararajan, **B Sundararajan** (2003) - How electronic communication moderates mentor-apprentice relationships in technologically driven organizations, Proceedings of Engineering Management Conference, 2003. IEMC'03: Managing Technologically Driven Organizations: The Human Side of Innovation and Change 2003, IEEE – IEEE Xplore Digital Library (pp 519-523)

OTHER WORKS

1. **Sundararajan, B.** & Macdonald, L. (2016). Lean, Ethical Business Communication, Oxford University Publishers, Toronto, Canada – Released Dec 2016. (Academic Textbook).
2. **Sundararajan, B.** & Shkurska, O., & Lin, S. (Accepted – Forthcoming) – Cross-cultural Practices in Business & Finance – **Textbook** – Palgrave Macmillan Publishers – **Project approved by Publishers – Draft of textbook cleared for publication.**

ARTICLES SUBMITTED/UNDER REVIEW OR UNDER PREPARATION

Submitted and Under Review

1. **Sundararajan, B.** and Sundararajan, M. Evolutionary Game Theory and the Roles of Reciprocity, Leaderspeak, Human Agency, and Ethics for Effective Strategic Communication. **Submitted to the *International Journal of Strategic Communication*.**
2. Sundararajan, M & **Sundararajan, B.** Break the Loop Series- A leader’s manual to be effective communicators, team-builders, and change managers. **Submitted to *Journal of Management and Business Education* – (Revise and Resubmit).**

Under Preparation - Peer-reviewed Journal Articles

1. Weigand, H. & **Sundararajan, B.** Sharing the historical network of knowledge from BIPOC entrepreneurs to guide entrepreneurship pedagogy in management education. **Under preparation**
2. **Sundararajan, B.**, Das, R., Williams, K., & Shkurska, O. - TAEC Model of Diversity for Organizational Effectiveness (SSHRC Explore funding received). **Under preparation for EDI journal.**
3. **Sundararajan, B.**, Sheehan, L., & Gilbert, S. A. “IM and Texting Deliberations to Overcome Language Barriers for Collaboration and Knowledge Transfer”. **Target Journal of Management Education (ABDC rank B).**
4. Poon, A., Hornell-Kennedy, B. & **Sundararajan, B.** “Customer Engagement Strategies in B Corps: Lessons from a B Corps on how to use Instagram to Build Effective Online Brands.” **Under preparation for Business Communication Quarterly.**
5. Durier-Copp, M., **Sundararajan, B.**, Makani, J., & Poon, A. The ConnecT Framework for Leading Virtual Teams. **Under preparation. Target journal to be identified.**

IN THE NEWS (Interviews, quotes)

1. Nixon, G. (2021). Why employers may need to bend toward a more flexible future to stay competitive. *CBC News*, Posted: Dec 05, 2021, 4:00 AM ET | Last Updated: December 5, 2021. <https://www.cbc.ca/news/business/flexible-work-remote-future-canada-business-talent-retention-1.6272801>
2. Ericsson, S. (2021). Are phone skills a lost art? Time to get back to basics say East Coast experts. *The Chronicle Herald*, A SaltWire Network Publication. January 15, 2021. <https://www.thechronicleherald.ca/lifestyles/regional-lifestyles/are-phone-skills-a-lost-art-time-to-get-back-to-basics-say-east-coast-experts-541441/>

OTHER WORKS-IN-PROGRESS

1. **Sundararajan, B.**, Caron, I., Shkurska, O., & Stec, D. – Covid19 Crisis Communication project.
2. **Sundararajan, B.** - Organizational Leadership, Mediocrity, and the Local Maxima Trap
3. **Sundararajan, B.** - Organizational Leadership Education
4. Pacurar, M., **Sundararajan, B.**, & Sy, O. Homophily in Finance Journals

COURSES TAUGHT (recent)

COMM 1710 – Business Communication – Oral – Winter 2016 – **4.67/5**
COMM 1710 – Business Communication – Oral – Winter 2016 – **4.47/5**
COMM 1710 – Business Communication – Oral – Teaching Evals (2015 Winter) – **4.69/5**
COMM 1710 - Business Communication – Oral – Teaching Evals (2015 Fall) – **4.87/5**
COMM 1720 – Business Communication – Written – Evals (2015 Fall) – **4.48/5**
COMM 4510 – Corporate Communication – Winter 2015 – **4.57/5**
COMM 4510 – Corporate Communication – Winter 2016 – **4.44/5**
COMM 4510 – Corporate Communication – Winter 2017 – **4.33/5**
COMM 4510 – Corporate Communication – Winter 2018 – **4.38/5**
BUSI 5305 – Managing People - 1st Year MBA course - Fall 2016 – **4.18/5**
BUSI 5305 – Managing People – 1st Year MBA course – Fall 2017 – **3.85/5**
BUSI 6996 – Sustainable Leadership – MBA-Leadership stream – Fall 2018 – **3.91/5**
COMM 4315 – International and Intercultural Management – Fall 2019 – **4.63/5**
COMM-MGMT 3309 – Management Skills Development – Winter 2020 – **4.61/5**
BUSI 6996 – Sustainable Leadership – MBA Leadership stream – Winter 2020 – **3.26/5**
BUSI 6996 – Sustainable Leadership – MBA Leadership stream – Fall 2020 – **4.43/5 & 4.75/5**
COMM-MGMT 3710 – Business in Emerging Markets – Winter 2021 – **4.59/5**
MGMT 1302 – Interdisciplinary Management – Winter 2021 - **4.10/5** – **This is a team-taught course with four instructors.**
BUSS 6301 – Seminar on Managing People – MScB – Fall 2021 – **4.9/5**
MGMT 1301 – Interdisciplinary Management – Fall 2021 – **3.59/5** – **This is team taught course with four instructors.**
COMM-MGMT 3710 – Business in Emerging Markets – Winter 2022 – **4.71/5**
MGMT 1302 – Interdisciplinary Management – Winter 2022 - **4.02/5** – **This is a team-taught course with four instructors.**

EXECUTIVE EDUCATION

Have conducted Executive Education (Multiple Days, Day long and half Day sessions) on Effective Leadership Communication (for Academic Leaders), Effective Managerial Communication (Public and Private Organizations – between 9-10), and Effective Internal

Communication and Public Speaking (Academic Departments – Dentistry, Ophthalmology, Newcomers to Nova Scotia, NS Engineers). Recent clients on Effective E-Leadership and Leading Virtual Teams include – Health Canada, Nova Scotia Public Sector, Hamilton City Public Health Services (Sep 2020), Canadian Food Inspection Agency (2018-20), Canadian Border Security Agency (Aug 2022), and Treasury Board of Canada (Sep-Oct 2022). Black Business Initiative – EDI and Embedding Diversity in Boards (Feb-March 2021), IHEM – Effective Leadership Communication – Ontario Tech (2021-22).

SERVICE TO DISCIPLINE

1. Member of Review Committee – Dimensions – Equity, Diversity, and Inclusion Canada – Pilot Program Jointly Administered by CIHR, NSERC, and SSHRC. A Flagship Initiative of the Tri-Agency EDI Action Plan.
2. Reviewer and member of Editorial Board – Communication Design Quarterly
3. Ad hoc reviewer for EDI Journal, Journal of Computer Assisted Learning (JCAL), Management Communication Quarterly (MCQ), Canadian Journal of Administrative Sciences (CJAS)
4. ACM SIGDOC 2017 – Local Conference Chair
5. Reviewer for Southern Management Association Annual Conference
6. Division Chair – Management Education Division (MED), Administrative Sciences Association of Canada (ASAC) 2016 Conference, Edmonton, AB
7. Divisional Editor - Management Education Division (MED), Administrative Sciences Association of Canada (ASAC) 2015 Conference, Halifax, NS
8. Reviewer for papers for OCIS, OMT and MED Divisions for AOM – 2010-2015-18
9. Reviewer for papers for OT/MED Division for ASAC 2012-2017
10. Reviewer for papers for CAT/IDD Divisions ICA – 2010-2014
11. Reviewer for papers in Communication Division - Atlantic School of Business (ASB) Conferences
12. External Reviewer for Tenure & Promotion – Dr. Sridevi Shivarajan, Anisfield School of Business, Ramapo College of New Jersey, USA.

ADMINISTRATION & SERVICE

1. Tri-Council Dimensions EDI Committee Reviewer – **Service to National Research Culture**
2. Faculty of Management – EDIAD Steward, Champion, and Chair of Long-range EDI Planning Cluster. **Service to Faculty**
3. 2022 – ADA and ADR renewal committees – **Service to Faculty**
4. Key participant in Faculty of Management Restructuring process – Change Management and Change Leadership – **Service to Faculty**
5. As of June 2020, Interim Director of the Rowe School of Business. Managing Budget, Annual Review of Faculty members, Program Oversight, and renewal (led the renewal of our MBA program) – **Administration**
6. Member of key group to ideate and create Master’s in Management and PhD in Management programs. **Service to Programs**
7. Associate Director of the Rowe School of Business (2015-2020) – Manage the AACSB accreditation process, Chair the Assurance of Learning Committee, and write the AACSB report. Serve as Acting Director of the Rowe School of Business when the Director is away. Member of all curriculum committees (BCOMM, BMGMT, MBA) - **Administration**
8. Member of Dean Search Committee, Faculty of Arts and Social Sciences (2021-22) – **Service to University**
9. Member or Chair of most faculty search committees (tenure stream, teaching/career stream, limited term etc.) – **Administration & Service**

10. Serving on School struck Committee on RSB Structure review - **Service**
11. Serving on University struck committee on Faculty of Management structure - **Service**
12. Served on School Struck Rapid Task Force on Structure - **Service**
13. Elected to School Struck Ad Hoc Committee on Review School structure - **Service**
14. Member Dalhousie Research Ethics Review Board (2015-2018) – **Service**
15. Member of Campus Mentorship Advisory Group (2017-18) - **Service**
16. Chair of the Management Area Group (2015-16) - **Administration**
17. Rowe School of Business Research Co-Lead - 2013-2015 - **Service**
18. Part of the core team to develop MSc. in Business (thesis-based) program proposal - **Service**
19. Faculty Advisor – Enactus Dalhousie – Conduct workshops for Women in Shelters (on career skills development), & Military Family Veterans Spouses (Social Media Marketing, Management) – **Service**
20. Invited Judge for Junior Achievement’s grade 9-12 “Pitch It” entrepreneurial competition.
21. JDCC – Jeux De Commerce Central – Undergraduate Debate Team Coach (6 years) - **Service**
22. Part of the core team to revise the RSB Constitution - **Service**
23. Part of the Rapid Task Force on the creation of a Policy on Teaching Quality - **Service**
24. Part of the Rapid Task Force on the creation of a Faculty Workload Policy – **Service**
25. Served as judge for student case competitions - **Service**.

INVITED TALKS

1. **Sundararajan, B.** (2022). Innovative Ways to Ensure Student Success. AACSB International Conference, September 15, 2022, Atlanta, GA, USA.
2. **Sundararajan, B.** (2021). Sustainability Practices and Indigenous Ways of Knowing and Being: A Network Theoretic Perspective. 6th Annual Supply Chain & Logistics Management Workshop. The Human Side of Sustainable Supply Chains December 10, 2021, Halifax, NS, Canada
3. **Sundararajan, B.** (2019). Effective Communication. Delivered to military veterans as part of their week-long entrepreneurship bootcamp organized by Princes Operation Entrepreneur/Charities (POE-C), Canada.
4. **Sundararajan, B.,** Das, R., & Vela, S. (2018). TAEC Model of Diversity for Organizational Effectiveness. Delivered as part of the Rowe Research Seminar Series, Dec 4, 2018, Dalhousie University, Halifax, NS, Canada.
5. **Sundararajan, B.** (2018). Unconscious Biases. University Children’s Centre Diversity Workshop – Professional Development, Nov. 21, 2018, Halifax, NS, Canada
6. **Sundararajan, B.** (2018). Putting it all together: Telling your story. Military Family Resource Centre (MFRC) Business Plan Workshop Series. Part of Enactus Dalhousie workshop series. June 26, 2018, Halifax, NS, Canada
7. **Sundararajan, B.** (2018). Models for Individual and Organizational Development. University Children’s Centre Diversity Workshop – Professional Development, June 16, 2018, Halifax, NS, Canada
8. **Sundararajan, B.** (2018). Communication Strategies for Building Intercultural Relationships. Building your social canvas: A workshop where we learn, discuss, share, care and learn to socialize. Enactus Dalhousie Workshop. April 5, 2018. Le Marchant International Centre, Dalhousie University.
9. **Sundararajan, B.** (2017). Effective Communication in Interpersonal Relationships. Faculty of Dentistry Retreat, Atlantica Hotel, Dec 12, 2017, Halifax, NS, Canada
10. Wuetherick, B. and **Sundararajan, B.** (2017). Simulations and Student Learning: Building an interdisciplinary community of practice in Atlantic Canada. Presented at Cape Breton University, Cape Breton, NS. Oct 30, 2017. Part of SSHRC Connections Grant –

- Matthew Schnurr (PI), Brodsky, A., Doelle, M., MacLeod, A., Merritt, B., Sundararajan, B., & Wuetherick, B. (Co-Investigators).
11. **Sundararajan, B.** (2017). How to Get Your Research Out There: A Social Media Outreach. Research and Collaboration in Oncology: A Joint Workshop for the Terry Fox Research Institute Atlantic Node and the Beatrice Hunter Cancer Research Institute, May 26, 2017, Dalhousie University, Halifax, NS, Canada
 12. **Sundararajan, B.** (2017). Differentiate yourself – Effective Communication Strategies during Job Search. Dalhousie University Symposium for Newcomers to Canada, May 16, 2017, Halifax, NS, Canada
 13. **Sundararajan, B.** & Durier-Copp, M. (2016) – Training on e-Leadership – Institute on Governance (IOG) Leadership Training cohorts – Sep and Oct 2016, Ottawa, ON, Canada
 14. **Sundararajan, B.** & Sheehan, L. (2012), “Texting to Teach and Learn in Higher Education Classrooms”. MacKay Lecture Series Seminar, Dalhousie University, Sep 15, 2012, Halifax, NS, Canada
 15. **Sundararajan, B.**, Young, N.M., P. Stewart & Stewart, M. L. (2010). “Even superheroes need a network: Harriet Tubman and the rise of insurgency in the New York State Underground Railroad”. 9th Annual Underground Railroad Conference and Workshop, Russell Sage College, Troy, NY, USA, 26-28th February 2010.
 16. **Sundararajan, B.**, Young, N. M., Stewart, P. & Stewart M. L. (2006). “A Social Network Analysis of the Underground Railroad Movement in New York’s Capital Region”. Presented at the 5th Annual Underground Railroad History Conference, Feb. 24-26, 2006. Organized by Underground Railroad History Project of the Capital Region, Inc., Albany, NY. Hosted by Russell Sage College, Troy, New York.

INDUSTRY PUBLICATIONS (NON-ACADEMIC)

1. **Sundararajan, B. (2008).** “*Living up to diamonds, eh! A Conversation with Jim Gowans, President & CEO of De Beers Canada, Inc.*”, CIM Magazine November 2008, Vol. 3, No. 7.
2. **Sundararajan, B. (2008).** “*Carbon dioxide... R.I.P.: A tête-à-tête with Jim Carter, president of the Alberta Carbon Capture and Storage Development Council*, CIM Magazine, Sep/Oct 2008.
3. **Sundararajan, B. (2008).** “*Greening Coal: Clean coal and carbon capture and storage projects*”. CIM Magazine, Sep/Oct 2008.

PROFESSIONAL DEVELOPMENT

1. 1 of 35 junior faculty members selected to participate in the Junior Faculty Consortium PDW organized by the Organizational Management Theory (OMT) Division at the AOM 2012 Conference in Boston, MA (Aug 2nd to Aug 7th).
2. Submitted abstract/paper to the Managerial and Organizational Cognition (MOC) Division’s PDW Cognition in the Rough (CIR) and was accepted to participate in the PDW at the AOM 2012 Conference in Boston, MA (Aug 2nd to Aug 7th).
3. Participated in PDW – Using Sienna Social Network Analysis Software for large datasets – OMT PDW, AOM 2010 Conference in Montreal, QC

CONFERENCE PRESENTATIONS

1. **Sundararajan, B. (2022).** **One of the Facilitators of the PDW.** **Deephouse, D. et al.** Building Indigenous in Canadian Business Schools. Professional Development Workshop, during ASAC 2022 (Administrative Sciences Association of Canada, June 4-7, 2022. Full program available here - <https://asac.ca/conferences/asac-2022/program-overview/>

2. **Sundararajan, B.** and Sundararajan, M. (2022). Why Leaders Must Recognize and Address the Toxic Hotspots, Idea Black Holes, and Supernova Nebulae in their Organizations! Presented at the 77th Conference for the Society of Advancement of Management. March 31st, 2022 – Virtual.
3. Chowdhury, S., & **Sundararajan, B.** (2021). Individual and organizational agentic hysteresis and path dependence. **Presented** at the 41st Annual Conference of the Strategic Management Society (SMS), Sep 18-21, 2021, Toronto, Canada.
4. Ohreen, D., **Sundararajan, B.**, Comber, S., & Trifts, V. (2020). Vygotskian Business Ethics Education. Presented at the Administrative Sciences Association of Canada (ASAC), St. John, Newfoundland, May 11-13, 2020.
5. **Sundararajan, B.** (2020). Understanding the Roles of Human Agency, Leaderspeak, and Reciprocity for Effective Strategic Communication. Accepted for the Evolutionary Perspectives on Public Relations, Strategic Communication, and Organizational Communication: An Interdisciplinary Conference. Department of Communication, University of Vienna, July 10-12, 2020. **As of this date, the conference is postponed to 2023.**
6. **Sundararajan, B.**, Das, R., Vela, S., & Williams, K. (2019). TAEC Model of Diversity for Organizational Effectiveness. Presented at the Southern Management Association Conference, Oct 6-10, 2019, Norfolk, Virginia (Southern Management Association is home of the Journal of Management)
7. Durier-Copp, M., **Sundararajan, B.**, Makani, J., Mechoulan, S., & Falvey, C. (2019). Leading Virtual Teams. Presented at **Online Learning 2019**, organized and hosted by Contact North | Contact Nord in Toronto, Canada from October 8-10, 2019.
8. Grandy, K., **Sundararajan, B.**, Crumley, E., & Roy, J.A. (2019). Great strides? Metaphors in Corporate Executives' Media Interviews about Sustainability. Presented at the 2019 annual meeting of the Canadian Communication Association, June 3-6, 2019, University of British Columbia, Vancouver, BC.
9. Nason, R., **Sundararajan, B.**, & Sheehan, L. (2019). Financial Decision-Making Under Stress. Accepted for presentation at the 2019 Administrative Sciences Association of Canada (ASAC) Conference, May 24-27, 2019, St. Catharines, Brock University, ON, Canada.
10. Crumley, E., Grandy, K., **Sundararajan, B.**, Roy, J. A., Tetzlaff, E. (2018). Leaderspeak in sustainability interviews: A mixed methods analysis of inclusive language and metaphors; Presented at the Administrative Sciences Association of Canada (ASAC) Conference, May 27-29, 2018, Ryerson University, Toronto ON.
11. Soliman, M., Bliemel, M., & **Sundararajan, B.** (2018). A Framework of AR-Enabled GIS Affordances for Disaster Response. 24th American Conference on Information Systems, New Orleans, USA 2018. Emergent Research Forum (ERF).
12. Durier-Copp, M., Esbin, H. B., **Sundararajan, B.** & De Zan, W. (2017). Prelude to Connect: A Framework for Effective e-Leadership of Virtual Teams. Presented at the World Conference on Online Learning, organized and hosted by Contact North | Contact Nord in Toronto, Canada from October 16-19, 2017.
13. Shkurska, O., & **Sundararajan, B.** (2017). Do CEOs Really Mean What They Say When They Apologize: Politeness and Power in Corporate Apologies. Presented at the Atlantic Schools of Business Conference, Sep 29-Oct 1, Wolfville, Nova Scotia.
14. Chowdhury, S. & **Sundararajan, B.** (2017). Mechanisms of organizational path dependence: Hysteresis, agency, and executive hubris implicated? Presented at the Atlantic Schools of Business Conference, Sep 29-Oct 1, Wolfville, Nova Scotia.
15. Crumley, E., Grandy, K., **Sundararajan, B.**, Roy, J.A., & Tetzlaf, E. (2017). Gendered Construction of Leaderspeak: A Content Analysis of C-Suite Communication About Sustainability. Presented at the Atlantic Schools of Business Conference, Sep 29-Oct 1, Wolfville, Nova Scotia.

16. Foster, W., James, A. & **Sundararajan, B.** (2017). Role of social capital in entrepreneurial pathways of Atlantic Canadian family enterprises established between 1800 – 2016. Longevity and Resilience at the Interface of Family, Business & Environment. Presented at the Academy of Management, Symposium. August 8, 2017, Atlanta, GA, US.
17. **Sundararajan, B.** (2017). That which is right, and that which we do: How to combat HARKing, P-Hacking, Data Hoarding and other such practices by researchers? Presented at the American Association for the Advancement of Science (AAAS) Symposium, June 19, 2017, Oahu, Hawaii, USA.
18. Chowdhury, S. D., **Sundararajan, B.**, Armstrong, P. (2017). Executive Hysteresis, Hubris, and Path Dependence: An Analysis of GM's Loss of Market Leadership. Presented at the Administrative Sciences Association of Canada (ASAC) Conference, Thursday, June 1, 2017, Montreal, QE, Canada
19. Ohreen, D., **Sundararajan, B.**, Trifts, V., Comber, S., Boutland, D. (2017). Knowledge Gains from Teaching Business Ethics Using Social Constructivism. Presented at the Administrative Sciences Association of Canada (ASAC) Conference, Tuesday, May 30, 2017, Montreal, QE, Canada
20. Grandy, K., Crumley, E., **Sundararajan, B.**, Roy, J. A., (2017). The Language of Power and the Power of Language: Gender Differences in Leaderspeak in the Context of Sustainability and Environmental Stewardship. Presented at the Administrative Sciences Association of Canada (ASAC) Conference, Tuesday, May 30, 2017, Montreal, QE, Canada
21. James, A., Foster, W. and **Sundararajan, B.** (2016). Trust, Family, and Networks: Why do some family businesses stay and others go? Presented at the Atlantic Schools of Business Conference, Sep 21-23, Sobey's School of Business, Saint Mary's University, Halifax, NS.
22. **Sundararajan, B.** and Sheehan, L. (2016). Argumentation and Turn Taking in Electronic Conversations. Presented at the Atlantic Schools of Business Conference, Sep 21-23, Sobey's School of Business, Saint Mary's University, Halifax, NS.
23. Ohreen, D., **Sundararajan, B.**, Trifts, V., & Comber, S. (2016). A Constructivist Approach to Teaching Business Ethics. Presented at the 2016 Academy of Management Conference (Annual Meeting), August 5-9, 2016, Anaheim, CA, USA
24. Ohreen, D., **Sundararajan, B.**, Trifts, V., & Comber, S. (2016). Peer Influence on Moral Reasoning: A Vygotskian Approach". Presented at the Society for Business Ethics Meeting 2016, Aug 6-8, 2016, Anaheim, CA, USA.
25. **Sundararajan, B.**, Finch, D., & O'Reilly, N. (2016). Homophily in Author Team Networks: A Network Analysis of Authors and Author Teams in Leading Management Journals. Presented at the 2016 Administrative Sciences Association of Canada (ASAC) Conference, June 4-6, 2016, Edmonton, AB.
26. **Sundararajan, B.**, Macdonald, L. (2016). Challenging Myths about Perceived Differences between Domestic and International Students: A Study of Student Expectations. Presented at the 2016 Administrative Sciences Association of Canada (ASAC) Conference, June 4-6, 2016, Edmonton, AB.
27. **Sundararajan, B.**, & Sundararajan, M. (2015). Pause Before Pressing the Send Button: Impact of Email Characteristics on the Perceived Power of Words and Impulsivity, Presented at the Atlantic Schools of Business Conference, Sep 25-27, 2015, University of New Brunswick, Fredericton, NB, Canada
28. Finch, D. J., Bates, K. A., **Sundararajan, B.**, Deephouse, D. L., Varella, P., Nadeau, J., & O'Reilly, N. (2015). Opening the Governance of Business Schools: A Multi-Stakeholder View of Performance. Presented at the Academy of Management Annual Meeting, August 9-11, 2015, in Vancouver, BC, Canada.
29. Manderson, J., **Sundararajan, B.**, Macdonald, L. (2015). "Teaching Public Speaking Without the Public: Making a Case for Virtual Audiences". Presented at ACM SIGDOC (Special Interest Group in Design of Communication), July 15-17, 2015, Limerick, Ireland.

30. Macdonald, L., **Sundararajan, B.** (2015). Understanding International and Domestic Student Expectations of Peers, Faculty, and University: Implications for Professional Communication Pedagogy. Presented at the 7th Annual Tricontinental Conference on Global Advances in Business Communication (GABC) Eastern Michigan University from May 27-30, 2015
31. **Sundararajan, B.**, Sheehan, L., Sundararajan, M. & Manderson, J. (2015). "Knowledge Gains and Satisfaction in Performance Using Face-to-Face and ICTs in E-Learning and Blended Learning Environments". Presented at the Instructional Development Division of the International Communication Association (ICA) Annual Conference, to be held from May 20-25, 2015, in San Juan, Puerto Rico.
32. **Sundararajan, B. & Sheehan, L.** (2014). "Texting and IM Networks to Facilitate Learning in Management Classes". Presented at the Organizational Communication and Information Systems (OCIS) Division of the Annual Meeting of the Academy of Management, Aug 3-5, 2014, Philadelphia, USA. – **SSHRC Insights Development Grant funded study**
33. Sheehan, L. & **Sundararajan, B.** (2014). "Texting to Overcome Language Barriers, Collaborate and Facilitate Knowledge Transfer". Presented at the Management Education Development (MED) Division of the Annual Meeting of the Academy of Management, Aug 3-5, 2014, Philadelphia, USA. – **SSHRC Insights Development Grant funded study**
34. **Sundararajan, B.**, Ludlow, P., & Armstrong, P. (2014). "Social Networks of Irish Immigrants to 19th C. Halifax – Networks of Six Families". Presented at the Canadian Catholic Historical Association, 81st Annual Meeting at Congress 2014 May 28-30, 2014, Brock University, St. Catharines, Ontario, Canada. **SSHRC Partnership Development Grant funded study.**
35. **Sundararajan, B. & Sheehan, L.** (2014). "A Modified Functional Categories Model to Study Electronic Conversations in Learning Environments". Presented at the Management Education Development (MED) Division of the Administrative Sciences Association of Canada Conference, May 10-13, 2014, in Muskoka, ON. – **SSHRC Insights Development Grant funded study**
36. **Sundararajan, B.**, Ludlow, P., & Armstrong, P. (2014). "Historical Network Analysis of 19th Century Irish Catholic Immigrants to Nova Scotia". Presented at the Organizational Theory (OT) Division of the Administrative Sciences Association of Canada Conference, May 10-13, 2014, in Muskoka, ON. – **SSHRC Partnership Development Grant study.**
37. Chowdhury, S. D. & **Sundararajan, B.** (2014). "Executive Hubris and Lock-In: Testing Path Dependence Theory". Presented at the Strategy Division of the Administrative Sciences Association of Canada Conference, May 10-13, 2014, in Muskoka, ON. **Rowe Research funded study.**
38. Chowdhury, S. D., Armstrong, P. and **Sundararajan, B.** (2014). General Motors (1980-2010): A Story of Path Dependence And Executive Hubris. Presented at the 3rd International Conference on Freie Universität Berlin School of Business & Economics / DFG-Doctoral Program February 17-18, 2014. **Rowe Research Funded study**
39. Chowdhury, S. D., **Sundararajan, B.** and Armstrong, P. (2013). Executive Hubris, Groupthink and the Links to Institutional Reproduction By Power Explanation: Parsing The General Motors Story. Presented at the 43rd Atlantic Schools of Business Conference, Antigonish, NS, Canada, September 27-29, 2013. **Rowe Research Funded study**
40. MacDonald, L., **Sundararajan, B.** (2013). "Expectations of Commerce Students: Are International And Domestic Student Expectations Converging? " Presented at the 43rd Atlantic Schools of Business Conference, Antigonish, NS, Canada, September 27-29, 2013. **Dalhousie RDF Funded Study**
41. **Sundararajan, B.**, Sheehan, L., Gauthier, L., Truant, T.L. (2013). Texting and IM Networks to Facilitate Learning in Management Classes. Presented at the Administrative Sciences Association of Canada (ASAC) conference in Calgary, AB, June 8-11, 2013. **SSHRC Insights Development Grant funded study.**

42. MacDonald, L., **Sundararajan, B.** (2013). “Understanding Expectations of Commerce Students and Faculty: New Data”. Presented at the Dalhousie Conference on University Teaching and Learning, May 1-2, 2013, Dalhousie University, Halifax, NS, Canada. **Dalhousie RDF Funded Study**
43. **Sundararajan, B.**, Sheehan, L., Gilbert, S., Gauthier, L.E., (2013). Mediated Discourse In Higher Ed Classrooms Using Text Messaging. Presented at the Higher Education Teaching & Learning (HETL) conference, January 13-15, 2013, at the University of Central Florida in Orlando. **SSHRC Insights Development Grant funded study**
44. MacDonald, L., **Sundararajan, B.** (2012). “Understanding Expectations of Commerce Students and Faculty”. Presented at the 42nd Atlantic Schools of Business Conference, Sep 28-30, 2012, Dalhousie University, Halifax, NS, Canada. **RDF Funded Study**
45. Sheehan, L., **Sundararajan, B.**, Gilbert, S. (2012). “Texting as a Discussion and Learning Technology in Higher Education Classrooms”. Presented at the 42nd Atlantic Schools of Business Conference, Sep 28-30, 2012, Dalhousie U, Halifax, NS, Canada. **SSHRC Insights Development Grant funded study.**
46. Manderson, J., **Sundararajan, B.** & Sundararajan, M. (2012). “Engagement Vs Indifference: Are Professors Inadvertently Undermining Student Integrity in Self-And Peer Evaluations?” Presented at the 42nd Atlantic Schools of Business Conference, Sep 28-30, 2012, Dalhousie University, Halifax, NS, Canada
47. **Sundararajan, B.**, Sheehan, L., Gilbert, S. (2012). – “Text Messaging as a Discussion Tool in Higher Education Classrooms” – presented at Dalhousie Conference on University Teaching and Learning, May 2-3, 2012, Dalhousie University, Halifax, NS, Canada. **SSHRC Insights Development Grant funded study.**
48. Sheehan, L., **Sundararajan, B.**, Gilbert, S (2012). “The Texting Tourist: Texting to Learn in Higher Education”, presented at the Local and Mobile Conference – Linking Mobilities, Mobile Communication and Locative Media, 16-18 March, 2012, North Carolina State University, Raleigh, NC, USA. **SSHRC Insights Development Grant funded study**
49. **Sundararajan, B.**, Manderson, J., Sundararajan, M. (2011). “Studying Student Perceptions on Value, Assessment and Performance as an Inhibitor or Motivator for Classroom Engagement, Interaction and Participation.” Presented at 41st Atlantic Schools of Business Conference, Sep 2011, Charlottetown, PE, Canada
50. **Sundararajan, B.**, Sundararajan, M. (2010), “Jobseeker and Employer Struggle in the Network Black Hole.” International Symposium on “Challenges of Work and Workers in a Knowledge Economy” presented at the symposium, at Saint Mary’s University, Halifax, Canada from 29 to 31 October 2010.
51. **Sundararajan, B.**, Young, N.M., P. Stewart & Stewart, M. L. (2010). “Even superheroes need a network: Harriet Tubman and the rise of insurgency in the New York State Underground Railroad”. 9th Annual Underground Railroad Conference and Workshop, Russell Sage College, Troy, NY, USA, 26-28th February 2010.
52. **Sundararajan, B.** (2009). “Emergence of the Most Knowledgeable Other (MKO): Social Network Analysis of Chat and Bulletin Board Conversations in a CSCL System”. Presented at the 8th European Conference on e-Learning, University of Bari, Italy, 29th-30th Oct 2009.
53. **Sundararajan, B.**, Young, N. M., Green, S. (2009). “Transferring Trust: An Inquiry into the Origin of Network Ties in Harriet Tubman’s Underground Railroad Network”. Paper presented at INSNA Annual Conference, Sunbelt XXIX, International Network for Social Network Analysis, Mission Bay, San Diego, CA, March 10-15, 2009.
54. **Sundararajan, B.** (2009). “Respect, Influence and Collaboration: A Social Network Analysis of Chat & Bulletin Board Conversations in a CSCL Network”. Paper presented at INSNA Annual Conference, Sunbelt XXIX, International Network for Social Network Analysis, Mission Bay, San Diego, CA, March 10-15, 2009.

55. **Sundararajan, B.** (2007). "Impact of Communication Patterns, Network Positions and Social Dynamics Factors on Learning among students in a CSCL Environment". Paper presented at the E-Learn 2007 conference (AACE) in Quebec City, Quebec, Canada, Oct 15-19, 2007.
56. Young, N. M., **Sundararajan, B.** (2006). "The Social Structure of Freedom". Economic Sociology Sessions at ASA 2006. Paper presented at the annual meeting of the American Sociological Association, Montreal Convention Center, Montreal, QC, Canada, Aug 11, '06.
57. Moore, C. and **Sundararajan, B.** (2006). "Formation of social network structure in CSCL: Impact on influence, respect, participation, Interaction and learning". ED-MEDIA 2006 World Conference on Educational Multimedia, Hypermedia and Telecommunications, held in Orlando, Florida from June 26-30, 2006.
58. Young, N. M., **Sundararajan, B.**, Stewart, P. & Stewart M. L. (2006). "The Social Structure of Freedom: A Structural Analysis of the New York Underground Railroad as an Entrepreneurial Effort". Sunbelt XXVI – International Sunbelt Social Network Conference in Vancouver, British Columbia from April 25-30, 2006.
59. **Sundararajan, B.** and Moore, C. (2006). "Communication Patterns and Network Roles in Distance Education Computer-Supported Collaborative Learning Environments". Presented at the Society for Information Technology & Teacher Education, SITE 2006 for their 17th International Conference, held in Orlando, Florida, from March 20-24, 2006.
60. **Sundararajan, B.**, Young, N. M., Stewart, P. & Stewart M. L. (2006). "A Social Network Analysis of the Underground Railroad Movement in New York's Capital Region". Presented at the 5th Annual Underground Railroad History Conference, Feb. 24-26, 2006. Organized by Underground Railroad History Project of the Capital Region, Inc., Albany, NY. Hosted by Russell Sage College, Troy, New York.
61. **Sundararajan, B.** and Hübscher-Younger, T. (2006). "Social Factors and Collaborative Learning Communities". Presented at the Conference on College Composition and Communication, March 22-25, 2006, Chicago, Illinois
62. Landau, S., Watt, J.H., **Sundararajan, B.**, Young, B. (2005). "Field Trial of an audio/tactile statistics curriculum for blind and visually impaired students". Presented at Tactile Graphics 2005, 1-2 December 2005, Birmingham, UK.
63. Sundararajan, M., **Sundararajan, B.**, Peters, L. (2005). "Do Emotions, Strength of Ties and type of Communication Impact the Rationality Underpinning Collective Action of Technology Management Projects". Presented at the PICMET '05 Conference (Portland International Center for Management of Engineering & Technology), July 31st – Aug 4th, 2005, Portland, Oregon, USA.
64. **Sundararajan, B.** and Hübscher-Younger, T. (2004). "Virtual Juror Environment for Civil and Criminal Cases". Presented at the National Communication Association Convention (NCA) 2004, 11th Nov – 14th Nov, Chicago, IL, USA.
65. Krull, R., **Sundararajan, B.**, Sharp, D. M., Potts, L. (2004). "User Eye Motion with a Handheld Personal Digital Assistant". Presented at the International Professional Communication Conference (IPCC) 2004, 29 Sep - 2 Oct, 2004, Minneapolis, US.
66. **Sundararajan, B.** (2004). "The Internet and the 2004 US Presidential Primary Campaign (Panel): A Social Network Analysis and Content Analysis Study of the Official Web Log Posts in the 2004 US Presidential Campaign Website". Presented at the 2004 ICA convention in New Orleans, May 27-31, 2004
67. Sundararajan, M. & **Sundararajan, B.** (2003). "How Electronic Communication Moderates Mentor-Apprentice Relationships in Technologically Driven Organizations". Presented at the IEEE International Engineering Management Conference, November 2-4, 2003, Albany, NY.
68. Steiner, M., **Sundararajan, B.** et al. (2001). "Economical Eye Tracking Technologies and their Applications". Presented at SCI 2001 - World Multiconference on Systemics, Cybernetics and Informatics - July 22-25, 2001 - Orlando, Florida.

INDUSTRY EXPERIENCE

- Oct 2006
till Aug
2007
- Solutions Specialist – Visio**
Microsoft Corporation **Detroit, MI**
Visio Solutions Specialist at Microsoft Corporation for the Heartland District states of MI, OH, KY & TN. I provided pre-sales technical support and discussed Visio based solutions with enterprise customers and enabled customers and partners to develop, deploy, and support solutions based on Microsoft technologies, with Visio as the Data Visualization tool. Created and executed a business plan to ensure district revenue goals are met and exceeded. I used a mixture of analysis, business acumen, experience, and judgment to make high level decisions, and assist with partner and internal sales readiness.
- Summer
2003
(May 19th
to Aug 8th)
- Summer Co-op/Internship**
Target Corporation Regional Distribution Center (RDC), Wilton, NY
Designed, developed, and implemented a communication model and interface that enabled the maintenance department to schedule preventive maintenance with minimum impact on production. I devised and created a Scheduler, with Excel Macros and Visual Basic, to access and present information from a variety of databases and excel workbooks. The Scheduler was a success in initial trials.
- Apr 2000
till Dec
2000
- Company: MCG Consulting Pvt. Ltd., Chennai & New Delhi, India**
Designation: Curriculum and Operations/Business Development Manager
- Ran a Learning Center and developed curriculum for IT courses
- Sep 1999
till Apr
2000
- Company: Vi Microsystems Pvt. Ltd. Chennai, India**
Designation: Sales Manager
- Successfully participated in Government tenders and private organizations. Obtained sales orders valued at over Indian Rupees. 600,000.
 - Expanded existing business into new territories and introduced new product lines into existing and new territories.
- Nov 1997
till Mar
1999
- Company: Engineering Services Corporation, LLC (Oman)**
Designation: Sales & Marketing Engineer
- Introduced three new product lines in the Electro-Mechanical and Construction Industry: Power Tools and Anchor Fastening Systems, and increased market share for these product lines.
 - Expanded sales to include Safety and Oilfield industries. Handled procurement, marketing, and accounts receivables.
- June 1991
till June
1995
- Company: Bin Salim Enterprises LLC (Oman)**
Company: Al Rawahy Est. (Dubai, U.A.E.)
Designation: Marketing Executive
- Started Electro-Medical equipment division and successfully participated in Government tenders winning several orders.
 - Sales & Product Training at Hilti M. E., UAE and achieved and exceeded sales targets. Hilti Products (Power Tools & Fastening Systems), Energy Conservation Products, Electrical Power Distribution Equipment etc.