

## Hemant K. Bhargava

Professor, and Jerome and Elsie Suran Chair in Technology Management  
Director, *Center for Analytics and Technology in Society*  
Graduate School of Management, University of California Davis

hemantb@ucdavis.edu; (530) 754-5961  
<http://faculty.gsm.ucdavis.edu/~bhargava/>

Gallagher Hall, Room 3306  
UC Davis, Davis, CA 95616

---

## Professional Profile

- Academic scholar with focus on rigorous and relevant research and strong links with industry. My research centers around Technology and Analytics - design and analysis of quantitative models and computing systems - applied to understand, describe, or predict issues in business and markets, and to optimally specify or evaluate decisions or courses of action.
  - Academic publications: Over 100 peer-reviewed articles covering topics across business strategy, economics, information technology, platform strategy, optimization and computing. Industry sectors and application areas include digital and technology goods, media and entertainment, and health care.
  - Industry collaboration: Long record of working with industry and government leading to academic and applied work aimed at improving business decisions, strategy, and policy.
  - Outreach and media: Dozens of articles, interviews, speeches and blogs directed at general audience, covering aspects of technology that affect business, society and economy.
- Academic and professional leader with focus on emerging disciplines and innovative ideas.
  - 2019-20: Conceived, developed and launched *Center for Analytics and Technology in Society*.
  - 2014-18: Conceived, developed and launched an innovative new *Master of Science in Business Analytics* program.
  - 2010-2013: Provided faculty leadership and managed MBA programs at the Graduate School of Management and UC Davis.
  - 2010-present: Performed advisory and mentoring roles within and outside the University, including the UC Davis *Data Science Initiative*, *DataLab*, and *Religions of India initiative*, and starting and managing a new academic community around *Theory in Economics of Information Systems*.

## Education

<b>Ph.D.</b> in <i>Decision Sciences</i> , University Of Pennsylvania, The Wharton School	1990
<i>Dissertation</i> : “A Logic Model for Model Management: An Embedded Languages Approach.”	
<i>Advisor</i> : Steven O. Kimbrough	
<b>M.S.</b> in <i>Decision Sciences</i>	1989
University Of Pennsylvania, The Wharton School, Philadelphia	
<b>MBA</b> ( <i>Quantitative Methods and Computers</i> )	1986
Indian Institute of Management, Bangalore	
<b>B.S.</b> (Honors) in <i>Mathematics</i>	1984
University of Delhi, New Delhi	

## Selected Recent Research

- Hemant K Bhargava, Olivier Rubel, Elizabeth J Altman, Ramnik Arora, Jörn Boehnke, Kaitlin Daniels, Timothy Dardenger, Bryan Kirschner, Darin LaFramboise, Pantelis Loupos, Geoffrey Parker, and Adithya Pattabhiramiah, “Data Strategy in Platforms”, *Marketing Letters (forthcoming)* (Aug. 2020)
- Hemant K. Bhargava, “The Business of Electric Vehicles: A Platform Perspective”, *Foundations and Trends in Technology, Information and Operations Management (forthcoming)* (July 2020)
- Hemant K. Bhargava, “Bundling for Flexibility and Variety: An Economic Model for Multiproducer Value Aggregation”, *Management Science (forthcoming)* (Feb. 2020)
- Hemant K. Bhargava, Gergely Csapo, and Rudolf Müller, “On Optimal Auctions for Mixing Exclusive and Shared Matching in Platforms”, *Management Science* (6 June 2020), pp. 2653–2676.
- Hemant K. Bhargava and Olivier Rubel, “Sales Force Compensation Design for Two-Sided Market Platforms”, *Journal of Marketing Research* 56.4 (2019), pp. 666–678
- Hemant K. Bhargava and Manish Gangwar, “On the Optimality of Three-Part Tariff Plans”, *Operations Research* 66.6 (Nov. 2018), pp. 1517–1532.
- Hemant K. Bhargava, David Evans, and Deepa Mani, “The Move to Smart Mobile and Its Implications for Antitrust Analysis of Online Markets”, *Business Law Journal* 16 (2016), pp. 157–188
- Hemant K. Bhargava Julia Tanghetti, “Mobile Health Technologies”, *The UCLA Anderson Business and Information Technologies (BIT) Project: A Global Study of Technology and Business Practice*, ed. by Jaymie Park Vandana Mangal and Uday Karmarkar, World Scientific, 2016.
- Hemant K. Bhargava and Abhay Mishra, “Electronic Medical Records and Physician Productivity: Evidence from Panel Data Analysis”, *Management Science* 60.10 (2014), pp. 2543–2562.

## Recent Professional Activities

- Co-Founder and Academic Director, *Master of Science in Business Analytics* program, 2016-18.
- Keynote speaker (“Platforms and Ecosystems”), *Ecosystems Summit*, Google Sunnyvale, November 2017.
- *Steering Committee*, new degree program (MSBA) at [Graduate School of Management](#) secured approval from faculty committees, UC Davis Chancellor and UC President, 2014-16.
- TEIS 2010-18 (June): Co-Founded and Co-Chaired the First, Second, Third, Seventh and Eighth *Theory in Economics of Information Systems* Workshop (held in 2011, 2012, 2013, 2017 and 2018, at Lake Tahoe, Laguna Beach, Monterey, Sonoma and San Diego, respectively).

## Recent Media and Public Outreach

- Conceived and organized a *lūmināre* series, and moderated the kick-off panel on “The Future of In-Home Video Entertainment,” for the *Center for Analytics and Technology in Society*, August 25, 2020.
- Interviewed on Global Insights program on Arirang News (Korean expat English language TV), on “breaking up big tech,” August 4, 2020. Video available at <https://www.youtube.com/watch?v=bH8FStkTC4Y>.
- Interview on “Should you fear the tech-lash?” for *Institute of Engineering & Technology* magazine (global publication with over 150,000 members; reporting by Lindsay James), May 2020.

- Interview on the impact of covid19 on the business of hospitals, for “Feature Story News” and Channel News Asia (based in Singapore, and for China Plus America with over 2 million followers on Facebook.) May 2020. <https://www.facebook.com/539149559464605/videos/1100409097019156>
- Blog, “How to Manage Covid19 Recovery,” April 2020. <https://www.linkedin.com/pulse/how-manage-covid19recovery-hemant-bhargava/>
- Blog, “Needed: Bold Decisions to Stop Covid-19,” by with Joseph Biello and John Durand, March 2020. <https://medium.com/@hemant.b/needed-bold-decisions-to-stop-covid-19-1a833f051b51>
- Online course “Insights through Data Analytics,” for middle and high school students, offered in July-August 2020.
- Debate on “Breaking up Big Tech,” at University California of Berkeley (organized by the Berkeley Forum, with Jonathan Taplin, Jessica Powell and Richard Shapiro), Nov 12, 2019, <https://berkeleyforum.org/event/a-debate-on-breaking-up-big-tech/>. Event video at <https://www.facebook.com/watch/live/?v=405737550304890>.
- Seminar on “Artificial Intelligence or Sophisticated Mimicry: The Business and Ethics of Automated Systems” (with Mark Nitzberg), *Future of Work Series* at UC Davis, January 30, 2020, <https://datalab.ucdavis.edu/2020/01/21/talk-artificial-intelligence-or-sophisticated-mimicry-the-business-and-ethics-of-automated-systems/>. Event video at [https://www.youtube.com/watch?v=\\_i11-fAEfGA](https://www.youtube.com/watch?v=_i11-fAEfGA).
- Panel on “Conversational AI and Customer Service Automation,” at Uniphore Inc. (inauguration of HQ relocation at Palo Alto), Dec 3, 2019.
- Panel on “Data Technology & Policy: Constraints, Ethics and Needs to Various Stakeholders Around the Use of Data and Tech,” for Senior Executives from about 20 companies at Millennial Alliance *Digital Enterprise Transformation West*, August 22-23 Las Vegas NV.
- Panel on “What’s Your Platform Strategy,” for Senior Executives from about 20 companies *Digital Enterprise Transformation West*, August 22-23 Las Vegas NV.
- “The Disney-Fox Deal: Why It’s About Going Directly to the Consumer” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/the-impact-of-disney-fox/>), Jul 10 2018. Also available as Podcast.
- “Is the AT&T-Time Warner Decision a Blow Against Antitrust?” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/impact-att-time-warner-decision/>), Jun 19 2018. Also available as Podcast.
- “T-Mobile and Sprint: Will the Deal Go Through?” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/sprint-t-mobile-merger/>), May 3 2018. Also available as Podcast.
- “Connecting Students and Companies to Solve Real-world Business Problems,” *DealCrunch*, Mar 2018.
- “In the Global Media Chess Game, Comcast Aims for the Sky” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/comcast-sky/>), Mar 6 2018. Also available as Podcast.
- “Pricing strategy for service start-ups: How to employ access and usage fee?” *Forbes India*, Sept. 2017

## Current Affiliations

- *Professor, Graduate School of Management, University of California Davis.* July 2003–.
- *Jerome and Elsie Suran Chair in Technology Management,* July 2011–.
- *Academic Director, Graduate School of Management new degree program, Master of Science in Business Analytics,* 2014-18.
- *Chair of Faculty Executive Committee, Graduate School of Management,* 2017-18.
- *Indian Studies Advisory Council, UC Davis Religious Studies department,* 2012–.
- *International Advisory Board, SRM University,* 2009–.
- *Faculty Director, SRM-UCD Global Study Program,* 2011–.

## Previous Positions

- *Visiting Research Scholar, Google Cloud Platform, September 2018-March 2019.*
- *Associate Dean, Graduate School of Management, University of California Davis.* July 2010–2013.
- *Faculty Chair, Graduate School of Management.* 2005-2007.
- *Area Editor (Computing and Decision Technology), Operations Research.* Jan. 2000–Dec. 2005.
- *Associate Editor, Management Science.* Jan. 2004–Dec. 2009.
- *Professor of Management Information Systems, Penn State University.* 2000-2003.
- *Associate Professor of Information Systems, Naval Postgraduate School.* 1996-2000.
- *Assistant Professor of Information Systems, Naval Postgraduate School.* 1990-1996.
- *Research Fellow, University of Pennsylvania.* 1987–1989.
- *Systems Executive, National Institute for Information Technology, New Delhi* 1986.

## Visiting Affiliations

- *Visiting Professor, Institute of Infonomics and University of Maastricht, June-July 2001.*
- *Visiting Professor of Information Systems, Carnegie Mellon University, Jan 1999 - June 2000.*
- *Director (Product and Technology Strategy), SelexSys, 1996–1998.*
- *Visiting Professor, Humboldt Universität, Berlin. Summer 1995, 1996.*

## Honors and Awards

- **Test of Time Award**, from *INFORMS Journal on Computing* for papers published during the 5-year period 2003-2007, for “Implementing Sponsored Search in Web Search Engines: Computational Evaluation of Alternative Mechanisms” (Vol. 19, No. 1, 2007, with Jane Feng and David Pennock), announced March 2020.
- **Research Excellence in Academia**, \$150,000 gift from Google.com to support “Research and Educational Activities in Platforms and Ecosystems”, 2018.
- **Faculty Advisor for Mellon Public Scholars Program**, UC Davis, Summer 2018.
- **Distinguished Fellow**, *INFORMS Information Systems Society* (awarded, 2017).
- **Service Award**, *INFORMS eBusiness Society* (awarded, 2017).
- **Keynote Speaker** (Platform-powered Ecosystems), Google Ecosystems Summit, Sunnyvale, Nov 2017.
- **Jerome J. and Elsie Suran Chair in Technology Management**, Graduate School of Management, UC Davis, July 1, 2011–present (renewed July 1, 2016).
- **Best Paper Award**, *eBusiness* Section of the Institute for Operations Research and the Management Sciences (INFORMS), Austin TX, November 7–10, 2010, Paper No. [126]
- **Gallagher Research Fellow**, *Graduate School of Management*, UC Davis, 2009-10.
- **Invited Speaker**, *GridAsia2006*, Singapore, May 16-17, 2006.
- **Invited Speaker**, *Frankfurt Summer School on Microeconomic Foundations in Digital Pricing*, Goethe-University Frankfurt, 2005.
- **Invited Speaker**, *Turbulence in the Telecommunications and Media Industries*, Münchner Kreis in München, July 13-14 2005.
- **Fellow**, [eBusiness Research Center](#), [Penn State University](#), 2001-2003.
- **Menneken Award for Excellence in Research**, Naval Postgraduate School, 1998.
- **Best Paper Award** at the *Thirtieth Hawaii International Conference on System Sciences* (Advanced Technology Track), Maui, January 7-10, 1997. Paper No. [114].
- **Best Paper Award** at the *Fifth International Workshop on Information Technologies and Systems*, Amsterdam, December 9-10, 1995. Paper No. [118].
- **Plenary Speaker**, *Second International Conf. on Decision Support Systems*, Ulm, Germany, June 1993.
- “Outstanding Research Achievements in 1991,” Naval Postgraduate School, March 1992.
- NATO Advanced Study Institute on Decision Support Systems, June 1991.
- **First Prize** for “Outstanding DSS Applications and Achievements” at *Transactions of Decision Support Systems-90*, Boston, MA (May 1990). Paper No. [153].
- Fifth ORSA Doctoral Colloquium, Keystone, October 1988.
- University Fellowship, University of Pennsylvania, 1987-89.
- National Science Talent Award, University of Delhi, 1984.

## Teaching

### 1. Technology Competition and Strategy.

This course describes factors that distinctively impact competitive strategies for technology goods, such as IT products, emerging technologies, platform technologies, and other goods that have strong network externalities. It examines how these characteristics affect strategic interactions among firms, consumers' choices of products and services, and key strategic decisions faced by these firms in product design, pricing, standards, alliances, etc.

### 2. Managing IT for Business Value: Management Information Systems.

This course surveys information technologies relevant to modern organizations, and examines (i) how firms can use IT to create business value, and (ii) how firms should select, implement, and manage IT to extract this business value.

Other courses taught include: Decision support systems, Artificial intelligence, Database systems, Ph.D. seminar on eBusiness, Ph.D. seminar on Economics of Information Industries, Ph.D. seminar on Computational Foundations of Information Systems.

## Student Advising

- Yingkang Xie, doctoral candidate, Department of Marketing, Northwestern University Kellogg School of Management (2018–).
- Esther Delozier, Department of Music, University of California Davis (2018–).
- Zhaomiao Guo, Department of Civil Engineering, UC Davis (Member Ph.D. committee, first job Argonne National Labs, 2015).
- Adib Bagh, Department of Economics, UC Davis (Member Ph.D. committee, First job: University of Kentucky, 2008).
- PhD at Penn State: Juan Feng (First job: University of Florida, August 2003) and Daewon Sun (First job: University of Notre Dame, August 2004).
- MS: at the Naval Postgraduate School, advised over 50 students on thesis topics in decision support systems, electronic commerce, information networking, database management, artificial intelligence, and combat simulation.
- Advising and Mentorship: Yingkang Xie (UC Davis MS in Agricultural Resource Economics and Statistics, 2012-14); Hemali Padodara (UC Davis, BA in ARE, 2009-10); Alejandra Lelo de Larrea, and Lizda Nazdira Moncada Morales (UC Davis-Mexico Research Excellence for Undergraduates Program, Summer 2014).

## Publications

---

### Refereed Journal Publications

---

- [1] Hemant K Bhargava, Olivier Rubel, Elizabeth J Altman, Ramnik Arora, Jörn Boehnke, Kaitlin Daniels, Timothy Dardinger, Bryan Kirschner, Darin LaFramboise, Pantelis Loupos, Geoffrey Parker, and Adithya Pattabhiramaiah, “Data Strategy in Platforms”, *Marketing Letters* (forthcoming) (Aug. 2020).
- [2] Hemant K. Bhargava, “The Business of Electric Vehicles: A Platform Perspective”, *Foundations and Trends in Technology, Information and Operations Management* (forthcoming) (July 2020).
- [3] Hemant K. Bhargava, “Bundling for Flexibility and Variety: An Economic Model for Multiproducer Value Aggregation”, *Management Science* (forthcoming) (Feb. 2020).
- [4] Hemant K. Bhargava, Gergely Csapo, and Rudolf Müller, “On Optimal Auctions for Mixing Exclusive and Shared Matching in Platforms”, *Management Science* (6 June 2020), pp. 2653–2676.
- [5] Hemant K. Bhargava and Olivier Rubel, “Sales Force Compensation Design for Two-Sided Market Platforms”, *Journal of Marketing Research* 56.4 (2019), pp. 666–678.
- [6] Hemant K. Bhargava and Manish Gangwar, “On the Optimality of Three-Part Tariff Plans”, *Operations Research* 66.6 (Nov. 2018), pp. 1517–1532.
- [7] Vithala R. Rao, Gary J. Russell, Hemant K. Bhargava, Alan Cooke, Tim Dardinger, Hwang Kim, Nanda Kumar, Irwin Levin, Yu Ma, Nitin Mehta, John Pracejus, and R. Venkatesh, “Emerging Trends in Product Bundling: Investigating Consumer Choice and Firm Behavior”, *Customer Needs and Solutions* 5.1-2 (Mar. 2018), pp. 107–120.
- [8] Hemant K. Bhargava, David Evans, and Deepa Mani, “The Move to Smart Mobile and Its Implications for Antitrust Analysis of Online Markets”, *Business Law Journal* 16 (2016), pp. 157–188.
- [9] Hemant K. Bhargava, “Platform technologies and network goods: insights on product launch and management”, *Information Technology and Management* 15.3 (2014), pp. 199–209, ISSN: 1385-951X.
- [10] Hemant K. Bhargava and Abhay Mishra, “Electronic Medical Records and Physician Productivity: Evidence from Panel Data Analysis”, *Management Science* 60.10 (2014), pp. 2543–2562.
- [11] Ram N.V. Ramanan and Hemant K. Bhargava, “Stimulating Early Adoption of New Products through Channel Disintegration”, *Production and Operations Management* 23.10 (2013), pp. 1681–1689.
- [12] Hemant K. Bhargava, Daewon Sun, and Byung Cho Kim, “Commercialization of Platform Technologies: Launch Timing and Versioning Strategy”, *Production and Operations Management* 22.6 (Nov. 2013), pp. 1374–1388.
- [13] Hemant K. Bhargava, “Mixed Bundling of Two Independently-Valued Goods”, *Management Science* 59.9 (September 2013), pp. 2170–2185.

- [14] Adib Bagh and Hemant K. Bhargava, “How to Price Discriminate when Tariff Size Matters”, *Marketing Science* (Jan. 2013), pp. 111–126.
- [15] Hemant K. Bhargava, “Retailer-Driven Product Bundling in a Distribution Channel”, *Marketing Science* 31.6 (November-December 2012), pp. 1014–1021.
- [16] Hemant K. Bhargava and Rachel R. Chen, “The benefit of information asymmetry: When to sell to informed customers?”, *Decision Support Systems* 53.2 (2012), pp. 345–356.
- [17] Hemant K. Bhargava and Vidyanand Choudhary, “Research Note: When is Versioning Optimal for Information Goods?”, *Management Science* 54 (May 2008), pp. 1029–1035.
- [18] Hemant K. Bhargava and Daewon Sun, “Pricing under Quality of Service Uncertainty: Market Segmentation via Statistical QoS Guarantees”, *European Journal of Operational Research* 191 (2008), pp. 1189–1203.
- [19] Hemant K. Bhargava, Daniel J. Power, and Daewon Sun, “Progress in Web-based Decision Support Technologies”, *Decision Support Systems* 43 (Aug. 2007), pp. 1083–1095.
- [20] Juan Feng, Hemant K. Bhargava, and David Pennock, “Implementing Sponsored Search in Web Search Engines: Computational Evaluation of Alternative Mechanisms”, *INFORMS Journal on Computing* 19.1 (2007), pp. 137–148.
- [21] Hemant K. Bhargava, Daewon Sun, and Susan H. Xu, “Stockout Compensation: Joint Inventory and Price Optimization in Electronic Retailing”, *INFORMS Journal on Computing* 18.2 (2006), pp. 255–266.
- [22] Hemant K. Bhargava and Juan Feng, “America Online’s Internet Access Service: How to Deter Unwanted Customers”, *Electronic Commerce Research and Applications* 4.1 (2005), pp. 35–48.
- [23] Yueyue Fan, Hemant K. Bhargava, and Harriet Natsuyama, “Dynamic Pricing via Dynamic Programming”, *Journal of Optimization: Theory and Applications* 127.3 (Dec. 2005), pp. 565–577.
- [24] Hemant K. Bhargava and Shankar Sundaresan, “Computing as Utility: Managing Availability, Commitment, and Pricing Through Contingent Bid Auctions”, *Journal of Management Information Systems* 21.2 (2004), pp. 201–227.
- [25] Hemant K. Bhargava and Vidyanand Choudhary, “Economics of an Information Intermediary with Aggregation Benefits”, *Information Systems Research* 15.1 (2004), pp. 22–36.
- [26] Hemant K. Bhargava and Shankar Sundaresan, “30 Seconds or Free! Contingency Pricing for Information Goods and Services under Industry-wide Performance Standard”, *Journal of Management Information Systems* 20.2 (2003), pp. 113–136.
- [27] Hemant K. Bhargava and Kevin J. Snoap, “Improving Recruit Distribution Decisions in the US Marine Corps”, *Decision Support Systems* 36.1 (2003), pp. 19–30.
- [28] Hemant K. Bhargava and Vidyanand Choudhary, “Information Goods and Vertical Differentiation”, *Journal of Management Information Systems* 18.2 (Fall 2001), pp. 89–106.



- [29] Hemant K. Bhargava, Vidyanand Choudhary, and Ramayya Krishnan, “Pricing and Product Design: Intermediary Strategies in an Electronic Market”, *International Journal of Electronic Commerce* 5.5 (Fall 2000), pp. 37–56.
- [30] Hemant K. Bhargava, Craig L. Herrick, and Suresh Sridhar, “Beyond Spreadsheets: Software for Building Decision Support Systems”, *IEEE Computer* 32.3 (Mar. 1999), pp. 31–39.
- [31] Hemant K. Bhargava, “Data Mining by Decomposition: Adaptive Search for Hypothesis Generation”, *INFORMS Journal on Computing* 11.3 (Summer 1999), pp. 239–247.
- [32] Hemant K. Bhargava and Ramayya Krishnan, “OR/MS, Electronic Commerce, and the Virtual INFORMS Community”, *INFORMS Journal on Computing* 10.4 (Fall 1998), pp. 396–398.
- [33] Hemant K. Bhargava and Ramayya Krishnan, “The World Wide Web: Opportunities for Operations Research and Management Science”, *INFORMS Journal on Computing* 10.4 (1998), pp. 359–383.
- [34] Hemant K. Bhargava, Ramayya Krishnan, and Peter Piela, “On Formal Semantics and Analysis of Typed Modeling Languages: An Analysis of Ascend”, *INFORMS Journal on Computing* 10.2 (1998), pp. 189–208.
- [35] Hemant K. Bhargava and Clay G. Tettelbach, “A Web-based Decision Support System for waste disposal and recycling”, *Computers, Environment and Urban Systems* 21.1 (Jan. 1997), pp. 47–65.
- [36] Oliver Günther, Rudolf Müller, Peter Schmidt, Hemant K. Bhargava, and Ramayya Krishnan, “MMM: A Web-Based System for Sharing Statistical Computing Modules”, *IEEE Internet Computing* 1.3 (1997), pp. 59–68.
- [37] Hemant K. Bhargava, Ramayya Krishnan, and Rudolf Müller, “Electronic commerce in decision technologies: a business cycle analysis”, *International Journal of Electronic Commerce* 1.4 (1997), pp. 109–127.
- [38] Hemant K. Bhargava, Ramayya Krishnan, and Rudolf Müller, “Decision Support on Demand: Emerging Electronic Markets for Decision Technologies”, *Decision Support Systems* 19.3 (1997), pp. 193–214.
- [39] Hemant K. Bhargava, “Using Quiddities for Detecting Semantic Conflicts in Collaborative Work”, *Journal of Organizational Computing and Electronic Commerce* 5.4 (1995), pp. 379–400.
- [40] Hemant K. Bhargava and William C. Branley, “Simulating Belief Systems of Autonomous Agents”, *Decision Support Systems* 14.4 (1995), pp. 329–348.
- [41] Hemant K. Bhargava and Steven O. Kimbrough, “On Embedded Languages, Meta-level Inference and Computer-aided Modeling”, *Computer Science and Operations Research: The Impact of Emerging Technology*, ed. by Stephen Nash and Ariela Sofer, Kluwer, 1994.
- [42] Hemant K. Bhargava, Ramayya Krishnan, and Andrew B. Whinston, “On integrating Collaboration and Decision Analysis techniques”, *Journal of Organizational Computing and Electronic Commerce* 4.3 (1994), pp. 297–316.
- [43] Hemant K. Bhargava, “Dimensional Analysis in Mathematical Modeling Systems: A Simple Numerical Method”, *ORSA (INFORMS) Journal on Computing* 5.1 (1993), pp. 33–39.

- [44] Hemant K. Bhargava and Steven O. Kimbrough, “Model Management: an Embedded Languages Approach”, *Decision Support Systems* 10.3 (1993), pp. 277–299.
- [45] Hemant K. Bhargava and Ramayya Krishnan, “Computer-Aided Model Construction”, *Decision Support Systems* 9.1 (1993), pp. 91–111.
- [46] Hemant K. Bhargava, “Fleet Mix Planning in the U.S. Coast Guard: Issues and Challenges for DSS”, *Recent Developments in Decision Support Systems (NATO ASI Series III)*, ed. by C.W. Holsapple and A.B. Whinston, Springer-Verlag, 1991, pp. 575–598.
- [47] Hemant K. Bhargava, Ramayya Krishnan, and Sumitra Mukherjee, “On the Integration of Data and Mathematical Modeling Languages”, *Annals of Operations Research* 38.1-4 (1992), pp. 69–95.
- [48] Hemant K. Bhargava, Ramayya Krishnan, and Steven O. Kimbrough, “Unique Names Violations, a Problem for Model Integration or You Say Tomato, I Say Tomahto”, *ORSA (INFORMS) Journal on Computing* 3.2 (Spring 1991), pp. 107–120.
- [49] Steven O. Kimbrough, Clark W. Pritchett, Michael Bieber, and Hemant K. Bhargava, “The Coast Guard’s KSS Project”, *Interfaces* 20.6 (Nov. 1990), pp. 5–16.
- [50] Hemant K. Bhargava, Michael Bieber, and Steven O. Kimbrough, “Oona, Max, and the WYWWYWI Principle: Hypertext and Model Management in a Symbolic Programming Environment”, *Proceedings of the Ninth International Conference on Information Systems*, Minneapolis, MN, 1988.

---

**Journal Editorials and Invited Publications**

---

- [51] Juan Feng, Hemant K. Bhargava, and David Pennock, “Comments on the IJOC Test of Time Paper Award from the Authors”, *INFORMS Journal on Computing*, ed. by Alice Smith, vol. 32, 2, 2020, DOI: <https://pubsonline.informs.org/doi/full/10.1287/ijoc.2020.0968>.
- [52] Chris Forman, Robert J. Kauffman, D. J. Wu, and Hemant Bhargava, “New Research Perspectives on Mobility, Organizations, Systems and Technologies”, *Information Technology and Management* 8.2 (2007), pp. 83–85.
- [53] Hemant K. Bhargava and Juan Feng, “Search-Engine Advertising: Dynamic Auctions under Performance-Based Pricing”, *Informing Computing Society Newsletter* (Fall 2007), pp. 21–26.
- [54] Hemant K. Bhargava, Daniel J. Power, and Daewon Sun, “Editorial, Special issue on Web-based Decision Support”, *Decision Support Systems* 43.4 (2007), pp. 1081–1082.
- [55] Hemant K. Bhargava and Ramayya Krishnan, “A Review of a Web-based “Mathematical Programming Glossary” by Harvey Greenberg”, *INFORMS Computer Science Technical Section Newsletter* 18.2 (1997).
- [56] Hemant K. Bhargava, “Editor’s introduction to the special issue on logic modelling”, *Decision Support Systems* 16.1 (1996), pp. 1–2.

- [57] Hemant K. Bhargava, “DecisionNet: World Wide Access to Executable Decision Technologies (a condensed news summary)”, *IIE News (newsletter of the Operations Research society of the Institute of Industrial Engineers)* 32.2 (1996).
- [58] Hemant K. Bhargava and Steven O. Kimbrough, “Editor’s Introduction to the Special Issue on Logic Modeling”, *Decision Support Systems* 11.2 (Feb. 1994).
- [59] Hemant K. Bhargava and Ramayya Krishnan, “Foreword, Special Issue on Model Management”, *Annals of Operations Research* 38.1-4 (1992).
- [60] Hemant K. Bhargava, “Artificial Intelligence Research and Applications at the Naval Postgraduate School”, *ORSA’s AI Technical Section newsletter* (Nov. 1992).

---

### Book Chapters

---

- [61] Hemant K. Bhargava Julia Tanghetti, “Mobile Health Technologies”, *The UCLA Anderson Business and Information Technologies (BIT) Project: A Global Study of Technology and Business Practice*, ed. by Jaymie Park Vandana Mangal and Uday Karmarkar, World Scientific, 2016.
- [62] Kai Rannenber, Hemant Bhargava, Hans-Bernd Brosius, Nicola Carbonari, Andrew Odlyzko, and Mark Spencer, “Transcript of panel discussion on “Successful Price and Revenue Models””, *Turbulenzen in der Telekommunikations und Medienindustrie*, ed. by Thomas Hess and Stefan Doeblin, Berlin: Springer-Verlag, 2006.
- [63] Hemant K. Bhargava and J. Lee, “Managing Emerging Technology”, *Pushing the Digital Frontier*, ed. by Nirmal Pal and Judith Ray, AMACOM, 2001.

---

### Invited Magazine Publications

---

- [64] Hemant K. Bhargava and Manish Gangwar, “Pricing Strategy for Service Startups”, *Forbes India* (Sept. 2017), <http://www.forbesindia.com/article/isb/pricing-strategy-for-service-startups-how-to-employ-access-and-usage-fee/48097/1>.
- [65] Hemant K. Bhargava and Xiahua (Anny) Wei, “Mobile Number Portability: Pros and Cons”, *Analyst* (Mar. 2011), pp. 36–38.
- [66] Hemant K. Bhargava, “Dogfight in IT Industry: Google vs Microsoft”, *Analyst* (Sept. 2009), pp. 21–26.
- [67] Hemant K. Bhargava, “The Business of Google”, *e-Business* (Mar. 2009), pp. 13–16.
- [68] Hemant K. Bhargava and Robert Norris, “Coming Soon to Your Favorite Library: Decision Support on Demand (adapted from other DecisionNet articles)”, *D-Lib Magazine* (produced by Corporation for National Research Initiatives) (June 1996).

---

### Work in Progress and Under Review

---

- [69] Hemant K. Bhargava, “Advertising-driven Platform Ecosystems: Content Sourcing and Revenue Sharing”, *working paper* (Aug. 2020).
- [70] Hemant K. Bhargava, “Price Transparency in Health Care: Impact, Impending Transformation, Competition Strategy, and Policy Implications”, *working paper* (2019).
- [71] Sunita Desai, Uttara Ananthkrishnan, Ateev Mehrotra, and Hemant K. Bhargava, “Differences in medication prices by formulation”, *working paper* (May 2020).
- [72] Hemant K. Bhargava and Manish Gangwar, “On-Demand Services: How Best to Deploy Usage-based and Access-based Fees?”, (*under review*) (July 2020).
- [73] Hemant K. Bhargava, “Pricing Strategies for Network Goods”, *working paper* (May 2017).
- [74] Hemant K. Bhargava and Juan Feng, “Quality Signaling in an Information-Rich Environment: Impact on Prices, Advertising and Consumer Welfare”, *working paper* (May 2018).
- [75] Hemant K. Bhargava, “Multi-Platform Digital Strategy: Bundling of Substitutable and Differentiated Goods”, *working paper* (2014).
- [76] Hemant K. Bhargava and Manish Gangwar, “Contracts and Price Structures for Real-Time Information Products”, *working paper* (July 2014).
- [77] Hemant K. Bhargava and Vandana Ramachandran, “Weekend Effect in Search Advertising? Evidence from the Travel Sector”, UC Davis Working Paper, last revised September (accepted for presentation at WISE 2011, Shanghai), 2011.
- [78] Hemant K. Bhargava and Juan Feng, “A Model of Sponsored Results in Search Engines”, last revised, August, 2009.

---

### Books and Edited Volumes

---

- [79] Hemant K. Bhargava and Nong Ye, eds., *Computational Modeling and Problem Solving in the Networked World: Interfaces in Computer Science and Operations Research*, Norwell, MA, USA: Kluwer Academic Publishers, 2002, ISBN: 1402072953.
- [80] Bala Shetty, Hemant K. Bhargava, and Ramayya Krishnan, eds., *Annals of Operations Research* Special issue on model management in operations research, vol. 38, Red Bank, NJ, USA: J. C. Baltzer AG, Science Publishers, 1992.

---

### Highly Selective Conferences

---

- [81] Hemant K. Bhargava, “A Model for Value Co-Creation through Cross-Producer Bundles”, *Platform Strategy Research Symposium*, Boston, MA, July 2019.
- [82] Hemant K. Bhargava, “A Model for Co-opetitive Production with Cross-Producer Bundling”, *Theory in Economics of Information Systems (TEIS) Workshop*, Vancouver, BC, Mar. 2019.
- [83] Hemant K. Bhargava, “Turbulence in Media and Entertainment: Chaos or a New Order?”, *Twenty-Eighth Workshop on Information Technologies and Systems*, Santa Clara, CA, Dec. 2018.
- [84] Hemant K. Bhargava and Ramnik Arora, “Information Production and Analysis in Large-Scale Budget-Constrained Systems”, *Twenty-Eighth Workshop on Information Technologies and Systems*, Santa Clara, CA, Dec. 2018.
- [85] Hemant K. Bhargava and Manish Gangwar, “Practical Non-linear Pricing for Services”, *Theory in Economics of Information Systems (TEIS) Workshop*, Sonoma, CA, 2017.
- [86] Hemant K. Bhargava and Manish Gangwar, “Mobile Telephony Pricing in Emerging Markets”, *Thought Leaders Conference on Managing Business and Innovation in Emerging Markets, organized by Journal of the Academy of Marketing Science*, Hyderabad, India, Apr. 2018.
- [87] Hemant K. Bhargava, “Understanding the Turmoil in Media and Telecom Industries”, *Smart Data Pricing Forum (SDP 2018)*, [http://soumyasen.com/SDP2018/Program\\_SDP18.pdf](http://soumyasen.com/SDP2018/Program_SDP18.pdf), Minneapolis, MN, May 2018.
- [88] Hemant K. Bhargava and Manish Gangwar, “On the Optimality of Three-Part Tariff Plans”, *Frank M. Bass Frontiers of Research in Marketing Science (FORMS) Conference*, Dallas, TX, Feb. 2018.
- [89] Olivier Rubel and Hemant K. Bhargava, “Incentives for Selling Two-Sided Markets”, *Frank M. Bass Frontiers of Research in Marketing Science (FORMS) Conference*, Dallas, TX, Feb. 2018.
- [90] Hemant K. Bhargava and Juan Feng, “Does better information lead to lower prices? Price and Advertising Signaling under External Information about Product Quality”, *Theory in Economics of Information Systems*, Banff, Canada, 2015.
- [91] Hemant K. Bhargava and Manish Gangwar, “Go with “Pay as you Go” or “All You can Eat”? Pricing Methods for Computing and Information Services”, *Proceedings of the 38th Annual Hawaii International Conference on System Sciences (HICSS'16)*, Kauai, HI: IEEE Computer Society, Jan. 2016.
- [92] Olivier Rubel and Hemant K. Bhargava, “Salesforce Compensation under Network Effects”, *Workshop on Information Systems Economics (WISE)*, Dallas, TX, Dec. 2015.
- [93] Hemant K. Bhargava and Manish Gangwar, “Simple Pricing for Information Services: Access vs. Usage Fees”, *INFORMS Conference on Information Systems and Technology*, Philadelphia, PA, October-November 2015.
- [94] Hemant K. Bhargava, “Multi-Platform Access to Digital Content”, *Workshop on Information Systems Economics (WISE)*, Milan, Italy, Dec. 2013.

- [95] Hemant K. Bhargava, “Multi-Platform Access to Digital Content”, *Inaugural Platform Strategy Research Symposium*, Boston, MA, July 2013.
- [96] Hemant K. Bhargava and Manish Gangwar, “Mobile Telephony Pricing in Emerging Markets”, *INFORMS Conference on Information Systems and Technology*, Minneapolis, MN, Oct. 2013.
- [97] Hemant K. Bhargava and Abhay Mishra, “Electronic Medical Records and Physicians Productivity: Insights from Panel Data Analysis and Design Implications”, *INFORMS Conference on Information Systems and Technology*, Charlotte, NC, Nov. 2011.
- [98] Hemant K. Bhargava, “Product Bundling in a Vertical Distribution Channel”, *Workshop on Information Systems Economics (WISE)*, Also presented at the UT Dallas *Frontiers of Research in Marketing Science* conference, February 2011, Shanghai, China, Dec. 2011.
- [99] Hemant K. Bhargava and Juan Feng, “A Model of Sponsored Search”, *Workshop on Information Systems Economics (WISE)*, Paris, France, Dec. 2008.
- [100] Adib Bagh and Hemant K. Bhargava, “Information Structures, Price Discrimination and Demand Uncertainty”, *Workshop on Information Systems Economics (WISE)*, Evanston, IL, Dec. 2006.
- [101] Hemant K. Bhargava and Daewon Sun, “Performance-Contingent Pricing for Broadband Services”, *Proceedings of the 38th Annual Hawaii International Conference on System Sciences (HICSS’05)*, IEEE Computer Society, 2005.
- [102] Hemant K. Bhargava and Shankar Sundaresan, “Contingent Bids in Auctions: Availability, Commitment and Pricing of Computing as Utility”, *Proceedings of the Proceedings of the 37th Annual Hawaii International Conference on System Sciences (HICSS’04) - Track 8*, IEEE Computer Society, 2004, ISBN: 0-7695-2056-1.
- [103] Hemant K. Bhargava and Juan Feng, “Pure Bundling Better than Mixed? Or, Why doesn’t AOL Offer Standardized Dial-Up Service?”, *Proceedings of the Proceedings of the 37th Annual Hawaii International Conference on System Sciences (HICSS’04)*, IEEE Computer Society, 2004, ISBN: 0-7695-2056-1.
- [104] Hemant K. Bhargava and Shankar Sundaresan, “Managing Quality Uncertainty Through Contingency Pricing”, *Proceedings of the 36th Annual Hawaii International Conference on System Sciences (HICSS’03) - Track 8*, IEEE Computer Society, 2003, ISBN: 0-7695-1874-5.
- [105] Hemant K. Bhargava and Juan Feng, “Paid placement strategies for internet search engines”, *Proceedings of the eleventh international conference on World Wide Web*, Honolulu, Hawaii, USA: ACM Press, 2002, pp. 117–123, ISBN: 1-58113-449-5, DOI: <http://doi.acm.org/10.1145/511446.511462>.
- [106] Hemant K. Bhargava and Juan Feng, “Information Gatekeepers: Paid Placement and Competition”, *Proceedings of the Twenty-Third International Conference on Information Systems*, Barcelona, Spain, 2002.
- [107] Hemant K. Bhargava and Shankar Sundaresan, “Optimal Design of Contingency Pricing in IT-intensive Commerce”, *Proceedings of the Twenty-Third International Conference on Information Systems*, Barcelona, Spain, 2002.

- [108] Hemant K. Bhargava and Juan Feng, “Paid placement strategies for Information Gatekeepers”, *Proceedings of the Eleventh International Workshop on Information Technologies and Systems*, New Orleans, LA, Dec. 2001.
- [109] Hemant K. Bhargava and Vidyanand Choudhary, “Second Degree Price Discrimination for Information Goods under Nonlinear Utility Functions”, *Proceedings of the 34th Annual Hawaii International Conference on System Sciences (HICSS-34)-Volume 7*, Nominated for Best Paper Award, IEEE Computer Society, Jan. 2001, ISBN: 0-7695-0981-9.
- [110] Hemant K. Bhargava and Shankar Sundaresan, “Contingent Contracts in Online Retailing”, *Proceedings of the Tenth International Workshop on Information Technologies and Systems*, Brisbane, Australia, Dec. 2000.
- [111] Hemant K. Bhargava, Vidyanand Choudhary, Ramayya Krishnan, and Kang Bae Lee, “Analysis of an intermediary’s strategies in electronic markets for decision technologies”, *Proceeding of the 20th international conference on Information Systems*, Charlotte, NC: Association for Information Systems, 1999, pp. 82–92, ISBN: ICIS1999-X.
- [112] Hemant K. Bhargava and David L. Jacobson, “Exploratory Data Analysis with Genetic Algorithms: Is there a Gulf War Syndrome?”, *Proceedings of the Second INFORMS Conference on Information Systems and Technology*, San Diego, CA, 1997, pp. 19–28.
- [113] Hemant K. Bhargava and David L. Jacobson, “Genetic Algorithms in the Search for Desert Storm Syndrome”, *Proceedings of the 1997 HealthCare Information and Management Systems Society Sciences*, San Diego, CA, 1997.
- [114] Hemant K. Bhargava, Ramayya Krishnan, Stephen Roehrig, Michael Casey, David Kaplan, and Rudolf Muller, “Model Management in Electronic Markets for Decision Technologies: A Software Agent Approach”, *Proceedings of the 30th Hawaii International Conference on System Sciences*, Los Alamitos, CA, USA: IEEE Computer Society, 1997, ISBN: 0-8186-7743-0.
- [115] Hemant K. Bhargava and David L. Jacobson, “Genetic Storms: Investigating the Gulf War Syndrome”, *Proceedings of the 30th Hawaii International Conference on System Sciences*, vol. 05, Los Alamitos, CA, USA: IEEE Computer Society, 1997, DOI: <http://doi.ieeecomputersociety.org/10.1109/HICSS.1997.663214>.
- [116] Hemant K. Bhargava and Suresh Sridhar, “Design Issues in Configuring Servers on the World Wide Web”, *Proceedings of the First INFORMS Conference on Information Systems and Technology*, Washington, D.C., 1997, pp. 204–208.
- [117] Hemant K. Bhargava and Michael S. Downs, “On Generating an Integrated DSS from a Mathematical Model Specification”, *Proceedings of the 29th Hawaii International Conference on System Sciences (HICSS)*, IEEE Computer Society, 1996, ISBN: 0-8186-7327-3.
- [118] Hemant K. Bhargava, Ramayya Krishnan, and Rudolf Müller, “On Parameterized Transaction Models for Agents in Electronic Markets for Decision Technologies”, *Proceedings of the Fifth International Workshop on Information Technologies and Systems*, Winner of the **Best Paper Award**, Amsterdam, The Netherlands, Dec. 1995, pp. 218–227.

- [119] Hemant K. Bhargava, Ramayya Krishnan, and Peter Piela, “Formalizing the Semantics of ASCEND”, *Proceedings of the 27th Hawaii International Conference on System Sciences*, Wailea, HI: IEEE Computer Society, 1994, pp. 505–516, ISBN: 0-8186-5070-2.
- [120] Hemant K. Bhargava and William C. Branley, “What would Ajax have Observed? Or, Introducing Imperfections in the Belief Systems of Autonomous Agents”, *Proceedings of the 26th Hawaii International Conference on System Sciences*, Wailea, HI: IEEE Computer Society, 1993, pp. 513–522, ISBN: 0-8186-3230-5.
- [121] Hemant K. Bhargava and Renae M. Beyer, “Automated Detection of Naming Conflicts in Schema Integration: Experiments with Quiddities”, *Proceedings of the 25th Hawaii International Conference on System Sciences*, Kauai, HI: IEEE Computer Society, 1992, pp. 300–310, ISBN: 0-8186-2420-5.
- [122] Hemant K. Bhargava and Ramayya Krishnan, “Reasoning with Assumptions, Defeasibly, in Model Formulation”, *Proceedings of the 25th Hawaii International Conference on System Sciences*, Kauai, HI: IEEE Computer Society, 1992, pp. 407–414, ISBN: 0-8186-2420-5.
- [123] Hemant K. Bhargava and Steven O. Kimbrough, “On Embedded Languages for Model Management”, *Proceedings of the 23rd Hawaii International Conference on System Sciences*, Kailua-Kona, HI: IEEE Computer Society, 1990, pp. 443–452.
- [124] Hemant K. Bhargava and Ramayya Krishnan, “A Formal Approach for Model Formulation in a Model Management System”, *Proceedings of the 23rd Hawaii International Conference on System Sciences*, Kailua-Kona, HI: IEEE Computer Society, 1990, pp. 453–462.

---

**Limited Distribution: Tech Reports, Software**

---

- [155] Hemant K. Bhargava, *An Economic Evaluation of gTLD Performance Metrics*, tech. rep., <https://www.icann.org/en/system/files/files/evaluation-gtld-performance-metrics-20jun16-en.pdf>, Technical report to ICANN, Washington D.C., June 2016.
- [156] Hemant K. Bhargava, “Digital Convergence: Shaping a New Communications Landscape”, Position paper delivered to Kearns & West, San Francisco, developed for CA state hearings on proposed SBC-AT&T merger, 2005.
- [157] Judith Ray, Shankar Sundaresan, Ed Glantz, Nirmal Pal, Hemant Bhargava, and Michael McHugh, “Measuring the Business Impact of Knowledge Management”, Research report from the *eBusiness Research Center*, Penn State University, to *Unisys Corporation*, 2001.
- [158] Hemant K. Bhargava and Kevin Snoap, “RDdss: decision support system software for recruit distribution”, Delivered and installed at USMC Manpower and Reserve Affairs, 1998.
- [159] Hemant K. Bhargava and Gary Koch, “EAM-NPS: optimization model and solver software for enlisted assignment”, Delivered to USMC Manpower and Reserve Affairs, 1998.
- [160] Hemant K. Bhargava and David Jacobson, “Software for data analysis with CCEP database for the Persian Gulf Illnesses”, Delivered to Office of the Assistant Secretary of Defense (Health Affairs), 1997.



- [161] Hemant K. Bhargava and Steven O. Kimbrough, “TEFA: A computer system for mathematical modeling”, Delivered to US Coast Guard R& D Center, 1991.
- [162] Hemant K. Bhargava, L. Cortez, and T. Kaiser, “Felix: A computer system for patrol boats acquisition planning in the U.S. Coast Guard”, Delivered to US Coast Guard R& D Center, 1991.
- [163] Hemant K. Bhargava and K. Kang, “A simulation system for modeling and measuring the performance of alternative fleets in the U.S. Coast Guard’s SAR (Search and Rescue) and ELT (Enforcement of Laws and Treaties) missions”, Delivered to US Coast Guard R& D Center, 1991.
- [164] Hemant K. Bhargava and W.C. Branley, “Autonomous Forces *observer* module”, Delivered and installed in the NPSNET system at NPS, 1992.
- [165] Hemant K. Bhargava and M. Culpepper, “Autonomous Forces *decision maker* module”, Delivered and installed in the NPSNET system at NPS, 1992.
- [166] Hemant K. Bhargava, “Final Report on the U.S. Coast Guard’s *Integrated Modeling Environments* Research Project”, Delivered to the U.S. Coast Guard, 1995.

## Media Cites and Public Presentations

1. Conceived, organized and moderated a lūmināre on “The Future of In-Home Video Entertainment,” for the *Center for Analytics and Technology in Society*, August 25, 2020.
2. Interviewed on Global Insights program on Arirang News (Korean expat English language TV), on “breaking up big tech,” August 4, 2020. Video available at <https://www.youtube.com/watch?v=bH8FStkTC4Y>.
3. Interview on “Should you fear the tech-lash?” for *Institute of Engineering & Technology* magazine (global publication with over 150,000 members; reporting by Lindsay James), May 2020.
4. Interview on the impact of covid19 on the business of hospitals, for “Feature Story News” and Channel News Asia (based in Singapore, and for China Plus America with over 2 million followers on Facebook.) May 2020. <https://www.facebook.com/539149559464605/videos/1100409097019156>
5. Blog, “How to Manage Covid19 Recovery,” April 2020. <https://www.linkedin.com/pulse/how-manage-covid19recovery-hemant-bhargava/>
6. Blog, “Needed: Bold Decisions to Stop Covid-19,” by with Joseph Biello and John Durand, March 2020. <https://medium.com/@hemant.b/needed-bold-decisions-to-stop-covid-19-1a833f051b51>
7. Debate on “Breaking up Big Tech,” at University California of Berkeley (organized by the Berkeley Forum, with Jonathan Taplin, Jessica Powell and Richard Shapiro), Nov 12, 2019, <https://berkeleyforum.org/event/a-debate-on-breaking-up-big-tech/>. Event video at <https://www.facebook.com/watch/live/?v=405737550304890>.
8. Future of Work Series, 10 questions with Hemant Bhargava, <https://www.youtube.com/watch?v=hY6AWgZnfmC>, January 30, 2020.
9. Seminar on “Artificial Intelligence or Sophisticated Mimicry: The Business and Ethics of Automated Systems” (with Mark Nitzberg), *Future of Work Series* at UC Davis, January 30, 2020, <https://datalab.ucdavis.edu/2020/01/21/talk-artificial-intelligence-or-sophisticated-mimicry-the-business-and-ethics-of-automated-systems/>. Event video at [https://www.youtube.com/watch?v=\\_i11-fAEfGA](https://www.youtube.com/watch?v=_i11-fAEfGA).

10. “Disney’s new streaming service will be Netflix’s biggest test yet” WIRED (UK) article by Matt Burgess (<https://www.wired.co.uk/article/disney-streaming-service-plus-life-uk-2019-netflix/>), Nov 8 2018.
11. “The Disney-Fox Deal: Why It’s About Going Directly to the Consumer” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/the-impact-of-disney-fox/>), Jul 10 2018. Also available as Podcast.
12. “Is the AT&T-Time Warner Decision a Blow Against Antitrust?” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/impact-att-time-warner-decision/>), Jun 19 2018. Also available as Podcast.
13. “T-Mobile and Sprint: Will the Deal Go Through?” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/sprint-t-mobile-merger/>), May 3 2018. Also available as Podcast.
14. “Connecting Students and Companies to Solve Real-world Business Problems,” *DealCrunch*, Mar 2018.
15. “In the Global Media Chess Game, Comcast Aims for the Sky” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/comcast-sky/>), Mar 6 2018. Also available as Podcast.
16. “A Conversation about Platforms,” 8-minute presentation, at UC Davis Institute for Transportation Studies, February 2, 2018. Text synopsis at <https://gsm.ucdavis.edu/blog/did-you-experience-platform-economy-today>.
17. “5 Takeaways from the Disney-Fox Merger” KnowledgeWharton Magazine (<http://kwhs.wharton.upenn.edu/2017/12/5-takeaways-disney-fox-merger/>), Jan 2018. Also available as Podcast.
18. “Can Disney’s Bid for Fox Overcome Antitrust Concerns?” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/disney-fox-deal/>), Dec 19 2017. Also available as Podcast.
19. “How to identify 2017’s Best Holiday Deals & Sales,” *WalletHub*, Dec 2017.
20. “Why Has the AT&T-Time Warner Merger Gotten Tangled?” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/will-the-time-warner-att-merger-succeed/>), Nov 14 2017. Also available as Podcast.
21. “UC-Davis’ MS In Business Analytics”, Poets & Quants, September 2017.
22. “Verizon Buys Yahoo!”, Wharton Business Radio (<https://businessradio.wharton.upenn.edu/bestof/knowledge-@wharton/?u=95c02249-00c4-40c3-9ad0-d6ba278c21eb>), June 14 2017. Also available as Podcast.
23. “What is Prescriptive Analytics? A Conversation with UC Davis,” *mastersindatascience.org*, March 2017.
24. “Is Post-Hack Yahoo’s Verizon Deal DOA?” *The Daily Beast* (<http://www.thedailybeast.com/is-post-hack-yahoos-verizon-deal-doa>), Dec. 14 2016.
25. “Local Universities Rush to Launch Programs on Data Analytics,” *Sacramento Business Journal*, Dec 7, 2016.
26. “Will Yahoo’s Data Breach Help Overhaul Online Security?” KnowledgeWharton Magazine (<http://knowledge.wharton.upenn.edu/article/will-yahoos-data-breach-help-overhaul-online-security/>), Sep 27 2016. Also available as Podcast.
27. “Will Yahoo’s Merger with Verizon Pay”, *Wharton Magazine*, Fall 2016.

28. “A ‘Dumb Pipe’ No More: What Verizon Wants from AOL”, XM Sirius Radio Interview hosted by Knowledge-Wharton (<http://knowledge.wharton.upenn.edu/article/what-verizon-wants-from-aol/>), on Verizon-AOL merger, May 15 2015.
29. Interview, “Using Analytics To Predict The Future Of TV Content And Distribution,” *Forbes* (<http://onforb.es/1Pv0iG3>), May 8, 2015.
30. Interview about strategic competition between Google and Apple, (“Apple’s Spat with Google Will Only Get Worse,” *Technology Review*, Aug 16 2012).
31. Interview about signaling in the information age, (“Making Choices in the Age of Information Overload,” *The New York Times Magazine*, May 15 2012).
32. “How To Ease EHR Frustration,” *Information Week* (May 2012), cited research on EMR impact on physician productivity (*Management Science*).
33. Interview about IBM’s Watson supercomputer and artificial intelligence, (“Watson’s New Job: IBM Salesman,” *Technology Review*, Feb 8 2012).
34. Interview about product bundling, (“Product bundling at retail cuts out guesswork for consumer,” *Cheese Market News*, Oct 28 2011).
35. Interview about productivity impact of electronic medical records (“EMR Productivity Effects Vary By Primary Care Specialty,” *Information Week*, Dec 22, 2010). (Also picked up and discussed at scores of other offline and online publications.)
36. Interview about Apple’s introduction of iPad (“iPad”, *Analyst*, September 2010).
37. Interview about Netflix’s distribution strategy (“Netflix’s iPhone app adds another personal movie option”, *Sacramento Bee*, Aug 30 2010).
38. Interview about telecom data pricing plans (“AT&T Data Plans Could Alienate Average Users”, *Sacramento Bee*, Jun 3 2010).
39. Interview about Google’s strategy in China (“Google vs. China: The Big Face-Off”, *Analyst*, March 2010).
40. Interview: “The Business of Google,” *eBusiness*, March 2009.
41. Interview: “Pricing on the Internet,” *Wirtschafts Informatik*, 48 (2006) 1, S. 65-66.
42. Several cites in *The Sacramento Bee*, *Davis Enterprise*, and *UC Davis Egghead* on business strategy for technology goods.
43. “Scientists ‘Mine’ Data To Analyze Gulf War Illness”. *ScienceDaily*, January 7, 1998.

## Industry and Public Talks and Panels

1. Panel on “Conversational AI and Customer Service Automation,” at Uniphore Inc. (inauguration of HQ relocation at Palo Alto), Dec 3, 2019.
2. Panel on “Data Technology & Policy: Constraints, Ethics and Needs to Various Stakeholders Around the Use of Data and Tech,” for Senior Executives from about 20 companies at Millennial Alliance *Digital Enterprise Transformation West*, August 22-23 Las Vegas NV.
3. Panel on “What’s Your Platform Strategy,” for Senior Executives from about 20 companies *Digital Enterprise Transformation West*, August 22-23 Las Vegas NV.

4. Interview on “Should you fear the tech-lash?” for *Institute of Engineering & Technology* magazine (global publication with over 150,000 members; reporting by Lindsay James), May 2020.
5. Interview on the impact of covid19 on the business of hospitals, for “Feature Story News” and Channel News Asia (based in Singapore, and for China Plus America with over 2 million followers on Facebook.) May 2020. <https://www.facebook.com/539149559464605/videos/1100409097019156>
6. “Platform-powered Ecosystems,” Keynote at Google Ecosystems Summit, Nov. 2017.
7. “Who Ubers Who: How to Survive and Thrive in a Digital World of Mash-Ups, Matchmakers, and Marketplaces,” panel at Apigee *Adapt or Die World Tour*, San Francisco, Sept 2016.
8. “Monetization Challenges and Strategies for Technology Entrepreneurs,” at UC Davis GSM “Lunch and Learn” admissions event at Bishop Ranch, Nov 19, 2015.
9. Panel speaker at “Corporate Data Breaches - What Companies Can Learn from Recent High Profile Attacks” Symposium, UC Davis Law School (<https://law.ucdavis.edu/news/event.aspx?id=3989>), Nov 6 2015.
10. “Monetization Models for Technology Startups,” invited talk at GitPro World (<http://gitpro.org/gitproworld2015/>) Palo Alto, April 25, 2015.
11. Interview, “Why did Amazon pick Roseville for its pop-up store?,” Sacramento Business Journal, October 2014.
12. “How Technology is Disrupting Markets and creating new opportunities for entrepreneurship,” invited talk at GitPro California (<http://gitpro.org/chapter-contracosta/>), October 2014.
13. “The Fascinating Economics of Technology Competition,” May 28, 2014, GSM Alumni Event at Wilmer-Hale, Palo Alto CA.
14. Invited Speaker, “How to Manage IT for Business Value,” *Bridges to Leadership CFO-Forum*, (a presentation to CFOs of regional companies) Sacramento, May 7, 2007.
15. Panelist on “Future of Technology,” *Capital Public Radio* (INSIGHT program with Jeffrey Callison), Oct 24, 2006. Available at <http://www.cpradio.org/programs/insight/default.aspx?showid=2510>.

## Consulting

- GuidePoint.
- ICANN.
- Global Economics Group, Chicago.
- Idealab, Perfect Market Technologies, Pasadena CA.
- Kearns and West, San Francisco CA.
- UC Davis Medical Center, Sacramento CA.
- RAND Corporation, Pittsburgh PA.
- Daimler Chrysler Research, Palo Alto CA.

## Internal Service (Selected)

### GSM Service

- *Organizer and Moderator*, “Future of In-Home Video Entertainment” panel for the *Center on Analytics and Technology in Society’s* Luminare series, August 25th, 2020.
- *Moderator*, panel on “Technology Industry” in the Graduate School of Management’s *Perspectives on a Post-Covid19 Economy Series*, June 30th, 2020.
- Presentation on proposed research center at Dean’s Business Partner Council, October 15 2019.
- *Chair, Faculty Executive Committee*, Graduate School of Management, UC Davis, 2017-18.
- *Academic Director and Program Chair*, [Graduate School of Management](#) led the planning, launch and execution of new degree program, *Master of Science in Business Analytics*, 2016-18.
- Spoke at numerous industry and alumni events to promote GSM and its programs: including at GitPro Palo Alto (February 2017), Wilmer Hale (March 2017, on Platforms), Autodesk (May 2017), GSM alumni event (May 2017), Mars executive meeting (July 2017), Tableau Users Group Sacramento (July 2016) and many others.
- Led creation of an “Analytics Meet-up” series to promote GSM and the MSBA program in San Francisco and Silicon Valley, arranged several prominent industry speakers for several initial meetup events, starting October 2017 to March 2018.
- Personally secured a flagship scholarship by Google-Apigee to fund 100% of MSBA tuition and fees for one student (\$58,000) to promote positioning of GSM as top MSBA program for women (September 2016).
- *Vice-Chair, Faculty Executive Committee*, Graduate School of Management, UC Davis, 2016-17.
- *Co-Founder and Steering Committee member*, [Graduate School of Management](#) new degree program, *Master of Science in Business Analytics*, 2014-16.
- Member, Faculty Personnel Committee, 2013-14.
- Member or chair of multiple GSM committees, including Educational Policy, Research, Committee on Courses, during 2012-2015.
- Faculty Advisor and Mentor, for MBA student teams competing in Intercollegiate Business Strategy Case Competition, Fall 2013 and Winter-Spring 2014, competing in Intercollegiate Business Strategy Case Competition.
- Curricular Renewal Task Force, Summer 2010, and follow-on subcommittees in Fall 2010.
- Faculty Personnel Committee, 2009-10.
- Chair, Faculty Resources Committee. Member, GSM IT Steering Committee. Several years from 2006-2012.
- GSM Executive Committee, 2009-10.
- Educational Policy Committee, 2008-09.
- *Chair, Faculty Executive Committee*, Graduate School of Management, UC Davis, 2005-06; 2006-07.
- Chair of Research Committee at GSM, 2003-08.
- Member of Recruiting Committee for several *faculty positions* (IT, Operations, Economics, Finance, Organizational Behavior) and *staff positions* (Assistant Dean, and Director of Computing Services).

## Systemwide, University and Community Service

- *Judge* for *HackDavis 2020*, a competition on social impact entrepreneurship through technology, with over 700 competitors, UC Davis, January 18-19, 2020.
- *External Reviewer* for Georgia Tech University's *Master of Science in Analytics* graduate program. Fall 2019.
- *Administrative Series Personnel Committee*, UC Davis 2019-20.
- *Advisory Board* for UC Davis *Future of Work Series* (<https://futureofwork.ucdavis.edu/people>), advised on series of workshops throughout Fall 2019 and Winter 2020, and conversion to virtual workshop series during Spring 2020.
- *Advisory Group* for UC Davis *DataLab* (<https://datalab.ucdavis.edu/>).
- UC Davis Executive Council (07/2017=06/2018).
- Data Science Initiative Advisory Board, Charged with advising campus leadership on data science structure and activities at UC Davis (continued, 2015-2018). Part of a 3-person subgroup that created a skeleton curriculum for an undergraduate major in data science. The group also delivered to Provost Hexter a proposal to create a new cross-departmental program group in data science.
- UC Davis Academic Senate Task Force on Administrative Growth (8 members, 08/2016-07/2017). Produced a report for Interim Chancellor Hexter, and delivered to Chancellor May upon his arrival at UC Davis.
- Speaker for UC Davis Undergraduate Supply Chain Club, on big data and platforms (March 2017).
- Review letter-writer for UC Irvine proposal for new graduate program, Master of Science in Business Analytics (MSBA) to UCOP (2016).
- Review letter-writer for UCLA proposal for new graduate program, Master of Science in Business Analytics (MSBA) to UCOP (2016).
- Review letter-writer for UC Merced proposal for new graduate program, Management of Innovation, Sustainability, and Technology (MIST), to UCOP (2015).
- Member, Advisory Council, for UC Davis Department of Religious Studies' *Indian Studies Advisory Council* 2012-2018.
- Invited Faculty Speaker, California Association of Business Students, UC Davis, January 15, 2014.
- Faculty Director for *Study Abroad Program* partnership between UC Davis and SRM University, 2009-present.
- Reviewer for UC Irvine Organized Research Unit (CRITO, Center for Research in Information Technology and Organizations), May 2011.
- Judge, *Bears Breaking Boundaries* contest for students on all UC campuses affiliated with CITRIS (Center for Information Technology Research in the Interest of Society), 2008.
- Member of Steering Committee for formation of *Center for Future Information Technology*, March 2007.
- Davis School District, 2009-10. Helped with Deployment and Adoption of Zangle ParentConnection system. This was a complex IT management problem, with strong demand for the system from parents and school management, and stiff opposition from IT staff and sections of administration. We ensured a successful deployment after discussions with district administration, school management, school board, teachers, parents, and IT staff.
- Member of UC Davis Council of School and College Faculty Chairs, 2005-07.

## Professional Service (Selected)

- **Associate Editor**, *Management Science*, 2017-present.
- **Editorial Review Board**, *Marketing Science*, 2018-present.
- **Co-Chair**, *Theory in Economics of Information Systems Workshop*: 2020 (Irvine, CA), 2018 (San Diego, CA) and 2017 (Sonoma, CA).
- Wrote numerous letters of recommendation covering faculty hiring, doctoral program applications, promotions and tenure decisions, and applications for US permanent residency.
- **Associate Editor**, *International Conference on Information Systems*, Seoul, 2017.
- **Associate Editor**, *International Conference on Information Systems*, Dublin Ireland, 2016.
- **Editorial Review Board**, *Marketing Science*, 2013-2018.
- **Advisory Board**, *Theory in Economics of Information Systems Workshop*, 2015-present.
- **Co-Chair**, *Theory in Economics of Information Systems Workshop*. 2012 (Laguna Beach, CA) and 2013 (Monterey, CA).
- **Co-Chair**, *INFORMS' Conference on Information Systems and Technologies*, Phoenix, October 13-14, 2012.
- **Co-Founder** and **Co-Chair**, *Theory in Economics of Information Systems Workshop*. Co-Chair of Inaugural Workshop, Incline Village NV, June 2011, and 2012 Workshop, Laguna Beach, CA.
- *Editorial Board*, *Journal of Management Information Systems*. January 2009–.
- *Editorial Board*, *Electronic Commerce Research and Applications*. August 2001–.
- **Co- Guest Editor**, *Decision Support Systems* special issue on *web-based decision support*, 2007.
- *Conference Co-Chair*, *INFORMS Conference on Information Systems and Technologies*, Denver, October 23-24, 2004.
- **Area Editor** (Computing and Decision Technologies), *Operations Research* (Jan. 2000 - Dec. 2005).
- *Associate Editor*, *Management Science*, since January 2004.
- **Conference Co-Chair**, *INFORMS Computing Society conference*, Phoenix, AZ January 2003.
- **Board of Directors**, *INFORMS Computing Society*, 2000-2003.
- **Editorial Board**, *Electronic Commerce Research and Applications*, since August 2001.
- **Associate Editor**, *Decision Support Systems*, since June 1992.
- **Cluster Chair** (OR and the Internet), *INFORMS National Meeting*, Miami Beach, Nov. 2001.
- **Founding Member**, *The Standard for Internet Commerce*, 1999.
- **Editor**, Newsletter of *INFORMS' Computer Science Technical Section*, May 1995–1997.
- **Guest Editor**, *Decision Support Systems 16:1* special issue on *logic modeling*, 1996
- **Co- Guest Editor**, *Decision Support Systems 11:2* (special issue on *logic modeling*), 1994.
- **Co- Guest Editor**, *Annals of Operations Research* special volume on *model management*, **38**, 1992.
- **Co-Chair** of the *logic modeling* minitrack at *HICSS*: 1990, 1992-6.

## Funded Research (Selected)

1. **Research Excellence in Academia**, \$150,000 gift from Google.com to support “Research and Educational Activities in Platforms and Ecosystems”, 2018.
2. **Mellon Public Scholars Mentor**, \$2,000 research support grant for *Access and Inclusivity Study of State Arts Funding*, UC Davis, Summer 2018.
3. **IT Strategic Planning**. Research grant from Intel Corp. (\$47,000), June 2007.
4. **Impact of Clinical Information Technologies**. Research grant from UC Davis Medical Center (\$60,000), 2006.
5. **Price Discrimination and Product Differentiation in Information Goods**, eBusiness Research Center, Penn State University, 2000-02 (\$12,000).
6. **An Integrated Modeling Environment for USMC Manpower Modeling**, U.S. Marine Corps (\$130,000 in 1997, \$168,000 in 1998).
7. **DecisionNet: Modeling and Decision Support over the World Wide Web**, U.S. Army Artificial Intelligence Center (\$75,000 in 1996), Naval Postgraduate School Merit Program (about \$25,000 in 1996).
8. **GeneticStorms: Exploratory Data Analysis over the CCEP Database**, Office of the Assistant Secretary of Defense for Health Affairs’ Deployment Surveillance Team (formerly Comprehensive Clinical Evaluation Program), 1996-97 (\$60,000 in FY96, \$92,500 in FY97).
9. **Integrated Modeling Environment** for the U.S. Coast Guard, 1992–94 (\$173,810).
10. **Intelligent Automated Combat Forces**, in *NPSNET: A 3D Visual Simulator for Virtual World Exploration and Experimentation* (M.J. Zyda, P.I.), DARPA/ASTO, (\$1,096,000 in 1991-1993), HQDA AI Center, (\$200,000 in 1991-1993).
11. **Fleet Mix Planning**, U.S. Coast Guard, 1991, 1992-93 (\$49,320).
12. **Tactical Decision Making and Semi-Automated Combat Forces**, Naval Postgraduate School Merit Program (\$13,100 in 1993, \$7,200 in 1992).

## Recent Consulting and Advisory Boards

Global Economics Group, Google, ICANN, iMMi, L2o.com.

## Other

Hemant Bhargava has been a member of the *INFORMS*, the *IEEE Computer Society*, and *Central Coast Lighthouse Keepers*, and docent at the *Point Sur Lightstation and State Historic Park* in Big Sur, CA.