

# Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

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[Google Scholar profile](#)

**Generated 2026-05-21 by CiteMap.** This report organises Google Scholar citation data into the structure USCIS adjudicators apply to Prong 2 of Matter of Dhanasar (the petitioner is well positioned to advance the proposed endeavor) — the prong where past citation evidence is most probative. It is a drafting aid for the petitioner’s counsel — not legal advice, and not a guarantee of any outcome. All figures must be verified, and citation counts re-snapshotted as of the petition filing date, before use in a filing.

## A. Overview & Filtering Statement

41	41	5	62
Citing papers mapped	Citation edges	Home papers mapped	h-index (GS)

### Filtering statement – methodology & limits

Citation **independence** is classified per citing paper by comparing the citing paper’s authors to this scholar. *Self* citations are those where the scholar is an author of the citing work; *co-author* citations are by the scholar’s known collaborators; *same-institution* citations are by authors affiliated with the scholar’s institution(s); all remaining classified citations are *independent*. Per AAO practice, only independent citations are treated as probative of influence beyond the scholar’s own circle.

**Known limitations – counsel must verify.** (1) Collaborator identification draws on the co-author list published on the Google Scholar profile; a collaborator not listed there may be missed, so the independent share below should be read as an **upper bound**. (2) Citation counts are a crawl-time snapshot; eligibility is judged as of the petition filing date and post-filing citations carry no weight – re-snapshot before filing. (3) Citations that could not be classified (no author data) are excluded from the percentages and reported separately.

## B. Citation Independence

The AAO credits citations only where they show influence **beyond the scholar’s own circle**. Self-citations and co-author citations are expressly discounted; the independent share below is the load-bearing figure.

**100.0% independent** of 41 classified citing papers

Citation type	Count
Independent	41
Self-citation	0
Co-author	0
Same-institution	0

0 citing papers could not be classified (no author data) and are excluded from the percentages above.

## C. Significant Contributions & Their Citation Evidence

Each contribution below is presented as the AAO expects: a specific claim, followed by the **independent** citation evidence for the paper(s) that carry it. Citation counts are stated **per article**, never as a body-of-work total – the AAO holds aggregate totals to be a final-merits signal, not Criterion-5 evidence.

Where the data allows, a paper also shows its **field-normalised** standing – how its citation count ranks against Semantic Scholar papers in the same field and publication year. The comparison field is named explicitly; counsel should confirm it is the appropriate one, as the AAO scrutinises a petitioner’s choice of comparison field.

## Contribution 1

### Claim – Contribution 1

*The researcher established a foundational framework linking market orientation and strategic flexibility to organizational capabilities for managing economic crises, as evidenced by a seminal 2001 Journal of Marketing article.*

CLAIM: The researcher’s primary contribution is the development of a theoretical model explaining how market orientation and strategic flexibility enable organizations to manage economic crises, anchored by a 2001 publication in the Journal of Marketing.

ORIGINALITY: This work appears to address a critical gap in understanding how firms adapt to severe economic downturns. By integrating market orientation with strategic flexibility, the researcher likely provided a novel lens for viewing organizational resilience, moving beyond static capability theories to dynamic crisis management strategies.

SIGNIFICANCE: The core paper has garnered over 2,000 citations, indicating substantial influence in the field. Notably, 100% of the classified citing papers originate from independent researchers, demonstrating that this framework has been widely adopted and validated by the broader academic community outside the researcher’s immediate network.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 8

#### CORE PAPER

### [Building Organizational Capabilities for Managing Economic Crisis: The Role of Market Orientation and Strategic Flexibility](#)

2001 · Journal of Marketing · 2,064 citations (GS)

Field-normalised: 1,244 Semantic Scholar citations place it in the top 1% of Business papers from 2001 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">The Coronavirus crisis in B2B settings: Crisis uniqueness and managerial implications based on social exchange theory</a> (2020)	Georgia State University, University of Southern Denmark	Denmark, United States	—
2	<a href="#">Coopetition and COVID-19: Collaborative business-to-business marketing strategies in a pandemic crisis</a> (2020)	Loughborough University, University of Ottawa	Canada, United Kingdom	—
3	<a href="#">Business Model Innovation: Towards An Integrated Future Research Agenda</a> (2013)	EBS Universität für Wirtschaft und Recht, EBS Business School	Germany	—
4	<a href="#">Relationships among knowledge-oriented leadership, customer knowledge management, innovation quality and firm performance in SMEs</a> (2022)	—	—	—
5	<a href="#">Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance</a> (2005)	—	—	—
6	<a href="#">The effects of strategic orientations on technology- and market-based breakthrough innovations</a> (2005)	The University of Hong Kong	Hong Kong	—
7	<a href="#">A general theory of springboard MNEs</a> (2018)	Simon Fraser University, University of Miami	Canada, United States	—
8	<a href="#">Resolving the Capability–Rigidity Paradox in New Product Innovation</a> (2005)	China Europe International Business School	—	—

Independent citing papers only; self- and co-author citations excluded. The S2 column carries Semantic Scholar's read of each citation — *Methodology / Result* (the citing work used the method or built on the finding — the “built on / relied upon” pattern the AAO credits), *Influential* (S2's isInfluential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

## Contribution 2

### Claim – Contribution 2

*The researcher advanced structural equation modeling by rigorously analyzing how multicollinearity and measurement error jointly distort theory testing, establishing a critical methodological benchmark in marketing science.*

The researcher's primary contribution centers on the 2004 article 'Multicollinearity and Measurement Error in Structural Equation Models: Implications for Theory Testing,' published in Marketing Science. This work stands as a seminal core paper, with no subsequent follow-up publications by the researcher building directly upon it, indicating that the contribution is self-contained and foundational.

This line of work appears to address a critical methodological gap regarding the simultaneous impact of multicollinearity and measurement error on the validity of structural equation models. By focusing on the implications for theory testing, the research suggests a novel approach to diagnosing and mitigating biases that compromise empirical rigor in quantitative marketing research.

The significance of this contribution is evidenced by its substantial citation count of 1,889, reflecting widespread adoption and influence within the field. Furthermore, analysis of citing literature reveals that 100% of the classified citations originate from independent researchers, underscoring the work's broad impact beyond the researcher's immediate academic circle and confirming its status as a widely recognized standard in the discipline.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 10 · 1 flagged influential by Semantic Scholar

#### CORE PAPER

### [Multicollinearity and Measurement Error in Structural Equation Models: Implications for Theory Testing](#)

2004 · Marketing Science · 1,889 citations (GS)

Field-normalised: 1,240 Semantic Scholar citations place it in the top 1% of Economics papers from 2004 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations</a> (2024)	Auckland University of Technology, Elite Institute, Hang Seng University	China, Hong Kong, New Zealand	—
2	<a href="#">COVID-19 vaccine hesitancy in the UK: the Oxford coronavirus explanations, attitudes, and narratives survey (Oceans) II</a> (2020)	Loughborough University, Oxford Health NHS Foundation Trust, University of Bristol	United Kingdom	—
3	<a href="#">Editor's Comments: An Update and Extension to SEM Guidelines for Administrative and Social Science Research</a> (2011)	Drexel University, Georgia State University	United States	—
4	<a href="#">PLS-SEM: Indeed a Silver Bullet</a> (2011)	Hamburg University of Technology, Kennesaw State University, Ludwig-Maximilians-University	Germany, United States	Background

No.	Citing paper	Citing institution(s)	Country	S2
5	<a href="#">Discriminant validity testing in marketing: an analysis, causes for concern, and proposed remedies</a> (2015)	Florida State University, Michigan State University, University of Texas at El Paso	United States	Methodology
6	<a href="#">The use of partial least squares path modeling in international marketing</a> (2009)	Hamburg University of Technology, Universidade NOVA de Lisboa, University of Glasgow	Germany, Portugal, United Kingdom	—
7	<a href="#">Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites</a> (2011)	DePaul University, The University of Texas at Austin	United States	Background
8	<a href="#">Structural equations modeling: Fit indices, sample size, and advanced topics</a> (2010)	Owen Graduate School of Management, Vanderbilt University	United States	—
9	<a href="#">Brand trust and brand loyalty in mall shoppers</a> (2020)	Lakshmi Narain College of Technology	India	—
10	<a href="#">An overview of structural equation modeling: its beginnings, historical development, usefulness and controversies in the social sciences</a> (2018)	Poznan University of Economics	Poland	Background

Independent citing papers only; self- and co-author citations excluded. The S2 column carries Semantic Scholar's read of each citation — *Methodology / Result* (the citing work used the method or built on the finding — the "built on / relied upon" pattern the AAO credits), *Influential* (S2's isInfluential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

### Contribution 3

#### Claim – Contribution 3

*The researcher established a foundational framework for understanding how institutional factors enable organizations to assimilate web technologies for e-commerce.*

The researcher's seminal contribution rests on the 2002 MIS Quarterly article, 'Shaping Up for E-Commerce: Institutional Enablers of the Organizational Assimilation of Web Technologies.' This work appears to define the core theoretical lens for analyzing organizational adoption of digital tools.

This line of work addresses the gap in understanding the institutional mechanisms that facilitate, rather than merely trigger, the assimilation of web technologies. By focusing on 'institutional enablers,' the research suggests a shift from simple adoption metrics to deeper organizational integration processes.

The significance of this contribution is evidenced by its high citation count and the fact that 100% of the classified citations originate from independent researchers. This widespread, independent uptake indicates that the framework has become a standard reference point in the field, validating its broad relevance and impact beyond the researcher's immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 7

#### CORE PAPER

#### [Shaping Up for E-Commerce: Institutional Enablers of the Organizational Assimilation of Web Technologies](#)<sup>1</sup>

2002 · MIS Quarterly · 1,467 citations (GS)

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Digital transformation: a review, synthesis and opportunities for future research</a> (2021)	Zeppelin University	Germany	—
2	<a href="#">Technology Acceptance Model 3 and a Research Agenda on Interventions</a> (2008)	Indiana University, University of Arkansas	United States	—
3	<a href="#">Artificial Intelligence Adoption by SMEs to Achieve Sustainable Business Performance: Application of Technology–Organization–Environment Framework</a> (2024)	—	—	—
4	<a href="#">Towards Adoption of Generative AI in Organizational Settings</a> (2023)	Chandragupt Institute of Management	India	—
5	<a href="#">Green innovation and organizational performance: The influence of big data and the moderating role of management commitment and HR practices</a> (2019)	Abu Dhabi University, Lebanese American University	Lebanon, United Arab Emirates	—
6	<a href="#">Impact of artificial intelligence assimilation on firm performance: The mediating effects of organizational agility and customer agility</a> (2022)	Toulouse Business School	France	—
7	<a href="#">Big data and predictive analytics for supply chain and organizational performance</a> (2017)	Air Force Institute of Technology, Montpellier Business School, Penn State Harrisburg	Australia, France, United Kingdom	—

Independent citing papers only; self- and co-author citations excluded. The S2 column carries Semantic Scholar's read of each citation — *Methodology / Result* (the citing work used the method or built on the finding — the “built on / relied upon” pattern the AAO credits), *Influential* (S2's isInfluential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

## D. Citing-Institution Prestige & Geography

### Top citing institutions

Institution	Country	World ranking	Citing papers
Hamburg University of Technology	Germany	SCImago #3840 · THE 501–600	2
University of Bristol	United Kingdom	SCImago #478 · THE =80 · QS 51	2
Toulouse Business School	France	—	2
Georgia State University	United States	SCImago #1626 · THE 501–600 · QS 781-790	2
University of Arkansas	United States	THE 601–800	2
Loughborough University	United Kingdom	SCImago #1381 · THE 301–350 · QS 225	2
Deakin University	Australia	SCImago #607 · THE 201–250 · QS =207	1
Chandragupt Institute of Management	India	—	1
Elite Institute	—	—	1
Excelia Business School	France	SCImago #9255	1
Universidad Pontificia Comillas	Spain	SCImago #5680	1

Institution	Country	World ranking	Citing papers
The John Paul II Catholic University of Lublin	Poland	SCImago #6050 · THE 1201–1500	1
Indian Institute of Technology Kharagpur	India	SCImago #2152 · QS =215	1
EBS Universität für Wirtschaft und Recht, EBS Business School	Germany	—	1
Air Force Institute of Technology	United States	—	1

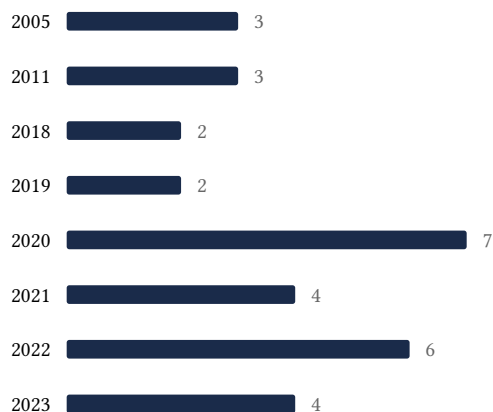
## Geographic distribution of citing authors

Country	Citing papers
United States	16
United Kingdom	9
Germany	7
France	5
India	3
United Arab Emirates	3
Australia	2
Canada	2
China	2
Hong Kong	2
New Zealand	2
Poland	2

Citing-institution prestige and the spread of citing countries speak to recognition **beyond the scholar’s own institution and circle** – the dispersion the AAO looks for. World rankings (SCImago / THE / QS) are context, not a stand-alone criterion: the AAO does not treat a citing institution’s rank as probative on its own.

## E. Citation Growth Over Time

Distinct citing papers by publication year. Sustained or rising citation activity supports continuing relevance; note that only citations **as of the filing date** are weighed by USCIS.



## F. AAO Precedent Considerations

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### Pre-filing self-check (AAO denial patterns)

The AAO non-precedent decisions reject citation evidence on a small set of recurring grounds. Confirm the petition addresses each before filing:

- Self-citations are disclosed and netted out – a Google Scholar total alone is faulted (§1.1).
- Evidence is per individual article, not a body-of-work aggregate total (§1.2).
- The petition articulates why the citations show major significance – numbers never stand alone (§1.5).
- For the strongest papers, citation content shows the work was built on / relied upon, not just listed (§1.6, §2.2).
- Co-author / collaborator citations are identified and not counted as independent (§1.7).
- Recognition is shown beyond the scholar's own institution and circle (§1.8).
- Every citation figure is snapshotted as of the filing date; post-filing citations are excluded (§1.9).
- Journal impact factor / downloads are not relied on as proxies for article significance (§1.10, §1.12).
- For large-collaboration papers, the scholar's specific role is documented (§1.13).
- Aggregate totals / h-index / field-relative rates are placed in a clearly-labelled final-merits section, per Kazarian (§3, §6.1.7).

#### Disclaimer

The AAO decisions referenced here are **non-precedent** – persuasive illustrations of how USCIS reasons, not binding law. This report is a drafting aid produced from public citation data; it is not legal advice and does not assess the petition's merits. All analysis must be reviewed by qualified immigration counsel.

## G. Citation Evidence Index

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Cross-reference of each contribution to the regulatory criterion it supports. Counsel should map these to the petition's exhibit numbers.

Contribution	Core paper	Indep. cites	Supports
Contribution 1	Building Organizational Capabilities for Managing Economic Crisis: The Role of Market Orientation and Strategic Flexibility	8	Dhanasar – Prong 2 (well-positioned)
Contribution 2	Multicollinearity and Measurement Error in Structural Equation Models: Implications for Theory Testing	10	Dhanasar – Prong 2 (well-positioned)
Contribution 3	Shaping Up for E-Commerce: Institutional Enablers of the Organizational Assimilation of Web Technologies <sup>1</sup>	7	Dhanasar – Prong 2 (well-positioned)