

Shmuel Ellis, Ph.D.

CURRICULUM VITAE

Personal

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E-Mail: sellis@post.tau.ac.il
Military Service: 1965-1968
Marital Status: Married + three children

Education

1968 - 1971: B.A. in Psychology and Sociology, Tel Aviv University
1971 - 1975: M.A. in Social Psychology, Tel Aviv University (Cum Laude)
1981 - 1985: Ph.D. in Social Psychology, Tel Aviv University.
Master's thesis: Perceived freedom and rationality
Doctoral Dissertation: The effect of self-ascribed epistemic authority on the relative efficacy of cognitive change methods (instruction) in different matters

Academic and Professional Experience

Academic Experience

1971 – 1976: Research and teaching assistant, Department of Psychology, Tel Aviv University.
1987 – 1990: Teaching Fellow with a Rank of a Lecturer, Recanati Business School, Tel Aviv University.
1990 – 1992: Visiting Assistant Professor of Management, Sloan School of Management, Massachusetts Institute of Technology.
1992 – 1998: Lecturer, Recanati Business School, Tel Aviv University.
1995: Visiting Professor, College of Business Administration, University of Hawaii at Manoa
1998 – 2005: Senior Lecturer, Recanati Business School, Tel Aviv University.
2006 - 2012: Associate Professor, Recanati Business School, Tel Aviv University.
2006: Visiting Scholar, Sloan School of Management, MIT
2012 - present: Full Professor, Recanati Business School, Tel Aviv University.

Professional Experience

- 1976 – 1977: Israel Air Force: Training, Research and Development Branch.
- 1977 – 1980: Co-founder and managing partner - Human Potential and Development Center: research, training and organizational consulting.
- 1980 – 1990: Course developer and coordinator (Social Psychology, Research Methods, Attitudes and Persuasion Processes, Psychological Tests), The Open University of Israel.
- 1999 – 2003: Chair, Department of Undergraduate Management
- 1998 – 2004: Academic Director, LAHAV, Top Executive Program Graduate School of Management, Tel Aviv University
- 1999 – 2009: Academic Director, Organizational Consultants Program LAHAV, Recanati Business School, Tel Aviv University
- 2004 – 2006: Chair, Department of Undergraduate Management
- 2005 – 2009: Member of Admission Committee, Tel Aviv University
- 2007 – present: Chair, Department of Undergraduate Management
- 2007 – 2008: Member of the Advisory committee of the Israel Strategy Conference
- 2010 – present: Academic director of the MSc.program: Organizational Behavior: Specialization in Organizational Consulting
- 2011 – 2012: ISF Grant Review Panel for Management Sciences
- 2011 – present: Member of the Advisory committee of the Israel Strategy Conference

Professional Activities

- Editorial Board: European Management Review
- Reviewer: Journal of Applied Psychology
Human Relations
Journal of Applied Social Psychology
Managerial and Organization Cognition, AOM
Organization Science
Organization Studies
Journal of Management Studies
Learning and Individual Differences
Management Learning
Europeane Management Review
Cross Cultural Management: an International Journal
Megamot
Hevra Urevacha
US-Israel Binational Science Foundation (BSF)

German-Israel Foundation (GIF)
Israel Science Foundation (ISF)

Awards and Grants

External Grants

2006	The Center for Complexity Science (with Y. Shavitt and S. Havlin) (100000\$)
2008	Israel Science Foundation (with E. Segev and I. Drori) 112000 _{NIS} for three years
2008	Israel Science Foundation (with A. Feigenbaum and I. Drori) 112000 _{NIS} for two years
2010	Institute for Renewable Energy and the Environment University of Minnesota (with A. Marcus, S. Ellis, I. Drori, I.Sened) (\$70,000)
2011	Israel Science Foundation 128700 _{NIS} for two years

Prizes

1976	Ben Gurion Research Award
1999	Managerial and Organizational Cognition Best Paper Award. Academy of Management Conference, Chicago, USA.
2007	Strategic Management Society Best Paper Award, SMS conference, San Diego, USA.
2012	European Management Review Best Paper Award for the year of 2011

Membership in Professional Societies

AOM - Academy of Management (Divisions and Interest Groups: Organizational Behavior, Technology and Innovation Management, Research Methods, Organizational Cognition)
EGOS - Europeane Group for Organization Studies

Research Interests

Macro Level Research

Organizational genealogies, emergence of new industries, start-ups culture, exploration and exploitation strategies.

Micro and Meso Level Research

Organizational learning mechanisms, reflection interventions and learning from successes, pro social behaviors and social networks in teams and organizations.

Teaching Experience

Organizational Behavior

Attitudes and Persuasion Processes

Elementary Statistics for Behavioral Sciences

Advanced Statistics for Behavioral Sciences

Interpersonal Dynamics and Management of Groups

Learning and Knowledge Management in Organizations

Research Methods

The Evolution of the Hi-Tech Sector in Israel: Organizational Issues

Organizational Behavior – Macro Processes (Doctoral course)

Organizational learning and reflection interventions

PUBLICATIONS

Books and Book-Length Monographs

- Ellis, S.** (1986). *The Experiment*. Ramat Aviv: The Open University Publications, (99 p., Hebrew). Sixth volume in Research Methods for the Social Sciences, series editor R. Beyth-Marom.
- Ellis, S.** (1988). *Analysis of Variance*. Ramat Aviv: The Open University Publications, (228 p., Hebrew). Eleventh and twelfth volumes in Research Methods for the Social Sciences, series editor R. Beyth-Marom.
- Ellis, S.** (1989). *Attitudes formation and change: A reader and learning guide (1st edition)*. Ramat Aviv: The Open University Publications.
- Ellis, S.** (1998). *Attitudes formation and change: A reader and learning guide (2nd edition)*. Ramat Aviv: The Open University Publications.
- Ellis, S.** (1990). *Social Psychology*. Ramat Aviv: The Open University Publications, (95 p., Hebrew). Ninth volume in Introduction to Psychology, series editors A.W. Kruglanski & A. Nadler.
- Beyth-Marom, R., **Ellis, S.**, Saporta, K., & Meir, N. (1990). *Psychological Tests: A Learning Guide*. Ramat Aviv: The Open University Publications. (370 p., Hebrew).
- Drori, I., **Ellis, S.** & Shapira, Z. (2012). *The evolution of a new industry: A genealogical approach*. Stanford University Press. (authors' names are in alphabetic order).
- Aharonson, B., Stettner, U., **Ellis, S.**, Drori, I. & Amburgey, T. (Eds). (2013). *Understanding the relationship between networks and technology, creativity and innovation*. Emerald.

Articles

- Hornik, J. & **Ellis, S.** (1989). Strategies to secure compliance for a mall intercept interview. *Public Opinion Quarterly*, 52, 539-551.
- Halpern, E., **Ellis, S.** & Simon, F. (1989). Inferred social variables in anxiety assessment: Methodological issues. In R. Schwarzer, H. Van den Plaeg and C. Spillberger (Eds.), *Advances in Test Anxiety Research*, (Vol. 6, pp. 155-165), Amsterdam: Swets & Zeitlinger B.V., Lisse.
- Halpern, E., **Ellis, S.** & Simon, F. (1990). Development changes in separation anxiety in childhood. *Anxiety Research*, 2, 133-146.
- Borovits, I., **Ellis, S.** & Yehezkel, O. (1990). Group processes and the development of information systems: A social psychological perspective. *Information & Management*, 19, 65-72.
- Ellis, S.**, Barak, A. & Pinto, A. (1991). Moderating effects of personal cognitions on experienced and perceived sexual harassment of women at the workplace. *Journal of Applied Social Psychology*, 21, 1320-1337.

- Ellis, S.** & Kruglanski, A.W. (1992). Self as epistemic authority: Effects on experiential and instructional learning. *Social Cognition*, 10, 155-177. (lead article).
- Ellis, S.** & Shenkar, O. (1995). Death of the "organization man": Temporal relations in strategic alliances. *The International Executive*, 37(6), 1-14. (lead article).
- Ellis, S.** & Globerson, S. (1996). Diagnosing learning in project organization. *International Journal of Industrial Engineering*, 3(20), 86-94.
- Ellis, S.** (1996). Selecting job-content vs. job-context information: The role of own epistemic authority. *Journal of Applied Social Psychology*, 26(18), 1643-1657.
- Ellis, S.** (1996). Selecting job-relevant information: A field study of the role of need for closure and prior preferences. *Journal of Applied Social Psychology*, 26(17), 1510-1528.
- Ellis, S.,** Nadler, A. & Rabin, A. (1996). Political leaders in the SYMLOG space: Perceptions of right and left wing leaders by right and left wing constituencies. *Leadership Quarterly*, 7(4), 507-526.
- Reprinted:** S.E. Hare & A.P. Hare (Eds.), *SYMLOG field theory: Organizational consultation, value differences and social perception*, (Chapter 11, pp. 137-151), West Port, CN: Praeger press.
- Globerson, S. Nahumi, A. & **Ellis, S.** (1998). Rate of forgetting for motor and cognitive tasks. *International Journal of Cognitive Ergonomics*, 2(3), 181-191.
- Ellis, S.** & Arieli, S. (1999). Predicting intentions to report administrative and disciplinary infractions: Applying the reasoned action model. *Human Relations*, 52(7), 947-967.
- Ellis, S.** & Davidi, I. (1999). Switching cognitive gears between conscious and automatic thinking: Drawing lessons from failed vs. successful events. Best Paper Proceedings of the Academy's Chicago 1999 Conference.
- This paper won the Managerial and Organizational Cognition Best Paper Award.**
- Ellis, S.,** Caridi, O., Lipshitz, R. & Popper, M. (1999). Error criticality and organizational learning: An empirical investigation. *Knowledge and Process Management*, 6, 166-175.
- Ellis, S.** & Tyre, M.J. (2001). Helping relations between technology users and developers: A vignette study. *IEEE Transactions on Engineering Management*, 48(1), 1-15.
- Nadler, A., **Ellis, S.,** & Bar, I. (2002). To seek or not to seek: The relationship between help seeking and job performance evaluations as moderated by task relevant expertise. *Journal of Applied Social Psychology*, 32, 1-21.
- Ellis, S.,** Elnatan, D., & Raz, T. (2002) Applying benchmarking: An organizational learning perspective. *Human Systems Management*, 21(3), 183-191.
- Ellis, S.,** Almor, T. & Shenkar, O. (2002). Structural contingency revisited: Towards a dynamic system model. *Emergence*, 4(4), 52-85.
- Noy, E. & **Ellis, S.** (2003). Corporate risk strategy: Is it a unified whole or varies across business activities? *European Journal of Management*, 21 (1), 119-128.

- Noy, E. & **Ellis, S.** (2003). Risk: a neglected component of strategy formulation. *Journal of Managerial Psychology*, 13(7), 691-707.
- Ellis, S.** & Shpielberg, N. (2003). Organizational learning mechanisms and managers' perceived uncertainty. *Human Relations*, 56(10), 1233-1254.
- Zakay, D., **Ellis, S.** & Shavelski, M. (2004). Outcomes' values and early warning indications as determinants of willingness to learn from experience. *Experimental Psychology*, 51(2), 150-157.
- Ellis, S.** & Davidi, I. (2005). After event reviews: Drawing lessons from failed and successful events. *Journal of Applied Psychology*, 90(5), 857-871.
- Kruglanski, A.W., Bar-Tal, D., Raviv, A., Sharvit, K, **Ellis, S.**, Bar. R., Pierro, A. & Mannetti, L. (2005). Says Who?: Epistemic Authority Effects in Social Judgment. In M.P. Zanna (Ed.), *Advances in Experimental Social Psychology*, (Vol 37, pp. 346-383), San Diego: Elsevier Academic Press.
- Ellis, S.**, Mendel, R. & Nir, M. (2006). Learning from successful vs. failed events: The moderating role of kind of after-event-review. *Journal of Applied Psychology*, 91(3), 669-680.
- Brueller, N., **Ellis, S.** & Segev, E. (2007). Knowing when to acquire: The relation between acquisition timing and price in high technology acquisitions. The SMS 27th Annual International Conference in San Diego.
- This paper won the Strategic Management Society Conference Best Paper Award**
- Ganzach, Y. **Ellis, S.**, Pazy, A., & Ricci-Siag, T. (2008). On the perception and operationalization of risk perception. *Judgment and Decision Making*, 3, 317-324.
- Ellis, S.**, Mendel, M. & Aloni-Zohar, M. (2009). Effects of realistic perception of task performance on learning from experience: The moderating role of after-action-reviews. *Journal of Applied Social Psychology*, 39(3), 541-563.
- Ellis, S.**, Ganzach, Y., Castle, E. & Sekely, G. (2010). Can filmed AERs of relevant others improve trainees' performance? The mediating and moderating role of self-efficacy. *Journal of Applied Psychology*, 95(1), 122-131.
- Drori, I., Wrzesniewski, A. & **Ellis, S.** (2011). The role of equality in mergers of equals. *Human Resource Management*, 50(5), 625-649.
- Drori, I., & **Ellis, S.** (2011). Conflict and power games in a multinational corporation: Sensegiving as a strategy of perservation. *European Management Review*, 8, 1-16, 2011 (lead paper).
- This paper won the Best Paper Award of European Management Review for the year of 2011.**
- Ellis, S.**, Margalit, D. & Segev, E. (2012). Effects of organizational learning mechanisms on organizational performance and shared mental models during planned change. *Knowledge and Process Management*, 19(2), 91-102.
- Chang, S.J., Drori, I, **Ellis, S.**, Lazzarini, S.G. & Siegel, J.I. (2012). Business Groups, Institutions, and Small Worlds. In B. Kogut (Ed.). *The small worlds of Corporate governance and small worlds*. MIT Press.

Ellis, S. The role of after event reviews in learning from errors. (2012). In J. Bauer & C. Harteis (Eds.). *Human fallibility: The ambiguity of errors for work and learning*. Springer.

Marcus, A. **Ellis, S.**, Malen, J. and Drori, S. & Sened, I. (2012). Path Dependence and Creation in Venture Capital Investment. In A. Marcus, P. Shrivastava, S. Sharma, and S. Pogutz, *Cross-sector leadership for the green economy*. Palgrave McMillan: New York.

Ellis, S., Sagiv, T. & Drori, I. (2013). Exploration - exploitation dilemmas of venture capital foundations: The role of organizational slack and horizons. *International Journal of Entrepreneurial Venturing*. Forthcoming.

Drori, I., Wrzesniewski, A. & **Ellis, S.** (2013). One out of many? Boundary negotiation and identity formation in post-merger integration. *Organization Science*. 24 (6): 1717-1741.

Marcus, A., Malen, J. & **Ellis, S.** (2013). The promise and pitfalls of venture capital as an asset class for clean energy. *Environment and Organization*, 26(1), 31–60.

Ganzach, Y., **Ellis, S.** and Gotlibovski, C. (2013). On intelligence, education and religiosity. *Intelligence*. 41, 121-128.

Ellis, S., Carette, B., Anseel, F. & Lievens, F. (2014). Systematic reflection: Implications for learning from failures and successes. *Current Directions in Psychological Science*, 23 (1), 67-72.

Brueller, N., **Ellis, S.**, Segev, E. & Carmeli, A. (2014). Knowing When to Acquire: The Case of Multinational Technology Firms. *International Business Review*, Forthcoming.

Under Review

Drori, I., **Ellis, S.** & Sapir, A. (2013). Practices of dialogically: knowledge creation and transfer in an innovative technology firm. *Europeane Management Review*. R&R3.

Ellis, S., Drori, I., Shapira, Z. & Aharonson, B. (2013). Imprinting, inheritance and entrepreneurial inclinations: Genealogical approach to the study of founding new firms. R&R1.

Working Papers

Caspin-Wagner, K., **Ellis, S.** & Tishler, A. (2013). Balancing Exploration and Exploitation: The role of the Ffirm's external environment in achieving superior performance.

Marcus, A., Malen, J. & **Ellis, S.** (2012). Conferring Legitimacy: Understanding the takeoff of venture capital clean energy investment.

Research in Progress

Ellis S., with Aharonson B.S., and A. Markus. Industry Growth & VC syndication: The story of US Clean-tech Industry.

Ellis S. with Aharonson B.S., Drori, I. and Zisapel, Z. Learning from failed ventures as opposed to successful exits: Predicting serial entrepreneurship.

Ellis S. with Aharonson, B.S., and Drori I. Networks and industry growth: The story of the Israeli VCs.

Ellis S., with Aharonson B.S., and Drori I. Organizational identity and successful change.

Ellis, S. Learning from self reflection and AERs: The moderating effect of type of feedback.

Other Publications

Izraeli, D., & **Ellis, S.** (1991). *Predicting whistle-blowing intentions of accountants*. Golda Meir Institute for Labor and Social Research, Tel Aviv University.

Ellis, S. (1993). Organizational learning: Where the organization's brains is located? *Status: The Journal for Managerial Thinking*, 14, 111- 115.

Arieli, S., & **Ellis, S.** (1994). Army officers confronting illegitimate managerial behaviors: Predicting their intentions to report and blow the whistle. *Maarachot*, January-February, 7-18.

Ellis, S., & Shenkar, O. (1994). Towards new pattern of relations between the organization and the individual. *Executive*, October-November, 8-12.

Ellis, S., Sagiv, T., & Drori, I. Exploration - exploitation dilemmas of venture capital foundations: The role of organizational slack and horizons. *Israel Venture Capital Magazine*.

Papers Presented at Scientific Meetings

Halpern, E., **Ellis, S.**, Simon, F. & Palic, L. (1986). Precursors of test anxiety: separation stress. Presented at the 21st International Congress of Applied Psychology, Jerusalem.

Halpern, E., Milbauer, V., **Ellis, S.** & Horn, I. (1986). Stress, strains and coping styles of female psychologists: A cross-cultural investigation in a sample of Israelis. Presented at the 44th Annual Meeting of the International Council of Psychologists, Tel Aviv.

Borovits, I., **Ellis, S.** & Yehezkel, O. (1990). Influence of intra-group processes on the development of information systems. Presented at the 12th triennial conference on operations research, Athens, Greece.

Tyre, M.J. & **Ellis, S.** (1993). The effect of technological problem's difficulty on helping and help-seeking behavior in learning by using with new technology. Academy of Management Conference, Atlanta, USA.

Globerson, S. & **Ellis, S.** (1994). Intensity of learning in project organization. Annual Project Management Conference Proceedings, Vancouver, Canada.

- Globerson, S. & **Ellis, S.** (1995). Organizational learning analysis of a high tech company. Annual conference of Decision Sciences Proceedings, Boston.
- Globerson, S. & **Ellis, S.** (1996). Analysis of learning profiles in project environments. Project Management Institute Conference, Boston.
- Ellis, S.**, Globerson, S. & Parsons, B. (1997). Performance improvement in a project environment: A survey analysis. Project Management Institute Conference, Chicago.
- Zakay, D., **Ellis, S.** & Shavelski, M. (1988). Do managers learn from experience: The negative outcome bias. The Stern School of Business Conference on Managerial and Organizational Cognition, New York.
- Ellis, S.** & Shpielberg, N. (1988). Organizational learning mechanisms and managers' feelings of uncertainty. The Stern School of Business Conference on Managerial and Organizational Cognition, New York.
- Ellis, S.** & Davidi, I. (1999). Switching cognitive gears between conscious and automatic thinking: Drawing lessons from failed vs. successful events. Academy of Management Conference, Chicago, USA.
- This paper won the Managerial and Organizational Cognition Best Paper Award.**
- Drori, I. Wrzesniewski, A., & **Ellis, S.** (2005). Symbolic boundaries and boundary work during post-merger integration. Academy of Management Conference, Hawaii, USA
- Ellis, S.** Drori, I. & Shapira, Z. (2006). The emergence of variety: Genesis events and genealogical evolution of the Israeli Hi-tech. Workshop on Networks and Complexity, Faculty of Electric Engineering, Tel Aviv University.
- Ellis, S.** Drori, I. & Shapira, Z. (2007). Genealogies as evolutionary dynamics. Technology Entrepreneurship and Institutions: Contemporary and International Research, University of Wisconsin, Madison.
- Brueller, N., **Ellis, S.** & Segev, E. (2007). Knowing When To Acquire: The Relation Between Acquisition Timing And Price In High Technology Acquisitions. The Strategic Management Society 27th Annual International Conference in San Diego.
- This paper won the Strategic Management Society Conference Best Paper Award**
- Ellis, S.**, Sagiv, T. & Drori, I. (December, 2007). Exploration - exploitation dilemmas of venture capital foundations: The role of organizational slack and horizons. The 1st Israel Strategy Conference, Jerusalem, Israel.
- This paper was among the six final nominees for the 1st Israel Strategy Conference Best Paper Award**
- Ellis, S.** Drori, I. & Shapira, Z. (2007). Genealogies as Evolutionary dynamics. The 1st Israel Strategy Conference, Jerusalem, Israel.
- This paper was among the six final nominees for the 1st Israel Strategy Conference Best Paper Award**
- Ellis, S.** Drori, I. & Shapira, Z. (2007). Genealogies as evolutionary dynamics. Technology Entrepreneurship and Institutions: Contemporary and International Research, University of Wisconsin, Madison.

Drori, I., **Ellis, S.** & Sapir, A. (2008). Practices of dialogically: knowledge creation and transfer in an innovative technology firm. Academy of Management Conference, Anaheim, USA.

Drori, I., **Ellis, S.** & Sapir, A. (2008). Practices of dialogically: knowledge creation and transfer in an innovative technology firm. The 2nd Israel Strategy Conference, Jerusalem, Israel.

Drori, I., Wrzesniewski, A. & **Ellis, S.** (2009). Symbolic boundaries and boundary work during post-merger integration. Academy of Management Meeting, Chicago, USA.

Ellis, S. with others (2010). PDW: The evolution of the cleantech industry. Academy of Management Meeting, Montreal.

Drori, I., **Ellis, S.** & Nevo, M. (2010). The evolution of the Israeli Cleantech Industry. Leadership and Cleantech Conference, University of Minnesota.

Ellis, S. Drori, I. & Shapira, Z. (2010). Genealogies as evolutionary dynamics. 2009 Academy of Management Meeting, Chicago.

Ellis, S. Drori, I. & Shapira, Z. (2010). Genealogies as evolutionary dynamics. 2009 Academy of Management Meeting, Chicago.

Marcus, A., Malen, J. & **Ellis, S.** (2012). Conferring Legitimacy: Understanding the takeoff of venture capital clean energy investment. GRONEN Research Conference on corporate sustainability.

Marcus, A., Malen, J. & **Ellis, S.** (2012). Conferring Legitimacy: Understanding the takeoff of venture capital clean energy investment. Academy of Management Meeting, Boston.

Marcus, A., Malen, J. & **Ellis, S.** (2012). The promise and pitfalls of venture capital as an asset class for clean energy. Harvard University Initiative for Responsible Investment Conference.

Invited Seminars

Selecting job-relevant information: A field study of the role of need for closure and prior preferences

Organization Studies Group, Sloan School of Management, MIT

After event reviews: Drawing lessons from failed and successful events.

Harrison School of Management, The Interdisciplinary Center, Herzeliyah

Department of Management, Baruch College

Organization Studies Group, Sloan School of Management, MIT

Genealogies as evolutionary dynamics.

Organizational behavior group, Technion, Haifa.

Strategy Group – Technion, Haifa.

Organizational behavior group, Sloan School of Management, MIT.

The Entrepreneurship Center, Stern School of Management, NYU.

Inspire School of Business, Sao Paulo, Brazil.

School of Business, Bar Ilan.

Exploration - exploitation dilemmas of venture capital foundations: The role of organizational slack and horizons.

Strategy Group – Technion, Haifa

STUDENTS SUPERVISED

80 M.A / M.Sc. theses

7 Ph.D. Dissertations

MEDIA APPEARANCES

[http://blogs.hbr.org/sutton/2007/06/learning from success and fail.html](http://blogs.hbr.org/sutton/2007/06/learning_from_success_and_fail.html)

<http://michael-roberto.blogspot.co.il/2008/10/learning-from-success-and-failure.html>

[http://blogs.hbr.org/sutton/2007/06/threat or opportunity.html](http://blogs.hbr.org/sutton/2007/06/threat_or_opportunity.html)

<http://sloanreview.mit.edu/the-magazine/2002-fall/4491/strategy-risk-management-in-practice/>

<http://www.businesspsych.org/articles/281.html>

<http://www.themarket.com/hitech/1.1619895>

<http://www.calcalist.co.il/internet/articles/0,7340,L-3273745,00.html>

<http://www.themarket.com/misc/1.318568>

<http://www.youtube.com/watch?v=1JASHd->

[EeMM&list=UUVBMNxYC79pZSAfR42OIIHw&index=7&feature=plcp](http://www.youtube.com/watch?v=1JASHd-EeMM&list=UUVBMNxYC79pZSAfR42OIIHw&index=7&feature=plcp)

<http://www.youtube.com/watch?v=->

[fkSDAxx1dM&list=UUVBMNxYC79pZSAfR42OIIHw&index=8&feature=plcp](http://www.youtube.com/watch?v=-fkSDAxx1dM&list=UUVBMNxYC79pZSAfR42OIIHw&index=8&feature=plcp)