



T. Ravichandran is the Associate Dean for Research, and the Irene and Robert Bozzone'55 Distinguished Chair and Professor in the [Lally School of Management, RPI](#). He is also the Academic Director for the MS in Supply Chain Management program and the Faculty Director for the Center for Supply Networks and Analytics.

He is an affiliated faculty in the [Information Technology](#) program in the School of Science and in the [Industrial and Systems Engineering Department](#) at RPI. He has been a visiting scholar at the [Technological University at Eindhoven](#), [National University of Singapore](#), [Indian School of Business](#), [Sungkyunkwan University](#), [Seoul National University](#), [ETH Swiss Federal Institute of Technology](#), [Fudan University](#), [The City University of Hong Kong](#), [Xian Jiaotong University](#), [Technological University at Munich](#), [Copenhagen Business School](#), [HEC Paris](#), [Nanyang Technological University](#), [Tsinghua University](#).

Ravi's long term research interests focuses on digital strategies of firms and the mechanisms through which digitization is transforming firms, markets, supply networks and industries. His research has been funded by grants from the National Science Foundation and the Ministry of Education, Singapore.

Ravi has published in leading scholarly journals in information systems (*Information Systems Research, Journal of Management Information Systems, MIS Quarterly, Decision Sciences, European Journal of Information Systems, Journal of Strategic Information Systems*), strategic management (*Organization Science*), technology management (*IEEE Transaction on Engineering Management*) as well as in leading practitioner journals (*Communications of the ACM*).

His research has won several awards including the 1) Best Information Systems Publication in 2010 (*Association of Information System*); 2) Best Published Paper Award, 2010 (*Information Systems Research*); 3) Best Paper Award, Software Technology Track (*HICSS, 2010*); 4) Best Paper Award Honorable Mention (*IEEE Transactions on Engineering Management, 2007*); 4) *Best Academic Paper Award (Second Supply Chain Management Symposium, McMaster University, 2004)*; 6) Best Paper Award (*OCIS Division, Academy of Management, 2001*).

He currently serves as a Senior Editor of *MIS Quarterly* and as a Department Editor for *IEEE Transactions on Engineering Management*. He recently completed a four year term as an Associate Editor of *MIS Quarterly* and a three year term as an Associate Editor of *Information Systems Research*.

Ravi led the effort to design, launch and scale two new graduate programs, MS in Business Analytics and MS in Supply Chain Management. He worked with the faculty to design the curriculum for both programs, led the effort to have the programs approved by the NY State Department of Education, established academic alliances with industry partners and professional bodies to support the programs and created advisory boards comprising of senior executives in leading companies for the two programs.

He founded RPI's [Center for Supply Networks and Analytics](#) and established corporate partnerships to support the Center.

Prior to joining Rensselaer, Dr. Ravichandran had extensive business experience having served as a Consultant to the [Reliance Group](#), as the Assistant Director of [National Productivity Council](#), India and as a Production Manager in [Flakt AB](#) (now Asea Brown Boveri). He has also been a successful entrepreneur; he started, built and ran an IT services firm.

T. Ravichandran (Ravi)

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EDUCATION

- 1992-1996 Southern Illinois University, Carbondale
Doctor of Business Administration
Major: Management Information Systems
Minor: Production and Operations Management
Dissertation Title: Toward a Theory of Quality Management in Information Systems Development.
- 1985-1987 National Productivity Council, India
Post Graduate Diploma
Major: Industrial Engineering & Information Systems
Thesis: A Framework for Developing Strategic Information Systems using a Scenario Approach.
- 1978-1983 University of Madras, India
Bachelor of Engineering
Major: Production Engineering

POSITIONS

Academic

- 2013- Irene and Robert '55 Bozzone Distinguished Chair
- 2012 – to date Associate Dean for Research
- 2010- to date Professor, Lally School of Management & Technology
- 2002-2009 Associate Professor (with Tenure), Lally School of Management and Technology.
- 1996- 2002 Assistant Professor, Lally School of Management and Technology.
- 1992-1996 Teaching/Research Associate, Southern Illinois University at Carbondale.
- Summer 2003 Visiting Research Fellow, Technological University of Eindhoven, Netherlands
- Fall 2007 Visiting Professor, Indian School of Business, Hyderabad

- Spring 2007 Visiting Professor, School of Computing, National University of Singapore
- Summer 2007 Visiting Scholar, Sungkwankung University, South Korea
- Summer 2008 Visiting Scholar, Sungkwankung University, South Korea
- Summer 2008 Visiting Research Professor, School of Computing, National University of Singapore
- Summer 2009 Visiting Research Professor, School of Computing, National University of Singapore
- October 2009 Invited Scholar, ETH, Swiss Federal Institute of Technology, Zurich
- October 2009 Visiting Professor, Indian School of Business, Hyderabad
- July 2010 Visiting Scholar, Fudan University, Shanghai
- October 2010 Visiting Scholar, City University of Hong Kong
- October 2012 Visiting Professor, Indian School of Business, Hyderabad
- July 2014 Visiting Scholar, City University of Hong Kong
- July 2016 Visiting Scholar, City University of Hong Kong
- April 2016 Invited Scholar, Xian Jiatong University, China
- October 2017 Visiting Scholar, Technological University of Munich
- February 2017 Visiting Scholar, Copenhagen Business School
- June 2018 Invited Scholar, HEC, Paris
- June 2019 Invited Scholar, Nanyang Technological University
- June 2019 Invited Scholar, Tsinghua University

Business

1993-to date Research/consulting projects in several organizations in the U.S and large corporations in India

- Advised organizations on IT management issues
- Advised organizations on specific technology implementation projects
- Advised organizations on supply chain redesign

Advisor to a few high tech startup firms in the U.S

- Advised firms in the area of market development and technology strategy

- Assisted firms in product development
- Assisted firms in securing venture funding.

1991-1992 Consultant, Reliance Industries Ltd., Bombay, India

- Managed large-scale systems development and implementation projects.
- Key accomplishments include redesign of materials management and procurement processes and development and implementation of an on-line procurement management system.

1987-1991 Assistant Director, National Productivity Council, India

- Managed several consulting projects in information systems and operations management in diverse industries including heavy engineering, precision manufacturing, mining, petrochemicals, ports and government agencies.
- Designed and conducted in-house corporate training programs in operations management and information systems.
- Developed and successfully conducted an advanced training program on Just-in-Time Systems to senior managers in twelve cities in India.

1983-1985 Production Engineer, Flakt AB, India

- Managed the production department
- Lead a team of six foremen and two hundred workmen
- Handled production planning, scheduling, manpower planning, plant maintenance and materials control

EDITORIAL POSITIONS

1. Senior Editor, *MIS Quarterly*
2. Department Editor, *IEEE Transactions on Engineering Management*, November 2007 – till Date
3. Associate Editor, *Information Systems Research*, January 2008 – December 2010
4. Associate Editor, *MIS Quarterly*, January 2004-December 2007
5. Editorial Board, *IEEE Transactions on Engineering Management*, Jan, 2004-November 2007
6. Editorial Board, Senior Editor, *Information and Management*, June 2006 – Till Date
7. Associate Editor, *Information Systems Research*, Special Issue on Flexible and Distributed Systems Development, 2007
8. Associate Editor, *Information Systems Research*, Special Issue on IT and Competitive Dynamics, 2008
9. Guest Editor, *Database for Advances in Information Systems*, January – June 2001.
10. Associate Editor, *International Conference in Information Systems*, 2003, 2004, 2007, 2009.
11. Editorial Panel, *MIS Quarterly*, Special Issue on Co-creation and IT Value, 2010.
12. Editorial Panel, *Journal of Management Information Systems*, Special Issue on IT and Organizational Governance, 2011.

ACADEMIC LEADERSHIP ROLES

- 2018- Faculty Director, Center for Supply Networks and Analytics
- 2010-till date Lally School Leadership Group
- 2012- till date Associate Dean for Research
- 2013 Academic Program Director, MS Business Analytics
- 2013-till date Academic Program Director, MS Supply Chain Management
- 2010- 2018 Area Coordinator for Marketing, IS and OM
- 2014-2019 Institute IP Steering Committee
- 2013 – till date Steering Committee for Institute for Data Exploration and Analytics

2014 Dean Search Committee, School of Science

2010-2013 Institute Promotion and Tenure Committee

2010 Chair, AACSB Reaccreditation Committee

2010 Hartford-Troy Integration Committee

2009- 2014 Graduate Programs Committee

2009 Institute Wide Curriculum Committee

2007 – 2008 Member, Faculty Senate, RPI

2005 – 2006 Area coordinator for MIS and OM Area

2000- 2005 Area Coordinator for the MIS Area.

2002-2003 Member, Associate Deans' Council for Information Technology Program.

1999, 2000 Member, President's Strategic Planning Committee on Information Technology.

2002, 2003 Chair, Lally School IT Oversight Committee

ACADEMIC HONORS

2014 Appointed Senior Editor, *MIS Quarterly*

2013 Irene & Robert Bozzone Distinguished Chair

2011 Best Information Systems Publication in 2010, *Association of Information Systems*

2011 *Information Systems Research* Best Published Paper Award

2010 HICSS Best Paper Award, Software Technology Track.

2008 2007 Best Paper Honorable Mention, IEEE Transactions on Engineering Management

2008 Awarded Tier-1 Research Grant, Ministry of Education, Singapore (S\$220,000)

2007 Nominated for the Best Paper Award, HICSS, 2007

2006 RPI Board of Trustees Faculty Recognition

2004 Best Academic Paper Award, Second Supply Chain Management Symposium, McMaster University.

2002 RPI Board of Trustees Faculty Recognition

2001	Best Paper Award, OCIS Division, Academy of Management.
2000	RPI Board of Trustees Faculty Recognition
1999	National Science Foundation Research Grant (\$455,984)
1996	Beta, Gamma, Sigma.
1995	Graduate Fellowship, Southern Illinois University, Carbondale.
1995	Fellow, Doctoral Students Consortium, 26 th Annual Meeting of the Decision Sciences Institute, Boston.
1983	National Merit Scholarship, Indian Ports Association, India.
1982	National Merit Scholarship, Indian Ports Association, India.

RESEARCH

Research Interests

- Information technology impacts on firm performance, IT and competitive dynamics.
- B2B electronic markets, value networks, supply chain management
- Innovation diffusion and assimilation, managing breakthrough innovations
- Managing software development, outsourcing

Research Impact

- Citation Count: 4411, Source: Google Scholar, August 2019
- H Index: 27
- i10 Index: 41

Publications

Journal Articles

1. T. Ravichandran, Simona Giura (2019) Knowledge Transfers in Alliances: Exploring the Facilitation Role of Information Technology, In Print, *Information Systems Research*, Articles in Advance, pp. 1–19, August 2019.
2. Choi, B, T. Ravichandran, Gina O'Connor (2018) Organizational Conservatism, Strategic Human Resource Management and Breakthrough Innovation, in Print, *IEEE Transactions on Engineering Management*, June 2018.
3. T. Ravichandran (2018) Exploring the Relationships between IT Competence, Innovation Capacity and Organizational Agility, *Journal of Strategic Information Systems*, 27:1, 22-42, March 2018.
4. T. Ravichandran, Shu Han, Sunil Mithas (2017) Mitigating Diminishing Returns to R&D: Exploring the Role of Information Technology in Firm Innovation, *Information Systems Research*, 28:4, 812-827, December 2017.

5. Atapattu, M, Sedera, D, T. Ravichandran, V. Grover (2016) Customers' View of Agility: The Expectation Confirmation Theory Perspective, *Asia Pacific Journal of Information Systems*, 26:1, 80-108.
6. Yu Liu, T. Ravichandran (2015) Alliance Experience, IT-Enabled Knowledge Integration and Ex-ante Value Gains, *Organization Science*, 26:2, 511-530, March-April, 2015.
7. KwangWook Gang, T. Ravichandran (2014) Exploring the Determinants of Knowledge Exchange in Virtual Communities, *IEEE Transactions on Engineering Management*, 61:1, 89-99, December, 2014.
8. Atapattu, M, Sedera, D, T. Ravichandran (2014) Agility in Consumer Retail: Sense-Response Alignment through the Eyes of the Customers, *Australasian Journal of Information Systems*, 18:2, 111-132, 2014.
9. Shu Han, Jason Kuruzovich, T. Ravichandran (2013) Competing through Services: Service Migration of Information Technology Product Vendors, *Journal of Management Information Systems*, 29:4, 127-158, Spring 2013.
10. Jason Kuruzovich, Shu Han, Nevena Koukova, T. Ravichandran (2013) Testing the Steve Jobs Hypothesis in a B2B Context: Will a Portfolio of Hierarchically Related Technology Products Improve Customer Outcomes? *Journal of Service Research*, 16:3, 372-385.
11. Dipanjan Chatterjee, T. Ravichandran (2013) Governance of Interorganizational Information Systems: A Resource Dependence Perspective, Accepted, *Information Systems Research*, 24:2, 261-278, June 2013.
12. Ruben Mendoza, T. Ravichandran (2012) Effects of Firm Level and Community Level Factors on the Assimilation of Vertical Standards, *International Journal of Services and Standards*, 8:1, 1-23, 2012.
13. T. Ravichandran, Yu Liu (2011) Environmental Determinism and Strategic Choice: Exploring the Determinants of Information Technology Investment Strategy, *Decision Science*, 42:3, August 2011, 537-574.
14. Cui, A, Zhao, M, T. Ravichandran (2011) Market Uncertainty and Dynamic New Product Launch Strategies: A Systems Dynamics Model, *IEEE Transactions on Engineering Management*, 58:3, August 2011, 530-550.
15. Mendoza, R.A., Ravichandran, T. (2011). "Conditions Favoring the Introduction of Positive Switching Costs for Adopters of Abstract Compatibility Standards." *International Journal of Business Information Systems*, 8:3, September 2011, 307-321
16. Ruben Mendoza, T. Ravichandran (2010) An Empirical Evaluation of the Assimilation of Industry-Specific Data Standards Using Firm-Level and Community-Level Constructs, *International Journal of Enterprise Information Systems*, 6:2, 2010, 58-81.
17. Lei Chi, T. Ravichandran, Goce Andrevski (2010) Digital Platforms, Network Structure and Competitive Actions, *Information Systems Research*, 21:3, 543-570, September, 2010. [This paper won the 2011 Best Published Paper in ISR Award and the Best Information Systems Publication Award from AIS].

18. Ruben Mendoza, T. Ravichandran (2009) An Exploratory Analysis of the Relationship Between Organizational and Institutional Factors Shaping the Assimilation of Vertical Standards, *Journal of IT Standards and Standardization Research*, 9:1, 24-51.
19. T. Ravichandran, Yu Liu, Shu Han, Iftekhar Hasan (2009) Complementarities between IT Investments and Firm Scope: An Empirical Investigation, *Journal of Management Information Systems*, 125:4, 205-240 Spring 2009.
20. T. Ravichandran, Shu Han, Iftekhar Hasan (2009) Effects of Institutional Pressures on Information Technology Investments: An Empirical Investigation, *IEEE Transactions on Engineering Management*, 56:4, 677-691, November 2009.
21. Gina O'Connor, T. Ravichandran, Daniel Robeson (2008) Risk Management through Learning: Management Practices for Radical Innovation Success, *Journal of High Technology Management Research*, 19, 70-82 August, 2008.
22. Yu Liu, T. Ravichandran (2008) A Comprehensive Investigation on the Relationship between Information Technology Investments and Firm Diversification, *Information Technology and Management*, 9, 169-180, August 2008.
23. T. Ravichandran, Somendra Pant, Dipanjan Chatterjee (2007) The Impact of Industry Structure and Product Characteristics on the Structure of B2B Vertical Hubs, *IEEE Transactions on Engineering Management*, 54:3, 506-521, August 2007. [This paper won the 2007 Best Paper Award Honorable Mention].
24. T. Ravichandran (2005) Organizational Assimilation of Complex Technologies: An Empirical Study of Component Based Software Development, *IEEE Transactions on Engineering Management*, 52:2, 1-20, May 2005.
25. T. Ravichandran, Chalerm Sak Lertwongsatien (2005) Impact of Information Systems Resources and Capabilities on Firm Performance: A Resource Based Perspective, *Journal of Management Information Systems*, 21:4, 237-276, Spring, 2005.
26. Dipanjan Chatterjee, T. Ravichandran (2004) Beyond Exchange Models: Understanding the Structure of B2B Information Systems, *Information System and E-Business Management*, 2:2, 169-186.
27. T. Ravichandran, Arun Rai (2003) A Structural Analysis of the Impact of Knowledge Creation and Knowledge Embedding on Software Process Capability, *IEEE Transactions on Engineering Management*, 50:3, 270-284, August 2003.
28. T. Ravichandran, Marcus Rothenberger (2003) Black Box or White Box Reuse: The Impact of Component Markets on Software Reuse Strategies, *Communications of the ACM*, 46:8, 109-115, August, 2003.
29. Sanjay Ahire, T. Ravichandran (2001) An Innovation Diffusion Model of TQM Implementation, *IEEE Transactions on Engineering Management*, 48:4, 445-464.
30. T. Ravichandran (2000) Swiftiness and Intensity of Administrative Innovation Adoption: An Empirical Investigation of TQM in Information Systems, *Decision Sciences*, 31:3, 1-30, Summer 2000.
31. Somendra Pant, T. Ravichandran (2000) A Framework for Information Systems Planning for E-Business,

Logistics Information Management, 14:1, 85-98.

32. T. Ravichandran, Arun Rai (2000) Quality Management in Systems Development: An Organizational Systems Perspective, *MIS Quarterly*, 24:3, 381-415, September 2000.
33. T. Ravichandran, Arun Rai (1999) Total Quality Management in Information Systems Development: Key Constructs and Relationships, *Journal of Management Information Systems*, 16:3, 119-155, Winter 1999.
34. T. Ravichandran (1999) Software Reusability as Synchronous Innovation: A Test of Four Theoretical Models, *European Journal of Information Systems*, 8, 183-199.
35. Arun Rai, T. Ravichandran, & Subhashish Sammadar (1998) How to Anticipate the Internet's Global Diffusion *Communications of the ACM*, 41:10, 97-106, October 1998.

Refereed Book Chapter

36. Sharpe S., Huang D., Ravichandran T. (2016) Toward an Understanding of Consumer Feedback in the Online Environment: Does Managerial Participation Help? In: Obal M., Krey N., Bushardt C. (eds) Let's Get Engaged! Crossing the Threshold of Marketing's Engagement Era. Developments in Marketing Science: Proceedings of the Academy of Marketing Science.

Papers under Review/Revisions

37. Lianlian Jiang, T. Ravichandran, Jason Kuruzovich (2019) Review Moderation Transparency and User generated Content: Evidence from a Natural Experiment, *MIS Quarterly*, Revision requested, August 2019.
38. Chaoqun Deng, T. Ravichandran (2019) Managerial Response to Online Compliments: Helpful or Hurtful?, *Information Systems Research*, Revision Requested, May 2019
39. T. Ravichandran, Chaoqun Deng (2019) Managerial Response to Negative Word of Mouth and Future Review Valance, submitted to *Information Systems Research*, July 2019.
40. Sukruth Suresh, T. Ravichandran (2019) Value Gains in Business Process Outsourcing: The Vendor Perspective, Submitted to *Business Horizons*, July 2019

Working Papers

41. T. Ravichandran, Sukruth Suresh "Asymmetric Value Gains in Business Process Outsourcing"
42. T. Ravichandran, Liang Zhao "CEO Incentives and Information Technology Investments: An Empirical Investigation".
43. Chaoqun Deng, T. Ravichandran "When do Managers Respond to Electronic Word of Mouth?"
44. Chaoqun Deng, T. Ravichandran "To Smile or Not? Effects of Facial Expression on Service Demand in Online Platforms".
45. T. Ravichandran, Sukruth Suresh "Outsourcing Portfolio Configurations, Strategic Focus and Business Performance".

46. Josue Reynoso, T. Ravichandran, Gina O'Connor "Organizational Learning in Dedicated Structures: The Accumulation of Learning in Organizational Corporate Venturing Units."
47. Gina O'Connor, T. Ravichandran, Byungchul Choi "Management Practices for Breakthrough Innovation: An Organizational Systems Perspective".
48. Chaoqun Deng, T. Ravichandran "Positivity Bias: Effects of Discrete Emotions on Review Helpfulness".
49. T. Ravichandran, Simona Giura "Knowledge Appropriation in Alliance: The Complementary Effects of Firm Capabilities."

Publications in Refereed Conference Proceedings

50. T. Ravichandran, Liang Zhao (2019) CEO Incentives and Digital Strategic Posture: A Contingent View, *AMCIS*, August 2019, Cancun.
51. Shilesh Divey, H. Hekimoglu, T. Ravichandran (2019) Block Chains in Supply Chain, IEEE Technology Management Conference, Atlanta, June 2019.
52. Sukruth Suresh, T. Ravichandran (2018) Performance Impact of Outsourcing Portfolio Configuration and Business Strategy, *AoM*, Chicago, August 2018.
53. Chaoqun Deng, T. Ravichandran (2018) Positivity Bias: Effects of Discrete Emotions on Review Helpfulness, *AMCIS*, New Orleans, 2018.
54. T. Ravichandran, Liang Zhao (2018) CEO Incentives and Information Technology Investments, *ECIS*, Portsmouth, June 2018.
55. Sukruth Suresh, T. Ravichandran (2017) Performance Impact of Outsourcing Portfolio Configurations, Conference on Digital Economy, Rajasthan, December 2017.
56. Sukruth Suresh, T. Ravichandran (2017) Total and Relative value Gains in Business Process Outsourcing, *ICIS*, Seoul, December 2017.
57. Chaoqun Deng, T. Ravichandran (2016) Managerial Response to Online Compliments: Helpful or Harmful, *ICIS*, Dublin, December 2016.
58. Sukruth Suresh, T. Ravichandran (2016) Asymmetric Value Gains in Business Process Outsourcing Relationships, *CIST, INFORMS*, Nashville, 2016.
59. Chaoqun Deng, Yingda Lu, T. Ravichandran (2016) What Makes Video Ads Viral: Quantifying the Impact of Marketer- and User-Generated Content, *AMCIS*, San Diego, August 2016.
60. Sukruth Suresh, T. Ravichandran (2016) Value Appropriation in Business Process Outsourcing, *AMICIS*, San Diego, August 2016.
61. Sukruth Suresh, T. Ravichandran (2016) Vendor Gain in Business Process Outsourcing, *Academy of Management Conference*, Anaheim, CA, August 2016.

62. Simona Guira, T. Ravichandran (2016) Network Resources and Firm Competitive Behavior, *Eastern Academy of Management Conference*, 2016.
63. T. Ravichandran, Chaoqun Deng, Dongling Huang (2015) Effects of Managerial Response to E-WOM on Consumer Attitude, *ICIS*, December 2015.
64. Sukruth Suresh, T. Ravichandran (2015) Barriers to Productizing Services, *INFORMS*, Philadelphia, 2015.
65. T. Ravichandran (2015) Business Process Outsourcing and Market Value of Firms, *AMCIS*, August 2015, Puerto Rico.
66. Sukruth Suresh, T. Ravichandran (2015) Firm Transitions from Product to Services and Mode of Entry, *48th Hawaii International Conference in Systems Science*, Kauai, January 5-8, 2015.
67. Chaoqun Deng, T. Ravichandran (2014) Network Transparency, Network Structure and Firm Performance, *45th Annual Decision Science Institute Conference*, Tampa, November 22-26, 2014.
68. Stacey Sharpe, Dongling Huang, T. Ravichandran (2014) Toward an Understanding of Consumer Feedback in the Online Environment: Does Managerial Participation Help, *Academy of Marketing Science Annual Conference*, Indianapolis, May 2014
69. Simona Guira, T. Ravichandran (2014) Alliance Network Structure and Inter-Firm Knowledge Flows: Evidence From R&D Alliance, *Academy of Management Conference*, Philadelphia, August 2014.
70. Gina O'Connor, T. Ravichandran, Byungchul Choi, Judy Ma (2014) Organizing for Breakthrough Innovation: Leadership, Structures and Processes, *Academy of Management Conference*, Philadelphia, August 2014
71. Suparna Goswami, T. Ravichandran, Hock-Hai Teo (2012) Relational Antecedents of Information Visibility in Value Networks, *International Conference in Information Systems*, Orlando, December 17-20, 2012.
72. Byung-Chul Choi, Gina O'Connor, T. Ravichandran (2012) The Effect of Human Capital Management Practices on Breakthrough Innovation, *Annual PDMA Conference*, Orlando, October 20-21st, 2012.
73. Yu Liu, T. Ravichandran (2011) Dedicated Alliance Function, Information Technology, and the Integration of Alliance Experience, *International Conference in Information Systems*, Shanghai, December 3-7, 2011.
74. Suparna Goswami, T. Ravichandran, Hock Hai Teo (2011) Achieving High Performance Supply Networks through Value Network Transparency, *15th Pacific Asia Conference in Information Systems*, Brisbane, July 7 -11, 2011.
75. KwangWook Gang, T. Ravichandran (2011) Accessing External Knowledge: Intention of Knowledge Exchange in Virtual Community of Practice, *Proceedings of the 44th Hawaii International Conference in Systems Science*, Kauai, January 4-11, 2011
76. Dipanjan Chatterjee, T. Ravichandran (2010) Business to Business Information Systems as a Strategic Tool: An Integration of Theoretical Lenses, *International Conference on Decision Sciences*, New Delhi, December, 2010

77. Shu Han, T. Ravichandran, Jason Kuruzovich (2010) Competing through Services: Service Migration of Information Technology Product Vendors, *Proceedings of the 43rd Hawaii International Conference in Systems Science, Hawaii*, January, 2010. [This paper won the Best Paper Award in the Software Technology Track]
78. Yu Liu, T. Ravichandran (2009) Value Gain in Alliances: The Role of Related Knowledge and Information Technology, *International Conference in Information Systems, Phoenix, December 2009* (<http://aisel.aisnet.org/icis2009/159/>)
79. Kim, T, Jahng, J, T. Ravichandran (2009) A Study on the Innovation of South Korean of Mobile Telecommunication Firms: An Institutional Intervention Perspective, *AMCIS, San Francisco, August 2009, 1-9*. (<http://aisel.aisnet.org/amcis2009/96/>)
80. Jason Kuruzovich, Shu Han, T. Ravichandran (2009) The IT Product-Service Stack and Vendor Quality, *AMCIS, San Francisco, August 2009, 1-9*. (<http://aisel.aisnet.org/amcis2009/165/>)
81. Oh Lih Bin, Hock-Hai Teo, T. Ravichandran (2007) Service Oriented Architecture and Organizational Integration: An Empirical Study of IT-Enabled Sustained Competitive Advantage, *International Conference in Information Systems, Montreal, December 2007, 1-17*. (<http://aisel.aisnet.org/icis2007/92/>)
82. Atreyi Kakanahalli, T. Ravichandran (2007) Knowledge Transfer between IT Consultants and Business Professionals in Software Development Projects: A Social Interdependence Perspective, *PACIS, Auckland, July 2007, 111-119*. (<http://aisel.aisnet.org/pacis2007/30/>)
83. Dipanjan Chatterjee, T. Ravichandran (2007) Choosing the Right B2B Systems: Managing a Portfolio of Choices, *Administrative Sciences Association of Canada, Ottawa, June 2007, 28:4, 129-144*. (http://libra.acadiau.ca/library/ASAC/v28/04/04_129.pdf)
84. Ruben Mendoza, T. Ravichandran (2007) Organizational Assimilation of Vertical Standards: An Integrative Model, *Proceedings of the 40th Hawaii International Conference on Systems Science, Hawaii, Vol 9, 225-234, January, 2007* [This paper was nominated for the Best Paper Award in the Conference]. (<http://ieeexplore.ieee.org/stamp/stamp.jsp?tp=&arnumber=4076726&isnumber=4076362>)
85. Yu Liu, T. Ravichandran, Shu Han, Iftexhar Hasan (2006) Complementarities between IT and Firm Diversification and Performance Implications, *Proceedings of the 39th Hawaii International Conference on Systems Science, Vol 8, 167-178, Hawaii, January 2006*. (<http://ieeexplore.ieee.org/stamp/stamp.jsp?tp=&arnumber=1579632&isnumber=33368>)
86. Shu Han, T. Ravichandran (2006) Does IT Impact Firm Innovativeness: An Empirical Investigation of the Complementary and Direct Effects, *Proceedings of AMCIS, Acapulco, August 2005, 704-716*. (<http://aisel.aisnet.org/amcis2006/91/>)
87. Shu Han, T. Ravichandran (2005) How Information Technology Enhances the Innovative Capacity of a Firm: Five Mechanisms, *37th Annual Decision Sciences Institute Conference, San Francisco, November, 2005, 17961-17966*.
88. Dipanjan Chatterjee, T. Ravichandran (2005) Governance of B2B Platforms: Exploring the Users Perspective, *12th Research Symposium in Emerging Electronic Markets, Amsterdam, September,*

2005, pp. 263-272.

89. Shu Han, T. Ravichandran (2005) Understanding the Multiple Roles of Information Technology in Product Innovation, *AMCIS Conference*, Omaha, August 2005, 3428-3435. (<http://aisel.aisnet.org/amcis2005/517/>)
90. Mendoza, Ruben, T. Ravichandran, Jungoo Jahng (2004) Adoption of Vertical Standards: A theoretical Model, *European Conference in Information Systems, Germany*, June 2005, 42-50. (<http://aisel.aisnet.org/ecis2005/40/>)
91. Dipanjan Chatterjee, T. Ravichandran (2004) Inter-organizational Information Systems Research: A Critical Review and an Integrative Framework, *Proceedings of the 37th Hawaii International Conference in Systems Sciences*, Vol 6, Hawaii, January 2004, 1-10. (<http://ieeexplore.ieee.org/stamp/stamp.jsp?tp=&arnumber=1265398&isnumber=28293>)
92. Nelson, M, T. Ravichandran (2004) Repeating Failures in Large Scale Government IT Projects: A Taxing Story, Proceedings of AMCIS Conference, 2004, 1136-1142. (<http://aisel.aisnet.org/amcis2001/281/>)
93. Dipanjan Chatterjee, T. Ravichandran (2003) Structure of Inter-organizational Systems: The Effects of Inter-firm relationships, *34th Annual Decision Sciences Institute Meeting*, November 2003, #524-4416, 1-6.
94. Dipanjan Chatterjee, T. Ravichandran (2003) Characteristics of Inter-Organizational Relationships and the Structure of Inter-organizational Systems, Proceedings of the *AMCIS Conference*, August, 2003, 1-6. (<http://aisel.aisnet.org/amcis2003/1/>)
95. Dipanjan Chatterjee, T. Ravichandran (2003) An Exploratory Investigation of Private B2B Exchanges, *Southern Association of Information Systems Conference*, Savannah, March 7-9, 2003.
96. T. Ravichandran, Lerm Lertwongsatien (2002) Impact of Information Systems Resources and Capabilities on Firm Performance: A Resource Based Perspective, *23rd International Conference in Information Systems, Barcelona*, December 2002, 576-582. (<http://aisel.aisnet.org/icis2002/53/>)
97. Arora, G.S, Gupta, A, Ravichandran, T, S. Kalyanaraman, M.Yuksel (2002) Price Discovery at Network Edges, *International Symposium on Performance Evaluation of Computer and Telecommunication Systems, SPECTS 2002*, San Diego, 395-402. (<http://www.ecse.rpi.edu/Homepages/shivkuma/>)
98. T. Ravichandran (2001) Innovation Assimilation in the Presence of Knowledge Barriers, Technology Uncertainty and Adoption Risks, *Best Paper Proceedings, Academy of Management Conference, Washington DC, August, 2001, C1-C6* [This paper won the OCIS best paper award].
99. T. Ravichandran, Somendra Pant (2001) Structure and Liquidity of B2B Hubs: An Industrial Organization Theoretic Framework, *Proceedings of the AMICS Conference, Boston, August, 2001*, 598-600. (<http://aisel.aisnet.org/amcis2001/119/>)
100. Lerm Lertwongsatien, T. Ravichandran (2001) Performance Effects of the Complementarities Between Information Technology Capabilities and Firm Competencies: An Empirical Study, *Proceedings of the AMICS Conference, Boston, August 2001*, 1785-1790. (<http://aisel.aisnet.org/amcis2001/119/>)

<http://aisel.aisnet.org/amcis2001/343/>)

101. Nelson, M, T. Ravichandran (2001) Understanding the Causes of Information Technology Project Failures in Government Agencies, *Proceedings of the AMICS Conference, Boston, August 2001, 1451-1453.* (<http://aisel.aisnet.org/amcis2001/281/>)
102. Ranjitha Sinha, Shivkumar Kalyanaraman, Murat Yusel & T. Ravichandran (2000) A Comparative Evaluation of Internet Pricing Models: Smart Markets and Dynamic Capacity Contracting, *Proceedings of the WITS 2000 Conference, Brisbane, December 2000, 115-120.* (<http://www.ecse.rpi.edu/Homepages/shivkuma/>)
103. T. Ravichandran (2000) Software Process Management: An organizational Learning Perspective, *Proceedings of the European Conference in Information Systems, Vienna, July 2000, 202-209.* (<http://aisel.aisnet.org/ecis2000/63/>)
104. Hung-bin Ding, T. Ravichandran (2000) Pre-emptive Radical Innovation: Building Inter-departmental Common Knowledge in a Short Product Development Cycle, *Proceedings of the IEEE Engineering Management Conference, New Mexico, August, 2000, 575-580.*
105. T. Ravichandran, Chalerm Sak Lertwongsatien (2000) Strategic Implications of Information Systems Capabilities: A Competence-based Perspective, *Proceedings of the AMICS conference, Long Beach, August 2000, 1158-1164.* (<http://aisel.aisnet.org/amcis2000/360/>)
106. Somendra Pant, T. Ravichandran (2000) A Framework for Planning E-business Information Systems, *Proceedings of the AMICS conference, Long Beach, August 2000, 891-893.* (<http://aisel.aisnet.org/amcis2000/25/>)
107. T. Ravichandran, Chalerm Sak Lertwongsatien (1998) Information Technology Resources, Capabilities and Competencies: A Resource Based Perspective, *Fourth Annual Conference of the Association for Information Systems, Baltimore, August, 1998, 536-538.* (<http://aisel.aisnet.org/amcis1998/179/>)
108. T. Ravichandran, Chalerm Sak Lertwongsatien (1998) Information Technology and Sustained Competitive Advantage, *Information Resources Management Conference, Boston, May 1998, 607-611.*
109. T. Ravichandran (1997) TQM in Systems Development: Scale Development and Validation, *Proceedings of the 28th National Decision Sciences Meeting, San Diego, November 1997, 837-839.*
110. Chalerm Sak Lertwongsatien, T. Ravichandran (1997) An Integrated Framework for Strategic Information Systems Planning, *International Conference of the Association of Management, Montreal, Canada, May 1997, 72-78.*
111. T. Ravichandran (1996) A Theory of Organizational Change Underlying TQM Principles, *27th National Decision Sciences Meeting, Orlando, November, 1996, 1748-1750.*
112. T. Ravichandran, Arun Rai (1996) Impact of Process Management on Systems Development Quality, *Second Annual Conference of the Association of Information Systems, Phoenix, August, 1996, 143-145.*
113. T. Ravichandran (1995) Continuous Improvement System: An Organizational Learning Perspective,

26th National Decision Sciences Meeting, Boston, November, 1995, 356-358.

114. T. Ravichandran, Arun Rai, A. Ramaprasad (1995) Profiling Quality Management in Systems Development: An Empirical Study, *First Annual Conference of the Association of Information Systems, Pittsburgh, August, 1995, 187-189.*
115. T. Ravichandran (1995) Exploring the Role of Learning in Continuous Improvement Systems, *26th Midwest Decision Sciences Institute, St. Louis, May, 1995, 161-163.*
116. A. Ramaprasad, T. Ravichandran (1994) Using Hybrid Techniques for Data Mining: An Empirical Evaluation of the Effectiveness of Polling *25th National Decision Sciences Institute Conference, Honolulu, November, 1994, 778-780.*
117. T. Ravichandran (1994) Computer Integrated Manufacturing: Examination of the Factors Impacting Organization-wide Integration, *25th Midwest Decision Sciences Institute Conference, Cleveland, March, 1994, 145-147.*
118. T. Ravichandran, Arun Rai (1994) The Dimensions and Correlates of Systems Development Quality, *ACM SIGCPR Conference, Alexandria, April, 1994, 272-282.*
119. T. Ravichandran, Arun Rai (1993) A Theoretical Model for Total Quality Management in Information Systems Development, *24th National Decision Sciences Institute Conference, Washington D.C., November, 1993, 769-771.*

Abstracts in Refereed Conference Proceedings

120. Chaoqun Deng and T Ravichandran (2017) Perceived Trustworthiness of Providers in Sharing Economy: Effects of Photos and Comments on Demand at Airbnb,” *Proceedings of Twenty-third Americas Conference on Information Systems (AMCIS), Boston 2017.*
121. Chaoqun Deng and T Ravichandran. “When Do Managers Respond to Electronic Word of Mouth?” *Proceedings of Academy of Management Annual Meeting (AOM), Atlanta 2017.*
122. Giura I.S., T. Ravichandran (2014) Alliance Network Structure and Inter-firm Knowledge Flows: Evidence from R&D Alliances., *Academy of Management Annual Meeting, Philadelphia, August 2014.*
123. Giura, Simona, T. Ravichandran (2013) Alliance Partners’ Symmetry and Knowledge Flows, *Academy of Management Annual Meeting, Orlando, 2013.*
124. T. Ravichandran, Dongling Huang, Stacey Sharp (2012) Overt Management Participation: Responding to Negative Consumer Feedback in Online Review Forums, *INFORMS, Phoenix, October 14-17th, 2012.*
125. Simona Giura, T. Ravichandran (2012) Knowledge Transfer in Alliances: The Role of Information Technology, *Academy of Management Conference, Boston, August 3-7, 2012.*
126. Gina O’Connor, T. Ravichandran (2010) Management Practices for Breakthrough Innovations: An Organization System Perspective, *Academy of Management Conference, Montreal, August 2010.*

127. Shu Han, T. Ravichandran (2007) Impact of Information Technology on Returns to R&D Spending, *Academy of Management Conference, Philadelphia, August 2007*.
128. Gina O'Connor, T. Ravichandran, Daniel Robeson (2007) Risk Management through Learning: Management Practices for Radical Innovation Success, *Academy of Management Conference, Atlanta, August 2006*.
129. Yu Liu, T. Ravichandran (2006) Information Technology Investments, R&D Spending and Performance of Diversified Firms, *Academy of Management Conference, Atlanta, August 2006*.
130. Dipanjan Chatterjee, T. Ravichandran (2005) Governance and Use of B2B Platforms: Firm Relationships, Transaction Environment and Capability Effects, *Academy of Management Conference, Honolulu, August 2005*.
131. Shu Han, T. Ravichandran, Iftexhar Hasan (2004) Impact of Institutional Pressures on Information Systems Investments: An Empirical Investigation, *Second Annual Symposium on Supply Chain Management, McMaster University, Canada, October 1-3, 2004 (This paper won the Best Academic Paper Award)*.
132. Dipanjan Chatterjee, T. Ravichandran (2003) Beyond B2B Exchange Models: Understanding the Structure of B2B Information Systems, *Annual Symposium on Supply Chain Management, McMaster University, Canada, November 17-19, 2003*.
133. T. Ravichandran (1999) Adoption of Administrative Process Innovations: The Case of TQM in Systems Development, *Academy of Management Conference, Chicago, August, 1999*.
134. T. Ravichandran (1999) A Synchronous Innovation Perspective of Software Reusability, *Academy of Management Conference, Chicago August, 1999*.
135. T. Ravichandran (1994) An Examination of the Factors Impacting the Adoption of Object Oriented Approach for Systems Development, *25th National Decision Sciences Institute Conference, Honolulu, November, 1994, 196*.
136. Wei-Ho, T. Ravichandran, A. Ramaprasad, Sunhat Al-Otaibi (1993) Comparison of Pattern Induction Using Artificial Neural Networks and Factor Analysis, *24th National Decision Sciences Institute Conference, Washington D.C., November, 1993, 667*.

Presentations in Conferences and Workshops

137. Simona Giura, T. Ravichandran (2012) Knowledge Appropriation in Alliances: The Role of Information Technology, *CIST, INFORMS, Phoenix, October 2012*. (Refereed)
138. Stacey Sharp, Dongling Huang, T. Ravichandran (2012) Influence of Overt Management Participation in Online Review Forums, *Eighth Annual Conference in Statistical Challenges in Electronic Commerce Research*, Montreal June 29-29th, 2012.
139. Dipanjan Chatterjee, T. Ravichandran (2011) Understanding how Firms Govern and Use Business-to-business Information Systems: A Typology for the Practitioners, *International Symposium on*

Information Systems, IIM Kozhikode, December 16, 2011.

140. Shu Han, T. Ravichandran, Sunil Mithas (2011) How Information Technology Influences Innovation Output of a Firm: Theory and Evidence, *IFIP Working Group Research Workshop*, December 4, 2011, Shanghai.(Refereed)
141. Murad, Mithani, T. Ravichandran (2010) Population Firm Interactions and the Dynamics of Assimilation Gaps, *SIGADIT Workshop on Adoption and Diffusion of Information Technology*, St Louis, December 12, 2010.(Refereed)
142. Shu Han, T. Ravichandran, Jason Kuruzovich (2009) Competing through Services: Service Migration of Information Technology Product Vendors, *CIST, INFORMS, San Diego, October 2009*. (Refereed)
143. Jason Kuruzovich, Shu Han, T. Ravichandran (2008) The IT Product-Service Stack and Vendor Quality, *CIST, INFORMS, Baltimore, November 2008*. (Refereed)
144. T. Ravichandran (2007) Information Technology Competencies, Innovation Capacity and Organizational Agility: Performance Impact and the Moderating Effects of Environmental Characteristics, *CIST, INFORMS, Seattle, November 2007*. (Refereed)
145. Dipanjan Chatterjee, T. Ravichandran (2007) Technology as a Strategic Opportunity: The Case of Business to Business Information Systems, *CIST, INFORMS, Seattle, November 2007*. (Refereed)
146. Yu Liu, T. Ravichandran (2007) Information Technology Investments, R&D Spending and Performance of Diversified Firms, *CIST, INFORMS, Seattle, November 2007*. (Refereed)
147. Dipanjan Chatterjee, T. Ravichandran (2006) When do Firms Benefit from Business-to-Business Information Systems: A Synthesis and Extension of the Literature, *First Information Symposium on Information Systems, Indian School of Business, Hyderabad, December 2006*. (Refereed)
148. Shu Han, T. Ravichandran (2005) Understanding the Role of IT in Product Innovation: Component Knowledge and Combinative Capabilities, *Journal of the AIS, Theory Development Workshop, Las Vegas, December 2005*. (Refereed)
149. Yu Liu, T. Ravichandran & Shu Han (2005) A Comprehensive Investigation of the Relationship between Information Technology Investments and Firm Diversification, *INFORMS, San Francisco, November 2005*. (Refereed)
150. Dipanjan Chatterjee, T. Ravichandran (2004) Electronic Markets and Hierarchies: Rethinking the Relationships between IT and Governance, *Journal of the AIS, Theory Development Workshop, Washington DC*, December 2004. (Refereed)
151. Pisit Chanvarsuth, T. Ravichandran (2003) Absorptive Capacity and Supply Chain Strategic Alliances: A Theoretical Model and Propositions, *IEEE Conference on Engineering Management, Albany, October, 2003*.

Invited Presentations

1. Effects of Content Moderation Transparency on User Behaviors in Online Platforms, George Washington University, April 2019.
2. Effects of Content Moderation Transparency on User Behaviors in Online Platforms, George Nanyang Technological University, June 2019.
3. How Should Firm Respond to Online Word of Mouth? HEC, Paris, July 2018.
4. Panelist “Industry-Academia Panel: Transforming Healthcare with IT”, ACM SIGMIS, Buffalo, June 2018.
5. How Should Firm Respond to Online Word of Mouth? Brock University, April 2018.
6. How Should Firm Respond to Online Word of Mouth? Technological University of Munich, October 2017.
7. How Should Firm Respond to Online Word of Mouth?, University of Delaware, May 2017
8. How Should Firm Respond to Online Word of Mouth? Copenhagen Business School, February 2017
9. Effects of Managerial Response to E-WoM on Customer Attitudes, Temple University, October 2016.
10. Strategies for a Successful Campus Visit, AMCIS Doctoral Consortium, San Diego, August 2016.
11. Keynote Address, International Workshop on Engineering Management, Xian Jiatong University, June 2016.
12. Path to Renewal: Changing the Work Practices in Newsrooms, New York Press Association Convention, April 2016, Saratoga Spring, NY.
13. Alliance Experience, IT-enabled Knowledge Integration and Value Gains, University of Arkansas, March 2016
14. Safeguarding Brands in the Online Environment: Does Overt Managerial Participation Help, University of Arkansas, February 2015.
15. Alliance Experience, IT-enabled Knowledge Integration and Value Gains, Arizona State University, April 2015.
16. Implementing Community 360, New York Press Association, April 2015
17. Path Forward: Dealing with Disruption in the Community Newspaper Industry, New York Press Association, September 2015
18. Transformation in the Newspaper Industry, New York Press Association, September 2014
19. Information Visibility in Supply Chains, APICS Professional Development Meeting, Albany, October 8, 2014.

20. Information Visibility in Supply Chains, Advanced Manufacturing Conference, Troy, NY, April 2014.
21. Digital Innovation Strategies: Coping with Industry Transformation through Technology, Indian School of Business, Hyderabad, October 2012.
22. Things to do in the Doctoral Program for a Successful Academic Career, Panel Presentation in the Doctoral Consortium, PACIS, Vietnam, July 12, 2012.
23. Governance of Business-to-Business Electronic Platforms: A Resource Dependence Perspective, Katz School of Business, University of Pittsburgh, March 20, 2012.
24. Alliance Experience, IT-enabled Knowledge Integration and Value Gains, Indian School of Business, Hyderabad, December 14, 2011.
25. Value Networks: Agenda for Research and Empirical Issues, National University of Singapore, School of Computing, July 2011.
26. Methodological Issues in Innovation Diffusion Research, Panel Discussion on Reflections on the Past and Gateway to the Future on Adoption and Diffusion Research, DIGIT, St Louis, December 12th 2010.
27. Managing Business Innovations, Invited Key Note Address to Madras Management Council, August 2010.
28. Perspectives on IT Value Research: Opportunities for Theorizing, Fudan University, July 2010.
29. Innovation and Corporate Entrepreneurship, Invited Panelist, Annual Global Conference on Entrepreneurship and Technological Innovation, IIT Kanpur, India, January 2010.
30. Digital Systems, Network Structure and Competitive Actions, Indian School of Business, Hyderabad, November 2010.
31. Digital Systems, Network Structure and Competitive Actions, City University of Hong Kong, October 2010.
32. Exploration of B2B Information System Governance: Understanding Why Firms seek to Control and Own B2B Information Systems, Georgia State University, November 6th, 2009.
33. Understanding the Transformation in the Media Industry, Moderator and Panelist, Innovation Series Panel, RPI, October 28, 2009.
34. IT Value Research: The Road not Taken and Promising Research Directions, Swiss Federal Institute of Technology, Zurich, October 15th-16th, 2009.
35. Digital Systems, Network Structure and Competitive Actions, Invited Presentation at INFORMS, Digital Systems and Competitive Strategy, San Diego, October 11th 2009.
36. Industrializing Software Development: The Road Ahead and Challenges for Indian Software Firms, Zensar Technologies, Pune, India, August 14th, 2008.

37. Sustaining Business Models for B2B Market Makers: Value Creation for the Business Ecosystem, Samsung, Seoul, July 2008.
38. IT Competencies, Innovation Capacity and Organizational Agility: Performance Impact and the Moderating Effects of Environmental Characteristics, Temple University, February 2008.
39. How to Choose a Dissertation Topic, Doctoral Research Colloquium, National University of Singapore, July 2007.
40. An Empirical Investigation of the Relationship between Network Structure, IT use and Competitive Actions, School of Business, National University of Singapore, June 2007.
41. Governance of B2B Platforms, SKKU, Seoul, April, 2007.
42. Research in B2B Electronic Markets: Opportunities and Challenges, Seoul National University, April 2007.
43. Governance of B2B Systems: A Political Economy Perspective, School of Computing, National University of Singapore, March, 2007.
44. Industrialization of Services: An Agenda for Scientific Management of Services, *IBM Conference on Services Science, Engineering and Management*, New York, October 2006.
45. Innovation Management in the Indian Context, *Rajalakshmi Engineering College*, Chennai, December 2005.
46. Antecedents and Performance Effects of IT Investment Strategy, *Department of Management, Suny Buffalo*, April, 2005.
47. Regaining the competitive Edge in the IT Sector: Strategies for IT Firms in the New Era, *US Department of Commerce*, Presentation to Delegates from Developing Countries, Troy, NY, October, 2004.
48. A Roadmap for the Development of a Vibrant IT Industry in the Capital Region, *Center for Economic Growth*, Key note address for the launch of the Technology Roadmap, September, 2004, Albany, NY
49. Trends in the IT industry: Threats and Opportunities for Small and Medium Firms, *Commercial Law Development Program, U.S. Department of Commerce, Washington DC, November 14, 2003*.
50. Demand Fulfillment in the Digital Economy: Opportunities for Business Model Innovation, *SUNY, Albany, November 10, 2003*.
51. Managing Radical Innovations in Mature Firms, *Strategic Executives Council Meeting, Conference Board, Boston, October 16, 2002* (with Gina O'Connor, Al Paulson).
52. The Impact of Industry Structure on the Structure of B2B Hubs, Fifth Fall Conference on Managing Information Technologies, *Hosted by DaimlerChrysler, DaimlerChrysler, GM, EDS, Lear and Metaldyne Corporation, ALPS Automotive, Oakland University, Oakland, October 2002*.
53. Organizational Structures and Processes for Managing Radical Innovation, *IRI, Research on Research Subcommittee Meeting, Ft. Laurerdale, February, 2002*(with Gina O'Connor).

54. Benchmarking Best Practices for Managing Radical innovations, *IRI Conference, Palm Beach, May 2002 (with Gina O'Connor)*.
55. Assimilation of Complex Technologies in Organizations: The Case of Component Based Development, *Department of Management, Syracuse University, April 2002*.
56. Component-Based Software Development: Hype and Reality, *Project Management Institute New York Chapter Meeting, Albany, January 2002*.
57. Supply Chain Management in the Internet Age, *Suny Albany, November 14, 2001*.
58. Assimilation of Component-Based Development, Fourth Fall Conference on Managing Information Technologies, *Hosted by DialmerChrysler Corporation, EDS, General Motors, Tata Consultancy Services & Oakland University, October 11-13, 2001*.
59. Institutional Mechanisms Required to Make Software Component Markets a Reality, *Flashline.com, Cleveland, July 16th, 2001*.
60. Innovation Assimilation in the Presence of Knowledge Barriers and Technology Uncertainty, *DSES Seminar, January 2001*.
61. Best Practices in Managing Systems Development Quality, *Computer Science Seminar, Hartford Graduate Center, RPI, March, 1997*.
62. Methodological Issues in Survey Research, *Doctoral Seminar on Research Methods, RPI, April, 1997*.
63. Role of Emerging Electronic Infrastructures in Knowledge Management, *Annual Meeting of the Pontikes Center Advisory Board, Carbondale, October, 1995*.
64. Quality Management in Information Systems Departments, *Annual Meeting of the Pontikes Center Advisory Board, Carbondale, October 1993*.
65. Instrument Development and Validation in MIS Research: An Overview, *MIS Research Colloquium, Department of Management, SIU, Carbondale, September, 1993*.

Panels/Workshops Organized

- Organized a seminar on “**What is Smart Manufacturing and Industry 4.0 and how will they affect the Supply Chain**”, Speaker Jim Wetzel, CEO, Clean Energy Smart Manufacturing Innovation Institute, April 2019.
- Organized a panel on “**Transforming Business with Artificial Intelligence: Opportunities and Challenges**”, May 3, 2018, Panelists Panelist: Graham Giller, Head of Primary Research, Deutsche Bank; Yuri Malitsky, Data Scientist, Morgan Stanley; Rick Tacelli, VP Customer Development, Empirical Systems.
- Organized a panel on “**Making Analytics Work: Experiences from the Field**”, April 27, 2017. Panelist: Robert Fetterman, Vice President of Finance at Oneida Nation Enterprises, Turning Stone Resort and Casino; Peter Hansen, Managing Director, Accenture Strategy Communications, Media

and High Tech; Patrick Howard, Software Builder, Educator, Investor, XIO Partners

- Organized the “*Frontiers in Supply Chain Analytics*” symposium at RPI. The symposium focused on exploring issues related to how digitization and analytics are transforming manufacturing and industrial supply chains in very fundamental ways. The symposium included senior executives from Amazon, Google, GE, IBM, Target, Chain Analytics and many other firms. April 2016.
- Organized a panel on “*Industry Transformation through Analytics and Big Data*”. I organized and moderated the panel. Panelists include Brenda Dietrich, IBM Fellow and VP, Inder Thukral, CEO Boston Analytics, Chris Kelly, CEO Treo Solutions, Gerg Moran, CEO, Chequed.com.
- Panelist in a panel on Supply Chain Transformation. Presented on “*Information Technology and the Structure and Performance of Supply Chains*”, Advanced Manufacturing Conference, Troy, NY, April 17, 2014.
- Organized a panel on “*Understanding the Transformations in the Media Industry*” as part of the Lally School Innovation Series. The panelist included the CEO of WMHT, Editor of Times Union, Senior VP, Ziff Davis and Editor, E-Content Magazine. The panel was attended by over 100 participants and was one of the most successful events organized by Lally in 2009.
- Organized the *Information Systems Research* Workshop on Digital Systems and Competition. The workshop brought over 30 prominent scholars from strategy and IS disciplines to discuss emerging research on the effect of digital systems on competition. Twelve research papers were presented and a majority of them have been published in a special issue of *Information Systems Research* in August 2010.
- Organized a panel on “*Making Analytics Work: Experience from the Field*”, April 2017. The panelists included Rob Fetterman, VP Finance, Turning Stone Casino, Peter Hansen, Managing Director, Accenture Strategy, Patrick Howard, Xio Partners.

Research Grants

Funded Proposals

- Value Network Transparency and Organizational Performance, *Ministry of Education, Republic of Singapore*, Co-PI Hock Hai Teo, School of Computing, NUS, September 2008-August 2010. **\$225,800**
- Technology Road Map for the NY Capital Region, *Center for Economic Growth*, May 2004, (with Shreefal Metha & Jorge Haddock), **\$60,000**.
- Dynamic Capacity Contracting: A Pricing Scheme for the Differentiated Services Internet, *National Science Foundation* July 1999 - May 2002 (Co PI: Sivakumar Kalyanaraman, RPI), **\$455,984**.

Internal Grants

- Governance of B2B Platforms: Integrating Relational and Transaction Cost Perspectives, *Dean's Office, Lally School of Management, RPI*, September 2005. **\$4000**
- IT Capabilities Development in Internet Startups, *John Broadbent Endowment Competitive Research*

Grant, RPI, May 2000. \$3000

- Strategic Implications of Information Systems Capabilities; Dean's Office, Lally School of Management, RPI, (with Lerm Lertwongsatien), April 2000. **\$4000**,
- Developing an Intellectual Infrastructure on the Internet: An Experiment in Sharing the Results of a Research Endeavor, May 1995, Competitive Research Grant from Pontikes Center for Management of Information, **\$936**.
- Software Quality Management: An Empirical Study, May 1994, Competitive Research Grant from Pontikes Center for Management of Information, **\$2326**.
- Total Quality Management in Information Software Development: Theory Development, May 1993, Competitive Research Grant from Pontikes Center for Management of Information, **\$1360**.
- Development of a Multi-Media Application for Teaching Just-in-Time Concepts, May 1993, Competitive Research Grant from Pontikes Center for Management of Information, (with Jesus Ponce de Leon) **\$1500**.

Proposals not Funded

- Development of Studio-based Courses for E-Business (with Cheng Hsu, Shiv Kalyanaraman) KPMG-Cisco Alliance, June 2000, \$3 Million.
- Industry, Strategy, and Founder Characteristics as Factors in the Success of New IT Ventures, National Science Foundation (with Susan Sanderson, Shikar Sarin, Robert Baron), February 2001, \$462,500.
- Understanding the Causes of Information Technology Project Failures in Government Agencies, Price Waterhouse Coopers, (with Mark Nelson) \$15,000.
- Managing Radical Innovations, National Productivity Council (with Gina O'Connor, Lois Peters, Al Paulson, Richard Leifer, RPI), February 2002, \$450, 000 (approx).
- An Empirical Study of How Large Established Firms Develop Radical Innovation Capabilities, CIMS, North Carolina State University (with Gina O'Connor), \$55,000, November, 2003.
- Modeling Collaborative Supply Network Dynamics as a Complex Adaptive System, National Science Foundation, \$435,000 (with Shekar Jeyanthi, Jorge Haddock) February, 2004.
- Modeling Collaborative Supply Network Dynamics as a Complex Adaptive System, Office of Research and Grants, RPI, \$35,000 (with Shekar Jeyanthi, Jorge Haddock) November, 2004.
- Yulin Fang, Maggie Dong, T. Ravichandran, Detmar Straub (2012) Dealing with Institutional Distance in Inter-firm Relationships: The Role of Adaptive Interorganizational Systems, Submitted to Hong Kong Research Grants Council, **HK\$ 424,920**, November 2012.
- Dorit Nevo, T. Ravichandran, James Adams (2013) Who Can Answer My Questions: Seeking Expertise in a Connected World, Submitted to National Science Foundation, **\$250,000**, Submitted February 2013.

Student Thesis Supervision

Dissertation Chair

1. Chalerm Sak Lertwongsatien “An Empirical Investigation of the Strategic Implications of Information Systems Resources and Capabilities, Completed in December 2000”.
2. Pisit Chanvarsuth “Antecedents and Performance Effects of Business Process Outsourcing”. Completed in August 2006.
3. Dipanjan Chatterjee “Governance and Use of B2B Electronic Platforms: An Empirical Examination of the Effects of Firm Capabilities, Transaction Environment and Inter-firm Relationship Characteristics”. Completed in July 2006
4. Ruben Mendoza “Organizational Assimilation of Vertical Standards: An Empirical Examination of Firm Level and Community Level Factors”. Completed in September 2006
5. Shu Han “Three Essays on Information Technology and Service Innovations”. Completed in September 2007
6. Simona Giura “Internal and External Resource Endowments in Alliances: The Impact on Knowledge Flows and Competitive Actions”, Completed in August 2014.
7. Sukruth Suresh, “Three Essays on the Performance Impact of Business Process Outsourcing”, Completed in August 2017.
8. Chaoqun Deng, “Essays on Firm Strategies in Online Digital Platforms” Completed in August 2018.
9. Lianliang Jiang, “Essays on Information Transparency Strategies of Online Digital Platforms”, O Completed in August 2019
10. Liang Zhao, ongoing

Dissertation Co-Chair

- 1) S. Prithviraj, Co-chair, student at IIT, Madras

Dissertation Committee Member

1. Somendra Pant (May, 1997) An Information Strategy for Internet Enterprises, Committee Chair: Prof. Cheng Hsu, Decision Sciences and Engineering Systems Department, RPI
2. Jangha Cho (August, 2000) A Rule-Based Model for Distributed Workflow Process Control: A Case Study With Samsung Product Data Management System, Committee Chair: Prof. Cheng Hsu, Decision Sciences and Engineering Systems Department, RPI.
3. Stephan Kudyba (May, 1999) Information Technology Value, Committee Char: Prof. Romesh Diwan, Economics Department, RPI.
4. Ming-chuan Wu (August, 1999) Continuous Evaluation of IS Benefits, Committee Chair: Prof.

Cheng Hsu, Decision Sciences and Engineering Systems Department, RPI.

5. Adnan Ozyilmaz (August 2001) The Role of Information Technology in Service Innovation Audit, Committee Chair: Prof. Daniel Berg, Decision Sciences and Engineering Systems Department, RPI.
6. Orachat Leingpeboon (May 2000) The Role of Information Technology in Economic Growth: A Cross Country Comparison, Chair: Prof. Romesh Diwan, Economics Department, RPI.
7. Tuncay Byrak (July 2001) Evaluation of Safety Critical Wide Area Networks, Chair: Prof. Martha Grabowski, Decision Sciences and Engineering Systems Department, RPI.
8. Don Boyd (July 2002) How Productive are Schools of Education: Which of Their Graduates Do Well On Teacher Licensure Exams and Why?, Chair: Prof. Don Vitaliano, Economics Department, RPI.
9. Murat Yuksel (December 2002) Congestion Sensitive Pricing of Network Service, Chair: Prof. Shivkumar Kalyanaraman, ECSE, RPI.
10. Syed Hyat (May 2002) A Test of the Efficient Markets Hypothesis in the Foreign Exchange Markets: A Contingency Approach, Chair: Prof. Don Vitaliano, Economics Department, RPI.
11. Kwang Bok Lee (July 2003) The Design and Development of User Interfaces for Small Screen Computers, Chairs: Roger Grice, James Watt, ECSE, RPI.
12. Zhang Lingyi (2005) Pricing and Risk Management of Quality of Service Guaranteed Internet Services, Chair: Aparna Gupta, DSES
13. Dan Robeson (2007) Governance Issues in Managing Radical Innovations, Chair: Gina O'Connor, Lally.
14. Jung- Sik Lee (2007) Market Mechanisms for On-Demand Computing Services, Chair: Boleslaw Szymanski, Computer Science.
15. Yu Liu (August, 2007) Three Essays on Corporate Growth Strategy and Performance: A Contingency Perspective.
16. Pranay Achuri, Computer Science, RPI, 2015

External Thesis Examiner

1. Organizational Adoption of Open Source Software: An Empirical Investigation of the Human Capital, Institutional Pressures and Social Capital Perspectives. Doctoral Thesis submitted to the School of Computing, National University of Singapore, July 2008.
2. Adoption and Management of Information Technology Innovations, Role of Decision-maker Cognition in Organizational IT Strategy, and Human Computer Interactions. Doctoral Thesis submitted to the School of Computing, National University of Singapore, July 2008.

Grant Evaluation Panel

I serve in the grant evaluation panel for the Division of Research, Ministry of Education, National

University of Singapore. I reviewed and evaluated the following research proposal.

1. IT Outsourcing: Impacts of Subjective & Objective Evaluation.

I serve on the grant evaluation panel of the Social Sciences and Humanities Research Council of Canada and evaluated the following research grant proposal.

2. Aligning the voice of the user with the voice of the provider in e-service systems

I serve in the grant evaluation panel of Israel Science Foundation and evaluated the following grant proposal.

3. Influence of Organizational Capabilities on the Business Value of Information Technology: A Comparative Analysis of Fit Perspectives

I serve as an External Expert for the Swiss National Science Foundation for grant evaluation. Evaluated the following proposal

4. Communication Media, Performance, and Sense of Community: An Examination of Pupil Performance Platform, 2010
5. Bridging Knowledge Divide for Sustainable Rural Development to Mitigate Escalating Migration Issues: The K-Village Project, 2011.
6. Competition for Attention in Information-Rich Environment: A Study in The Context of News Aggregator, 2012

I served as an external expert for the Romanian-Swiss Research program. Evaluated the following proposal

7. Communication Media, Performance, and Sense of Community: An Examination of Pupil Performance Platform, 2012.

TEACHING

Year	Semester	Course Title	Enrollment
1997	Spring	Advanced Systems Analysis & Design	49
		Systems Analysis & Design	52
	Fall	Advanced Systems Analysis & Design	29
		Systems Analysis & Design	31
1998	Spring	Strategic Information Systems Management	28
		Strategic Information Systems Management	23
	Fall	Advanced Systems Analysis & design	34
		Systems Analysis & Design	31
1999	Spring	Strategic Information Systems Management	34
		Strategic Information Systems Management	12
		Strategic Information Systems Management (Hartford)	17
	Fall	Advanced Systems Analysis & Design	26
		Systems Analysis & Design	32
		Systems Analysis & Design	38
2000	Spring	Strategic Information Systems Management	26
		Strategic Information Systems Management	12
	Fall	Supply Chain Management for E-Business	30
		Advanced Systems Analysis & Design	23
2001	Spring	Supply Chain Management for E-Business	23
		Strategic Information Systems Management (Distance)	46
	Fall	Supply Chain Management for E-Business (Distance)	19
2002	Spring	Research Seminar in MIS (Doctoral Seminar)	3
		Strategic Information Systems Management	10
	Fall	Supply Chain Management for E-Business	13
		Information Systems Management	23
2003	Spring	Information Systems for Management	39
		Strategic Information Systems Management	31
	Fall	Research Seminar in MIS (Doctoral Seminar)	5
		Supply Chain Management	9
2004	Spring	Information Systems for Management	25
		Strategic Information Systems Management	13
	Fall	Systems Analysis and Design	17
		Supply Chain Management	7
2005	Spring	Strategic Information Systems Management	11
		Research Seminar in Information Systems (Doctoral Seminar)	3
	Fall	Systems Analysis and Design	30
		Supply Chain Management	9
		Business Implications of Emerging Technologies	34
2006	Spring	Business Implications of Emerging Technologies	34
		Strategic Information Systems Management	6
	Fall	Business Implications of Emerging Technologies	14
		Networks, Innovation and Value Creation	34
2007	Fall	Research Seminar in Information Systems (Doctoral Seminar)	2
		Business Implications of Emerging Technologies	40
		Networks and Value Creation	12
2008	Spring	Networks and Value Creation	23
		Information Systems for Management	10
	Fall	Networks and Value Creation	10
		Systems Analysis & Design	19
		Business Implications of Emerging Technologies	43
2009	Spring	Networks and Value Creation	19
		Information Systems for Management	44
	Summer	Information Systems for Management	9
		Networks and Value Creation (Hartford)	9
2010	Spring	IT and Organizations (Doctoral Seminar)	12
			8

		Information Systems for Management	12
		Networks and Value Creation	27
	Summer	Networks and Value Creation	7
	Fall	Business Implications of Emerging Technologies	15
2011	Spring	Information Systems for Management	48
	Summer	Information Systems for Management	13
	Summer	Information Systems for Management (Hartford)	9
	Fall	Networks and Value Creation	22
	Fall	Business Implications of Emerging Technologies	18
	Fall	Information Technology and Organizations (Doctoral Seminar)	5
2013	Spring	Networks and Value Creation	20
	Spring	Information Systems and Organizations	7
2014	Spring	Networks and Value Creation	20
	Spring	Supply Chain Capstone	4
2015	Spring	Supply Chain Capstone	5
	Spring	Research Seminar in MIS	6
2016	Spring	Supply Chain Capstone	21
2016	Fall	Research Seminar in MIS	6
2017	Spring	Supply Chain Capstone	13
2017	Fall	Research Seminar in MIS	6
2018	Spring	Supply Chain Capstone	16
2019	Spring	Supply Chain Capstone	15

Curriculum Development

- Restructured the undergraduate Information Systems concentration including developing the course sequence and course outlines for the IS concentration courses (1997-1998).
- Developed and taught a new undergraduate course (Systems Analysis & Design) in Spring 1997. Continued to refine and teach this course till Fall 1999.
- Restructured the MBA/MS Information systems concentration, 1997, 1998
- Developed and taught three new graduate courses (Strategic IS Management; Advanced Systems Analysis and Design, Supply Chain Management), 1997-2002.
- Worked with faculty in Troy and Hartford to integrate the IS curriculum in the two campus, 1998, 1999, 2000.
- Participated in the development of the curriculum for the new MS/IT program, 1998, 1999. Continue to be involved in the refinement of the MS/IT curriculum.
- Involved in the development of the E-business concentration in the Lally School, 2000, 2001.
- Developed and taught a research seminar in MIS, 2001, 2002, 2008, 2009, 2010
- Restructured the graduate and undergraduate MIS concentration, 2002, 2003.
- Developed and teach the Technology Impacts on Industry Transformation module for the MBA core course on Business Implications of Emerging Technologies, 2005, 2006, 2007, 2008, 2009.
- Developed the Networks and Value Creation stream as a core course in the MBA program, 2006, 2007, 2008, 2009.

- Developed a new course titled Managing Globally Distributed Services. This course focuses on the phenomenon of outsourced services and examines the strategies and challenges in managing globally delivered services. The course is project based and involved a study abroad part where students are expected to travel to India. The proposal to offer this course was selected by a panel in RPI, 2009.
- Part of the Task Force to develop a MS in Cyber Security. Task force headed by David Rosowsky, 2010. The task force developed a feasibility report and scoped out a curriculum for a master's degree in Cyber Security at RPI.
- Developed a MBA and Undergraduate concentrations in *Supply Chain Management* and *Business Analytics*
- Developed the curriculum for the MS programs in *Supply Chain Management* and *Business Analytics*.
- Developed and taught the *Supply Chain Capstone* Course

CONSULTING

- 2014 New York Press Association- Strategy for Transforming News Organizations in the Face of Digital Disruption.
- 2011 Accenture, Curriculum Design for Managing Innovation
- 2010 Vignani Technologies, Technology and Go to Market Strategy
- 2009 Zensar Technologies, Strategies for Productizing Services
- 2009 Accenture, Curriculum Design for Innovation Basics
- 1994 Chrysler Corporation, Profiling Customers using Data Mining
- 1992 Reliance Industries, Design and Development of Corporate Procurement Processes and Systems
- 1991 Mineral Exploration Corporation, Manpower Assessment
- 1990 Reliance Industries, Job Evaluation, Manpower Assessment and Organizational Restructuring
- 1989 Dalmia Magnesite Corporation, Design of a Maintenance Planning Process and System for Mining Equipments
- 1988 Larsen & Toubro, Design and Implementation of a JIT Production Planning System
- 1987 Hindustan Construction Company, Development of a Document Management and Records Management System

SERVICE

Service to Journals and Professional Societies

- Frequent reviewer for the following journals

- MIS Quarterly, Information Systems Research, Journal of Management Information Systems, Management Science, IEEE Transactions on Engineering Management, IEEE Transactions on Systems, Man and Cybernetics, International Journal of Electronic Commerce, Journal of Business Venturing, Communications of the ACM, Organization Science
- Regular reviewer for the following conferences
 - ICIS, AIS, DIGIT, DSI, Academy of Management

Leadership Roles in Conferences

- Track Chair for the IT Strategy Track, Decision Sciences Conference, San Diego, November 2010 (Handled over 150 submissions)
- Advisory Committee, Annual Global Conference on Entrepreneurship and Technological Innovation, Kanpur, India, January 2010.
- Advisory Committee, Second Annual Global Conference on Entrepreneurship and Technological Innovation, Mumbai, December 2011.
- Faculty Counsellor, Doctoral Consortium, PACIS, Vietnam, July 2012.
- Track Chair, IS Strategy, Structure and Organizational Impacts, International Conference in Information Systems, Auckland, NZ, December 2014.
- Faculty Mentor for Junior Faculty and Doctoral Students, City University of Hong Kong Research Workshop, June 2014
- Faculty Mentor for Junior Faculty and Doctoral Students, City University of Hong Kong Research Workshop, June 2016
- Faculty Counselor, Doctoral Student Consortium, AMCIS 2016, San Diego
- Panelist, MISQ Author Workshop, AMCIS, San Diego, August 2016
- Panelist, MISQ Author Workshop, ICIS, Dublin, December 2016.
- Panelist, MISQ Author Development Workshop, AMCIS, Boston, August 2017
- Panelist, MISQ Reviewer Development Workshop, ICIS, Seoul, December 2017.
- Panelist, MISQ Author Development Workshop, AMCIS, New Orleans, August 2018
- Panelist, MISQ Reviewer Development Workshop, ICIS, San Francisco, December 2018.
- Panelist, MISQ Author Development Workshop, AMCIS, Cancun, August 2019

Service to RPI

- 1) *Chair, AACSB Reaccreditation Committee, Summer 2010 – Summer 2011*
- 2) *Lally School Committees*

- a) Undergraduate Committee, Lally School of Management, Fall 1997, Spring 1998.
- b) Chair, Faculty recruitment committee, Lally School of Management, 1998, 1999, 2000, 2001, 2011
- c) Lally School Dean Search Committee, 2001
- d) Lally School Doctoral Programs Committee 2003, 2004, 2012, 2103, 2014
- e) Chair, IT oversight Committee, 2003, 2004
- f) Lally School Graduate Programs Committee, 2002, 2003, 2012, 2013, 2014
- g) Lally School India Initiatives Task Force, 2008, 2009, 2014
- h) Student Recruitment Committee, 2011, 2012, 2013, 2014
- i) Lally School Student Recruitment Committee, 2011-till date

3) *University Committees and Task Forces*

- j) Curriculum development task force for the MS/IT program, Fall 1998.
- k) IT Research Board, 1999, 2000, 2001
- l) Curriculum Committee for MS/IT Program, 2002, 2003, 2004.
- m) IT Leadership Council, 2002
- n) Search Committee for the Vice President for Research, 2004
- o) Member, Faculty Senate, RPI, 2007-2008.
- p) University Wide Curriculum Committee, 2008, 2009
- q) University Wide Promotion and Tenure Committee, 2009, 2010, 2011, 2012.
- r) Search Committee, Dean of Science, 2014
- s) Steering Committee, Institute for Data Exploration and Applications
- t) Leadership Team for Cognitive and Immersive Systems Laboratory
- u) Strategic IP Steering Committee

4) *Coordination/Advising Roles*

- v) Area Coordinator, Marketing, Operations and Information Systems, 2009- till date
- w) MIS Concentration Advisor for Lally school, 1996 – to date
- x) MIS Concentration advisor for BS/IT program, 1998 – to date
- y) MIS Concentration advisor for MS/IT program, 2000 – to date

PROFESSIONAL MEMBERSHIP

- Decision Sciences Institute
- INFORMS
- Association for Information Systems
- Academy of Management.
- APICS