

## **M. S. Krishnan**

**Associate Dean, Executive Programs  
Accenture Professor of Computer Information Systems and Professor of  
Technology and Operations,  
Stephen M. Ross School of Business,  
University of Michigan, Ann Arbor.**

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### **EDUCATION**

Ph.D. in Industrial Administration, December 1996  
Graduate School of Industrial Administration  
Carnegie Mellon University, Pittsburgh, PA  
*Thesis: Cost and Quality Considerations in Software Product Management*

MS in Industrial Administration, 1993  
Graduate School of Industrial Administration  
Carnegie Mellon University, Pittsburgh, PA

Masters in Computer Application, 1987  
Department of Computer Science  
University of Delhi, New Delhi, India

Bachelor of Science (Mathematics Hons), 1984  
University of Delhi, New Delhi, India

### **HONORS AND AWARDS**

- Senior Faculty Research Award, Ross School of Business, 2008
- Selected by Optimize and InformationWeek as one of the four power thinkers on Business Technology, October 2004.
- Mary and Mike Hallman e-Business Fellowship 2000-2003, University of Michigan Business School.
- Selected by the American Society for Quality (ASQ) as one of the 21 voices of quality for the twenty-first century, January 2000
- IBM Faculty Research Fellowship, 1997-99
- Doctoral Dissertation Award, International Conference on Information Systems, 1997
- IBM Doctoral Research Fellowship (1992-1995)

- Doctoral Consortium, International Conference on Information Systems, Vancouver, British Columbia, Canada, 1994
- William Larimer Mellon Doctoral Fellowship, Carnegie Mellon University, 1991-1994
- National Merit Scholarship for post graduate studies, 1984-1987

## **RESEARCH FUNDING**

- \$50,000 Grant for C.K.Prahalad Initiative from UM President India Initiative Fund, 2014
- \$100,000 247Customer Grant to Center for Global Resource Leverage: India for Global BPO partnership, 2006.
- \$189,000 AT Kearney Grant to support joint research on CRM systems in B2B environments, 2002.
- \$40,000 Microsoft Research Grant to support research on .Net and web services experiences.
- \$25,000 Mary and Mike Hallman Research Fellowship from University of Michigan Business School, 2000, 2001.
- \$25,000 per year annual IBM Research Grant to support research on Metrics and Quality in Software Products, 1999, 2000.
- \$10,000 Research Grant from Center for International Business Education, University of Michigan Business School to support research on Indian software industry, 1999.
- \$25,000 IBM Research Grant to support research on Quality and Customer Satisfaction in Software Products, 1998.
- \$8,000 IBM Research Grant, 1997.

## **BOARD POSITIONS**

- Board Member, William Davidson Institute, 2013-present
- Member, Advisory Board, Gooru, 2011-present
- Co-Chair, Innovation Steering Committee, ICICI Bank, India, 2011-2014
- Member, Advisory Board, TVS Logistics, 2007-present
- Member, Advisory Board, Nextservices Ltd, 2005-present
- Member, Advisory Board, Marketics Inc, 2007-2011

## **TEACHING & ADMINISTRATION EXPERIENCE**

Accenture Professor of Computer Information Systems, Professor of Technology and Operations, Ross School of Business, University of Michigan, 2013-present

Associate Dean, Global Initiatives & Executive Education, Ross Business School, University of Michigan, July 2016 - June 2017.

Associate Dean, Global Initiatives, Ross Business School, University of Michigan, July 2014 - June 2016.

Joseph Handleman Professor of Information Systems and Innovation, Ross School of Business, University of Michigan, 2010-2013.

*Hallman Fellow and Professor*, Business Information Technology, 2004- 2010. Stephen M. Ross School of Business, University of Michigan, Ann Arbor, Michigan. Courses taught at Michigan: MBA Electives, BBA Electives, PhD seminars and Executive Education.

*Hallman Fellow and Associate Professor*, Computer Information Systems, University of Michigan Business School, Ann Arbor, Michigan, September 2000 to June 2004.

*Assistant Professor*, Computer Information Systems, University of Michigan Business School, Ann Arbor, Michigan, September 1997 to July 2000.

*Lecturer*, Computer Information Systems, University of Michigan Business School, Ann Arbor, Michigan, September 1996 to August 1997.

#### **PhD THESIS COMMITTEE**

PhD Area Coordinator, BIT Department, University of Michigan Business School 2001-2003

#### **PhD Dissertation Chair at the Ross School of Business**

1. Ramanath Subramanyam, 2003
2. Neveen Farag, 2004
3. Sunil Mithas, 2005
4. Narayan Ramasubbu, 2006
5. Jonathan Whitaker, 2007
6. Sanjeev Kumar, 2008
7. Ali Tafti, 2009
8. Sajeev Cherian, 2011
9. Min-Seok Pang, 2011
10. Terrence Saldanha, 2012
11. Suresh Malladi, 2014
12. Ajit Sharma, 2015

#### **PhD Thesis Committee Member**

1. Don Harter, Carnegie Mellon University
2. Anand Gopal, Carnegie Mellon University
3. Ying Yuanping, Marketing PhD Student, University of Michigan, 2006
4. Xin Zhao, School of Computer Science, University of Michigan, 2006-07
5. Wenjing Shen, OMS PhD Candidate, Ross School of Business, 2008
6. Sanghee Lim, Technology and Operations PhD Candidate, Ross School of Business, 2012

#### **ADMINISTRATIVE EXPERIENCE**

1. Faculty Co-Director with Professor C.K.Prahalad, India Center, Ross Business School, 2003-2006.
2. Faculty Director, C.K.Prahalad Initiative, Ross Business School, 2011-2014
3. Faculty Director, India Initiative, Ross Business School, 2011-2014
4. Associate Dean Global Initiatives, Ross Business School, June 2014-

#### **BUSINESS EXPERIENCE**

C-DOT (Center for Development of Telematics), New Delhi, India. July 1987-December 1990; Software Engineer (1987-89), Senior Engineer (1989-90).

Software Moguls (India) Ltd. NOIDA, New Delhi, India. (Consulting for Software Moguls Inc., Minneapolis, Minnesota). January 1991-August 1991.

#### **REFEREED ACADEMIC RESEARCH PUBLICATIONS**

1. “Research Note -Information Technology, Customer Satisfaction and Profit: Theory and Evidence” with Sunil Mithas and Claes Fornell, *Information Systems Research*, (27) 1, February 2016.
2. “Leveraging Customer Involvement for Fueling Innovation: The Role of Relational and Analytical information Capabilities” with Terence Saldanha and Sunil Mithas, Forthcoming in *Management Information System Quarterly*.
3. “Do CIO IT Budgets Explain Bigger or Smaller Governments? – Theory and Evidence from U.S. State Governments” with Min-Seok Pang and Ali Tafti, *Management Science*, Vol 62, No 4, April 2016, pp 1020-1041
4. “Information Technology and Administrative Efficiency in U.S. State Governments – A Stochastic Frontier Approach,” With Min-Seok Pang and Ali Tafti, *MIS Quarterly* (38:4) pp. 1079-1101, 2014.

5. "Organizational Adoption of Web 2.0 Technologies: An Empirical Analysis," with Terrence Saldanha *Journal of Organizational Computing and Electronic Commerce*, Volume 22, No 4, November 2012, pp 301-333.
6. "In Search of Efficient Flexibility: Effects of Software Component Granularity on Development Effort, Defects and Customization Effort" with R. Subramanyam, N. Ramasubbu, *Information Systems Research*, Vol 23, No 3, September 2012, pp 787-803.
7. "The Effect of Information Technology Enabled Flexibility on Formation and Market Value of Alliances" with Ali Tafti and Sunil Mithas, *Management Science*, Vol 59, No 1, 2013, pp 207-225.
8. "Does Complexity Deter Customer Focus?" with Sendil Ethiraj and N. Ramasubbu, *Strategic Management Journal*, Vol 33, No 2, pp 137-161, February, 2012.
9. "Role of Organizational Learning and Firm Capabilities in Onshore and Offshore Business Process Outsourcing," J. Whitaker, S. Mithas and Sanjeev Kumar, *Journal of Management Information Systems*, 2011, pp 11-42.
10. "From Association to Causation Via a Potential Outcomes Approach" with Sunil Mithas, *Information Systems Research*, June 2009, Vol. 20, Issue 2, pp. 295-313.
11. "Work Dispersion, Process Based Learning, and Offshore Software Development Performance," with Narayan Ramasubbu, Sunil Mithas and Chris Kemerer, *MIS Quarterly*, Vol. 32, No. 2, pp. 437-458, June 2008.
12. "Human Capital and Institutional Effects in the Compensation of Information Technology Professionals in the United States," with Sunil Mithas, *Management Science*, March 2008, pp. 415-428.
13. "Customer Satisfaction and Customer Involvement in Co-located Software Projects," with Ramanath Subramanyam, forthcoming in *Communications of the ACM*.
14. "Editorial Overview: Digitally Enabled Extended Enterprise in a Global Economy," with Arun Rai and Bob Zmud, *Information Systems Research*, Vol. 18, No. 3, September 2007.
15. "High-tech, High-touch: Effect of Employee Skills and Customer Heterogeneity on Customer Satisfaction with Enterprise System Support Services," with Sunil Mithas and Narayan Ramasubbu, *Decision Support Systems*, Vol. 44 (2008), pp. 509-523.

16. "A Field Study of RFID Deployment and Return Expectations," with J. Whitaker and S. Mithas, *Production and Operations Management*, Vol. 16, No. 5, September-October 2007.
17. "Information Technology and Autonomy-Control Duality: Towards a Theory" with A. Tafti and S. Mithas, *Information Technology Management*, Vol. 8, No. 2, March 2006.
18. "Designing Web Sites for Customer Loyalty Across Business Domains: A Multi Level Analysis," with Sunil Mithas, Narayan Ramasubbu, and Claes Fornell, *Journal of Management Information Systems*, Vol. 23, No. 3, Winter 2006-07, pp. 97-127.
19. "Do CRM Systems Cause One-to-One Marketing Effectiveness," with Sunil Mithas and Daniel Almirall, *Statistical Science*, Vol. 21, No. 2 (2006), pp. 223-233.
20. "Market Alignment of Product Variety in the Software Industry: Metrics and Managerial Implications," with Mary C. Meyer, Venkat Ramaswamy, and Paul Damien, forthcoming in *The International Journal of Services and Operations Management*. Kluwer Publication, 2006.
21. "Customer Satisfaction and Stock Prices: High Returns, Low Risk," with Claes Fornell, Sunil Mithas and Forrest Morgeson, *Journal of Marketing* (70) 2006, pp. 3-14, January 2006.
22. "The Personalization Privacy Paradox: An Empirical Evaluation of Information Transparency and the Willingness to be profiled online for customization," with Neveen Farag, *MIS Quarterly*, Vol 30, No1, pp 13-28 January 2006.
23. "Antecedents and consequences of CRM systems in business to consumer environment: Evidence from US", with Sunil Mithas and Claes Fornell, *Journal of Marketing*, October 2005.
24. "The Impact of Institutional Effects on Software Metrics Programs: A Structural Equation Model," with A. Gopal and Tridas Mukhopadhyay forthcoming in *IEEE Transactions on Software Engineering*, Vol. 31, No. 8, pp. 679-694, August 2005.
25. "Leveraging Global Resources: A Process Maturity Framework for Managing Distributed Software Product Development," with Narayan Ramasubbu, Prasad Kompalli, *IEEE Software*, Vol. 22, No. 3, pp. 80-86, May/June 2005.
26. "Where Do Capabilities Come From and How Do They Matter? A Study in the Software Services Industry," with Sendil K. Ethiraj, Prashant Kale and Jitendra V. Singh, in *Strategic Management Journal*, Vol. 26, Issue 1, pp. 25-45, January 2005.

27. "Quality Dimensions in e-Commerce Software Tools: An Empirical Analysis of North American and Japanese Markets," with R. Subramanyam forthcoming in *Journal of Organization Computing and Electronic Commerce*, Vol. 14, No. 4, pp. 223-241, 2004.
28. "A Decision Model for Software Maintenance," with C. H. Kriebel and Mukhopadhyay, *Information Systems Research*, December 2004.
29. "The Action Relevant Description of States and its Implications for the Design and Choice of Information Structures," with Anitesh Barua, Charles H. Kriebel and Vasu Krishnamurthy, forthcoming in *Decision Support Systems*.
30. "Contracts in Offshore Software Development: An Empirical Analysis," A. Gopal, K. Sivaramakrishnan, Mayuram S. Krishnan and T. Mukhopadhyay, *Management Science*, December 2003.
31. "Dynamic Synchronization of Strategy and IT," with C.K. Prahalad, *Sloan Management Review*, July 2002.
32. "An Empirical Validation of CK Metrics for Object Oriented Design Complexity: Implications for Software Defects," with Ramanath Subramanyam, *IEEE Transactions on Software Engineering*, Vol. 29, No 4, pp. 297-310, April 2003.
33. "Measurement Programs in Software Development: Determinants of Success," with Anand Gopal and Tridas Mukhopadhyay, *IEEE Transactions on Software Engineering*, September 2002, Vol. 28, No. 9, pp. 863-875.
34. "Rapid Software Development through Team Collocation" with S. D. Teasley, L. Covi, and J.S. Olson, *IEEE Transactions on Software Engineering*, July 2002, Vol. 28, No. 7, pp. 671-683.
35. "The Role of Software Processes and Communication in Offshore Software Development: A Field Study," with A. Gopal, and T. Mukhopadhyay, *Communications of the ACM*, April 2002, Vol. 45, No. 4, pp. 193-200.
36. "Effects of Process Maturity on Quality, Cycle Time, and Effort in Software Product Development" with Donald Harter and Sandra Slaughter, *Management Science*, April 2000, Vol. 46, No. 4, pp. 451-466.
37. "An Empirical Analysis of Productivity and Quality in Software Products," with S. Kekre, C. H. Kriebel, T. Mukhopadhyay, *Management Science*, Vol. 46, No. 6, June 2000, pp. 745-759.
38. "Software Process Models and Project Performance," with Tridas Mukhopadhyay and Dave Zubrow, *Information Systems Frontiers*, Vol. 1, No. 3, October, 1999.

39. "The New Meaning of Quality in the Information Age," with C. K. Prahalad *Harvard Business Review*, September-October, 1999.
40. "Measuring Process Consistency: Implications for Reducing Software Defects," with M. I. Kellner, *IEEE Transactions on Software Engineering*, Vol. 25, No. 6, November-December, 1999, pp. 800-815.
41. "Customer Satisfaction for Financial Services: The Role of Products, Services and Information Technology," with Mary M. Meyer, Venkat Ramaswamy, and Paul Damien, *Management Science*, Vol. 45, No. 9, September, 1999.
42. "An Empirical Analysis of Customer Satisfaction for Intranet Marketing Systems," with V. Ramaswamy, *Decision Support Systems*, Vol. 24, No. 1, 1999.
43. "Evaluating the Cost of Software Quality," with Sandra Slaughter and Don Harter, *IEEE Engineering Management Review*, Vol. 26, No. 4, Winter 1999. Reprinted with permission from ACM.
44. "Evaluating the Cost of Software Quality," with Sandra Slaughter and Don Harter, *Communications of the ACM*, Vol. 41, No. 8, August, 1998.
45. "The role of team factors in software cost and quality: An empirical analysis," *Information Technology and People*, Vol. 11, No. 1, January 1998.
  - a. \*This article received the Citation of Excellence award from the UK-based ANBAR Hall of Excellence.
46. "Drivers of Customer Satisfaction for Software Products: Implications for Design and Service Support," with S. Kekre and K. Srinivasan, *Management Science*, September, 1995.

## BOOKS

1. "The New Age of Innovation: Driving Cocreated Value Through Global Networks," C. K. Prahalad and M. S. Krishnan, McGraw-Hill, April 2008.

## OTHER PUBLICATIONS

1. "A Strategic HR Differentiator: Technology and Information Management Part-1," M.S.Krishnan, Wayne Brockbank, Dave Ulrich, Jon Younger and Mike Ulrich, *TMTC Journal of Management*, Tata Management Training Center, October 2012, pp 1-10.
2. "A Strategic HR Differentiator: Technology and Information Management Part-2," M.S.Krishnan, Wayne Brockbank, Dave Ulrich, Jon Younger and Mike Ulrich, *TMTC Journal of Management*, Tata Management Training Center, January 2013, pp 9-16.



3. "The Importance of IT-Enabled Flexibility in Alliances," Ali Tafti, Sunil Mithas and M.S.Krishnan, *Sloan Management Review*, Vol 54, No 3, pp 13-14, Spring 2013.
4. "Technology Proponent" Book Chapter in "HR From the Outside In: The Next Era of Human Resources Transformation," by Dave Ulrich and Wayne Brockbank, McGraw-Hill 2012 Forthcoming.
5. "Ecosystem Innovation" Wall Street Journal, June 6, 2011.
6. "Ross Business School Case study: American Express", Financial Times, May 18, 2011.
7. "Times of Innovation: Solving India's Problems Presents Management Aspirants an Exciting Opportunity," *Business Today* (India), October 3, 2010.
8. "Evolution of the Indian Software Industry: The Emerging Model of Mobilizing Global Talent," with Narayan Ramasubbu and Ramanath Subramanian, in *Indian Economic Super Power, Fiction or Future*, (eds) Jayashankar M. Swaminathan, World Scientific Series on 21<sup>st</sup> Century Business, March 2009.
9. "Global CIO: Satyam Scandal Isn't the End of Indian Outsourcing," *InformationWeek*, January 13, 2009.
10. "How Offshore Outsourcing Affects Customer Satisfaction," with Jonathan Whitaker and Claes Fornell, *Wall Street Journal*, September 13, 2008.
11. "Future of KPO (Knowledge Process Outsourcing)" *Global Services*, December 2007.
12. "Moving Beyond Alignment: IT Grabs The Baton," with N. Dayasindhu and J. Shivshankar, *Optimize*, April 2007.
13. "A Potential Outcomes Approach to Assess Causality in Information Systems Research," with S. Mithas and D. Admiral in: *Economics, Information Systems and Electronic Commerce Research II: Advanced Empirical Methodologies*, R.J. Kauffman and P.P. Tallon (eds.), ME Sharpe, Forthcoming.
14. "Managing Call Center Capabilities," with Jonathan Whitaker, forthcoming in *Offshore Outsourcing Newsletter*, February 2005.
15. "Building Blocks of Global Competition," with C.K.Prahalad, *Optimize*, September 2004.
16. "Business Advantages Flow with XML," with Greg Muscarella and Harry Ault, *Optimize*, November 2003.

17. “Customer Relationships: Technology/Customer Disconnect,” with C.K. Prahalad and Sunil Mithas, *Optimize*, December 2002.
18. “Manager as Consumer: The Essence of Agility,” with C.K. Prahalad and Venkat Ramaswamy, *Optimize*, September, 2002.
19. “Shape of Things to Come: The Emerging Competition for Information Architecture and the role of Line Managers” with C.K. Prahalad, pp. 52-60, *Optimize*, February, 2002.
20. “Consumer Centricity,” with C. K. Prahalad and Venkat Ramaswamy, *InformationWeek*, April 10, 2000, pp. 67-76.
21. “Managing Variety in Software Features,” with Sunder Kekre, Tridas Mukhopadhyay and Kannan Srinivasan, *Product Variety Management: Research Advances*, (ed) Chris Tang and Teck Ho, Kluwer Publications, 1998.
22. “Cost, Quality and Customer Satisfaction of Software Products: A Field Study” with S. Kekre, C. H. Kriebel, T. Mukhopadhyay, M. Kellner and K. Srinivasan, *Practices in Quality Management*, edited by Uday Karmarkar and Phill Lederer, Kluwer Publications, 1997.

#### **RESEARCH PAPERS UNDER REVIEW**

1. Saldanha, T., Sahaym, A., Krishnan, M.S.. “An Empirical Examination of the Role of Enterprise Social Systems in Firm Innovation: A Contingency Perspective”, under 1st round review at *Journal of Information Technology*.
2. Melville, N., Saldanha, T., Rush, D., Krishnan, M.S.. “Digital Responses to Green Demands: Antecedents and Impacts of Information Systems for Carbon Accounting”, under 1st round review at *Accounting, Organizations, and Society*.

#### **RESEARCH IN PROGRESS**

1. “Who hath the crystal ball? Antecedents of advanced analytics usage within firms: An empirical analysis,” with Ajit Sharma and Yan Huang
2. “Innovative or Conservative? Betting on Technological Innovations in an Open Innovation Funnel: An Empirical analysis of idea selection.” With Ajit Sharma, Yan Huang and Gautam Ahuja
3. Ajit Sharma, Yan Huang, M.S.Krishnan, “Learning in a Disruptive Customer Engagement Platform in the Banking Industry: An Empirical Analysis,”

4. “Determinants of Usage Variations in Business Intelligence and Analytics in Organizations: An Empirical Analysis,” with Suresh Malladi
5. “Leveraging IT for Business Innovation: Implications for the Role of the CIO,” with Terrence Saldanha.
6. “Cloud Computing Adoption and its Implications for CIO Strategic Focus” with Suresh Malladi
7. “The role of project manager’s characteristics and training on project performance in software: An empirical analysis,” with Terrence Saldhana, Ramanath Subramanyam and Narayan Ramasubbu.
8. “Impact of SOA Adoption on Electronic Supply Chains,” with Sanjeev Kumar.
9. “System Customization Capability and Product Life Cycle Management,” with Narayan Ramasubbu.

#### CONFERENCE PROCEEDINGS

1. “Cloud Computing Adoption and its Implications for CIO Strategic Focus” with Suresh Malladi, International Conference on Information Systems, December 2012, Orlando, Florida.
2. Terrence Saldhana and M.S.Krishnan, “Social Networks and Innovation: The role of Emerging Technologies” Conference on Information Systems and Technology, October 10-11, 2009, INFORMS Meeting.
3. Sanjeev Kumar and M.S. Krishnan “Impact of SOA Adoption on Electronic Supply Chain Performance,” International Conference on Information Systems, Montreal, Quebec, Canada, December 9-12, 2007. **Nominated for the best paper award.**
4. Ali Tafti, Sunil Mithas and M.S.Krishnan, “Complementarities between Information Technology and Human Resources Practices in Knowledge Work,” International Conference on Information Systems, Montreal, Quebec, Canada, December 9-12, 2007. **Nominated for the best paper award.**
5. Sanjeev Kumar and M.S. Krishnan “Impact of SOA Adoption on Electronic Supply Chain Performance,” Hawaii International Conference on Information Systems, January 6, 2007. **Nominated for the best paper award.**
6. Sanjeev Kumar and M.S. Krishnan, “Impact of SOA Adoption on Electronic Supply Chain Performance,” Conference on Information Systems and

- Technology, November 3-4, 2007, INFORMS Meeting, Seattle, Washington.  
**(Nominated for the best doctoral student paper and won the award.)**
7. Ali Tafti and M.S. Krishnan, "Effect of IT Investments in Mergers and Acquisitions in the US banking Industry," Conference on Information Systems and Technology, November 3-4, 2007, INFORMS Meeting, Seattle, Washington.
  8. Ramasubbu, N., Subramanyam, R., Mithas, S., and Krishnan, M.S. "On the Value of Code Inspections for Software Project Management: An Empirical Analysis," in: *Americas Conference on Information Systems*, R. Sabherwal and R. Watson (eds.), Association for Information Systems, Acapulco, Mexico, 2006.
  9. Whitaker, J., Mithas, S. and Krishnan, M.S. "Antecedents of Onshore and Offshore Business Process Outsourcing," in: *Proceedings of the 26th International Conference on Information Systems*, D. Avison and D. Galletta (eds.), Association for Information Systems, Las Vegas, Nevada, 2005, pp. 85-96.  
**Nominated for the best paper award.**
  10. Whitaker, J., Mithas, S. and Krishnan, M.S. "Antecedents of Onshore and Offshore Business Process Outsourcing," *Proceedings of the 10th Annual INFORMS Conference on Information Systems and Technology*, CIST, San Francisco, California, 2005.
  11. Narayan Ramasubbu, M.S. Krishnan, "An empirical investigation of knowledge partitioning in offshore software development", *Proceedings of the first International Conference on Management of Globally Distributed Work (GDW)*, Bangalore, India, 2005.
  12. Narayan Ramasubbu, M.S. Krishnan, "A distributed process maturity framework for software product development", *Proceedings of the American Conference on Information Systems (AMCIS) 2005*, Omaha, Nebraska. **Nominated for the best paper award.**
  13. Sendil Ethiraj, Narayan Ramasubbu, M.S. Krishnan, "Does complexity affect innovation: An empirical analysis of communications software product development", *Proceedings of the Academy of Management (AOM) Annual Meeting 2005*, Hawaii.
  14. "Effect of Customer Relationship Management Systems on Customer Satisfaction: An Empirical Analysis," with Sunil Mithas, and Claes Fornell. Scheduled for presentation at American Marketing Association (AMA) Winter Educators' Conference 2005, San Antonio, Texas.

15. "Causal Effect of CRM Systems on Cross Selling Effectiveness and Sales-force Productivity by Bounding a Matching Estimator," with Sunil Mithas, Proceedings of the Ninth INFORM Conference on Information Systems and Technology (CIST) 2004, Denver, Colorado. **(Nominated for the best conference paper award and won the best doctoral student paper award.)**
16. "Effect of Quality Management Practices In Distributed Offshore Software Development: An Empirical Analysis", with N. Ramasubbu, M. S. Krishnan and Chris F. Kemerer, forthcoming in Academy of Management (AOM), New Orleans, Louisiana, 2004.
17. "Information Technology Management and Firm Performance: An Empirical Analysis of Mediating Influences", with Sunil Mithas, Narayanasamy Ramasubbu and V. Sambamurthy, INFORMS CIST 2003, Atlanta, October 18-19, 2003.
18. "Effect of Website Characteristics on Consumer Loyalty: A Multi Level Analysis," with Sunil Mithas, Narayanasamy Ramasubbu and Claes Fornell, ICIS 2003 Proceedings, Seattle, Washington, December 2003.
19. "Online Purchase Decision: A Model for Consideration Set Formation and Buyer Conversion Rate," with Neveen Farag and Michael Smith, ICIS 2003 Proceedings, Seattle, Washington, December 2003.
20. "Determinants of Inspection Effectiveness in Software Development: An Empirical Analysis," with S. Mithas and R. Subramanyam, proceedings of the 22<sup>nd</sup> International Conference on Information Systems, Dec 17-19, 2001, New Orleans, Louisiana.
21. "Business Value of IT-Enabled Call Centers: An Empirical Analysis," with R. Subramanyam, proceedings of the 22<sup>nd</sup> International Conference on Information Systems, Dec 17-19, 2001, New Orleans, Louisiana.
22. "Making the Software Factory Work: Lessons from a Decade of Experience" with H. P. Siy, J. D. Herbsleb, A. Mockus, and George T. Tucker, proceedings of Seventh International Software Metrics Symposium (METRICS 2001), April 4-6, 2001, London, England.
23. "How does radical collocation help a team succeed?," Teasley, S. D., Covi, L., Krishnan, M. S., & Olson, J. S. (2000). Proceedings of the ACM Conference on Computer-Supported Cooperative Work (pp. 339-346), Philadelphia, Pennsylvania.

24. "The Life Cycle Effects of Software Process Improvement: A Longitudinal Analysis" with D. E. Harter and S. A. Slaughter, *Proceedings of the International Conference on Information Systems (ICIS)*, Helsinki, Finland, December 1998.
25. "Benefits of CMM-Based Process Improvements for Support Activities: An Empirical Study," with Donald Harter and Sandra Slaughter, *Proceedings of the Association of Information Systems Conference*, 1998.
26. "Determinants of Service Quality in Software Support: An Empirical Analysis," *Electronic Proceedings of CASCON'95*, Technical conference sponsored by IBM Canada, Toronto, Canada, 1995.
27. "Software Release Strategies: A Business Perspective," *Electronic Proceedings of CASCON'94*, Technical conference sponsored by IBM Canada, Toronto, Canada, 1994.
28. "Drivers of Customer Satisfaction in Software," *Proceedings of CASCON'92*, Technical conference sponsored by IBM Canada, Toronto, Canada 1992.

#### **INVITED PROFESSIONAL PRESENTATIONS**

1. "Cloud Computing and Ecosystem Innovation," Business Seminar Organized by UM Ross Business School Michigan Alumni Chapter, April 19, 2012.
2. "New Age of Innovation," YPO Business Seminar, UM President's Office, October 2011.
3. "Flexibility in IT Architecture: Implications for Innovation and Business Value," March 27, 2009, Krannert School of Business, Purdue University.
4. "Does Complexity affect Innovation: An Empirical Analysis of Communications Software Product Development," with Sendil Ethiraj and N. Ramasubbu presented at
  - a. Tepper School of Management, Carnegie Mellon University, Pittsburgh, Pennsylvania, October 18, 2005.
  - b. R.H. Smith School of Business, University of Maryland, November 10, 2006.
  - c. The Paul MeRage School of Business, University of California-Irvine, May 2007.
5. "Quality and Customer Experience in Global IT Services," Presented at the Annual Chennai SPIN (Software Process Improvement Network), February 24, 2006, Chennai, India.

6. "Effect of IT Investments on Customer Satisfaction: An Empirical Analysis" with Sunil Mithas and Claes Fornell presented at the Stern School of Business, NYU, New York, New York, November 10, 2005.
7. "Does Complexity affect Innovation: An Empirical Analysis of Communications Software Product Development," with Sendil Ethiraj and N. Ramasubbu presented at the Tepper School of Management, Carnegie Mellon University, Pittsburgh, Pennsylvania, October 18, 2005.
8. "Globalization of IT Industry," presented to the forum on Global IT outsourcing organized by Ann Arbor Chapter of Women in Computing and Ann Arbor IT Zone, April 22, 2004.
9. "Determinants of Price in Custom Software: A Hedonic Analysis of Offshore Development Projects" STIET Research Seminar, School of Information, University of Michigan, March 11<sup>th</sup>, 2004.
10. "Synchronizing IT and Business Strategy," Michigan Business School Annual Business Conference, Ann Arbor, Michigan, October 17, 2003.
11. "Making it Happen: Managing Career and Research in Information Systems," Senior Faculty Panel Discussion, Second Big 10 Research Symposium, Fisher School of Business, Ohio State University, Columbus, Ohio, May 2-3, 2003.
12. "Contract Management in Offshore IT Outsourcing," W. P. Carey School of Business, Arizona State University, Tempe, Arizona, March 21, 2003.
13. "Role of Customer involvement in Software Product Development," Hosmer Lunch Research Series, University of Michigan Business School, Ann Arbor, Michigan, February 11, 2003.
14. "Effect of IT Investments on Customer Satisfaction: An Empirical Analysis," Michigan State University, Lansing, Michigan, February 12, 2003.
15. "Offshore Software Outsourcing: New Opportunities and Challenges," Outsourcing Council, Conference Board, New York, New York, May 1, 2002.
16. "Contract Choices in Offshore Software Development: An Empirical Analysis," Fisher School of Business, Ohio State University, Columbus, Ohio, April 12, 2002.
17. "Information Infrastructure Capabilities: Strategic Advantage or Strategic Impediment," Information Systems Executive Forum, University of Michigan Business School, Ann Arbor, Michigan, March 15, 2002.

18. "Contracts in Offshore Software Development in India," William Davidson Institute India Conference, University of Michigan Business School, Ann Arbor, Michigan, September 22, 2001.
19. "Design Metrics and Quality in Object Oriented Software" Hosmer Lunch Research Series, University of Michigan Business School, Ann Arbor, Michigan, March 2001.
20. "Quality in e-Business Infrastructure," Internet Technology Seminar, Intel, San Francisco, California, August 9, 2000.
21. "Product and Service Attributes in Software Quality: An Empirical Analysis," University of Texas, Austin, Texas, March 3, 2000.
22. "Strategies for Managing Software Quality," Institute for Financial Management and Research, Chennai, India, November 24, 1999.
23. "Business Value of CMM: An Empirical Analysis," Hughes Software Systems, New Delhi, India, November 9, 1999.
24. "Information Infrastructure for e-Business" e-Business conference organized by IBM Global Services, Armonk, New York, August 9-10, 1999.
25. "Software Process Improvement: Business Impact and Challenges," Information Systems Solutions Delivery Group, Ford Motor Company, Dearborn, Michigan, January 15, 1999.
26. "Cost and Quality Drivers in Software Products," Bell Labs, Lucent Technology, Chicago, Illinois, May 29, 1997.
27. "Cost and Quality Drivers in Software Products," Software Integrity Research Center, NORTEL Technology, Kannata, Ontario, Canada, November 17, 1997.
28. "Managing Product Variety: An Information Systems Perspective," with S. Kekre, T. Mukhopadhyay, and K. Srinivasan, The John Anderson Graduate School of Management, UCLA, Los Angeles, California, February 1, 1997.
29. "Metrics in Software Engineering," 8<sup>th</sup> Fall Conference on Managing Advanced Information Technologies, School of Management, Syracuse University, Syracuse, New York, October 17-19, 1996.
30. "Cost and Quality Considerations in Software Product Management," presented at the following universities:
  - Pennsylvania State University, State College, Pennsylvania, March, 1996.
  - University of Texas, Austin, March, 1996.
  - University of Michigan Business School, Ann Arbor, Michigan March, 1996.



- Case Western Reserve University, Cleveland, Ohio, February, 1996.
- Stanford University, January, 1996.
- Georgia Institute of Technology, Atlanta, Georgia, January, 1996.
- University of Maryland, College Park, Maryland, November, 1995.

## CONFERENCE PRESENTATIONS

1. "Resolving Technology-Customer Disconnect: An Empirical Analysis". With M. S. Krishnan. Workshop on Information System Economics (WISE) 2003, Seattle, Washington.
2. "Effect of Website Characteristics on Consumer Loyalty: A Multilevel Analysis". With N. Ramasubbu, M. S. Krishnan and Claes Fornell, International Conference on Information Systems (ICIS), Seattle, Washington, 2003.
3. "Information Technology Management and Firm Performance: An Empirical Analysis of Mediating Influences", with Sunil Mithas, Narayanasamy Ramasubbu and V. Sambamurthy, INFORMS CIST 2003, Atlanta, Georgia, October 18-19, 2003.
4. "Lean Processes for Software Development and the Role of Customer Involvement," with R. Subramanyam and D. Harter, Fourteenth Annual Workshop on Information Systems Economics, Barcelona, Spain, 2002.
5. "Effect of IT Investments on Customer Satisfaction: An Empirical Analysis" with Sunil Mithas and Claes Fornell, Fourteenth Annual Workshop on Information Systems Economics, Barcelona, Spain, 2002.
6. "Determinants of Inspection Effectiveness in Software Development: An Empirical Analysis," with S. Mithas and R. Subramanyam, proceedings of the 22<sup>nd</sup> International Conference on Information Systems, Dec 17-19, 2001, New Orleans, Louisiana.
7. "Business Value of IT-Enabled Call Centers: An Empirical Analysis," with R. Subramanyam, proceedings of the 22<sup>nd</sup> International Conference on Information Systems, Dec 17-19, 2001, New Orleans, Louisiana.
8. "Making the Software Factory Work: Lessons from a Decade of Experience" with H. P. Siy, J. D. Herbsleb, A. Mockus, and George T. Tucker, proceedings of Seventh International Software Metrics Symposium (METRICS 2001), April 4-6, 2001, London, England.
9. Teasley, S. D., Covi, L., Krishnan, M. S., & Olson, J. S. (2000). How does radical collocation help a team succeed? Proceedings of the ACM Conference on

- Computer-Supported Cooperative Work (pp. 339-346), Philadelphia, Pennsylvania.
10. Paper Discussant, Eleventh Annual Workshop on Information Systems Economics, Charlotte, North Carolina, 1999.
  11. Paper Discussant, Ninth Annual Workshop on Information Systems Economics, Atlanta, Georgia, 1997.
  12. "The Life Cycle Effects of Software Process Improvement: A Longitudinal Analysis" with Donald E. Harter and Sandra A. Slaughter, International Conference on Information Systems (ICIS), Helsinki, Finland, December 1998.
  13. "Benefits of CMM-Based Process Improvements for Support Activities: An Empirical Study," with Donald Harter and Sandra Slaughter, AIS Conference, August, 1998.
  14. "Interrelationship among Cost, Quality and Cycle-Time in Software Products," with Donald Harter and Sandra Slaughter, Workshop in Information Systems Economics, 1997, Atlanta, Georgia, December, 1997.
  15. "Drivers of Customer Satisfaction in Financial Services: Implications for Product Offerings and Service Delivery," with Mary. M. Meyer, Venkat Ramaswamy, and Paul Damien, INFORMS conference, Dallas, Texas, October 27, 1997.
  16. "An Empirical Model of CMM Process KPA Value," with M. Kellner, Software Engineering Process Group Conference, Atlantic City, New Jersey, May 20-23, 1996.
  17. "Drivers of Life-cycle Cost and Quality in Software Products: An Empirical Analysis," Workshop in Information Systems Economics, 1995, London School of Business, London, United Kingdom, December, 1995.
  18. "Drivers of Life-cycle Cost and Quality in Software Products: An Empirical Analysis," Tenth COCOMO Software Cost Estimation Conference, Software Engineering Institute, Pittsburgh, Pennsylvania, October, 1995.
  19. "Cost of Quality in Software Products: An Empirical Analysis," with S. Kekre, C. H. Kriebel, T. Mukhopadhyay and M. Kellner, AIS Conference, Pittsburgh, Pennsylvania, August, 1995.
  20. "Total Quality Initiatives in Software Project Management," ICIS-94 Doctoral Consortium, Vancouver, British Columbia, December, 1994.
  21. "Drivers of Customer Satisfaction in Software Products: Implications for Design and Service Support," with S. Kekre and K. Srinivasan, ORSA-TIMS Annual Meeting, Boston, Massachusetts, April, 1994.

22. “Cost, Quality and Customer Satisfaction in Software Products,” with S. Kekre, C. H. Kriebel, T. Mukhopadhyay and M. Kellner, Field Studies in Quality Management Conference, Simon School of Business, University of Rochester, Rochester, New York, March, 1993.

### **RESEARCH INTERESTS**

- Information Technology and Business Innovation
- Software Quality and Business Flexibility
- Business Value of IT Applications
- Information Infrastructure Management & IT Strategy

### **TEACHING INTERESTS**

- Information Technology and Innovation
- Information Infrastructure Management
- Analysis and Design of Business Systems
- Technology and Business Strategy

### **PROFESSIONAL SERVICE**

- Senior Editor for the *Information Systems Research* 2007-2009
- Associate Editor for the following academic research journals
  - Management Science (emeritus)
  - Information Systems Research (emeritus)
- Reviewer for the following journals
  - Sloan Management Review
  - Management Information Systems Quarterly
  - Communications of ACM
  - IEEE Transactions in Software Engineering
  - Journal of Empirical Software Engineering
  - Decision Support Systems
- Faculty Director, Ross Business Schools India Executive Programs.
- Co-Director. Center for Global Resource Leverage (India), University of Michigan Business School, since November 2003
- Co-Chair, Thirteenth Annual Workshop on Information Systems Economics 2001, New Orleans, Louisiana.
- Program Committee Member (role of Associate Editor), 22<sup>nd</sup> Annual International Conference on Information Systems, December 17-19, 2001, New Orleans, Louisiana.

- Program Committee Member (role of Associate Editor), 21<sup>st</sup> Annual International Conference on Information Systems, December 10-13, 2000, Brisbane, Australia.
- Program Committee Member (role of Associate Editor), Fifth Workshop on Empirical Studies of Software Maintenance (WESSM), September 3-4, 1999, Oxford, England, United Kingdom.
- Local Chair, Eleventh Annual Workshop on Information Systems Economics December 11-12, 1999, Charlotte, North Carolina.