

Dr. Rajiv Sabherwal

University of Missouri Curators Professor, and Emery C. Turner Professor of Information Systems
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Education

1985-1989 Doctor of Philosophy in Business Administration (Major: Information Systems), J.M. Katz Graduate School of Business, University of Pittsburgh.
1981-1983 Post Graduate Diploma in Management, Indian Institute of Management, Calcutta, India.
1976-1981 Bachelor of Engineering (Electronics), Regional Engineering College, Bhopal University, India.

Other Courses

2003-2004 Selected for, and participated in, University of Missouri Leadership Development Program.
August 1998 Attended *The Art and Craft of Discussion Leadership*, a seminar course on case method teaching, at Harvard Business School.
May 1998 Attended SAP R/3 course on *Logistics Information Planning*, and *Logistics Information Systems*.
May 1998 Attended SAP R/3 courses on *Customer Order Management Process*.
April 1998 Attended SAP R/3 courses on *Business Process Overview*.

Work Experience

2003- University of Missouri Curators¹ Professor (one of the first two Curators Professors appointed from any College of Business in the University of Missouri System), Emery C. Turner Professor of Information Systems (with tenure), and Director of Ph.D. Program in Business Administration (with Information Systems emphasis), University of Missouri-St. Louis.
2004 (6/15-7/14) Visiting Professor in the Department of Information Systems, National University of Singapore, Singapore.
2000-2003 Emery C. Turner Professor of Information Systems (with tenure), and Director of Ph.D. Program in Business (with Information Systems emphasis), College of Business Administration, University of Missouri-St. Louis.
1999-2000 *Associate Professor* (with tenure), College of Business, Florida State University, Tallahassee.
1994-1999 *Associate Professor* (with tenure), College of Business Administration, Florida International University, Miami.

¹ Appointed by the University of Missouri System Board of Curators, University of Missouri Curators Professor position is the highest academic position in the University of Missouri system. It is equivalent to a Regents Professor in some other university systems.

1988-1994	Assistant Professor, College of Business Administration, Florida International University, Miami.
1985-1988	Graduate Student Assistant, Graduate School of Business, University of Pittsburgh.
1983-1985	Assistant Systems Analyst and Manager, MicroProducts, ITC Ltd., Bangalore, India.
1983 (May-Aug)	Executive, Projects, Maruti Udyog Limited, New Delhi, India.

Refereed Journal Publications

1. "The Effect of Social Context on the Success of Knowledge Repository Systems," G-W. Bock, R. Sabherwal, and Q. ZhiJiang, *IEEE Transactions on Engineering Management*, forthcoming.
2. "Adoption of Information Systems Innovations by Individuals: A Study of Processes involving Contextual, Adopter, and Influencer Actions," by A. Jeyaraj and R. Sabherwal, *Information & Organization*, 2008, 18(3): 205-234.
3. "Antecedents and Consequences of Information Systems Planning Integration," by G. Kearns and R. Sabherwal, *IEEE Transactions on Engineering Management*, 54(4), November 2007: 628-643.
 - Honorable Mention for *IEEE Transactions on Engineering Management* Best Paper Award, 2007.
4. "How Do Knowledge Management Announcements Affect Firm Value? A Study of Firms Pursuing Different Business Strategies," by R. Sabherwal and S. Sabherwal, *IEEE Transactions on Engineering Management*, 54(3), August 2007: 409-422.
5. "Strategic Alignment Between Business and Information Technology: A Knowledge-Based View of Behaviors, Outcome, and Consequences," by G. Kearns and R. Sabherwal, *Journal of MIS*, 23(3), Winter 2007: 129-162.
6. "Information System Success: Individual and Organizational Determinants," by R. Sabherwal, A. Jeyaraj, and C. Chowa, *Management Science*, 52(12), 2006: 1849-1864.
7. "Antecedents and Outcomes of Strategic IS Alignment: An Empirical Investigation," by Y.E. Chan, R. Sabherwal, and J. Thatcher, *IEEE Transactions on Engineering Management*, 53(1), 2006: 27-47.
8. "Knowledge Management using Information Technology: Determinants of Impact on Firm Value," R. Sabherwal, and Sabherwal, S., *Decision Sciences*, 36(4), 2005: 531-567.
 - One of the five finalists for the Decision Sciences best paper award for 2005.
9. "Integrating Specific Knowledge: Insights from the NASA-Kennedy Space Center," by R. Sabherwal and I. Becerra-Fernandez, *IEEE Transactions on Engineering Management*, 52(3), 2005: 301-315.
10. "Knowledge Management at NASA-Kennedy Space Center," by I. Becerra-Fernandez and R. Sabherwal, *International Journal of Knowledge and Learning*, 1, 2005: 159-170.
11. "Portfolios of Control in Outsourced Software Development Projects," by V. Choudhury and R. Sabherwal, *Information Systems Research*, 14(3), 2003: 291-314.

12. "Persistence and Change in Systems Development: A Dialectical Perspective," by R. Sabherwal and M. Newman, *Journal of Information Technology*, 18(2), June 2003: 69-92.
13. "The Evolution of Coordination in Outsourced Software Development Projects: A Comparison of Client and Vendor Perspectives," *Information and Organization*, 13, 2003: 153-202.
14. "An Empirical Study of the Effects of Knowledge Management Tools at Individual, Group, and Organizational Levels," by R. Sabherwal and I. Becerra-Fernandez, *Decision Sciences*, 34(2), 2003: 225-261.
15. "Escalating Commitment to Information System Projects: Findings from Two Simulated Experiments," by R. Sabherwal, M.K. Sein, and G. Marakas, *Information and Management*, 40(8), September 2003: 781-798.
16. "Determinants of Retail Electronic Purchasing: A Multi-Period Investigation," by R.E. Burroughs and R. Sabherwal, *Information Systems and Operational Research*, 40(1), February 2002, 35-56.
17. "Detours in the Path toward Strategic Information Systems Alignment: Paradoxical Decisions, Excessive Transformations, and Uncertain Turnarounds," by R. Hirschheim and R. Sabherwal, *California Management Review*, 44(1), Fall 2001, 87-108.
18. "The Dynamics of Alignment: Insights from a Punctuated Equilibrium Model," by R. Sabherwal, R. Hirschheim, and T. Goles, *Organization Science*, 12(2), March-April 2001, 179-197.
 - Reprinted in *Strategic Information Management: Challenges and Strategies in Managing Information Systems*, Galliers, R.D., and Leidner, D.E. (Eds.), Butterworth Heinemann, 2003, 311-346.
19. "Alignment between Business and IS Strategies: A Study of Prospectors, Analyzers, and Defenders," by R. Sabherwal and Y. Chan, *Information Systems Research*, 12(1), March 2001, 11-33.
20. "Organizational Knowledge Management: A Contingency Perspective," by I. Becerra-Fernandez and R. Sabherwal, *Journal of MIS*, 18(1), Summer 2001, 23-55.
 - Reprinted in *Organizational Learning and Knowledge*, W.H. Starbuck, (eds.), Edward Elgar Publishing, Williston, VT, 2008.
21. "The Relationship between Information System Planning Sophistication and Information System Success: An Empirical Assessment," by R. Sabherwal, *Decision Sciences*, 30(1), Winter 1999, 137-168.
22. "The Role of Trust in Managing Outsourced IS Development Projects," by R. Sabherwal, *Communications of the ACM*, 42(2), February 1999: 80-87.
23. "Determinants of Commitment to Information System Development: A Longitudinal Investigation," by M. Newman and R. Sabherwal, *MIS Quarterly*, 20(1), 1996: 23-54.
24. "Reconciling Variance and Process Strategies for Studying Information System Development," by R. Sabherwal and D. Robey, *Information Systems Research*, 6(4), 1995: 303-327.

25. "Overcoming the Problems in Information Systems Development by Building and Sustaining Commitment," by R. Sabherwal and J. Elam, *Accounting, Management, and Information Technologies* (now called *Information and Organization*), 5 (3/4), 1995: 283-309.
26. "An Empirical Taxonomy of The Decision-Making Processes concerning Strategic Applications of Information Systems," by R. Sabherwal and W.R. King, *Journal of MIS*, 11(4), Spring 1995: 177-214.
27. "The Alignment between Organizational Critical Success Factors and Information Technology Capability in Academic Institutions," by R. Sabherwal and P. Kirs, *Decision Sciences*, 25(2), 1994: 301-330.
28. "An Empirical Investigation of the Antecedents of Telecommunications-Based Interorganizational Systems," by R. Sabherwal and L. Vijayasarathy, *European Journal of Information Systems*, 3(4), 1994: 268-284.
29. "Organizational Integration and the Use of Telecommunication Technologies for Internal Links: An Empirical Investigation," by L. Vijayasarathy and R. Sabherwal, *Journal of High Technology Management Research*, 5(1), 1994: 77-99.
30. "RyderFIRST: Facilitating a Turnaround in Ryder System's Consumer Truck Rental Division," by D. Klinger, J. Elam, and R. Sabherwal, *Journal of Strategic Information Systems*, 3(3), 1994: 236-253.
31. "An Empirical Taxonomy of Implementation Processes based on Sequences of Events in Information System Development," by R. Sabherwal and D. Robey, *Organization Science*, 4(4), 1993, 548-576.
 - Reprinted in a *Longitudinal Field Research Methods: Studying Processes of Organizational Change*, Huber, G.P., and Van de Ven, A.H. (eds.), Sage Publications, Thousand Oaks, California, 1995: 228-266.
32. "The Development of Strategic Information Systems: Some Case Studies and Research Propositions," by R. Sabherwal and P. Tsoumpas, *European Journal of Information Systems*, 2(4), 1993: 240-259.
33. "The Evolution of Empirical Research in IS: A Study in IS Maturity," by M.J. Cheon, V. Grover, and R. Sabherwal, *Information and Management*, 1993: 107-119.
34. "Decision Processes for Developing Strategic Applications of Information Systems: A Contingency Approach," by R. Sabherwal and W.R. King, *Decision Sciences*, 23(4), 1992: 917-943.
35. "Playing the MIS Implementation Game," by A.L. Lederer, R. Sabherwal, and V. Grover, *Inside DPMA*, 30(2), 1992: 10-15 (Initially refereed for *Information Executive*).
36. "The Factors Affecting Strategic Information Systems Applications: An Empirical Assessment," by W.R. King and R. Sabherwal, *Information and Management*, 1992: 217-235.
37. "Information System Development: Four Process Scenarios with Case Studies," by M. Newman and R. Sabherwal, *Journal of Information Systems*, 5(1), 1991: 84-101.
38. "Towards a Theory of Strategic Use of Information Resources: An Inductive Approach," by R. Sabherwal and W.R. King, *Information and Management*, 1991: 191-212.
39. "Computer Support for Strategic Decision Making Process: Review and Analysis," by R. Sabherwal and V. Grover, *Decision Sciences*, 20 (1), Winter 1989: 54-76.

40. "An Analysis of Research in Information Systems from the IS Executive's Perspective," by V. Grover and R. Sabherwal, *Information and Management*, 1989: 233-246.
41. "The Poor Performance of Videotex Systems: Identifying the Reasons," by V. Grover and R. Sabherwal, *Journal of Systems Management*, June 1989: 31-37.
42. "Recognizing the Politics of MIS," by V. Grover, A.L. Lederer, and R. Sabherwal, *Information and Management*, 1988: 145-156.

Non-Refereed Journal Publication

43. "Knowledge Management and Business Intelligence: From Mutual Isolation to Complementarity and Synergy," by R. Sabherwal, *Cutter Executive Report*, 8(8), 2008. Invited publication.
44. "Succeeding with Business Intelligence: Some Insights and Recommendations," by R. Sabherwal, *Cutter Benchmark Review*, 7(9), September 2007: 5-15. Invited publication.
45. "Seeking Strategic Information Systems Alignment: Facilitators, Obstacles, and Consequences," by R. Sabherwal, *Cutter Benchmark Review*, 6(11), November 2006: 5-13. Invited publication.
46. "IT-Enabled Transformation," by R. Sabherwal and J. Stallaert, *Information Technology and Management*, Editorial for Special Issue on IT-Enabled Transformation, 2005.

Other Refereed Publications

47. "A Knowledge-based view of Information Systems Planning And ITS consequences: Review and Propositions," R. Sabherwal, R. Hirschheim, and A. Jeyaraj, in *Planning for Information Systems*, W.R. King (Ed.), Series on Advances in Management Information Systems, 2008 (forthcoming), M.E. Sharpe, Armonk, NY.
48. "Individual, Group, and Organizational Learning: A Knowledge Management Perspective," by I. Becerra-Fernandez and R. Sabherwal, in *Knowledge Management: An Evolutionary View*, I. Becerra-Fernandez and D. Leidner (Eds), 2008, M.E. Sharpe, Armonk, New York.
49. "Management of Outsourced IS Development Projects: The Role of Social Capital and Intellectual Capital," by R. Sabherwal, in *Advances in Information Systems Outsourcing*. Rivard, S., and Aubert, B. (Eds.), 2007, M.E. Sharpe, Armonk, New York: 541-586.
50. "Governance of Remotely Outsourced Software Development: A Comparison of Client and Vendor Perspectives," by R. Sabherwal, and V. Choudhury, in *Information Systems Outsourcing: Enduring Themes*, October 2006. Heinzl, A., Dibbern, J., and Hirschheim, R. (Eds.), Springer, New York, NY: 187-222.
51. "ICT and Knowledge Management Systems," by I. Becerra-Fernandez and R. Sabherwal, in *Encyclopedia of Knowledge Management*, September 2005. D. Schwartz (Ed.), Idea Group Publishing, Harrisburg, Pennsylvania: 230-236.
52. "Toward Reengineering the Information Systems Development Process," by R. Sabherwal, in *Business Process Change*, 1995, V. Grover and W.H. Kettinger (Eds.), Idea Group Publishing, Harrisburg, Pennsylvania: 630-649.
53. "Integrating External and Internal Perspectives of Strategic Information Technology Decisions," by R. Sabherwal and J.H. Grant, in *Strategic Management and Information*

Technology, Vol. 1, 1994. J. Henderson and N. Venkatraman (Eds.), JAI Press, Greenwich, Connecticut: 107-144.

54. "An Assessment of the Rational and Political Arguments for some Implicit Guidelines in the Strategic Information Systems Literature," by R. Sabherwal, *Proceedings of the Twenty-Sixth Annual Meeting of Decision Sciences Institute*, 1995.
55. "An Analysis of Problems and Tactics in Developing Global Applications of Information Technology," by M. Santana and R. Sabherwal, *Proceedings of the Twenty-Sixth Annual Meeting of Decision Sciences Institute*, 1995.
56. "RyderFIRST: A System for Automating Order Entry, Sales, Marketing, and Inventory Management," by J. Elam and R. Sabherwal, *Proceedings of the Twenty-Fifth Annual Meeting of Decision Sciences Institute*, 1994: 194-196.
57. "A Process Model for the Control of Information Systems Projects," by M. Newman and R. Sabherwal, *Proceedings of the Tenth International Conference on Information Systems*, 1989: 185-197.

Manuscripts in the Review Process

1. Hsu, I-C., and Sabherwal, R. "Intellectual Capital and Knowledge Management: An Empirical Investigation."
2. Kankanhalli, A., Wei, P.C., and Sabherwal, R. "Usability and Sociability in Online Communities: A Comparative Study of Knowledge Seeking and Contribution."
3. Sabherwal, R., and Jeyaraj, A. "Diffusion of Information Technologies in Organizational Networks: The Roles and Determinants of Innovation and Imitation."
4. Sabherwal, R., and Grover, V. "Perceptions of Political Processes in Systems Development: An Empirical Taxonomy."

Conference Papers and Presentations

1. Velasquez, N., Durcikova, A., and Sabherwal, R. "Studying Knowledge Management System Success in System Administration," *Hawaii International Conference on System Sciences-42*, 2009.
2. Becerra-Fernandez, I., Gonzalez, A. and Sabherwal, R. "Knowledge Capture Systems in Knowledge Management" *Second Latin American and Caribbean Conference for Engineering and Technology*, June 2-4 2004, Miami, Florida.
3. "Knowledge Management and Firm Value: A Contingency Model," by R. Sabherwal and S. Sabherwal, presented at *the Minnesota Symposium on Knowledge Management*, March 2003.
4. "Information Technology and Network Structures: A Knowledge-Integration Perspective," *INFORMS*, November 2002.
5. Invited tutorial on "Event Sequence Analysis" at Diffusion Interest Group in Information Technology (DIGIT) 2001 Workshop, December 2001.
6. "The Effectiveness of Alternative Knowledge Integration Processes for Three Different Types of Specific Knowledge: Some Insights from the NASA-Kennedy Space Center" (with Irma Becerra-Fernandez), the *Conference on Managing Knowledge in Organizations: Creating, Retaining, and Transferring Knowledge*, Carnegie Mellon University, September 2001.

7. Invited speaker at a symposium titled "The Strategic Consequences of Information Technology Management," the Annual Meeting of the Academy of Management, August 2000.
8. "Information Technology and the Boundary of the Firm: A Knowledge-Based Perspective" (by V. Choudhury and R. Sabherwal), presented at a two-day workshop at the University of Oklahoma, May 2000.
9. Invited discussion of performance effects of outsourcing at a One-Day Conference on Contracting and Organizational Structure, in the area of "Outsourcing Information Technology and Services: Issues and Evidence," April 25, 1997. The conference was sponsored by the Center for Research on Contracts and the Structure of Enterprise, Katz Graduate School of Business, University of Pittsburgh.
10. "An Assessment of the Rational and Political Arguments for some Implicit Guidelines in the Strategic Information Systems Literature," by R. Sabherwal, the Twenty-Sixth Annual Meeting of Decision Sciences Institute, 1995.
11. "An Analysis of Problems and Tactics in Developing Global Applications of Information Technology," by M. Santana and R. Sabherwal, the Twenty-Sixth Annual Meeting of Decision Sciences Institute, 1995.
12. "RyderFIRST: A System for Automating Order Entry, Sales, Marketing, and Inventory Management," by J. Elam and R. Sabherwal, the Twenty-Fifth Annual Meeting of Decision Sciences Institute, 1994.
13. "An Empirical Taxonomy of Implementation Processes based on Sequences of Events in Information System Development," by R. Sabherwal and D. Robey, the Institute of Management Science (TIMS) Annual Meeting, 1993.
14. "A Process Model for the Control of Information Systems Projects," by M. Newman and R. Sabherwal, presented at the International Conference on Information Systems, 1989.

Other Conference Activities

- Conference Co-Chair (with Mary Sumner), *International Conference on Information Systems*, St. Louis, 2010 (forthcoming).
- Invited faculty member, International Conference on Information Systems Doctoral Consortium, Montreal, December 2007.
- Program Co-Chair (with Richard Watson), *Americas Conference on Information Systems*, Acapulco, 2006.
- Member, AMCIS Executive Committee, Member, AMCIS Executive Committee, Committee Service, International, August 2004 - August 2006.
- Doctoral Consortium Co-Chair (with Varun Grover), *Americas Conference on Information Systems*, Nebraska, Omaha, 2005.
- Faculty advisor, Doctoral Internationalization Consortium on Information Systems, University of Washington, Seattle, June 2005.
- Track Co-chair (with Michael Newman), Management of Information Technology and Systems, *International Conference on Information Systems*, December 2004.

- Faculty advisor, Junior Faculty Workshop, International Conferences on Information Systems, December 2004.
- Session Chair, International Conferences on Information Systems, December 2004, Washington, DC.
- “Camp counselor” at the OCIS (Organizational Communications and Information Systems) Junior Faculty Consortium, the annual Academy of Management meeting, August 7, 2004, New Orleans.
- Discussion Facilitator, 2004 *Journal of AIS Sponsored Theory Development Workshop*, December 2003, Washington, DC.
- Session chair, Annual Academy of Management, August 2003.
- Session chair and discussant, the Minnesota Symposium on Knowledge Management, March 2003.
- Invited faculty member, International Conference on Information Systems Doctoral Consortium, Barcelona, December 2002.
- Co-Chair (with Jan Stallaert), 7th Annual Conference on Information Systems and Technology, INFORMS, San Jose, Nov. 16–17, 2002.
- Cluster Chair for Information Systems for the Institute for Operations Research and the Management Sciences (INFORMS) annual conference, 2001.
- Discussant at a symposium titled “Knowledge Sharing in Teams: Insights from the field,” at the Annual Meeting of the Academy of Management, August 2001.
- Member, Track Program Committee, Special Track on Knowledge Management, 14th Annual International Florida Artificial Intelligence Research Symposium, 2000.
- Chair (Panels), and Member, Program Executive Committee, International Conference on Information Systems, 1998.
- Member, Program Committees for the 1992, 1997, and 1999 International Conferences on Information Systems.
- Member, Program Committee for the 1997 Society for Information Management Workshop.
- Discussant at the 1992, 1993, 1994, 1996, 1997, and 1999 International Conferences on Information Systems.
- Coordinator, Research Exchange on “Governance Mechanisms for Remote Software Development,” at the International Conference on Information Systems, 1995.
- Discussant at the Twenty-Sixth Annual Meeting of Decision Sciences Institute, 1995.
- Session Chair at the Twenty-Second Annual Meeting of Decision Sciences Institute, 1991.
- Invited participant, MIS Workshop at the National Academy of Management Meeting, 1991.
- Invited participant, International Conference on Information Systems Doctoral Consortium, 1987.

Invited Presentations

1. "Diffusion of Information Technologies in Organizational Networks: The Roles and Determinants of Innovation and Imitation" (by R. Sabherwal and A. Jeyaraj), University of Louisville, May 2008.
2. "Diffusion of Information Technologies in Organizational Networks: The Roles and Determinants of Innovation and Imitation" (by R. Sabherwal and A. Jeyaraj), University of Georgia, April 2008.
3. "Diffusion of Information Technologies in Organizational Networks: The Roles and Determinants of Innovation and Imitation" (by R. Sabherwal and A. Jeyaraj), Georgia State University, April 2008.
4. Workshop on "Event Sequence Analysis," Georgia State University, April 2008.
5. "Diffusion of Information Technologies in Organizational Networks: The Roles and Determinants of Innovation and Imitation" (by R. Sabherwal and A. Jeyaraj), McGill University, March 2008.
6. "Information System Success: Individual and Organizational Determinants" (by R. Sabherwal, A. Jeyaraj, and C. Chowa), Weatherhead School of Business, Case Western Reserve University, February 2007.
7. "Information System Success: Individual and Organizational Determinants" (by R. Sabherwal, A. Jeyaraj, and C. Chowa), Lally School of Management & Technology, Rensselaer Polytechnic Institute, December 2006.
8. "Information System Success: Individual and Organizational Determinants" (by R. Sabherwal, A. Jeyaraj, and C. Chowa), Arizona State University, Rajiv Sabherwal, Arizona State University, Tempe, Arizona, February 2006.
9. "Information Systems Success: Dimensions and Determinants" (by R. Sabherwal, A. Jeyaraj, and C. Chowa), College of Business Administration, University of Illinois-Chicago, October 2005.
10. "Governance of Globally Outsourced Software Development: Insights from Some Case Studies," Doctoral Internationalization Consortium on Information Systems, University of Washington, Seattle, June 2005.
11. "Information Systems Success: Dimensions and Determinants" (by R. Sabherwal, A. Jeyaraj, and C. Chowa), Michael F. Price College of Business, University of Oklahoma, October 2004.
12. "Information Systems Success: Dimensions and Determinants" (by R. Sabherwal, A. Jeyaraj, and C. Chowa), Robert H. Smith School of Business, University of Maryland at College Park, September 2004.
13. "Information Systems Success: Dimensions and Determinants" (by R. Sabherwal, A. Jeyaraj, and C. Chowa), the E.J. Ourso College of Business Administration, Louisiana State University, September 2004.
14. "Integrating Specific Knowledge: Insights from the Kennedy Space Center" (by R. Sabherwal and I. Becerra-Fernandez), the School of Computing, National University of Singapore, July 2004.

15. "Integrating Specific Knowledge: Insights from the Kennedy Space Center" (by R. Sabherwal and I. Becerra-Fernandez), the Mays School of Business, Texas A&M University, April 2004.
16. "Integrating Specific Knowledge: Insights from the Kennedy Space Center" (by R. Sabherwal and I. Becerra-Fernandez), School of Management, State University of New York at Buffalo, March 2004.
17. "Integrating Specific Knowledge: Insights from the Kennedy Space Center" (by R. Sabherwal and I. Becerra-Fernandez), The Eli Broad College of Business, Michigan State University, February 2004.
18. "How Do Knowledge Management Announcements Affect Firm Value? A Study of Firms Pursuing Different Business Strategies," (by R. Sabherwal and S. Sabherwal), Carlson School of Management, University of Minnesota, October 2003.
19. "Strategic Alignment and Knowledge Management," Carlson School of Management, University of Minnesota, October 2003.
20. "Knowledge Management: Leveraging Social Networks through Information Technologies," Twin Cities Knowledge Management Forum, October 2003.
21. "How Do Knowledge Management Announcements Affect Firm Value? A Study of Firms Pursuing Different Business Strategies" (by R. Sabherwal and S. Sabherwal), College of Business Administration, University of Missouri –St. Louis, September 2003.
22. "Building an IS Publication Portfolio: Conflicting Pulls and Balancing Strategies," Florida International University, July 2002.
23. "Building an IS Publication Portfolio: Conflicting Pulls and Balancing Strategies," Helsinki School of Economics, Finland, April 2002.
24. "Applying Quantitative Methods to Qualitative Data: An Approach Involving Event Sequence Analysis," Helsinki School of Economics, Finland, April 2002.
25. "Strategic IS Alignment: Metaphor or Myth?," Kilpisjarvi Information Systems Research Seminar, Kilpisjarvi, Finland, April 2002.
26. "Applying Quantitative Methods to Qualitative Data: An Approach Involving Event Sequence Analysis," INFWEST.IT Seminar, Hailuoto, Finland, April 2002.
27. "Building an IS Publication Portfolio: Conflicting Pulls and Balancing Strategies," INFWEST.IT Seminar, Hailuoto, Finland, April 2002.
28. "The Effectiveness of Alternative Knowledge Integration Processes for Three Different Types of Specific Knowledge: Some Insights from the NASA-Kennedy Space Center" (by R. Sabherwal and I. Becerra-Fernandez), INFWEST.IT Seminar, Hailuoto, Finland, April 2002.
29. "Information Technology and the Boundary of the Firm: A Knowledge-Based Perspective" (by V. Choudhury and R. Sabherwal), INFWEST.IT Seminar, Hailuoto, Finland, April 2002.
30. "One View of the Information Systems Field" at Agder University College, Kristiansand, Norway, August 2001.
31. "Effectiveness of Knowledge Integration: Initial Insights" at Agder University College, Kristiansand, Norway, August 2001.

32. "The Effectiveness of Alternative Knowledge Integration Processes for Three Different Types of Specific Knowledge: Some Insights from the NASA-Kennedy Space Center" (by R. Sabherwal and I. Becerra-Fernandez), Kelley School of Business, Indiana University, January 2002.
33. "Alignment between Business and IS Strategies: A Study of Prospectors, Analyzers, and Defenders," (by R. Sabherwal and Y. Chan), the H.E. Sever Graduate School of Engineering, Washington University, March 2001.
34. "Alignment between Business and IS Strategies: A Study of Prospectors, Analyzers, and Defenders" (by R. Sabherwal and Y. Chan), College of Business Administration, Southern Illinois University, Carbondale, March 2001.
35. "Knowledge Management: Some Insights from the NASA-Kennedy Space Center" (by R. Sabherwal and I. Becerra-Fernandez), College of Business Administration, University of Missouri-St. Louis, November 2000.
36. "Information Technology and the Boundary of the Firm: A Knowledge-Based Perspective" (by V. Choudhury and R. Sabherwal), Queen's School of Business, Queen's University, March 2000.
37. "Managing Remotely Outsourced Information Systems Projects: Determinants, Dynamics, and Social Impacts of Coordination," the David D. Lattanze Center for Executive Studies in Information Systems, Loyola College, Baltimore, Maryland, April 1997.
38. "An Empirical Taxonomy of Implementation Processes based on Sequences of Events in Information System Development" (by R. Sabherwal and D. Robey), Indian Institute of Management, Bangalore, July 1993.
39. "An Empirical Taxonomy of Implementation Processes based on Sequences of Events in Information System Development" (by R. Sabherwal and D. Robey), Indian Institute of Management, Lucknow, July 1993.

Teaching Materials

- Textbook on "*Knowledge Management: Challenges, Solutions, and Technologies*," by I. Becerra-Fernandez, A. Gonzalez, and R. Sabherwal, Prentice Hall, 2004.
- On-line module on "E-Business Strategy" for the College of Business Administration/ Missouri Small Business Development Center project on online learning.
- "RyderFIRST: Facilitating a Turnaround in Ryder System's Consumer Truck Rental Division (A)," by J. Elam and R. Sabherwal.
- "RyderFIRST: Facilitating a Turnaround in Ryder System's Consumer Truck Rental Division (B)," by J. Elam and R. Sabherwal.
- "Knowledge Management at NASA-Kennedy Space Center," by I. Becerra-Fernandez and R. Sabherwal.

Honors and Awards

- Inducted as a Fellow of the Association of Information Systems in December 2008.
- The paper "Antecedents and Consequences of Information Systems Planning Integration" (by G.S. Kearns and R. Sabherwal) was one of the four finalists (out of 54

papers published in 2007) for the *IEEE Transactions on Engineering Management* best paper award for 2007, and received an Honorable Mention award.

- The paper "Knowledge Management using Information Technology: Determinants of Short-term Impact on Firm Value" (by R. Sabherwal and S. Sabherwal) was one of the five finalists for the *Decision Sciences* best paper award for 2005. Was also the Featured Article for that issue of *Decision Sciences*.
- Curators Professor, University of Missouri System, September 2003-.
- Listed in Who's Who in Science and Engineering, 2005-.
- Listed in Who's Who in America, 2002-.
- Douglas E. Durand Award for Research Excellence, College of Business Administration, University of Missouri-St. Louis, 2002.
- College of Business (Florida International University) Award for Outstanding Research, 1997-1998.
- Teaching Incentive Award (\$5,000 increase in annual base salary) from Florida International University for excellence in teaching, June 1996.
- Society of Information Management Doctoral Fellow, 1987.

Grants

- Research Award (\$17,000) from the Advanced Practices Council (APC) of the Society for Information Management (SIM) International, for research on "Improving the Management of IT Services by Recognizing the Key Systemic Drivers," 1996. With R. Hirschheim.
- Research grant (\$4,000) from the David D. Lattanze Center, Baltimore, Maryland, for research on "Managing Information Systems Development by Remote Vendors: Coordination and Control Mechanisms," 1995.
- Research grant (\$13,700) from Florida International University for research on "Media and Messages in International Communication: A Study of Companies in South Florida and Latin America," 1995.
- A teaching mini-grant (\$500) from the Academy for the Art of Teaching for "Using Non-Traditional Pedagogical Techniques in Information Systems Courses," 1995.
- Research grant (\$2,500) from the Office of International Executive Education, Florida International University, for research on "The Management of Off-shore Software Development Projects," 1994.
- Research grant (\$22,855) from Florida International University for "On How a University's Critical Success Factors Influence its Information Systems Strategy," 1989. With P. Kirs.

Teaching

- New Ph.D. seminars on Quantitative Methods in Information Systems Research (Fall 2002), Foundations of Information Systems Research (Fall 2001), and Management of Information Resources (Fall 1989).
- Three new graduate courses on Knowledge Management and Business Intelligence, Electronic Commerce, Information Systems Planning, and Global Applications of Information Technology.

- Company-based course on Project Management, Spring 2000.
- Graduate courses on Global Electronic Commerce and Organizational Information Systems for executives from Latin America.
- Graduate course on Project Management, and the MBA core course in information systems (Management Information Systems at University of Missouri-St. Louis, Information and Technology Management at Florida State University, and Organizational Information Systems at Florida International University).
- Undergraduate courses on Organizational Impacts of Information Systems, Systems Analysis and Design, Systems Management, and Introduction to Computer-based Information Systems.

Supervision and Committee Membership for Doctoral Dissertations

- 1 2007- Chair of ongoing Ph.D. dissertation by Srikanth Mudigonda, University of Missouri-St. Louis.
- 2 2007- External examiner, Ph.D. dissertation by Daniel Lee on IT-enabled organizational agility and firm's competitive success, City University of Hong Kong.
- 3 2004- Chair of ongoing Ph.D. dissertation by Charles Chowa, University of Missouri-St. Louis.
- 4 2006-2007 Chair, Chris Kang's Ph.D. dissertation on wireless LAN 802.11x in U.S. educational institutions, University of Missouri-St. Louis. Graduated: Summer 2007.
- 5 2004-2007 Chair of Anand Jeyaraj's Ph.D. dissertation on the effects of influence tactics and contingency factors on the adoption and diffusion of IS/IT innovations in social networks, University of Missouri-St. Louis. Graduated: Winter 2007.
- 6 2003-2004 Member, Ph.D. dissertation committee, for Alexandra Durcikova's dissertation on the role of organizational climate in the use of knowledge management systems to support problem solving, Katz Graduate School of Business, University of Pittsburgh.
- 7 1999-2000 Co-chair, Kevin Duffy's Ph.D. dissertation on strategic information systems planning, Florida State University.
- 8 1997-1999 Member, Ph.D. dissertation committee, for Richard Burrough's dissertation on electronic commerce, Florida International University.
- 9 1994-1995 Member, Ph.D. dissertation committee, for Guy Pare's dissertation on dynamics of information technology implementation, Florida International University.
- 10 1994-1995 Member, Ph.D. dissertation committee, for Line Dube's dissertation on the cultural context of information systems practices, Florida International University.
- 11 1994-1995 Member, Ph.D. dissertation committee, for Patricia Lash's dissertation on formation and management of strategic partnerships in information systems, Florida International University.
- 12 1992-1994 Member, Ph.D. dissertation committee, for Leo Vijaysarathy's dissertation on the effect of electronic data interchange on interorganizational relationships, Florida International University.

Supervision of Independent Studies and Graduate Research

2000-2001	Supervised a graduate research project on knowledge management.
1999-2000	Supervised a doctoral student's independent study project on strategic alignment between information systems and business strategies.
Summer 1998	Faculty supervisor for a team of students that worked on a Field Study Project with Dade County focusing on the real estate division.
1992-1999 and 1989-1990	Coordinator, Graduate Research on Information Systems (MAN 6911).
Summer 1993	Supervised a graduate research project on geographical information systems.
Fall 1991	Supervised three graduate research projects on information systems planning, global information systems, and systems development.
Summer 1990	Supervised a Ph.D. summer research project on technology acceptance model for information systems use over time.
Summer 1989	Supervised a Ph.D. summer research project on interorganizational information systems.
Summer 1989	Supervised a graduate research project on telecommunication networks.
Spring 1989	Graduate-level independent study on information systems planning.

Professional Activities

- Senior Editor (with Walter Ferrier and Clyde Holsapple) for *Information Systems Research* Special Issue on "Digital Systems and Competition," April 2007-.
- Member, Editor Board, *Management Science*, 2007-2008.
- Member, Editor Board, *Journal of MIS*, April 2006-.
- Senior Editor, *MIS Quarterly*, July 1, 2003-June 30, 2006.
- Departmental Editor (Information Technology department), *IEEE Transactions on Engineering Management*, January 2003-December 2007.
- Member, Editor Board, *Information Systems Research*, 2003-2008.
- Member, Editor Board, *Journal of AIS*, 2002-2008.
- Associate Editor, *Information Systems Research* Special Issue on the Digitally Enabled Extended Enterprise, July 2005-2007.
- Associate Editor, *MIS Quarterly* Special Issue on Knowledge Management, 2003-2004.
- Member, Program Committee, Minnesota Symposium on Knowledge Management, March 2003.
- Member, Editor Board, *IEEE Transactions on Engineering Management*, July 2001-December 2002.
- Associate Editor, *MIS Quarterly*, January 2000-December 2002.
- As a participant in the Faculty Development in International Business program organized by the Southern Centers for International Business Education and Research (CIBERs), June 14-28, 1998, visited a number of corporations, academic institutions, and government offices in São Paulo (Brazil), Buenos Aires (Argentina), and Santiago (Chile).

- Member, Program Review Panel for 1993 Association for Computing Machinery – Special Interest Group on Computer Personnel Research.
- Served since 2001 as external referee for between one to three promotion and tenure decisions annually.
- Reviewed numerous articles for journals including *Management Science*, *Organization Science*, *Academy of Management Review*, *MIS Quarterly*, *Information Systems Research*, *Sloan Management Review*, *Journal of MIS*, *Decision Sciences*, *European Journal of Information Systems*, *Journal of Information Systems*, and *Data Base*, and for conferences including *National Academy of Management* meetings, *Annual Decision Science Institute* meetings, and *International Conference on Information Systems*.

University Service

Service at University of Missouri – St. Louis (2000-present)

- Director, Ph.D. program in Business Administration, with majors in logistics and supply chain management and information systems, 2007-.
- Chair, Ad Personam Committee for tenure and promotion to Associate Professor for Dr. Joseph Rottman (2007-2008).
- Member, College of Business Faculty Research and Development Committee, 2006-.
- Member, University Research Committee, 2004-2006.
- Member, Faculty Inquiry Group to investigate three-year degrees, 2006-2007.
- Member, Research Dishonesty Committee, 2005 - 2007.
- Member, College of Business Administration Strategic Planning Committee, 2003-2005.
- Member, College of Business Administration Dean Search Committee, 2003-2004.
- Chair, Chancellor's Campus Review Team for the Five-Year Review of Department of Mathematics and Computer Science, May 2003.
- Member, University Faculty Senate, 2001-2004.
- Member, Admissions and Scholarship committee of Graduate Council, 2002-2003.
- Director, new Ph.D. program in Business Administration, with a major in information systems, 2000-2007.
- Chair, Ad Personam Committee for promotion to Professor for Dr. Mary Lacity (2003-2004).
- Chair, Ad Personam Committee for promotion to Professor for Dr. Kailash Joshi (2001-2002).
- Member, College of Business Administration Graduate Curriculum Committee, 2000-2002.

Service at Florida State University (1999-2000)

- Member, College of Business Administration Ph.D. Committee, 1999-2000.
- Ph.D. Co-ordinator, Information and Management Sciences Department, College of Business, 1999-2000.

Service at Florida International University (1988-1999)

- Chair (1997-December 1998), and Member (1994-97), University Student Grievance Committee.
- Chair, Recruitment Committee, Decision Sciences and Information Systems, 1997-98.
- Member, College of Business Administration, Continuous Performance Improvement Committee, 1997-1999.
- Faculty Associate, Ryder Logistics Center (1997-1999), and Member, Ryder Logistics Center Search Committee (1997-98).
- Member, Strategic Planning Committee (1995-98), Ph.D. Planning Committee (1997-1999), MBA Policy Board (1995-1998), Graduate Curriculum Committee (1993-1998), and International Committee (1989-1993), College of Business Administration.
- Member, Ph.D. Comprehensive Exams Committee, Department of Decision Sciences and Information Systems (1990-1996), Departmental Student Awards Committee (1990-1996), Departmental Search and Screen Committee (1989-90, 1993-1994, 1996-97), and Search and Screen Committee for James L. Knight Endowed Chair (1989-90).
- Coordinator, Undergraduate Course on Introduction to Information Systems (1994-1998), Departmental Research Seminar Series (1991-92), and Graduate Research on Information Systems, 1989-90 and 1992-1999.

Community Service

- Advisor, Bal Vihar, St. Louis, July 2006-.
- Member, Advisory Council for Career and Technical Education/Business Education programs in the St. Louis Public Schools, 2006-2007.

Association Memberships

- Association for Information Systems.
- Institute for Operations Research and the Management Sciences (INFORMS).
- Academy of Management.

References

Available upon request.