

**SARV DEVARAJ**

Fred V. Duda Professor of Management  
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**Ph.D. Business Administration ( 1997 )**

Operations and Technology Management, University of Minnesota.

**M.S. Industrial Engineering (1991)**

University of Alabama,

**B.S Industrial and Production Engineering (1989)**

BMS College of Engineering, Bangalore, India

**RESEARCH INTERESTS**

- Business Analytics / Business Intelligence
- Business Value of Information Technology
- Supply Chain Management
- Healthcare Management
- Quality and Productivity Management
- Big Data

**PUBLISHED BOOK**

Sarv Devaraj and Rajiv Kohli, **The IT Payoff: Measuring the Business Value of Information Technology Investment.** *Financial Times/Prentice-Hall*, March 2002.

**HIGHLIGHTS AND HONORS**

- Cofounder (Carex Technologies – startup out of Idea Center Notre Dame, Finalist for Most Innovative Technology, software used by 700+ long term care facilities)
- AIS Best Publication Award 2014 (Top 5 paper in top-tier IS journals)
- Most Influential Healthcare Paper Award (POMS Service Operations Management, 2013)
- Best Paper Award, Decision Sciences Institute Annual Conference, 2010
- Faculty Highlight, Recognition of Outstanding Faculty at Home Game, 2009 (1 of 6 University-wide)
- Lattanze Best Paper Award, (2007)
- Ranked 16th worldwide among MIS researchers based upon research productivity (2005)
- Infosys Fellow (awarded by Infosys Technologies Limited, January 2001)
- Best Paper Award. 1997 Decision Sciences Annual Conference
- Best Paper Nomination. 2000 Decision Sciences Annual Conference.
- Best Paper Award. 1995 International Conference on Contemporary Accounting Issues

- Certificate of Merit, 2000 NE Decision Sciences Institute Conference
- Carlson School Doctoral Dissertation Fellowship, 1994. This is a competitive school-wide award.
- Pettigrew Medal. Awarded for academic excellence, Bangalore University, India
- Research grant. State Council for Science and Technology Development, India

## PROFESSIONAL SERVICE

- ❑ Senior Editor, *Production and Operations Management Journal* (2006-)
- ❑ Associate Editor, *Management Science* (2005-2008)
- ❑ Coordinator, Doctoral Consortium at Decision Sciences Institute Meeting, 2010
- ❑ Associate Editor, *Information Systems Research* (2004-2007)
- ❑ Guest Editor, *Journal of Management Information Systems*, 2004, (Special Section on IT Payoff)
- ❑ Guest Editor, *International Journal of Electronic Commerce* 2004 (Special Issue on IT Payoff)
- ❑ Member, Committee on Appointments and Promotions (CAP), 2009 –
- ❑ Faculty Advisor, MBA Business and Technology Club, MBA Hispanic Club
- ❑ Reviewer  
Management Science, MIS Quarterly, Information Systems Research, Journal of Management Information Systems, Journal of Electronic Commerce Research, Journal of Operations Management, Production and Operations Management. Decision Sciences, Academy of Management Review
- ❑ Schools Inc. - A partnership between Notre Dame and the South Bend Public School System.
- ❑ Secretary, INDEC, Industrial Engineering Club, 1986-89

## PROFESSIONAL EXPERIENCE

Fred V. Duda Professor of Business, August 2012 -

Professor, Department of Management, Mendoza College of Business, University of Notre Dame. August 2010-July 2012.

Viola D. Hank Term Chair, September 2006-August 2010

Associate Professor, Department of Management, Mendoza College of Business, University of Notre Dame. August 2003 – August 2010.

Fellow, Infosys Technologies Limited, India. 2001.

Assistant Professor, Department of Management, Mendoza College of Business, University of Notre Dame. August 1997 – August 2003.

Research Assistant, University of Minnesota, August 1991 – August 1996

Worked on a NSF-funded project to study the manufacturing practices of world-class plants.

Assisted in the development of software for construction of optimal experimental designs.

Teaching Assistant, University of Minnesota, August 1994- August 1996

Research Assistant, University of Alabama, September 1989 – April 1991

Worked on the development of an expert system for the routing of school buses in Choctaw County.  
Designed an efficient algorithm for project scheduling involving multiple resources.

Project Associate, *Department of Transportation*, Indian Telephone Industries, September 1988 – September 1989. Project involved streamlining the operations of buses catering to about 16,000 employees of a public sector organization. Implementation realized about 11 percent savings in operational costs.

### **PUBLISHED/ACCEPTED PAPERS**

Devaraj, S., and Jiang, K., It's About Time - A Longitudinal Adaptation Model of High-Performance Work Teams, ( Journal of Applied Psychology, 104 (3), 433, 2019)

Srinivasan, A., Guo, H., Devaraj, S. Who Cares About Your Day - Impact of Life Events on Dynamics of Social Networks”, ( Decision Sciences, 48 (6), 1062-1097, 2017)

Srivastava, S., Teo, T.S.H., Devaraj, S. “You Can’t Bribe a Computer – Dealing with the Societal Challenge of Corruption through Information and Communication Technologies” ( Management Information Systems Quarterly, 40 (2) , 511-526, 2016)

Queenan, C., Kull, T, Devaraj, S. “Culture-Technology Interactions in Healthcare” ( Decision Sciences, 47, 851-880, 2016)

Devaraj, S, Ow, T., and Kohli, R. “Examining the Impact of Information Technology and Patient Flow on Healthcare Performance: A Theory of Swift and Even Flow (TSEF) Perspective” Journal of Operations Management, Volume 31(4), 181-192, 2013.

Abhay Mishra, S. Devaraj, G. Vaidyanathan, A Strategic Examination of Procurement Process Performance: An Empirical Analysis of Capability Hierarchy in Electronic Procurement. ,Journal of Operations Management Volume 31(6), 376-390, 2013.

Porter. C, Devaraj, S., Sun, D. “The Value of Virtual Communities – A Test of Two Models,” ( Journal of Management Information Systems, 30(1), 261-292, 2013)

Kohli, R., Devaraj, S., Ow, T. Does Information Technology Investment Influence a Firm’s Market Value? The Case of Non Publicly Traded Healthcare Firms., MIS Quarterly, 36(4), 1145-1163, 2012.

S. Devaraj, Vaidyanathan, V., and Mishra, A. Effect of Purchase Volume Flexibility and Purchase Mix Flexibility on E-procurement Performance: An Analysis of Two Perspectives. Journal of Operations Management. Vol.30 (7-8), 509-520, 2012.

Angst, C., Devaraj, S., D'Arcy, J. Dual Roles of IT-Assisted Communication in Patient Care: A Structure-Process-Outcome Framework. Journal of Management Information Systems, 29(2), 257-292, 2012.

D'Arcy, J. P., Devaraj, S. Employee Misuse of Information Technology Resources: Testing A Contemporary Deterrence Model. Decision Sciences, 43(6), 1091-1124, 2012.

Vaidyanathan, G., Devaraj, S., D'Arcy, J. P. Does Security Impact E-Procurement Performance? A Test of Direct and Mediated Effects. Decision Sciences, 43(3), 437-458, 2011.

Corey Angst, Sarv Devaraj, Carrie Queenan, Brad Greenwood "Performance Impacts of Sequence Analysis of Healthcare Technology Adoption", Production and Operations Management, 20, 319-333, 2011.

Queenan, C.C., Angst, C.M., Devaraj, S., "Doctors' orders - if they're electronic, do they improve patient satisfaction? A complements/substitutes perspective", Journal of Operations Management, volume 29, issue 7-8, pp. 639 – 649, 2011

Devaraj, S., Easley, R., and Crant, J.M. "How Does Personality Matter? Relating The Five Factor Model to Technology Adoption and Use", Information Systems Research Vol. 19, No. 1, pp. 93-105, 2008.

Chari, M.D.R., Devaraj, S., and David, P. "The Impact of Information Technology Investments and Diversification Strategies on Firm Performance", Management Science Vol 54, No. 1, pp. 224-324, 2008.

Vaidyanathan, G, and Devaraj, S. "The Role of Quality in E-Procurement Performance: An Empirical Analysis." Journal of Operations Management Vol. 26, 407-425, 2008.

Devaraj, S., Wei, J.C., Krajewski, L. "Impact of eBusiness Technologies on Operational Performance: The Role of Production Information Integration in the Supply Chain", Journal of Operations Management 25, 1199-1216, 2007.

Chari, M.D.R, Devaraj, S., and David, P. "International Diversification and Firm Performance: Role of Information Technology Investments", Journal of World Business 42(2), 184-197, 2007.

Devaraj, S. Fan, M., and Kohli, R. "Examination of online channel preference: Using the structure-conduct-outcome framework", Decision Support Systems , 42, pp.1089-1103, 2006.

Kohli, R., Devaraj, S, and Mahmood, M.A. "Understanding Determinants of Online Consumer Satisfaction: A Decision Process Perspective ," Journal of Management Information Systems , 21(1), pp. 119-141, 2004.

Devaraj, S., Hollingworth, D., and Schroeder, R., "Generic Manufacturing Strategies and Plant Performance", Journal of Operations Management, 22, pp. 313-333, 2004.

Kohli, R., and Devaraj, S. "Realizing Business Value of Information Technology Investments: An Organizational Process", MIS Quarterly Executive , 3(1), pp. 55-70, 2004 .

Devaraj, S., and Ramesh Babu, S. 'Measuring the Relationship between Training and Job Performance in the Software Industry', Communications of the ACM, Vol. 47 (5), pp. 63-67, 2004.

Kohli, R. and Devaraj, S. "Contribution of Institutional DSS to Organizational Performance: Evidence from a Longitudinal Study ", Decision Support Systems, 37(1), pp. 103-118, 2004.

Devaraj, S., Kohli, R., "Information Technology Payoff Paradox and System Use: Is Actual Usage the Missing Link?", Management Science, 49(3), 273-289, 2003.

Kohli, R., and Devaraj, S. "Measuring Information Technology Payoff: A Meta-Analysis of Structural Variables in Firm-Level Empirical Research", Information Systems Research, Vol. 14, No. 2, pp. 127-145, 2003.

Devaraj, S, Fan, M., and Kohli, R., "E-Loyalty: Elusive Ideal or Competitive Edge", Communications of the ACM, Vol. 49, Issue 9, pp. 184-191, 2003.

Easley, R., Michel, J., and Devaraj, S. 'The MP3 Open Standard and the Music Industry's Technological Response to Internet Piracy', Communications of the ACM, Vol. 46, Issue 11, pp.90-96, 2003.

Vaidyanathan, G, and Devaraj, S., "A Five-factor framework for analyzing risk in e-businesses", Communications of the ACM, Vol. 46, Issue 12, pp. 354-361, 2003.

Easley, R., Devaraj, S., and Crant, J.M. Team Characteristics, Collaborative System Use, and Team Performance: An Empirical Analysis, Journal of Management Information Systems, Vol. 19 (4), 249-270, Spring 2003.

Devaraj, S., Fan, M., and Kohli, R. "Antecedents of B2C Channel Satisfaction and Loyalty: Examining Metrics Using Nomological Networks", Information Systems Research, Vol. 13, No. 3, September 2002, pp. 316-333.

Banker, R., Devaraj, S., Sinha, K.K., and Schroeder, R., Performance Impact of Elimination of Direct Labor Reporting: A Field Study, Journal of Accounting Research, Vol. 40, No. 4, pp. 1013-1036, September 2002.

Conlon, E., Devaraj, S., Matta, K. "The Relationship between Initial Quality and Maintenance Behavior: The Case of the Automotive Industry", Management Science, Vol. 47, No.9, pp. 1191-1202, 2001.

Devaraj, S., and Kohli, R. Information Technology Payoff in the Healthcare Industry: A Longitudinal Study, Journal of Management Information Systems, 16(4), 2000, 39-64.

Devaraj, S., Matta, K, Conlon, E., "Service Quality and Product Quality: Antecedents of Customer Loyalty in the Automotive Industry", Production and Operations Management, Vol. 10 (4), 424-439, 2001.

Ahire, S., and Devaraj, S. , Scale Validation Approaches in Operations Management, IEEE Transactions on Engineering Management, Volume 48. No. 3, August 2001.

Devaraj, S., Hollingworth, D., and Schroeder, R., Generic Manufacturing Strategies: A Comparison of Two Configurational Frameworks, Journal of Operations Management, Vol. 19 pp. 427-459, 2001.

Anderson, J., Rungtusanatham, M., Schroeder, R., and Devaraj, S. "A Path Analytic Model of a Theory of Quality Management underlying the Deming Management Method - Preliminary Empirical Findings, Decision Sciences, Volume 26, No.5, September/October 1995.

Raghavendra, A., Muralidhar, R., Krishnakumar, T.S., Devaraj, S., and Raghavendra, B.G. "Efficient Heuristic for Large-scale Vehicle Routing", with Anirudh Raghavendra, European Journal of Operational Research 57 1992, pp 32-38.

## **PROCEEDINGS AND PRESENTATIONS**

*Complexity, Focus, and Outcomes of Care – A Multilevel Analysis of Hospitals*, Paper accepted for presentation at the POMS International Conference, Chicago, May 2020.

*Effects of Greenwashing on Performance*, Strategic Management Society (SMS), Paris, 2018.

*"Re-examining impacts of electronic medical records (EMRs) on Hospital Performance: Moving beyond adoption to experience, functionality and complexity of environment"*, ISB-POMS Conference, December 2016.

*"Designing Patient-Centric Care: Linking Patient Need Variability, Operational Focus and Patient Outcomes"*, Paper presented at Indian School of Business, Hyderabad, India, December 2015, Paper presented at Indiana University, November, 2015.

*"Can A Hospital's Data Analytics' Capabilities Impact Patient Outcomes? Evidence from a multi-year panel"*, Co-author of paper presented at Indiana University, November, 2015.

*"Healthcare Operations"*, Organized and chaired a session on healthcare at Production and Operations

Management Conference, Chicago, April 2012

*"Walking the Walk vs Talking the Talk: An Evaluation of Social Responsibility Strategies and Firm Performance"*, Production and Operations Management Conference, Chicago, April 2012

*"Do As I Say Not As I Do: An Empirical Examination of the Relationship between Corporate Sustainability Beliefs and Performance"*, Decision Sciences Institute Annual Meeting, San Diego, 2010. Best Paper Award.

*"A Strategic Approach to E-procurement Management: An Empirical Analysis of Capability Hierarchy in Electronic Procurement"*, , Decision Sciences Institute Annual Meeting, San Diego, 2010

*"Impact of Computerized Order Entry Systems on Healthcare Performance"*, Decision Sciences Institute Annual Meeting, San Diego, 2010

*"Management Paradoxes: Can Lean Principles Help?"*, Decision Sciences Institute Annual Meeting, San Diego, 2010.

*"Differentiating Consistency from Intensity in Supply Chain Production Integration"*, Production and Operations Management Conference, Orlando, 2009.

*Knowledge Spillover across Process Innovation Implementation*, Production and Operations Management Conference, Orlando, 2009.

*"Performance Impacts of the Sequence of Technology Adoption"*, International Symposium on Information Systems, Indian School of Business, India, December 30, 2009.

*"Performance Impacts of Healthcare Technologies"*. University of South Florida (USF), Tampa, (October 2009).

*"Does Technology Lead to Smaller Firms: A Comparison of Manufacturing and Service Firms"*. International Conference of Information Systems (ICIS), Paris, France, December 15, 2008.

*"Carrots or Sticks: Impact of Power on Production Information Integration"*, Paper presented at the Annual Conference of the Decision Sciences Institute, November 2007.

*"IT-Business Alignment"*, Paper presented at the SIM Workshop, International Conference of Information Systems (ICIS) December 2007.

*"Impact of IT on healthcare performance"*, Invited presentation at Carnegie Mellon University (October 2006)

*"Value of Virtual Communities: A Test of Two Models"*, Invited presentation at Indiana University, Indianapolis (November 2006)

*"Impact of Information Technology Investment on Healthcare Performance: Using the Metaphor of Just-In-Time (JIT)"*, presented at the INFORMS Conference (CIST), 2003.

*"The IT Paradox: Is Technology Usage The Missing Link"*, presented at the Annual Conference of the Decision Sciences Institute, Orlando, November 2000.

*"Service Quality and Product Quality: Antecedents of Customer Loyalty in the Automotive Industry"*, presented at the Annual Conference of the Decision Sciences Institute, Orlando, November 2000.

*"An empirical comparison of scale validation approaches"*, presented at the Annual Conference of the Decision Sciences Institute, New Orleans, November 1999.

*"The Fit Between Performance Evaluation and Technology: Impact on Productivity and Quality"*, presented at the Annual Conference of the Decision Sciences Institute, November 22-25, 1997, San Diego.

*"Is Quality A Self-Fulfilling Prophecy: The Case of the Automotive Industry"*, with Edward Conlon and Khalil Matta, presented at the Annual Conference of the Decision Sciences Institute, Nov 22-25, 1997, San Diego.

*"Models for Evaluating the Effects of New Management Practices on Plant Performance"*, presented at the Annual Conference of the Institute for Operations Research and Management Science (INFORMS), October 30, 1995, New Orleans.

*"The Relationship Between Quality and Productivity"*, presented at the Annual Conference of the Institute for Operations Research and Management Science (INFORMS), October 30, 1995, New Orleans.

*"Impact of Managerial Policies on Manufacturing Performance: An Integrated Perspective"*, presented at the Decision Sciences Institute(DSI) Conference, November 21, 1995. Boston.

*"A Framework for Productivity Analysis"*, Annual conference of The Institute of Management Sciences / Operations Research Society of America (TIMS/ORSA), October 9, 1994. Detroit.

*"Manufacturing Structure, Generic Operations Strategies and Plant Performance"*, with David Hollingworth, and Roger Schroeder,(DSI) Conference, November 26, 1994. Hawaii.

*"An Analysis of Generic Manufacturing Strategies and Plant Performance"*, with David Hollingworth ,

Decision Sciences Institute(DSI) Conference, November 26, 1994. Hawaii.

"*A Theory of Quality Management underlying the Deming Management Method - Part II: Empirical Examination Using Path Analysis*", with John Anderson, Roger Schroeder, and Manus Rungtusanatham, Annual Meeting of the Decision Sciences Institute. November 1993. Washington, D.C.

"*An Algorithm for Resource-Constrained Project Scheduling*", XXIII Annual Conference of The Institute of Management Sciences / Operations Research Society of America (TIMS/ORSA), May 14, 1992.

"*An Efficient Heuristic for Large-scale Vehicle Routing - A Case Study*", with Anirudh Raghavendra, Muralidhar Ramdas, K.Krishnakumar, and B.G. Raghavendra, Workshop on Large Scale Models, Indian Institute of Management, November 1989, Ahmedabad, India.

### **INSTITUTIONAL SERVICE**

- Committee to design Business Analytics UG Major and MBA Dual Degree program
- Dean's Review Committee
- Advisor for MBA Business Analytics Club
- Advisor for MBA Hispanic Club
- Department Committee on Appointments and Promotions (CAP)
- Chaired department recruiting committee for several faculty hires in Operations Management and Information Systems
- Faculty Representative, MBA Expectations Workshop
- MBA Curriculum Committee
- MBA Teaching & Learning Committee
- Faculty Coordinator, IBM Business Analytics Case Competition

### **TEACHING EXPERIENCE**

Introduction to Business Analytics (MBA Core Course)

Business Intelligence, MBA

MBA core course in Quantitative Methods.

Technology and Project Management, Executive MBA

Management of Technology, MBA and Chile Executive MBA

Business Statistics for undergraduate business majors

Introduction to Operations Management, MBA

Computer-aided Design