

## Ravi Patnayakuni

Associate Professor of Information Systems  
Associate Chair  
Department of Marketing, Management and Information Systems  
College of Business  
University of Alabama in Huntsville

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### Education

- **D.B.A (MIS)**, 1992–1997 Southern Illinois University at Carbondale
- **M.B.A**, 1986–1988 Indian Institute of Management, Lucknow, India
- **B.E (Hons.) Civil Engineering**, 1981–1985 BITS, Pilani, India

### Certificates

- **SAP Business Associate** – 2011, 2018
- **Certified ERPsim Instructor (Level 2)** - 2016

### Academic experience:

- **Associate Professor**, Summer 2004 – Present, Department Marketing, Management and IS, University of Alabama- Huntsville
- **Assistant Professor**, Spring 2000 to 2004 Department of MIS, Fox School of Business and Management, Temple University
- **Assistant Professor**, Fall 1998– Fall 1999 Department of Comp. and Info. Sciences, College of Science and Technology, Temple University
- **Visiting Assistant Professor**, Spring 1998 Department of Management, College of Business and Administration, Southern Illinois University at Carbondale
- **Research Fellow**, Fall 1996–Fall 1997 Department of Information Systems, Faculty of Science, The University of Melbourne, Melbourne, Australia

### Teaching Activities: Summary list of courses taught, theses advised

- Computer Applications in Business
- Database Analysis and Design
- Information Architecture and Networking
- Knowledge Management Systems
- Information Systems in Organizations
- Systems Analysis and Design
- Themes in IS Research
- Contemporary Topics in IS Research
- Research Methods
- User Interface Design
- Information System Design and Implementation
- Management of Information Technology
- Advanced Computer Programming in Business
- Supply Chain Management Systems
- Enterprise Systems
- Telecommunications and Networking
- Information Systems Strategy and Applications

## Research, Creative, and Scholarly Activity:

### Refereed Journal Articles:

- Patnayakuni, N. and R Patnayakuni, "Does Cybersecurity Education Focus on the Right Things? A Professions Based Approach to Cybersecurity Education and the NICE Framework," *Cybersecurity Skills Journal: Practice and Research*, (November 2020), 82 -87.
- Wilhite, A, L Burns, R Patnayakuni, and F Tseng, "Military supply chains and closed-loop systems: resource allocation and incentives in supply sourcing and supply chain design," *International Journal of Production Research*, 52(7) (2014) 1926-1939.
- Xu, Y, R Patnayakuni, and H Wang. "The ordinal consistency of a fuzzy preference relation." *Information Sciences*, 224(1) (2013) 152-164.
- Xu, Y, R Patnayakuni, and H Wang. "Logarithmic least squares method to priority for group decision making with incomplete fuzzy preference relations." *Applied Mathematical Modelling*, 37(4) (2013) 2139-2152.
- Xu, Y, R Patnayakuni, and H Wang. "A method based on mean deviation for weight determination from fuzzy preference relations and multiplicative preference relations." *International Journal of Information Technology and Decision Making*, 11(3) (2012) 627-641.
- Patnayakuni, R, C Ruppel, "A socio-technical approach to improving the systems development process," *Information Systems Frontiers*, 12(2) (2010) 219-234
- Mandviwalla, M, R Patnayakuni and D Schuff, "Improving the peer review process with IT," *Decision Support Systems*, 46(1) (2008) 29-40.
- Hornyak, R, Lewis, M Lewis, R Patnayakuni and A Rai. "Business network agility for global demand-supply synchronization: A comparative case study in the apparel industry" *Journal of Global Information Technology Management*, 11(2), (2008) 5 – 29.
- Patnayakuni, R, A Rai and A Tiwana, "Systems development process improvement: A knowledge integration perspective," *IEEE Transactions on Engineering Management*, 54(2), (2007) 286-300. .
- Patnayakuni, R, C Ruppel and A Rai, "Managing the complementarity of knowledge integration and process formalization for systems development performance," *Journal of the Association of Information Systems*, 7, 8 (2006), 545 – 567.
- Patnayakuni, R, A Rai, and N Seth, "Relational antecedents of information flows in supply networks," *Journal of Management Information Systems*, 23, 1 (2006), 13-49.
- Rai, A, R Patnayakuni, and N Seth, "Firm performance impacts of digitally-enabled supply chain integration capabilities," *MIS Quarterly*, 30, 2 (2006), 225-246.
- Hovav, A, R Patnayakuni, and D Schuff, "A model of Internet standards adoption: The case of IPv6," *Information Systems Journal* 14, 3 (2004), 265-294.
- Patnayakuni, R and A Rai, "Development infrastructure capabilities and process capability," *Communications of the ACM*. 45, 4ve, (2002), 201- 210.
- Kock, N and R Patnayakuni, "Who is in the driver's seat? The evolution of collaboration technologies in organizations," *Organization & Society*, 6, 16, (2000), 21-33.

- Patnayakuni, R and N Patnayakuni, "Information processing theory as a guide to choosing information delivery models on the WWW," *Journal of Scientific and Industrial Research*, 58, 2, (1999), 203-210.
- Seddon, P, S Staples, R Patnayakuni and M Bowtell, "Dimensions of IS success," *Communications of the AIS*, 2, 20, (1999), 1-60
- Rai, A, R Patnayakuni and N Patnayakuni, "Technology investments and business performance," *Communications of the ACM*, 40, 7, (1997), 89-97.
- Rai, A and R Patnayakuni, "A structural equation model for CASE adoption behavior," *Journal of Management Information Systems*, 13, 2, (1996), 205-234.
- Rai, A, R Patnayakuni and N Patnayakuni, "Refocusing where and how IT value is realized." *Omega: The International Journal of Management Science*, 24, 4, (1996), 399-412.

#### Peer Reviewed Book Chapters

- Patnayakuni, N, R Patnayakuni, and J N D Gupta. "Towards a Model of Social Media Impacts on Cybersecurity Knowledge Transfer: An Exploration." in *Harnessing Social Media as a Knowledge Management Tool*, edited by R Chugh (2016): p.249.
- Seth, N, R Patnayakuni, "Online matrimonials and the transformation of arranged marriage in India," in *Social Networking Communities and eDating Services: Concepts and Implications*, edited by C. Romm and K. Setzekorn, Information Science Reference, Hershey, PA, (2008) 329-352.

#### Abstracts and Papers Delivered at Professional Meetings:

- Ravi Patnayakuni, and William MacKenzie, "Human Resources Analytics Adoption: A Motivation, Opportunity and Ability Model." *AMCIS 2019*, Cancun, Mexico.
- Ravi Patnayakuni, and Nainika Patnayakuni, "Securing Serverless Computing." *Workshop on Information Security and Privacy, ICIS 2018*, San Francisco, CA
- Ravi Patnayakuni, and Nainika Patnayakuni, "Information Security in Value Chains: A Governance Perspective." *AMCIS 2014*, Savannah, GA.
- Jeet Gupta, Ezhil Kalaimanna and Ravi Patnayakuni, "IDS alarms investigation with limited resources" (December 15, 2012) *Workshop on Information Security and Privacy*, a preconference workshop at ICIS 2012. Orlando, Florida. (D)
- Ravi Patnayakuni, Nainika Patnayakuni, and Wafa Orman, "Who are our students? A profile of IS majors" (December 5, 2011). *ICIS 2011 Proceedings*. International Conference on Information Systems, Shanghai, China. Paper 8.
- Xinlin Tang, Ravi Patnayakuni, and Arun Rai, "Why Do They Share Information with Supply Chain Partners? A Comparison of Supplier and Buyer Perspectives". *ICIS 2011 Proceedings*. International Conference on Information Systems, Shanghai, China. Paper 6.
- Patnayakuni N, Patnayakuni R and J Gupta, "Multitasking While Chatting with Friends: A Social Translucence Perspective" *Proceedings of the 41st Annual Meeting of the Decision Sciences Institute*, San Diego, CA, November 2010, Paper 488.

- Patnayakuni N, Patnayakuni R and Berkowitz D, "Adopting New Software: Drivers of Voluntary Adoption in the same Product Category" *AMCIS 2010*, Lima, Peru Proceedings. August 2010, Paper 489.
- Orman W. H, and R Patnayakuni, "Going to School, Getting a Job: What Determines Business Students' Job Prospects?" presented at the 2010 *Southern Economic Association Annual Meeting*, November 2010.
- Patnayakuni, R, N Seth and A Rai, "Building social capital with IT and collaboration in supply chains: An empirical investigation" *International Conference on Information Systems*, Milwaukee, WI, December 2006.
- Marie-Kelley, J, P Xiang and R Patnayakuni, "OOo can I have that? An examination individual adoption of Open Office software" *Americas Conference on Information Systems*, Acapulco, Mexico, August 2006.
- Zou, S and R Patnayakuni, "Analysis of IT strategic alignment and infrastructure capability in BPR implementations," *2004 Americas Conference on Information Systems*, New York, NY, August 2004, pp. 3726-3735.
- Patnayakuni, R, N Patnayakuni and A Rai, "A mediated impacts model of demand volatility on inventory flow integration in supply chains," *International Conference on Information Systems*, Seattle, WA, December 2003, pp. 222-232.
- Patnayakuni, R and N Patnayakuni, "Social translucence and the use context of instant messaging," *Annual Meeting of the Decision Sciences Institute*, Washington, DC, November 2003.
- Patnayakuni, R and N Patnayakuni, "Organizational flexibility and information flow integration," *2003 Americas Conference on Information Systems*, Tampa, FL, August 2003, pp. 573-580.
- Jain, A and R Patnayakuni "Public expectation and public scrutiny: An agenda for research in the context of E-Government," *2003 Americas Conference on Information Systems*, Tampa, FL, August 2003, pp. 811 - 820.
- Patnayakuni, R and A Rai, "Systems development performance improvement: A knowledge creation and embedding perspective." *Academy of Management Conference*, Denver, CO, 2002.
- Patnayakuni, N, A Rai and R Patnayakuni, "Architecting the digitally enabled relational firm," *Academy of Management Conference*, Denver, CO, 2002.
- Patnayakuni, R, N Patnayakuni and A Rai, "Towards a theoretical framework of digital supply chain integration," *European Conference on Information Systems*, Gdansk, Poland, 2002, 1014-1028.
- Patnayakuni, R and John Darcy, "Assessing the impact of supply chain management software on company performance," *Americas Conference on Information Systems*, Dallas, TX, 2002, 2345-2349.
- Patnayakuni, R and N Patnayakuni, "Incorporating the social perspective to the adoption of the application service provider model," *Americas Conference on Information Systems*, Boston, MA, 2001, 1848-1850.
- Hovav, Anat, R Patnayakuni and D Schuff, "Internet technology diffusion: The adoption of IPv6," *European Conference on Information Systems*, Bled, Slovenia, 2001.
- Patnayakuni, R "Business process reengineering: The Australian experience," *International Conference of the Information Resources Management Association*, Hershey, PA, 1999.

- Patnayakuni, R and N Patnayakuni, "Delivering desktop service with push technology," *International Conference of the Information Management Resources Association*, Hershey, PA, 1999.
- Seddon, P, S Staples, R Patnayakuni and M Bowtell, "IS Effectiveness Matrix: A Taxonomy of IS Effectiveness Measures" *International Conference on Information Systems*, Helsinki, Finland, December 1998.
- Patnayakuni, R and A Rai, "The Impact of Technology Characteristics on Infusion of Software Development Tools," *Americas Conference on Information Systems*, Baltimore, MD, August 1998.
- Patnayakuni, R and A Rai "Information technology infusion: conceptual and empirical assessment," *European Conference of Information Systems*, Aix-en-Provence, France, June 1998.
- Patnayakuni, R and N Patnayakuni "Information Processing Theory as a Guide to Delivering Information on the Web" *BITWORLD*, Delhi, India, March 1998.
- Patnayakuni, R, A Rai, and N Patnayakuni "IT and Business Value: Insights from DEA Analysis," *Americas Conference on Information Systems*, Phoenix, AZ, August 1996.
- Patnayakuni, R and N Patnayakuni, "IT Expenditure and Organizational Performance: A Structural Equation Model," *Annual Meeting of the Decision Sciences Institute*, Boston, MA, November 1995.
- Patnayakuni, N and R Patnayakuni "GDSS Impact on Organizational Learning" *Annual Meeting of the Decision Sciences Institute*, Boston, November 1995.
- Patnayakuni, R and N Patnayakuni "A Socio-technical Approach to CASE and Software Development Process," *Americas Conference on Information Systems*, Pittsburgh, PA, August 1995.
- Rai, A, R Patnayakuni, and N Patnayakuni, "The Effect of Information Technology Investment on Intermediate Performance of Firms," *International Conference on Information Systems (Research in Progress)*, Vancouver, Canada, December 1994.
- Patnayakuni, R and N Patnayakuni, "Impact of CASE Technology on Software Maintenance," in Proceedings of the *25th Annual Decision Science Institute Meeting*, Honolulu, Hawaii, 1994.
- Patnayakuni, R and N Patnayakuni, "Matching Software Process Maturity and CASE Tool Philosophy," in Proceedings of the *25th Annual Decision Science Institute Meeting*, Honolulu, Hawaii, 1994.
- Patnayakuni, R and N Patnayakuni, "Information Technology Expenditure and Organizational Performance: An Empirical Investigation," in Proceedings of the *25th Annual Decision Science Institute Meeting*, Honolulu, Hawaii, 1994.
- Patnayakuni, R, N Patnayakuni and R Neunaha "Leaders in IT Spending: Do they Lead in Performance?" in Proceedings of the *25th Annual Decision Science Institute Meeting*, Honolulu, Hawaii, 1994.
- Patnayakuni, R and N Patnayakuni, "Formulation, Implementation and Control in Strategic Management: Logical, Empirical, or Specious?" with Nainika Patnayakuni in Proceedings of the *25th Midwest Decision Science Institute Meeting*, Cleveland, Ohio, 1994.
- Patnayakuni, R, W Ho and A Ramaprasad, "Modelling Strategic Choice Decisions using Artificial Neural Networks," in Proceedings of the *24th Annual Decision Science Institute Meeting*, Washington, DC, 1993.

#### Research grants and Contracts Received:

- 2017 SAP Research Grant, College of Business, UAH
- 2014, 2014, 2016, 2017, SAP Curriculum Innovation Grants, College of Business, UAH
- 2011 Mini-grant College of Business Administration, UAHuntsville.
- 2010 Hohai University Research Grant
- 2010 SAIC Contract
- 2008 UAH Research Mini-grant.
- 2007 UAH Instructional Mini-grant.
- 2002 Temple University, Summer Research Fellowship
- 2000 Microsoft Curriculum Grant Project: *Curriculum development*
- 1999 Temple University, Project: *Creating an Online Database Course*
- 1997 The University of Melbourne, Project: *Consumer perceptions of risk in shopping on the World, Wide Web.*
- 1997 Spl. Initiatives Grant, The University of Melbourne Project: *BPR Practices in Australia*
- 1996 Pontikes Center for Management of Information, SIU Project: *Information Technology Enabled Change in Work Systems*
- 1995 Pontikes Center for Management of Information, SIU Project: *Developing a Business Telecommunication and Network Management Course at the Undergraduate Level.*
- 1994 Pontikes Center for Management of Information, SIU Project: *Creation of Business Value from Investments in Distributed Computing: The Impact of Information Systems Role and Contextual Factors.*

#### Service Activities (Service to institution, profession, discipline, other):

- Senior Editor of Information Systems Journal – 2016 -
- Associate Editor of Decision Sciences Journal – 2014 -2020
- Associate Editor of Information Systems Journal – 2009 – 2016
- University Employee Benefits Committee – 2019 -
- University Financial Aid Committee – 2018 -
- Graduate School Committee – 2014 – 2016
- College Curriculum and Assessment Committee – 2014 –2019
- Student Conduct Board – 2014 - 2017
- University Review Board – 2013- 2015.
- Faculty Advisor – AIS Student Chapter 2010 – 2011.
- URI Grant Committee – 2010, 2011
- Program Committee – AIS Student Chapter Conference 2010
- College PTAC – 2009-2010
- Mini-track Co-Chair, AMCIS 2009
- Reappointment committees - various
- Mini-track Co-Chair for Extended Enterprise Systems, AMCIS, 2008.
- Commencement Committee, University of Alabama in Huntsville, 2007 – 2009

- Information and Educational Technology Committee, University of Alabama in Huntsville, 2007 – 2009
- Program Committee, CIST, Informs, Seattle, 2008.
- Faculty Senator, University of Alabama in Huntsville, 2005 – 2007.
- University Judicial Board & PAO, University of Alabama in Huntsville, 2005 – 2007.
- University Finance and Resources Committee, University of Alabama in Huntsville, 2005 – present. MIS Graduate Curriculum Committee, College of Administrative Science, University of Alabama – Huntsville, 2004.
- MIS Undergraduate Curriculum Committee, College of Administrative Science, University of Alabama in Huntsville, 2004-2005
- MIS Graduate Curriculum Committee, College of Administrative Science, University of Alabama in Huntsville, 2004 - 2005.
- MIS Marketing Committee, College of Administrative Science, University of Alabama in Huntsville, 2004 - 2005.
- MIS Faculty Recruitment Committee, College of Administrative Science, University of Alabama in Huntsville, 2005.
- MBA 2005 Program Committee, Fox School of Business, Temple University 2003 – 2004.
  - Member of the School of Business committee for designing and formulating a new MBA curriculum for the school. Includes formulation and design of IT Management specialization track and additional courses for the program.
- Director of masters programs – MIS Department 2000 – 2002
  - Responsibility for graduate admissions, advising and curriculum for the department's MS programs.
  - Chair the graduate curriculum committee of the department.
- Review and overhaul of MIS curriculum (MBA/MS) 2002
  - Chaired the committee for review and overhaul of MIS curriculum in the schools' MBA and MS programs.
- Course coordinator: Database management systems 1999–present
  - Coordinate syllabus, text, and database for both undergraduate and graduate courses in database management.
  - Transition of the courses from MS Access to Oracle.
  - Coordinate with computing services for server management.
- Tutorials and Panel Coordinator for Diffusion Interest Group in Information Technology (DIGIT) Workshop 2003, Seattle, WA.
- Maintain the web site and list server for DIGIT (<http://www.mis.temple.edu/digit>)
- Ad-Hoc Reviewer for the following journals and conferences
  - MIS Quarterly
  - Decision Sciences
  - Communications of ACM
  - Database
  - Journal of Electronic Commerce
  - Journal of Management Information Systems
  - Journal of Strategic Information Systems
  - Information Systems Research
  - International Journal of Electronic Commerce
  - Risk Insurance and Management

- Americas Conference on Information Systems
- Academy of Management
- International Conference on Information Systems
- Mini-Track Co-Chair, “Supply Chain Management in the Digital Economy,” *Americas Conference on Information Systems*, Dallas, TX, 2002.
- Mini-Track Co-Chair, “Outsourcing IT in the New Economy,” *Americas Conference on Information Systems*, Boston, MA, 2001.

**V. Honors, Awards, and Special Recognitions:**

- Mark McDaniel, Henri McDaniel and Robert “Bud” Cramer Faculty Award, 2013 -2014.
- David C. Billings Faculty Fellowship, 2008, College of Business Administration, UAH, Huntsville.
- Witmond Faculty Fellowship, 2006-2007, College of Administrative Sciences, University of Alabama in Huntsville.
- Best Paper Research Award 2005, College of Administrative Sciences, University of Alabama in Huntsville.
- Executive Directors Award, for Outstanding Commitment to Teaching (MBA/MS) 2002, Temple University.
- Faculty Leadership Award – MIS Department 2001, Temple University.
- Inducted as Honorary Faculty Member 2001, Beta chapter of Upsilon Pi Epsilon, Temple University.
- Teaching and Research Fellow 2000, Irwin L. Gross eBusiness Institute, Temple University.
- Chairman’s Gold Medal 1998, Indian Institute of Management, India.