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I. Academic Background

Ph.D. University of Maryland
2006 Robert H. Smith School of Business
Major: Information Systems
Minor: Organizational Behavior/Strategic Management

Undergraduate University of Maryland
2001 Robert H. Smith School of Business
Major: Information Systems (B.S.)
Major: International Business (B.S.) Chinese language option

II. Research

Research Interests

- Software development teams
- Virtual teams
- Multilevel theory, issues, and methods
- Impact of technology implementation and use on employee work life

Refereed Journal Articles

1. Magni, M., Maruping, L. M., Hoegl, M., & Proserpio, L. (2012). Managing the unexpected across space: Improvisation, dispersion and performance in NPD teams. *Journal of Product Innovation Management*. Forthcoming.
2. Magni, M., & Maruping, L. M. (2012). Sink or swim: Empowering leadership and overload in teams' ability to deal with the unexpected. *Human Resource Management*. Forthcoming.
3. Maruping, L. M., & Magni, M. (2012). What's the weather like? The effect of team learning climate, empowerment climate, and gender on individuals' technology exploration and use. *Journal of Management Information Systems*, 29(1) 79-113.
4. Alnuaimi, O., Robert, L. P., & Maruping, L. M. (2010). Team size, dispersion, and social loafing in technology-supported teams: A theory of moral disengagement perspective. *Journal of Management Information Systems*, 27(1) 203-230.
5. Maruping, L. M., Venkatesh, V., & Agarwal, R. (2009). A control theory perspective on agile methodology use and changing user requirements. *Information Systems Research*, 20(3) 377-399.

6. Rai, A., Maruping, L. M., & Venkatesh, V. (2009). Offshore information systems project success: The role of social embeddedness and cultural characteristics. *MIS Quarterly*, 33(3) 617-641.
7. Maruping, L. M., Zhang, X., & Venkatesh, V. (2009). Role of collective ownership and coding standards in coordinating expertise in software project teams. *European Journal of Information Systems*, 18(4) 355-371.
8. Venkatesh, V., Brown, S. A., Maruping, L. M., & Bala, H. (2008). Predicting different conceptualizations of system use: The competing roles of behavioral intention, facilitating conditions, and behavioral expectation. *MIS Quarterly*, 32(3) 483-502. *(Lead research article)*
9. Zhang, X., & Maruping, L. M. (2008). Household technology adoption in a global marketplace: Incorporating the role of espoused cultural values. *Information Systems Frontiers*, 10(4) 403-413.
10. Cao, Q., Maruping, L. M., & Takeuchi, R. (2006). Disentangling the effects of CEO turnover and succession on organizational capabilities: A social network perspective. *Organization Science*, 17(5) 563-576.
11. Stewart, K. J., Ammeter, A. P., & Maruping, L. M. (2006). Impacts of license choice and organizational sponsorship on user interest and development activity in open source software projects. *Information Systems Research*, 17(2) 126-144. *(Lead research article)*
*This paper was one of 5 nominated for best paper at *Information Systems Research* for 2006.
12. Venkatesh, V., Maruping, L. M., & Brown, S. A. (2006). Role of time in self-prediction of behavior. *Organizational Behavior and Human Decision Processes*, 100(2) 160-176.
13. Maruping, L. M., & Agarwal, R. (2004). Managing team interpersonal processes through technology: A task-technology fit perspective. *Journal of Applied Psychology*, 89(6) 975-990.

Book Chapters

1. Maruping, L. M. (2011). When a plan comes together: Strategies for developing a healthy pipeline. In V. Venkatesh (Ed.) *Road to Success: A Guide for Doctoral Students and Junior Faculty Members in the Behavioral and Social Sciences* (pp. 24-40), Dog Ear Publishing: Indianapolis, IN.
2. Maruping, L. M. (2010). Implementing extreme programming in distributed software project teams: Strategies and challenges. In D. Smite, N. B. Moe, & P. J. Agerfalk (Eds.) *Agility Across Time and Space: Implementing Agile Methods in Global Software Projects* (pp. 11-30), Springer: Heidelberg.

Conference Presentations and Proceedings

1. Magni, M., Ahuja, M. K., & Maruping, L. M. "Alleviating the perils of dispersion: A study of procedural justice climate and team innovation," In *Academy of Management Best Paper Proceedings*, August 3-7, Boston, MA, 2012. [**Winner: Best Conference Round Table Paper: OCIS Division**]

2. Magni, M., Maruping, L. M., Caporarello, L., & Basaglia, S. "Innovating with technology in team contexts: A trait activation theory perspective," In *Proceedings of the 32nd International Conference on Information Systems*, December 4-7, Shanghai, China, 2011.
3. Daniel, S., Maruping, L. M., Cataldo, M., & Herbsleb, J. "When cultures clash: Participation in open source communities and its implications for organizational commitment," In *Proceedings of the 32nd International Conference on Information Systems*, December 4-7, Shanghai, China, 2011.
4. Magni, M., & Maruping, L. M. "The role of team empowerment and knowledge integration in shaping team improvisation," Presented at the *71st Annual Conference of the Academy of Management*, August 12-16, San Antonio, TX, 2011.
5. Srinivasan, S., Maruping, L. M., & Robert Jr., L. P. "Mechanisms underlying social loafing in technology teams: An empirical analysis," In *Proceedings of the 31st International Conference on Information Systems*, December 12-15, St. Louis, MO, 2010.
6. Maruping, L. M., & Masli, A. "Linking IT human capital to firm performance: Role of strategic human resource practices," To be presented at the *American Accounting Association*, August 1-5, New York, 2009.
7. Magni, M., Maruping, L. M., Hoegl, M., & Proserpio, L. "Improvisation and performance in software development teams: The role of geographic dispersion," In *Proceedings of the 29th International Conference on Information Systems*, December 14-17, Paris, France, 2008.
8. Newell, J. B., Maruping, L. M., Riemenschneider, C., & Robert, L. P. "Leveraging e-identities: The impact of perceived diversity on team social integration," In *Proceedings of the 29th International Conference on Information Systems*, December 14-17, Paris, France, 2008.
9. Goyal, S., Maruping, L. M., & Robert, L. P. "Diversity and conflict in teams: A faultline model perspective," In *Academy of Management Best Paper Proceedings*, August 8-13, Anaheim, CA, 2008.
10. Maruping, L. M., Magni, M., Caporarello, L., & Basaglia, S. "What is the weather like? The effect of team climate and individual attributes on individual intention to explore a new technology," In *Proceedings of the 14th America's Conference on Information Systems*, August 14-17, Toronto, Canada, 2008.
11. Maruping, L. M., Venkatesh, V., & Agarwal, R. "Control, Agile Methodology Use, and Changing User Requirements: A longitudinal field study," Presented at the *Information Systems Research Special Issue on Flexible and Distributed Information Systems Development*, March 7-8, University of Limerick, Limerick, Ireland, 2008.
12. Maruping, L. M., Cao, Q., & Takeuchi, R. "Disentangling the effects of CEO turnover and succession on organizational capabilities: A social network perspective," Presented at the *66th Annual Conference of the Academy of Management*, August 11-16, Atlanta, GA, 2006.
13. Stewart, K. J., Ammeter, A. P., & Maruping, L. M. "A preliminary analysis of the influences of licensing and organizational sponsorship on success in open source projects," In the *Proceedings of the 38th Hawaii International Conference on System Sciences*, January 3-6, Hawaii, 2005.

14. Maruping, L. M., & Lindsay, J. "If you build it will they come? Investigating the impact of collaborative software functionality on information sharing behavior in virtual teams," Presented at the 64th Annual Conference of the Academy of Management, August 6-11, New Orleans, LA, 2004.
15. Maruping, L. M., & Agarwal, R. "Organizational structure and information systems capabilities: How much does alignment really matter?" Presented at the 63rd Annual Conference of the Academy of Management, August 1-6, Seattle, WA, 2003.
16. Maruping, L. M., & Agarwal, R. "Organizational structure and information systems capabilities: Does alignment really matter?" Presented at CERAM Global Technology Management Consortium, October 28-29, Nice, France, 2002.
17. Maruping, L. M. "Human Capital and Firm Performance: Understanding the Impact of Employee Turnover on Competitive Advantage," Presented at the 62nd Annual Conference of the Academy of Management, August 9-14, Denver, CO, 2002.

Invited Presentations

- Innovating with technology in team contexts: A trait activation theory perspective: Georgia State University (March 2012)
- Leveraging technology to manage deep-level differences in virtual team collaboration: University of Georgia (January 2010), University of Queensland (June 2012)
- Role of learning and empowerment climate in facilitating new technology exploration and use within teams: University of Oklahoma (September 2009), University of Louisville (December 2009)
- Empowerment in the extreme: Customer engagement, project dynamism, and controls: SDA Bocconi University (June 2009)
- A field study of control, agile methodology use, and changing user requirements: Hong Kong Polytechnic University (June 2008)
- Software development team effectiveness: An examination of agile development practices and customer feedback: Boston College (February 2006), University of South Carolina (March 2006).
- Managing team interpersonal processes through technology: A task-technology fit perspective: University of Arkansas (April 2004).

Funded Research

- Srinivasan, S. S., Robert, L. P., & Maruping, L. M. (\$1,500). *Effects of team size and dispersion on individual social loafing in technology-supported teams*. Walton College Dean's Research Fund, University of Arkansas
- Newell, J. B., Maruping, L. M., Riemenschneider, C., & Robert, L. P. (\$3,000). *Using technology to leverage diversity in virtual teams*. Information Technology Research Institute, University of Arkansas.
- Alnuaimi, O., Robert, L. P., & Maruping, L. M. (\$2,000). *Linking team size and dispersion to individual social loafing*. Walton College Dean's Research Fund, University of Arkansas

III. Honors and Awards

- Best Conference Round Table Paper Award, OCIS Division, Academy of Management 2012
- Outstanding Reviewer Award, OB Division, Academy of Management 2011
- College of Business Faculty Research Excellence Award, University of Louisville, 2010
- *MIS Quarterly* “Reviewer of the Year Award”, 2009
- ICIS Doctoral Consortium Participant, Charlottesville, VA, 2004
- Recipient of the Allan N. Nash Outstanding Doctoral Student Award, 2004
- PhD Project KPMG Peat Marwick Foundation Doctoral Scholarship, 2001-2005
- Dean’s Fellowship, Robert H. Smith School of Business, 2001

IV. Experience

Academic Experience

2010-Present	Associate Professor (w/ tenure) College of Business, University of Louisville
2006-2010	Assistant Professor Sam M. Walton College of Business, University of Arkansas
2012	Visiting Scholar (1 month) University of Queensland
2009	Visiting Scholar (1 week) SDA Bocconi University
2008	Visiting Scholar (1 month) Hong Kong University of Science and Technology
2004-2006	Visiting Assistant Professor Sam M. Walton College of Business, University of Arkansas
2003-2004	Teaching Assistant Robert H. Smith School of Business, University of Maryland
2001-2004	Graduate Research Assistant Robert H. Smith School of Business, University of Maryland

Work Experience

2000-2001	M ² Limited, MD Software localization engineer
1998-1999	Microsystems Management Inc., MD Web developer
1997-1998	Information Technology Department, MD Systems technician

Professional Affiliations

- Member, Association of Information Systems (AIS), 2001-Present
- Member, Institute of Operations Research and Management Science (INFORMS), 2001-Present
- Member, Academy of Management, 2002-Present
- Member, Ph.D. Project Information Systems Doctoral Student Association, 2001-2006
- Secretary, Ph.D. Project Information Systems Doctoral Student Association, 2004-2005
- Vice President, Association of Doctoral Students, University of Maryland, 2002-2003
- Vice President, Association of Doctoral Students, University of Maryland, 2003-2004
- Doctoral Student Representative on the Academic Integrity Council, 2003-2004

V. Service

Editorial Review Board Memberships

- Associate Editor, *MIS Quarterly* (2011-present)
- Member, *IEEE-Transactions on Engineering Management* (2010-2013)

Service to the Profession: Editorial Roles

- Associate Editor: *Social and Organizational Impacts of IS* track, ICIS 2012
- Associate Editor: *Project Management, Outsourcing, and IS Development* track, ICIS 2011
- Associate Editor: *Organizational Communication and Information Systems* division, Academy of Management Conference 2011
- Mini-track co-chair: *Management of Teams in Outsourcing Relationships*, AMCIS 2011
- Associate Editor: *Organizational Communication and Information Systems* division, Academy of Management Conference 2010
- Track Chair: *General Topics* track, Pacific Asian Conference on Information Systems (PACIS) 2009
- Associate Editor: *Organizational Communication and Information Systems* division, Academy of Management Conference 2009
- Associate Editor: *General Topics* track, ICIS 2009
- Associate Editor: *General Topics* track, ICIS 2008
- Associate Editor: *Web-based Information Systems and Applications* track, ICIS 2007

Service to the Profession: Journal Reviewing

- *MIS Quarterly* (2003-present), *Information Systems Research* (2006-present), *Management Science* (2008-present), *Academy of Management Journal* (2007-present), *Organization Science* (2006-present), *Journal of Applied Psychology* (2010-present), *Journal of Management Information Systems* (2009-present), *Decision Sciences* (2003-present), *IEEE Transactions on Engineering Management* (2009-present), *IEEE Transactions on Software Engineering* (2010), *European Journal of Information Systems* (2010-present), *Information Systems Journal* (2009), *Journal of Strategic Information Systems* (2010), *Small Group Research* (2010), *Database for Advances in Information Systems* (2003), *International Journal of Human-Computer Studies* (2005-present), *International Journal of Electronic*

Commerce (2007), *Journal of Database Management* (2006), *Disease Management & Health Outcomes* (2008), *Information Systems and e-Business Management* (2008)

Service to the Profession: Conference Reviewing

- *International Conference on Information Systems (ICIS), Academy of Management Conference (AoM), America's Conference on Information Systems (AMCIS), Hawaii International Conference on Software and System Sciences (HICSS), Conference on Information Systems and Technology (CIST), Diffusion Interest Group in Information Technology (DIGIT), Informing Science and IT Education Conference*

Service to the Profession: Other

- Academy of Management:
 - OCIS division best paper selection committee (Member, 2011)
 - Chief Information Officer (CIO) OCIS division (2010-2013)
 - Session chair, OCIS division (2009)
 - OCIS division nominations committee (Member, 2008-2009)
 - Discussant, OCIS division (2008)
- International Conference on Information Systems:
 - Session chair (2009)
 - Discussant (2007)
 - Review coordinator (2004, 2006)
- Americas Conference on Information Systems:
 - Doctoral consortium faculty advisor (2011)
- Ph.D. Project Information Systems Doctoral Student Association Annual Conference:
 - Planning Committee Member (2005)

Service to the College (University of Louisville)

- College Research Committee (Member, 2011-present)
- Faculty Recruitment Committee (Member, 2011, 2012)
- Summer Research Grant Committee (Member, 2010-present)

Service to the University (University of Louisville)

- Distinguished Faculty Research Award Committee (Member, 2011)

Service to the University (University of Arkansas)

- Scholarship Committee (Member, 2010)

Service to the College (University of Arkansas)

- Department Chair Search Committee, Information Systems Department (Member, 2006-2007)

Service to the Department (University of Arkansas)

- Information Systems Graduate Student Association (Faculty Advisor, 2008-2010)
- Annual evaluation peer review committee, Information Systems Department (Chair, 2010)
- Annual evaluation peer review committee, Information Systems Department (Member, 2008-2010)
- Ph.D. Program Committee, Information Systems Department (Member, 2007-2010)
- Faculty Search Committee, Information Systems Department (Member, 2007-2008)
- Enrollment Committee, Information Systems Department (Member, 2007-2008)
- Diversity Scholarship Committee, Information Systems Department (Member, 2007)
- Diversity Committee, Information Systems Department (Member, 2006-2008)

Student Advising

Doctoral Thesis Chair	
Student	Current Status
Jaime Newell (co-chair)	Dissertation defended August 2011 (Initial and current placement: University of Cincinnati)
Doctoral Thesis Committees	
Student	Current Status
Tracy Sykes	Dissertation defended May 2009 (Current placement: University of Arkansas)
Xiaojun Zhang	Dissertation defended May 2010 (Current placement: Hong Kong University of Science and Technology)
Sankar Subramaniam	Dissertation proposal defended June 2012
Graduate Independent Study Advisees	
Mingyu Li (M.Sc)	Completed (Summer 2009)
Libo Yu (M.Sc)	Completed (Summer 2009)
Jaime Newell (PhD)	Completed (Spring 2009)
Joe Spencer (PhD)	Completed (Fall 2007)
Xiaojun Zhang (PhD)	Completed (Fall 2006)

VI. Teaching

Teaching Interests

- Strategic Use of Information Technology
- Enterprise Systems
- Business Application Programming

Courses Taught (University of Louisville)

Semester	Course Title	Level	# of Students (Approx.)	Rating
Spring 2012	Systems Analysis and Design	UG	35	
	Introduction to Software Development	UG	38	
	Introduction to Software Development	UG	26	

Semester	Course Title	Level	# of Students (Approx.)	Rating
Spring 2011	Technology Management	MBA	15	4.1/5.0
	Introduction to Software Development	UG	34	3.6/5.0
	Introduction to Software Development	UG	24	3.8/5.0

Courses Taught (University of Arkansas)

Semester	Course Title	Level	# of Students (Approx.)	Rating
Spring 2010	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	36	4.7/5.0
Fall 2009	Object-oriented Programming in Java (ISYS4373)	UG	15	4.6/5.0
	ERP Fundamentals (WCOB5213)	Masters	22	4.4/5.0
	Seminar on Research Projects (ISYS6333)	PhD	6	4.3/5.0
Spring 2009	Object-oriented Programming in Java (ISYS4373)	UG	36	4.9/5.0
Fall 2008	ERP Fundamentals (WCOB5213)	Masters	22	4.5/5.0
	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	25	4.6/5.0
Spring 2008	Research Colloquium (ISYS6011)	PhD	10	N/A
	IT in Organizations: Value, Impacts, and Strategic Use (ISYS6333)	PhD	3	4.8/5.0
	Object-oriented Programming in Java (ISYS4373)	UG	36	4.6/5.0
Fall 2007	Multilevel Research: Theory and Analysis (ISYS636V: Independent study)	PhD	1	N/A
	ERP Fundamentals (WCOB5213)	Masters	11	4.3/5.0
	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	29	4.5/5.0
Spring 2007	Object-oriented Programming in Java (ISYS 4373)	UG	20	4.7/5.0
	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	19	4.7/5.0
	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	21	4.7/5.0
Fall 2006	Research on Teams and Work Groups (ISYS636V: Independent study)	PhD	1	N/A
	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	21	4.7/5.0
Spring 2006	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	10	4.6/5.0
	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	35	4.0/5.0

Semester	Course Title	Level	# of Students (Approx.)	Rating
Fall 2005	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	10	4.5/5.0
Spring 2005	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	23	4.4/5.0
	Business Application Programming in Visual Basic .NET (ISYS3393)	UG	10	4.0/5.0