

Rangaraj “Ranga” Ramanujam

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Research Interests

Operational failures and reliability in high-risk work settings; Organizational structures and processes for healthcare delivery

Publications in Journals and Annual Reviews

Tangirala, S. & Ramanujam, R. (*forthcoming*) Ask and You Shall Hear: Examining the Relationship between Manager Consultation and Employee Voice, *Personnel Psychology*

Goodman, P.S. & Ramanujam, R. (*forthcoming*) The Effects of Organizational Change and Its Perceived Impact on Errors, *Journal of Applied Behavioral Science*

Abrahamson, K., Ramanujam, R., & Anderson, J. (*forthcoming*). Co-Worker Characteristics and Nurse Perception of Safety Climate, *International Journal of Health Care Quality Assurance*

Lehman, D., Jungpil, H., Ramanujam, R., & Alge, B. (2011) Dynamics of the Organizational Performance-Risk Relationship within a Performance Period: The Moderating Role of Deadline Proximity, *Organization Science* 22 (6): 1613-1630

Goodman, P.S., Ramanujam, R., Carroll, J., Edmondson, A.C., Hofmann, D., & Sutcliffe, K. (2011) Organizational Errors: Directions for Future Research, *Research in Organizational Behavior* 31: 151-176

Thompson, D.N., Hofmann, L.A., Sereika, S.M., Lorenz, H.L., Wolf, G.A., Burns, H.K., Minnier, T.E., & Ramanujam, R. (2011) A Relational Leadership Perspective on Unit-Level Safety Climate, *Journal of Nursing Administration*, 41(11): 479-487

Ramanujam, R. & Goodman, P.S. (2011) The Challenge of Collective Learning from Event Analysis, *Safety Science* 49(1): 83-89

Logia, L., & Ramanujam, R. (2010) Medical Trainees' Formal and Informal Incident Reporting Across a Five-Hospital Academic Medical Center, *Joint Commission Journal on Quality and Patient Safety*, 36(1), 36-42

Anderson, J., Ramanujam, R., Hensel, D., & Sirio, C. (2010) Reporting Trends in a Regional Medication Error Data-Sharing System, *Healthcare Management Science*, 13(1): 74-83

- Flanagan, M., Ramanujam, R., & Doebbeling, B. (2009) The Effects of Provider-focused and Workflow-focused Implementation Strategies on Provider Acceptance of Clinical Practice Guidelines, *Implementation Science*, 4:71
- Lehman, D., & Ramanujam, R. (2009) Selectivity in Organizational Rule Violations, *Academy of Management Review*, 34(4): 643-657 (2009 Best Paper Award finalist)
- Nembhard, I. M., Alexander, J.A., Hoff, T., & Ramanujam, R. (2009) Why Does the Quality of Health Care Continue to Lag? Insights from Management Research, *Academy of Management Perspectives*, 23(1): 24-42
- Drenevich, P., Ramanujam, R., Mehta, S., & Chaturvedi, A. (2009) Affiliation or Situation? What Drives Strategic Decision Making in Crisis Response? *Journal of Managerial Issues*, 21(2): 232-245
- Tangirala, S. & Ramanujam, R. (2008) Exploring Non-Linearity in Employee Voice: The Effects of Personal Control and Organizational Identification, *Academy of Management Journal*. 51(6): 1189–1203
- Tangirala, S. & Ramanujam, R. (2008) Employee Silence on Critical Work Issues: The Cross-level Effects of Procedural Justice Climate, *Personnel Psychology*, 61(1): 37-68
- Ramanujam, R., Abrahamson, K., & Anderson, J. (2008) Influence of Workplace Demands on US Nurses' Perceptions of Patient Safety, *Nursing and Health Sciences*, 10(2): 144-150
- Tangirala, S., Green, S., & Ramanujam, R. (2007) In the Shadow of the Boss's Boss: Effects of Supervisors' Upward Exchange Relationships on Employees, *Journal of Applied Psychology*, 92(2): 309-320
- Flanagan, M., Ramanujam, R., Sutherland, J. Vaughn, T., Diekama, D., & Doebbeling, B. (2007) Development and Validation of Measures to Assess Prevention and Control of Antimicrobial Resistance in Hospitals, *Medical Care*, 45(6): 537-544
- Ramanujam, R. & Rousseau, D. R. (2006) The Challenges are Organizational Not Clinical, *Journal of Organizational Behavior*, 27(7): 1-17
- Anderson, J., Ramanujam, R., Hensel, D., Anderson, M., & Sirio, C. (2006) The Need for Organizational Change in Patient Safety Initiatives, *International Journal of Medical Informatics*, 75(12): 809-817
- Koley, K.C., Pringle, J. L., Weber, R.J., Rice, K., Ramanujam, R., & Sirio, C.A. (2006) Perceived Barriers in Using a Region-wide Medication Error Reporting System, *Journal of Patient Safety*; 2(1):39-44
- Ramanujam, R., & Goodman, P.S. (2003) Latent Errors and Adverse Consequences: A Conceptualization, *Journal of Organizational Behavior*, 24(7): 815-836

Ramanujam, R. (2003) The Effects of Discontinuous Change on Latent Errors in Organizations: The Moderating Role of Risk, *Academy of Management Journal*, 46(5): 608-617

Morel, B.M. & Ramanujam, R. (1999) Through the Looking Glass of Complexity: Organizations as Adaptive and Evolving Systems, *Organization Science*, 10(3): 278-293

Book Chapters

Ramanujam, R. & Peltz, A. (forthcoming) The Organizational Impact on Healthcare Quality, in Nash, D.B. (Ed), *Health Care Quality: The Clinician's Primer*, American College of Physician Executives

Ramanujam, R. & Goodman, P.S. (2011) The Role of Organizational Feedback Processes in the Link between Latent Errors and Adverse Outcomes, in Hofmann, D, & Frese, M. (Eds.) *Errors in Organizations*, Society for Industrial and Organizational Psychology Frontier Series, Routledge

Tangirala, S. & Ramanujam, R. (2008) The Sound of Loyalty: Voice or Silence? in Greenberg, J., Edwards, M., & Brinsfield, C. (Eds.) *Voice and Silence in Organizations*, Elsevier

Ramanujam, R., Keyser, D.J., & Sirio, C.A. (2005) Making the Case for Organizational Change in Patient Safety Initiatives, *Advances in Patient Safety: From Research to Implementation*, Agency for Healthcare Research and Quality

Publications in Conference Proceedings

Ramanujam, R., K. Abrahamson and J.G. Anderson (2007) Influences of Nurse Perception of Hospital Safety Climate: An HLM Approach, *Proceedings of the International Conference Addressing Information Technology and Communication in Health (ITCH)*, University of Victoria, BC, Canada

Anderson, J. & Ramanujam, R. (2005) Voluntary Reporting of Medical Errors and Organizational Change: A Simulation Study, *Proceedings of Health Sciences Simulation Conference*, The Society for Modeling and Simulation International, San Diego, CA

Ramanujam, R. (2004) The Role of Organizational Context in Error Detection, *Proceedings of Conference on Safety Across High-Consequence Industries*, University of St. Louis

Tangirala, S. & Ramanujam, R. (2004) The Role of Fairness Perceptions in Voluntary Error Reporting: A Conceptual Framework, *Proceedings of Conference on Safety Across High-Consequence Industries*, University of St. Louis

Ramanujam, R. & Morel, B.M. (2002) An Emergence Model of Organizational Change, *Proceedings of the Conference on Computational and Mathematical Organization Theory*, Carnegie Mellon University, Pittsburgh, PA

Manuscripts under Review

Lehman, D., Jungpil, H., & Ramanujam, R. (under review) Does the timing of risk taking affect organizational performance? *Strategic Management Journal*

Liu, W. Ramanujam, R., & Tangirala, S. (under review) Targets of Employee's Upward Communication: The Relational Antecedents of Voice and Skip-level Voice. *Journal of Applied Psychology*

Working Papers

Vogus, T., Ramanujam, R., Tangirala, S., & Lehman, D. The Antecedents and Consequences of Mindful Organizing in Workgroups

Ramanujam, R., Tangirala, S., & Venkataramani, V. Operational Failures and Emotional Exhaustion: The Moderating Effects of Workgroup Identification and Managerial Attention

Ramanujam, R., Sirio, C.A., Keyser, D.J., & Thompson, D. Learning to Report or Reporting to Learn? The Use of Incident Data in Hospitals

Conference and Invited Presentations

Ramanujam, R. (2011) Managing Patient Safety, Aravind Eye Care System, Madurai, India

Ramanujam, R. (2011). Early Reporting and Safety Culture, Web Seminar hosted by the All Midwest Employers Casualty Company (over 100 participants)

Ramanujam, R. (2011) The Business Case for Quality, Quorum Health Resources, Annual Leadership Conference, Nashville

Ramanujam, R. (2011) Research on High Reliability Organizations: The Viewpoint of a Book Series' Editorial Board Member, Annual HRO Conference, Washington DC

Ramanujam, R. (2011) Employee Consequences of Major Operational Failures, National University of Singapore

Ramanujam, R. (2011) Creating a Safety Culture, Web Seminar hosted by Pure Safety, Nashville (over 300 participants)

Ramanujam, R. (2011) Organizational Change and Safety Culture, 3rd Annual Patient Safety and Quality Leadership Institute, American Medical Students Association, Thomas Jefferson University, Philadelphia

- Ramanujam, R. (2010) After the Oil Spill: What Awaits BP's new CEO? Owen Graduate School of Management, Vanderbilt University
- Ramanujam, R. (2010) Creating an "Early Reporting" Culture to Improve Safety Performance, Uniting Safety and Health, Pure Safety User Conference, Nashville
- Thompson, D.N., Sereika, S.M., Hoffman, L., Burns, H.K., Wolf, G.A., Minnier, T., & Ramanujam, R. (2010) Nurse Leaders and Safety Climate: A Relational Perspective, National Institute for Nursing Research, 25th Anniversary Scientific Symposium. Washington DC.
- Ramanujam, R. (2009) Managing Implementation Processes in Healthcare Organizations, South West Pennsylvania Organization of Nurse Leaders, Pittsburgh
- Ramanujam, R. (2009) When Ideas Meet Context: The Implementation of Incident Reporting Systems in Hospitals, Academy of Management Annual Meeting, Chicago
- Tangirala, S. & Ramanujam, R. (2009) When Does Manager Consultation Lead to Employee Voice? An Examination of Moderators, Academy of Management Annual Meeting, Chicago
- Ramanujam, R. (2009) Reliability Lapses, Organizational Behavior Speaker Series, Tepper School of Business, Carnegie Mellon University
- Goodman, P.S., Beenan, G., & Ramanujam, R. (2009) New Forms of Higher Education, International Conference on Educational Leadership, Indian Institute of Management, Bangalore
- Ramanujam, R. & Goodman, P.S. (2008) The Role of Sharing, Storage, and Retrieval Processes in Collective Learning from Event Analysis, NetWork Workshop on Event Analysis, Berlin, Germany
- Ramanujam, R. (2007) The Role of Performance Measurement in Organizational Change, 10th Biennial Regenstrief Conference on Transformational Change in Healthcare, Turkey Run, Indiana
- Ramanujam, R. (2007) The Link between Incident Reporting and Organizational Learning, Academy of Management Annual Meeting, Philadelphia
- Ramanujam, R. (2007) IOM & AOM: Linking the Academy to the Institute of Medicine, Academy of Management Annual Meeting, Philadelphia
- Lehman, D., Ramanujam, R., & Alge, B. (2007) Revisiting the Performance-Risk Relationship: Evidence from the National Football League, Academy of Management Annual Meeting, Philadelphia

Ramanujam, R., Sirio, C.A., Keyser, D.J., & Thompson, D. (2007) Top Management's Focus of Attention and Organizational Learning from Errors, Production and Operations Management Society, Dallas

Ramanujam, R., Sirio, C.A., Keyser, D.J., & Thompson, D. (2007) Inside the Black Box: The Gap between Incident Reporting and Organizational Learning, 7th Annual Wharton Technology Conference, Philadelphia

Ramanujam, R. & Tangirala, S. (2007) The Effects of Adverse Events on Learning Behaviors: The Moderating Role of Safety Climate, Society of Industrial and Organizational Psychology Annual Meeting, New York

Tangirala, S. & Ramanujam, R. (2007) How Leaders Model Employee Voice, Society of Industrial and Organizational Psychology Annual Meeting, New York

Tangirala, S. & Ramanujam, R. (2006) Exploring Non-linearity in Employee Voice: The Effects of Personal Control and Organizational Identification, Academy of Management Annual Meeting, Atlanta

Lehman, D., & Ramanujam, R. (2006) The Selection and Progression of Organizational Rule Violations, Academy of Management Annual Meeting, Atlanta

Ramanujam, R., & Thompson, D. (2006) Organizational Issues in Implementing Toyota Production Methods in Healthcare, American Society for Quality, Dallas

Ramanujam, R. & Tangirala, S. (2006) Employee Silence on Critical Work issues: The Role of Procedural Fairness Climate, research seminar at the Ivey School of Business, University of Western Ontario

Tangirala, S., Green, S., & Ramanujam, R. (2005) The Shadow of the Boss's Boss: The Cross-Level Effects of Supervisor's LMX on Employees, Academy of Management Annual Meeting, Hawaii

Goodman, P.S. & Ramanujam, R. (2005) The Role of Time in Error Management, Academy of Management Annual Meeting, Hawaii

Lehman, D., Ramanujam, R., & Saks, D. (2005) Group Effects on Individual Risky Decision Making: The Mediating Roles of Risk Propensity and Risk Perception, Academy of Management Annual Meeting, Hawaii

Thompson, D. & Ramanujam, R. (2005) Process Observation—A Key to Improving Medication Safety, National Patient Safety Foundation

Ramanujam, R. & Tangirala, S. (2005) Voluntary Reporting of Impermissible Errors, Society of Industrial and Organizational Psychology Annual Meeting, Los Angeles

Hensel, D., Anderson, J. and Ramanujam, R. (2005) Examining the Importance of Organizational Structure on Voluntary Medical Error Reporting Over Time. American Sociological Association Annual Meeting, Philadelphia

Tangirala, S. & Ramanujam, R. (2004) Why Contribute Information Voluntarily and How? A Fairness Perspective on Information Sharing, Academy of Management Annual Meeting, New Orleans

Drenevich, P., Mehta, S., Chaturvedi, A., & Ramanujam, R. (2004) Affiliation or Situation? Preferences in Collaborative Inter-organizational Response to Bio-Terrorism, Academy of Management Annual Meeting, New Orleans

Ramanujam, R. (2004) Implementing Incident Reporting Systems for Patient Safety, presented at the University Hospital, University of Hanover, Hanover

Ramanujam, R. (2003) Implementation Challenges in Healthcare: An Organizational Behavior Perspective, presented at the Institute for Research and Education on Treatment of Addictions, Pittsburgh

Ramanujam, R. (2003) Organizational Errors: Conceptual and Methodological Issues, presented at RAND Corporation, Santa Monica

Ramanujam, R. (2002) Issues in Studying Variations in Latent Errors Across Multiple Organizational Units: Lessons from a Field Study, Academy of Management Annual Meeting, Denver

Ramanujam, R. & Morel, B.M. (2002) An Emergence Model of Organizational Change, Conference on Computational and Mathematical Organization Theory, Pittsburgh

Ramanujam, R. & Goodman, P.S. (2002) Studying Variations in Errors: The Concept of Organizational Vulnerability, Academy of Management Annual Meeting, Chicago

Morel, B.M. & Ramanujam, R. (2002) Lamarckian and Darwinian Perspectives in the study of Organizational Change, INFORMS Annual Meeting, Cincinnati

Editorial Review Board Memberships

Journal of Organizational Behavior (2005-)

Organization Science (2009-)

Stanford University Press Series on High Reliability and Crisis Management (2008 -)

Occasional Reviewer

Academy of Management Review

Administrative Science Quarterly

Applied Psychology: An International Review

Encyclopedia of Human Behavior
European Journal of Work and Organizational Psychology
Health Care Management Review
International Journal of Management Reviews
Journal of Computational and Mathematical Organizational Theory
Journal of Engineering and Technology Management
Journal of Management
Management Science
National Science Foundation
The Netherlands Organization for Scientific Research (NWO)
Organization Studies
Organizational Behavior and Human Decision Processes
Work and Occupations

Editor, Journal Special Issue

Ramanujam, R. & Rousseau, D. R. (Eds.) (2006) Journal of Organizational Behavior Special Issue on Healthcare Organizations, Volume 27, Issue 7

Other Research-related Activities

Participant, Roundtable on “*Restoring Joy and Meaning in Work and Workforce Safety*” sponsored by Lucian Leape Institute, National Patient Safety Foundation, Nashville (2010)
 Co-Organizer, Academy of Management (AOM) Caucus on Errors & Reliability (2006-2010)
 External Reviewer, *Institute of Medicine* (IOM) Report on Residents’ Duty Hours (2008)
 Panelist, Professional Development Workshop about Risk, AOM (2008)
 Chair, AOM taskforce to review IOM Report on Performance Measurement (2006-07)
 Member, Conference Planning Committee, Regenstrief Institute (2006)
 Organizer, Professional Development Workshop about Healthcare Policy, AOM (2004)

Research Awards, Grants, and Fellowships

Research Productivity Award, Owen School, Vanderbilt University (2010-11)
 Clarian Health Partners, Research Grant (2006-2008)
 Regenstrief Center for Healthcare Engineering, Research Fellowship (2005)
 Regenstrief Center for Healthcare Engineering, Seed Grant (2005)
 Agency for Healthcare Research and Quality, Research Grant (2001-2004)
 Citibank Behavioral Science Research Council, Full Project Grant (1999-2001)
 Citibank Behavioral Science Research Council, Exploratory Study Grant (1998)
 Carnegie Mellon University, Gerald Salancik Fellowship (1997)

Teaching Interests

Leadership, Teams, Organizational change and design, healthcare organizations

Courses Taught

Executive Education

Leadership and Change (non-degree programs)

Community Health Services (2011)
 Academic Leadership Program, Vanderbilt University Medical Center (2010)
 Nissan Corporation (2009; 2010)
 University of San Paulo (2010; 2011)
 GISMA (2010)
 Rogers Group (2009)
 Clarian Arnett (2008)
 Sennheiser Corporation (2007)
 International Association of Holiday Inns (2005-08)

Leadership and Change (degree programs)

Master of Healthcare Management (MMHC) program, Vanderbilt University (2009; 2010)
 International Masters Management Program (IMM), Purdue University (2007)
 Weekend MBA Program, Purdue University (2006)

MBA

Leading Teams and Organizations (core course)

Owen Graduate School of Management, Vanderbilt University (2008-2011)
 Krannert School of management, Purdue University (2000-2004)

Organizational Design and Effectiveness (elective)

Owen Graduate School of Management, Vanderbilt University (2009; 2010; 2011)

Healthcare Delivery Organizations (elective)

Owen Graduate School of Management, Vanderbilt University (2010; 2011)

Managing Organizational Change (elective)

Krannert School of Management, Purdue University (2001-2008)
 GISMA, Hanover, Germany (2004)

Undergraduate

Organizational Behavior

Purdue University (2000); Carnegie Mellon University (1997-1999)

Doctoral

Seminar in Organization Theory

Owen Graduate School of Management, Vanderbilt University (2009; 2010)
 Krannert School of management, Purdue University (2002-2008)

Student Advising

Chair, Doctoral Dissertation Committee

David Lehman, Purdue University (June 2007); Dissertation title: Effects of Feedback Timing on the Performance-Risk Relationship: Evidence from the National Football League

Subra Tangirala, Purdue University (August 2006); Dissertation Title: Exploring Non-linearity in Voice: The Effects of Personal Control and Organizational Identification (Winner of the 2008 *S. Rains Wallace Dissertation Award* from the Society of Industrial and Organizational Psychology)

Member, Doctoral Dissertation Committee

Matthew Grimes, Owen Graduate School of Management, Vanderbilt University, Competing Demands and the Entrepreneur: Strategies for Resolution and Consequences for the Nascent Organization (*ongoing*)

David Oh, Owen Graduate School of Management, Vanderbilt University, Effects of Regulatory Focus on Concessions in Negotiations (*ongoing*)

Ying Chen, Owen Graduate School of Management, Vanderbilt University Cross-cultural examination of LMX in the US and China (*ongoing*)

Mitzi Boilanger, School of Nursing, Indiana University, Effects of Workgroup Characteristics on NICU Nurses' Recommendation of Breast-feeding (*ongoing*)

Debra Thompson, School of Nursing, University of Pittsburgh, Effects of Leader-Member Exchange on Patient Safety Processes and Outcomes (2010)

Wendy Kookan, School of Nursing, Indiana University, Vigilance Experiences: Cancer Patients, Families, and Nurses, (2008; Winner Clarian Patient Safety Research Award)

Kathy Rapala, School of Nursing, Purdue University, Nurses' Perceptions and Attitudes toward Patient Safety (2008)

Vijaya Venkataramani, Krannert School of Management, Purdue University, Network Effects in the Formation of Fairness Judgments (2008)

Kathy Abrahamson, Department of Sociology, Purdue University, The Influence of Family Member-Nurse Conflict on Nurse Burnout in Long Term Care (2008)

Dinesh Iyer, Krannert School of Management, Purdue University, Performance Feedback View of the Timing Of Acquisitions, Direction of Diversification, and Firm Performance, (2007; Finalist—BPS Dissertation award)

Natalie Bin Zhao, Richard Ivey School of Business, University of Western Ontario, Learning from Errors: The Role of Context, Emotion, and Functionality (2007)

Sharon Tan, Graduate School of Industrial Administration, Carnegie Mellon University, The Effects of Interruptions on Errors (2005)

Advisor, Independent Student Projects

Jennifer Rymer, Organizational Challenges in Implementing the New Resident Work Hours (MD/MBA student, Vanderbilt University, Spring 2011)

Sarah Hultquist, Implementing High Reliability Organizing Processes in a Cardio Vascular Institute, (MBA student, Vanderbilt University, Spring 2010)

Jennifer Granchi, Redesigning IT Interface for Lab Test Results at an Academic Medical Center, (MBA student, Vanderbilt University, Spring 2010)

Astrid Huebner & Erica Clements, Organizational Design for Implementing Lean Production Processes in a Hospital, (MBA students, Vanderbilt University, Spring 2009)

Niti Joshi, The Role of HR in Implementing Commitment-oriented Workplace Practices: Comparison of US and Indian Firms, (MSHR student, Purdue University, Spring 2008)

Debra Thompson, Organizational Change and Patient Safety, (PhD candidate, School of Nursing, University of Pittsburgh, Spring 2007)

Robert Taylor, Applying Change Management Principles to US Coast Guard's Implementation of a Vision for Mission Execution, (MBA student, Purdue University, Spring 2007)

Wendy Kookan, Vigilance in Patient Care, (PhD candidate, IU School of Nursing, Fall 2006)

Trisha Palmer, The Role of HR in Implementing Organizational Change, (MSHR student, Purdue University, Spring 2006)

Natalie Dietz, Implementing Electronic Medical Records in Emergency Rooms, (Industrial Engineering, Purdue University, Spring 2006)

Teaching Awards

Krannert Award for Outstanding Teaching, Purdue University (2001-2004)

Graduate Student Teaching Award, Runner up, Carnegie Mellon University (1998)

Fellow, Eberly Center for Teaching Excellence, Carnegie Mellon University (1997-98)

Graduate Student Teaching Award, School of Industrial Administration, Carnegie Mellon University (1997)

Service Activities (School/University)

Member, Vanderbilt University Faculty Senate (2011-)
 Member, Vanderbilt University Medical School Curriculum 2.0 Thread 12 on Quality, Safety, Systems and Value-Based Care (QSSC)
 Member of the following at the Owen Graduate School of Management, Vanderbilt University
 Research Committee (2010 -)
 Healthcare Management Program Committee (2009 -)
 Non-Degree Program Oversight Committee (2011 -)
 Faculty Advisor, IHI Open School, Vanderbilt University Chapter (2010 -); the student-designed course received special recognition from the Academy for Healthcare Improvement for a student submission for the Duncan Neuhauser Curricular Innovation Award
 Faculty Advisor, Healthcare Club, Owen Graduate School of Management (2010-)
 Presenter, PREP undergraduate leadership program, Vanderbilt University (2010; 2011)
 Member, Organizational Behavior PhD Program Review Committee, Purdue University (2002)
 Faculty mentor, HORIZON Program for college freshmen, Purdue University (2002- 06)

Consulting

Aravind Eye Care System; HCA; Pure Safety; Vanderbilt University Medical Center 9Office Safety; OB/GYN; Heart Institute; Psychiatry); Indiana State Patient Safety Center; Pittsburgh Regional Healthcare Initiative

Appointments/Positions

Associate Professor, Owen School of Management, Vanderbilt University (2008 – Current)
 Assistant Professor, Krannert School of Management, Purdue University (2000-2008)
 Research Scientist, Roudebush VA Medical Center, Indianapolis (2005-2006)
 Area Marketing Manager, Standard Chartered Bank, India (1988-1993)

Education

Ph.D. (Organizational Behavior & Theory), Carnegie Mellon University (2000)
 PGDM, Indian Institute of Management, Calcutta (1988)
 B.E. (Electrical Engineering), Anna University, Chennai (1986)

Memberships/Affiliations

Academy of Management
 Center for Catastrophic Risk Management, University of California, Berkeley