

RAMESH SHANKAR

Associate Professor

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WORK

- 2011 – : Tenured Associate Professor, School of Business, University of Connecticut
- 2008 – 2010 : Analytics Consultant, GE (Corporate) through EdgeLab, UConn-GE Collaboration
- 2005 – 2011 : Assistant Professor, School of Business, University of Connecticut
- 2004 – 2005 : Instructor, School of Business, University of Connecticut
- 2000 & 2001 : Research Associate, Morgan Stanley (e-CRM), New York
- 1999 – 2004 : Research Associate, NYU Stern School of Business
- 1998 – 1999 : Enterprise IT Consultant, PwC and Wipro.
- 1996 – 1998 : Assistant Manager, ICICI (India), Infrastructure Project Finance

EDUCATION

- 1999 – 2005: Stern School of Business, New York University Ph.D., Information Economics.
Dissertation Title: “Essays on Information Systems and Contracting”
GMAT: 760
- 1994 – 1996: Indian Institute of Management (IIM), Ahmedabad, India: MBA, Finance.
- 1990 – 1994: Indian Institute of Technology (IIT), Madras, India: B.Tech., Mech. Engg.
IIT JEE All India Rank: 328

EDITORIAL SERVICE

- Associate Editor, MIS Quarterly, July 2013 – Dec 2017
- Associate Editor for ICIS 2009, 2010, 2011, 2012, 2013, 2014, 2015:
 - Economics and Information Systems Track
- Served as invited referee for 200+ articles for top IS Journals and Conferences, including ISR (25 papers), Management Science (20), MIS Quarterly (45), INFORMS JoC (1), Marketing Science (3), JIMS (2), POMS Journal (2), DSS (15), ACM TOIT (1), JOCEC (1), IS Frontiers (1), Journal of Business Research (1), ECRJ (1), EJIS (1), ICIS (10), INFORMS-CIST (8), WITS (4), ICEC (6), ICISTM (3).
- Program Committee Member for INFORMS-CIST 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017; ICEC 2009, WITS 2008, ICIS 2011, ICEC 2011

PROFESSIONAL DEVELOPMENT

- Sep 2018: Cloud Computing: *Big Data on AWS (Amazon Headquarters)*
- Nov 2015: Data visualization: *Tableau Desktop Fundamentals* and *Intermediate* course
- Jun 2015: Harvard Business School: *The Art and Craft of Discussion Leadership – part 2*
- Feb 2015: Big Data Analytics: *Real-time Analytics with Apache Spark*
- Nov 2013: Big Data Analytics: *Building Recommender Systems with Hadoop*
- Sep 2013: Big Data Analytics: *Using Pig, Hive, and Impala with Hadoop*
- Dec 2012: Harvard Law School: *Negotiation and Leadership*
- Aug 2007: Harvard Business School: *The Art and Craft of Discussion Leadership – part 1*

RESEARCH INTERESTS

My primary research focus is inferring and predicting user behavior from large datasets, and building a theoretical understanding of user behavior based on social psychology and behavioral economics. I have studied a variety of interdisciplinary problems using large datasets from different industries and functions,

drawing upon research methods from data mining, econometrics, and microeconomic modeling. My work has been published in premier journals in multiple areas including Information Systems, Marketing, and Computer Science, such as *Information Systems Research*, *Marketing Science*, and *ACM Transactions on IS*. Early in my Ph.D. program I got my first exposure to large datasets when I worked on a text mining project linking business news stories (massive text datasets) with stock price movements (NYSE Daily TAQ - Trade and Quote data) with Foster Provost at NYU, and on a research project involving multidimensional recommender systems with Alex Tuzhilin and his group (movie reviews data). With the rise of social media and online advertising, my interests shifted to data analytics in these areas, with empirical papers on corporate blogging (Sun Microsystems corporate blog data), online advertising (Google adwords data), and more recently, location based services (Foursquare data). Currently I am involved in several projects involving large datasets, including most recently a panel data analysis of programmers' participation in electronic knowledge repositories (from programming Q&A website StackOverflow.com).

PUBLICATIONS (Total Citations: 1555)

1. Aindrila Chakraborty, Sudip Bhattacharjee, James Marsden, Ramesh Shankar. "Predictive Models to Measure the Impact of Fiber-Optic Broadband Expansion on Local Towns and Municipalities." *Telematics and Informatics*. Accepted, March 2018.
2. Lee, Ho Cheung Brian, Jose M. Cruz, and Ramesh Shankar. "Corporate Social Responsibility (CSR) Issues in Supply Chain Competition: Should Greenwashing Be Regulated?" *Decision Sciences* (2017).
3. Wang, Lei, Ram Gopal, Ramesh Shankar, and Joseph Pancras. "On the brink: Predicting business failure with mobile location-based checkins." *Decision Support Systems* 76 (2015): 3-13.
4. Aggarwal, Rohit, Ram Gopal, Ramesh Sankaranarayanan, Param Vir Singh. "Blog, blogger, and the firm: Can negative employee posts lead to positive outcomes?" *Information Systems Research* 23.2 (June 2012): 306-322.
5. Amit Mehra, Ram Bala, Ramesh Sankaranarayanan. "Competitive Behavior-Based Price Discrimination for Software Upgrades." *Information Systems Research*. December 2011, Vol.22, No.4.
6. Gopal, Ram, Xinxin Li, and Ramesh Sankaranarayanan. "Online keyword based advertising: Impact of ad impressions on own-channel and cross-channel click-through rates." *Decision Support Systems* 52.1 (December 2011): 1-8.
7. Bhattacharjee, S., R.Gopal, J.R.Marsden, and R.Sankaranarayanan. Digital Goods and Markets: Emerging Issues and Challenges. *ACM Transactions on Management Information Systems*, Vol. 2, No. 2, Article 8, June 2011.
8. Mantena, R., R.Sankaranarayanan, and S.Viswanathan. Platform-Based Information Goods: The Economics of Exclusivity. *Decision Support Systems*, Volume 50, Issue 1, December 2010, Pages 79-92.
 - Awarded Net Institute Summer Grant (\$5000)
9. Ramesh Sankaranarayanan, Arun Sundararajan. "Electronic Markets, Search Costs and Organizational Scope." *Information Systems Research*. March 2010, Vol.21, No.1.
 - Winner of "Best Paper Award", School of Business, University of Connecticut
10. Sudip Bhattacharjee, Ram Gopal, James R.Marsden, Ramesh Sankaranarayanan, Rahul Telang. "To theme or not to theme: Can theme strength be the music industry's 'Killer App'?", *Decision Support Systems*. December 2009, Vol.48, No.1, Pages 141-149.
11. Sudip Bhattacharjee, Ram Gopal, James R.Marsden, Ramesh Sankaranarayanan, "Re-tuning the Music Industry to Attain Business Resonance." *Communications of the ACM*, June 2009, Vol. 52 No. 6, Pages 136-140.
12. Ramesh Sankaranarayanan. "Innovation and the durable goods monopolist: the optimality of frequent new-version releases." *Marketing Science*, November-December 2007, 26(6), 774 – 791.

13. Gediminas Adomavicius, Ramesh Sankaranarayanan, Shahana Sen, Alexander Tuzhilin. "Incorporating Contextual Information in Recommender Systems using a Multidimensional Approach." *ACM Transactions on Information Systems*, January 2005, 23(1) 103-145

RESEARCH UNDER REVIEW

1. "Impact of Gamification on Word-of-Mouth Effectiveness for Retailers". With Lei Wang, Ram Gopal, Joseph Pancras, and Kunter Gunasti.
2. "Reputational Loss Aversion: Evidence from StackOverflow."
3. "Reciprocity as a driver of online contribution: Evidence from StackOverflow." With Hongfei Li and Jan Stallaert.

RESEARCH IN PROGRESS

4. "Durable Information Goods Upgrades: A Game Theoretic Analysis."
5. "Intrinsic vs extrinsic motivators as drivers of effort and acquisition of expertise."
6. "Estimating the determinants of community endorsements of online contributions."

RESEARCH GRANTS

1. Summer research grant, CITI, University of Connecticut: "Estimating the impact of smartphone-enabled ride sharing services on demand, supply, and customer satisfaction", Summer 2016
2. Summer research grant, CITI, University of Connecticut: "The Impact of Corporate Sponsorship of Open Source Software: An Empirical Analysis", Summer 2015
3. Summer research grant, CITI, University of Connecticut: "What motivates user contribution to electronic knowledge repositories?", Summer 2014

INVITED RESEARCH PRESENTATIONS

1. Rensselaer Polytechnic, Lally School of Management (Feb 2018)
2. IIT Madras, Chennai, Department of Management Studies (Jan 2018)
3. Great Lakes Institute of Management, Chennai (Jan 2018)
4. University of Texas, Dallas, Naveen Jindal School of Management (Sep 2017)
5. University of Maryland, Robert H. Smith School of Business (March 2017)
6. University of Notre Dame, Mendoza College of Business (Nov 2016)
7. University of Connecticut, School of Business, Schoolwide Faculty Seminar (Sept. 2016)
8. University of South Florida, Muma College of Business (August 2016)
9. Iowa State University, College of Business (April 2016)
10. University of Arizona, Eller School of Management (March 2016)
11. IIM Bangalore, India (July 2015)
12. University of Maryland, Robert H. Smith School of Business (January 2009)
13. Carnegie Mellon University, Heinz School of Public Policy (March 2009)
14. University of Michigan (October 2005)
15. City University of New York (Baruch College) (March 2004)
16. National University of Singapore (March 2004)
17. Singapore Management University (March 2004)
18. University of Connecticut (February 2004)
19. Tulane University (January 2004)
20. Carnegie Mellon University (October 2003)

PROFESSIONAL AWARDS

- Ackerman Scholarship, School of Business, University of Connecticut, 2012-2014.
- Ackerman Scholarship, School of Business, University of Connecticut, 2010-2012.
- Best Paper Award, School of Business, University of Connecticut, May 2010, for "Electronic Markets, Search Costs, and Firm Boundaries" (Published in *ISR*, March 2010, Vol.21, No.1)

- Teaching Innovation – Honorable Mention, School of Business, University of Connecticut, May 2010.
- Nadler Fellowship, Stern School of Business, NYU, 2003-2004.
- Ph.D. Fellowship, Information Systems Department, Stern School of Business, NYU, 1999-2003.

INDUSTRY INITIATIVES

MS-Business Analytics and Project Management (MS-BAPM) (From Fall 2012 to present)

- I have served on industry outreach and student admissions committees, and worked with the MS-BAPM Advisory Committee consisting of senior leaders from United Technologies, IBM, Aetna, The Hartford, and other major corporations. I have helped students connect to industry executives, recruiters, and data analytics professionals.

Edgelab – UConn-GE partnership based in Stamford, CT, where students and faculty worked alongside GE managers on GE operational data (From Summer 2008 to Spring 2011)

- I guided student teams on numerous real-world GE projects involving big data analytics, including transportation and logistics datasets (Summer 2008) and raw material inventory datasets (Summer 2010). I designed and implemented heuristics, algorithms and metrics to enable improved managerial decision making and operational performance.
- As faculty advisor for teams of PhD, MBA, and undergraduate students, I was actively involved in student interviews, team selection, project definition meetings, day-to-day project team guidance, and periodic evaluations (toll-gates) alongside GE managers.

Morgan Stanley (Summer 2000, Winter 2001)

- I used Perl and Sybase to develop a data mining based customer visualization application for Morgan Stanley's institutional securities division, which helped salespeople better identify customer profitability.

TEACHING

University of Connecticut, School of Business

1. MSBAPM – Big Data Analytics using Hadoop. Included new material on Apache Spark and Scala for in-memory big-data analytics.
2. MS in Business Analytics and Project Management (MS-BAPM): I designed and currently teach a course "Big Data Analytics with Hadoop". This covers data management and data mining with Apache Hadoop ecosystem software including Apache Pig and Hive for data extraction, transformation and loading, and Apache Mahout for data mining, with special focus on clustering, classification, and collaborative filtering.
3. Executive MBA – Management Information Systems Core course – developed and taught new MIS curriculum.
4. OPIM 4895, Web Design (Senior Undergraduate MIS)
5. OPIM 3103, Undergraduate Introduction to MIS
6. OPIM 3221, Business Database Systems.
7. OPIM 2001, MIS in Business: A Hands-On Introduction, for Freshmen/Sophomores University-wide.

NYU, Leonard N. Stern School of Business

1. *C20.0046 Database Management Systems.*
2. *B20.3386 Technical Foundations of Information Systems*

SERVICE TO THE UNIVERSITY

Assistant Department Head

In this role, I oversee our undergraduate MIS program at the Storrs campus. My responsibilities include curriculum development, mentoring graduate students' teaching, MIS major promotional activities among student groups, student scholarships, and industry outreach. Since I took over as ADH in August 2012, MIS enrollments have increased 58%.

University committees:

- University Interdisciplinary Courses Committee (UICC)

- Bachelor of Professional Studies (BPS) Web Oversight Committee

Departmental and School-wide Committees

- Undergraduate Strategic Task Force, Ph.D. recruitment committee,
- Undergraduate Re-design Committee; Undergraduate Assessment Committee
- Undergraduate Re-design Committee, Executive MBA Steering Committee
- MS-Business Analytics & Proj. Mgmt – Admissions Committee
- Ph.D. Qualifying Paper Committee
- Department representative on the School-wide Undergraduate Programs Committee, responsible for formulating and approving programmatic changes to the undergraduate Business curriculum. Worked closely with OPIM department and other departments to craft several changes to the MIS Major and Engineering Management minor.
- Ph.D. Recruiting Committee
- Technology Development and Utilization Committee - Schoolwide. To evaluate the laptop program for undergraduate business-school students.

Undergraduate MIS related activities

- Designed and managed the popular **Executive Lecture Series**, as part of which we invite senior IT executives, CIOs, VPs and Directors of IT from prominent corporations to share their career experiences with our undergraduates. Mentored other faculty who are currently managing various aspects of this initiative.
 - Spring 2016: Invited **Julianne Inozemcev**, Partner, Risk Assurance Services, PwC.
 - Spring 2015: Invited **Carol Juel**, CIO and EVP, Synchrony Financial.
 - Spring 2014: Invited **Darwyn S. Azzinaro**, Director, BlumShapiro; and **Dominic Barone**, Sr Manager, BlumShapiro.
 - Spring 2013: Invited **Mark Boxer**, CIO of Cigna.
 - Fall 2012: Invited **Jeanette Horan**, CIO of IBM.
 - Spring 2010: I organized a day-long visit by **Brian O'Connell**, CIO of The Hartford Insurance Group, and his senior IT Leadership Team, on March 23rd, 2010, including meetings with the Dean; Luncheon with Associate Deans, Department Heads, and Directors of Career Services and Development; Mock Interviews for MIS Students; Career Success Talk; Small-Group Session with MIS Seniors; and Executive Lecture for students of OPIM 3103.
 - This event required 3 weeks of intense preparation and groundwork in co-ordination with Mark Gelinas, VP of Talent Acquisition, The Hartford.
 - Spring 2010: Organized Executive Lectures by **Omar Fathi**, CIO of UTC Fire & Safety; and **Frank Milano**, Partner, Enterprise Risk Services, Deloitte.
 - Since Fall 2007: Organized several Executive Lectures in previous semesters, by CIOs from UTC (**John Doucette**, **Nancy Davis**), Pratt & Whitney, Sikorsky, Travelers, BlumShapiro, CIGNA.
 - In Fall 2007, I envisaged the Executive Lecture Series and designed an innovative format for it so as to ensure effective student engagement.
 - The Executive Lecture Series now has become a regular feature of our Undergraduate program, with active participation by other faculty.
- Advised over 20 Undergraduate MIS Majors since 2004
- Fall 2010: Promoted the MIS Certificate program among Business majors, which helped fill more than 180 seats across multiple MIS electives.
- Fall 2010: Helped organize the Society for Information Management (SIM) IT Careers Event, which was attended by over 300 undergraduate Business majors.
- MIS Undergraduate Coordinator, 2007 – present.
 - MIS Certificate promotion (Fall 08 to present): Coordinated promotion through numerous class announcements, flyer postings, and emails to students
 - Organized MIS Socials and Career Fairs (Fall 2007 – present): Prepared promotional material, ensured promotion through email, flyer postings, in-class announcements, invited several companies to participate, including: UTC, Accenture, Deloitte, BlumShapiro, CIGNA, Aetna, Travelers, The Hartford, GE; worked with MIS students to get their resumes to companies before the events; helped answer students' queries, helped promote awareness of MIS Major and MIS career opportunities.

- MIS Internships Coordinator, Fall 2008 – present
 - Help students connect with companies for internships and fulltime positions; Handle student registration, permission numbers; helped students prepare resumes; helped students line up interviews with companies for internships; contacted companies on behalf of students, followed up on internships by site visits and discussions with employers. Organized employers' evaluations of students, and post-internship presentations by students.
- New course - OPIM 1195: MIS in Business – A Hands-On Introduction.
 - Designed, taught and promoted the course
 - Coordinated promotion through numerous class announcements, flyer postings, and emails to students
 - A total of 105 students enrolled in Fall 08 and Spring 09
 - Introduced innovative experiential team project: Google Adwords

Regularly represent the MIS Dept. in outreach events such as Teenage Business Conference, Business Career Fairs, Open Houses.

Undergraduate Scholarships

- 2012-2013: Worked with Cigna and helped bring in \$5000 in Undergraduate MIS Scholarship funding.
- 2006-2007: Followed through with United Technologies and helped bring in \$5000 in Undergraduate MIS Scholarship funding.
- Serve on Scholarship Committee – Departmental and School-wide. Help identify suitable candidates for scholarship awards.

Ph.D. activities

- Organized Ph.D. preliminary exams (Summer & Fall 2008): Handled MIS exam setting by designing questions and soliciting questions from colleagues, coordinated grading by the department, handled multiple re-exam iterations
- Member, Doctoral dissertation committee: Lei Wang, (OPIM Dept.), 2011 – 2014.
- Member, Doctoral dissertation committee: Ciaran Heavey (Management Dept.), 2008 - Dec. 2009
- Member, Doctoral dissertation committee: Rohit Aggarwal, (OPIM Dept.), 2006 – 2008

TECHNOLOGY

- Big Data Analytics: Apache Hadoop – Pig & Hive, Apache Spark, R, STATA; Python – Pandas