

## GAUTAM RAY

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Mailing Address: 2900 Thomas Ave S, Apt 1810 Minneapolis, MN 55416 Home: (612) 338-3589 Cell: (763) 656-7340	Office: Department of IDSC, CSOM 3-410 321 19 <sup>th</sup> Avenue South Carlson School of Management University of Minnesota Minneapolis, MN 55455 Phone: (612) 625-5275 Fax: (612) 626-1316 EMail: Rayxx153@umn.edu
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### EDUCATION

**Ph.D.** (Business Administration), Ohio State University, August 2000.  
**M.B.A.** (Business Administration), Bharathidasan University, Tiruchirapalli, India, 1991.  
**Bachelor of Engineering** (Mechanical Engineering), Osmania University, Hyderabad, India, 1989.

### ACADEMIC EXPERIENCE

**University of Minnesota**, Associate Professor, 2010- present.

**University of Minnesota**, Assistant Professor, 2007- 2010.

Courses Taught:      IDSC 6040: Information Technology Management  
                          IDSC 6490: Business Process Excellence  
                          IDSC 8801: Research Seminar in Info and Dec Sciences  
                          WMBA 5631: Web 2.0: Blogs, Wikis, and Online Social Networks  
                          IDSC 4490: Web 2.0: Blogs, Wikis, and Online Social Networks  
                          IDSC 6490: Web 2.0: Blogs, Wikis, and Online Social Networks

**University of Texas**, Assistant Professor, 2000- 2007.

Courses Taught:      MIS 301: Information Technology in Business  
                          MIS 325: Introduction to Data Management  
                          MIS 375: Strategic Information Technology Management  
                          MIS 381N: Strategic Analysis for High Technology Industries  
                          BA 380C: Information Technology Management  
                          BA 391: E-Business Applications Development

**Ohio State University**, Graduate Assistant, 1995 -2000.

Courses Taught: AMIS 531 – Introductory IS Course for Business Undergraduates.  
Teaching Associate: AMIS 653 (WI 99) – Undergraduate Data Communications Course.  
Teaching Associate: AMIS 831(AU 98) – Core IS Course for MBA Students.

## PUBLICATIONS

“Capabilities, Business Processes, and Competitive Advantage: Choosing the Dependent Variable in Empirical Tests of the Resource-Based View,” Gautam Ray, Jay Barney, and Waleed Muhanna, *Strategic Management Journal*, 25(1), 2004, pp. 23-37.

“Implications of Reduced Search Costs and Free Riding in E-Commerce,” Dazhong Wu, Gautam Ray, Xianjun Geng, and Andrew Whinston, *Marketing Science*, 23(2), Spring 2004, pp. 255-262.

“Search and Collusion in Electronic Markets,” Colin Campbell, Gautam Ray, and Waleed Muhanna, *Management Science*, March 2005, Volume 51, Issue 3, pp. 497-507.

“Information Technology and the Performance of the Customer Service Process: A Resource-Based Analysis,” Gautam Ray, Waleed Muhanna, and Jay Barney, *MIS Quarterly*, 29(4), December 2005, pp. 625-652.

“Strategic Investment in Switching Cost: An Integrated Customer Acquisition and Retention Perspective,” Ling Xue, Gautam Ray, and Andrew Whinston, *International Journal of Electronic Commerce*, 11(1), Fall 2006, pp. 7-35.

“Physical Product Re-Engineering with Embedded Information Technology,” Prabhudev Konana and Gautam Ray, *Communications of the ACM*, October 2007, Vol. 50 Issue 10, pp. 72-78.

“Competing with IT: The Role of Shared IT-Business Understanding,” Gautam Ray, Waleed Muhanna, and Jay Barney, *Communications of the ACM*, December 2007, Vol. 50 Issue 12, pp. 87-91.

“Manufacturers’ Distribution Strategy in the Presence of the Electronic Channel,” Dazhong Wu, Gautam Ray, and Andrew Whinston, *Journal of Management Information Systems*, Summer 2008, Volume 25, Number 1, pp. 167-198.

“Competitive Environment and the Relationship Between IT and Vertical Integration,” Gautam Ray, Dazhong Wu, and Prabhudev Konana, *Information Systems Research*. Vol. 20, No. 4, December 2009, pp. 585-603.

“The Interaction between Knowledge Codification and Knowledge Sharing Network,” De Liu, Gautam Ray, and Andrew Whinston, *Information Systems Research*. Vol. 21, No. 4, December 2010, pp. 892-906.

“Environmental Uncertainty and IT Infrastructure Governance: A Curvilinear Relationship,” Ling Xue, Gautam Ray, and Bin Gu, *Information Systems Research*. Volume 22, Number 2, June 2011, pp. 389-399.

“Efficiency or Innovation: How do Industry Environments Moderate the Effects of Firms’ IT Asset Portfolios?” Ling Xue, Gautam Ray, and V. Sambamurthy, *MIS Quarterly*, Volume 36, Number 2, June 2012, pp. 509-528.

“Impact of Information Technology Capital on Firm Scope and Performance: The Role of Asset Characteristics,” Gautam Ray, Ling Xue, and Jay Barney, *Academy of Management Journal*. Volume 56 Issue 4, August 2013, pp. 1125-1147.

“The impact of supply-side electronic integration on customer service performance,” Ling Xue, Gautam Ray, and V. Sambamurthy, *Journal of Operations Management*, Volume 31, Number 6, September 2013, pp. 363-375.

## BOOK CHAPTERS

“How IT Resources can provide a Competitive Advantage in Customer Service,” Jay Barney and Gautam Ray, in “Planning for Information Systems,” Edited by William R. King, Published by M.E. Sharpe, London, England. 2009.

## PAPERS UNDER REVIEW

“Analyzing IT Outsourcing Contract Outcomes: The Role of Intermediaries,” Ravi Bapna, Alok Gupta, Gautam Ray, and Shweta Singh, being revised for third round review at *Information Systems Research*.

“Impact of Information Technology Infrastructure Flexibility on Mergers and Acquisitions,” Jose Benitez-Amado and Gautam Ray, under review at *Information Systems Research*.

“The Impact of Customer-Side IT Investments on Firm Productivity,” Dazhong Wu and Gautam Ray, being revised for first resubmission to *MIS Quarterly*.

“Managerial Incentives and Strategic Risk-Taking in IT,” Ling Xue, Gautam Ray, and Xia Zhao, being revised for first resubmission to *Information Systems Research*.

## REFEREED CONFERENCE PRESENTATIONS

“Search and Collusion in Electronic Markets,” Colin Campbell, Gautam Ray, and Waleed Muhanna, Workshop on Information Systems and Economics, Charlotte, NC, 1999.

“Search Costs, Free Riding, and Social Welfare in E-Commerce,” Dazhong Wu, Gautam Ray, Xianjun Geng, and Andrew Whinston, Workshop on Information Systems and Economics, New Orleans, 2001.

“Multi-Channel Coordination in the Presence of Price and Service Competition,” Gautam Ray, Dazhong Wu, and Andrew Whinston, Workshop on Information Systems and Economics, Seattle, WA 2003.

“The Impact of Internet Shopping Infomediary on Channel Competition with Multiple Brands,” Xue Ling, Gautam Ray, and Andrew Winston, International Conference on Information Systems, Washington DC, December 2004.

“Competitive Environment and the Impact of IT on Vertical Integration,” Gautam Ray, Dazhong Wu, Prabhudev Konana, and Andrew Whinston, Workshop on Information Systems and Economics, Irvine, December 2005.

“Asset Characteristics and the Impact of IT on Firm Scope and Performance,” Gautam Ray, Ling Xue, Bin Gu, and Prabhudev Konana, International Conference on Information Systems, Milwaukee, December 2006.

“IT Infrastructure Governance and IT Investment Performance: An Empirical Analysis,” Bin Gu, Ling Xue, and Gautam Ray, International Conference on Information Systems, Paris, December 2008.

“Analyzing IT Outsourcing Contract Outcomes: The Role of Intermediaries,” Ravi Bapna, Alok Gupta, Gautam Ray, and Shweta Singh, Workshop on Information Systems and Economics, St. Louis, December 2010.

“How do IT Service Firms Grow: Contrasting Impacts of Technical and Organizational Experiential Diversity,” Ravi Bapna, Alok Gupta, Gautam Ray, and Mihir Wagle, Workshop on Information Systems and Economics, Shanghai, December 2011.

“Digitization and the Transformation of Knowledge Work: An Empirical Analysis,” Mani Subramani, Mihir Wagle, Gautam Ray, and Vallabh Sambamurthy, Workshop on Information Systems and Economics, Orlando, December 2012.

“To Be Professional or To Be Fun? A Study of Corporate Engagement on Facebook,” Scott Schanz, Gautam Ray, Gediminas Adomavicius, and Mihir Wagle, Winter Conference on Business Intelligence, Salt Lake City, Utah, 2013.

“Specialization, Integration, and Multi-sourcing: A Study of Large IT Outsourcing Projects,” Ravi Bapna, Alok Gupta, Gautam Ray and Shweta Singh, International Conference on Information Systems, Milan, December 2013.

## INVITED PRESENTATIONS

“Search and Collusion in Electronic Markets,” University of British Columbia, February 2000.

“Search and Collusion in Electronic Markets,” University of Texas at Austin, March 2000.

“Multi-Channel Coordination in the Presence of Price and Service Competition,” Ohio State University, February 2004.

“Multi-Channel Coordination in the Presence of Price and Service Competition,” University of Texas at San Antonio, November 2004.

“The Interaction between Knowledge Codification and Knowledge Sharing Network,” Carnegie Mellon University, February, 2006.

“The Interaction between Knowledge Codification and Knowledge Sharing Network,” University of California at Irvine, March 2006.

“The Interaction between Knowledge Codification and Knowledge Sharing Network,” New York University, May 2006.

“Asset Characteristics and the Impact of IT on Firm Scope and Performance,” University of Texas at Dallas, September 2006.

“Asset Characteristics and the Impact of IT on Firm Scope and Performance,” University of Pennsylvania, The Wharton School, October 2006.

“Asset Characteristics and the Impact of IT on Firm Scope and Performance,” Indian School of Business (Hyderabad, India), January 2007.

“Asset Characteristics and the Impact of IT on Firm Scope and Performance,” University of Notre Dame, January 2007.

“IT Infrastructure Governance and IT Investment Performance: An Empirical Analysis,” University of Minnesota, April 2009.

“Analyzing IT Outsourcing Contract Outcomes: The Role of Intermediaries,” Ravi Bapna, Alok Gupta, Gautam Ray, and Shweta Singh, Purdue University, November 2010.

“Analyzing IT Outsourcing Contract Outcomes: The Role of Intermediaries,” Ravi Bapna, Alok Gupta, Gautam Ray, and Shweta Singh, University of Minnesota, December 2010.

"Impact of Information Technology on Firm Scope and Performance: The Role of Asset Characteristics," Gautam Ray, Ling Xue, and Jay Barney, Emory University, October 2011.

"To Be Professional or To Be Fun? A Study of Corporate Engagement on Facebook," Scott Schanz, Gautam Ray, Gediminas Adomavicius, and Mihir Wagle, University of Texas at Austin, May, 2013.

"Impact of Information Technology Infrastructure Flexibility on Mergers and Acquisitions," Jose Benitez-Amado and Gautam Ray, University of Illinois, October, 2013.

## **NON-REFEREED CONFERENCE PRESENTATIONS**

"Capabilities, Business Processes, and Competitive Advantage: Choosing the Dependent Variable in Empirical Tests of the Resource-Based View," Gautam Ray, Jay Barney, and Waleed Muhanna, INFORMS, Miami, 2001.

"Multi-Channel Coordination in the Presence of Pricing and Service Externalities," Gautam Ray, Dazhong Wu, and Andrew Whinston, Marketing Science Conference, College Park, MD, 2003.

"Analyzing IT Outsourcing Contract Outcomes: The Role of Intermediaries," Ravi Bapna, Alok Gupta, Gautam Ray, and Shweta Singh, International Symposium of Information Systems, Indian School of Business, Hyderabad, India, December 2010.

## **SELECTED GRANTS AND AWARDS**

2006-2007 McCombs Research Excellence Grant, University of Texas at Austin, awarded to Gautam Ray, Prabhudev Konana, and Bin Gu, \$15,000.

Nominated for the CBA Foundation Research Excellence Award for Assistant Professors at the McCombs School of Business, University of Texas at Austin, 2006.

Nominated for the CBA Foundation Research Excellence Award for Assistant Professors at the McCombs School of Business, University of Texas at Austin, 2005.

Dean's Small Grant, Carlson School of Management, University of Minnesota, Fall 2012. \$3000.00.

2012 Distinguished Track Paper, Decision Sciences Institute. For "The Impact of IT-enabled IT Infrastructure Flexibility on Acquirer's Post-M&A Performance," by Jose Benitez-Amado and Gautam Ray.

Dean's Small Grant, Carlson School of Management, University of Minnesota, Spring 2013. \$3000.00.

## **SELECTED SERVICE ACTIVITIES**

Ad hoc reviewer for the *Academy of Management Journal*, *California Management Review*, *Decision Support Systems*, *Information Systems Research*, *Information Technology and Management*, *International Journal of Electronic Commerce*, *Journal of Management Information Systems*, *Marketing Science*, *Management Science*, *MIS Quarterly*, and *Organization Science*.

Associate Editor, *Information Systems Research* (2007 - 2010)

Associate Editor, *Information Technology and Management* (2009 -)

Dissertation Committees Served:

Dazhong Wu (Co-Chair)  
Ling Xue (Co-Chair)  
Wenjing Duan (member)  
Yun Huang (member)  
De Liu (member)  
Ju Long (member)  
Jeff Moretz (Co-Chair)  
Bo Zhang (member)  
Anand Singh (member)  
Benjamin Mitchell (member)  
Andrew Dust (Member/Reviewer, Economics, 2013)

With Devaki Rau, Thorvald Haerem, and Wei Zheng served as a Guest Editor for a Special issue of *Information Systems Frontiers* on “Technology acceptance, usage, and competitive advantage” in 2009.

Served as a Track Chair for Pacific Asia Conference on Information Systems (PACIS) in 2009.

Serve as an Area Editor for the *MIS Quarterly* Special Issue on Digital Business Strategy.

Along with Prof. Mani Subramani and Prof. Ching Ren, organized the Big X Information Systems Conference in Minneapolis on May 9-11, 2013.

Served on the Organizing Committee of the Conference on Information Systems and Technology (CIST) on October 5-6, 2013.

Served as the Director of the Management Information Systems Research Center from 2013.