

Curriculum Vitae: Nilesh Saraf

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1. BIOGRAPHY

1.1 EDUCATION

2003	Ph.D. in Business Administration (MIS), Marshall School of Business, University of Southern California, Los Angeles, California, USA
1996	Post Graduate Diploma in Management (PGDM), Indian Institute of Management, Lucknow, Uttar Pradesh, India
1993	Bachelors in Electronics Engineering (Minor: Electronic Communication), Maharaja Sayajirao University, Baroda, Gujarat, India

1.2 ACADEMIC EXPERIENCE

2024 -	RBC Financial Professor of Technology and Innovation
2023-	Professor, Beedie School of Business, Simon Fraser University, Burnaby, BC, Canada
2021 -	Academic Director, Management of Technology MBA Program
2011-2023	Associate Professor (with tenure), Beedie School of Business, Simon Fraser University, Burnaby, BC, Canada
2017-18	Visiting Faculty, Erasmus School of Economics, Erasmus University, Rotterdam, Netherlands
2004-11	Assistant Professor, Beedie School of Business, Simon Fraser University, Burnaby, BC, Canada
2003-04	Instructor/Assistant Professor, Florida Atlantic University, Boca Raton, Florida, USA
1998-02	Research and teaching assistant, University of Southern California, Los Angeles, USA

2. RESEARCH ACTIVITY

Google scholar citation count: 5709 (Sept 30, 2024)

2.1 Journal Articles (Published/ Forthcoming)

1. Saraf, N., Bharati, P., and Ravichandran, T. 2023. "Does Social Capital Arise from Enterprise or Public Social Media Use? A Model of Social Media Antecedents and Consequences," *Information Systems Frontiers* (25:6). (<https://doi.org/10.1007/s10796-022-10359-1>).
2. Saraf, N., Dasgupta, S., and Blettner, D. 2022. "How Do Managerial Perceptions of

- Performance Feedback Affect Innovation?,” *Strategic Organization* (20:3), pp. 451–480. (**Equal authorship).
3. Park, Y., Pavlou, P., Saraf, N. (2020) “Configurations of Innovation Ambidexterity using Information Technology”. *Information Systems Research* (31:4) (**Equal authorship)
 4. Chow-White, P., Struve, S., Lusoli, A., Lesage, F., & Saraf, N. (2017). “Warren Buffet is my cousin’: Shaping Public Understanding of Big Data Biotechnology, Direct-to-Consumer Genomics, and 23andMe on Twitter”. *Information, Communication and Society*, Published online.
 5. Ruckman, R., Saraf, N., Sambamurthy, V. (2015). “Market positioning by IT Service Vendors through imitation”. *Information Systems Research* (26:1), pp 100-126. (***Equal authorship shared with Ruckman*)
 6. Saraf, N., Liang, H., Xue, Y., and Hu, Q. (2013). “How does organizational absorptive capacity matter during the assimilation of enterprise information systems?,” *Information Systems Journal* (23:3), pp 245-267.
 7. Saraf, N., Langdon, C., and El Sawy, O. A. (2013). “IS integration and knowledge sharing in multi-unit firms: the winner’s curse,” *European Journal of Information Systems* (22:6), pp 592-603.
 8. Chellappa, R., and N. Saraf (2010). “A Study of Alliances and Firm Performance in Enterprise Systems Software Markets: A Social Network Approach,” *Information Systems Research*, 21:4.
 9. Chellappa, R., V. Sambamurthy, and N. Saraf (2010). “Competing in Crowded Markets: The Dynamics of Competition in the Enterprise Systems Software Industry,” *Information Systems Research*, 21:3.
 10. Liang, H.G., N. Saraf, Q. Hu, and Y.J. Xue (2007). “Assimilation of enterprise systems: The effect of institutional pressures and the mediating role of top management,” *MIS Quarterly*, 31:1, 59-87.
 11. Saraf, N., C.S. Langdon, and S. Gosain (2007). “IS application capabilities and relational value in interfirm partnerships,” *Information Systems Research*, 18:3, 320-339.

2.2 Book Chapters

Saraf N., Seary A., Chandrasekaran D., Monge P. *Evolution of an Open Source Community Network* (2013). *Advances in Network Analysis and its Applications*, Ed. Evangelos Kranakis. Springer

2.3 Refereed Conference Proceedings

1. Nouri, E., Saraf, N., and Griffith, T. 2024. “Collaboration Technologies for Emergent Groups Engaged in Physical Work: A Theoretical Model,” in *Academy of Management Proceedings* (Vol. 2024), Chicago, IL.
2. Saraf, N., Shams, R., and Ruckman, K., S. 2023. “On Technology Ecosystems: De-Jure Standards Setting by Firms.,” in *AMCIS 2023 Proceedings*, Panama City, Panama.
3. Nouri, E., Saraf, N., Goh, J.M., Dasgupta, S., Cyr, D., (2023, August 10-12). How negative emotions spread on social media: the case of celebrity suicides. *AMCIS 2023 Proceedings*, Panama City, Panama.
4. Nouri, E., Saraf, N., Goh, J.M., Dasgupta, S., Cyr, D., (2022, December 10). The Contagion Process of Online Negative Discourse: Case of Celebrities’ Suicide. *2022 Pre-ICIS SIGDSA Symposium*, Copenhagen, Denmark
5. Matta, M. Cavusoglu, H. Saraf, N. Benbasat, I. Effects of Heterogeneity in Board IT Capital

- on Firm Innovation, International Conference on Information Systems (ICIS) 2017 Proceedings, Seoul, South Korea.
6. Park, Y., Saraf, N. 2016. Investigating the Complexity of Organizational Digitization and Firm Performance: A Set-Theoretic Configurational Approach. Proceedings of the Americas Conference on Information Systems
 7. Qing, H, Xiao, J., Xie, K., Saraf, N. Antecedents and consequences of trust in supply chains: The role of information technology. European Conference on Information Systems, Helsinki, Finland, June 2011
 8. Ruckman, K., and Saraf, N. The Who You Copy Is Determined by the What: Imitating Strategic Capabilities,” in *Proceedings of the Annual Conference of the Administrative Sciences Association of Canada*, Montreal, Quebec 2011.
 9. Saraf, N., Liang, H., Hu, Q., Xue, Y., “Implementation knowledge and the assimilation of enterprise information systems: An empirical study”, Diffusion Interest Group in Information Technology (DIGIT) 2007 Proceedings, Montreal, December 2007.
 10. Saraf, N., Liang, H., Hu, Q., Xue, Y., "The Moderating Role of Absorptive Capacity in the Assimilation of Enterprise Information Systems", Proceedings of the Americas Conference on Information Systems, Acapulco, Mexico, Aug 2006.
 11. Saraf, N., Langdon, C., Gosain, S., "IT Infrastructure Capabilities and Relational Value in Firm Partnership Portfolios", Proceedings of the Tenth INFORMS Conference on Information Systems and Technology, San Francisco, Nov 12-13, 2005.
 12. Liang, H., Saraf, N., Hu, Q., Xue, Y. "Assimilation of Information Technology in Enterprise Business Processes", Proceedings of the Americas Conference on Information Systems, New York, NY, Aug 2004.
 13. Chellappa, R., Saraf, N., "Standards and Alliances in Non-Standardized Software Industries", Proceedings of the Americas Conference on Information Systems, Long Beach, CA, Aug 2000.

2.4 Academic Presentations

1. Ruckman, K., Shams, R., and Saraf, N. 2024. Strategic Homogeneity of Standard-Essential Patent Owners and the Speed of Patent Pool Formation (Under Review), presented at the DRUID Conference, Nice, France.
2. Nouri, E. Saraf, N., Goh, J.M., Dasgupta, S. Negative Emotional Contagion on Social Media: Analyzing Retweets Following Celebrity Suicides, INFORMS Marketing Science Conference, June 8-10 2023, Miami, FL, USA
3. Shukla, A., Saraf, N., and Goh, J. M. 2022. Effect of Online Q&A on Sales and E-WOM: A Field Experiment, presented at the Statistical Challenges in E-Commerce Research, Madrid, Spain.
4. Saraf, N., Nouri, E., Goh, J.M., Dasgupta, S., Cyr, D., (2021, October 24-27). Retweeting sadness? Predictors of retweeting in the context of celebrity suicides. INFORMS Annual Meeting 2021, Anaheim, CA, United States.
5. Nouri, E., Saraf, N., Kaligotla, C., (2021, October 24-27). Social Media Contagion of Copycat Suicides. INFORMS Annual Meeting 2021, Anaheim, CA, United States.
6. Shams, R., Saraf, N., Ruckman, K. (2021, October 24-27). Technology Ecosystems: An Empirical Analysis of Standards Formation from A Social Network Perspective, INFORMS Annual Meeting 2021, Anaheim, CA, United States.
7. Saraf, N., Dasgupta, S., and Blettner, D. “How do managerial perceptions of performance feedback affect innovation?” Academy of Management Conference 2018

8. Saraf, N., Dasgupta, S., Cyr, D., Berrios, C. Social Media and Mental Health: Investigating Behavioral Contagion of Celebrity Suicides (2016), Special Interest Group (SIGHealth) Workshop, International Conference on Information Systems, Dublin.
9. Park, Y., Pavlou, P. Saraf, N. Configurations of Innovation Ambidexterity using Information Technology. Academy of Management (2015), Professional Development Workshop on Qualitative Comparative Analysis. (equal contribution)
10. Saraf, N., Dasgupta, S., Sambamurthy, V., New IT Implementations: Learning from Past Experiences. University of British Columbia, MIS Seminar Series, 2015
11. Park, Y., Pavlou, P. Saraf, N. Configurations of Innovation Ambidexterity using Information Technology. Academy of Management (2015), Professional Development Workshop on Qualitative Comparative Analysis.
12. Saraf, N. & Park, Y. (2014). Mixed-data GTM: building theory using fuzzy-set QCA. Auckland University, New Zealand.
13. Chandrasekaran, D., Saraf, N., Sivaramakrishnan, S. (2014). Open source software development and developer choice of project teams. Winter Academy of Marketing Association Conference, United States.
14. Saraf, N (2013). Empirical Methods in Information Systems. Tata Research Development and Design Centre, Pune, India.
15. Saraf, N., Dasgupta, S. (2013). IT implementation and learning. SJ Mehta School of Management, Indian Institute of Technology, Mumbai, India.
16. Dasgupta S., Saraf N., Assadi, P. "Mechanisms of IT Innovations – An organizational learning perspective", Academy of Management, Boston, MA, August 2012.
17. Saraf, N., Li, Q and Bhattacharyya, B. "Evolution of Open Source Software Community", MITACS Social Networks Workshop, Vancouver, BC, August 2009.
18. Saraf, N., Chandrasekaran, D., Siddarth, S. "Does Familiarity Breed Content? Impact of Past Choices on Network Formation in Open Source Communities" Thirty third PDMA Annual International Conference, Anaheim, CA, August 2009
19. Saraf, N., Chandrasekaran, D., Siddarth, S. "Network formation: Developer-project affiliations in the open source context" Presented at the UBC-MIS Seminar series, Oct 2008
20. Saraf, N., Chandrasekaran, D., Siddarth, S. "Network formation: Developer-project affiliations in the open source context" INSEAD Conference on Network Evolution, Fontainebleu, Oct 2008
21. Saraf, N., Chandrasekaran, D., Siddarth, S. "Network formation: Developer-project affiliations in the open source context" INFORMS Annual Conference, Washington DC, Oct 2008
22. Saraf, N., Zatzick, C. "Information Technology Training, Usage and Organizational Performance" Academy of Management, Anaheim, CA, August 10-13, 2008
23. Saraf, N., Chandrasekaran, D., Siddarth, S. "Network Formation of Open Source Software Projects", International Symposium of Information Systems, Hyderabad, India, December 2007.
24. Saraf, N., Langdon, C., Gosain, S., "Capabilities of the IS Applications Portfolio and Relational Value in Inter-Firm Partnerships", INFORMS Annual Meeting, Pittsburgh, PA., November 2006
25. Li, J., Saraf, N., "Cross-Platform Mobility of IT Vendors: A Real Options Approach", INFORMS Annual Meeting, Pittsburgh, PA., November 2006.
26. Saraf, N., Langdon, C., "The Moderating Role of IS integration in Augmenting the Absorptive Capacity of Multi-unit Firms" Academy of Management, Atlanta, August 2006.

27. Saraf, N., Langdon, C., Gosain, S., "Capabilities of the IS Applications Portfolio and Relational Value in Inter-Firm Partnerships", Workshop for the Information Systems Research Special Issue on Extended Enterprise, University of Michigan, Ann Arbor, MI., March 2006.
28. Chellappa, R., Saraf, N., "Product Interoperability in the Enterprise Software Systems Industry: A Social Network Approach", with Ramnath Chellappa, Proceedings of the MIS Quarterly Special Issue Workshop on Standard Making, Seattle, December 12-14, 2003.
29. Chellappa, R., Saraf, N., "Compatibility in non-standardized software industries: A social network perspective", Organizations and Management Theory track at the Academy of Management, Denver, CO, August 2002.
30. Chellappa, R., Saraf, N., "Alliances and Market Participation in the Absence of Standards: A Study of Enterprise Systems Software Firms", Organizations and Management Theory track at the Academy of Management, Denver, CO, August 2002.

2.5 Research In-Progress

1. Nouri, E. Saraf, N., Goh, J.M., Dasgupta, S. Negative Emotional Contagion on Social Media: Analyzing Retweets Following Celebrity Suicides, Under review
2. Shams, R., Saraf, N., Ruckman, K. Emergent Social Capital and Time to Consensus in Open Standards Committees. Data analysis.
3. Ruckman, K., Saraf, N., Shams, R. Patent pool formation in Information Technology Sectors. Working paper
4. Shams, R. Saraf, N., Shukla, A. On Technology Platform Ecosystem Governance: Effects of governance Feedback on Firm Participation during Standard Setting. Data analysis
5. Nouri, E., Saraf, N., Griffith, T. A Theoretical Model To Facilitate Collaboration For Emergent Groups Engaged In Physical Work. Working paper
6. Nouri. E., Kaligotla, C., Saraf, N. Behavioural contagion on social media: An agent-based model. Work in progress.

3. GRANTS, AWARDS & RECOGNITION

3.1 Research Grants

1. SFU Teaching and Learning Development Grant (2020, 2022)
2. Small SSHRC Grant (2019) (Co-Applicant, \$10,000) "Developing a Measure of Software Product Interoperability" with J.M. Goh (2019-2021)
3. SSHRC Insight Grant (2018 – 2023). *Principal Investigator*. \$88,000 "On inter-operability standards in the information and communications technology sectors".
4. Small SSHRC Grant (2017) (PI, \$10,000) "On Inter-operability Standards in the ICT Sectors (2017-2019)
5. CIHR Implementation Science Grant (2017), Collaborator, \$2,000,000. "Understanding contextual factors to effectively and equitably scale up GetCheckedOnline to diverse populations and geographic settings" (2017-2022)
6. Simon Fraser University Internal Grants (2013-2015) \$9,800: Information Technology and Organizational Performance: The Configurational Approach.
7. SSHRC Insight Grant (2013 – 2016). *Co-Investigator*. \$93,000 "E-Persuasion: The Art of Persuading in Online Environments".
8. SSHRC Standard Research Grant (2010 – 2013). *Principal Investigator*. \$59,000 "Firm-Performance Impacts of IT Implementations and IT Capabilities".

9. SSHRC Standard Research Grant (2007 – 2010). *Principal Investigator*. \$59,000 “Network Formation and Project Success of Open Source Software Projects” Collaborators: Deepa Chandrasekaran (Lehigh) and Peter Monge (Southern California)
10. Small SSHRC Grant (2009) (PI: Karen Ruckman, *Co-Applicant*: Nilesh Saraf). \$9,000 “Imitation of service capabilities: an investigation of Indian information technology outsourcing vendors”.
11. SSHRC 4A (2006). *Principal Investigator*. \$10,000. “Network formation and project success of open source software projects”. Collaborators: Deepa Chandrasekaran (Lehigh) and Peter Monge (Southern California)
12. Small SSHRC Grant (2005). (PI: Blaize Reich, *Co-Applicant*: Nilesh Saraf). \$7000 “The Business Value of Enterprise Application Integration (EAI): A Knowledge-Based Approach

3.2 Awards & Recognitions

1. Emerald Insights Citation of Excellence Awards (2011, 2014) for research article in MIS Quarterly titled “Assimilation of enterprise systems: The effect of institutional pressures and the mediating role of top management” (2007)
2. Runner-up: ACM Best Doctoral Dissertation Competition at the International Conference in Information Systems (ICIS), Seattle, WA, Dec 2003.
3. Merit scholarship from Gujarat State Government, India (Grade 12th state-wide rank: 36)

4. TEACHING

4.1 Courses Taught

Undergraduate (Simon Fraser University)

- Systems Analysis and Design
- Business Data Management
- Managing IT for Business Value
- Introduction to Business Technology Management

Graduate (Simon Fraser University)

- Information Technology Management (Online)
- Data Management and Business Solutions (Online)
- Ph.D. Seminar on Firm Level Theories in Management
- PhD Directed Studies (Seminar on Information Systems)
- Ph.D. Seminar on Social Network Analysis for Management Research

Graduate (Erasmus University, The Netherlands)

- Marketing Analytics

4.2 Graduate Research Supervision

- PhD senior supervisor: Ehsan Nouri (2020-)
- PhD senior supervisor: Reza Shams (2020-)
- Supervisor: Aniket Kamthe (Visiting researcher, IIT Madras, SFU-MITACS IIT India Initiative (2019)), Saurabh Kumar (Visiting doctoral student, Indian Institute of Management, Lucknow (2018))
- PhD committee member: Amin Amiri, U. of British Columbia (2017), Salman Nazir, McGill U. (2014)
- PhD external examiner: Azadeh Pishdad, U. of South Australia (2015)

- PhD senior supervisor: Pooria Assadi (2009-11)

4.3 Teaching Effectiveness Training

- Teaching with cases online (Harvard Business Publishing) (2020)
- Ivey case teaching workshop (2011)
- SFU Media Training workshop (2014)
- SFU teaching workshops

5. ACADEMIC SERVICE

5.1 Internal Service

Academic Director, Management of Technology MBA (2021-24)

Nominations Committee (2021-22, 2008-09)

Area Coordinator, MIS Area (2018-2021, 2011-12)

Appointments committee (2019-20, 2021-22)

Academic Director, Business Technology Management Certificate (2016-17, 2018-21)

Ph.D. Committee (2014-2016, 2010-11, 2008-09)

Faculty College (2014-2016)

IT Steering Committee (2015-16) Faculty

Tenure and Promotion Committee (2009-2010)

Undergraduate Curriculum Committee (2005-06, 2013-14)

5.2 External Service (Academic)

ICIS 2025 Track chair (Quantum IT and Cloud Computing)

MISQ Scholarly Development Academy (2022)

Associate Editor MIS Quarterly (2017-21)

MISQ Reviewer development workshop (2021)

Associate Editor, Information Systems Research (2014-16)

IT Strategy Track Co-Chair, International Conference on IS, Dallas, TX (2015)

Editorial Board Member, IEEE Transactions on Engineering Mgmt. (2013-)

Reviewing

European Journal of Information Systems

Journal of Electronic Commerce Research

Journal of Management Information Systems

Journal of Strategic Information Systems

Information Systems Journal

Information Systems Research

Management Science

Organization Science

MIS Quarterly

Reviewer: National Science Foundation of China

Reviewer: Research Grants Council, Hong Kong SAR, China (2011-)

Reviewer National Science Foundation Review Panel, Big Data Grants, Arlington, Virginia
(2008)
National Science Foundation Review Panel, Arlington, Virginia, April 2008
Program Committee: Conference on Information Systems and Technology (INFORMS) 2009,
2010
Session Chair: Conference on Information Systems and Technology 2007
Discussant: International Conference on Information Systems 2004
Track Chair: Americas Conference on Information Systems 2004
Guest Associate Editor: Journal of Management Information Systems, 2004
Program Committee: Conference on Information Systems and Technology, 2011
Associate Editor: International Conference on Information Systems, 2011
Associate Editor: Special issue of European Conference on Information Systems

5.3 Professional Activities

Accreditation Committee Member, Business Technology Management Certificate (IT
Association of Canada)
Board Member, Chief Information Office Association of Canada, Vancouver Chapter,
(2014-2016)
Chair, BTM Advisory Board, Beedie School
Academic Relations Chair on the ISACA Board, Vancouver Chapter (2009-2010)
ISACA Academic Advocate for SFU (2011-12)
Member: IEEE, INFORMS, Academy of Management, Association of Information Systems