

LIKOEBE M. MARUPING

Professor

Computer Information Systems Department

Center for Digital Innovation

J. Mack Robinson College of Business

Georgia State University

Atlanta, GA 30303

Phone: (404) 413-7363 (W); (479) 445-9709 (M)

Email: [lmaruping@gsu.edu](mailto:lmарuping@gsu.edu)

I. Academic Background

Ph.D. 2006	University of Maryland Robert H. Smith School of Business Major: Information Systems Minor: Organizational Behavior/Strategic Management
Undergraduate 2001	University of Maryland Robert H. Smith School of Business Major: Information Systems (B.S.) Major: International Business (B.S.) Chinese language

II. Research

Research Interests

- Open innovation
- Digitally-enabled collaboration
- Human-AI hybrids
- Multilevel theory, issues, and methods

Refereed Journal Articles

1. Daniel, S. L., Zhao, F., and Maruping, L. M. (2025). Digital skill visibility and job promotion of open source software developers. *Journal of Management Information Systems*, Forthcoming.
2. Lin, Y-K., and Maruping, L. M. (2025). Organizing for AI innovation: Insights from an empirical exploration of U.S. patents. *MIS Quarterly*, Forthcoming.
3. Engert, M., Hein, A., Maruping, L. M., Thatcher, J. B., and Krcmar, H. (2025). Self-organization and governance in digital platform ecosystems: An information ecology approach. *MIS Quarterly*, 49(1), 91-122.
4. Pang, M-S., Kankanhalli, A., Aanestad, M., Ram, S. and Maruping, L. M. (2024). Digital technologies and the advancement of social justice: A framework and agenda. *MIS Quarterly*, 48(4), 1591-1610.
5. Saffarizadeh, K., Keil, M., and Maruping, L. M. (2024). Relationship between trust in AI creator and trust in AI systems: The crucial role of AI alignment and steerability. *Journal of Management Information Systems*, 41(3), 645-681.

6. Nguyen, A., Rai, A., and Maruping, L. M. (2024). Understanding the unintended effects of human-machine moderation in addressing harassment within online communities. *Journal of Management Information Systems*, 41(2), 341-366.
7. Weng, Q., Windeler, J. B., Maruping, L. M., and Venkatesh, V. (2024). Bridge the gap or mind the gap? The role of leader coaching and communication technologies in configurationally dispersed teams. *Information and Management*, 61(6), 104000.
8. Fuad, K., Li, P., Maruping, L. M. and Mathiassen, L. (2024). An absorptive capacity framework for investigating enterprise system ecosystems: the role of connectivity and intelligence. *Enterprise Information Systems*, 18(5), 571-605.
9. Guo, F., Li, Y., Maruping, L. M., and Masli, A. (2023). Complementarity between investment in information technology (IT) and IT human resources: Implications for different types of firm innovation. *Information Systems Research*, 34(3), 1259-1275.
10. Venkatesh, V., Weng, Q., Rai, A., and Maruping, L. M. (2023). Guidelines for the development of three-level models: Bridging levels of analysis and integrating contextual influences in IS research. *Journal of the Association for Information Systems*, 24(1), 65-106.
11. Lin, Y-K., and Maruping, L. M. (2022). Open source collaboration in digital entrepreneurship. *Organization Science*, 33(1), 212-230.
12. Maruping, L. M., Rai, A., Aljafari, R., and Venkatesh, V. (2021). Overcoming cross-organizational barriers to success in offshore projects. *Industrial Management & Data Systems*, 121(12), 2365-2386.
13. Baird, A., and Maruping, L. M. (2021). The next generation of research on IS use: A theoretical framework of delegation to and from agentic IS artifacts. *MIS Quarterly*, 45(1), 315-341.
14. Maruping, L. M., and Matook, S. (2020). The evolution of software development orchestration: Current state and an agenda for future research. *European Journal of Information Systems*, 29(5), 443-457.
15. Maruping, L. M., and Matook, S. (2020). The multiplex nature of the customer representative role in agile information systems development. *MIS Quarterly*, 44(3), 1411-1437.
16. Maruping, L. M., Daniel, S. L., and Cataldo, M. (2019). Developer centrality and the impact of value congruence and incongruence on commitment and code contribution activity in open source software communities. *MIS Quarterly*, 43(3), 951-976.
17. Magni, M., and Maruping, L. M. (2019). Unleashing innovation with collaboration platforms. *MIT Sloan Management Review*, 60(3), 23-27.
18. Maruping, L. M., Venkatesh, V., Thong, J.Y.L., and Zhang, X. (2019). A risk mitigation framework for information technology projects: A cultural contingency perspective. *Journal of Management Information Systems*, 36(1), 120-157.
19. Raghuram, S., Hill, N. S., Gibbs, J., and Maruping, L. M. (2019). Virtual work: Bridging Research Clusters. *Academy of Management Annals*, 13(1), 308-341.

20. Ai, S., Du, R., Straub, D. W., Maruping, L. M., and Miao, Y. (2019). Measuring creolization in IT outsourcing: Instrument development and validation. *International Journal of Information Management*, 47, 16-30.
21. Magni, M., Ahuja, M. K., and Maruping, L. M. (2018). Distant but fair: Intrateam justice climate and performance in dispersed teams. *Journal of Management Information Systems*, 35(4), 1031-1059.
22. Daniel, S. L., Maruping, L. M., Cataldo, M., and Herbsleb, J. (2018). The impact of ideology misfit on open source software (OSS) communities and companies. *MIS Quarterly*, 42(4), 1069-1096.
23. Venkatesh, V. Rai, A., and Maruping, L. M. (2018). Information systems projects and individual developer outcomes: Role of project managers and process control. *Information Systems Research*, 29(1), 127-148.
24. Windeler, J. B., Maruping, L. M., and Venkatesh, V. (2017). Systems development risk factors: The role of empowering leadership in lowering developers' stress. *Information Systems Research*, 28(4), 775-796.
25. Maruping, L. M., Bala, H., Venkatesh, V., and Brown, S. A. (2017). Going beyond intention: Integrating behavioral expectation into the unified theory of acceptance and use of technology. *Journal of the Association for Information Science and Technology*, 68(3), 623-637.
26. Maruping, L. M., Venkatesh, V., Thatcher, S. M. B. and Patel, P. C. (2015). Folding under pressure or rising to the occasion? Perceived time pressure and the moderating role of team temporal leadership. *Academy of Management Journal*, 58(5), 1313-1333.
27. Windeler, J. B., Maruping, L. M., Reimenschneider, C., and Robert Jr., L. P. (2015). E-profiles, conflict, and shared understanding in distributed teams. *Journal of the Association for Information Systems*, 16(7), 608-645.
28. Maruping, L. M., and Magni, M. (2015). Motivating employees to explore and use collaboration technology in team contexts. *MIS Quarterly*, 39(1), 1-16. (*Lead research article*)
29. Matook, S., and Maruping, L. M. (2014). A competency model for customer representatives in agile software development projects. *MIS Quarterly Executive*, 13(2), 77-95.
30. Magni, M., and Maruping, L. M. (2013). Sink or swim: Empowering leadership and overload in teams' ability to deal with the unexpected. *Human Resource Management*, 52(5), 715-739.
31. Magni, M., Maruping, L. M., Hoegl, M., and Proserpio, L. (2013). Managing the unexpected across space: Improvisation, dispersion and performance in NPD teams. *Journal of Product Innovation Management*, 30(5), 1009-1026.
32. Maruping, L. M., and 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.
33. Alnuaimi, O., Robert, L. P., and 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.

34. Maruping, L. M., Venkatesh, V., and Agarwal, R. (2009). A control theory perspective on agile methodology use and changing user requirements. *Information Systems Research*, 20(3), 377-399.
35. Rai, A., Maruping, L. M., and Venkatesh, V. (2009). Offshore information systems project success: The role of social embeddedness and cultural characteristics. *MIS Quarterly*, 33(3), 617-641.
36. Maruping, L. M., Zhang, X., and 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.
37. Venkatesh, V., Brown, S. A., Maruping, L. M., and 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*)
38. Zhang, X., and 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.
39. Cao, Q., Maruping, L. M., and Takeuchi, R. (2006). Disentangling the effects of CEO turnover and succession on organizational capabilities: A social network perspective. *Organization Science*, 17(5), 563-576.
40. Stewart, K. J., Ammeter, A. P., and 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.
41. Venkatesh, V., Maruping, L. M., and Brown, S. A. (2006). Role of time in self-prediction of behavior. *Organizational Behavior and Human Decision Processes*, 100(2), 160-176.
42. Maruping, L. M., and 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. Magni, M., and Maruping, L. M. (2023). Managing improvisation in dispersed settings. In M. Pina e Cunha, D Vera, A. Cunha, M. Abrantes and A. Miner (eds.) *The Routledge Companion to Improvisation in Organizations*. Routledge (1st ed.), London, UK. doi: <https://doi.org/10.4324/9781003171768>
2. Maruping, L. M., and Yang, Y. (2020). Governance in digital open innovation platforms. In *Oxford Encyclopedia of Business and Management*. Oxford University Press. doi: <https://doi.org/10.1093/acrefore/9780190224851.013.267>
3. 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.

4. 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.

Editorials

1. Maruping, L. M., Yin, D., Chen, A., Kankanhalli, A., Burton-Jones, A., and Brown, S. A. (2025). Quantitative behavioral IS research: A look back and a look forward. *MIS Quarterly*, 49(1), iii-xviii.

Invited Articles and Blog Posts

1. Daniel, S. L., Maruping, L. M., Cataldo, M., and Herbsleb, J. (2018). Can your organization benefit from embracing the open source way? *LSE Business Review*.
<https://blogs.lse.ac.uk/businessreview/2018/09/26/can-your-organisation-benefit-from-embracing-the-open-source-way/>

Conference Presentations and Proceedings

1. Yang, L., & Maruping, L. M. “When Crowds Shape Capital: Entrepreneurial Endeavors in Crowdfunding and VC Investments” Presented at the 85th *Academy of Management Conference*, Copenhagen, Denmark, July 27-29, 2025.
2. Joo, H., & Maruping, L. M. “Green Nudging in Online Peer-to-peer Secondhand Market Platforms” Presented at the 85th *Academy of Management Conference*, Copenhagen, Denmark, July 27-29, 2025.
3. Joo, H., & Maruping, L. M. “Green Nudging: Bridging Economic and Environmental Value in Online Secondhand Market Platforms” In *Proceedings of the 45th International Conference on Information Systems*, December 15-18, Bangkok, Thailand, 2024.
4. Buckman, J., Maruping, L. M. & Baird, A. “Group Composition in Delegation Decisions Involving Humans and AI” Presented at *Conference on Information Systems and Technology*, October 19-20, Seattle, WA, 2024.
5. Wang, G., Fu, X., Xie, J., & Maruping, L. M. “Evaluating the Impact of Human Confidence on Human-Gen AI Team Performance: An IT Identity Threat Perspective,” Presented at *Conference on Information Systems and Technology*, October 19-20, Seattle, WA, 2024.
6. Choi, I., & Maruping, L. M. “Competitive Dynamics of AI Innovation, Product and Service Introduction, and Business Environments,” Presented at the 84th *Academy of Management Conference*, Chicago, IL, August 9-13, 2024.
7. Sinnemann, M. F., Thevanesan, E., Edinger-Schons, L. M., Edinger, J., Weiss, M., & Maruping, L. M. “Distant, yet Connected: Exploring Centrifugal & Centripetal Forces in Team Creative Problem-Solving,” Presented at the 84th *Academy of Management Conference*, Chicago, IL, August 9-13, 2024.

8. Joo, H., and Maruping, L. M. "Derivative Work in Open-License Platforms," In Proceedings of the 44th *International Conference on Information Systems*, December 10-13, Hyderabad, India, 2023. [**Best paper nominee**]
9. Daniel, S. L., Maruping, L. M., Zhao, R., and Luu, T. P. "How IT Infrastructure Access Changes the Effect of Digital Behavior on Firm Mobility," In Proceedings of the 29th *Americas Conference on Information Systems (AMCIS)*, August 10-12, Panama City, Panama, 2023.
10. Lee, H., and Maruping, L. M. "Good for the Crowd, Good for the Market? An Empirical Study of Crowd-Generated Ideas and Product Market Success," In 83rd *Academy of Management Conference Best Paper Proceedings*, August 4-8, Boston, MA, 2023.
11. Nguyen, A., Rai, A., and Maruping, L. M. "Mitigating Harassment in Online Communities with Human-Machine Moderation: Insights from Reddit Communities," *Workshop on e-Business 2022*, December 10, Copenhagen, Denmark, 2022.
12. Lee, H., and Maruping, L. M. "A Knowledge-Based View of Crowd-Generated New Product Ideas: Integration Mechanisms and the Underlying Tension," Presented at *INFORMS Conference on Information Systems and Technology*, October 15-16, Indianapolis, IN, 2022.
13. Yang, Y., and Maruping, L. M. "A Theoretical Framework of Algorithmic Orchestration of Open Innovation on Digital Platforms," Presented at the 82nd *Academy of Management Conference*, August 5-9, Seattle, WA, 2022.
14. Lee, H., and Maruping, L. M. "Crowdfunding Platforms as a Bellwether for Product Market Success," Presented at the 82nd *Academy of Management Conference*, August 5-9, Seattle, WA, 2022.
15. Yang, Y., and Maruping, L. M. "Network Effects in Public Blockchain Ecosystems: A Layer-Subsystem Perspective," Presented at the 81st *Academy of Management Conference*, July 29 - August 4, Virtual, 2021.
16. Lin, Y-K., and Maruping, L. M. "Toward a Better Understanding of AI Innovations," *Workshop on Information Technologies and Systems (WITS)*, December 16-18, Virtual (Hydrabad, India), 2020.
17. Wigdor, A., Kolotylo-Kulkarni, M., and Maruping, L. M. "On the Positive and Negative Facets of Online Community Involvement: The Divergent Effects of Members' Psychological Ownership" In Proceedings of the 41st *International Conference on Information Systems*, December 13-16, Virtual (Hyderabad, India), 2020.
18. Daniel, S. L., Zhao, R., and Maruping, L. M. "Who You Know or What You Know? A Study of Digital Labor Platforms and OSS Developer Firm Mobility," In Proceedings of the 41st *International Conference on Information Systems*, December 13-16, Virtual (Hyderabad, India), 2020.
19. Lin, Y-K., and Maruping, L. M. "Open Source Collaboration in Digital Ventures" Presented at *INFORMS Conference on Information Systems and Technology*, November 7-8, Virtual, 2020.
20. Li, P., Maruping, L. M., and Mathiassen, L. "Developing and Managing Open Source Enterprise Systems through Open Superposition: A Perspective of Digital Options and

- Technical Debt,” In Proceedings of the *Americas Conference in Information Systems*, August 10-14, Virtual (Salt Lake City, Utah), 2020.
21. Choi, H., Keil, M., Rai, A., and Maruping, L. M. “How doctors’ and nurses’ motivations shape perceptions of system benefits and resistance to CPOE,” Presented at the 80th *Academy of Management Conference*, August 7-11, Virtual (Vancouver, Canada), 2020.
 22. Soltani, S., Matook, S., and Maruping, L. M. “Emotional intelligence in agile ISD teams,” In Proceedings of the 39th *International Conference on Information Systems*, December 13-16, San Francisco, CA, 2018.
 23. Magni, M., and Maruping, L. M. “Teamwork under stress: The role of mobile affordances and inspirational leadership” Presented at the 78th *Academy of Management Conference*, August 10-14, Chicago, IL, 2018.
 24. Matook, S., Soltani, S., and Maruping, L. M. “Self-organization in agile ISD teams and the influence on exploration and exploitation,” In Proceedings of the 37th *International Conference on Information Systems*, December 11-14, Dublin, Ireland, 2016.
 25. Cappetta, R., Maruping, L. M., Magni, M., and Madden, J. E. “Employee self-service technology and performance: The role of learning transfer and involvement,” In Proceedings of the 36th *International Conference on Information Systems*, December 13-16, Fort Worth, TX, 2015.
 26. Maruping, L. M., and Magni, M. “Task characteristics, team processes, and individual use of collaboration technology: Test of a cross-level mediation model,” In Proceedings of the 47th *Hawaii International Conference on System Sciences*, January 6-9, Big Island, HI, 2014.
 27. Maruping, L. M., and Ahuja, M. K. “IS offshore project risks, contracts, and team structure,” In Proceedings of the 33rd *International Conference on Information Systems*, December 16-19, Orlando, FL, 2012.
 28. Magni, M., Ahuja, M. K., and 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**]
 29. Srinivasan, S. S., Maruping, L. M., and Robert Jr, L. P. “Idea generation in technology-supported teams: A multilevel motivational perspective,” In Proceedings of the 45th *Hawaii International Conference on System Sciences*, January 4-7, Maui, HI, 2012.
 30. Magni, M., Maruping, L. M., Caporarello, L., and 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.
 31. Daniel, S., Maruping, L. M., Cataldo, M., and 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.
 32. Magni, M., and 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.

33. Srinivasan, S., Maruping, L. M., and 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.
34. Maruping, L. M., and Masli, A. "Linking IT human capital to firm performance: Role of strategic human resource practices," Presented at the *American Accounting Association*, August 1-5, New York, 2009.
35. Magni, M., Maruping, L. M., Hoegl, M., and 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.
36. Newell, J. B., Maruping, L. M., Riemenschneider, C., and 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.
37. Goyal, S., Maruping, L. M., and 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.
38. Maruping, L. M., Magni, M., Caporarello, L., and 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.
39. Maruping, L. M., Venkatesh, V., and 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.
40. Maruping, L. M., Cao, Q., and 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.
41. Stewart, K. J., Ammeter, A. P., and Maruping, L. M. "A preliminary analysis of the influences of licensing and organizational sponsorship on success in open source projects," In *Proceedings of the 38th Hawaii International Conference on System Sciences*, January 3-6, Hawaii, 2005.
42. Maruping, L. M., and 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.
43. Maruping, L. M., and 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.
44. Maruping, L. M., and 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.

45. 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 Research Presentations

Computing knowledge and ontological reversal in complex innovation

- Taiwan Summer Workshop on Information Management (July 2025)
- Queen's University (April 2025)
- Tulane University (March 2025)
- ESADE Business School (February 2025)
- University of Virginia (November 2024)

Resource rush: New venture resource acquisition in crowdfunding platforms

- Hong Kong Baptist University (March 2024)

Diffusion of blockchain innovations through the lens of digitization-digitalization

- Nanyang Technological University (April 2024)
- University of Cincinnati (October 2023)
- Hong Kong Baptist University (July 2023)
- Tamkang University (June 2023)
- IESEG (April 2023)
- Indiana University (March 2023)

Toward a better understanding of AI innovations: Evidence from US patents

- Chinese University of Hong Kong (February 2023)
- Tilburg University (September 2022)
- Temple University (September 2022)
- Bentley University (April 2022)
- University of Texas-San Antonio (March 2022)
- University of Minnesota (February 2022)

The next generation of research on IS use: A theoretical framework of delegation to and from agentic IS artifacts

- University of Lausanne (September 2021)

Open source collaboration in new ventures

- University of Georgia (November 2021)
- HEC Montreal (February 2021)
- University of Miami (January 2021)

Venture capital funding of technology startups: Role of collaboration with open source communities

- University of Georgia (November 2018)
- University of Queensland (November 2018)

- University of Western Ontario (September 2018)
- University of Mannheim (June 2018)

Developer centrality and the impact of value congruence and incongruence on commitment and code contribution activity in open source software communities

- Bocconi University (May 2017)
- University of Notre Dame (October 2016)

Information systems projects and individual developer outcomes: Role of project managers and process control

- McGill University (April 2016)

Problem-solving or promoting chaos? Improvisation in distributed project teams

- University of Georgia (January 2015)

IT-enabled inter-firm product innovation: A service-dominant logic perspective

- University of Arkansas (November 2014)

Motivating employees to explore collaboration technology in team settings

- Georgia State University (April 2013)

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 Pittsburgh (November 2012)
- University of Queensland (June 2012)
- University of Georgia (January 2010)

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

- 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).

Invited Research Workshops

Workshop/Seminar Discussion

- African Workshop on Information Systems (AWIS) (2025)

- City University of Hong Kong Information Systems Summer Workshop (2025)
- University of Texas at Austin, Consortium for the Science of Sociotechnical Systems (CSST) Summer Research Institute (2022)
- City University of Hong Kong Information Systems Summer Research Workshop (2022)
- University of Texas at Austin (2022)
- University of Texas at Austin, Consortium for the Science of Sociotechnical Systems (CSST) Summer Research Institute (2021)
- City University of Hong Kong Information Systems Summer Workshop (2021)
- Queens University (2021)
- Temple University (2020)

Advances in Research Methods for Causal Inference

- University of Cape Town (June 2024)

Publishing in top journals

- University of Cape Town (June 2024)
- Chang Gung University (June 2023)
- National Central University (June 2023)

Workshop on multilevel theory and methods

- Chang Gung University (October 2019)
- Hong Kong Baptist University (June 2019)

Funded Research and Programs

- Maruping, L.M. (PI) (\$25,850). *2017 OCIS doctoral consortium*. Academy of Management. Funded by National Science Foundation.
- Maruping, L.M. (PI) (\$24,914). *2016 OCIS doctoral consortium*. Academy of Management. Funded by National Science Foundation.
- 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

Media Coverage

Blockchain at the startup ecosystem

- Capercast podcast (June 19, 2021) "Twitter, Education Systems, and Startups with Likoebe Maruping" <https://podcasts.apple.com/us/podcast/capercast/id1550818986>

Atlanta's role as a mecca for African Americans in tech

- Atlanta Journal-Constitution (February 16, 2020) “Atlanta fast becoming a mecca for African Americans in tech” <https://www.ajc.com/news/atlanta-fast-becoming-mecca-for-african-americans-tech/v8qANLKIEUMktizzi169RO/>
- BET News (February 19, 2020) “Why Atlanta Is Beating Silicon Valley As A Mecca For African Americans In Tech” <https://www.bet.com/news/national/2020/02/19/atlanta-silicon-valley-tech.html>

III. Honors and Awards

- Academy of Management Communication, Digital Technology and Organizing (CTO) Division Distinguished Service Award, 2025
- Association for Information Systems (AIS) Doctoral Student Corner Faculty Mentor Award, 2021
- Winner of J. Mack Robinson College of Business Award for Faculty Research, 2021
- Recipient of University of Maryland, Robert H. Smith Allan N. Nash Outstanding Doctoral Graduate Award, 2021
- *Information Systems Research* “Best Associate Editor Award”, 2019
- Best Associate Editor Award, ICIS 2019
- Best Associate Editor nomination, ICIS 2018
- *Journal of AIS* “Excellence in Reviewing” honorable mention, 2016
- *MIS Quarterly* “Outstanding Associate Editor Award”, 2014
- 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 University of Maryland, Robert H. Smith 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

2022-present	PhD Program Director J. Mack Robinson College of Business, Georgia State University
2020-present	Full Professor (w/ tenure) J. Mack Robinson College of Business, Georgia State University
2014-2020	Associate Professor (w/ tenure) J. Mack Robinson College of Business, Georgia State University
2018	Visiting Scholar (1 week) University of Mannheim Business School
2017	Visiting Scholar (1 week) SDA Bocconi University

2010-2014	Associate Professor (w/ tenure) College of Business, University of Louisville
2012	Visiting Scholar (1 month) University of Queensland
2006-2010	Assistant Professor Sam M. Walton College of Business, University of Arkansas
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

Professional Affiliations

- Member, Association of Information Systems (AIS), 2001-Present
- Member, Institute of Operations Research and Management Science (INFORMS), 2001-2010
- 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

- Senior Editor, *MIS Quarterly* (2020-present)
- Special Issue Associate Editor, *Information Systems Journal* “Frontiers in Digital Transformation Research” (2022-2024)
- Special Issue Co-Editor: *MIS Quarterly* “Digital Technologies and Social Justice” (2021-2023)
- Senior Editor, *Journal of the Association for Information Systems* (2017-2019)
- Associate Editor, *Information Systems Research* (2017-2019)
- Special Issue Co-Editor: *European Journal of Information Systems* “Software Development Orchestration in Contemporary Ecosystems” (2017-2020)
- Associate Editor, *MIS Quarterly* (2011-2014)
- Guest Senior Editor, *Journal of the Association for Information Systems* (2016-2017)

- Member, *Journal of the Association for Information Systems* (2015-2019)
- Member, *IEEE-Transactions on Engineering Management* (2010-present)

Service to the Profession: Editorial Roles

- Track Co-chair: *Academic Professional Development Workshops*, ICIS 2025
- Track Co-chair: *Enterprise Systems*, ICIS 2024
- Co-chair: *Technology, Research, Education, and Opinion (TREO) Talks*, ICIS 2023
- Track Co-chair: *IT Adoption and Implementation* track, ICIS 2023
- Track Co-chair: *General Topics* track, ICIS 2021
- Track Co-chair: *Social Media and Digital Collaboration* track, ICIS 2020
- Associate Editor: *Business Models and Digital Transformation*, ICIS 2019
- Associate Editor: *Information Systems and Society*, ICIS 2018
- Associate Editor: *IT and Social Change* track, ICIS 2017
- Associate Editor: *Social Media and Digital Collaboration* track, ICIS 2016
- Track Co-chair: *Human Behavior and IS* track, ICIS 2015
- Track Co-chair: *Academic Professional Development Workshops*, AMCIS 2015
- Associate Editor: *Human Behavior and IS* track, ICIS 2014
- Associate Editor: *Social Media Research and Analytics* track, ECIS 2014
- Associate Editor: *General Topics* track, ICIS 2013
- 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 (partial listing)

- *MIS Quarterly*
- *Information Systems Research*
- *Management Science*
- *Academy of Management Journal*
- *Academy of Management Review*
- *Journal of Applied Psychology*
- *Organization Science*
- *Organizational Behavior and Human Decision Processes*
- *Journal of Operations Management*

- *Production and Operations Management*
- *Journal of Management Information Systems*
- *Decision Sciences*
- *IEEE Transactions on Engineering Management*
- *National Science Foundation*

Service to the Profession: Other

- Academy of Management:
 - CTO division doctoral consortium faculty mentor (2025)
 - OCIS division doctoral consortium faculty advisor (2021)
 - OCIS past division chair (2019-2020)
 - OCIS division chair (2018-2019)
 - Conference chair, Artificial Intelligence in Management Conference (2019)
 - OCIS division steering committee, Change Management, Artificial Intelligence, and Social Media Conference (2018-2019)
 - OCIS division chair-elect (2017-2018)
 - OCIS junior faculty consortium chair (2018)
 - OCIS division program chair (2016-2017)
 - OCIS division PDW and doctoral consortium chair (2015-2016)
 - OCIS division doctoral consortium faculty advisor (2015)
 - OCIS division international paper development faculty advisor (2013)
 - OCIS division best paper selection committee (Member, 2011, 2013)
 - Chief Information Officer (CIO) OCIS division (2010-2015)
 - Session chair, OCIS division (2009, 2013)
 - OCIS division nominations committee (Member, 2008-2009)
 - Discussant, OCIS division (2008)
- International Conference on Information Systems:
 - Doctoral consortium faculty advisor (2021)
 - Mid-career faculty consortium (2021)
 - Paper-a-thon mentor (2020)
 - Mid-career faculty consortium faculty advisor (2018)
 - Junior faculty consortium faculty advisor (2017)
 - Paper-a-thon mentor (2017)
 - Session chair (2009)
 - Discussant (2007)
 - Review coordinator (2004, 2006)
- Americas Conference on Information Systems:
 - Early stage doctoral student consortium co-chair (2023)
 - Junior faculty consortium advisor (2021)
 - Mid-career faculty consortium faculty advisor (2020)
 - Early career faculty consortium faculty advisor (2019)
 - Doctoral consortium faculty advisor (2011, 2018)
- National Science Foundation
 - Review panel member (2017, 2018, 2023)
- Conference on Information Systems and Technology
 - Organizing committee (2025)

- Best Paper award committee (2024)
- Best student paper committee (2022)
- INFORMS Information Systems Society
 - CIST, ISS Bapna-Ghose Social Justice Best Paper award committee (2024)
 - CIST, ISS Bapna-Ghose Social Justice Best Paper award committee (2023)
- SIGCPR:
 - Doctoral consortium faculty advisor (2013)
- Ph.D. Project Information Systems Doctoral Student Association Annual Conference:
 - Editors panel on publishing research in top journals (2022)
 - Building collaboration networks, panelist (2019)
 - Developing a research pipeline, panelist (2018)
 - Planning Committee Member (2005)
- External PhD Program Review
 - Baylor University (2020)

Service to the University (Georgia State University)

- Vice President of Student Engagement Evaluation Committee (Member, 2023)
- Strategy Group with Microsoft (Member, 2020-2021)

Service to the College (Georgia State University)

- CIS Assistant Professor Search Committee (Co-chair, 2023-2024)
- CIS Assistant Professor Search Committee (Co-chair, 2022-2023)
- Artificial Intelligence NextGen Search Committee (Co-chair, 2022-2023)
- Doctor of Business Administration Academic Director Search Committee (Member, 2022-2023)
- Reimagining the MBA Committee (Member, 2022-2023)
- Associate Dean for Culture, Equity and Inclusion Search Committee (Member, 2021-2022)
- Artificial Intelligence NextGen Search Committee (Co-chair, 2021-2022)
- CIS Assistant Professor Search Committee (Co-chair, 2021-2022)
- Diversity, Equity and Inclusion Taskforce Faculty Affairs Subcommittee (Co-chair 2020-2021)
- Artificial Intelligence NextGen Search Committee (Chair, 2019-2020)
- Cybersecurity NextGen Search Committee (Chair, 2017-2020)
- Managerial Sciences Department Chair Search Committee (Member, 2019)
- MBA Pathways Curriculum on Digital Innovation (Member, 2018)
- CIS Department Chair Search Committee (Member, 2017)
- Big Data Analytics NextGen Search Committee (Co-chair, 2016-2017)
- CIS Assistant Professor Search Committee (Chair, 2015)

Service to the Department (Georgia State University)

- CIS PhD Program (Coordinator, 2018-present)
- Graduate Programs Committee (Chair, 2014-2018)
- CIS PhD Program Committee (Member, 2014-present)

Service to the College (University of Louisville)

- College Research Committee (Member, 2011-2014)
- College Executive MBA Committee (Member, 2013)
- College MBA Committee (Member, 2010-2014)
- Faculty Recruitment Committee (Member, 2011, 2012)
- Summer Research Grant Committee (Member, 2010-2011)

Service to the University (University of Louisville)

- Distinguished Faculty Research Award Committee (Member, 2011)
- Academic Technology Committee (Member, 2014)

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 (PhD) Dissertation Chair

2025

Renzhi Fred Zhao

Role of Human Expertise in Influencing Human-AI Delegation and Task Performance Under Environmental Uncertainty

Placement: Assistant Professor at Texas State University

2022

Peiwei Li (co-chaired with Lars Mathiassen)

Semi-decentralized Governance in Open-Source Enterprise System Releases on GitHub

Placement: Assistant Professor at Northern Kentucky University

Khaleed Fuad (co-chaired with Lars Mathiassen)
A Theory of Organizational Intelligence in Digital Transformation
Placement: Assistant Professor at Pennsylvania State University-Harrisburg

2021

Heeseung Lee
Empirical Essays on Crowd-Based Digital Platforms and Product Innovation Performance
Current Placement: Assistant Professor at Hong Kong Baptist University

Yukun Yang
Decentralization in Public Blockchain Ecosystems: A Digital Platform Subsystem Perspective
Current Placement: Assistant Professor at Southern University of Science and Technology

2011

Jaime Windeler (co-chaired with Viswanath Venkatesh)
The Role of Leadership in Facilitating the Performance of Dispersed Teamwork
Current Placement: Tenured Associate Professor at University of Cincinnati

Doctoral (PhD) Dissertation Committees

Hongyu Gao (December 2024)
William Olivera (May 2024)
Pengcheng Wang (August 2022)
Rongen (Sophia) Zhang (June 2022)
Yanran Liu (July 2021)
Xiaocong Cui (December 2020)
Mahesh Boodraj (December 2020)
Kambiz Saffarizadeh (May 2020)
Amrita George (September 2019)
Tawfiq Alashoor (June 2019)
Vitali Mindel (October 2018)
Christine Mikhaeil Abdalla (November 2017)
Najma Saidani (November 2016)
Sankar Subramaniam (June 2013)
Xiaojun Zhang (May 2010)
Tracy Sykes (May 2009)

Doctorate of Business Administration (DBA) Dissertation Chair

2025

Lucinda Montgomery (April 2025)
The Impact of Targeted Team Composition on Digital Implementation Success: A Quantitative Analysis

2024

Nicole Pirone (July 2024)
Determinants of Generative Artificial Intelligence Large Language Model Exploration Intent for Software Development

Denys Lu (April 2024)
Twitter Sentiments and Stock Prices: An Event Study on the Role of Influencers

Jaroslav Klč (April 2024)
Linked Decisions: A Data Standard for Distributed Decision Support Systems

Doctorate of Business Administration (DBA) Dissertation Committees

Susan Haynes (July 2025)
Jessel Subero (July 2025)
John Caplinger (April 2025)
Madhu Kota (April 2025)
Aaron Perry (April 2025)
Ken Reaves (April 2025)
Lorry Perkins (May 2024)
Emoy Reid (April 2024)
Christopher Edwards (April 2024)
Janel Paulk (March 2024)
Dominique Bergere (December 2023)
Preston Davis (April 2023)
Stephanie Malone (April 2023)
Michelle Payne (April 2023)
Christine Davis (April 2023)
Valaurie Lee (April 2023)
Scott Crumpton (March 2023)
Shinika Byrd (April 2022)
Leroy Carson (April 2022)
Cathy Hill (April 2022)
Charleata Battle (April 2022)
Drew Huey (March 2022)

Graduate Independent Studies Supervised

Mingyu Li (M.Sc) (Summer 2009)
Libo Yu (M.Sc) (Summer 2009)
Jaime Windeler (PhD) (Spring 2009)
Joe Spencer (PhD) (Fall 2007)
Xiaojun Zhang (PhD) (Fall 2006)

VI. Teaching

Courses Taught (Georgia State University)

- DBA 9100: Quantitative Research Methods II (DBA)
- PMBA 8125: Digital Innovation (Professional MBA)
- MBA 8125: Digital Innovation (Flex MBA)
- MBA 8125: Information Technology Management (Flex MBA)

- BA 9320: Managerial decision making (Ph.D.)
- CIS 9390: Advanced Seminar in IT and Systems (Ph.D.)
- CIS 9200: Research on Digitally-Enabled Collectives and Multiple Levels (Ph.D.)

Courses Taught (University of Louisville)

- MBA 608: Technology Management (Weekend MBA)
- MBA 608: Technology Management (Professional MBA)
- MBA 644: IT Strategy (Entrepreneurial MBA)
- CIS 199: Introduction to Object-Oriented Programming (C#) (Undergraduate)
- CIS 320: Systems Analysis and Design (Undergraduate)

Courses Taught (University of Arkansas)

- WCOB 5213: ERP Fundamentals (Masters)
- ISYS 6333: IT in Organizations: Value, Impacts, and Strategic Use (Ph.D.)
- ISYS 6333: Seminar on Conducting Research Projects (Ph.D.)
- ISYS 4373: Object-Oriented Programming in Java (Undergraduate)
- ISYS 3393: Business Application Programming (Undergraduate)

VII. Industry Service

Startup Consulting

- Advisor, LoCo+ (<https://www.golocoplus.com/>), 2022 - present
- Advisor, KemNu (<https://kemnu.com/>), 2023 - present