

## **RANGARAJ “RANGA” RAMANUJAM**

Professor of Management  
Owen Graduate School of Management  
Vanderbilt University  
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### **APPOINTMENTS**

Richard M. and Betty Ruth Miller Chair in Healthcare Management (2018 - current)  
Professor, Owen Graduate School of Management, Vanderbilt University (2014-current)  
Professor, Health Policy Department, Vanderbilt Medical School (Secondary appointment; 2016-current)  
Associate Professor, Owen Graduate School of Management, Vanderbilt University (2008 – 2014)  
Assistant Professor, Krannert School of Management, Purdue University (2000-2008)  
Research Scientist, Roudebush VA Medical Center, Indianapolis (2005-2006)

### **EDUCATION**

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

### **RESEARCH INTERESTS**

Operational failures and reliability in high-risk work settings; employee voice and silence; healthcare delivery organizations

### **EDITED VOLUME**

Ramanujam, R. & Roberts, K.H. Eds.(2018) *Organizing for Reliability: A Guide for Research and Practice*, Stanford University Press

### **JOURNAL PUBLICATIONS**

Park, B., Lehman, D.W., & Ramanujam, R. (2022) Driven to Distraction: The Unintended Consequences of Organizational Learning from Failure Caused by Human Error, *Organization Science*, <https://doi.org/10.1287/orsc.2022.1573>

Sood, S.B., Walker, L.A., Ramanujam, R., Hardison, D., Andrews, J., Smith, A.H., & Bridges, B.C. (2021) The Use of Antifactor Xa Assays in a Comprehensive Pediatric Extracorporeal Membrane Oxygenation Anticoagulation Protocol is Associated with Increased Survival and Significant Blood Product Cost-Savings, *Journal of Pediatric Intensive Care*, [DOI: 10.1055/s-0041-1726455](https://doi.org/10.1055/s-0041-1726455)

Vogus, T., Ramanujam, R., Novikov, Z., Venkataramani, V., & Tangirala, S. (2020). Adverse Events and Burnout: The Moderating Effects of Workgroup Identification and Safety Climate, *Medical Care*, 58(7):594-600

Lehman, D.W., Cooil, B., & Ramanujam, R. (2020). The Effects of Rule Complexity on Organizational Noncompliance and Remediation: Evidence from Restaurant Health Inspections. *Journal of Management*, 46 (8): 1436-1468

Park, B., Park, H.W., & Ramanujam, R. (2018) Tua Culpa: When an Organization Blames its Partner for a Shared Failure. *Academy of Management Review*, 43(4): 792-811

Abrahamson, K., Hass, Z., Morgan, K., Fulton, B., & Ramanujam, R. (2016) The Relationship between Nurse Reported Safety Culture and the Patient Experience. *Journal of Nursing Administration*, 46 (12): 662–668

Liu, W. Tangirala, S., & Ramanujam, R. (2013) The Relational Antecedents of Voice Targeted at Different Leaders. *Journal of Applied Psychology*, 98(5): 841-851

Abrahamson, K., Ramanujam, R., & Anderson, J. (2013) Co-Worker Characteristics and Nurse Perception of Safety Climate, *International Journal of Health Care Quality Assurance*, 26 (5): 447-454

Goodman, P.S. & Ramanujam, R. (2012) The Relationship Between Change Across Multiple Organizational Domains and the Incidence of Latent Errors, *Journal of Applied Behavioral Science*, 48 (3):410-433

Tangirala, S. & Ramanujam, R. (2012) Ask and You Shall Hear: Examining the Relationship between Manager Consultation and Employee Voice, *Personnel Psychology*, 65: 251-282

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

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

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

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

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

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

Flanagan, M., Ramanujam, R., & Doebbeling, B. (2009) The Effects of Provider-focused and Workflow-focused Implementation Strategies on Provider Acceptance of Clinical Practice Guidelines, *Implementation Science*, 4:71

Lehman, D., & Ramanujam, R. (2009) Selectivity in Organizational Rule Violations, *Academy of Management Review*, 34(4): 643-657 (2009 Best Paper Award finalist)

Nembhard, I. M., Alexander, J.A., Hoff, T., & Ramanujam, R. (2009) Why Does the Quality of Health Care Continue to Lag? Insights from Management Research, *Academy of Management Perspectives*, 23(1): 24-42

Drenevich, P., Ramanujam, R., Mehta, S., & Chaturvedi, A. (2009) Affiliation or Situation? What Drives Strategic Decision Making in Crisis Response? *Journal of Managerial Issues*, 21(2): 232-245

Tangirala, S. & Ramanujam, R. (2008) Exploring Non-Linearity in Employee Voice: The Effects of Personal Control and Organizational Identification, *Academy of Management Journal*. 51(6): 1189–1203

Tangirala, S. & Ramanujam, R. (2008) Employee Silence on Critical Work Issues: The Cross-level Effects of Procedural Justice Climate, *Personnel Psychology*, 61(1): 37-68

Ramanujam, R., Abrahamson, K., & Anderson, J. (2008) Influence of Workplace Demands on US Nurses' Perceptions of Patient Safety, *Nursing and Health Sciences*, 10(2): 144-150

Tangirala, S., Green, S., & Ramanujam, R. (2007) In the Shadow of the Boss's Boss: Effects of Supervisors' Upward Exchange Relationships on Employees, *Journal of Applied Psychology*, 92 (2):309-320

Flanagan, M., Ramanujam, R., Sutherland, J. Vaughn, T., Diekema, D., & Doebbeling, B. (2007) Development and Validation of Measures to Assess Prevention and Control of Antimicrobial Resistance in Hospitals, *Medical Care*, 45(6):537-544

Ramanujam, R. & Rousseau, D. R. (2006) The Challenges are Organizational Not Clinical, *Journal of Organizational Behavior*, 27(7):1-17

Anderson, J., Ramanujam, R., Hensel, D., Anderson, M., & Sirio, C. (2006) The Need for Organizational Change in Patient Safety Initiatives, *International Journal of Medical Informatics*, 75(12):809-817

Koley, K.C., Pringle, J. L., Weber, R.J., Rice, K., Ramanujam, R., & Sirio, C.A. (2006) Perceived Barriers in Using a Region-wide Medication Error Reporting System, *Journal of Patient Safety*; 2(1):39-44

Ramanujam, R., & Goodman, P.S. (2003) Latent Errors and Adverse Consequences: A Conceptualization, *Journal of Organizational Behavior*, 24(7):815-836

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

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

### **BOOK REVIEW**

Ramanujam, R. (2018) Book Review *Deepwater Horizon: A Systems Analysis of the Macondo Disaster*, by Earl Boebert and James M. Blossom, *Business Ethics Quarterly*, 28 (2); 230-233

### **BOOK CHAPTERS**

Ramanujam, R (2018) The Multiple Meanings and Models of Reliability in Organizational Research, in Ramanujam, R. & Roberts, K.H. (Eds) *Organizing for Reliability: A Guide for Research and Practice*, Stanford University Press

Roberts, K.H. & Ramanujam, R. (2018) Epilogue, in Ramanujam, R. & Roberts, K.H. (Eds) *Organizing for Reliability: A Guide for Research and Practice*, Stanford University Press

Ramanujam, R. & Peltz, A. (2012) The Organizational Impact on Healthcare Quality, in Nash, D.B., Clarke, J., Skoufalos, A., & Horowitz, M. (Eds), *Health Care Quality: The Clinician's Primer*, American College of Physician Executives, Tampa FL

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

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

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

### **CONFERENCE PROCEEDINGS**

Ramanujam, R. & Carroll, J. (2013) Learning from Failure, *Safety Management in Context – Cross-industry Learning for Theory and Practice: Insights and Recommendations for Safety Practitioners and Policy Makers*, Proceedings of conference held in Ascona, Switzerland

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

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

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

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

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

#### **WORKING PAPERS**

Rees, L. B., Lehman, D.W., & Ramanujam, R. (*under review*) Me, Me, and Me: The Process of Felt (In)Authenticity at Work Through Multiple Referent Selves

Cronin, M. A., Rosado-Solomon, E.H., Thatcher, S., Hanson, S., Bresman, H., Ramanujam, R., Strom, P., Francavilla, J., & Reinhart, R.M. (*second round of review*) Psychological Pain in Organizations

Novikov, Z., & Ramanujam, R. Anxiety and Errors at Work: The Moderating Role of Promotive Team Voice

Vogus, T., Tangirala, S., Lehman, D., & Ramanujam, R. The Antecedents and Consequences of Mindful Organizing *Organization Science*

#### **EDITOR**

Co-Editor, Stanford University Press Book Series on High Reliability and Crisis Management (2019- )

Co-editor, *Journal of Organizational Behavior* Special Issue on Healthcare Organizations (2006), Volume 27, Issue 7

#### **MEMBER, EDITORIAL REVIEW BOARD**

*Stanford University Press Series on High Reliability and Crisis Management* (2008 - 18)

*Organization Science* (2009-16)

*Journal of Organizational Behavior* (2005-2012)

## **OCCASIONAL REVIEWER-JOURNALS**

*Academy of Management Discoveries*  
*Academy of Management Review*  
*Accident Analysis & Prevention*  
*Administrative Science Quarterly*  
*Applied Psychology: An International Review*  
*Encyclopedia of Human Behavior*  
*European Journal of Work and Organizational Psychology*  
*Health Care Management Review*  
*Human Relations*  
*International Journal of Management Reviews*  
*Journal of Computational and Mathematical Organizational Theory*  
*Journal of Engineering and Technology Management*  
*Journal of Management*  
*Management Science*  
*Organization Studies*  
*Organizational Behavior and Human Decision Processes*  
*Work and Occupations*

## **OCCASIONAL REVIEWER-NATIONAL RESEARCH AGENCIES**

*Health Research Board (Ireland)*  
*Institute of Medicine (USA)*  
*National Science Foundation (USA)*  
*Research Grants Council (Hong Kong)*  
*The Netherlands Organization for Scientific Research (The Netherlands)*

## **OTHER RESEARCH-RELATED ACTIVITIES**

Co-Organizer, Workshop on Employee Safety, University of California, Berkeley (2016)  
Organizer, Roundtable on “Through the Eyes of the Executive, Creating a Safer and Healthier Workplace”, Nashville (2014)  
Panelist, Detecting Weal Signals, Professional Development Workshop Academy of Management, Orlando (2013)  
Track Leader, Learning from Failures, Conference on Safety Management in Context, Ascona, Switzerland (2013)  
Co-Organizer, National Research Workshop on Organizational Reliability, Vanderbilt University (2012)  
Participant, Roundtable on “*Restoring Joy and Meaning in Work and Workforce Safety*” sponsored by Lucian Leape Institute, National Patient Safety Foundation, Nashville (2010)  
Co-Organizer, Academy of Management (AOM) Caucus on Errors & Reliability (2006-2014)  
External Reviewer, *Institute of Medicine* (IOM) Report on Residents’ Duty Hours (2008)  
Panelist, Professional Development Workshop about Risk, AOM (2008)  
Chair, AOM taskforce to review IOM Report on Performance Measurement (2006-07)  
Member, Conference Planning Committee, Regenstrief Institute (2006)  
Organizer, Professional Development Workshop about Healthcare Policy, AOM (2004)

## CONFERENCE AND INVITED PRESENTATIONS

Giolito, V., Verdin, P., Ingardi, I., & Ramanujam, R. (2018) Toward a Strategic Management of Organizational Errors, Annual Meetings of the Academy of Management, Chicago

Ramanujam, R. (2018) An Executive Perspective on Organizational Errors, Keynote address at a conference on Strategic Error Management, European School of Management and Technology, Berlin

Park, B., Park, H.W., & Ramanujam, R. (2017) Tua Culpa: When an Organization Blames its Partner for a Shared Failure. Academy of Management, Atlanta

Park, B., & Ramanujam, R. (2017) Myopic Learning from Failures. Academy of Management, Atlanta

Ramanujam, R. (2016) Some Open Questions in Error Management Research, Academy of Management, Anaheim

Vogus, T. & Ramanujam, R. (2016) The Effects of Adverse Events on Emotional Exhaustion, Academy of Management, Anaheim

Ramanujam, R. (2015) Implications of What we know about Safety Culture for Promoting a Security Culture, Workshop on *Next Steps in Strengthening Nuclear Security Culture: Learning from Practice and Research*, Kennedy School of Government, Harvard University

Ramanujam, R. (2014) Operational Risk as Organizational Risk, Standard Chartered Bank Global Conference on Risk Management, Singapore

Ramanujam, R. (2014) Leadership and Learning in Healthcare, “The Practice of Transplant Administration” Workshop, San Diego

Kennedy, J. & Ramanujam, R. (2014) Strong Leaders and Weak Signals: Does High Rank Enable or Inhibit Critical Communications? Academy of Management, Philadelphia

Ramanujam, R. (2014) The Role of Organizational Context in Healthcare Provider Burnout, 26<sup>th</sup> Annual W. F. B. James Symposium, Meharry Medical College

Ramanujam, R. (2014) Operationalizing Advocacy, Nursing Leadership in Global Health Symposium organized by the Vanderbilt Institute for Global Health, Nashville

Ramanujam, R. (2014) Organizational Learning from Incident Analysis, Critical Care Fellowship Lecture Series, Vanderbilt University Medical Center

Ramanujam, R. (2013) Understanding Organizational Errors in Healthcare, Keynote Speaker, Fifth Annual Seminar on Improving People Performance in Healthcare, Dublin City University, Ireland

- Ramanujam, R. (2012) An Organizational View of Operational Failures, Center for Catastrophic Risk Management, University of California, Berkeley
- Lehman, D.W., Ramanujam, R., & Cooil, B. (2012) The Effects of Rule Features on Rule Violations, Academy of Management Annual Meeting, Boston
- Ramanujam, R. (2012) A Business Model of Compassion: How Aravind Eye Hospital Revolutionized Healthcare Delivery, *Flexner Dean's Lecture Series*, Vanderbilt University Medical School
- Ramanujam, R. (2011) Managing Patient Safety, Aravind Eye Care System, Madurai, India
- Ramanujam, R. (2011) Early Reporting and Safety Culture, Web Seminar hosted by the All Midwest Employers Casualty Company (over 100 participants)
- Ramanujam, R. (2011) The Business Case for Quality, Quorum Health Resources, Annual Leadership Conference, Nashville
- Ramanujam, R. (2011) Research on High Reliability Organizations: The Viewpoint of a Book Series' Editorial Board Member, Annual HRO Conference, Washington DC
- Ramanujam, R. (2011) Employee Consequences of Major Operational Failures, National University of Singapore
- Ramanujam, R. (2011) Creating a Safety Culture, Web Seminar hosted by Pure Safety, Nashville (over 300 participants)
- Ramanujam, R. (2011) Organizational Change and Safety Culture, 3rd Annual Patient Safety and Quality Leadership Institute, American Medical Students Association, Thomas Jefferson University, Philadelphia
- Ramanujam, R. (2010) After the Oil Spill: What Awaits BP's new CEO? Owen Graduate School of Management, Vanderbilt University
- Ramanujam, R. (2010) Creating an "Early Reporting" Culture to Improve Safety Performance, Uniting Safety and Health, Pure Safety User Conference, Nashville
- Ramanujam, R. (2009) Managing Implementation Processes in Healthcare Organizations, South West Pennsylvania Organization of Nurse Leaders, Pittsburgh
- Ramanujam, R. (2009) When Ideas Meet Context: The Implementation of Incident Reporting Systems in Hospitals, Academy of Management Annual Meeting, Chicago
- Tangirala, S. & Ramanujam, R. (2009) When Does Manager Consultation Lead to Employee Voice? An Examination of Moderators, Academy of Management Annual Meeting, Chicago



Ramanujam, R. (2009) Reliability Lapses, Organizational Behavior Speaker Series, Tepper School of Business, Carnegie Mellon University

Goodman, P.S., Beenan, G., & Ramanujam, R. (2009) New Forms of Higher Education, Conference on Educational Leadership, Indian Institute of Management, Bangalore

Ramanujam, R. & Goodman, P.S. (2008) Collective Learning from Event Analysis, NetWork Workshop on Event Analysis, Berlin, Germany

Ramanujam, R. (2007) Performance Measurement in Organizational Change, 10th Biennial Regenstrief Conference on Transformational Change in Healthcare, Turkey Run, Indiana

Ramanujam, R. (2007) The Link between Incident Reporting and Organizational Learning, Academy of Management Annual Meeting, Philadelphia

Ramanujam, R. (2007) IOM & AOM: Linking the Academy to the Institute of Medicine, Academy of Management Annual Meeting, Philadelphia

Lehman, D., Ramanujam, R., & Alge, B. (2007) Revisiting the Performance-Risk Relationship: Evidence from the NFL, Academy of Management Annual Meeting, Philadelphia

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **TEACHING INTERESTS**

Leadership; Teams; Organizational Learning and Effectiveness; Healthcare Organizations

## **GRADUATE COURSES (FULL-TIME & EXECUTIVE MBA PROGRAMS)**

### **Healthcare Delivery Organizations (elective)**

Owen Graduate School of Management, Vanderbilt University (2010-current)

### **Managerial and Organizational Effectiveness (elective)**

Owen Graduate School of Management, Vanderbilt University (2012-current)

### **Leading Teams and Organizations (core course)**

Owen Graduate School of Management, Vanderbilt University (2008-2012)

Krannert School of Management, Purdue University (2000-2004)

### **Managing Teams (elective)**

Indian School of Business (2013; 2014; 2015; 2016)

Open Enrollment Course, Executive Development Institute, Vanderbilt University (2014, 2015)

### **Managing with Strategic Intent**

Open Enrollment Course, Executive Development Institute, Vanderbilt University (2015, 2016; 2017; 2018)

### **Organizational Design (elective)**

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

### **Managing Organizational Change (elective)**

Krannert School of Management, Purdue University (2001-2008)

GISMA, Hanover, Germany (2004)

### **PhD Seminar in Organization Theory**

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

Krannert School of management, Purdue University (2002-2008)

## **UNDERGRADUATE COURSES**

### **Organizational Behavior**

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

## **NON-DEGREE EXECUTIVE EDUCATION PROGRAMS**

Academic Leadership Program, Vanderbilt University Medical Center (2010)

Aluminum Bahrain (2018)  
Cardinal Health (2017-18)  
Clarian Arnett (2008)  
Community Health Services (2011)  
Dollar General (2019-2022)  
GISMA (2010)  
International Association of Holiday Inns (2005-08)  
MEDHOST Leadership Development Program (2014)  
Nissan Corporation (2009-17)  
Policy Innovators in Education (PIE) Network (2014; 2018)  
PhyMed Physician Group (2017-19)  
Regions Bank (2017-19)  
Rogers Group (2009)  
Sennheiser Corporation (2007)  
University of San Paulo (2010; 2011)  
Value-Based Healthcare Seminar for Medical Residents (2015-19)

#### **CHAIR, DOCTORAL DISSERTATION COMMITTEE**

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

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

#### **MEMBER, DOCTORAL DISSERTATION COMMITTEE**

Yongsuhk Jung, Ivey School of Management, Western Ontario, Employee Voice and Recipients' Appraisals/Reactions (2014; external examiner)

Matthew Grimes, Owen Graduate School of Management, Vanderbilt University, Competing Demands and the Entrepreneur: Strategies for Resolution and Consequences for the Nascent Organization (2012)

David Oh, Owen Graduate School of Management, Vanderbilt University, Effects of Regulatory Focus on Concessions in Negotiations (2012)

Ying Chen, Owen Graduate School of Management, Vanderbilt University Cross-cultural examination of LMX in the US and China (2011)

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

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

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

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

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

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

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

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

## **SERVICE ACTIVITIES (SCHOOL/UNIVERSITY)**

### **Committee Chair**

Chair, Diversity & Inclusion Advisory Board, Owen Graduate School of Management (2018-21)

Chair, Owen-2U Online Degree Program Exploratory Committee, Owen Graduate School of Management (2018-19)

Chair, Search Committee for Director of University Counseling Center, Vanderbilt University (2017-18)

Chair, Non-Degree Programs Faculty Advisory Committee, Owen Graduate School of Management (2016-)

Chair, Vanderbilt University Faculty Task Force on Online Education (2013-16)

Chair, Committee for Strategic Planning & Academic Freedom, Vanderbilt Faculty Senate (2012-13)

Chair, Search Committee for Faculty Chair in Healthcare Management, Owen Graduate School of Management (2011-12)

### **Committee member**

University Faculty Development Committee, Vanderbilt University (2018-219 )

Mental Health Support Network, Vanderbilt University (2017)

University Librarian Search Committee (2015 -16)

Trans-Institutional Programs Council, Vanderbilt University (2014 - 17)

Provost's Copyright Taskforce, Vanderbilt University (2014 -16)

Vanderbilt Institute for Digital Learning (VIDL)'s Advisory Board (2014 - )

Dean's Taskforce on Faculty Development, Owen Graduate School of Management (2014)

Dean's Workgroup on Executive Development Institute, Owen Graduate School of Management (2014)

Vanderbilt University Strategic Planning Steering Committee on Healthcare Solutions (2013)

Dean Search Committee, Vanderbilt University (2013)

Organization Studies Faculty Search Committee, Vanderbilt University (2013)

Faculty Senate, Vanderbilt University (2011- )

Committee on Professional Ethics and Academic Freedom, Vanderbilt University (2011 -12)

Curriculum 2.0 Redesign Thread on Quality, Safety, Systems and Value-Based Care, Vanderbilt University Medical School (2011-12)

Research & Scholarship Committee, Owen Graduate School of Management (2010-16)

Healthcare Program Committee, Owen Graduate School of Management (2009 - )

Non-Degree Program Committee, Owen Graduate School of Management (2011-13)

Organizational Behavior PhD Program Review Committee, Purdue University (2002)

### **Faculty Advisor/Mentor**

Institute for Healthcare Improvement (IHI) Open School, Vanderbilt Chapter (2010 -18)  
India Business Club, Owen Graduate School of Management (2015- )  
Asia Business Club, Owen Graduate School of Management (2015 - )  
Human & Organizational Performance Association, Owen Graduate School of Management  
(2012- 13)  
Healthcare MBA Club, Owen Graduate School of Management (2010- 2012)  
HORIZON Mentoring Program for college freshmen, Purdue University (2002-06)

### **MEDIA MENTIONS**

*Business Times* (Singapore); *Dallas Morning News*; *Economist*; *Nashville Business Journal*;  
*New York Times*; *NPR (Academic Minute)*

### **OP-ED PIECES**

Lehman, D.W., Cooil, B., & Ramanujam, R. (2019). Why Some Rules Are More Likely to Be Broken, **hbr.org** (*Harvard Business Review* online), October 7, 2019

Ramanujam, R. (2013) Parkland Requires Transformation, Not Quick Fixes, *Dallas Morning News*, January 13

Lehman, D.W., & Ramanujam, R. (2011) No Firm Plays By All the Rules All the Time, *Business Times* (Singapore), March 24

### **CONSULTING**

Aravind Eye Care System  
HCA  
Indiana State Patient Safety Center  
Pacific Gas & Electric Company  
Pittsburgh Regional Healthcare Initiative  
Podiatry Insurance Company of America  
Pure Safety  
Thompson Machinery  
Underwriters Laboratories  
Vanderbilt University Medical Center

### **MEMBERSHIPS/AFFILIATIONS**

Academy of Management; Center for Catastrophic Risk Management, University of California, Berkeley; Member, Advisory Board, Institute for Integrated Health and Safety (2015-17)  
Member, Nashville Hospital Authority Board (2020- )

### **AWARDS, GRANTS, AND FELLOWSHIPS**

Winner, James A. Webb Jr. Award for Excellence in Teaching, Owen Graduate School of Management (2022)  
SP Award for Teaching, Owen Graduate School of Management (2022; 2019)

Finalist, James A. Webb Jr. Award for Excellence in Teaching, Owen Graduate School of Management (2013-2020)  
Favorite Profs of Class of 2020, [\*Poets and Quants\*](#)  
Excellence in Teaching Award, Healthcare Management Division, Academy of Management (2017)  
Dean's Award for Outstanding Contribution to Teaching, Owen Graduate School of Management (2013; 2015)  
Research Productivity Award, Owen Graduate School of Management (2011)  
Finalist, Annual Best Paper Award, *Academy of Management Review* (2009)  
Clarian Health Partners, Research Grant (2006-2008)  
Regenstrief Center for Healthcare Engineering, Research Fellowship (2005)  
Krannert Award for Outstanding Teaching, Purdue University (2001, 2002, 2003, & 2004)  
Agency for Healthcare Research and Quality, Research Grant (2001-2004)  
Citigroup Behavioral Science Research Council, Research Grant (1999-2001)  
Finalist, Graduate Student Teaching Award, Carnegie Mellon University (1998)  
Fellow, Eberly Center for Teaching Excellence, Carnegie Mellon University (1997-98)  
Gerald Salancik Research Fellowship Award, Carnegie Mellon University (1997)  
Graduate Student Teaching Award, School of Industrial Administration, Carnegie Mellon University (1997)