
MANAGEMENT INFORMATION SYSTEMS RESEARCH CENTER

2008-2009 ANNUAL REPORT

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THE MISRC CORPORATE PARTNERS 2008-2009

Cargill, Incorporated

General Mills, Incorporated

Mayo Clinic

Medtronic

Target

University of Minnesota
Office of Information Technology

THE MISRC'S HISTORY

The University of Minnesota's Management Information Systems program and the Management Information Systems Research Center began 35 years ago. It is always difficult to say who was "first." What we can say with certainty is that we began at the time when MIS was first emerging as an academic field. We may have been the first formal graduate degree program in MIS (Master's and Doctorate) associated with a viable research center.

The Beginning of the MIS Research Center

The fall of 1967 was the start of planning. U of M professors Gordon Davis, Gary Dickson, and Tom Hoffmann felt that the time and place were right to establish a formal program in the organizational use of computers in information systems. To start a program with solid support from IS professionals working in industry, the local business community needed to play a strong part in curriculum development and applied research, a link that would be facilitated through the formation of a "research center."

Selected companies in the Minneapolis-St. Paul area, notable for being internationally known and investing heavily in information systems, were invited to pledge support as "Associate Companies" of the MISRC. As sponsors, companies would have a direct influence on the directions taken by the university program, as well as having direct access to graduates from the program, research outputs, and training programs. The response from the business organizations was excellent, and by the summer of 1968, the Management Information Systems Research Center had been established with 21 founding Associate Companies.

From the outset, the Associate Companies were involved in the selection and direction of research and program topics. Since that first year, annual planning meetings with Associate Company representatives have assisted the research and program directions of the MISRC to continue to shift with changing industry conditions as reported by the Associate Company representatives. The first year featured lectures by nationally known speakers, including Alain Enthoven of Stanford University and James Emery of the University of Pennsylvania. This speaker series evolved to become one of the core activities of the MISRC Associates Program.

Organizational Changes As We Grew

The MISRC was originally granted windowless office space in the basement of Blegen Hall on the university's West Bank campus, next door to a computer center with a CDC 3200 (purchased in 1968 partly with MISRC funds). Gordon Davis became the first director of the Research Center.

As director, he reported directly to the dean of the School

of Management (then the College of Business Administration). Two part-time secretaries provided support; graduate assistants helped wherever needed.

After the first two years of operation, it became clear that a senior faculty member alone could not adequately perform all of the needed MISRC functions while still being involved with teaching, research, and doctoral students. In response, the position of assistant director was created. Through the years, this invaluable position has been filled both by University appointees and by Associate Company personnel.

March 1977 saw the first issue of the *MIS Quarterly*, a journal established through a joint venture of the MISRC and the Society for Information Management, and based out of the MISRC offices. The *MISQ* is a journal that caters to both the academic and practitioner IS communities.

James Wetherbe, formerly associate dean of administration and associate professor of MIS at the University of Houston, came to the U of M MIS faculty in July 1980 and became the new director of the MISRC, bringing with him valuable management experience in industry and administrative experience at several universities. This enabled Gordon Davis to devote more time to leadership of the MIS academic area, and in 1981 Davis became Honeywell Professor of Management Information Systems, the first holder of the first academic endowed chair specifically designated for MIS, fittingly bestowed upon a pioneer of MIS in academia.

1985 brought the MISRC and *MISQ* a home on the third floor of the new Hubert H. Humphrey Center. Besides having windows for the first time, the move brought the MISRC onto the same floor as the MIS faculty.

In December 1997, we moved into the new Curtis L. Carlson building. The new building provides a home for the entire Carlson School of Management in one building (CSOM previously inhabited portions of three different West Bank buildings).

The MISRC Today

The MISRC has grown as new companies continue to join the Associates Program. We continue to update our topics and offerings to address current issues of our Associate Companies, and by extension, the corporate IS world. The 36 years have been eventful and productive, and we are pleased to have been a significant factor in the development of information systems as an academic field.

MISRC CORPORATE PARTNERS PROGRAM

CALENDAR OF EVENTS

2008-2009

- August 7, 2008** "Executive Advisory Board on Curriculum "
Executive Advisory Board on Curriculum
- September 19, 2008** "Linking IT Operations And Information Security Objectives: A Nine Year Study Of High Performing IT Organizations"
Gene Kim, CTO and Founder, Tripwire, Inc.
- September 26, 2008** "The Futurized Corporation"
Atul Vashista, Chairman, neoIT and CEO, NeoGroup
- November 12, 2008** "MIS Career Fair "
MIS Career Fair
- November 20, 2008** "Executive Advisory Board on Curriculum"
Executive Advisory Board on Curriculum
- November 21, 2008** "IT Governance Helping Business Survival"
Steve Crutchley, CEO, Consult2Comply, LLC
- December 5, 2008** "Next Generation Development and Infrastructure: Making better project decisions, going beyond virtualization"
Michael Connly, Chief Technology Officer UnitedHealth Group IT, Enterprise Technology Services
- January 29, 2009** "Executive Advisory Board on Curriculum "
Executive Advisory Board on Curriculum
- March 13, 2009** "New Perspectives on Role and Structure in the Management of IS/IT"
Carl Adams, Gautam Ray and Eric Larson, University of Minnesota
- March 27, 2009** "Web 2.0: The Social Web"
John Riedl, University of Minnesota
- April 3, 2009** "ITIL in the Workplace The Practical Application of a Best Practice Frameworkmework"
Susan Ryan, Blue Cross Blue Shield of MN

- April 9, 2009** **"Executive Advisory Board on Curriculum**
Executive Advisory Board on Curriculum
- April 17, 2009** **"Next-Generation Organization Models for IT Management"**
Vallabh Sambamurthy, Michigan State University and Ravi Bapna, University of Minnesota
- May 1, 2009** **"Economics of Information Security"**
Dmitry Zhdanov, University of Connecticut
- May 22, 2009** **"IT Teaching Workshop"**
IT Teaching Workshop
- May 9-10, 2009** **"Strategy to Reality "Real Risk, Real Management, Real Risk Management"**
Ken Kousky, President./CEO IP3 Inc.
- May 11, 2009** **"Executive Advisory Board on Curriculum "**
Executive Advisory Board on Curriculum
- July 20-24, 2009** **"Certified Information Systems Security Professional (CISSP)"**
IP3 , Inc.

"LINKING IT OPERATIONS AND INFORMATION SECURITY OBJECTIVES: A NINE YEAR STUDY OF HIGH PERFORMING IT ORGANIZATIONS?"

Gene Kim, CTO and Founder, Tripwire, Inc.

September 19, 2008



ABSTRACT

In 2008, due to high-profile information security failures, there is more external pressure than ever for security and compliance. And yet, even when information security is adequately funded, there is an uncomfortable question that needs to be answered: why does information security so often fail to effectively prevent and quickly detect and recover from security breaches?

We believe that the root cause is failing to effectively integrate information security into the daily work of IT operations, software/service development, compliance, project management and internal audit. When this occurs, information security is often labeled as shrill, hysterical, irrelevant, bureaucratic, difficult to understand, not aligned with the business, perpetually focused on irrelevant technical minutiae, and so forth.

This presentation will discuss the 10 years of research and benchmarking done by the IT Process Institute on 1000 organizations have uncovered the 20% of IT controls that deliver 80% of the performance improvement, as well as creating a sustainable and secure controls environment. And will present the Security Visible Ops methodology that provides four prescriptive steps on how to design and operate these controls, and integrate security controls into IT operational, software development and project management processes.

BIOGRAPHY

Gene Kim is the CTO and founder of Tripwire, Inc. In 1992, he co-authored Tripwire while at Purdue University with Dr. Gene Spafford. Since then, Tripwire has been adopted by more than 6,000 enterprises worldwide. Since 1999, he has been studying high performing IT operations and security organizations, which led Gene to co-found the IT Process Institute (ITPI) in 2004. In conjunction with the ITPI, Gene co-authored the "Visible Ops Handbook: Implementing ITIL in Four Practical And Auditable Steps" which has since sold over 75,000 copies. He was a principal investigator on the IT Controls Performance Study project, and in 2008, he co-authored the "Security Visible Ops", a handbook describing how to link IT security and operational objectives in four practical steps by integrating security controls into IT operational, software development and project management processes. Gene currently serves on the Advanced Technology Committee for the Institute of Internal Auditors where he is part of the GAIT task force, which has created guidance on how to scope IT general controls for SOX-404. In 2007, he was given the Outstanding Alumnus Award by the Department of Computer Sciences at Purdue University for achievement and leadership in the profession.



“THE FUTURIZED CORPORATION”

Atul Vashistha, Chairman, neoIT and CEO, NeoGroup
September 26, 2008

ABSTRACT

Technological, social and economic advancements of the past two decades have propelled us into a global world – a world where business executives in Boise, Idaho can teleconference with business executives in Beijing, China as if they were sitting across the table from each other. With the rapid, inexpensive transmission of data available to us, businesses can leverage the time zone difference and talent globally in Bangalore or Manila to achieve 24-hour workdays and develop technology or run business functions. And those opportunities are only the beginning of what services globalization offers.

The ability to leverage outsourced services and global services is creating a new competitive edge. I call these leading companies “The Futurized Corporation”! We believe it is going to be the company that shines in its ability to seamlessly stitch together component-based, composable services from different providers and its own operations to re-create self-standing business functions – a virtualized supply chain. In effect, creating in services what companies like Dell and Cisco have done in manufacturing.

There has already been a dramatic evolution in corporations' thinking about outsourcing. But as far as services globalization has evolved, the question for today's corporation nevertheless remains: “Which functions should be outsourced?” Today's corporations do think beyond back-office, labor-intensive tasks to outsource complex business processes – from investment and pricing analytics to inventory management to aircraft engine maintenance forecasting – but when considering global sourcing, corporations have the mindset that there are only certain processes that can be chosen to be globally sourced while the rest stay in house.

The Futurized Corporation, in contrast, asks: “How can I better serve my stakeholders? Can I leverage services globalization to make it happen?” Instead of considering certain processes that can be chosen to be sourced, the Futurized Corporation focuses on the stakeholders and leverages services globalization to achieve goals. It also focuses on what its core competency is and what it leverages others to complete its quilt!

BIOGRAPHY

As a senior vice president with Cardinal Health in the mid-1990s, Atul Vashistha came up with a distinctly consultant-esque realization.

“The shortage of technology talent in the U.S. was causing my portfolio of businesses at Cardinal to expand internationally, and I saw firsthand that the professional services sector in India was growing rapidly,” he recalls. “I realized that there was a tremendous opportunity to help companies buy and manage offshore services. But clients were not looking for technology; they were looking for the right outcome, and the way they would reach that desired outcome was through expertise and some hand-holding.”

In 1999, Vashistha launched neoIT, which offers a blend of strategic advisory services and “hands-on” implementation support to help clients capitalize on services globalization.

As a client executive, Vashistha was impressed by the intellects of the consultants he hired and worked with. “They had expertise and processes, but I found that they lacked experience, and this made the relationships difficult at times,” he says.

Determined to avoid that “theory vs. practice” pitfall as CEO of his own consulting firm, Vashistha sought consultants who had expertise (“real-time knowledge” of the global sourcing world, he emphasizes, “not conclusions from marketing surveys”), could follow neoIT's processes, and possessed real-world global outsourcing experience. He hired consultants who had worked with and for global services providers around the world.

“I've learned that if you hire extremely intelligent people who absolutely love outcomes, clients tend to be very happy,” he adds. Vashistha's insights have been cited on CNN, ABC News, and CNBC, and in the pages of Fortune, Forbes, BusinessWeek, and The Economist. He squared off against Lou Dobbs — live, no less — on Dobbs's “Exporting America” segment on CNN. Earlier this year, McGraw-Hill published *The Offshore Nation: Strategies for Success in Global Outsourcing and Offshoring*, which Vashistha co-authored with Avinash Vashistha, neoIT's managing partner.

“MIS CAREER FAIR”

November 12, 2008



MIS Career fair in the Carlson School Atrium, from 10:00am to 3:00pm--Free lunch from Mesa pizza and Quizno's at 12:00pm.

Great prizes from E&Y and Medtronic. Breakfast & Afternoon snacks from General Mills and opportunity to get to know more about MIS major as well as meet executives from General Mills, Medtronic and Ernest & Young. .



“IT GOVERNANCE HELPING BUSINESS SURVIVAL”

Steve Crutchley, CEO, Consult2Comply, LLC

November 21, 2008

ABSTRACT

Information Security continues to attract the attention of upper and middle management. Information security is no longer considered just a technology focused problem, it has become the basis for business survival and therefore risk and controls are paramount in IT Governance for supporting and understanding business activities and requirements. Regulation, standards and best practices have a significant impact on IT organizations today! How do we effectively understand and manage these to support the overall business needs. What do we need to do and what skills are required to achieve success.

We will look at the influencing standards and guidelines affecting IT Governance, specifically the new ISO/IEC 38500 standard for IT Governance and associated Compliance Principles. We will also determine a typical Governance program for IT and understand relationship to the rest of the business.

BIOGRAPHY

Educated in the UK. Academic Equivalent in the United States; Bachelor of Science in Management Information Systems (B.Sc. Management Information Systems) with the concentration in Information Security. Certified in the Governance of Enterprise IT (CGEIT) Certified Information Security Manager (CISM)

Certified and endorsed ISC² Security Subject Matter Expert-II (SSME-II) Qualified Lead Auditor for BS 7799/ISO 17799/ISO 27001

Instructor for the IRCA 802 Certified Lead Auditor for ISO 27001 and ISO 27001 Implementation Courses Instructor for ISO 20000 IT Service Management Internal Audit and Implementation courses. Qualified Auditor for ISO 20000 ISACA Accredited Trainer for CobIT

Approved trainer and implementer for BS 25999 BCM standard Steve has in excess of 39 years experience in IT, much of this spent working internationally in the USA, Europe, South Africa and the Middle East. Steve is also a content expert related to regulations, standards and best practices. Steve recently completed the transition of 4FrontSecurity's technology purchase to Symantec. He was previously the President and CTO and co-owner of 4FrontSecurity Inc. a US based global information security infrastructure consultancy and services firm. Steve is currently the founder and CEO for Consult2Comply a specialist Risk, Governance and Compliance firm with its HQ in Herndon Virginia and offices in the UK.

With more than 20 years experience in Business Protection, combined with an extensive knowledge of the industrial, commercial, government and financial areas, Steve has dedicated his skills over this time to be highly focused on risk, governance, compliance, information security and information assurance. Steve's intuitive skill is to provide management with tools and techniques that enable them understand the intricacies in an area where competence and expertise is in short supply worldwide. There is a clear need for executives to understand compliance and risk as it relates to, and serves their organization. As the threats and vulnerabilities increase, and the laws and regulations become more complex, risk increases dramatically. Steve is a specialist in information compliance and security solutions ranging from strategies, policies, and architectures with specific emphasis on content and international standards, which encompass the multiple disciplines within the industry. Steve also has a solid understanding of e-commerce and the Law as it stands today. With extensive experience in Business and Security Management Steve was involved in Government infrastructures providing security and privacy advice. Steve has worked closely with all the major security solutions providers and has created skilled teams of security professionals that can support e-commerce business structures. He was also instrumental in the first major PKI roll out in South Africa.

Steve has held senior positions in government, corporate and private businesses for many years and has a solid track record of prior achievements. Although his experience was developed from being technology related, his roles have been various, from operational support, service management, through to sales and marketing, business development and executive management. This has provided him with the breadth and depth of knowledge required to drive Information Assurance and IT initiatives in today's challenging times. In a sector where the noise is mixed and confusing, Steve is able to help organizations navigate through the business protection (security) and compliance maze and assist them to select and deliver the processes and solutions that will mitigate risk and support corporate governance. Steve has significant skill in various standards and control structures including, but not limited to; ISO 27001, ISO 20000, BS 25999, COBIT, ISF, COSO, GLBA, HIPAA, NERC, PCI. Steve has deep International expertise, which is a key differentiator in business protection and security today.

“NEXT GENERATION DEVELOPMENT AND INFRASTRUCTURE: MAKING BETTER PROJECT DECISIONS, GOING BEYOND VIRTUALIZATION”

Michael Connly, Chief Technology Officer UnitedHealth Group IT,
Enterprise Technology Services

December 5, 2008



ABSTRACT

The discussion will cover two topics. One is a forward-looking view of infrastructure delivery beyond virtualization. The ability to provision and de-provision infrastructure capacity at previously unheard-of speeds in a complex, highly integrated IT environment. The other is the use of stronger, more disciplined tools for choosing the right projects to do. I will make the argument that faster infrastructure provisioning necessitates more disciplined (though NOT slower) project selection processes.

ABOUT

Mike Connly joined UnitedHealth Group in early 2004 and was named Chief Information Officer of UnitedHealth Technologies (UHT), the company's technology division, in October 2004. UnitedHealth Technologies, now referred to as the Enterprise Technology Services (ETS) division of the larger UnitedHealth Group IT, provides the common technical infrastructure for the enterprise to ensure service stability and scalability for each of the UnitedHealth Group businesses. ETS also acts as master project integrator and supports the management and deployment of corporate technology initiatives. In July 2008, Mike was named Chief Technology Officer, UnitedHealth Group.

Prior to joining UnitedHealth Group, Mike served as CIO of The St. Paul Companies and held other executive-level positions within the company including vice president of application development. Mike joined The St. Paul in 1997 after a 14-year career with Hewlett-Packard where he served as account manager for the financial services business unit and for value-added business sales and marketing.

Mike holds a bachelors degree in Mechanical Engineering from the University of Minnesota.



“NEW PERSPECTIVES ON ROLE AND STRUCTURE IN THE MANAGEMENT OF IS/IT”

Gautam Ray, Carl Adams and Eric Larson
University of Minnesota
March 13 , 2009



ABSTRACT

Two key aspects of the management of information systems and technology (IS/IT) are the organizational structure of the function and the role that the function plays in the larger enterprise. Recent studies indicate that the role of IS/IT group's in business enterprises is being elevated and that the structure of IS/IT organizations within business enterprises is becoming more centralized. While the role and structure of IS/IT may seem like a purely functional issue, there is an important link between these considerations and overall firm performance. Prior research suggests that IS/IT structure is influenced by such environmental factors as uncertainty, volatility, complexity, corporate strategy, and enterprise structure. Based on these factors, one might expect the IS/IT structure to become more decentralized. Two new factors may help explain the current direction of the trend toward a more centralized IS/IT structure. One of the new factors considered is the degree of moral hazard faced by an organization when it delegates the authority for IS/IT governance. A second factor considered is the level of demand for integration/coordination of the business units created by the current business environment.

The presenters address the current trends in IS/IT structure, the importance of IS/IT structure to firm performance, the influence of the moral hazard and demand for integration/coordination factors, and the types of mechanisms that could address the need for coordination.

ABOUT

Gautam Ray is an IDSc faculty member. He received his PhD from Ohio State University and spent several years on the faculty of the University of Texas at Austin.

Carl Adams is an IDSc faculty member and is currently the director of the MISRC. He received his PhD from Purdue University.

Eric Larson is a PhD student in the IDSc Department.



“WEB 2.0: THE SOCIAL WEB”

John Riedl

Professor, Department of Computer Science, University of Minnesota

March 27, 2009

ABSTRACT

Altruism, Destructiveness, and Sharing on The Social Web

Many online communities are emerging that, like Wikipedia, bring people together to build community-maintained artifacts of lasting value (CALVs). What is the nature of people's participation in building these repositories? What are their motives? In what ways is their behavior destructive instead of constructive? Motivating people to contribute is a key problem because the quantity and quality of contributions ultimately determine a CALV's value. We will discuss three related research questions: 1) How does intelligent task routing

- matching people with work - affect the quantity of contributions? 2) How can computer tools improve the quality of contributions by shaping the balance between constructive and destructive behaviors? 3) How do recommender systems affect the evolution of a shared tagging vocabulary among the contributors? We will explore these questions in the context of existing CALVs, including Wikipedia, Facebook, and MovieLens.

ABOUT

My research focus is on collaborative systems that support human interaction through computer systems. My career goal is to understand how to develop and apply computer technology to the problems of human organizations.

One of the biggest such problems is getting the right information to the right people. The Internet has democratized the publishing process. Now, anyone who wants can publish anything they want, just by creating a Web site. We humans are hopelessly overwhelmed by the increasing volumes of information that are published. Collaborative filtering is a technology that enables us to all work together to sift through the millions of documents on any topic to find those that are most appropriate for each of us. Collaborative filtering works by learning which kinds of documents each of us likes, and finding other people who share out interests.

Across our entire research program, our goal is to understand how computers can be used to help people process information more efficiently, and work together better.

“ITIL IN THE WORKPLACE THE PRACTICAL APPLICATION OF A BEST PRACTICE FRAMEWORK”

Susan Ryan

Blue Cross Blue Shield

April 3 , 2009



ABSTRACT

The Information Technology Infrastructure Library (ITIL), now in its third version, is a globally accepted best-practice framework for delivery IT services to business customers in efficient, effective and economical ways. While a best-practice framework is descriptive, it is not prescriptive. Each organization choosing to implement ITIL must decide which processes they are going to implement and in which order, and further how those processes will work with their customers, service delivery teams, and tools.

Join Susan Ryan from Blue Cross Blue Shield of Minnesota as she shares the path her organization has taken to implement ITIL. This presentation will include:

- Purpose
- Maturity assessment and ITIL roadmap
- Project foundation
- Processes developed and implemented
- Organizational change management
- Results metrics
- ITIL resources

BIOGRAPHY

Susan Ryan has been involved in the IT industry for over 25 years in roles including sales, consulting, and management. She has been a passionate believer in quality and process, eliminating waste, and focusing on the expectations of the customer.

In her current role, Susan is responsible for an enterprise project to improve the way IT services are delivered to the business, utilizing ITIL and COBIT frameworks to guide process design. Susan is a certified IT Service Manager.

Susan enjoys public speaking and has had opportunities to share her insights at itSMF LIG, Help Desk Institute, and other IT user group meetings. She has also done a significant number of awareness and training sessions for both IT and business audiences at Blue Cross Blue Shield of Minnesota.



“NEXT-GENERATION ORGANIZATIONAL MODELS FOR IT MANAGEMENT”

Vallabh Sambamurthy & Ravi Bapna
Professor of Technology, Michigan State University
Information & Decision Sciences, Carlson School of Management,
University of Minnesota

April 17, 2009



ABSTRACT

This presentation will highlight ideas for evolving the next-generation organizational models for IT management. The ideas are the result of a recently completed research project involving case studies of five global firms that are industry leaders in their respective sectors and acclaimed for their effective IT management practices. Insights were gathered through interviews with senior business and IT leaders at these firms. Our presentation will provide answers to the following questions:

- How should firms organize their IT management and decision-making responsibilities to address the demand and supply side imperatives?
- What are the next generation models?
- Why are they useful?
- When should firms implement these organizational models?
- How should firms implement these organizational models?

Presenters will share models, examples, and guidelines for implementing these models. The insights will be helpful for attendees in learning about effective best practices and the logic underlying those approaches toward organizing the IT function.

ABOUT

V. Sambamurthy (Ph.D., University of Minnesota, 1989) is the Eli Broad Professor of Information Technology at the Eli Broad College of Business at Michigan State University. He is the founder and Executive Director of the Center for Leadership of the Digital Enterprise (www.bus.msu.edu/clode), a research center that is dedicated to issues associated with the convergence between information technologies and business strategy, business processes, innovation, and governance.

Dr. Ravi Bapna is an Associate Professor in the Information and Decision Sciences Department at the Carlson School of Management, University of Minnesota. He also serves as the Executive Director of the Centre for Information Technology and the Networked Economy (CITNE) at the Indian School of Business. He teaches graduate students and executives on how to align business and IT for competitive advantage.

Prior to joining Carlson, Professor Bapna was an Associate Professor and Ackerman Scholar in the Operations and Information Management Department at the School of Business, University of Connecticut. His research interests are in the areas of online auctions, e-market design, Grid computing, and the economics of information systems.



“ECONOMICS OF INFORMATION SECURITY”

Dmitry Zhdanov,
University of Connecticut

May 1, 2009

ABSTRACT

Information security has become one of the key business concerns in the past decade. It is a persistent problem which is consistently ranking among the top issues for information technology managers and is probably the number one concern in the most recent years. However, despite the availability of very powerful and extensive security tools number and severity of information security incidents is on the rise and shows no signs of abating. The increase in the number of incidents even though the investment in security is increasing indicates that provision of additional information security is an increasingly hard problem. It is becoming apparent that technological solutions are not sufficient in themselves to develop high-quality information security systems; it is also necessary to consider the behavior of humans and organizational entities in the context of systems security.

While organizations and individuals face new and evolving technical challenges, we know that security and privacy threats rarely have purely technical causes. Economic, behavioral, and legal factors often contribute as much as technology to the dependability of information and information systems. In the seminar we will explore the applications of economic analysis to these problems and discuss the insights from academic research and business practice. Some of the questions that we will touch upon include:

- What are the drivers of information security decisions?
- How can people be guided to make better everyday security decisions?
- What are the trade-offs that individuals, firms, and governments face when allocating resources to protect data assets?

ABOUT

Dmitry Zhdanov is an Assistant Professor at Operations and Information Management Department at the School of Business, University of Connecticut. He received his Ph.D. from the University of Minnesota in 2007. His research interests include information security and privacy, design of intelligent agents, and economic analysis and implications of information systems. His research has been published in *Information Systems Research* journal and was presented at various leading conferences such as Workshop on Information Technologies and Systems, INFORMS Annual Meeting, Conference on Information Systems and Technologies and Workshop on Economics of Information Security. Dr. Zhdanov is a guest editor of *Electronic Commerce Research and Applications*, and also is a Certified Information Systems Security Professional (CISSP).

IT TEACHING WORKSHOP

March 22, 2009

The Dept. of Information and Decision Sciences is hosting the third "IT Teaching Workshop" on May 22, 2009 at the Carlson School of Management. The first edition of this workshop was held at Harvard and the second at NYU last May. This invited workshop brings together leading faculty from across the country and overseas to share best practices in teaching IT core and elective courses.

Sponsors:

Information and Decisions Sciences Department

Centre for IT and the Networked Economy, Indian School of Business

MIS Quarterly

EXECUTIVE ADVISORY BOARD ON CURRICULUM

ABOUT

EABC Mission

- Leverage the experience of board members to guide and influence the structure of the Carlson school MIS program – PhD's, MBA' s and Undergrads Make the students more marketable.
- Enhance the reputation of the overall program Driven by the business community, not the faculty.
- Serve as a medium to discuss and resolve challenges faced by the MIS department Strengthen the ties between the Carlson School and the business community.
- Serve as a resource for faculty bringing business experience into the classroom.
- Provide a foundation for innovation in our curriculum

EABC History

The EABC was initiated in 1994. EABC leadership initially was provided by IDSc faculty member, Bob Van Cleave, who recruited members and prepared the meeting agenda. The Board was composed of several people from MISRC companies with a number of IDSc faculty who attended regularly. Meetings were four times per year. The typical agenda included updates by IDSc Chair Carl Adams and other faculty on IDSc and CSOM events, policies, and new programs.

The EABC industry members had a significant impact on the design of the IS Undergraduate Major, established in 1997 following a two-year planning effort. EABC support was key to gaining acceptance of the new IS Major within the CSOM administration. Some of the significant new features urged and supported by the industry members included: a cohort model, a separate lab (subsequently funded with a grant from EABC member Cargill), corporate course sponsorships of the four core courses (initially funded and supported by EABC members Medtronic, Honeywell, Minnesota Life and 3M), and a formal internship course.

The Undergraduate Major has grown both in prestige, with an annual national ranking in the top 5, and in its enrollment and placement with leading corporate recruiters. The program enrolled about 25% of the Carlson School's junior and senior student body in 2000, and since the fall of the DotComs, it has been training about 10% to 12% of all undergraduates

ASSOCIATE COMPANY MEMBERSHIP RECORD

	68-69	69-70	70-71	71-72	72-73	73-74	74-75	75-76	76-77	77-78	78-79	79-80	80-81	81-82	82-83	83-84	84-85	85-86	86-87
3M																			
AbeTech																			
ADT																			
Aetna																			
AgriBank																			
Alliant TechSystems																			
Allina Health Systems																			
Ambient Consulting																			
American Hoist and Derrick Co.																			
Analysts International																			
Andersen Corporation																			
AT & T																			
B. Dalton's																			
Best Buy Company, Inc.																			
Best Products																			
BORN (III)																			
Burlington Northern Railroad																			
Burroughs Corporation																			
Cargill, Inc.																			
Carlson Companies																			
Cenex																			
Cerdian, Inc.																			
Control Corporation																			
Control Data																			
Conseco Financial Corporation																			
Cycle SAT																			
Dayton Hudson Corporation																			
Donaldson Company, Inc.																			
Ecolab																			
Fairview Hospitals																			
Federal Reserve Bank																			
First Computer Corporation																			
First National Bank of St. Paul																			
Gelco Corporation																			
General Mills, Inc.																			
Gold Bond Stamp Company																			
Green Giant Corporation																			
Guidant Corporation (III)																			
Hamm Brewing Company																			
Hoerner Waldorf Corporation																			
Honeywell, Inc.																			
IBM Rochester																			
IDS Financial Services																			
Inter-Regional Financial Group																			

	68-69	69-70	70-71	71-72	72-73	73-74	74-75	75-76	76-77	77-78	78-79	79-80	80-81	81-82	82-83	83-84	84-85	85-86	86-87
International Multifoods																			
Josten's																			
Lofton Label Inc.																			
Lutheran Brotherhood																			
Mayo Clinic																			
MCI Communications																			
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Hoerner Waldorf Corporation																		
Honeywell, Inc.																		
IBM Rochester																		
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Inter-Regional Financial Group																		

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Wells Fargo				
Xcel Energy				
Young America				

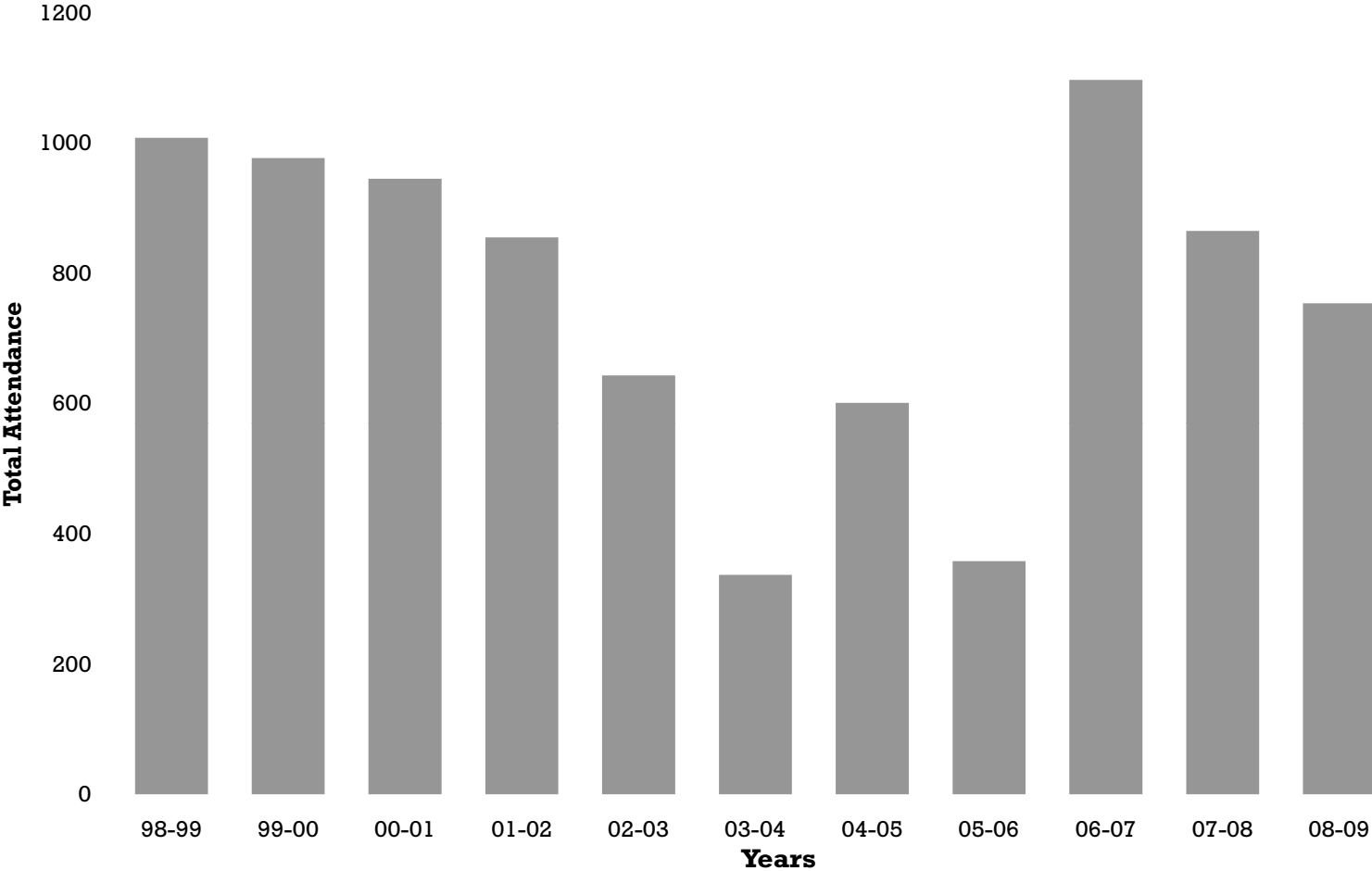
2008-2009 SEMINAR ATTENDANCE REPORT BY COMPANY

*Company names have been withheld for privacy. Please contact the MIS Research Center for your company's number

		6	13	20	74	205	210	MISC	Total
IP3 Bootcamp	T	9	2	0	0	2	1	44	58
Gene Kim	P	7	4	0	4	3	0	17	35
	W	1	0	15	0	2	1	31	50
	T	8	4	15	4	5	1	48	85
Atul Vashistha	P	2	1	0	2	1	3	23	32
	W	0	3	12	1	0	0	30	46
	T	2	4	12	3	1	3	53	78
Steve Cruchley	P	9	2	1	2	1	10	20	45
	W	2	1	2	0	1	2	15	23
	T	11	3	3	2	2	12	35	68
Michael Connly	P	6	3	0	5	3	4	27	48
	W	1	0	2	0	2	0	21	26
	T	7	3	2	5	5	4	48	74
Carl Adams, Gautam Ray, Eric Larson	P	4	2	1	8	5	2	20	42
	W	0	1	4	2	2	1	3	13
	T	4	3	5	10	7	3	23	55
John Riedl	P	3	3	0	5	3	0	39	53
	W	2	2	11	5	2	1	3	26
	T	5	5	11	10	5	1	42	79
Susan Ryan	P	2	3	2	5	1	2	16	31
	W	4	0	16	5	4	4	3	36
	T	6	3	18	10	5	6	19	67
Vallabh Sambamurthy, Ravi Bapna	P	7	7	4	3	2	2	25	50
	W	3	2	0	14	4	1	16	40
	T	10	9	4	17	6	3	41	90
Dmitry Zhdanov	P	7	2	2	0	3	4	16	34
	W	3	1	0	5	2	0	13	24
	T	10	3	2	5	5	4	29	58
IP3 "Strategy to Reality"	T	2	1	0	1	6	7	25	42
Total In-Person		58	30	10	35	30	35	272	470
Total Webcast		16	10	62	32	19	10	135	284
Total Attendees		74	37	72	66	41	37	338	754

P	Number of people attending in-person	W	Number of people attending via webcast	T	Total Attendees
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SEMINAR ATTENDANCE IN RECENT YEARS



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06-17 Systems Design, Process Performance and Economic Outcomes in International Banking

Prabu Davamanirajan, Robert J. Kauffman, Charles H. Kriebel, Tridas Mukhopadhyay

FACULTY & STAFF LISTINGS

INFORMATION & DECISION SCIENCES DEPARTMENT

Faculty

Carl R. Adams, *Professor*
Gedas Adomavicius, *Assistant Professor*
Norman L. Chervany, *Professor*
Shawn P. Curley, *Professor*
Gordon B. Davis, *Professor*
Gordon C. Everest, *Associate Professor*
Alok Gupta, *Associate Professor*
Paul E. Johnson, *Professor*
Robert J. Kauffman, *Professor, IDSc Dept. Chair*
Gautam Ray
Ching Ren
Fred Riggins, *Assistant Professor*
Mani Subramani, *Assistant Professor*

Ph.D. Students

Trey Hickman
Miguel Velasskquezz
Young Ok Kwon
Eric Larson
Ben Mitchell
Hyelim Oh
Georg Meyer
Pallab Sanyal
Ryan Sougstad
Linda Wang
Jingjing Zhang

MIS RESEARCH CENTER & MIS QUARTERLY STAFF

MIS Research Center

Carl Adams, *Director*
Donna Sarppo, *Assistant Director*

MIS Quarterly

Alok Gupta, *Publisher*
Jan DeGross, *Production Editor*
Jennifer Syverson, *Review Coordinator*
Madilynn Cooper-Murphy, *Subscription Coordinator*
Dong-Kha Tran, *Subscription Coordinator*
Surbhi Lal, *Subscription Coordinator*



CARL R. ADAMS

PROFESSOR

EDUCATION

B.S., Michigan Tech
University, 1962
M.S., Purdue University,

1963

Ph.D., Purdue University, 1966

PRIMARY INTEREST AREAS

IS/IT Organization Design and
Governance; Functional Strategy (IS/IT in
particular)

CURRENT RESEARCH

Use of capabilities as an organizing logic
for IS/IT activities; Role of modularity in
capabilities based organizations. The rela-
tionship of IS/IT strategy to IS/IT struc-
ture.

MAJOR PUBLICATIONS

Song, J.H., Y. Rhee, and C. Adams. "Maximizing the
Financial. and Product Market Values of the IPO
Opportunity." *Business Horizons*, July-August, 2001.

GEDAS ADOMAVICIUS

ASSISTANT PROFESSOR

EDUCATION

Ph.D., Computer Science,
New York University
M.S., Computer Science,
New York University
Diploma (B.S./M.S.),
Mathematics, Vilnius University, Lithuania



PRIMARY INTEREST AREAS

Personalization technologies and customer relation-
ship management; Data mining and knowledge dis-
covery; Electronic markets

CURRENT RESEARCH

Multidimensional recommended systems;
Computational aspects of combinatorial auctions;
Techniques for customer modeling; Expert-driven
validation of data mining results

MAJOR PUBLICATIONS

An Architecture of e-Butler - A Consumer-Centric Online
Personalization System (with A. Tuzhilin). *International
Journal of Computational Intelligence and Applications* (spe-
cial issue: Internet-Based Intelligent Systems), Volume 2, No.
3, September 2002.

Expert-Driven Validation of Rule-Based User Models in
Personalization Applications (with A. Tuzhilin). *Data Mining
and Knowledge Discovery* (special issue: Applications of Data
Mining to Electronic Commerce), Volume 5, Nos. 1/2,
January/April 2001.

Using Data Mining Methods to Build Customer Profiles (with
A. Tuzhilin). *IEEE Computer*, Volume 34, No. 2, February
2001.

NORMAN L. CHERVANY SHAWN P. CURLEY

PROFESSOR



EDUCATION

B.S., Mount Union College,
1963
M.B.A., Indiana University,
1965
D.B.A., Indiana University,
1968

PRIMARY INTEREST AREAS

Effects of management technology on work and organization design; Management of technological change; Design of the information management function

CURRENT RESEARCH

Factors affecting adoption and use of end-user information technology; Design and management of the new information technology introduction process; Building and using trust in organizational relationships

MAJOR PUBLICATIONS

Chervany, N.L. and D. Lending. "CASE Tool Use and Job Design: A Restrictiveness/Flexibility Explanation," *The Journal of Computer Information Systems*, Fall 2002.

Chervany, N.L. and D.H. McKnight. "Trust and Distrust Definitions: One Bite at a Time", in *Trust in Cyber-Society: Integrating Human and Machine Perspective* (Falcone, R., M. Singh, and Y.H. Tan, eds.) Springer: Berlin, 2001.

Chervany, N.L. and D.H. McKnight. "What trust Means in E-Commerce Relationships: An Interdisciplinary Conceptual Typology," *International Journal of Electronic Commerce*, Winter 2001-2002.

Chervany, N.L. and R. Halpern-Snyder. "A Clinical Information Systems Strategic Planning Model for Integrated Health Care Delivery Networks," *The Journal of Nursing Administration*, December 2000.

PROFESSOR



EDUCATION

A.B., Dartmouth College, 1979
M.A., University of Michigan,
1981
Ph.D., University of Michigan,
1986

PRIMARY INTEREST AREAS

Decision and judgment processes; Belief processing; Judgment assessment and quality; Medical decision-making.

CURRENT RESEARCH

Knowledge management; Knowledge-based approach to managerial judgment and problem solving; Measurement of ambiguity and uncertainty; Evaluating forecast quality

MAJOR PUBLICATIONS

Curley, S.P. and G.J. Browne, "Normative and descriptive analyses of Simpson's Paradox in decision making." *Organizational Behavior and Human Decision Processes*, 84, 308-333, 2001.

Browne, G.J., S.P. Curley, and P.G. Benson, "Evoking information in probability assessment: Knowledge maps and reasoning-based directed questions," *Management Science*, 43, pp.1-14, 1997.

Benson, P. G., S. P. Curley, and G. F. Smith. "Belief Assessment: An Underdeveloped Phase of Probability Elicitation," *Management Science*, 41, pp.1639-1653, 1995.

Curley, S.P., G.J. Browne, G.F. Smith, and P.G. Benson, "Arguments in the Practical Reasoning Underlying Constructed Probability Responses," *Journal of Behavioral Decision Making*, 8, pp.1-20, 1995.

Whitcomb, K.M., D. Onkal, S.P. Curley, and P.G. Benson, "Probability Judgment Accuracy for General Knowledge: Cross-National Differences and Assessment Methods," *Journal of Behavioral Decision Making*, 8, pp.51-67, 1995.

ALOK GUPTA

ASSOCIATE PROFESSOR



EDUCATION

B.S., Banaras Hindu University
M.S., Pennsylvania State University
Ph.D., University of Texas - Austin

PRIMARY INTEREST AREAS

Electronic Commerce; Data Communications; Information

Modeling; Decision Support Systems; Real-time mechanism; Real-time databases

CURRENT RESEARCH

Electronic Markets; Online Auctions; Electronic Business Processes; Digital Intellectual Property Rights

MAJOR PUBLICATIONS

Online Auctions: Insights and Analysis, *Communications of the ACM*, 44:11, pp. 42-50, 2001.

Comparative Analysis of Multi-Item Online Auctions: Evidence from the Laboratory, *Decision Support System*, 32:2, pp. 135-153, 2001.

Integrating User Preferences and Real-time Workload in Electronic Commerce, *Information Systems Research*, 11:2, pp. 177-196, 2000.

Extracting Consumers' Private Information for Implementing Incentive-Compatible Internet Traffic Pricing, *Journal of Management Information Systems*, 17:1, 9-29, 2000.

The Economics of Network Management, *Communications of the ACM*, 42:9, 57-63, 1999.

PAUL E. JOHNSON

PROFESSOR



EDUCATION

B.S., University of Minnesota, 1960
Ph.D., Johns Hopkins University, 1964

PRIMARY INTEREST AREAS

Decision-making; Intelligent systems; Knowledge work

CURRENT RESEARCH

Deception and fraud; Best practices in healthcare; Medical error and the logic of failure

MAJOR PUBLICATIONS

K. Smith, J. Shanteau, P. Johnson (Eds.). (In Press). *Psychological Explorations of Competent Decision-Making*. Cambridge University Press.

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Johnson, Paul E., Grazoli, Stefano, Jamal, Karim, Berryman, R. Glen (2001). Detecting Deception: Adversarial Problem Solving in a Low Base-Rate World. *Cognitive Science*, 25, 355-392.

"Robust Strategies for Diagnosing Manufacturing Defects," with N. Reed and M. Gini, *Applied Artificial Intelligence*, 1996.

"The Impact of Explanation Facilities on User Acceptance of Expert Systems Advice," with L. Ye, *MIS Quarterly*, 1995.

ROBERT J. KAUFFMAN

IDSC DEPT CHAIR, PROFESSOR,
MIS RESEARCH CENTER DIRECTOR



EDUCATION

B.A., University of Colorado, 1977
M.A., Cornell University, 1979
M.S., Ph.D., Carnegie Mellon Univ., 1985 1988

PRIMARY INTEREST AREAS

Senior management issues in IS; B2C and B2B e-commerce; economics of IS; evaluation of IT infrastructure investments; adoption and diffusion of technology innovations; IT applications in multiple industry contexts; software engineering management, IT professionals and careers.

CURRENT RESEARCH

Theoretical and empirical research in e-commerce; intermediation, disintermediation and reintermediation; corporate strategy in the digital economy; the new electronic markets of the Internet; adoption and diffusion of IT in financial services and e-procurement; economics of technology standards and networks; development and application of methods for assessing IT value and performance in a variety of industrial settings, including: electronic commerce, airlines, travel and hospitality industry, and financial services

MAJOR PUBLICATIONS

"Business Models for Internet-Based E-Procurement Systems and B2B Electronic Markets: An Exploratory Assessment," *International Journal of Electronic Commerce*, 6, 4, Summer 2002 (with Q. Dai).

"B2B E-Commerce Revisited: Leading Perspectives on the Key Issues and Research Directions," *Electronic Markets*, 12, 2, Winter 2002 (with Q. Dai).

"Bid Together, Buy Together: On the Efficacy of Group-Buying Models in Internet-Based Selling," in P.B. Lowry, J.O. Cherrington, and R.R. Watson (editors), *Handbook of Electronic Commerce in Business and Society*, Boca Raton, FL: CRC Press, 2002 (with B. Wang)

"The Network Externalities Hypothesis and Competitive Network Growth," *Journal of Organizational Computing and Electronic Commerce*, 12, 1, 2002 (with Y. M. Wang).

"Appropriation of Value from Airline Computer Reservation Systems," *Organization Science*, November/December 2001 (with K. A. Duliba and H. C. Lucas, Jr.).

"Maximizing the Value of Internet-Based Corporate Travel Systems," *Communications of the ACM*, November 2001 (with A. Chircu and D. Keskey).

"New Buyers' Arrival Under Dynamic Pricing Market Microstructure: The Case of Group-Buying Discounts on the Internet," *Journal of Management Information Systems*, 18, 2, Fall 2001, 157-188 (with B. Wang).

"Economics and Electronic Commerce: Survey and Directions for Research," *International Journal of Electronic Commerce*, 5, 4, Summer 2001, 4-115 (with E. Walden).

"Should We Wait? Network Externalities and Electronic Billing Adoption," *Journal of Management Information Systems*, Fall 2001 (with Y. Au).

GAUTAM RAY

ASSOCIATE PROFESSOR



EDUCATION

PRIMARY INTEREST AREAS

CURRENT RESEARCH

MAJOR PUBLICATIONS

CHING REN

ASSISTANT PROFESSOR



EDUCATION

Ph.D., 2004, Organization Science, Carnegie Mellon University
M.E., 1998, Systems Engineering, Xi'an Jiaotong University
B.E., 1995, Electronic Engineering, Xi'an Jiaotong University

PRIMARY INTEREST AREAS

Knowledge management, virtual communities and communication, distributed collaboration, healthcare informatics, social networks, and computational modeling of groups and organizations.

CURRENT RESEARCH

My research aims to understand how to design and manage group processes and information technologies to promote effective collaboration. I have examined this question in several domains such as knowledge-intensive companies, healthcare organizations, and online communities. I employ a wide variety of research methods, using data from field observations, surveys, experiments, and computer simulations.

MAJOR PUBLICATIONS

Expertise and collaboration in the geographically dispersed organization. *Organization Science*, 2007, 18(4), 595-612 (with WaiFong Boh, Sara Kiesler, and Robert Bussjaeger).

The contingency effects of transactive memory: When is it more beneficial to know what others know? *Management Science*, 2006, 52(5), 671-682 (with Kathleen Carley and Linda Argote).

MANI SUBRAMANI

ASSISTANT PROFESSOR



EDUCATION

B.E. (Hons.), Birla Institute of Technology and Science, Pilani, India, 1981
P.G.D.M., Indian Institute of Management Bangalore, India, 1983
D.B.A., Boston University, 1997

PRIMARY INTEREST AREAS

Knowledge Management, IT Management, IT Strategy

CURRENT RESEARCH

Relating firm outcomes to IT initiatives; Knowledge Management; Managing Information Technologies

MAJOR PUBLICATIONS

Nidumolu, R and Subramani, M.R. "The Matrix of Control: Combining Process and Structure Approaches to Managing Software Development", forthcoming in *Journal of Management Information Systems*, 2003.

Weill, P., Subramani, M., and Broadbent, M. "Building IT Infrastructures for Strategic Agility," *Sloan Management Review* (44:1), 2002, pp. 57-65.

Subramani, M., and Venkatraman, N. "Safeguarding Investments in Asymmetric Interorganizational Relationships: Theory and Evidence," *Academy of Management Journal* (46:1), 2003, pp. 46-62.

Subramani, M.R. and Rajagopalan, B. "Examining Viral Marketing - A Framework for Knowledge Sharing And Patterns Of Influence" forthcoming in *Communications of the ACM*.

Subramani, M.R. and Eric Walden. (2001). The Impact of E-commerce Announcements on the Market Value of Firms. *Information Systems Research*, Vol 12(2), pp. 135-154.

Nidumolu, S., Mani.R. Subramani and Alan Aldrich, (2001). Situated Learning and the Situated Knowledge Web: Exploring the Ground beneath Knowledge Management, Special issue on Knowledge Management of the *Journal of Management Information*

FREDERICK J. RIGGINS

ASSISTANT PROFESSOR

EDUCATION

B.S., Univ. of Iowa, 1980

M.B.A., Univ. of Iowa, 1984

M.S., Carnegie-Mellon Univ.,
1990

Ph.D., Carnegie-Mellon Univ.,
1994



PRIMARY INTEREST AREAS

Business models for Internet-based commerce; Management strategies for implementing interorganizational systems; Adoption and diffusion of information technology

CURRENT RESEARCH

Analytical models for pricing in the online channel; Measuring the diffusion, usage, and value of interorganizational systems; Customer perceptions of the value of online shopping and financial services

MAJOR PUBLICATIONS

“Developing the Learning Network Using Extranets,” with S. Rhee, *International Journal of Electronic Commerce*, 1999.

“A Framework for Identifying Web-Based Electronic Commerce Opportunities,” *Journal of Organizational Computing and Electronic Commerce*, 1999.

“Overcoming Adoption and Implementation Risks of EDI,” with T. Mukhopadhyay, *International Journal of Electronic Commerce*, 1999

“The Growth of Interorganizational Systems in the Presence of Network Externalities,” with C. Kriebel and T. Mukhopadhyay, *Management Science*, 1994.

GORDON DAVIS is interna-



tionally known as one of the principal founders and intellectual architects of the academic field of information systems. In 1967, he and two colleagues initiated the first academic degree programs in management information systems and established the Management Information Systems Research Center (MISRC). His book, *Management Information Systems: Conceptual Foundations, Structure, and Development* (1974; 1985, McGraw-Hill), is recognized as a foundational classic in the field. He has published 19 other textbooks and over 200 journal articles. He is the Executive Editor of *MIS Quarterly* and is on the editorial boards of numerous other journals. He serves as the USA Representative to the International Federation for Information Processing (IFIP) Technical Committee 8 (Information Systems). He has been involved in virtually all of the major developments in the information systems segment of the computing community, including the founding of the principal conference, the International Conference on Information Systems, and the formation of the Association for Information Systems (AIS), an international academic society, and is the 1998 President. He is the Honeywell Professor of Management Information Systems, an endowed chair in the Carlson School of Management. He has been awarded honorary doctorates by the University of Zurich and the University of Lyon III and has been named a Fellow of the Association for Computing Machinery.

GORDON EVEREST is an



Associate Professor in the Information and Decision Sciences Department. He received an SM degree from the MIT Sloan School in 1965 and a Ph.D. from the University of Pennsylvania Wharton School in 1974 with a dissertation entitled "Managing Corporate Data Resources" which eventually became a text published by McGraw-Hill. His teaching, research, and consulting interests include Database management systems, database design (both ER diagramming and Object-Role modeling, for which he is a staunch advocate and is the focus of the advanced database design class), database administration, and data warehousing. He is also interested in the legal aspects of computing (privacy, intellectual property, contracting, antitrust, ethical business practices, etc. especially as they relate to the internet). He has served as an expert legal witness to several law firms. He is a Canadian citizen, an avid badminton player, and enjoys singing in the church choir.



DAVID NAUMANN

is an Associate Professor in the Information and Decision Sciences Department. His research interests focus on the interactions of telecommunications developments, especially the Internet, with the architecture and design of information

systems of all kinds. Technology drivers have enabled new applications such as E-Commerce, and they continue to provide opportunities for significant advances through both new applications and changes in existing ones. The challenge is to sort out the significant and high-potential implications from the merely interesting. His teaching includes application development and programming, but focuses on telecommunications, Internet technologies, and networking. He is currently responsible for both MBA and undergraduate lab facilities reserved for MIS students.

LES WANNINGER



is a faculty member in the Carlson School of Management at the University of Minnesota, instructing undergraduate and MBA students in Information & Decision Sciences. His current research focuses on electronic commerce and mobile and wireless communications. He is Principal Investigator of a National Science Foundation research program on "The Role of Customer Relationships in Electronic Commerce". His service activities include Director of the Information Industry Initiative, Chair of the UM e-Commerce Conference series, Director of the Global Initiative on Wireless and Mobile, and Associate Director of the MISRC.

CONTACT INFORMATION

Carlson School of Management
University of Minnesota
321 19th Avenue South
Minneapolis, MN 55455-0430

MIS Research Center

Phone: 612-625-0862
Fax: 612-626-1600
Email: misrc@umn.edu
URL: <http://misrc.umn.edu>

MIS Quarterly
Phone: 612-624-5043
Fax: 612-626-5185
Email: misq@umn.edu

