



OMAR A. EL SAWY

Contact Information

Kenneth King Stonier Chair in Business Administration & Professor of Information Systems
Data Sciences and Operations Department
Marshall School of Business, University of Southern California, Los Angeles, California 90089-1421, USA
Office: +1 213-740-4837 e-mail: elsawy@marshall.usc.edu Mobile: +1 310-991-6627

Biography for Omar El Sawy

Omar A. El Sawy is the Kenneth King Stonier Chair in Business Administration & Professor of Information Systems in the Data Sciences and Operations Department at the Marshall School of Business, University of Southern California. His current interests are in digital business strategy in messy and dynamic environments, digital platform ecosystems and digital business models, and orchestrating AI applications in real-time business platform contexts. He holds a Ph.D. from Stanford Business School, an MBA from the American University in Cairo, and a BSEE from Cairo University. He has served as Director of Research for USC Marshall's Institute for Communications Technology Management (CTM) from 2001-2007. He is a seven-time winner of the Society for Information Management's Annual Paper Award. He has recently served as Senior Editor of *MIS Quarterly* and is on several editorial boards. He teaches in the MBA program and received the Marshall School's Evan C. Thompson Award for Teaching and Learning Innovation. He has served as advisor to the United Nations Development Programme in Egypt, as a Fulbright scholar in Finland, and has been involved in many field projects in Dubai and Denmark. In 2008, he was inducted as the 45th Fellow of the Association of Information Systems for his research contributions. He received both the USC-wide and Marshall Faculty Mentoring & Leadership Award in 2021.

EDUCATION

- **Ph.D.** Graduate School of Business, Stanford University, California, USA, 1983.
Major Field: Information Systems with minor in Organizational Theory and Strategy.
Thesis Chair: James G. March
- **MBA** Enterprise Management, American University in Cairo, Egypt, 1974.
- **BS** in Electronic Engineering Communications, Cairo University, Egypt, 1968 (with Honors).
- **GCE** General Certificate of Education, Oxford System, English School, Heliopolis, Cairo, 1963.

PROFESSIONAL & ACADEMIC EXPERIENCE

EMPLOYMENT

- *Kenneth King Stonier Chair in Business Administration* (2016, reappointed 2021-2026)
- *Assistant – Full Professor of Information Systems (tenured)*, Department of Data Sciences & Operations, Marshall School of Business, USC (1987-).
- *Assistant Professor*, Center for Futures Research, Graduate School of Business Administration, USC (1983-87).
- *Director of Research, CTM (Institute for Communications Technology Management)*, Marshall School of Business, USC (2001-2007). Responsibilities included building the capabilities of the research program, creating opportunities for faculty research and scholarship, seeking funding sources and grants, devising strategies for research program effectiveness, nurturing relationships with corporate sponsors and academic collaborators from other universities, and managing the delivery of a variety of offerings and services that include sponsor services, targeted research projects, and a variety of events and conferences that bring together industry and academia.
- *Information Systems Area Coordinator*, Department of Information & Operations Management, Marshall School of Business, USC (1987-97). Responsible for all activities related to the IS group including faculty recruiting, teaching coordination at undergraduate and graduate level (averaging 30 courses per year), research thrust development, curriculum review, junior faculty mentoring, and personnel issues.
- *Distinguished Visitor*, Regional Information Technology Institute, Cairo, Egypt, Spring 2000.
- *Fulbright Research Scholar & Visiting Professor*, Swedish School of Economics and Business, Helsinki, Finland, Fall 1997. Field research project on shared knowledge creation in high-technology environments. Teaching graduate seminar in knowledge management in organizations.
- *Distinguished Visiting Scholar*, Regional Information Technology and Software Engineering Center, United Nations Development Programme, Cairo, Egypt (1991/1992 full year).
- *Manager of Computer Services*, Hoover Institution, Stanford University (1979-83).
- *Research & Teaching Assistant/Computer Consultant*, Stanford Business School (1976-78).
- *Computer Engineer - Acting Technical Manager*, Customer Support, NCR Corporation Middle East, stationed in Cairo, Egypt & Dayton, Ohio (1968-75).

HONORS, PRIZES, AWARDS, EDITORIAL BOARDS, & GRANTS

FELLOW OF THE ASSOCIATION OF INFORMATION SYSTEMS

Selected and Inducted as the 45th Fellow of the Association of Information Systems. Awarded for exceptional research contributions to the Information Systems discipline (for my research on IT-enabled business strategy in turbulent environments), Paris, France, December 2008.

Distinguished Member of the Association of Information Systems (cum laude), 2021.

Senior Scholar, Association of Information Systems, 2019.

TEACHING AWARDS

2021 - Evan C. Thompson Faculty Mentoring and Leadership Award, Marshall School of Business

2021 - USC University-wide Award for Mentoring Faculty

2012 - Evan C. Thompson Award for Teaching and Learning Innovation, Marshall School of Business.

RESEARCH PAPER PRIZES & AWARDS:

- **2020 Decision Sciences Journal 50 year anniversary recognition** for 2011 journal article ‘Understanding the Elusive Black Box of Dynamic Capabilities’ (with P. Pavlou) as being in Top Ten most downloaded papers (#7) in the 50 year history of the journal.

SIM Paper Awards: Seven-time winner (2015, 2005, 2003, 1997, 1988, 1986, 1984) of the Society for Information Management (SIM) Academic Paper Award for Innovative Concepts and Applications in Information Systems Management. This is SIM’s top award for an academic paper, and SIM is the premier professional organization for information systems management with 3000 CIO members. Also finalist in 2008 & 2009 but had to withdraw paper due to company publishing restrictions.

1. *Finalist 2016* for paper titled ““Leveraging Smart Data for IoT Digital Transformation in Industrial Companies: The Vestas Experience.”
2. *First Prize 2015* for paper titled "Building the Foundations and Enterprise Capabilities for Digital Leadership: The LEGO Experience."
3. *First Prize 2005* for paper titled "Managing Online in Perpetual Perfect Storms: Insights from IndyMac Bank."
4. *Second Prize 2003* for paper titled “Vigilant Information Systems for Managing Enterprises in Dynamic Supply Chains: Real-Time Dashboards at Western Digital.” Paper selected by 42 Editorial Board Members as Exemplary “Top Ten” paper since inception of publication of journal, 2005
5. *First Prize 1997* for paper titled "The Relentless Pursuit of Free.Perfect.Now: IT-Enabled Value Innovation at Marshall Industries."
6. *First Prize 1988* for paper titled "Issue-Based Decision Support Systems for the Egyptian Cabinet."
7. *First Prize 1986* for paper titled "Information Systems for Crisis Management: Lessons from Southern California Edison."
8. *Third Prize 1984* for paper titled "Implementation by Cultural Infusion: An Approach for Managing the Introduction of Information Technologies."

- **2012 Meheroo Jussawalla Research Prize Award** for paper titled “Capabilities, Configurations and Customer-Contexts: A Business Model Framework for the Process of Digital Service Innovation (with J. Clark and F. Pereira), Pacific Telecommunications Council, Jan 2012.

- **2007 Best Published Paper Award** in the INFORMS journal *Information Systems Research* for paper titled “From IT Leveraging Competence to Competitive Advantage in Turbulent Environments: The Case of New Product Development” (with P. Pavlou), published in *Information Systems Research*, Sep 2006.

- **2007 Association of Information Systems Publication of the Year Award** for paper titled “From IT Leveraging Competence to Competitive Advantage in Turbulent Environments: The Case of New Product Development” (with P. Pavlou), published in *Information Systems Research*, Sep 2006.

- **1985 Finalist Paper, TIMS International Competition for Most Original Contribution to Organizational Design**, The Institute of Management Science (now INFORMS).

INTERNATIONAL HONORS:

1. External Expert, University of Cyprus, 2020.
2. Conference theme based on my work in IT infusion, 16th International Conference on Decision Support Systems, Greece, 2012 <http://www.lml.lse.ac.uk/DSS2012/>
3. Honorary Fellow, Athens University of Economics & Business, Greece, 2010.
4. Finalist, 2005 Kuwait Prize for Economic and Social Sciences (Information Systems and Development), Kuwait Foundation for the Advancement of Sciences.
5. Distinguished Visiting Scholar, Regional Information Technology Institute, Cairo, Egypt, 2000.
6. Fulbright Research Scholar, Swedish School of Economics & Business, Helsinki, Finland, September -December, 1997.
7. Selected to establish strategy, organizational design, educational, and R&D programs for Regional Center for Information Technology and Software Engineering in Cairo Egypt, to accelerate the growth of the software industry in Middle East Region and related R&D, educational, and start-up infrastructure. Sponsored by United Nations Development Programme (UNDP) and Arab Fund for Economic & Social Development (AFESD), 1991/92 full year.
8. Selected to evaluate the Information and Decision Support Center for the Cabinet of Egypt, and to assess its effectiveness in providing decision support for the Prime Minister and Cabinet. Sponsored by UNDP, 1987 – 89.
9. Selected as member of ISDP team (Information Systems & Decision Processes) for shaping and generating a research agenda for the Information Systems Field. Project funded by US National Science Foundation (NSF) and the International Institute of Management Sciences (1989-90).
10. Top 10 scholars in Information Systems (ranked #3) based on number of publications in top 4 journals (University of Hawaii study), 1989.

EDITORIAL BOARDS OF JOURNALS:

1. Special Editorial Board, *Management Business Review*, Special Issue on AI and Customer Engagement, 2021-
2. Board of Advisors, *Management Business Review*, 2019-
3. Senior Editor, *MIS Quarterly*, 2016-2018.

4. Guest Associate Editor, Special Issue on Complexity Theory, *MIS Quarterly*, 2016.
5. Honorary Editorial Board Member, *Journal of Strategic Information Systems*, 2015-
6. Guest Co-Editor, *MIS Quarterly*, Special Issue on Digital Business Strategy, June 2013.
7. Senior Editor, *MIS Quarterly Executive*, 2009-2013.
8. Co-Editor and Senior Editor, *MIS Quarterly Executive*, Special Issue on New Leadership Roles in a Digital Age, Vol 10, No. 4, December 2011.
9. Member of the Advisory Board, *Information Systems Research*, 2011-
10. Editorial Board, *MIS Quarterly Executive*, 2006-2008.
11. Guest Senior Editor, *Journal of the Association of Information Systems*, Special Issue on Theory Development, 2005.
12. Guest Associate Editor, *Management Information Systems Quarterly*, Special Issue on IT Standards, 2004.
13. Founding Editorial Advisory Board, *Knowledge Management Research & Practice*, 2002-2006.
14. Founding Editorial Board, *Information Systems and e-Business Management*, 2001
15. Founding Associate Editor, *Communications of the Assoc. for Information Systems*, 1998-2005.
16. Associate Editor, *Journal of Cycle Time Research*, 1995-99.
17. Editorial Board, *Technological Forecasting and Social Change*, 1995-1998.
18. Associate Editor, *Management Science*, 1994-1997.
19. Guest Associate Editor, *MIS Quarterly*, Special Issue on Information Systems Pedagogy, 1994/95.
20. Editorial Board, *Journal of Strategic Information Systems*, 1993-2014.
21. Editorial Board, *Journal of Organizational Computing and Electronic Commerce*, 1991-.
22. Associate Editor, *International Information Systems*, 1990-92.
23. Founding Associate Editor, *Information Systems Research*, 1987- 2004.

CONFERENCE EDITORIAL WORK:

1. Co-Chair, Track on Strategy, Structure and Organizational Impact of IT, *International Conference on Information Systems*, 2017.
2. Associate Editor, Track on Emerging Technologies, *International Conference on Information Systems*, 2016.
3. Mini-Track Co-Chair, Design Theory, Hawaii International Conference on System Sciences, 2012-14.
4. Track Chair, *Joint Conference of International Conference on Mobile Business & Global Mobility Roundtable*, 2010.
5. Associate Editor, IT Strategy Track, *International Conference on Information Systems*, 2009.
6. Associate Editor, Papers on Emerging Digital Industries Track, *International Conference on Information Systems*, 2008.

INSTITUTIONAL GRANTS MANAGED AS CTM RESEARCH DIRECTOR:

- As Director of Research at CTM, I oversaw and led an industry-sponsored research program that focuses on understanding the drivers of wireless applications and services, future-casting the adoption of new applications in the networked digital industry, and business models for digital

platforms in new marketplaces. The CTM research program focuses on helping the networked digital industry which includes telecom networks, wireless, IT, software, entertainment and content. Currently CTM had 45 corporate sponsors from North America, Asia, and Europe, as well as Foundation support from the Sloan foundation. CTM is an education and research center that currently has sponsorship and research grants at \$1.5 - \$2 million per year. I oversaw about 10 CTM research projects per year carried out by other researchers. I was heavily involved in attracting them and shaping the research projects.

- CTM Grants where Principal Investigator: "Managing the Digital Home Entertainment Ecosystem," (with J. Short), funded by Sloan Foundation and corporate sponsors, 2007/2008 (\$170K).
- Collaborator (With Ravi Sharma and others) "Business Models for Interactive Digital Media Services and Policy Implications," Singapore Media Development Authority & Nanyang Technological University, Singapore, 2007/2009 (\$345K).

INDIVIDUAL GRANTS:

- IBM Faculty Innovation Award for Digital Strategies for Sustainability in Global Emerging Markets, 2010-2011 (\$10K)
- CIGREF Foundation, Paris, France "Unified Framework for Digital Business Models" (with Francis Pereira). 2010-2011 (\$75K)
- Alfred Sloan Foundation, (with Jim Short) Business Models for Digital Home Entertainment, 2007-2008 (\$45K)
- MBA Initiative for the Networked Digital Industry, Lord Foundation, 2005-2006, (\$35,000)
- "Building Business Models and Partnering Processes for Emerging Value Chains in the Telecom Ecosystem," (with Pereira, Bhambri, and others) Intel Corporation, 2004-2005 (\$60,000).
- "Mobile Computing Research Conference," CIBEAR 2002-2005, (\$80,000).
- Predictive TCO Models for IT Infrastructure in Dynamic Environments (with K. Kobelsky) Intel Corporation, 2003-2004 (\$100,000).
- "Identity Management in Networks for Business Value," (with R. Chellappa & T. Griffith) SIM Advanced Practices Council, 2003-2004 (\$80,000).
- "Identifying Structural Dimensions of Organizational Form for Acquisition Portals," External Acquisition Research Program, Department of Defense, Principal Investigator, 2000-2001 (\$50,000).
- "Integrating Supply Chains & Electronic Commerce in a Unified Europe: Building Managerial Communities," Bosch Institute for Applied Studies in International Management, Carnegie-Mellon University, Principal Investigator, 1999 (\$30,000).
- Fulbright Scholar Award, "Shared Knowledge Creation in High-Technology Environments," in conjunction with Swedish School of Economics & Business, Helsinki, Finland, Sep-Dec, 1997 (\$24,000)
- "Shared Knowledge Creation in International Corporations," Carnegie Bosch Institute for Applied Studies in International Management, Carnegie-Mellon University, Principal Investigator, 1997 (\$12,000)
- USC University-Wide Faculty Research & Innovation Grant "Building a Holographic Theory of Strategic Decision Making through a Frequency Domain Analysis of Information Processing", 1990 (\$8700)
- "Strategies for Managing Educational Institutions," Academy for Educ. Development, 1986. (\$20,000)

- The Strategic Impact of Information Technology on Managerial Work," Principal Co- Investigator (with Jack Nilles & Monty Mohrman), multi-sponsored study for Fortune 100 Corporations by the Center for Futures Research (\$220,000), 1984-86.

CIBEAR (CENTER FOR INTERNATIONAL BUSINESS EDUCATION & RESEARCH) INDIVIDUAL GRANTS

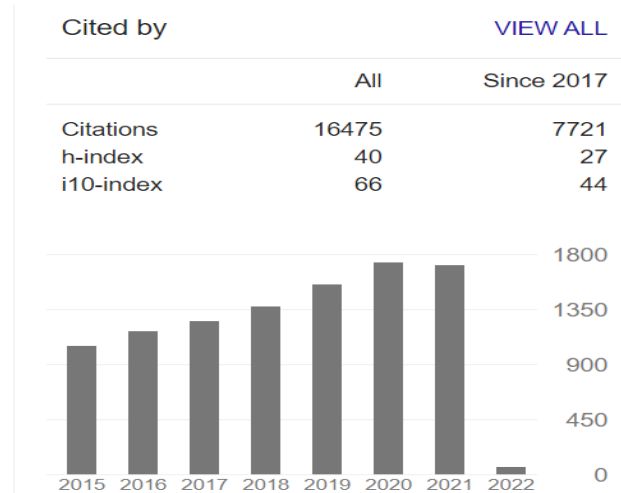
- "MBA Course on Digital Strategies for Sustainability in Global Emerging Markets," \$10K, 2011-2014.
- Orascom Holdings International Case Study, Egypt, \$2.5K. 2010-2011.
- "Information Systems for Global Operations (\$37,000), Project Leader (with R. Kumar), 1999-2002.
- "Global Collaborative e-Learning" (\$2000), 2000/2001.
- "Electronic Commerce: Role and Effect of Cross-Cultural Teams," (\$4000), Co-Principal Investigator (with R. Chellappa), 1998/99.
- "Information Systems for Global Operations (\$12,042), Project Leader (with R. Kumar), 1998-99.
- "Field Testing a Model of IT-Enabled Global Operations," (\$5400), Co-PI (with R. Kumar), 1998/99.
- "Field Testing a Model of IT-Enabled Global Operations," (\$5400), Co-PI (with R. Kumar), 1997/98.
- "Distance Learning with Seoul National University, Korea" (\$2000), Principal Investigator, 1996/97.
- "Information Technology for Global Operations," (\$2700), Co-PI (with R. Kumar), 1996/97.
- "Knowledge Sharing Around Business Process Redesign," (\$5000), Principal Investigator, 1995/96.
- "Best Practices in International Knowledge Sharing," (\$5000), Principal Investigator, 1994/95.
- "Advanced Workshop for Information Systems Professionals" (with C. Wagner), project approved as part of the Center for International Business Education grant to USC from US Department of Education (\$39,000), 1990-92.

USC MARSHALL SCHOOL OF BUSINESS SUMMER RESEARCH GRANTS

- Chaired Professor Summer Award, 2017-2026.
- USC Business School Faculty Research Fund: 1983-85, 1990-1993, 1995-2001, 2006-2016.
- Dean's Award for Inter-Disciplinary Research, 1986-88.

RESEARCH OUTPUT & PUBLICATIONS

Google Scholar Citation Count, January 2022.



JOURNAL PAPERS

1. "When and Who Do Platform Companies Acquire? Understanding the Role of Acquisitions in the Growth of Platform Companies" (with M. Miric and M. Pagani), *MIS Quarterly*, December 2021.
2. "The Octopus Effect: When and Who Platforms Acquire" (with M. Miric and M. Pagani), *LSE Business Review*, London School of Economics, June 2021.
3. "Theorizing the Multiplicity of Digital Phenomena: The Ecology of Configurations, Causal Recipes, and Guidelines for Applying QCA" (with Y. Park & P. Fiss), *MIS Quarterly*, December 2020.
4. "Artificial Intelligence Meets IS Researchers: Can It Replace Us?" (with C. Loebbecke, A. Kankanhalli, M.L. Markus, D. Te'eni, S.Wrobel, P. Rydén, A. Obeng-Antwi), *Communications of the Association for Information Systems*, April 2020.
5. "Digital Transformation to Real-Time Enterprise to Sustain Competitive Advantage in the Digitalized World: The Role of Business Intelligence and Communication Systems" (with Y. Park & T.Hong), *Korea Business Review*, January 2020.
6. "How Managers Perceive Real-Time Management: Thinking Fast & Flow" (with P. Rydén), *California Management Review*, 61 (2), 2019.
7. "The Role of Business Intelligence and Communication Technologies in Organizational Agility: A Configurational Approach" (with Y. Park & P. Fiss), *Journal of the Association of Information Systems*, September 2017.
8. "How LEGO Built the Foundations and Enterprise Capabilities for Digital Leadership" (with P. Krammergaard, H. Ansick, and A. Lerbech Vinther), *MIS Quarterly Executive*, June 2016. First Prize Winner, 2015 Academic Paper Competition, Society for Information Management.
9. "Digital Business Strategy: Towards a Next Generation of Insights," (with A. Bharadwaj, P. Pavlou, N. Venkatraman), *MIS Quarterly*, June 2013.
10. "Impactful Research on Transformational IT » (with H. Lucas, R. Agarwal, E. Clemons, B. Weber), *MIS Quarterly*, June 2013.

11. 'Realizing Strategic Value through Center-Edge Digital Transformation in Consumer-Centric Industries' (with P.Gray, G. Asper, and M. Thordarson) *MIS Quarterly Executive*, March 2013.
12. "Information Systems Integration and Knowledge Sharing in Multi-Unit Firms: The Winner's Curse," (with N.Saraf and C. Langdon), *European Journal of Information Systems*, Vol 22, 2013.
13. "Silence or Knowing in IT-Enabled Face-to-Face Meetings," (with A. Raven), *Journal of Organizational Computing and Electronic Commerce*, April, 2012.
14. "Understanding the Elusive Black Box of Dynamic Capabilities" (with P. Pavlou), *Decision Sciences*, Vol. 24 (1), February 2011, pp. 239-273. Recognized as Top Ten downloaded article in 50 year history of journal.
15. "Seeking the Configurations of Digital Ecodynamics: It Takes Three to Tango" (with A. Malhotra, Y. Park, and P. Pavlou) *Information Systems Research*, 20th Anniversary Issue, December 2010.
16. "Decision Modes as Cultural Mirror: Implications for Decision Support Systems." (with P. Gray), *Journal of Decision Systems*, Vol. 19, 4, Dec 2010.
17. "The Third Hand: IT-Enabled Competitive Advantage in Turbulence through Improvisational Capabilities," (with P. Pavlou), *Information Systems Research*, Special Issue on Digital Competition, September 2010.
18. "Leveraging Presence in the Design of Mobile Services: Challenges, Opportunities, and Value Creation." (with K. Lee, D. Yates and J. Clark), *Presence* (an MIT journal) June 2010.
19. "CIO/CXO Conversations that Matter (with P.G.W. Keen)," *MISQ Executive*, March 2010.
20. "Managing the Five Tensions of IT-Enabled Decision Support in Turbulent and High Velocity Environments," (With S. Carlsson), *Information Systems and e-Business Management*, Spring 2008. Most downloaded article in journal for 2010.
21. "IT-Enabled Business Capabilities for Turbulent Environments," (with P. Pavlou), *MIS Quarterly Executive*, September 2008.
22. "Leveraging Standard Electronic Business Interfaces to Enable Adaptive Supply Chain Partnerships," (with A. Malhotra and S. Gosain), *Information Systems Research*, Sep 2007.
23. From IT Leveraging Competence to Competitive Advantage in Turbulent Environments: The Case of New Product Development" (with P. Pavlou), *Information Systems Research*, Sep 2006.
24. "Beyond Rigor and Relevance Toward Responsibility and Reverberation: Information Systems Research that Really Matters," (with K. Desouza, B. Galliers, C. Loebbecke, and R. Watson), *Communications of the Association of Information Systems*, 2006.
25. "Managing Online in Perpetual Perfect Storms: Insights from IndyMac Bank," (with E. Krogh and P.Gray), First Prize, 2005 Society for Information Management's Paper Awards, *MIS Quarterly Executive*, December 2005.
26. "Absorptive Capacity Configurations in Supply Chains: Gearing for Partner-Enabled Knowledge Creation," (with A. Malhotra and S. Gosain), *MIS Quarterly*, March 2005.
27. "Coordinating for Flexibility in e-Business Supply Chains," (with S. Gosain and A. Malhotra), *Journal of Management Information Systems*, Winter 2004-5.
28. "Critical Issues in Research on Real-Time Knowledge Management in Enterprises, (with A. Majchrzak), *Journal of Knowledge Management*, Vol. 8 No. 4, 2004.
29. "Assessing Information System Design Theory in Perspective: How Useful was our 1992 Rendition?" (with J.Walls and G.Widmeyer), *Journal of Information Technology Theory and Application*, Vol. 6, No. 2, 2004.
30. Vigilant Information Systems for Managing Enterprises in Dynamic Supply Chains: Real-Time Dashboards at Western Digital," (with B. Houghton, P. Gray, C. Donegan, and A. Joshi). Second Prize, 2003 Society for Information Management's Paper Competition. *MIS Quarterly Executive*, March 2004.
31. "The 3 Faces of IS Identity: Connection, Immersion, and Infusion," *Communications of the AIS*, Volume 12, November 2003.

32. "The Impact of Common e-Business Interfaces," (with S. Gosain, A. Malhotra, and F. Chehade), *Communications of the ACM*, December 2003.
33. "The four Tigers of Global e-Business Infrastructure: Strategies and Implications for Emerging Economies," (with M. Sarkar), *Communications of the AIS*, Volume 12, June 2003.
34. "Collaborative Integration in e-Business through Private Trading Exchanges," *Information Systems and e-Business Management*, Inaugural Issue, Winter 2002.
35. "What Every Business Student Needs to Know About Information Systems" (with Ives, Valacich, Watson, Zmud et. al., *Communications of the AIS*, Volume 9, 2002, pp. 467-477.
36. "Understanding Shared Knowledge Creation Spaces Around Business Processes: Precursors to Process Innovation Implementation," (with Inger Eriksson, Arjan Raven, and Sven Carlsson), *International Journal of Technology Management*, 2001
37. "Redesigning the Information Systems Research Process for the Electronic Economy" (with Alexander Hars et. al.), *Journal of Organizational Computing & Electronic Commerce*, 2000.
38. "Reflections On Designing Field Research For Emerging Topics: The Case of Understanding Shared Knowledge Creation" (Inger Eriksson & Gary Dickson), *Communications of the Association of Information Systems*, 2000.
39. "The Competence and Impact of Tools for Business Process Reengineering," (with Il Im and Alexander Hars), *Information and Management*, Vol. 36, No 6, 1999.
40. IT-Intensive Value Innovation in the Electronic Economy: Insights from Marshall Industries," (with Arvind Malhotra, Sanjay Gosain, & Kerry Young). First Prize, 1997 Society for Information Management's Paper Competition, *MIS Quarterly*, September 1999.
41. "Extending the Boundaries of Operations Management: An International Field-Studies Approach Integrating Information Systems (with Ravi Kumar), *Production and Operations Management Systems*, Summer 1998.
42. Making the World Your Oyster: Experiences from Teaching Information Systems Management for Global Operations," (with Ravi Kumar), *Journal of Global Information Technology Management*, January 1998.
43. Redesigning the Customer Support Process for the Electronic Economy: Insights from Storage Dimensions" (with Gene Bowles). Finalist, 1996 Society for Information Management's Paper Competition, *MIS Quarterly*, December 1997.
44. ""Building an Information System Design Theory for Vigilant EIS" (with Joseph Walls and George Widmeyer), *Information Systems Research*, 1992.
45. "Leveraging Information Systems for Crisis Management: Silver Linings" (with T. Housel), *Advances in Telecommunications Management*, Vol. 3, 1990.
46. "Towards the Design of Robust Information Systems," (with Burt Nanus), *Journal of MIS*, Spring 1989.
47. "Issue-Based Decision Support Systems for the Egyptian Cabinet," (with Hisham El Sherif), First Prize, 1988 Society for Information Management's National Juried Paper Competition, *MIS Quarterly*, Dec 1988. Reprinted in R. Sprague & H. Watson *Decision Support Systems: Putting Theory into Practice*, Third Edition, Prentice Hall, 1993. Reprinted in E. Turban *Decision Support Systems and Expert Systems*, Third Edition, Macmillan, 1993.
48. "Triggers, Templates, and Twitches in the Tracking of Emerging Strategic Issues," (with Thierry Pauchant), *Strategic Management Journal*, Sep-Oct 1988.
49. "Information Systems for Crisis Management: Lessons from Southern California Edison,"(with Thomas Housel and Paul Donovan), *MIS Quarterly*, December 1986. Won \$5000 first prize in the Society for Information Management's 1986 National Juried Paper Competition. Reprinted in Gray, King, McLean, and Watson, *Management of Information Systems*, Macmillan, 1989.
50. Implementation by Cultural Infusion: An Approach for Managing the Introduction of Information Technologies," *MIS Quarterly*, June 1985. Won \$1000 3rd Prize in the Society for Information

Management's 1984 National Juried Paper Competition. Reprinted in Wetherbe, J. and Dock, V.T. Readings in Information Systems, Southwestern Publishing, 1989.

51. "Personal Information Systems for Strategic Scanning in Turbulent Environments: Can the CEO Go On-line?" *MIS Quarterly*, March 1985.

BOOKS

1. "Business Modelling in the Dynamic Digital Space" (with P. Pereira), Springer Series on Digital Spaces, 2012.
2. Redesigning Enterprise Processes for e-Business (with CD-ROM and Holosofx software), McGraw-Hill, 2001.

EDITED PAPER COLLECTIONS

3. "Visions & Voices on Emerging Challenges in Digital Business Strategy," Editor, (with A. Bharadwaj, P. Pavlou, N. Venkatraman), *MIS Quarterly*, 2013 Special Issue on Digital Business Strategy, 2013.
4. Editor, *DSS-87 Transactions*, Proceedings of 7th International Conference on Decision Support Systems, The Institute of Management Sciences, 1987.

BOOK CHAPTERS

1. "Orchestrating Dynamic Value Networks: Interface-Focused Pathways to Enhance Coordination and Learning" (with A. Malhotra and S. Gosain) in T. Maynard, L. Gilson & T. O'Neill (Eds.) *Handbook on Virtual Work*, Edward Elgar Publishing, accepted 2021, forthcoming 2022.
2. "Real-Time Management: When AI goes Fast & Flow" (with P. Rydén) in A. Bounfour (Ed.) *Artificial Intelligence and the Next Generation of Competencies*, Springer Books, 2021.
3. "Digital Platform Ecosystems: The Coming Context for AI Applications" (with M. Pagani and M. Miric) in M. Pagani & R. Champion (Eds.) *Artificial Intelligence for Sustainable Value Creation*, Edward Elgar Publishing, 2021.
4. "How LEGO Built the Foundations and Enterprise Capabilities for Digital Leadership." (with P. Kræmmergaard, H. Amsinck, A. Vinther) in *Strategic Information Management: Theory and Practice*. Edited By R. Galliers, D. Leidner, & B Simeonova. Taylor and Francis, 2020.
5. "Real-Time Management in the Digital Economy" (with P. Ryden), T.K. Das (Ed.) Volume on Time Issues in Strategy and Organization, *Research in Strategy Science*, Information Age Publishing, 2019.
6. "Creating a nimble, fast and effective ERP-platform for meeting user demands – the case of LEGO" (with N. Bjorn-Andersen and P. Kraemmergaard), Cases In IT Leadership, N. Bjorn-Andersen (ed.), Copenhagen Business School Press, 2016.
7. "The Value of Configurational Approaches for Studying Digital Business Strategy" (with Y Park), in *Research in the Sociology of Organizations: Configurational Theory and Methods in Organizational Research*, B. Cambre, P. Fiss, and A. Marx, Editors, Emerald Publishers, 2012
8. "Preparing for Successful Orchestrated E-Process Supply Chains Partnerships," (with A. Malhotra and S. Gosain) in King, W. (Ed.) *Planning for Information Systems*, Advances in Management Information Systems, M.E. Sharpe Publishers, 2008.

9. "IT-Enabled Decision Support in Turbulent and High Velocity Environments," (With S. Carlsson), in Burstein, F. & Holsapple, C. (eds.) *Handbook of Decision Support Systems*, Springer-Verlag, 2008.
10. Foreword in Rouibeh, K. et. al., *Emerging Markets and e-Commerce in Developing Economies*, IGI Publishing, Hershey, Pennsylvania, 2008.
11. "Redesigning IT-Enabled Customer Support Processes for Dynamic Environments," in Grover, V. & Markus, L. (Eds.) *Business Process Transformation, Advances in Management Information Systems*, M.E. Sharpe Publishers, 2007.
12. "Vigilant Information Systems: The Western Digital Experience" (with R. Houghton, P. Gray, C. Donegan, and A. Joshi), in Desouza, K. (Ed.) *Agile Information Systems: Conceptualization, Construction, and Management*, Elsevier, 2006.
13. Introduction to Nissen, M. "*Harnessing Knowledge Dynamics*," Idea Group Publishing, 2005.
14. "Business Process as Nexus of Knowledge" (with R. Josefek, Jr.) in Holsapple, C. (Ed.) *Handbook of Knowledge Management*, Springer-Verlag, 2002.
15. "A Classification Scheme for B2B Exchanges: Implications for Inter-Organizational e-Commerce" (with P. Pavlou) in Warkentin, M. (ed.) *Business-to-Business Electronic Commerce: Challenges and Solutions*, Idea Group Publishing, 2002.
16. "Revving up an ISDP Research Generator," in Chapter 2 of Stohr, E. et. al. (eds.) *Information Systems and Decision Processes*, IEEE Computer Society Press, 1992.
17. "Managing the Lifecycle of Strategic Issues as an Environment for Supporting Decision Processes," in G.Huber and H.Sol (Eds.) *Environments for Supporting Decision Processes*, IFIP TC-8.3, International Federation for Information Processing, 1991
18. "Leveraging Information Systems for Crisis Management: Silver Linings" (with T. Housel), *Advances in Telecommunications Management*, Vol. 3, 1990.

INVITED ARTICLES AND PAPERS

1. Commentary in Dia Q & Kauffman R J, "B2B E-Commerce Revisited: Leading perspectives on the key Issues and Research Directions," *Journal of Electronic Markets*, 2002
2. "Rethinking the Supply Chain for e-Business," *Marshall Magazine*, Spring 2000.
3. Book Review of "Business @ the Speed of Thought: Using a Digital Nervous System," by Bill Gates, *Information, Communication, and Society*, Fall 1999.
4. "Career Improvisation in the Evolving Information Systems Function," (with H. El Sherif), Finalist Paper, Society for Information Management Juried Paper Competition, 1990, Revised as USC Research paper, 1992.
5. "Information Technology for Executives and Managers: From Symphony Orchestras to Jazz Ensembles," General Conference Chair's address, DSS-91 Transactions, The Institute of Management Sciences, 1991.
6. "Executive Stethoscopes for Fast-Changing Times," *USC Business*, Vol. 1, Summer, 1990.
7. "Account Data By the Minute," *American Banker*, 150th Anniversary Commemorative Issue on Visions of Financial Services' Future and Banking's Past, December 1986.

8. Track Overview for Decision Support Methods and Practice, in J. Fedorowicz (ed.), DSS-86 Transactions, The Institute of Management Science, 1986.
9. "Proactive Surprise Managers" (with J. Stuart Evans), *The President*, American Management Association, November 1985.
10. Book Review of "The Logic of Bureaucratic Conduct: An Economic Analysis of Competition, Exchange, and Efficiency in Private and Public Organizations" By Breton and Wintrobe, *Journal of Economic Behavior and Organization*, September, 1985.

CONFERENCE PROCEEDINGS & PAPERS

1. "Marching into the Real-Time AI Management Era," (with P.Rydén) Organization Science Winter Conference, March 2020.
2. "Humanistic Orchestration of AI Applications in Real-Time Business Platform Contexts: A Rhythmic Fabric Theory", (with P. Rydén), ICIS Workshop presentation 2019, *Journal of AIS – MIS Quarterly Executive Joint Special Issue on Artificial Intelligence in Organizations*.
3. "Managing the Rhythms of AI Applications in Real-Time Business Platform Contexts: Insights for Managers", (with P. Rydén), ICIS Workshop presentation 2019, *Journal of AIS – MIS Quarterly Executive Joint Special Issue on Artificial Intelligence in Organizations*
4. "Artificial Intelligence Meets IS Researchers: Can It Replace Us?" (with C. Loebbecke, A.Kankanhalli, L. Markus, D. Te'eni, and S.Wrobel), Proceedings of the 40th International Conference on Information Systems , 2019.
5. "Real-Time Management: When AI goes Fast & Flow", (with P.Rydén) The World Conference on Intellectual Capital for Communities, 15th Edition. Artificial intelligence and the next generation of competencies, UNESCO, Paris, Jul 2019.
6. "The Future of Customer-Engaging Business Models," Proceedings of the 15th International Conference on Electronic Commerce, Springer, 2013.
7. "Alternative Genres of Information Systems Research: Looking for Great Leaps Forward" (with M. Avital, K.Crowston, S.Gregor, and L.Mathiassen) ICIS Proceedings, 2012.
8. "Staying Agile in Messy Environments: A Fuzzy Set Approach to Organizational Configurations in Digital Ecodynamics." (with Y.Park & P. Fiss), Academy of Management, 2012.
9. "*Capabilities, Configurations and Customer-Contexts: A Business Model Framework for the Process of Digital Service Innovation* (with J. Clark and F. Pereira), Pacific Telecommunications Council Proceedings, Jan 2012. - 2012 Meheroo Jussawalla Research Prize Award Winner.
10. Discovering the Multifaceted Roles of Information Technologies with a Holistic Configurational Approach (with Y. Park), Proceedings of the 45th Hawaii International Conference on System Sciences, January 2012.
11. "Business Intelligence at Guthy-Renker: The Promise and Challenges of Sensing the Pulse," (with J. Clark) Business Intelligence Congress, St. Louis, 2010.
12. "Towards a Design Theory for Hedonic Information Systems," (with Y. Park) *DESRIST Design Science Conference*, Atlanta, Georgia, May 2008.
13. "Modeling Healthcare Information Systems: Multiple Value Configuration Strategy," (with G. Asper), GBID Conference, Rio de Janeiro, Brazil, Jan 2008.
14. "Towards a Design Theory for Hedonic Systems: Delivering Superior User Experience in the Digital Home Entertainment Context," (with Y. Park), *DESRIST 2008 Proceedings*, Atlanta, Georgia, May 2008.
15. Flow Management and Holonomics: Rethinking Business Process Concepts for Turbulence" (with H. Khorshid), submitted to 3rd International Symposium on Process Organizational Studies, Greece, 2011.

16. "When Do Improvisational Capabilities Trump Dynamic Capabilities?" (with P. Pavlou), Academy of Management Best Paper Proceedings, August 2007.
17. "*Theorizing around the Boundaries of Strategy and Emerging Technologies: Levels of Mindfulness*" (with J. Clark, J. Johnson, J., Oh, and Y. Park), presented at Journal of Strategic Information Systems workshop, ICIS, Montreal, December 2007.
18. "Strategic Management of IT-Enabled Capabilities in Turbulent Environments: What Happens When the Music Speeds Up," (with P. Pavlou) SIM Academic Workshop, Milwaukee, Dec 2006.
19. "Information Systems Research that Really Matter: Beyond the Rigor Versus Relevance Debate," (with K. Desouza, B. Galliers, C. Loebbecke, R. Watson) ICIS Proceedings, 2005.
20. "Absorptive Capacity Configurations in Supply Chains: Gearing for Collaborative Knowledge Creation" (with A. Malhotra & S. Gosain) Knowledge Management Symposium, March 2003.
21. "Measuring the Return on e-Business Processes: The Knowledge Value-Added Approach" (with T. Housel, J. Zhong, and W. Rodger), Proceedings of the International Conference on Information Systems, 2001.
22. "Integrating Supply Chains and Electronic Commerce in a Unified Europe," *Proceedings of the Carnegie-Bosch Conference on the Impact of the Global Information Revolution on International Management*, October 1999.
23. "A Holistic Methodology for Analyzing Reconfiguration of IT-Enabled Global Value Chains: The Case of Europe (with Sanjay Gosain and Arvind Malhotra), IFIP WG 8.7 Informatics in Multinational Enterprises Conference, Helsinki, December 1998.
24. "Amazon Contact Expeditions and Egyptian Archeological Digs: Implications for Designing Organizations in Cyberspace," (with Guillermo Asper), SCANCOR Conference on Samples of the Future, Stanford University, September 1998.
25. "The Nature of Shared Knowledge Creation Spaces around Business Processes," (with Inger Eriksson, Sven Carlsson, and Arjan Raven), Proceedings of Carnegie-Bosch Conference on Knowledge Management in International Corporations, Rome, Italy, November 1997.
26. "A Capability Maturity Model for IT-Enabled Organizational Knowledge Creation," (with Sven Carlsson) Strategic Management Society Conference, Barcelona, Spain, October 1997. Summary in Proceedings of the Strategic Management Society, 1997.
27. "Business Process Reengineering: Do Software Tools Matter?" (with Il Im and Alexander Hars), Association of Information Systems Conference, 1997.
28. "Gaining Competitive Advantage through Shared Knowledge Creation: In Search of a New Design Theory for Strategic Information Systems," (with Sven Carlsson, Inger Eriksson, and Arjan Raven), *Proceedings of the 4th European Conference on Information Systems*, (J. Coelho et. al., Eds.) 1996.
29. "How to Make a DSS "EIS-Ready," In G. Widmeyer (Ed.) *DSS-89 Transactions*, The Institute of Management Sciences, Providence, Rhode Island, 1989. Reprinted in P. Gray (Ed.) *Decision Support Systems and Executive Information Systems*, Prentice-Hall, 1993.
30. "*Theorizing around the Boundaries of Strategy and Emerging Technologies: Levels of Mindfulness*" (with J. Clark, J. Johnson, J., Oh, and Y. Park), presented at Journal of Strategic Information Systems workshop, ICIS, Montreal, December 2007.
31. "PROLIFICATOR: A Decision Support System for Generating Strategic Opportunities," In J. Fedorowicz (Ed.) *DSS-86 Transactions*, TIMS, Providence, Rhode Island, 1986. Reprinted in P. Gray (Ed.) *Decision Support Systems & Executive Information Systems*, Prentice-Hall, 1993.
32. "Preserving Institutional Memory: The Management of History as an Organizational Resource," (with Glenn Gomes & Manolete Gonzalez), Academy of Management Best Paper Proceedings, 1986 (one of three best papers in the division).
33. "From Separatism to Holographic Enfolding: The Evolution of the Technostructure of Organizations," Finalist Paper, TIMS International Competition for Most Original Contribution to Organizational Design, May 1985.

34. "A Comparison of Surprise Management Methods Used by Entrepreneurs and Intrapreneurs: Implications for Strategic Management," (with J. Stuart Evans). Summary in Proceedings of the Strategic Management Society, 1985.
35. "Understanding the Process by which Chief Executives Identify Strategic Threats and Opportunities," Business Policy and Planning Division, Academy of Management Proceedings, August 1984.
36. "The Vygotsky Phenomenon: A Caveat for Decision Support Systems Design," In Peter Keen and Donovan Young (Eds.), DSS-81 Transactions, 1981.

WORKING PAPERS / PAPERS IN PREPARATION / REVISION / STASIS

11. "Flow with the Go: Real-time Improvisation in Digital Platform Ecosystems," (with P. Rydén), 2021.
12. "Redefining Properties of Digital Platform Business Models in AI Enabled Ecosystems" (with M. Pagani and M. Miric)
13. "Rethinking Real-Time Orchestration of Digital Engagement through Rhythms" (with P. Rydén), 2021.
14. "Learning from Exceptional Firms: An Augmented Set-Analytic Approach," (with Y. Park & P. Fiss), 2017.
15. "Harnessing Complexity Science in Information Systems Research" (with N. Nan, I. Vessey, A. Majchrzak, H. Tanriverdi, B. McKelvey), 2017.
16. "Leveraging Smart Data for IoT Digital Transformation in Industrial Companies: The Vestas Experience" (with P. Krammergaard, T. Bonde, A. Pedersen), Finalist, 2016 Academic Paper Competition, Society for Information Management, submitted August 2016, in Revision, *MIS Quarterly Executive*, October 2017.
17. Learning Theories in Information Systems: Developing a Simulation Model of Trial-Based Problem Solving," (with J. Clark), 2017, in revision for submission to *Information Systems Research*.
18. "Conceptual Foundations of Digital Consciousness: A New Approach to Cognitive Computing," (with H. Khorshid), September 2015.
19. "Delivering Common Shared Value for Messy Digital Societal Challenges: The COLLAGEN Approach," (with H. Sol), June 2014.
20. "A Design Theory for Pervasive Information Systems" (with C. Bardaki, G. Giaglis, and P. Kourouthanasis), ICIS workshop presentation and submission to *Journal of the Association of Information Systems*, Dec, 2013.
21. "From Staid to Swingers: Flexible Value Network Configurations in IT-Enabled Supply Chains," (with A. Malhotra and S. Gosain), submitted to *Journal of Supply Chain Management*, 2012.
22. "Exploring a Two-domain Holonomic Model of Digital Business Strategy in Turbulent Environments," 2012.
23. Reconceptualizing Environments for Hyper-Turbulence and Real-Time Information Systems: The Twitch Model", (with Y. Park) presented at University of Texas, Austin Research Seminar, in preparation for *Strategic Management Journal*, 2011.
24. "Temporal Biases in Strategic Attention," (with J. Clark), 2010, revised 2012
25. Capabilities, Configurations and Customer-Contexts: A Business Model Framework for the Process of Digital Service Innovation (with J. Clark and F. Pereira), submitted to *MIS Quarterly*, Special Issue on Digital Service Innovation, Feb 2011.
26. "Looking for Open Models in Information Systems Design Research" (with G. Widmeyer and J. Walls) *MIS Quarterly*, revise and resubmit, Nov 2009.

27. "Theorizing around Mushiness and Ephemerality: The Case of Emerging Technologies and Business Strategy," (with J. Clark, J. Johnson, J., Oh, and Y. Park), submitted to *Journal of Strategic Information Systems*, 2009.

SPONSORED RESEARCH MONOGRAPHS

28. Towards a Unified Framework for Modelling in the Evolving Digital Space, (with F. Pereira) CIGREF Foundation Research Report, Paris, June 2011.
29. "Handbook for Generating Business Models for Digital Home Entertainment" (with J. Short), Sloan Foundation Monograph, March 2008.
30. "Designing Identity Management Systems for Business Value," (with R. Chellappa and T. Griffith), Advanced Practices Council, Society for Information Management, 2004.
31. "Realizing the vision for Web Services: Strategies for Dealing with Imperfect Standards," (with S. Gosain) CTM Research paper, October 2003.
32. "The Rolodex Model: Understanding Relationship Complexity as a Precursor to the Design of Organizational Forms for Chaotic Environments"(with Mark Nissen), NPS-GSBPP-02-004 Technical Report, Naval Postgraduate School, 2002.
33. "Identifying Structural Models of B2B Procurement Exchanges," External Acquisition Research Program, 2001.
34. "RosettaNet e-Business Organizational Readiness Study Results, " (with Sanjay Gosain and Arvind Malhotra), RosettaNet Consortium, 1999.
35. Methods for Determining and Assessing Knowledge Sharing Practices in New Product Development" (with Inger Eriksson) Nokia Mobile Phones, San Diego, California, 1995.
36. "The Strategic Impact of Information Technology on Managerial Work: Final Report,"(with Jack Nilles, Monty Mohrman, & Thierry Pauchant), Research paper R-16, Center for Futures Research, 1986 (105 pp).

UNPUBLISHED WORKING PAPERS

37. "Rolling Thunder IT Implementations: Enabling Value Configurations in Healthcare Services," (with M. Thordarson, P. Gray, and G. Asper), Finalist, Paper submitted to SIM annual paper competition, March 2009 (withdrawn due to competitive objections of CEO of studied enterprise). December 2009.
38. "Using a Process Services Perspective for the Strategic Design of B2B Exchanges," (with P. Pavlou), 2002.
39. " The Euro and eBusiness – Envisioning the Future of European Supply Chains," (with C. Westin, S. Gosain, and A. Malhotra), 2002.
40. "IT Use by Middle Managers and Role Attention Shift in Hierarchical Organizations" (with Z. Lee), 2002.
41. "Balanced Scorecard Analysis for Strategic Evaluation of IT Investments," (with S. Gosain, A. Malhotra, and C. Westin), 1999.
42. "Equivocal Information Technology Adaptation and Emergent Organizational Design around Collaborative Business Processes" (with D. Kang), 1997.
43. "A Design Theory of Virtual Workflows" (with H. Khorshid), USC White paper 94-03, 1994.

44. "Picking Research Winners: Rigor, Relevance & Reverberation in IS Research" (with S. Vij), 1992.
45. "Key IS Drivers: Definition, Categorization, and Management," (with Mary Brabston) prepared for the Advanced Practices Research Council of SIM International," 1995.

TEACHING CASE STUDIES & VIDEOS

46. *APIs and Partnering Ecosystems: Banking on Stripe* (with N. Pullman), May 2017.
47. *Twitch: Creating Collective Advantage in the Ecosystem to Become an Industry Platform Leader* (with S. Chan), August 2016.
48. *Uber! Disrupting the Entrenched Taxi Ecosystem* (with N. Pullman), September 2015.
49. *Business Intelligence at Guthy-Renker: The Promise and Challenges of Sensing the Pulse*, (with J. Clark), 2010. Won Most Adaptable BI Pedagogy Award" at the second annual BI Congress sponsored by SIGDSS and Teradata University Network, St. Louis, 2010. Top 5 most downloaded item in 2012 in the Teradata University Network.
50. *Growing Delighted Customers in the Digital Ecosystem: Customer-Centricity at MakeITWork* (with Y. Park), 2010.
51. Video "The Evolution of Information Systems: From MIS to Global e-Business," Korea National Open University, 1999.
52. Video "Redesigning Enterprise Processes for e-Business: Principles and Tactics," Korea National Open University, 1999.
53. Video segment on "Managing Information" for community college series "Telecore" aired continuously on PBS nationwide in USA from 1985-1997.
54. "e-Care Strategy for KLM Cargo Services" (with Ramon Reynoso), 1999.
55. "Flower Auction Holland: Transitioning to e-Business" (with German Estevez), 1999.
56. "Benckiser: Centralized Purchasing & e-Procurement in Europe" (with Carla Williams), 1999.
57. "Evaluating Investments in Information Technology at ABB" (with Sanjay Gosain), 1998.
58. "Web-based After-Sales Service at Cargotec," (with Arvind Malhotra) 1998.
59. "Rethinking IT-Enabled European Distribution at Datex-Engstrom (with Sanjay Gosain & Arvind Malhotra), 1997.
60. "Skanska AB: IT Strategies for Coordinating Plug-and-Play Supply Chains" (with Sanjay Gosain), 1997.
61. "Shell Oil: Fast Response for Turbulent Demand in China" (with Sanjay Gosain), 1997.
62. "The ABB T-50 Program," 1995.

TECHNICAL REPORTS FOR INTERNATIONAL ORGANIZATIONS

63. "Reorganizing Study for Management Services at the Inter-American Development Bank," Washington D.C., December 1992.
64. "IDSC Professional Development Strategies: Shifting the Focus from Training to Career Development," Information and Decision Support Center for the Cabinet of Egypt & UNDP, March 1989.
65. "Partnership Workshop on Providing Information and Decision Support Services for Top Level Decision Makers," Information and Decision Support Center for the Cabinet of Egypt, Dec. 1987.
66. "Organizational Designs for Information and Decision Support Centers," Information and Decision Support Center for the Cabinet of Egypt & UNDP, August 1987.
67. "Design and Delivery of an Information Systems Curriculum at the College of Management Sciences and Planning at King Faisal University," Academy for Educational Development, Saudi Arabia, April, 1985.

MENTORING & TEACHING

- DSO Marshall Faculty mentor, 2010-2012, 2014, 2016-2021 (multiple faculty).
- 2021 - Evan C. Thompson Faculty Mentoring and Leadership Award, Marshall School of Business
- 2021 - USC University-wide Award for Mentoring Faculty
- 2012 - Evan C. Thompson Award for Teaching and Learning Innovation, Marshall School of Business.

- Faculty Mentor, Doctoral Consortium, International Conference on Information Systems, Tucson, Arizona, Dec. 2009.
- Author Mentor, MISQ Executive Editorial Workshop, Galway, Ireland, June 2008.
- Recognition as Outstanding University-Wide Academic Mentor, University of Southern California, 2005.
- Doctoral Consortium Faculty, 2005 DSI Doctoral Student Consortium, San Francisco, Nov. 2005.

DOCTORAL DISSERTATION COMMITTEES

Current Member of Committee

Graduated / Chair or Co-Chair of Committee at USC

1. Joseph Clark (Chair), "Developing a Theory of Digitally-Enabled Trial-Based Problem Solving Through Simulation Methods: The Case of Direct-Response Marketing," PhD 2012.
2. YoungKi Park (Chair), "The Dynamics of Opportunity and Threat Management: The Role of Information Technologies," 2011, Selected for 2010 ICIS Doctoral Consortium, PhD 2011.
3. JooHee Oh (Co-Chair), "Piracy propagation of information goods: theory, measurement, and application," 2011, Selected for 2011 ICIS Doctoral Consortium, PhD 2011.
4. Paul Pavlou (Chair), "IT-Enabled Dynamic Capabilities in New Product Development: Building a Competitive Advantage in Turbulent Environments," PhD 2004, (University of California, Riverside). First Prize Winner, ICIS Doctoral Dissertation Competition, PhD 2004.
5. Nilesh Saraf (co-Chair), "Information Systems Capital and Indirect Relational Value: Sustaining Networked Organizations," Selected for 2001 ICIS Doctoral Consortium, PhD 2003 (Simon Fraser University, Canada). Runner Up Prize, ICIS Doctoral Dissertation Competition, 2003.
6. Sanjay Gosain (Chair), "Towards Plug-and-Play Supply Chains: Information Infrastructures for Flexible Process Integration," PhD 2000, (University of Maryland, College Park).
7. Arvind Malhotra (Chair), "Transforming Supply Chains: Infrastructures for Collaborative Knowledge Creation." 1999/2000. USC University-Wide Teaching Award nomination, 1997. Selected for 1998 ICIS Doctoral Consortium, PhD 2000. (University of North Carolina, Chapel Hill).
8. Zoonky Lee (Chair), "Knowledge Creation, Innovation and Information Technology: Revitalizing Roles of Middle Managers in Large Hierarchical Organizations," PhD 1999. Selected for 1997 ICIS Doctoral Consortium (Yonsei University, Korea).
9. Arjan Raven (Chair), "Knowledge Management for New Product Development Meetings: The Roles of Information Technology in Shared Knowledge Creation," PhD 1999. Selected for 1996 ICIS Doctoral Consortium. USC University-Wide Teaching Award nomination, 1996 (Georgia State University).

10. Sushmita Vij (Co-Chair), "Beyond Binary Theories to Agile Learning: An Empirical Investigation of Learning Methods in Warranty Management," 1998 (Deloitte & Touche).
11. David Kang (Chair), "Equivocal Information Technology Adaptation as an Occasion for Emergent Organizational Design," 1997. Selected for 1995 ICIS Doctoral Consortium (University of Cincinnati).
12. Mark Nissen (Co-Chair), "Knowledge-Based Organizational Process Redesign: Using Process Flow Measures to Transform Procurement," 1996. Finalist, 1996 ICIS Doctoral Dissertation Competition (UC Berkeley, Naval Post-Graduate School).

Graduated / Member of Committee at USC

13. Jake Grandy, Management & Organization Department, "Essays in Non-market Strategy and Entrepreneurship", 2017.
14. Vern Glaser, Management & Organization Department, "Enchanted Algorithms: How Organizations Use Algorithms to Enhance Organizational Decision-Making Capabilities", 2014.
15. Jeremiah Johnson, Data Sciences & Operations Department, "Collective Preference in Online Communities and the Future of Anonymous Innovation in the Enterprise", 2013.
16. Lily Chen, Information and Operations Management Department, 2011-2012.
17. David Yates, Information and Operations Management Department, 2007.
18. Shaosong Ou, Information and Operations Management Department, 2006.
19. Raymond Sin, Information and Operations Management Department, 2005.
20. Jenny Zhong, Information and Operations Management Department, 2005.
21. Il Im "Augmenting Knowledge Reuse Using Collaborative Filtering Systems," Information and Operations Management Department, 2001.
22. Nelson King, Industrial & Systems Engineering, 2000.
23. Hoh In, Computer Science, 1998.
24. Konstadino Koutsakis, Computer Science, 1998.
25. Joseph Gilbert, Management and Organization Department, 1991.
26. Guillermo Asper, Public Administration, 1989.
27. Thierry Pauchant, Management and Organization Department, 1988.
28. Abdelaziz Jazzar, Computer Science, 1988.
29. Douglas Shook, Annenberg School of Communications, 1988.
30. Tarik Fathy, Urban Planning, 1988.

Graduated / Member of Committee / Other Universities / International

31. Ismaeel Tharwat, University of Paris-Saclay, France, 2021.
32. Erik Krogh, "A Grounded Theory Approach to Understanding Motivations for the Unsanctioned Use of IT" Claremont Graduate University, 2016.
33. Nadege Levallet,- Queen's University, "Strategic Improvisation in Turbulent Times: The Role of Information Systems," 2014.
34. Ahmad Al Turki - Queensland University of Technology, Australia, "DSR-Roadmap - A Design Science Research Methodology," 2014.
35. Shamel Addas, McGill University, Canada, 2013.
36. Anne Mette Hansen, Aalborg University, Denmark, 2012.
37. Kate Lazarenko, Monash University, Australia, 2011.
38. Edward Mahinda – New Jersey Institute of Technology, "User Evaluation of the Performance of Information Systems," 2007.
39. Catharina Melian, Stockholm School of Economics, Sweden, "Progressive Open Source," 2007.

40. Lauri Forsman -- Tampere University, Finland, "Reengineering End-User Support in Distributed Organizational Computing," 1998.
41. Annele Eerola -- Swedish School of Economics & Business, Helsinki, Finland, "Managing Meaning: The Use of Expert Forecasts in Forest Industry Companies," 1997.
42. Timo Kakola -- University of Turku, Finland, "Dual Information Systems in Hyperknowledge Organizations," 1996.
43. Ruth Guthrie -- Claremont Graduate School, 1994.
44. Rebecca Reuber -- York University, Canada, 1986.
45. Martin Hutzli -- University of St. Gallen, Switzerland, 1986.

Master's Thesis/Member of Committee

46. Kellie Taylor, Applied Psychology, "How Can Tesla Motors Marketers Target Consumers to Propel the Mass Adoption of Electric Vehicles?", 2016.
47. Pekka Pekkala, Annenberg School of Communication, 2012.

INFORMATION SYSTEMS Ph.D. PROGRAM DEVELOPMENT

- Responsible for starting (1991), developing, teaching in, and managing the Information Systems Ph.D. Program (1991-2012). Included developing new Ph.D. courses, structuring program, developing and teaching new courses, administering all qualifying exams, recruiting and application processing, advisement, and placement. Most of our PhD students have been admitted to the prestigious ICIS consortium, been a finalist in the ICIS dissertation competition, or won the international Dissertation award. We have also exerted effort so that our Ph.D. candidates develop into excellent teachers, and several of the IS Ph.D. students have been the Business School nominee for the University-wide teaching award.
- Information Systems area Ph.D. Coordinator, 1991-98.
- Department Ph.D. Coordinator (all areas), 1991-95.
- Ph.D. Course Development & Teaching: Developed 5 new courses: Seminar in Information Systems Research (93/94), Paradigms of Information Systems Research (95/96), Knowledge Management in Organizations (96/97), Articulating Research Issues in e-Business (2000/2001), IT-Enabled Dynamic Capabilities in Turbulent Environments (2007), and modified in 2009.

INFORMATION SYSTEMS MBA PROGRAM & COURSE DEVELOPMENT

- Responsible for IS Group MBA Teaching (1987-1997). Includes coordination, scheduling, hiring of part-timers, and curriculum development.
- **MBA New Course Development:** In addition to introducing and designing the MBA core IS course as far back as 1987, I have introduced, developed & taught following MBA elective courses. The most recent in 2011 is DSO 554 "*Digital Strategies for Sustainability in Global Emerging Markets.*"
 1. *Information Technology Strategy* (IOM 538)
 2. *End User Computing in Business* (IOM 531)
 3. *Information Systems for Global Operations* (IOM 537)
 4. *Fast Response Management Systems* (IOM 539)
 5. *Knowledge Management* (IOM 542)
 6. *Managing Global e-Business* (IOM 551 – IBEAR) and modified in 2011 to be *Digital Transformation in the Global Enterprise*

7. *Business Development in the Networked Digital Industry* (GSBA 556), 2007 and modified in 2009 to be *Business Models for Interactive Digital Media and Services*. Modified again in 2017 (DSO 556) to be *Business Models for Digital Platforms*

8. *Digital Strategies for Sustainability in Global Emerging Markets*, 2011 (DSO 554)

- *MBA Courses Taught*: Information Technology Strategy, Information Systems for Global Operations, Information Systems Management, End User Computing in Business, Analysis & Design of Information Systems, Management of Computer Operations, Strategic Analysis, Fast Response Management Systems, Managing Global e-Business, Business Development in the Networked Digital Industry, Business Models for Interactive Digital Media & Services, Business Models for Digital Platforms, Digital Strategies for Sustainability in Global Emerging Markets.

USC EXECUTIVE COURSE DEVELOPMENT & TEACHING

- Management Development Program, USC, “Digital Transformation” 2009, 2010, 2011, 2012.
- Management Development Program, USC, “Knowledge Management”, 2009.
- USC-American University in Cairo Executive Development Program, “IT-Enabled Global Business Opportunities” June 2009 (developed and co-taught).
- USC-American University in Cairo Executive Development Program, “Business Development in the Networked Digital Industry,” Nov 2009 (developed and co-taught).
- Yonsei University Advanced Management Program, “Business Models for Digital Platforms,” 2008/2009.
- Medical Management Master’s Program “Information Systems Strategy,” 2006/2007.
- USC Executive Programs, “IT for the Rest of Us,” 2005.
- Advanced Management Program in Telecom, Center for Telecom Management, Sessions on Business Models for Digital Platforms, 2005-2006.
- Executive Leadership Program in Telecom, Center for Telecom Management, Sessions on Electronic Value Chains, 2002-2004.
- *Executive MBA Course Development & Teaching*: Rethinking Operational Processes for the Electronic Economy, 1997.
- *Executive Short Courses*: Innovative Uses of Information Technologies, The Electronic Economy, Fast Response Management, Information Technology as a Creator of Strategic Opportunities (1987-1997).
- *Distance Learning*: Taught middle management development programs for Hughes Corporation and Kaiser Permanente, 1996-97.

INTERNATIONAL TEACHING

PhD International Teaching (full Courses)

- "Management Research in Information-Intensive Organizational Environments," Department of Management and Organization, Swedish School of Economics and Business, 1989.
- "Knowledge Management," Department of Computer Science, Swedish School of Economics and Business, Helsinki, Finland, 1997.

MBA International Program Development & Teaching

- Yonsei University Summer MBA Program at USC on the Future of Digital Transformation, July-August 2012/2013/2014/2015, Designed, Initiated, designed, led and co-taught.
- Distance Learning Program with Seoul National University, Korea, 1998.
- Initiated and co-designed new international traveling class with global field projects that became the basis of the PRIME program started in 1997. Traveled with class and led student team field consulting projects with companies in Asia (Hong Kong, Indonesia, Japan, Korea, Singapore, Taiwan) and companies in Europe (Finland, Netherlands, Sweden).
- Designed one-week module for Chiang Manufacturing Leadership Program on Information Systems in Manufacturing for middle managers from China (taught 3 days of it), 1996.
- College Design: Part of 5 person team selected by the Academy of Educational Development that designed a new undergraduate business school for King Faisal University in Saudi Arabia, 1985.

MBA International Program Development & Teaching

- *Professional Teaching Abroad:* Workshop on the Design and Delivery of Decision Support Systems, Information and Decision Support Center, Egyptian Cabinet, Cairo, 1991.
- *Executive Short Courses:* Innovative Uses of Information Technologies, The Electronic Economy, Fast Response Management, Information Technology as a Creator of Strategic Opportunities, Information Systems for Crisis Management, Executive Information Systems, Strategies for Managing Educational Institutions.

SELECTED PRESENTATIONS & CONFERENCE ORGANIZATION

Keynote/Plenary Speeches at International Conferences

- Keynote Speaker December 2019, Pre-ICIS SIG Workshop (with P. Ryden), 'Humanistic Deployment of AI Applications: Bridging the disconnect between Fast & Flow', Munich, December 2019.
- Keynote Speaker, 2017 Business Information Systems Conference, "Digital Platform Ecosystems: The Next Frontier for Information Systems Research," Brisbane, Australia, November 2017.
- Keynote speaker, Business Technology Outlook Research Briefing on the Next Generation of Digital Business Ecosystems, Milan, Italy, March 2014.
- Keynote Speaker, 15th International Conference on Electronic Commerce, "The Future of Customer-Engaging Digital Business Models" Turku, Finland, August 2013.
- Keynote Speaker, Business Transformation Conference 2011, "From Business Process Design to Business Model Design: The Next Frontier," Brussels, October 2011.
- Keynote Speaker, IFIPS Conference DSS-2010 "Decision Support and Environmental Scanning: Past Hallucinations, Present Realities, and Future Prospects," Lisbon, Portugal, July 2010.
- Keynote Speaker, "Generating Business Models for Interactive Digital Platforms: Promise & Peril" ISONe World, Las Vegas, April 2009.
- Opening Dinner Speaker "Opportunities of Mobile Innovation", Global Mobility Roundtable, Cairo, Egypt, November 2009.
- Keynote Speaker, "Business Models for Digital Platforms: A Bridge Too Far?" 8th World Congress on the Management of e-Business, Toronto, Canada, July 2007. Media coverage of keynote by ITWorld Canada in article by Briony Smith on "Academics instruct business on product strategy," July 12, 2007.
- Keynote Speaker on the future of technology, Sister Cities Conference, Los Angeles, September 2006.
- Keynote Speaker, "IT-Based Eco-Partnering," European Mediterranean Conference on Information Systems, Cairo, Egypt, June 2005.
- Plenary Keynote Speaker, "Partner Relationship Management in e-Business: The Next Frontier," International Business Information Management Conference, Cairo, Egypt, December 2003
- Keynote Speaker, e-Business & ERP Seminar, Kookmin University, Seoul, Korea, October 2003
- Plenary Keynote Speaker on "Business Process Networks for the Neo-Internet Era," 5th International Conference on Electronic Commerce Research (ICECR-5), Montreal, Canada, 2002.
- Plenary Keynote Speaker, BITWorld2001 International Conference, "Business Information Technology Management: Bringing Cultures Closer" Cairo, Egypt, June 2001.
- Plenary Speaker, SIM Academic Workshop on Knowledge Management in Practice, Helsinki, Finland, December 1998.
- Invited Keynote Lecturer, "Design and Management of Computer-based Information Systems in the 21st Century," Nordic InterDisciplinary Ph.D. Program on Design and Management of Information Technology, sponsored by Danish Research Academy, Denmark, May 3-8, 1998.
- "The IS Design Science Gearbox: Manual Shift or Automatic Transmission ?" , Invited Talk, DESRIST 2007, Pasadena, California.

Research Talks at Universities, Institutes, & Foundations

- “Real-Time Management in Digital Platform Ecosystems: Probing the Next Frontier of IS Research”, Concordia University, Canada, November 2021.
- “Humanistic Orchestration of Artificial Intelligence Applications in Real-Time Business Platform Contexts: A Rhythmic Fabric Theory”, Temple University, February 2020.
- “Sustainability Strategy in a Digital Platform World”, Digitaliseringsinstituttet, Denmark, September, 2019.
- “Digital Platform Ecosystems: The Coming Context for AI” AIM Research Center on Artificial Intelligence in Value Creation, emLyon Business School, Lyon, France, March 2019.
- “Business Models and Digital Platform Ecosystems,” Digitaliseringsinstituttet, Denmark, 2016.
- “Digital Leadership”, ARENA B2B Community, Dubai, January 2016
- “Business Models and Digital Ecosystems”, University of Sydney, Australia, January 2016.
- “Developing the Capabilities for Digital Leadership in Organizational Transformation: Research Insights from Practice” University of Maryland, September, 2015.
- “Developing Enterprise Capabilities for Digital Leadership: Can We Theorize from Practice Insights?” Queen’s University, Canada, September 2015.
- “Rethinking Research Paradigms for Understanding Digital Transformation in a Dynamic Messy World,” Renowned Scholars Seminar Series, Copenhagen Business School, October, 2014.
- “Digital Ecodynamics and Complex Adaptive Systems: Soul Sisters or Distant Cousins?” Second Annual Research Symposium on Complexity & IT, University of British Columbia, Vancouver, Canada, July 2014.
- “Doing Research on Digital Ecodynamics: The Path Forward,” Michigan State University, October 2013.
- “Business Models and Digitality,” World Bank Conference on Intellectual Capital for Communities in the Knowledge Economy & CIGREF Foundation, Paris, France, June 2013.
- “Rethinking Enterprise 2020 for Networked Abundance in the Value-Shifting Age of the Internet of Things” CIGREF Foundation, Paris, December 2012.
- “Digital Ecodynamics: Rethinking the Study of Digital Business Strategy in Turbulence,” University of Arkansas, February 2012.
- “Theory Building in the IT Strategy Area: Time for a Rethink ?” University of Maryland, December 2010.
- “Value Flexing Configurations in IT-Enabled Collaborative Global Supply Chains,” Rady School of Management, University of California, San Diego, March 2010.
- “Re-Conceptualizing Environments for Hyper-Turbulence and Real-Time Information Systems: The Twitch Model,” University of Texas, Austin, January 2010.
- “Theorizing around Business Models for Services provided through Interactive Digital Platforms
Greenfield or Minefield ?” Temple University, Nov 2008
- “Business Models for Digital Platforms: A Greenfield for IS Research”, McGill University, Canada Feb 2008
- Invited Speaker, Carnegie-Mellon Bosch Conference on Knowledge Management in International Corporations, Rome, Italy, November 1997.

Invited Keynote Talks To Industry Groups

- “Digital Platform Ecosystems: The Next Form of the Corporation,” Keynote to USC MBA IBEAR Alumni and 2018 IBEAR MBA Class, Santa Clara, California 2017.

- “Developing Digital Leadership Capabilities,” Southern California Society for Information Management, May 2016.
- “Shades of Gray in Real-Time Management,” Institute for Communications Technology Management, USC, April 2016.
- “Critical Properties of Digital Platform Ecosystems,” CTM Tech ROI Group, February 2016.
- “Building the Foundations and Enterprise Capabilities for Digital Leadership: The LEGO Experience” SIM Annual Conference Paper Award winner presentation, November 2015.
- Invited Speaker, Digital Innovation: A Catalyst to Business Transformation, CIGREF Symposium, Paris, September 2010.
- Kickoff Address, University of Paris-CIGREF Joint Seminar on Intangible Assets and Information Systems, “Capacités Dynamiques, et Capacités d’Improvisation en période de Turbulence, Paris, April 2009.
- Keynote Speaker, Business Intelligence Practicum, inFonte, El Segundo, “Enterprise Agility & Business Intelligence: The OODA Loop Dance,” Nov 2005
- Breakfast Speaker, Orange County CIO Roundtable, “The Future of IT & Business Scenarios for 2013: Implications for über-CIOs.” Oct 2008.
- Panel Chair & Moderator “Finding the Right Entrance to the Digital Home,” CTM Executive RoundTable,” Menlo Park, California, Oct 2007.
- Breakfast Speaker, Orange County CIO Roundtable, “How Consumer Electronics Innovations are Ahead of the Enterprise: Implications for CIOs.” Oct 2007.
- Infonte Business Intelligence Practicum, “Organizational Agility and Business Intelligence: Doing the OODA Loop Dance,” Nov 2005.

Conference Chairmanships & Conference Organization

- Co-Chair, SIM Academic Conference on New Leadership Roles in the Digital World, St. Louis, 2010.
- Track Chair, 9th Global Mobility Roundtable, Athens, Greece, 2010.
- Conference Academic Co-Chair, 8th Global Mobility Roundtable, Cairo, Egypt, Nov 2009.
- Winter Conference Chair, “IT-Enabled Business Transformation: Movers & Shakers,” Southern California Society for Information Management, Feb 2009.
- International Program Committee, Global Mobility Roundtable, Auckland, New Zealand, Nov 2008.
- Organizer, WISRD, Southern California Workshop on Information Systems Research & Development, USC, June 2008.
- Academic Co-Chair, Global Mobility Roundtable, Los Angeles, June 2007.
- Program Co-Chair, Global Mobility Roundtable, Helsinki, Finland, June 2006.
- Program Committee, Biannual Conference of the International Telecommunications Society (ITS2006), Beijing, China, June 2006.
- Chair, e-MOB International Research Conference on Business Models for Wireless Mobility, Center for Telecom Management, Los Angeles, Jan 2003.
- Organized and hosted CTM Speak & Spark Breakfast/Lunch Discussion Sessions 2001/2007.
 - Rethinking Customer Call Centers, Nov 2001

- Globalization & Changing Role of Telecom Infrastructure after Sep 11, Nov 2001
- Call Centers of the Future, April 2002
- Business Process Networks, May 2002
- Securing National Networks in B2B Transactions, June 2002
- Connecting Click-to-Call & Supply Chain Management: Shaping the Future of VoIP, Sep 2002
- How Telecom Industry can Learn about Interactivity from Online Gaming Industry, Dec 2002
- Identity Management in Networks, April 2003
- Real-Time Business Process Management, May 2003
- Partner Relationship Management in e-Business Value Chains, Jan 2004
- IT Infrastructure Manageability, April 2004.
- Network-Centric Defense Technologies, Nov 2004
- Sensor Networks and RFID, April 2005
- Business Models for Distribution Channels for Digital Content, Oct 2006
- Organized and hosted half-day CTM Research Workshops on Understanding the Networked Digital Industry, 2006-2007.
 - Mapping the Networked Digital Industry Ecosystem, May 2006.
 - Designing Next Generation Wireless Services, Aug 2006.
 - Business Models for Entertainment in the Digital Home, Dec 2006.
- General Conference Chairman, DSS-91, International Conference on Decision Support Systems, The Institute of Management Sciences, 1991 (the premier conference in the decision support systems area).
- Over 60 presentations to professional organizations, universities, and major international conferences such as ICIS, DSS-8X, HICSS, Academy of Management, Strategic Management Society meetings.
 - "Using Practice to Creatively Inform Theory in IS" ISONeWorld, Las Vegas, Mar 2005.
 - Business Strategy & IT Value: What Happens When the Music Changes ?, DSI Conference, San Francisco, November 2005
 - Panelist, "The Regional/National Context, Business Strategy and IT Practices" SIM Advanced Practices Workshop, December 2005
 - Panelist, "Beyond Rigor & Relevance: IS Research that Really Matters" ICIS 2005, Dec 2005.
 - Panelist, "Linking IT and Dynamic Capabilities: The Elusive Dancing Partners?" ICIS Washington D.C., Dec 2004
- Examples of university forums where I gave presentations (1995-2008):
 - "Managing the Real-Time Enterprise: Hype or Research Opportunity?" Anderson School of Management, University of California, Riverside
 - Jenkoping International Business School, Sweden
 - MIS Research Center, Carlson School of Management, University of Minnesota.
 - Information Systems Research Colloquium, Anderson School of Management, UCLA.
 - Center for Research on Information Technology, University of California, Irvine.
 - Research Seminar, Department of Industrial Engineering, Northwestern University.
 - IS Doctoral Seminar, Swedish School of Economics and Business, Finland.
 - Information Systems Research Colloquium, University of Jyväskylä, Finland.
 - Information Systems Speaker Series, Turku University, Finland.

- IS Research Seminar, Claremont Graduate School
- Western Information Systems Research & Development (WISRD) Conference
- Examples of International forums where I gave presentations (1995-2005)
 - Delft University, Netherlands.
 - IFIP Conference on Informatics in Multinational Enterprises, Helsinki.
 - Asia Pacific Business Outlook Conference, Los Angeles
 - Nordic Inter-Disciplinary PhD Program, Denmark.
 - Conference on Knowledge Management in International Corporations, Carnegie-Bosch Institute, Rome, Italy.
 - Forum on Global Education, American Voices Seminar, Fulbright Commission, Finland.
 - Invited Speaker/Discussant for Webcasting Global Learning Day, sponsored by Benjamin Franklin Institute of Global Education & E.N.E.N., San Diego.
 - SIM International Conference, Boston.
 - CEPRO Executive Seminar, Stockholm, Sweden.
 - Arab Academy for Technology and Management, Alexandria, Egypt.
- Industry Research Presentations
 - "Business Models for Digital Home Entertainment," Research Sponsor presentation, Seagate Technologies, Scotts Valley, California, Mar 2008.
- Examples of local Southern California business community forums where I gave presentations (1995-2008):
 - Moderator, Affinity Group Discussion on Technology Business, IBEAR 30 Year Reunion, July 2008.
 - IT, Technology, Telecom, IT Strategy & Consulting Affinity Group Networking
 - RosettaNet Consortium
 - Marshall Industries, Rosemead
 - Orange County CIO Breakfast Roundtable.
 - USC Business School Breakfast Series, Orange County.
 - USC Business School Breakfast Series, Los Angeles.
 - Egyptian-American Association, Los Angeles.

EXTERNAL ASSESSMENT ACTIVITIES & PROFESSIONAL SERVICE

EXTERNAL ASSESSMENT ACTIVITIES

- External Promotion and Tenure Committee, University of Cyprus, 2020.
- Technical Program Committee & Best Paper Awards Committee, DESRIST Conference, 2007-2009.
- LEO Awards Committee for Lifetime Exceptional Achievement in Information Systems, 2005-2007.
- Search Committee, Editor-in-Chief for *Information Systems Research*, 2004.
- External reviewer for faculty tenure, promotion, and appointment (associate, full, and chaired professors, associate deans, deans)

USA: UC Berkeley; University of Houston; University of Maryland; University of Hawaii; University of Colorado; Pennsylvania State University; Loyola Marymount University; Texas A&M University; Temple University; Emory University; University of North Carolina, Chapel Hill; Naval Postgraduate School; Fordham University; Louisiana State University; University of California, Irvine; University of California, Riverside; University of Texas at Austin; University of Illinois; University of Louisville; Babson College; University of Arizona; American University; Clemson University; University of Nevada; University of Minnesota; University of Washington; Washington University, St. Louis; University of Rochester; RPI; University of Missouri, St. Louis; Claremont Graduate University; University of Connecticut; Boston College; George Mason University; Syracuse University; Johns Hopkins University; University of California, San Diego; Georgia State University; Boston College; University of Maryland; University of South Florida; George Washington University; Temple University; Arizona State; Naval Postgraduate School; University of Wisconsin; Wharton Business School; McGill University; University of Georgia; University of Arkansas; University of South Florida.

International: American University in Cairo; INSEAD France; City University of Hong Kong; McMaster University, Canada; University of Sharjah, UAE; KAIST, South Korea, Nanyang Technological University, Singapore, Kuwait University, Kuwait; Aalto University, Finland; Cheung Kong School of Business, China; Aalto University, Finland; Zayed University, UAE; American University in Beirut, Lebanon; University of Canterbury, New Zealand; Royal Military College of Canada, Canada; University of Cyprus, Cyprus.

Numerous activities as general conference chair, track chair, proceedings editor, session chair, program committee member, and discussant at major conferences.

- Board of International Advisors, Jönköping International Business School, Sweden, 2002-2006.
- National Science Foundation, Ad Hoc Proposal Reviewer, 1987-2007.
- ICIT/ICIS Doctoral Dissertation Competition Selection Committee, 1989-92; ICIS Doctoral Consortium Review Committee, 1998.
- Reviewer for numerous journals including MIS Quarterly, Information Systems Research, Journal of Strategic Information Systems, European Journal of Information Systems, Journal of MIS, Organization Science, Communications of the ACM; Reviewer for Irwin Press Advanced Texts in the Information Systems area; Reviewer for Prentice-Hall Financial Times Professional Books; Reviewer for major conferences including AIS, ICIS, DSS-9X, and HICSS.
- Elected member, Working Group 8.3 (Decision Support Systems), International Federation for Information Processing, 1990.
- Member: Association of Information Systems, Fulbright Scholar's Association, INFORMS, Society for Information Management.

COMMUNITY & PROFESSIONAL OUTREACH

- Executive Board, Southern California Chapter of Society for Information Management, 2008-2009, Chairman of Winter Conference, 2009, 1997-1999, Chairman of Spring Conference, 1998, Program Chair, 1998/1999.
- Moderator, IT & Telecom Affinity Group Session, 30th Anniversary IBEAR Event, July 2008.
- Speaker, “Doing Business in The Middle East: From Egypt to Dubai and the UAE,” International Social Graces Event, GLOBUS, USC, March 2008.
- Affiliate, Sloan Foundation Industry Studies Program, 2007-
- Expert participant, Deep Dive on Media & Content, IBM Corporation Global innovation Outlook (GIO 3.0), May 2007.
- Co-Chair & Board Member, Egyptian-American Organization of Southern California, 2004-2007.
- Expert Panelist for selection of *Industry Week’s* World’s 100 Best-Managed Companies, 1997,98.
- MBA student Job placement (10-15 students per year).
- Assisted California Museum of Science & Industry in setting up exhibit/workshops on use of computers to increase productivity.
- Provided and supervised MBA student teams to assist in information systems analysis and design projects in community projects.
- Advisor, Industry Night, Graduate Information Systems Student Association.
- Member, Orange County CIO Breakfast Round Table, 1994-2008.
- USC Coordinator, Western IS Research & Development Conference (WISRD) 1994-97; General Organizer, June 2008.

USC UNIVERSITY SERVICE

USC UNIVERSITY SERVICE (Marshall School)

- Marshall Named Chairs Committee, 2021-24.
- DSO Tenure PEG Chair, 2020 (1 faculty)
- DSO Chair Search Committee (Chair), 2020.
- DSO APR Committee, 2021, 2020, 2019, 2016, 2012, 2011, 2009, 2008, 2007.
- DSO Information Systems Recruiting Co-Chair, 2018-2019, 2021.
- DSO Tenure and Promotion PEG Chair, 2020-21 (1 faculty)
- DSO 4th Year Review PEG Chair, 2019-2020 (1 faculty)
- DSO 4th Year Review PEG member, 2019 (1 faculty)
- MOR PEG Member, 2018, 2019 (2 faculty)
- Mentor, DSO, 2016-2021 (3 faculty)
- Co-Initiator & Co-Convenor, Marshall Digitopolis Group, 2016-2017.
- Information Systems Recruiting Committee, 2013-2016.
- Member, Marshall, Promotion & Tenure Committee, 2013/2014, 2015-2018.
- DSO 621 PhD Speaker, Spring 2016.
- PEG Committee Member (4), 2015.

- Ad-Hoc Online Advisory Faculty Committee, 2013.
- MBA Team Coach, Int'l Digital Health Case Competition, 2013-2014.
- Member, Marshall Research Committee, 2011-2012.
- Team Leader, Globalization Team, Marshall Strategic Planning Exercise, Spring 2011.
- Member, IOM Chair Re-Appointment Committee, 2012.
- Member, IOM Annual Performance Review Committee, 2012, 2011, 2009, 2008, 2007.
- Member, PEG Tenure Committee, Management and Organization Department (twice), 2010.
- Marshall Web Strategy Committee, 2010.
- Joint IS Research Seminar Organizer (with Dept of Marketing and Annenberg School for Communication), 2010
- Technology Strategy MBA Case Competition, Coach for Marshall Team, 2009, 2010, 2011, 2012. Team won \$15,000 2nd prize in 2010.
- Digital Health MBA Case Competition, Coach for Marshall Team 2013, 2014. Team won \$5000 3rd prize in 2013.
- KAIST-USC MBA Student Advisor, Digital Media Program, 2010-2012
- CTM Exec Director Search Committee, 2009.
- Faculty Mentor for IOM, 2009-2010.
- PhD Qualifying Exam Coordinator and Chair, Information Systems, Summer-Fall 2008.
- Graduate Instruction Committee, 2006/2007, 2007/2008, 2008/2009.
- Dean's Ad Hoc Planning Group, 2007.
- MBA High Tech Association Faculty Advisor, 2005-2007.
- PEG Chair, 4 year review, IOM Department, 2006.
- IS PhD Admissions, 2005-2008 continuing
- Chair, Dean's Faculty Advisory Council, 2003-2005.
- IOM IS Recruiting Committee, 2005/2006.
- Member, Three Year Review Committee, Marketing Department, 2005.
- IOM IS Recruiting Committee Chair, 2004/2005
- IOM Department Strategic Planning Committee, 2004/2005
- Dean's Organizational Redesign Task Force, Summer 2004
- Selection Committee, IOM Department Chair, Spring 2004
- IOM APR Committee, Spring 2004
- PEG Chair, Promotion Candidate, 2003-04.
- Marshall Distinguished Scholar Symposium Committee, 2002-2003.
- Tenure Clock Extension Committee, IOM Department, 2002.
- Marshall School Personnel Committee, 2001-2002.
- Search Committee for Executive Director of Center for Telecom Management, 2001.
- Dean's Faculty Advisory Board, 2000/01.
- Research Committee, 2000/01.
- Member, Three Year Review Committee, Management & Organization Department.
- Recruiting Chair, Information Systems Faculty Positions, 1998-99.
- Research Publicity Co-Leader, Information Systems, 1998/99.

- Chair, Tenure Peer Evaluation Group (PEG) committees, 1991-95 (PEG Chair 6 times)
- Department Ph.D. Coordinator, 1990-1994; Fall 1997.
- Three year review Committee Chair, 1991/92, 1996/97, 1998/99, 1999/2000; member 1998.
- Annual Performance Review Committee, 1997.
- Ph.D. Admissions Committee, 1988-1999.
- Faculty Advisor, International Business Association, 1995-96.
- International Business Education project, 1990-92.
- MBA Task Force, 1989-90.
- USC Business School Strategic Planning Committee, 1989-90.
- Chairman, Distance Learning Committee, 1989.
- Task force on Business & Society programs, 1988.
- Department Faculty Load Committee, 1989-90.
- Department Research Committee, 1988.

USC UNIVERSITY SERVICE (University Wide)

- Member, University Committee on Multimedia Literacy, 2010-2013
- Member, University Fulbright Scholar Evaluation Committee, 2012
- Speaker, USC Global Business Leaders Club, 2008, 2009.
- Marshall Representative, USC Singapore Institute for Digital Media, 2007.
- USC Ambassador, 2004-
- Mobile Media Institute, Research Advisory Board, 2004-
- Member, University Distance Learning Committee, 1999/2000.
- Member, Search Committee, Dean of Libraries
- Freshman Telephone Drive
- Chairman, Distance Learning Task Force (Business and Engineering)
- Honorary Basketball Coach, Men's Team
- Guest Speaker, School of Engineering (numerous)

ADVISORY BOARDS

- Strategic Advisory Board, School of Business, American University in Cairo, 2010-2018.
- Business Intelligence Congress Advisory Board, 2012.
- Member of the Advisory Board, Raptor Networks, 2007-2009.
- IT Manageability Board of Advisors, Intel Corporation, 2004-2006.
- Chairman & Board Member, Egyptian-American Organization, 2005-2007.
- Board of International Advisors, Jönköping International Business School, Sweden, 2002-2005
- Member of the Board of Directors, Holosofx Inc., USA, 1993-2002.
- Member of the Advisory Board, Trinus Corporation, USA., 2000-
- Member of the Advisory Board, Electronic Business Partners, Sweden, 1999-2000.

CONSULTING & SHORT TEACHING ASSIGNMENTS

- *Consulting and short teaching assignments in USA:* Large corporations (IBM, Ingram Micro, Kinko's, Sun Oil, Wachovia Bank); software start-ups (Holosofx, Viacore); Government organizations (State of California, JPL/NASA); Industry consortia (RosettaNet IT Industry Consortium); Management consulting companies (Arthur Andersen).
- *International Consulting and short teaching assignments:* International agencies (Academy for Educational Development, United Nations Development Programme, Inter-American Development Bank, Regional Information Technology and Software Engineering Center, Cairo); King Faisal University, Saudi Arabia; European organizations (Institut Francais de Gestion, Paris; Swedish School of Economics and Business, Helsinki; Tietotehdas Oy, Espoo, Finland); and Pacific Rim organizations (Japan-America Institute of Management Sciences, Fujitsu, Korea National Open University; Kookmin University, South Korea; Yonsei University, South Korea).