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WELCOME FROM THE CONFERENCE CHAIRS

Bienvenue à Montréal! We would like to extend a sincere welcome to all attendees of this year's *International Conference on Information Systems (ICIS'07)*. This is the second time ICIS has been held in Canada (ICIS'94 in Vancouver was the first), and we are very proud to host IS academics and practitioners from around the world in beautiful Montréal. Montréal is Canada's second largest city and is recognized as one of the most vibrant, cosmopolitan cities in the world. It combines the dynamism of the New World with the ambiance of the Old World. Its mixture of French and English cultures makes it an ideal place to hold ICIS'07.

We are extremely pleased that this conference is being hosted by Queen's University, McGill University, HEC Montréal, and Concordia University. These are among the top universities in Canada, and their support reflects the importance they see in information systems research and practice.

The theme of ICIS'07 is "*Diversity in IS Research and Practice*." This theme was chosen over three years ago but it is even more appropriate today. IS research and practice continue to evolve and diversify. New research methods, broader research topics, and varied research perspectives are three ways that IS research has changed in recent years. New information technologies, new systems development approaches and techniques, and global development and user teams are just three ways that IS practice has changed. ICIS'07 is a celebration of this diversity. Program Chairs, Suzanne Rivard and Jane Webster, have put together an outstanding program that reflects both diversity and excellence.

Diversity is built on bringing new perspectives to a field. The Doctoral Consortium for ICIS'07 brings together some of the best young researchers in the world. Doctoral Consortium Chairs Henri Barki and Yolande Chan have recruited an excellent consortium faculty team that will provide great value to all attendees.

The Keynote Speaker for ICIS'07 is Danielle Savoie, Vice-President - Information Technology and Knowledge Management for Cirque du Soleil, one of the largest entertainment companies in the world. She is responsible for making IT a key strategic asset for each aspect of the diversified portfolio of activities at Le Cirque du Soleil. The IT department that she manages must support the production of shows as well as the operations, manufacturing, logistics, financial, and administrative activities across the world. Her keynote address will reflect the theme of the Conference, Diversity in IS, and will summarize the challenges associated with developing an IT infrastructure in a very volatile and diverse organizational context such as the one at Cirque du Soleil. She will also present how Le Cirque is using IT to assure that knowledge is captured, shared, and exploited by all individuals at Le Cirque, including casting shows, stage management, top management, and even in costume design and production.

We would like to sincerely thank the sponsors of ICIS'07. They are listed on page 14 of this program. We are honoured to have received such generous support from these institutions and corporations.

Finally, we wish to thank the many people who have contributed their time and effort to make ICIS'07 in Montréal a reality. These people have spent much time helping with conference administration, preparing local arrangements, reviewing papers, and many other tasks. In addition, many people have volunteered to serve as session chairs, discussants, panelists, and play a variety of roles that are needed in a conference such as ICIS.

Again, welcome to Montréal! We know you will have a very productive conference and an enjoyable time in Montréal.

Brent Gallupe
Queen's University

Alain Pinsonneault
McGill University

MOT DE BIENVENUE DES RESPONSABLES DE LA CONFÉRENCE

Bienvenue à Montréal à tous les participants de la 28e *International Conference on Information Systems (ICIS)*. C'est la deuxième fois qu'ICIS a lieu au Canada (elle s'est tenue à Vancouver en 1994), et nous sommes très fiers d'accueillir à Montréal des chercheurs et des praticiens du monde entier. Montréal, deuxième ville en importance du Canada, séduit par son charme. C'est assurément l'une des villes les plus vivantes et les plus cosmopolites du monde. Elle allie le dynamisme du Nouveau Monde et l'atmosphère de l'Ancien. La présence des cultures française et anglaise en font un lieu idéal pour tenir ICIS 2007. Nous sommes très heureux que la conférence soit parrainée par l'Université Queen's, l'Université McGill, HEC Montréal et l'Université Concordia. Ces institutions comptent parmi les meilleures du pays, et leur appui témoigne de l'importance qu'elles accordent à la théorie et à la pratique en matière de systèmes d'information.

La conférence de 2007 se déroulera sous le thème *La diversité dans la recherche et dans la pratique en SI*. Même si le thème a été choisi il y a plus de trois ans, il demeure très actuel. En effet, la recherche et la pratique ne cessent d'évoluer. L'utilisation de nouvelles méthodes, l'élargissement des domaines d'étude et la pluralité des perspectives ont servi à diversifier la recherche au cours des dernières années. Par ailleurs, de nouvelles technologies de l'information, de nouvelles méthodes et techniques de mise au point de systèmes ainsi que des équipes de développement et d'utilisateurs à l'échelle mondiale ont favorisé la diversification de la pratique. ICIS 2007 fête cette pluralité. Les responsables du programme de la conférence, Suzanne Rivard et Jane Webster, nous réservent un programme exceptionnel à l'enseigne de la diversité et de l'excellence.

La diversité se fonde aussi sur l'apport de sang neuf. Le consortium d'étudiants de doctorat d'ICIS 2007 rassemble de jeunes chercheurs parmi les plus talentueux du monde. Les responsables du consortium, Henri Barki et Yolande Chan, ont réuni une excellente équipe professorale qui ne manquera pas d'intéresser vivement tous les participants.

La conférencière d'honneur d'ICIS 2007, Danielle Savoie, est vice-présidente - Gestion du savoir et des technologies de l'information au Cirque du Soleil, qui compte parmi les plus grandes entreprises de divertissement du monde. Mme Savoie a beaucoup travaillé à faire des technologies de l'information un atout stratégique clé de chaque aspect des activités du Cirque. Le service qu'elle dirige est chargé du soutien de la production de spectacles, en plus des activités commerciales, manufacturières, logistiques, financières et administratives partout dans le monde. Son allocution, illustrera le thème de la conférence et abordera les défis liés au développement d'une infrastructure technologique dans un cadre organisationnel en constante évolution comme celui du Cirque du Soleil. Elle montrera aussi comment Le Cirque utilise les technologies de l'information pour la saisie, l'échange et l'exploitation des connaissances à l'échelle de l'entreprise, y compris la sélection des artistes, la régie, la haute direction, même la conception et la fabrication de costumes.

Nous tenons à remercier chaleureusement les commanditaires d'ICIS 2007, dont le nom figure sur le plat verso. Ces établissements et ces entreprises nous ont fournis un appui généreux, et nous leur sommes reconnaissants.

En dernier lieu, nous désirons remercier les nombreuses personnes qui ont consacré temps et énergie pour concrétiser la tenue d'ICIS 2007 à Montréal. Chacune a participé activement à l'administration de la conférence, à la logistique, l'évaluation des communications et à bien d'autres tâches. En outre, de nombreux bénévoles présideront des séances, seront panélistes et rempliront divers rôles, tous essentiels au succès d'une conférence comme ICIS.

Encore une fois, bienvenue à Montréal! Nous osons croire que votre conférence et votre séjour à Montréal seront à la fois productifs et agréables.

Brent Gallupe
Université Queen's

Alain Pinsonneault
Université McGill

LETTER FROM THE PROGRAM CHAIRS

Bienvenue à Montréal! On behalf of the many hard-working authors, reviewers, Associate Editors and Track Chairs, we welcome you to the 28th annual International Conference on Information Systems.

This year's conference theme, "Diversity in IS research and practice," both reflects the current state of IS research and practice and represents a wish for the years to come. Over the past 25 years, IS research has diversified along several dimensions: country of origin of contributors, research methods, reference disciplines and research topics, to name a few. IS practice also shows great diversity: information technologies are becoming more ubiquitous in all types of organizations; managers in global firms deal with distributed employees from several countries; project leaders coordinate the work of diversified teams that include users, IT employees, integrators, trainers, and so on. The 16 conference tracks reflect this diversity, as do the track co-chairs, with their variety of backgrounds and epistemologies.

This year, we are proud to present 107 regular papers, 8 panels, a Senior Scholars consortium, and 39 research-in-progress papers. Along with our keynote speaker, the many ancillary meetings and numerous social events, you will be sure to be both intellectually challenged and very busy at this conference.

The program includes a number of innovations. For instance, to accommodate as many research papers as possible in the program, we created a separate Poster session for research-in-progress papers - we hope to see you bright and early Tuesday morning next to the breakfast area for this exciting new event! Further, in addition to teaching cases, we introduced research papers on IS education issues into our Education Track.

ICIS is a very competitive conference that works under strict timelines. From the submission deadline of May 4 to July 15 when we met with the Conference Chairs, Brent Gallupe and Alain Pinsonneault, to create the final program, each of the 696 submitted manuscripts was assessed by Track Chairs, assigned to an Associate Editor, and sent to three Reviewers who provided detailed comments. The Associate Editors then wrote their own recommendations to the Track Chairs, who provided us with their list of recommended papers. Authors of accepted papers revised them at the beginning of September, and Track Chairs approved them for publication at the end of September. The papers were then sent to AIS for publication in the Proceedings and for creation of the online program. Throughout this process, we were all challenged with ICIS's new document review system; we would like to thank the whole review team for rising to the challenge and for complaining about it infrequently!

The program includes seven parallel sessions as well as the research-in-progress poster session. This allowed us to accept almost 22% of the completed research papers, up significantly from previous years. Nevertheless, as in previous years, a number of papers recommended for acceptance could not be included in the ICIS program. However, many authors - even some of those whose manuscripts were rejected - sent us notes commending the quality of the comments from their Review Teams. With these high-quality reviews, we believe that these papers will find good homes in other conferences or as journal articles.

This program could not exist without the participation of over three thousand academics representing 53 countries! We would first like to thank our 33 Track Chairs, who worked tirelessly on the program. We would like to recognize two very hard-working Track Chairs in particular. In previous years, the Social and Behavioral Track was the largest one, and this year we hoped to reduce the burden on its track chairs by limiting this track to the individual and group levels of analysis. However, this year still saw this track as the largest once again, with over 105 submissions. We would like to thank Susan Brown and Doug Vogel for the very large volume of papers that they handled with good grace and timeliness.

The 33 Track Chairs chose an excellent set of 272 Associate Editors (AEs), who managed the review process with aplomb. The Chairs agreed that all of our Associate Editors were outstanding. However, they have asked us to recognize several extra-outstanding AEs this year: Glenn Browne, University of Virginia; Harvey Enns, University of Dayton; Nils Fonstæd, Sloan School of Management, MIT; Chiara Francalanci, Politecnico di Milano; Kathleen Greenaway, Ryerson University; Ola Henfridsson, Victoria Institute; Natalia Levina, New York University; Fiona Nah, University of Nebraska at Lincoln; Jeff Nickerson, Stevens Institute; T. Ravichandran, Rensselaer Polytechnic Institute; Craig Van Slyke, University of Central Florida; Viswanath Venkatesh, University of Arkansas. The AEs worked with 1,342 reviewers to manage the conference submissions that encompassed 1,271 authors.

In addition to all of these participants, over 160 session chairs and discussants, many of whom were also part of the review team, will manage the presentation of papers during the conference itself. Additionally, we would like to thank next year's program chairs, Richard Boland (Case Western Reserve), Moez Limayem (University of Arkansas) and Brian Pentland (Michigan State University), who participated in choosing the conference's best paper and Joey George (Florida State University) and John King (University of Michigan) who coordinated the Senior Scholars' Consortium. We thank all of you for your patience with our many emails concerning the program.

We would like to particularly thank our review assistant, Ana Ortiz de Guinea Lopez de Arana (Queen's University), our review system support, Josh Dahl (ScholarOne), and our review coordinator, Anne Banks Pidduck (University of Waterloo) for their many hours of assistance. Finally, the wise counsel of previous ICIS program chairs has been invaluable to keeping us on track.

Montreal is a truly multilingual city, where you will hear French, English, and many other languages spoken. We hope you will have some time to explore this vibrant city, both above and below ground. But most importantly, we hope that you will reconnect with old friends and discover new colleagues from around the world.

Suzanne Rivard Jane Webster
HEC Montréal Queen's University

LETTRE DES RESPONSABLES DU PROGRAMME

Bienvenue à Montréal! Au nom des nombreux auteurs, arbitres, rédacteurs associés et responsables de volets, nous sommes heureuses de vous souhaiter la bienvenue à la 28e International Conference on Information Systems (ICIS).

Le thème de cette année, *La diversité dans la recherche et la pratique en SI*, reflète l'état actuel de la recherche et de la pratique en SI ainsi qu'une vision de l'avenir. Au cours des 25 dernières années, la recherche en SI s'est diversifiée à bien des égards : pays d'origine des chercheurs, méthodes de recherche, disciplines de référence et sujets d'étude. Il en va de même pour la pratique : les technologies de l'information (TI) sont omniprésentes dans les organisations, les gestionnaires coordonnent à distance le travail d'employés dispersés de par le monde, les chefs de projet gèrent le travail d'équipes composées autant d'utilisateurs, de spécialistes TI, d'intégrateurs que de formateurs. Les 16 volets de la conférence témoignent de cette diversité, à l'instar de leurs responsables respectifs dont les antécédents et les parcours varient.

Nous sommes fières de présenter un programme qui compte 107 communications, huit tables rondes, un consortium de Senior Scholars et 39 présentations de recherches en cours. À ces activités s'ajoutent l'allocation de la conférencière d'honneur et de nombreuses activités sociales. Nous sommes convaincues que ce programme vous gardera physiquement et intellectuellement actifs tout au long de la conférence!

Le programme comporte certaines innovations. Par exemple, afin d'inclure le plus grand nombre possible de présentations de recherches en cours, nous avons créé une séance d'affiches qui leur est réservée. Joignez-vous à nous tôt mardi matin dans la salle du petit déjeuner, pour ne pas rater cette nouvelle activité! Une autre innovation du programme est l'inclusion d'un volet Cas et recherche en enseignement des SI.

ICIS est une conférence où la compétition est vive et les échéances rapprochées. De la date limite de soumission du 4 mai jusqu'à notre rencontre du 15 juillet avec Brent Gallupe et Alain Pinsonneault - les responsables de la conférence - pour finaliser le programme, chacun des 696 manuscrits soumis a été examiné par des responsables de volets, assigné à un rédacteur associé, puis transmis à des arbitres qui l'ont évalué et commenté. À partir de ces évaluations, les rédacteurs associés ont fait leurs recommandations aux responsables de volets qui nous ont proposé une liste de communications à retenir. Nous avons effectué la sélection finale à partir des listes reçues. Les auteurs des communications retenues ont soumis leur texte révisé au début de septembre, et les responsables de volets nous ont communiqué leur approbation finale à la fin du mois. Les communications retenues ont ensuite été acheminées à AIS pour leur publication dans les actes. Tout au long de ce processus, la configuration, le rodage et l'utilisation du nouveau système de gestion de manuscrits de ICIS fut un véritable défi; nous remercions tous les participants au processus d'évaluation qui ont relevé ce défi avec nous et ne se sont que rarement plaints du système!

Cette année le programme comporte sept séances parallèles, ce qui nous a permis d'accepter presque 22% des manuscrits soumis, un pourcentage sensiblement plus élevé que celui des années antérieures. À ces séances s'ajoute la séance d'affiches. Malgré ces efforts, et à l'instar des années antérieures, nous n'avons pas été en mesure d'inclure toutes les communications ayant fait l'objet d'une recommandation positive de la part des responsables de volets. Néanmoins, nombre d'auteurs, certains

dont le manuscrit avait été refusé, ont loué la qualité des commentaires de l'équipe d'évaluation. Nous croyons que grâce aux commentaires détaillés que leurs auteurs ont reçus, ces textes trouveront leur place dans le programme d'autres conférences ou dans des revues.

Ce programme n'aurait jamais vu le jour sans la participation de plus de 3 000 chercheurs provenant de 53 pays. Nous tenons à remercier d'abord les 33 responsables des 16 volets pour leur travail inlassable. Nous tenons en particulier à souligner le travail ardu de deux d'entre eux. En effet, bien que nous ayons limité le domaine du volet Social and Behavioral Aspects of IS aux niveaux individuel et de groupe afin de diminuer la charge de travail des responsables de ce volet, ces derniers ont néanmoins dû traiter plus de 100 communications qui leur avaient été soumises. Merci donc à Susan Brown et Doug Vogel, non seulement d'avoir accompli cette tâche exigeante, mais de l'avoir fait avec grâce et dans le respect de l'échéancier.

Les 33 responsables de volets ont retenu les services de 272 rédacteurs associés. Grâce aux efforts de tous, le processus d'évaluation a été géré avec aplomb. Bien que les responsables de volets nous aient indiqué que tous les rédacteurs associés ont fait un excellent travail, ils ont tenu à souligner le travail exceptionnel de certains d'entre eux; ce sont : Glenn Browne, University of Virginia; Harvey Enns, University of Dayton; Nils Fønstad, Sloan School of Management, MIT; Chiara Francalanci, Politecnico di Milano; Kathleen Greenaway, Ryerson University; Ola Henfridsson, Victoria Institute; Natalia Levina, New York University; Fiona Nah, University of Nebraska at Lincoln; Jeff Nickerson, Stevens Institute; T. Ravichandran, Rensselaer Polytechnic Institute; Craig Van Slyke, Central Florida University; Viswanath Venkatesh, University of Arkansas. Aux rédacteurs associés se sont joints 1 342 arbitres qui ont évalué les textes de 1 271 auteurs.

À ces collaborateurs s'ajoutent les 54 présidents des séances et les 107 commentateurs qui présenteront leur analyse des communications pendant la conférence. Nous remercions aussi les responsables du programme de ICIS 2008, Richard Boland (Case Western Reserve), Moez Limayem (University of Arkansas) et Brian Pentland (Michigan State University), qui ont collaboré au choix de la meilleure communication de la conférence, de même que Joey George (Florida State University) et John King (University of Michigan), coordonnateurs du consortium des Senior Scholars.

Nous souhaitons remercier particulièrement Ana Ortiz de Guinea Lopez de Arana (Queen's University), pour son assistance tout au long du processus d'évaluation, Josh Dahl (ScholarOne), personne ressource pour les questions relatives au système d'évaluation de manuscrits, de même que Anne Banks Pidduck (University of Waterloo), coordonnatrice du processus d'évaluation, pour les nombreuses heures qu'ils ont consacrées à la préparation du programme. Enfin, nous avons bénéficié des judicieux conseils de nos collègues qui furent avant nous responsables de programme de ICIS ; nous les remercions pour leur concours inestimable.

Montréal est une ville véritablement multiethnique, où on entend parler plusieurs langues outre le français et l'anglais. Nous espérons que vous aurez le temps de partir à la découverte de cette ville animée, à la surface et sous terre. Nous espérons surtout que ICIS vous donnera l'occasion de renouer des liens et d'en établir de nouveaux.

Suzanne Rivard Jane Webster
HEC Montréal Queen's University

GREETINGS!



On behalf of the Association for Information Systems (AIS), we are pleased to welcome you to beautiful Montréal and the 28th Annual International Conference on Information Systems (ICIS). This conference is widely recognized throughout the I/S community as the most prestigious gathering of I/S academics and research-oriented practitioners in the world. We hope you will take full advantage of this opportunity to not only gain new insight and knowledge about the research issues affecting our field today, but also to network and interact with your fellow colleagues from around the world, each of whom brings a unique and important perspective to the field of I/S.

Please join us in a sincere thank you to the ICIS 2007 Conference Committee led by Brent Gallupe and Alain Pinsonneault for all their hard work and dedication to making this conference a successful and productive experience. With the help of program chairs Suzanne Rivard and Jane Webster, the AIS staff and countless volunteers who dedicated their time and effort, they have put together an exciting and rich conference program. We would also like to extend special thanks to our corporate and academic sponsors for their continued and impressive support, which makes ICIS one of the most affordable conferences of its kind.

Since its founding in 1980, ICIS' continued success has attracted the best and brightest in the I/S community, and eventually led to the formation of AIS in 1994. As AIS has grown over the years, ICIS continues to be one of the cornerstone benefits for the members of the association. Along those lines, in the coming year we will be unveiling several new member benefits which will increase the value of your AIS membership as well as foster a sense of community and continuity among members. Check www.aisnet.org for further updates.

The AIS Council has made great strides in the past year towards increasing the professionalism of the association while also seeking ways to increase the value proposition to you, our members. We are constantly seeking to develop and redefine strategic initiatives that support member benefits such as academic journals, the AIS e-library, AISWorld, placement services, accreditation, and chapter/SIG development. We are continuing on that path in the 2007-08 year by seeking your input on services and benefits that would make your membership even more valuable. Many of the 2007-08 Council are attending this ICIS so we hope you will seek them out to share your ideas. Your input is critical as we plan for future growth and development of AIS.

We hope you have a successful and enjoyable conference experience. We look forward to interacting with you here in Montreal and hearing your ideas.

Dennis Galletta
2007-08 AIS President

Pete Tinsley, CAE
Executive Director



BONJOUR ET BIENVENUE!

Au nom de l'Association for Information Systems (AIS), nous sommes heureux de vous accueillir dans la très belle ville de Montréal de même qu'à la 28e International Conférence on Information Systems (ICIS). Cette conférence est reconnue par la collectivité comme la réunion la plus prestigieuse de chercheurs et de praticiens du monde. Nous espérons que vous profiterez pleinement de cette occasion à la fois pour en apprendre sur les grands enjeux de la recherche dans notre domaine et pour tisser des liens avec des collègues des quatre coins du monde. Chacun ne manquera pas d'apporter un point de vue unique au domaine des SI.

Veillez vous joindre à nous pour offrir nos sincères remerciements au comité d'ICIS 2007, dirigé par Brent Gallupe et Alain Pinsonneault. Leurs efforts et leur dévouement ont grandement contribué au succès et à l'efficacité de cette conférence. Avec le soutien des responsables du programme de la Conférence, Suzanne Rivard et Jane Webster, du personnel de l'AIS et des nombreux bénévoles qui ont consacré temps et effort, ils ont élaboré un programme étoffé et stimulant. Nous aimerions aussi remercier tout particulièrement nos commanditaires du milieu des affaires et universitaire. C'est grâce à leur aide considérable et indéfectible que l'ICIS compte parmi les conférences les plus abordables de son genre.

Depuis sa création en 1980, le succès continu de l'ICIS a attiré les meilleurs cerveaux de la collectivité des SI, ce qui mena à la création de l'AIS, en 1994. L'AIS n'a cessé de croître depuis, et l'ICIS demeure un des événements majeurs qu'elle organise. Dans cette optique, nous dévoilerons cette année plusieurs nouveaux avantages aux membres. Ceux-ci augmenteront la valeur de l'adhésion à l'AIS et favoriseront un sentiment de communauté et de continuité entre les membres. Vous trouverez des mises à jour à www.aisnet.org.

Au cours de l'année, le Conseil de l'AIS a multiplié les efforts pour hausser le professionnalisme de l'Association et augmenter la valeur des services que nous offrons à nos membres. Nous travaillons sans cesse à élaborer et à redéfinir les initiatives stratégiques au profit de nos membres comme les revues spécialisées, la bibliothèque électronique de l'AIS, AISWorld, les services de placement, la mise sur pied de sections régionales et de groupes d'intérêt. Nous poursuivrons sur cette lancée en 2007-2008 en sollicitant vos suggestions sur les services et avantages aptes à accroître encore plus la valeur de votre adhésion. Nombre de membres du Conseil de 2007-2008 seront présents à l'ICIS de cette année. Nous espérons que vous aurez l'occasion de leur faire part de vos idées. Votre collaboration est essentielle à la croissance de l'AIS.

Nous espérons que la conférence sera des plus agréables et des plus fructueuses. Nous comptons sur votre présence à Montréal et nous espérons avoir l'occasion d'entendre vos idées.

Dennis Galletta
Président de l'AIS, 2007-2008

Pete Tinsley, CAE
Directeur général

KEYNOTE SPEAKER

Danielle Savoie

Vice-President - Information Technology and Knowledge Management

Le Cirque du Soleil

Monday, December 10,

8:30 a.m. - 10 a.m.

Le Grand Salon



Danielle Savoie is Vice-President of Information Technology and Knowledge Management at Le Cirque du Soleil. Since joining Le Cirque in April 2000, her main objective has been to make IT a key strategic asset of each aspect of the Cirque's diversified portfolio of activities. The IT department she manages must support the production of shows in addition to the Cirque's operations, manufacturing, logistic, financial and administrative activities around the world.

In her role as Vice-President, Ms. Savoie is also responsible for the management of knowledge across the firm. She is charged with capturing and managing knowledge related to the creative process required to design shows in addition to knowledge associated with managing the firm per se. Working at the Cirque is a totally unique experience, as Danielle Savoie indicates: "The Cirque is a very dynamic and innovative environment. When you add its entrepreneurial culture, it's a very stimulating place to work."

During her tenure, Ms. Savoie has been instrumental in implementing and leading several IT initiatives at Le Cirque. Through her leadership, IT has proven to be an invaluable tool for an institution of over 3,300 employees managing 11 shows that tour constantly across four continents. IT has not only reduced operating costs and enhanced the company's organizational efficiencies, but it has also allowed the Cirque to maintain its position as a world leader in developing the most advanced artistic content.

In addition to being a member of numerous professional associations in Canada, Ms. Savoie is an executive member of the Association of IT Managers of Quebec and the Project Management Institute of Montréal. Prior to becoming Le Cirque du Soleil's first-ever Vice-President of IT, she has held senior IT positions in a number of different industries, including banking and consulting, and is widely considered one of Canada's most successful CIOs.

Be sure to attend Ms. Savoie's keynote address, which will reflect the ICIS 07 theme of Diversity in IS. She will summarize the challenges associated with developing an IT infrastructure in a very volatile and diverse organizational context, such as the one at Le Cirque du Soleil. She will also discuss how the Cirque is using IT to assure that knowledge is captured, shared, and exploited by everyone in the organization, including in the casting department, in stage management, in senior management and even in costume design and production.

CONFÉRENCIÈRE D'HONNEUR

Danielle Savoie

**Vice-présidente - Gestion du savoir et des technologies
de l'information (GSTI) - Le Cirque du Soleil**

Depuis son arrivée au Cirque du Soleil en avril 2000, Danielle Savoie, vice-présidente de la gestion du savoir et des technologies de l'information, a surtout travaillé à faire de la GSTI un atout stratégique clé de chaque aspect des activités très variées du Cirque. Le service qu'elle dirige est chargé du soutien de la production de spectacles, outre les activités commerciales, manufacturières, logistiques, financières et administratives partout dans le monde.

À titre de vice-présidente, Mme Savoie est chargée de gérer, à l'échelle de l'entreprise, le savoir lié à la créativité qu'exige la conception de spectacles, et les connaissances associées à la gestion de l'entreprise elle-même. « J'ai découvert au Cirque un milieu tout à fait unique, qui encourage l'innovation. J'y ai trouvé le type de culture d'entreprise dynamique qui me stimule, souligne Mme Savoie.

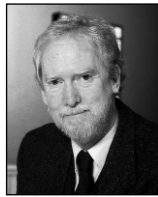
Dans le cadre de ses fonctions, Mme Savoie a participé activement à la mise en œuvre et à la gestion de divers projets de TI. Sous sa direction, les TI sont devenues essentielles à la gestion de l'entreprise qui compte plus de 3 300 employés et qui gère 11 troupes en tournée permanente sur quatre continents. Outre que les TI ont contribué à réduire les frais d'exploitation et à obtenir des gains de rendement, elles ont permis au Cirque de garder son rang de chef de file mondial en développement de contenu artistique d'avant-garde.

Mme Savoie fait partie d'un grand nombre d'associations professionnelles canadiennes. Elle est membre exécutive de l'Association of IT Managers du Québec et compte parmi les membres du Bureau des gouverneurs du Project Management Institute de Montréal. Avant de devenir la première vice-présidente des TI du Cirque du Soleil, elle a occupé divers postes de direction en TI au sein d'industries comme le secteur bancaire et celui de la consultation. Mme Savoie est généralement considérée comme l'une des DPI les plus émérites du Canada.

Ne manquez pas le discours d'ouverture de Mme Savoie, qui illustrera le thème de l'ICIS 2007 : La diversité en TI. Elle abordera les défis liés au développement d'une infrastructure de TI dans un cadre organisationnel variable comme celui du Cirque du Soleil. Elle montrera comment Le Cirque utilise les TI pour la saisie, l'échange et l'exploitation des connaissances à l'échelle de l'entreprise, y compris la sélection des artistes, la régie, la haute direction, même la conception et la fabrication de costumes.

ICIS 2007 CONFERENCE COMMITTEE

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Conference Co-Chair:



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Program Co-Chair:



Jane Webster
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Doctoral Consortium Co-Chair:



Henri Barki
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Doctoral Consortium Co-Chair:



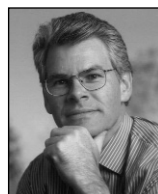
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Anne Beaudry
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Michael Parent
(Simon Fraser University)

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(London School of Economics
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Bob Zmud
(University of Oklahoma)

A special thank you to these individuals who also contributed to the success of ICIS 2007:

Ana Ortiz de Guinea Lopez de Arana (Queen's University) - Review Assistant

Gilbert Babin (HEC-Montréal) - Audio-Visual and Internet Café

Pierre-Majorique Léger (HEC-Montréal) - Local Arrangements for the Doctoral Consortium

Maggie Kempken - AIS Communications

CONFERENCE INFORMATION

Conference Attire

ICIS conference attire is business casual. It is recommended that you dress in layers to ensure your comfort if you go outside as the average daytime temperature in Montreal at this time of year is about 26F (-3C).

Conference Packets

Badges and Guests

All attendees and guests received a name badge in their packet. **These badges are required at all times for you to attend conference functions or meetings.** If you lose your badge, please notify the registration desk immediately so you may get a replacement.

Guests are welcomed at the ICIS conference. You may register your guests and purchase tickets for them to attend conference functions or meetings at the ICIS registration desk. Guests are also required to wear name badges to gain entrance to conference functions for which they have paid.

Meals and Special Meal Requests

Your name badge will gain you admittance to all ICIS events.

Meal tickets are not required unless you requested special dietary preferences when you registered. If so, you will receive a ticket which you must present to the banquet server to receive your special meal.

AIS Placement Hours

During the conference, facilities will be provided to assist the meetings of applicants and university representatives for job interviews and placement. Participants (both interviewers and interviewees) **MUST** be registered to take part.

For more information about AIS Placement Services, please stop by the registration desk.

Private Placement: Saint Laurent
Non-Private Placement: Gatineau

Placement hours are:

Sunday, December 9

1 p.m. - 6 p.m.

Monday, December 10

7 a.m. - 6 p.m.

Tuesday, December 11

7 a.m. - 6 p.m.

Wednesday, December 12

7:30 a.m. - 12 p.m.

Registration Hours

Registration is available on the Mezzanine level at Fairmont the Queen Elizabeth during the following hours:

Friday, December 7

11 a.m. - 6 p.m.

Sunday, December 9

7:30 a.m. - 7 p.m.

Tuesday, December 11

8 a.m. - 5:30 p.m.

Saturday, December 8

7 a.m. - 6 p.m.

Monday, December 10

8 a.m. - 5:30 p.m.

Wednesday, December 12

8 a.m. - 12 p.m.

CONFERENCE INFORMATION

Cyber Café

VIA Rail Canada is proud to offer a cyber café for your use during ICIS 2007. You can find the café in the Hochelaga 2 room on the convention level in Fairmont the Queen Elizabeth during regular conference hours (excluding evening events). Be sure to use the cyber café to check out the most up-to-date conference program by logging on to the ICIS Itinerary Planner at <http://icis2007.abstractcentral.com/planner.jsp>.

Exhibit Hours

Please visit our exhibitors during the conference. A full listing of exhibitors is available on page 15 of this program. Exhibit booths will be on display in the Hochelaga 1 room on the convention level in Fairmont the Queen Elizabeth during the hours of:

Sunday, December 9

4 p.m. - 6 p.m.

Monday, December 10

10 a.m. - 4 p.m.

Tuesday, December 11

10 a.m. - 4 p.m.

Health and Safety

In case of emergency, please pick up the nearest hotel phone and dial "0" for operator assistance. Hotel security in both the Sheraton and Fairmont the Queen Elizabeth will be happy to assist you.

Social Event

Altitude 737

Tuesday, December 11

6:30 p.m. to midnight



The ICIS 2007 social event will take place on top of one of the highest buildings in Montreal. This spectacular

social event will be held at Restaurant Club Lounge Altitude 737, next to Fairmont the Queen Elizabeth Hotel.

Meet in front of Le Grand Salon on the convention level of the hotel beginning at 6:30 p.m., where volunteers will provide a guided, five minute walk to Altitude 737 using the underground passageways. No need to bring your coat or boots!

Groups will leave the hotel on an ongoing basis starting at 6:30 p.m. Canapés and drinks will be served at Altitude 737 all evening long, beginning at 7 p.m.



Restaurant Club Lounge Altitude 737's top three floors offer diverse ambiances, from

classical music to jazz—even a discotheque. Pick a theme or enjoy them all throughout the course of your evening—it's a celebration of musical diversity with the city at your feet! Canapés, drinks, scenic views of Montreal and good conversations with old and new friends will be "au- rendez-vous" all evening long. Spectacular!

"On vous attend" au Restaurant Club Lounge Altitude 737!

SPONSORS

Thank you to all of our ICIS 2007 sponsors for making this event possible:

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Richard Ivey School of Business
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ASSOCIATION PARTNERS



ICIS 2007 SPONSORS' AND EXHIBITORS' WEBSITES

Please support the ICIS 2007 sponsors, exhibitors and partners. Below is an alphabetical listing of their websites so you can find out more about their great products and services!

Sponsors/Exhibitors

*Concordia University John Molson School of Business.....	www.johnmolson.concordia.ca
*EMC ²	www.emc.com
ESG UQAM	www.esg.uqam.ca
Georgia State University J. Mack Robinson College of Business	www.gsu.edu
HEC Montreal	www.hec.ca
*IBM.....	www.ibm.com
Ivey School of Business	www.ivey.uwo.ca
*John Wiley & Sons Inc.	www.wiley.com
Laval University	www.ulaval.ca
McGill University Desautels Faculty of Management.....	www.mcgill.ca
*ME Sharpe	www.mesharpe.com
*Microsoft.....	www.microsoft.com
*Prentice Hall	www.prenticehall.com
Queen's University School of Business	www.business.queensu.ca
*Springer	www.springer.com
University of Manitoba Asper School of Business.....	www.umanitoba.ca/asper
VIA Rail Canada	www.viarail.ca

Association Partners

Association for Computing Machinery (ACM).....	www.acm.org
Society for Information Management (SIM).....	www.simnet.org

*Exhibitor

MEETING ROOMS

All meeting rooms are located at Fairmont the Queen Elizabeth, unless otherwise indicated. Please refer to the floor plan map on the following page that shows you the location of the rooms. If you should need to locate meeting rooms in Le Centre Sheraton, please refer to the posted map in the hotel's lobby.

Please be sure to visit our Cyber Cafe, sponsored by VIA Rail Canada, located in Hochelaga 2 on the convention level of Fairmont the Queen Elizabeth. By logging into the ICIS 2007 Itinerary Planner, you can find conference updates and schedule changes reflected in real-time throughout the conference!

The Itinerary Planner is located at <http://icis2007.abstractcentral.com/planner.jsp>. Changes made during the conference will also be posted near the registration desk.

IBM Academic Initiative

IBM's Academic Initiative is an innovative, global program to collaborate with educators in teaching students the technical skills necessary to compete and keep pace with changes in the ever-changing I/T workplace and to prepare them for the jobs of tomorrow. This initiative offers a wide range of technology education benefits that can be scaled to meet the goals of most educational institutions, ranging from large research universities to community colleges and vocational schools. IBM will work with schools that support open standards and seek to use open source and IBM technologies for teaching purposes, both directly and virtually via the Web.

The Academic Initiative includes an online portal that provides access to software, hardware, training and course materials, most at no charge. Through the web site, IBM offers hundreds of resources for integration into college curricula to help teach students how to master the fast-growing market of open technologies. Examples of IBM products and resources include:

- Download access to a comprehensive set of IBM middleware and tools
- Remote access to IBM hardware, as well as discounts on select IBM servers
- Education resources ranging from product tutorials and skill development courses to publications with detailed integration guidelines; advanced technology topics and training to complete courses-in-a-box, with instructor and student guides, hands-on lab exercises and exams
- Support resources including discounts on IBM certification exams, e-mail-based technical support, newsletters, tutorials and articles, forums and much more
- No-cost training for faculty on tools, middleware and technology at select IBM Innovation Centers
- Consultative assistance with the curricula development
- Access to IBM alphaWorks and IBM developerWorks, free resources for developers, administrators, architects, designers and testers
- Online education, hands-on labs, technical briefings, guest lectures and web events

IBM is dedicated to ensuring colleges and universities produce technical professionals that graduate with open standards skills and that can succeed against today's IT integration challenges.

For more information, please visit the Web site today (ibm.com/university/academicinitiative), and sign up for the free benefits we have to offer - it only takes a few seconds to join.

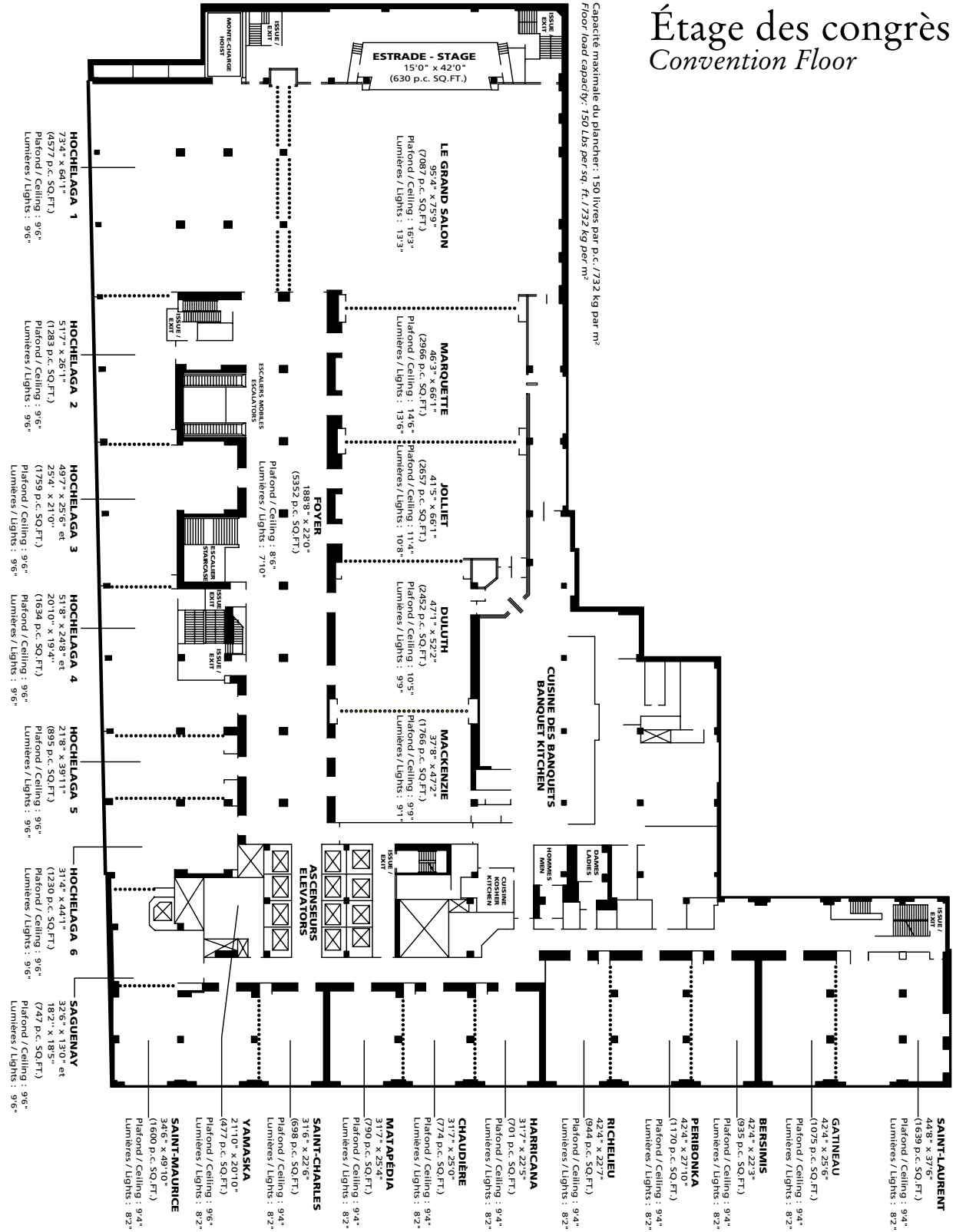
Better yet, stop by the IBM booth and say hello!



FAIRMONT THE QUEEN ELIZABETH MAP

Étage des congrès Convention Floor

Capacité maximale du plancher: 150 livres par p.c./732 kg par m²
Floor load capacity: 150 Lbs per sq. ft./732 kg per m²



GENERAL CONFERENCE SCHEDULE OVERVIEW

All sessions and events take place in Fairmont the Queen Elizabeth unless otherwise indicated.

Friday, December 7	Event	Location
11 a.m. - 6 p.m.	Conference Registration	Mezzanine Level
Saturday, December 8	Event	Location
7 a.m. - 6 p.m.	Conference Registration	Mezzanine Level
Sunday, December 9	Event	Location
7:30 a.m. - 7 p.m.	Conference Registration	Mezzanine Level
1 p.m. - 6 p.m.	Non-private Placement	Gatineau
	Private Placement	Saint Laurent
4 p.m. - 6 p.m.	Exhibits	Hochelaga 1
6:30 p.m. - 9 p.m.	ICIS 2007 Welcome Reception	Le Grand Salon
Monday, December 10	Event	Location
7 a.m. - 8:30 a.m.	Continental Breakfast	Le Grand Salon
7 a.m. - 6 p.m.	Non-private Placement	Gatineau
	Private Placement	Saint Laurent
8 a.m. - 5:30 p.m.	Conference Registration	Mezzanine Level
8:30 - 10 a.m.	Plenary featuring Keynote Speaker Danielle Savoie LEO and AIS Fellows Recognition	Le Grand Salon
10 a.m. - 10:30 a.m.	Coffee Break	Hochelaga 1/2
10 a.m. - 4 p.m.	Exhibits	Hochelaga 1
10:30 a.m. - 12 p.m.	Paper Sessions, Panels, and Teaching Cases	Location varies
12 p.m. - 1:30 p.m.	Lunch and ICIS Best Paper Recognition	Le Grand Salon
2 p.m. - 3:30 p.m.	Paper Sessions, Panels, and Teaching Cases	Location varies
3:30 p.m. - 4 p.m.	Coffee Break	Hochelaga 1/2
4 p.m. - 5:30 p.m.	Paper Sessions, Panels, and Teaching Cases	Location varies
Tuesday, December 11	Event	Location
7 a.m. - 8:30 a.m.	Continental Breakfast and Research-in-Progress Poster Presentations	Le Grand Salon
7 a.m. - 6 p.m.	Non-Private Placement	Gatineau
	Private Placement	Saint Laurent
8 a.m. - 5:30 p.m.	Conference Registration	Mezzanine Level
8:30 a.m. - 10 a.m.	Paper Sessions, Panels and Teaching Cases	Location varies
10 a.m. - 10:30 a.m.	Coffee Break	Hochelaga 1/2
10 a.m. - 4 p.m.	Exhibits	Hochelaga 1
10:30 a.m. - 12 p.m.	Paper Sessions, Panels and Teaching Cases	Location varies
12 p.m. - 1:30 p.m.	Lunch, Doctoral Dissertation Awards and Overview of ICIS 2008	Le Grand Salon
2 p.m. - 3:30 p.m.	Paper Sessions, Panels and Teaching Cases	Location varies
3:30 p.m. - 4 p.m.	Coffee Break	Hochelaga 1/2
4 p.m. - 5:30 p.m.	Paper Sessions, Panels and Teaching Cases	Location varies
6:30 p.m.- Midnight	ICIS 2007 Social Event	Altitude 737
Wednesday, December 12	Event	Location
7 a.m. - 8:30 a.m.	Continental Breakfast	Le Grand Salon
8 a.m. - 12 p.m.	Conference Registration	Mezzanine Level
7:30 a.m. - 12 p.m.	Non-Private Placement	Gatineau
	Private Placement	Saint Laurent
8:30 a.m. - 10 a.m.	Paper Sessions, Panels and Teaching Cases	Location varies
10 a.m. - 10:30 a.m.	Coffee Break	Convention Level Foyers
10:30 a.m. - 12 p.m.	Paper Sessions, Panels and Teaching Cases	
End of Conference		

EMC ACADEMIC ALLIANCE PROGRAM

Advancing Storage Technology Education for CS/IT Majors



EMC Corporation® is the world's leading developer and provider of information infrastructure technology and solutions. We help organizations of every size around the world keep their most essential digital information protected, secure, and continuously available.

Storage is becoming more and more critical due to the exponential growth and criticality of data. IDC projects that 988 billion gigabytes of new, digital information will be created by 2010. Storage is a \$60 billion market and growing. Information infrastructures are being implemented where data replication, retention and continuous availability are required. Understanding these environments is essential and there is high demand for educated professionals in this area. Future trending data suggests that data storage itself will play a more prominent role in the daily tasks performed by anyone in an IT environment.

To provide the needed storage education, EMC has developed a first-of-its-kind 'open' storage curriculum focusing on storage concepts and principles rather than on products. With the help of colleges and universities, we can jointly prepare students for IT roles that will require knowledge of storage infrastructures. EMC is offering an academic alliance program so we can partner together to build tomorrow's Storage leaders today.



To learn more about the EMC Academic Alliance Program, stop by our booth and meet with us. Or, call us at 508-346-9694 and visit our web site http://education.emc.com/index_guest.htm **select Academic Alliance.**

Join Today !

DOCTORAL CONSORTIUM

The Doctoral Consortium is an integral part of the annual ICIS conference. The goal of the consortium is to facilitate the development of the participating students' dissertation research, provide advice as they prepare to begin their careers as IS academics, and contribute to the development of their professional and social networks.

Thank you to the consortium faculty, contributors and participating students for making this year's event a great success.

Doctoral Consortium Co-Chair:



Henri Barki
(HEC Montreal)

Doctoral Consortium Co-Chair:



Yolande Chan
(Queen's University)

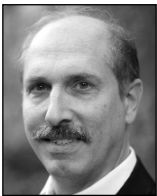
Doctoral Consortium Faculty:



Ellen Christiaanse
(University of Amsterdam)



Moez Limayem
(University of Arkansas)



Dennis Galletta
(University of Pittsburgh)



Claudia Loebbecke
(University of Cologne)



Rob Kauffman
(Arizona State University)



Guy Pare
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Dorothy Leidner
(Baylor University)



Colette Rolland
(University of PARIS-
1 Panthéon Corbonne)

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Doctoral Consortium Faculty:



Rajiv Sabherwal
(University of Missouri)



Cathy Urquhart
(University of Auckland)



Yair Wand
(University of British Columbia)

Other Doctoral Consortium Contributors:



Izak Benbasat
(University of British Columbia)



Kalle Lyytinen
(Case Western Reserve University)



Emmanuel Monod
(Paris Dauphine University)



Detmar Straub
(Georgia State University)

DOCTORAL CONSORTIUM PARTICIPANTS

Students	University Affiliations
Hilloi Bala	University of Arkansas
Patrick Bateman	University of Pittsburgh
Jesse Bockstedt	University of Minnesota
Eva Chen	Concordia University
Hsuan-Wei Michelle Chen	University of Texas
Chen-Huei Chou	University of Wisconsin-Milwaukee
Caryn Conley	New York University
Aaron Mosiah Curtis	Indiana University
Viet Dao	University of Oklahoma
Alina Dulipovici	Georgia State University
Brent Furneaux	York University
Elisa Gagnon	McGill University
Lakshmi Goel	University of Houston
William Hampton-Sosa	The City University of New York
Sean William Hansen	Case Western Reserve University
Carolyn F. Holton	University of South Florida
James Howison	Syracuse University
Ahmed Imran	The Australian National University
Jennifer Jewer	University of Waterloo
Lara Khansa	University of Wisconsin-Madison
Seung Hyun Kim	Carnegie Mellon University
Sanjeev Kumar	University of Michigan
Ting Li	RSM Erasmus University
Ravi Narayanaswamy	Clemson University
Ana Ortiz de Guinea	Queen's University
Christina Nicole Outlay	University of Illinois
Do-Hyung Park	KAIST Business School
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Joseph H. Schuessler	University of North Texas
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Pankaj Setia	Michigan State University
Juliana Sutanto	National University of Singapore
Prasanna Tambe	University of Pennsylvania
Michael Tyworth	The Pennsylvania State University
Nicole Wagner	McMaster University
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In 2009, the John Molson School of Business (JMSB) will move into its new home. The state-of-the-art, LEED certified, 15-storey building will house all our student needs under one roof: teaching amphitheatres and classrooms, student social spaces, group study rooms and research laboratories.



ICIS 2007 JUNIOR FACULTY CONSORTIUM (MIS CAMP)

The MIS Camp consists of panel, discussion, role-playing, and other interactive sessions built around issues related to becoming a successful member of the professorate. The activities are facilitated by a select group of highly successful MIS faculty from major universities. The main goal of the camp is to allow each camper to interact with a wide variety of both new and senior faculty and to share their experiences, thoughts, and concerns about starting a career in the academy. Eligible campers include all AIS members beginning their first four years in an academic position.

Thank you to this year's counselors and campers for making the camp a huge success!

2007 Chair:



Deborah Compeau
(Richard Ivey School of Business)

2007 Junior Faculty Counselors:



Wynne Chin
(University of Houston)



Dov Te'eni
(Tel-Aviv University)



Rob Fichman
(Boston College)



James Thong
(Hong Kong University of Science and Technology)



Elena Karahanna
(University of Georgia)



Joe Valacich
(Washington State University)



Jeanne Ross
(Massachusetts Institute of Technology)

ICIS 2007 TRACK CHAIRS

Thank you to all of our track chairs for ICIS 2007. Without your hard work and dedication to the difficult process of managing papers and presentations, the conference would not be such a great success!

Track	Chairs
Theme: Diversity in IS Research and Practice	Soon Ang - Nanyang Business School (Singapore) Allen Lee - Virginia Commonwealth University (USA)
Approaches to Information Systems Development	Guy Fitzgerald - Brunel University (United Kingdom) Jeff Parsons - Memorial University of Newfoundland (Canada)
Breakthrough Ideas in Information Technology	Teo Hock Hai - NUS (Singapore) Sid Huff - Victoria University of Wellington (New Zealand)
Design Science	Sal March - Vanderbilt University (USA) Colette Rolland - University of Paris (France)
Economics and Business Value of Information Systems	Tridas Mukhopadhyay - Carnegie Mellon University (USA) Bernard Tan - National University of Singapore (Singapore)
Global Information Technology Issues	Sirkka Jarvenpaa - University of Texas (USA) Rita Walczuch - University of Maastricht (Netherlands)
Human-Computer Interaction	Ji-Ye Mao - Renmin University (China) Mun Yi - University of South Carolina (USA)
Information Systems Education and Teaching Cases	Nicole Haggerty - University of Western Ontario (Canada) Roy D. Johnson - University of Pretoria (South Africa)
Information Systems Privacy and Security	Gurpreet Dhillon - Virginia Commonwealth University (USA) H. Jeff Smith - Miami University (USA)
Information Systems Strategy and Governance	Shirley Gregor - Australian National University (Australia) Mani Subramani - University of Minnesota (USA)
Knowledge Management	Brian Butler - University of Pittsburgh (USA) Karlheinz Kautz - Copenhagen Business School (Denmark) & University of New South Wales, Sydney (Australia)
Research Methods	Michael Barrett - University of Cambridge (United Kingdom) Traci A. Carte - University of Oklahoma (USA)
Social and Behavioral Aspects of Information Systems	Susan Brown - University of Arizona (USA) Douglas R. Vogel - City University of Hong Kong (China)
Web-based Information Systems and Applications	Patrick Chau - University of Hong Kong (China) Paul Pavlou - University of California (USA)
General Topics (topics not covered by the tracks listed above)	Bob Galliers - Bentley College (USA) Debra Howcroft - Manchester Business School (UK)
Panels	Marie-Claude Boudreau - University of Georgia (USA) Blaize Horner Reich - Simon Fraser University (Canada) Chris Sauer - Said Business School, Oxford (UK)

SCHEDULE OF ANCILLARY MEETINGS

Friday, December 7	Event	Location
11 a.m. - 6 p.m.	Conference Registration	Mezzanine
12 p.m. - 6 p.m.	SIG IAIM Board Meeting	Saint Maurice
Saturday, December 8	Event	Location
7 a.m. - 6 p.m.	Conference Registration	Mezzanine
7:30 a.m. - 8 p.m.	HCI Research in MIS	Jolliet
8 a.m. - 5:30 p.m.	SIG IAIM Continental Breakfast, Keynote Speaker and Pedagogy Track	Peribonka
8 a.m. - 5 p.m.	SIG ISAP SIGIT Project Management - IRWITPM 2007 WISP Meeting	Hochelaga 2 Hochelaga 4 Gatineau
8 a.m. - 5:30 p.m.	WITS Keynote Speaker and Poster Session WITS Meeting Track I WITS Meeting Track II	❖Salon Kafka-Lamartine ❖Salon Musset ❖Salon Hemon
8 a.m. - 12 p.m.	AMCIS Executive Committee Meeting	Matapedia
8:30 a.m. - 5:30 p.m.	SIG Enterprise	❖Salon 1
9 a.m. - 5:30 p.m.	SIG ASYS	Bersimis
9 a.m. - 6 p.m.	FinanceCom 2007	Hochelaga 3
9:30 a.m. - 5:30 p.m.	SIG IAIM Curriculum Track SIG IAIM Education Technology Track	Chaudiere Richelieu
10 a.m. - 6 p.m.	SIM Pre-ICIS Academic Workshop	Saint Laurent
11:30 a.m. - 2 p.m.	WITS Lunch	❖Salon Jarry/Joyce
12 p.m. - 2 p.m.	SIG IAIM Lunch	Saint Maurice
1 p.m. - 6 p.m.	AIS Council Meeting	Mackenzie
5:30 - 6:30 p.m.	WITS Board Meeting	❖Salon Jarry/Joyce
5:30 p.m. - 7 p.m.	7th Annual ACM-SIGMIS Reception	Hochelaga 5
6 p.m.- 7:30 p.m.	Future Conference Committee Reception	Matapedia
6:30 p.m. - 8:30 p.m.	SIM Reception	Harricana

❖Le Centre Sheraton

SCHEDULE OF ANCILLARY MEETINGS

Sunday, December 9	Event	Location
7:30 a.m. - 7 p.m.	Conference Registration	Mezzanine
7:45 a.m. - 11:30 a.m.	MISQ Editorial Board Meeting	Hochelaga 4
8 a.m. - 10 a.m.	Inaugural GTM SIG Breakfast Meeting,	Richelieu
8 a.m. - 12 p.m.	AIS Council Meeting SIG IAIM Continental Breakfast and Pedagogy Track SIG IAIM Curriculum Track	Mackenzie Saint Maurice Saguenay
8 a.m. - 5 p.m.	WeB 2007 6th Workshop on E-Business WeB 2007 6th Workshop on E-Business Breakout #1 WeB 2007 Workshop on E-Business Breakout #2	Marquette Matapedia Chaudiere
8 a.m. - 5:30 p.m.	IS CORE WITS Keynote Speaker and Poster Session WITS Meeting Track I WITS Meeting Track II	❖Salon C ❖Salon Kafka-Lamartine ❖Salon Musset ❖Salon Hemon
8 a.m. - 6 p.m.	DIGIT Workshop OASIS Workshop OASIS Workshop	Duluth ❖Salon A ❖Salon B
8:30 a.m. - 5 p.m.	KrAIS and Journal of KMIS Research Joint Research Workshop	❖Salon 3
8:30 a.m. - 5:30 p.m.	SIG Enterprise	❖Salon 1
9 a.m. - 3:30 p.m.	SIG ASYS	Bersimis
10 a.m. - 3 p.m.	Journal of Strategic Information Systems	Jolliet
10 a.m. - 5 p.m.	SIG E-Government Workshop	❖Salon Garcia Lorca
11:30 a.m. - 1:30 p.m.	MISQ Awards Luncheon	Hochelaga 3
11:30 a.m. - 2 p.m.	WITS Lunch	❖Salon Jarry/Joyce
12 p.m. - 1 :15 p.m.	AIS Council, ICIS/AMCIS Executive Committees Luncheon	Saint Francois
12:30 p.m. - 5:30 p.m.	CCRIS Meeting	Hochelaga 5
1 p.m. - 5:30 p.m.	ICIS Executive Committee Meeting	Richelieu
1:30 p.m. - 5 p.m.	MISQ New Authors Meeting	Hochelaga 4

❖Le Centre Sheraton

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(continued on next page)

SCHEDULE OF ANCILLARY MEETINGS

Sunday, December 9	Event	Location
2 p.m. - 3:30 p.m.	SIG ED - ACM/AIS IS Model Curriculum Task Force	Saint Maurice
3 p.m. - 6 p.m.	MISQE Workshop	Hochelaga 3
4 p.m. - 5 p.m.	Information Technology for Development Journal Open Forum	Hochelaga 6
4 p.m. - 6 p.m.	JAIS Senior Editor Meeting Exhibits	Yamaska Hochelaga 1
5:30 p.m. - 6:30 p.m.	WITS 2008 Planning Meeting	❖Salon Jarry/Joyce
9 p.m. - 11 p.m.	Minnesota Reception	Hochelaga 4
Monday, December 10	Event	Location
6:30 a.m. - 8:30 a.m.	Center Director's Breakfast	Saint Charles
7 a.m. - 9 a.m.	Future Conference Chairs Meeting	Bersimis
7 a.m. - 8:30 a.m.	**ICIS Women's Breakfast SIG Services	Matapedia Saint Francois
1 p.m. - 5 p.m.	Technology Committee Meeting	Bersimis
5 p.m. - 8 p.m.	Data Base Journal Editorial Board Meeting	Yamaska
5:30 - 6:30 p.m.	SIGs, Chapters and Affiliates Brainstorming Session	Mackenzie
5:30 p.m. - 6:30 p.m.	Talk to the Presidents	Duluth
5:30 p.m. - 10 p.m.	MISQ Senior Editors Meeting	Saint Charles
6 p.m. - 7:30 p.m.	**ICIS Sponsors/Exhibitors Reception **ISR Editorial Reception	Saint Francois Peribonka
6 p.m. - 7 p.m.	**SJIS Reception	Chaudiere
6:30 - 10:30 p.m.	**GSU PhD Alumni and GSU CIS Reception	Le Grand Salon
7 p.m. - 9 p.m.	**University of Wisconsin Milwaukee Reception	Hochelaga 6
7 p.m. - 9 p.m.	**Brigham Young Reception **Georgia Tech Reception	Saguenay Hochelaga 4
7 p.m. - 8:30 p.m.	**HSE and RSM Reception	Saint Maurice
7:30 - 9:30 p.m.	**ASU Reception	Matapedia
<i>** Invitation Only</i>		❖Le Centre Sheraton
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SCHEDULE OF ANCILLARY MEETINGS

Tuesday, December 11	Event	Location
7 a.m. - 8:30 a.m.	IMARC Annual Breakfast Elsevier Ltd: Information and Organization Journal Editorial Board Meeting IS Department Heads Breakfast	Bersimis Saint Francois Matapedia
7:30 - 8:30 a.m.	CAIS Editorial Board Meeting	Saint Charles
1:30 - 4 p.m.	Publications Committee Meeting and Lunch	Saint Charles
Wednesday, December 12	Event	Location
6:30 a.m. - 9 a.m.	MISQ Policy Committee	Saint Charles
7:30 - 8:30 a.m.	SIG Board Meeting	Chaudiere
7:30 a.m. - 9 a.m.	PACIS EC Meeting	Matapedia
12 p.m. - 3 p.m.	Senior Scholars Consortium	Bersimis
1 p.m. - 5 p.m.	JAIS Theory Writing Workshop	Matapedia
1 p.m. - 6 p.m.	IFIP 9.1 Workshop	Saint Charles

End of Conference

SUNDAY/MONDAY CONFERENCE SCHEDULE

Please note: All papers, workshops, teaching cases and research-in-progress papers have been assigned a number in the conference program and abstract listings. The authors' index, located on page 90-91 of this program, references these assigned numbers and not page numbers. For example, "Doe, John.....1" would reference John Doe as an author of paper #1 in the program, rather than page 1.

Sunday, December 9, 2007

6:30 PM - 9:00 PM

ICIS 2007 Welcome Reception

Grand Salon/Marquette/Jolliet (Fairmont the Queen Elizabeth)

Kick off ICIS 2007 with a networking reception at Fairmont the Queen Elizabeth.

Monday, December 10, 2007

7:00 a.m. - 8:30 a.m.

Continental Breakfast

Le Grand Salon (Fairmont the Queen Elizabeth)

7:00 AM - 8:30 AM

ICIS Women's Breakfast

Matapedia (Fairmont the Queen Elizabeth)

Dr. Cynthia Beath will speak about mentoring and coaching relationships that have shaped her career. This address will be followed by round table discussions on how to give and receive mentoring/coaching. The session concludes with open networking.

8:30 a.m. - 10 a.m.

Plenary Session featuring Keynote Speaker Danielle Savoie, Le Cirque du Soleil and Announcement of 2007 LEO and AIS Fellow Award Winners

Le Grand Salon (Fairmont the Queen Elizabeth)

10:00 AM - 10:30 AM

Coffee Break

Hochelaga 1/2 (Fairmont the Queen Elizabeth)

10:30 AM - 12:00 PM

Education: Teaching Cases

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: Helen Kelley - University of Lethbridge

1. CHEP: The Net of Things

Sascha Vitzthum, Benn Konsynski - Emory University

2. Building Core IS Capabilities For Business Change: The Commonwealth Bank Case

Peter J. Reynolds - University of Melbourne, Leslie Willcocks - London School of Economics

3. Does IT Payoff? Strategies of Two Banking Giants

Ali Farhoomand, Minyi Huang - University of Hong Kong

BEST PAPER NOMINEE

10:30 AM - 12:00 PM

4. Panel: Second Life and Other Virtual Worlds: A Roadmap for Research

Duluth (Fairmont the Queen Elizabeth)

Anthony Townsend, Brian Mennecke - Iowa State University, Edward Roche - Barraclough Ltd., David Bray, Benn Konsynski - Emory University, John Lester - Linden Lab, Michael Rowe - IBM Corporation

10:30 AM - 12:00 PM

Social: E-mail

Mackenzie (Fairmont the Queen Elizabeth)

Chair: Pankaj Setia - Michigan State University

MONDAY CONFERENCE SCHEDULE

5. Social Network Analysis and Organizational Disintegration: The Case of Enron Corporation
Shahriar Hasan Murshed, Joseph Davis, Liaquat Hossain - The University of Sydney
Discussant: Priscilla Arling - Butler University

6. Domestication of Mobile Email
Judith Granat - Swisscom Mobile, Katarina Stanoevska-Slabeva - University of St. Gallen
Discussant: Ronnie Jia - Southern Illinois University

10:30 AM - 12:00 PM

Systems Development: Agility

Peribonka (Fairmont the Queen Elizabeth)

Chair: Guy Fitzgerald - Brunel University

7. Agile Practices in Use from an Innovation Assimilation Perspective: A Multiple Case Study
Minna Pikkarainen - VTT, Xiaofeng Wang - Iero, Kieran Conboy - NUI Galway
Discussant: Dany Di Tullio - Queen's University

8. Agility, Improvisation, or Enacted Emergence
Yingqin Zheng, William Venters, Tony Cornford -
London School of Economics
Discussant: Duane Truex - Georgia State University

BEST PAPER NOMINEE

10:30 AM - 12:00 PM

Theme: Research Diversity

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Yang Lee - Northeastern University

9. Information Systems Diversity:
Metaphor, Meaning and Myth
Sandy Behrens - Central Queensland University
Discussant: Helen Richardson - University of Salford

BEST PAPER NOMINEE

10. Diversity in IS Research: An Exploratory Study Using Latent Semantics
Anna Sidorova, Nicholas Evangelopoulos, Thiagarajan Ramakrishnan - University of North Texas
Discussant: Harvey Enns - University of Dayton

10:30 AM - 12:00 PM

Value: Information Sharing

Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Guy Gable - Queensland University of Technology

11. SOA and Information Sharing in Supply Chain:
'How' Information is Shared Matters!
Sanjeev Kumar, Vijay Dakshinamoorthy, Mayuram Krishnan - University of Michigan
Discussant: Vidyand Choudhary - University of California at Irvine

BEST PAPER NOMINEE

12. Conflict of Interest Regarding Information Transparency in a Business-to-Business
Electronic Market with Two-Sided Competition
Zach Zhou - University of California, Irvine, Kevin Zhu - University of California, San Diego
Discussant: Chrysanthos Dellarocas - University of Maryland at College Park

10:30 AM - 12:00 PM

Web: Performance and Competition

Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Angelika Dimoka - University of California at Riverside

13. The Value of E-Business: How Web Assimilation Leads to Better Organizational Performance
Barney Tan, Shan ling Pan - National University of Singapore, Ray Hackney - Brunel University
Discussant: Natalia Levina - New York University

14. The Impact of Competition and Reputation Feedback Systems on Internet Trading
Gary Bolton - Penn State University, Claudia Loebbecke, Axel Ockenfels - University of Cologne
Discussant: Anindya Ghose - New York University

MONDAY CONFERENCE SCHEDULE

12:00 PM - 1:30 PM

Lunch and ICIS Best Paper Nominations

Le Grand Salon (Fairmont the Queen Elizabeth)

During the conference lunch, those authors whose papers received 'Best Paper' nominations for ICIS 2007 will be recognized.

2:00 PM - 3:30 PM

HCI: Cognition

Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Radhika Santhanam - University of Kentucky

15. An Alternative Mechanism for the Cognitive Fit Theory in Spreadsheet Analysis
Hock Chan, Hee-Woong Kim, Suparna Goswami - National University of Singapore
Discussant: Dov Te'eni - Tel Aviv University

16. The Effect of E-Scape on Internet Shoppers' Cognition, Emotion, and Behavior Response
Sang Kim - Chonnam National Univ., Joon Koh - Chonnam National University
Discussant: Traci Hess - Washington State University

2:00 PM - 3:30 PM

Knowledge Management: Productivity and Success

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Ola Henfridsson - Viktoria Institute

17. Productivity Effects of Information Diffusion in E-Mail Networks
Sinan Aral - New York University, Erik Brynjolfsson - Massachusetts Institute of Technology,
Marshall Van Alstyne - Boston University
Discussant: Peter Gray - University of Virginia

18. Open Source Software Development and the Small World Phenomenon:
An Empirical Investigations of Macro Level Colaboration Network Properties on Project Success
Param Singh - University of Washington
Discussant: Fred Niederman - St. Louis University

2:00 PM - 3:30 PM

19. Panel: IT-Enabled Transformations: You've Read the Stories, Now See the Movie

Duluth (Fairmont the Queen Elizabeth)

Hank Lucas - University of Maryland, Varun Grover - Clemson University,
Frank Batavick, Robert X. Cringely - Maryland Public Television

2:00 PM - 3:30 PM

Privacy and Security: Information Disclosure

Peribonka (Fairmont the Queen Elizabeth)

Chair: Kathleen Greenaway - Ryerson University

20. The Effect of Online Privacy Information on Purchasing Behavior: An Experimental Study
Alessandro Acquisti, Lorrie Cranor, Serge Egelman, Janice Tsai - Carnegie Mellon University
Discussant: Merrill Warkentin - Mississippi State University

21. Understanding Online Information Disclosure As a Privacy Calculus Adjusted by Exchange Fairness
Han Li - Oklahoma State University, Rathindra Sarathy - Oklahoma State University
Discussant: Sue Conger - University of Dallas

2:00 PM - 3:30 PM

Social: IT Usage

Mackenzie (Fairmont the Queen Elizabeth)

Chair: Susan Lippert - Drexel University

22. Can Computer Playfulness and Cognitive Absorption Lead to Problematic Technology Usage?
Ronnie Jia, Heather Hartke, John Pearson - Southern Illinois University
Discussant: Srinivas Venkatraman - Coastal Carolina University

MONDAY CONFERENCE SCHEDULE

23. A Multilevel Investigation of Normative and Informational Influences on Extensiveness of Individual Technology Use
Massimo Magni - Bocconi University, Corey Angst - University of Notre Dame, Ritu Agarwal - University of Maryland
Discussant: Wiafong Boh - Nanyang Technological University

2:00 PM - 3:30 PM

Strategy: Software Projects

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: Shirley Gregor - Australian National University

24. Developing a CSF Causal Loop Model for Managing IT Projects:
A Case Study of an Inter-Organisational Healthcare Pathology IT System
Dave Wainwright - Northumbria University, Christopher Shaw - South Tees Hospital NHS Trust
Discussant: Michel Kalika - Paris Dauphine

25. Bridging the Gap between Business Strategy and Software Development
Victor Basili - Fraunhofer USA CESE, Jens Heidrich - Fraunhofer IESE, Mikael Lindvall - Fraunhofer USA CESE, Jürgen Münch - Fraunhofer IESE, Myrna Regardie - Fraunhofer USA CESE, Dieter Rombach - Fraunhofer IESE, Carolyn Seaman - Fraunhofer USA CESE, Adam Trendowicz - Fraunhofer IESE
Discussant: Joseph Davis - University of Sydney

2:00 PM - 3:30 PM

Value: Downsizing

Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Jae Nam Lee - City University of Hong Kong

26. Digitizing Work: Driving and Measuring Changes in Information Worker Time Use
and Performance Via a Longitudinal Quasi-Experiment
Sumit Bhansali - MIT Sloan, Erik Brynjolfsson - MIT Sloan
Discussant: Kim-Huat Goh - Nanyang Technological University

27. Do Layoffs Payoff? An Empirical Investigation of Financial Impacts of IT Worker Downsizing
Poornima Krishnan, Christina Nicole Outlay, C. Ranganathan - University of Illinois at Chicago
Discussant: Shu Han - Rensselaer Polytechnic Institute

3:30 PM - 4:00 PM

Coffee Break

Hochelaga 1/2 (Fairmont the Queen Elizabeth)

4:00 PM - 5:30 PM

Design: Modeling

Peribonka (Fairmont the Queen Elizabeth)

Chair: Selmin Nurcan - University of Paris

28. A Risk Management Approach to Business Process Design
Xue Bai - CMU, Ramayya Krishnan - CMU, Rema Padman - CMU
Discussant: Al Hevner - University of South Florida

29. Sequential Decision Making for Profit Maximization Under the Defection Probability Constraint in Direct Marketing
Young Ae Kim - KAIST, Hee Seok Song - Hannam University, Soung Hie Kim - KAIST
Discussant: Jeff Nickerson - Stevens Institute

4:00 PM - 5:30 PM

General: IS Projects

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Sue Newell - Bentley College

30. An Examination of Decision-Making in IT Projects from Rational and Naturalistic Perspectives
Hazel Taylor - University of Washington
Discussant: Stacie Petter - University of Nebraska at Omaha

31. Moments that Matter: Discourse, Design, and Detail in the Creation of Socio-Technical Order
Neil Ramiller - Portland State University
Discussant: Kathy McGrath - Brunel University

MONDAY CONFERENCE SCHEDULE

4:00 PM - 5:30 PM

Global: Offshoring

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: Choon-Ling Sia - City University of Hong Kong

32. Producing Comfort: Risk, Anxiety and Trust in the Development of an IS Offshoring Relationship
Séamas Kelly, Camilla Noonan - University College Dublin, Micheál Ó Sé - Oileán Enterprises
Discussant: Mark Vluggen - Maastricht University

33. Impact of Offshoring on Firm Performance
Shirish Srivastava, Thompson Teo - National University of Singapore, Partha Mohapatra - Morgan State University
Discussant: Gigi Kelly - University of Virginia

4:00 PM - 5:30 PM

34. Panel: Electronic Markets: Theory and Evidence from 20 Years of Research

Duluth (Fairmont the Queen Elizabeth)

Eric van Heck - RSM-Erasmus, Bruce Weber - London Business School, Yannis Pakas - New York University
Thomas W. Malone - MIT, Robert I. Benjamin - Syracuse University, Rolf T. Wigand - University of Arkansas, Little Rock

4:00 PM - 5:30 PM

Social: ERP

Mackenzie (Fairmont the Queen Elizabeth)

Chair: Susan Brown - University of Arizona

35. Enterprise System Implementation: Personality, System-Related Advice Networks and Job Performance
Tracy Sykes, Viswanath Venkatesh, Jonathan Johnson - University of Arkansas
Discussant: Anne Massey - Indiana University

BEST PAPER NOMINEE

36. Assessing Business Benefits from ERP Systems: An Improved ERP Benefits Framework
Lorraine Staehr - La Trobe University
Discussant: Kerry Ward - University of Nebraska at Omaha

4:00 PM - 5:30 PM

Value: High-Tech Industry

Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Sung Kim - University of Wisconsin at Madison

37. The New Economic Geography of IT Industries:
The Impacts of the Internet on their Market Linkages and Agglomeration
Robert Kauffman - W.P. Carey School of Business, Arizona State University,
Ajay Kumar - Carlson School of Management
Discussant: Lorraine Lee - University of South Carolina

38. Dynamics of Platform Competition: Exploring the Role of Installed Base,
Platform Quality and Consumer Expectations
Feng Zhu - Harvard Business School, Marco Iansiti - Harvard Business School
Discussant: Sunil Mithas - University of Maryland at College Park

4:00 PM - 5:30 PM

Web: Social Dimensions

Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Sulin Ba, University of Connecticut

39. Understanding the Antecedents and Consequences of E-Government Service Quality: An Empirical Investigation
Chee Wee Tan, Izak Benbasat, Ronald Cenfetelli - University of British Columbia
Discussant: Tamar Dinev - Florida Atlantic University

40. Moderated Online Communities
Jianqing Chen, Hong Xu, Andrew Whinston - The University of Texas at Austin
Discussant: Nigel Melville - University of Michigan

TUESDAY CONFERENCE SCHEDULE

Tuesday, December 11, 2007

7:00 AM - 8:30 AM

Continental Breakfast

Le Grand Salon (Fairmont the Queen Elizabeth)

7:00 AM - 8:30 AM

Research in Progress - Poster Session

Marquette/Jolliet (Fairmont the Queen Elizabeth)

41. An Allocation Heuristic for Multi-Attribute Supply Chain Reverse Auctions
Joni Jones - University of South Florida, Jay Jarman - University of South Florida
42. Performance Metrics: Evaluating Radio Frequency Identification (RFID) Library System
Paul Golding - University of Technology, Jamaica, Vanesa Tennant - University of Technology, Jamaica
43. Towards a Process-Driven Intelligent Forum System (PIFS) for Efficient Organizational Knowledge Transfer
Daning Hu, J. Leon Zhao - University of Arizona, Surendra Sarnikar - Dakota State University,
44. A Singular Value Decomposition Approach to Automatic Concept Classification in Group Support Systems
Ming Yuan - University of Arizona, Jay Nunamaker - University of Arizona
45. Language, Technology and the Body: Critical Research into Disability, Impairment & Web Accessibility for UK Jobseekers
David Kreps - University of Salford, Peter Wheeler - University of Salford
46. Life After IS Outsourcing: Understanding IS Personnel Responses to Resizing Initiatives
Christina Outlay - University of Illinois at Chicago, C Ranganathan - University of Illinois at Chicago
47. Information Quantity and IS Success
Christophe Elie-dit-cosaque - Université Paris Dauphine, Detmar Straub - Georgia State University, Michel Kalika - Université Paris Dauphine
48. IM in C2C Markets: A Translucent Technology to Enable Transactions
Robert Davison - City University of Hong Kong, Carol Ou - Hong Kong Polytechnic Institute
49. Boundaries in Social Computing Environments: The Effect of Environment Characteristics on Publicness and Self-Disclosure
Jacqueline Pike, Patrick Bateman, Brian Butler - University of Pittsburgh
50. Does Our Web Site Stress You Out? Information Foraging and the Psychophysiology of Online Navigation
Dennis Galletta, T. Rachel Chung, Mark Haney, Jacqueline Pike - University of Pittsburgh, Peter Polak - University of Miami
51. A New Perspective to Analyze Organizational Strategies in Business Convergence
DongBack Seo - University of Illinois at Chicago
52. The Dynamics of Sustainability of Electronic Knowledge Repositories
Amitava Dutta - George Mason University, Atreyi Kankanhalli - National University of Singapore, Rahul Roy - Indian Institute of Management Calcutta
53. Open Innovation in the High-Tech Firms: Evidence from the Biotechnology Industry
Dongwon Lee - Korea University Business School, Jong-Ho Lee - Korea University Business School
54. Organizational Wiki Usage: A Conceptual Model
Andrea Hester - University of Colorado at Denver, Judy Scott - University of Colorado at Denver
55. Would You Share? Examining How the Interactions Between Knowledge Type and Expectations of Reciprocity Influence Knowledge Exchange
Paul Di Gangi - Florida State University
56. Communities or Practice: Divergent Views and Untapped Potentials
Kerem Arsal - Boston University

TUESDAY CONFERENCE SCHEDULE

57. Designing Secure Business Processes Through Secure Activity Resource Coordination (SARC)
Fergle D'Aubeterre, Rahul Singh, Lakshmi Iyer - The University of North Carolina, Greensboro
58. Common Methods Bias: Reports of Its Death are Greatly Exaggerated
Rajeev Sharma - University of Oklahoma, Phil Yetton - Australian Graduate School of Management, Jeff Crawford - University of Tulsa
59. Reliability Generalization of Perceived Ease of Use, Perceived Usefulness and Behavioral Intentions
Anna McNab - Washington State University, Traci Hess - Washington State University
60. Emergent Leadership in Self-Organizing Virtual Teams
Robert Heckman - Syracuse University, Kevin Crowston - Syracuse University, Nora Misiolek - Marist College, U. Eseryel - Syracuse University
61. Investigating the Effects of Electronic Self-Portrayal on Trust in Virtual Teams
Shoshana Altschuller - Iona College, Raquel Benbunan-Fich - Baruch College
62. Exploring the Cultural Impacts of Electronic Work Environments in Organizations
Christina Serrano - University of Georgia
63. Instant Messaging in Distance Education: Affecting Student Satisfaction, Perceived Learning and Performance
Stephen Kuyath, Roslyn Mickelson - University of North Carolina at Charlotte, Susan Winter - Brunel University
64. Establishing IT Service Climate as an Antecedent of IT Service Quality
Ronnie Jia - Southern Illinois University, Blaize Reich - Simon Fraser University, John Pearson - Southern Illinois University
65. A Study of Heterogeneous Actors' Involvement in Global Information System Project Control
H. Kevin Fulk - University of Houston
66. Exploring CEOs' Perspectives on the Strategic Importance of IT Using Text Mining: A Longitudinal Investigation
Jeff Baker, Jaeki Song, Minwoo Lee - Texas Tech University
67. IT-Enabled Competencies and Business Value: An Empirical Study in Fast-Cycle Industries
Peng Xu - University of Massachusetts Boston, Jean-Pierre Kuilboer - University of Massachusetts Boston, Noushin Ashrafi - University of Massachusetts Boston, Abhijit Chaudhury - Bryant University
68. Enhancing ERP/Business Fit in the Post-Implementation Phase: A Knowledge-Based Perspective
James Worrell - Florida State University
69. Adoption Patterns of Complementary Systems in Business Processes
Trent Spaulding, Michael Furukawa, T Raghu, Ajay Vinze - Arizona State University
70. The Formation and Evolution of Faultlines in Large-Scale, Multi-Party Information Systems Development
Sandra Slaughter, Liye Ma - Carnegie Mellon University, Laurie Kirsch, Scott Boss, E. Ilana Diamant, Mark Haney - University of Pittsburgh
71. Diversity in Theoretical Conceptualization: An Alternative Model for Individual Adoption
Pankaj Setia - Michigan State University, Cheri Speier - Michigan State University
72. Binate Diversity and IT at the Rolling Edge of Design Networks
Nicholas Berente, Nikhil Srinivasan - Case Western Reserve University, Youngjin Yoo - Temple University, Richard Boland, Kalle Lyytinen - Case Western Reserve University
73. The Impact of ICT Investments on Future Workforce Demography in Emerging Societies
Daniel Soper - Arizona State University
74. Diversity in IS research: Developing a Mixed Methodology Approach to Understanding the Business Value of Payment System Innovations in Financial Services
Susan Scott - London School of Economics, Marcos Zachariadis - London School of Economics
75. Towards a Model for Successful Information Technology Investments: Insights from Event Studies
Narcyz Roztocki - State University of New York at New Paltz, Heinz Weistroffer - Virginia Commonwealth University

TUESDAY CONFERENCE SCHEDULE

76. The Knowledge Factory: Innovation and IT Investment in Manufacturing
Landon Kleis - University of British Columbia, Paul Chwelos - University of British Columbia,
Ronald Ramirez - University of Colorado at Denver

77. E-Government and Corruption: A Cross-Country Analysis
Shirish Srivastava - National University of Singapore, Thompson Teo - National University of Singapore,
Shalini Chandra - Nanyang Technological University

78. Reexamining Software Project Success: The Perspectives of Developers and Users
Fei Lee, Ramanath Subramanyam - University of Illinois at Urbana-Champaign,
M.S. Krishnan - University of Michigan, Wooje Cho - University of Illinois at Urbana-Champaign

79. Formation of B2C Channel Blending Decisions: Trust vs. Efficiency
Vanessa Liu - NJIT, Rajiv Kohli - College of William & Mary

8:30 AM - 10:00 AM

Education: Sharing Knowledge

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Carina de Villiers - University of Pretoria

80. The Potential of Synchronous Communication to Enhance Participation in Online Discussions
Stefan Hrastinski - Jönköping International Business School
Discussant: Louis Ma - City University of Hong Kong

81. Impediments to Sharing Knowledge Outside the School: Lessons
Learnt from the Development of a Taxonomic E-Learning Portal
Naresh Kumar Agarwal, Danny C.C. Poo, Keat Houg Tan - National University of Singapore
Discussant: Lorne Olfman - Claremont Graduate University

8:30 AM - 10:00 AM

Senior Scholars Consortium

Duluth (Fairmont the Queen Elizabeth)

Chairs: Joey George - Florida State University, John King - University of Michigan

82. Restoring the Viability of PhD Programs in Information Systems:
Getting Past Denial and Targeting Non-Traditional Markets
Kuldeep Kumar - Florida International University, Richard Welke - Georgia State University,
Ron Weber - Monash University

83. Recruiters' Perspectives on the Demand for IS Skills: Implications for Doctoral Programs
Anne Massey - Indiana University, Claudia Loebbecke - University of Cologne,
Vallabh Sambamurthy - Michigan State University

84. The Status of the Discipline of Information Systems
David Avison - ESSEC, Phillip Ein-Dor - Tel Aviv University

8:30 AM - 10:00 AM

Social: Transformational Leadership

Mackenzie (Fairmont the Queen Elizabeth)

Chair: Monica Garfield - Bentley College

85. Transformational Leadership and Information System Effectiveness
Jeewon Cho - Montclair State University, Insu Park - University of New York at Buffalo
Discussant: Dave Chatterjee - University of Georgia

86. Impact of Transformational Leadership on System Exploration in the Mandatory Organizational Context
Xixi Li - Hong Kong Polytechnic University, JJ Po-An Hsieh - Hong Kong Polytechnic University
Discussant: Suzie Weisband - University of Arizona

8:30 AM - 10:00 AM

Strategy: Governance

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: Mani Subramani - University of Minnesota

TUESDAY CONFERENCE SCHEDULE

87. Conflict Resolution or Informational Response? An Empirical Analysis of the Determinants of Governance Choice in Business Process Outsourcing Relationships
 Deepa Mani, Anitesh Barua, Andrew Whinston - University of Texas at Austin
 Discussant: Walter Fernandez - Australian National University

88. Impact of Top Management's IT Knowledge and IT Governance Mechanisms on Financial Performance
 Efrim Boritz - University of Waterloo, Jee Hae Lim - University of Waterloo
 Discussant: Anandhi Bharadwaj - Emory University

8:30 AM - 10:00 AM

Systems Development: Project Performance Peribonka (Fairmont the Queen Elizabeth)

Chair: Andrew Gemino - Simon Fraser University

89. The Impact of Collaboration and Competition on Project Performance
 Baldev Singh - Motorola, Michel Avital - University of Amsterdam
 Discussant: Jan Kietzman - Simon Fraser University

90. Design Architecture, Developer Networks and Performance of Open Source Software Projects
 Xiang Liu - Boston University, Bala Iyer - Babson College
 Discussant: Xiaofeng Wang - University of Limerick

8:30 AM - 10:00 AM

Value: Sustainable Competitive Advantage Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Victoria Mitchell - University of Calgary

91. IT-Enabled Organizational Agility and Firms' Sustainable Competitive Advantage
 One-Ki (Daniel) Lee - University of Massachusetts Boston, Kai Lim - City University of Hong Kong,
 Vallabh Sambamurthy - Michigan State University, Kwok-Kee Wei - City University of Hong Kong
 Discussant: T. Ravichandran - Rensselaer Polytechnic Institute

92. Service-Oriented Architecture and Organizational Integration:
 An Empirical Study of IT-Enabled Sustained Competitive Advantage
 Lih-Bin Oh, Yi-Xing Leong, Hock-Hai Teo - National University of Singapore,
 T. Ravichandran - Rensselaer Polytechnic Institute
 Discussant: Weiquan Wang - City University of Hong Kong

8:30 AM - 10:00 AM

Web: Recommendation Agents Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Susanna Ho - University of Melbourne

93. The Acceptance of Product Recommendations from Web-Based Word-of-Mouth Systems:
 Effects of Information, Informant and System Characteristics
 Xinwei Wang - National University of Singapore, Hock-Hai Teo - National University of Singapore,
 Kwok-Kee Wei - City University of Hong Kong
 Discussant: Vanessa Liu - New Jersey Institute of Technology

94. An Analysis of the Differential Impact of Reviews and Reviewers at Amazon.com
 Michael Smith - Carnegie Mellon University, Pei-Yu Chen - Carnegie Mellon University,
 Samita Dhanasobhon - Carnegie Mellon University
 Discussant: Bin Gu - University of Texas at Austin

10:00 AM - 10:30 AM

Coffee Break Hochelaga 1/2 (Fairmont the Queen Elizabeth)

TUESDAY CONFERENCE SCHEDULE

10:30 AM - 12:00 PM

General: ERP Implementation

Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Debra Howcroft - University of Manchester

BEST PAPER NOMINEE

95. Managing A Feature-Function-Stakeholder (FFS) Fit Process in An Enterprise System Implementation
Sathish Sritharan - National University of Singapore, Shan Ling Pan - National University of Singapore
Discussant: Stephanie Watts - Boston University

96. An Institutional Analysis of Pluralistic Responses to Enterprise System Implementations
Nicholas Berente, Kalle Lyytinen - Case Western Reserve University, Youngjin Yoo - Temple University
Discussant: Erica Wagner - Cornell University

10:30 AM - 12:00 PM

Global: Born Global versus Going Global

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: Rita Walczuch - Maastricht University

97. Examining Global Takeoff and Growth of Digital Wireless Phone Technology
Robert Kauffman - Arizona State University,
Angsana Techatassanasoontorn - Pennsylvania State University
Discussant: David Tilson - University of Rochester

BEST PAPER NOMINEE

98. Drivers and Effects of IT Capability in 'Born-Global' Firms: A Cross-National Study
Man Zhang - Bowling Green State University, Saonee Sarker, Suprateek Sarker - Washington State University
Discussant: Leiser Silva - University of Houston

10:30 AM - 12:00 PM

Ideas: Directions for IS Research

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Gilbert Bock, Sungkyunkwan University

99. The Sensible Organization: A New Agenda for IS Research
Helen Hasan - University of Wollongong,
Leoni Warne - Defence Science and Technology Organisation, Henry Linger - Monash University
Discussant: Rens Scheepers - University of Melbourne

BEST PAPER NOMINEE

100. Research Importance in the Information Systems Field: A Citations Analysis
Claudia Loebbecke, Olivier Berthod, Claudio Huyskens - University of Cologne
Discussant: Sue Newell - Bentley College

10:30 AM - 12:00 PM

101. Panel: Data Rich and Data Poor Scholarship: Where Does IS Research Stand?

Duluth (Fairmont the Queen Elizabeth)

Michel Avital - University of Amsterdam, Kalle Lyytinen - Case Western Reserve University,
Suzanne Iacono - National Science Foundation, Kenneth Kraemer - University of California, Irvine,
Vallabh Sambamurthy - Michigan State University, Steve Sawyer - Penn State

10:30 AM - 12:00 PM

Privacy and Security: Behavioral Issues

Peribonka (Fairmont the Queen Elizabeth)

Chair: Rahul Singh - University of North Carolina

102. Making Sense of Institutionalizing Information Systems Security Management in Organizations
Carol Hsu - City University of Hong Kong
Discussant: Gurpreet Dhillon - Virginia Commonwealth University

103. The Last Line of Defense: Motivating Employees to Follow Corporate Security Guidelines
Scott Boss - Bentley College, Laurie Kirsch - University of Pittsburgh
Discussant: Qing Hu - Florida Atlantic University

TUESDAY CONFERENCE SCHEDULE

10:30 AM - 12:00 PM

Social: Social Networks

Mackenzie (Fairmont the Queen Elizabeth)

Chair: David Firth - University of Montana

104. IS Proficiency in Social Networks

Gerald Kane - Carroll School of Management, Boston College

Discussant: Xiaojun Zhang - University of Arkansas

105. Investigating Success of Open Source Software Projects: A Social Network Perspective

Jing Wu, Khim Yong Goh, Qian Tang - National University of Singapore

Discussant: James Howison - Syracuse University

10:30 AM - 12:00 PM

Web: Electronic Markets

Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Paul Pavlou - University of California at Riverside

106. Estimating Menu Costs in Electronic Markets

Anindya Ghose - NYU, Bin Gu - University of Texas at Austin

Discussant: Michael Smith - Carnegie Mellon University

107. Design and Effects of Information Feedback in Continuous Combinatorial Auctions

Gediminas Adomavicius, Shawn Curley, Alok Gupta, Pallab Sanyal - University of Minnesota

Discussant: Hasan Cavusoglu - University of British Columbia

BEST PAPER NOMINEE

12:00 PM - 1:30 PM

Lunch, Doctoral Dissertation Awards, and Overview of ICIS 2008

Le Grand Salon (Fairmont the Queen Elizabeth)

During the conference lunch, the ICIS 2007 Doctoral Consortium Awards will be given, and an overview of ICIS 2008 will be presented by ICIS 08 Conference Chairs Frantz Rowe and Dov Te'eni.

2:00 PM - 3:30 PM

Design: Data

Peribonka (Fairmont the Queen Elizabeth)

Chair: Kay Nelson - Southern Illinois University

108. How to Measure Data Quality? - A Metric-Based Approach

Bernd Heinrich, Marcus Kaiser, Mathias Klier - University of Augsburg

Discussant: Paul Bowen - Florida State University

109. Identity Disclosure Protection: A Data Reconstruction Approach for Preserving Privacy in Data Mining

Dan Zhu, Shuning Wu - Iowa State University, Xiao-Bai Li - University of Massachusetts Lowell

Discussant: Sumit Sarkar - University of Texas at Dallas

2:00 PM - 3:30 PM

HCI - Buying Behaviors

Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Ping Zhang - Syracuse University

110. System Design Effects on Online Impulse-Buying

Kathy Ning Shen - Abu Dhabi University, Mohamed Khalifa - City University of Hong Kong

Discussant: Dongmin Kim - University of New Brunswick in Saint John

111. Effects of Website Interactivity on Consumer Involvement and Purchase Intention

Wei-Siong Chua, Bernard Tan, Zhenhui Jiang - National University of Singapore

Discussant: Milena Head - McMaster University

2:00 PM - 3:30 PM

Knowledge Management: Strategy and Governance

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: K. Joshi - Viktoria Institute

TUESDAY CONFERENCE SCHEDULE

112. Extending March's Exploration and Exploitation:
Managing Knowledge in Turbulent Environments
David Bray - Goizueta Business School, Michael Prietula - Goizueta Business School
Discussant: Deb Armstrong - Florida State University

BEST PAPER NOMINEE

113. Towards a Framework for Understanding KM Governance
Andreas Schroeder, David Pauleen, Sid Huff - Victoria University of Wellington
Discussant: Ray Henry - Clemson University

2:00 PM - 3:30 PM

**114. Panel: Facilitating Exploratory Conversations: Here and Now
Duluth (Fairmont the Queen Elizabeth)**

Dov Te'eni - Tel Aviv University, Ann Majchrzak - USC, Kishore Sengupta - INSEAD,
Christian Wagner - City University Hong Kong, Robert Zmud - University of Oklahoma

2:00 PM - 3:30 PM

Social: Motivation

Mackenzie (Fairmont the Queen Elizabeth)

Chair: Siddharth Kaza - University of Arizona

115. Digitizing Healthcare: The Ability and Motivation of Physician Practices
and Their Adoption of Electronic Health Record Systems
Catherine Anderson - University of Maryland, Abhay Mishra - Carnegie Mellon University,
Ritu Agarwal - University of Maryland, Corey Angst - University of Notre Dame
Discussant: Liette Lapointe - McGill University

116. From Intention to Motivation: Developing a Motivation-based Model of IOS Adoption and Implementation
Stephen Smith, Mahbubur Rahim - Monash University, Robert Bruce Johnston,
Graeme Shanks - University of Melbourne
Discussant: Olga Volkoff - Simon Fraser University

2:00 PM - 3:30 PM

Theme: Group Diversity

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Matt Germonprez - University of Wisconsin-Eau Claire

117. Investigating Participation in Online Policy Discussion Forums Over Time:
Does Network Structure Matter?
Chee Wei Phang, Atreyi Kankanhall, Zhixian Chua, Khim Yong Goh - National University of Singapore
Discussant: Robert Davison - City University of Hong Kong

118. Group Diversity and Creativity: Does Anonymity Matter?
Traci Carte - University of Oklahoma, Laku Chidambaram - University of Oklahoma,
Yong-Kwan Lim - University of Oklahoma, Monica Garfield - Bentley College
Discussant: Eileen Trauth - Pennsylvania State University

2:00 PM - 3:30 PM

Value: Media Impacts

Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Jai-Yeol Son - University of British Columbia

119. Analysis of the Impact of Movie Broadcasts on DVD Sales and Internet Piracy
Michael Smith - Carnegie Mellon University, Rahul Telang - Carnegie Mellon University
Discussant: Ravi Mantena - University of Rochester

120. Pump up the Volume? Examining The Relationship Between
Number of Online Reviews and Sales: Is More Necessarily Better?
Hila Etzion - University of Michigan, Neveen Awad - Wayne State University
Discussant: Xinxin Li - University of Connecticut

TUESDAY CONFERENCE SCHEDULE

3:30 PM - 4:00 PM

Coffee Break

Hochelaga 1/2 (Fairmont the Queen Elizabeth)

4:00 PM - 5:30 PM

Ideas: Blog & Neuroscience

Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Narcyz Rozticki - State University of New York

121. Effectiveness of Blog Advertising: Impact of Communicator Expertise, Advertising Intent, and Product Involvement

June Zhu - National University of Singapore, Bernard Tan - National University of Singapore

Discussant: Annette Mills - University of Canterbury

122. Neuro IS: The Potential of Cognitive Neuroscience for Information Systems Research

Angelika Dimoka, Paul Pavlou - University of California, Riverside, Fred Davis - University of Arkansas

Discussant: Klarissa Ting Ting Chang - National University of Singapore

4:00 PM - 5:30 PM

123. Panel: Reversing the Downward Trend: Innovative Approaches to IS/IT Course Development and Delivery

Duluth (Fairmont the Queen Elizabeth)

Chris Street - University of Manitoba, Michael Wade - York University, Blake Ives - University of Houston,

Niels Bjørn-Anderson - Copenhagen Business School, John Venable - Curtin University of Technology

Mike Zack - Northeastern University

4:00 PM - 5:30 PM

Privacy and Security: Self and Others

Peribonka (Fairmont the Queen Elizabeth)

Chair: Jeff Smith - Miami University of Ohio

124. Computer Virus Propagation in Social Networks

Hong Guo - University of Florida, Hsing Cheng - University of Florida

Discussant: Huseyin Cavusoglu - University of Texas at Dallas

125. The Effects of Self-Construal and Perceived Control on Privacy Concerns

Heng Xu - Pennsylvania State University

Discussant: Karen Loch - Georgia State University

4:00 PM - 5:30 PM

Research Methods

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Jason Thatcher - Clemson University

126. Marshalling the Professional Experience of Doctoral Students:

Towards Bridging the Gaps Between Theory and Practice

Heinz Klein - SUNY Binghamton, Frantz Rowe - Université de Nantes

Discussant: Brent Furneaux - York University

127. Using Structuration Theory in IS Research: Operationalizing Key Constructs

Ruth Halperin - London School of Economics, James Backhouse - London School of Economics

Discussant: Michael Wade - York University

4:00 PM - 5:30 PM

Social: Systems Development

Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Richard Schilhavy - University of North Carolina at Greensboro

128. A New Theoretical Framework for Artifact-Mediated Regulation

François-Xavier de Vaujany - University Pierre Mendès France,

Vladislav Fomin - GSCM-Montpellier Business School

Discussant: Doug Vogel - City University of Hong Kong

TUESDAY CONFERENCE SCHEDULE

129. Power and Authority Over Systems Developers by the Business Client
 Bruce Rowlands - Griffith University
 Discussant: Duane Truex - Georgia State University

4:00 PM - 5:30 PM

Social: User Attitudes

Mackenzie (Fairmont the Queen Elizabeth)

Chair: Christy Cheung - Hong Kong Baptist University

130. How Do Users Cope with Trial Restrictions? A Longitudinal Field Experiment on Free Trial Software
 Xue Yang - National University of Singapore, Hock-Hai Teo - National University of Singapore
 Discussant: Jason Kuruzovich - Rensselaer Polytechnic Institute

131. A Practical Measure of Employee Satisfaction with B2E Portals
 Ly-Fie Sugianto - Monash University, Dewi Tojib - Monash University, Frada Burstein - Monash University
 Discussant: Miguel Aguirre Urreta - University of Kansas

4:00 PM - 5:30 PM

Strategy: ICT Investments

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: George Westerman - MIT

132. Testing the Influence of Two ICT management Practices on Business/ICT Alignment
 Bjorn Cumps - Katholieke Universiteit Leuven, Stijn Viaene - Vlerick Leuven Gent Management School, Guido Dedene - Katholieke Universiteit Leuven
 Discussant: Huseyin Tanriverdi - University of Texas at Austin

6:30 PM

ICIS 2007 Social Event

Altitude 737

Network with colleagues and friends with the city at your feet. The ICIS 2007 social event will be held at Altitude 737 in one of the tallest buildings in Montreal. Meet in front of Le Grand Salon on the convention level of the hotel beginning at 6:30 p.m., where volunteers will provide a guided, five minute walk to Altitude 737 using the underground passageways. Do not bring your coat or boots!

WEDNESDAY CONFERENCE SCHEDULE

Wednesday, December 12, 2007

7:00 AM - 8:30 AM

Continental Breakfast

Le Grand Salon (Fairmont the Queen Elizabeth)

8:30 AM - 10:00 AM

Design: Social

Peribonka (Fairmont the Queen Elizabeth)

Chair: Carson Woo - University of British Columbia

133. The Realm of Sociality: Notes on the Design of Social Software
Wim Bouman, Tim Hoogenboom, René Jansen, Mark Schoondorp,
Ard Huizing, Bolke de Bruin - University of Amsterdam
Discussant: Jim Nelson - Southern Illinois University

BEST PAPER NOMINEE

134. Social Capital, Structural Holes and Team Composition:
Collaborative Networks of the Open Source Software Community
Param Singh, Yong Tan - University of Washington, Vijay Mookerjee - University of Texas at Dallas
Discussant: Padmal Vitharana - Syracuse University

8:30 AM - 10:00 AM

**135. Panel: Using Massively Multi-Member Online Worlds for Work and Education
Duluth (Fairmont the Queen Elizabeth)**

Ulrike Schultze - Southern Methodist University, Julie Rennecker - Rennecker Research,
Starr Hiltz - New Jersey Institute of Technology, Susan Stucky - IBM Research,
Bonnie Nardi - University of California, Irvine

8:30 AM - 10:00 AM

Social: Challenges

Mackenzie (Fairmont the Queen Elizabeth)

Chair: Andrew Schwarz - Louisiana State University

136. Towards a Practice Understanding of the Creation of Awareness in Distributed Work
Kai Riemer, Stefan Klein - University of Muenster, Frank Fröbeler - University College Dublin
Discussant: Robert Fuller - University of Tennessee

137. Fairness, Guilt, and Perceived Importance as Antecedents of Intellectual Property Piracy Intentions
Russell Haines - Old Dominion University, Douglas Haines - University of Idaho
Discussant: Susan Winter - Portland University

8:30 AM - 10:00 AM

Strategy: Innovative Perspectives

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: Carlos Ferran - Penn State University

138. Information System Architecture: Toward a Distributed Cognition Perspective
David Dreyfus - Boston University
Discussant: Nils Fonstad - MIT

139. Complementarities Between Information Technology
and Human Resource Practices in Knowledge Work
Ali Tafti, M.S. Krishnan - University of Michigan, Sunil Mithas - University of Maryland
Discussant: Susanna Ho - University of Melbourne

BEST PAPER NOMINEE

8:30 AM - 10:00 AM

Theme: New Lenses on Established Topics

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Keng Siau - University of Nebraska-Lincoln

WEDNESDAY CONFERENCE SCHEDULE

140. On Epistemological Diversity in Design Science: New Vistas for a Design-Oriented IS Research?
Bjoern Niehaves - European Research Center for Information Systems
Discussant: Richard Baskerville - Georgia State University

141. Issues at the IS Core: How French Scholars Inform the Discourse
Duane Truex - Georgia State University, Frantz Rowe - Université de Nantes
Discussant: France Bélanger - Virginia Polytechnic Institute and State

8:30 AM - 10:00 AM

Value: Competition

Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Ron Kwok - City University of Hong Kong

142. An Examination of Lag Effects in Relationships between Information Technology Investment and Firm-Level Performance
Viet Dao, Teresa Shaft, Robert Zmud - University of Oklahoma
Discussant: Weidong Xia - University of Minnesota at Minneapolis

143. Battle of the Retail Channels: How Internet Selection and Local Retailer Proximity Drive Cross-Channel Competition
Erik Brynjolfsson - MIT, Yu Hu - Purdue University, Mohammad Rahman - Purdue University
Discussant: Kewei Huang - National University of Singapore

8:30 AM - 10:00 AM

Web: Consumer Behaviors

Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Weiquan Wang - City University of Hong Kong

144. Online Customer Retention: The Resistance to Change Perspective
Gupta Sumeet - Shri Shankaracharya Institute of Management and Technology,
Ee Hong Ng - National University of Singapore, Heewoong Kim - National University of Singapore
Discussant: Likoebe Maruping - University of Arkansas

145. Online Sponsored Search Advertising as a Quality Signal and its Impact on Consumer Behavior
Animesh Animesh, Siva Viswanathan, Ritu Agarwal - University of Maryland
Discussant: Kai-Lung Hui - City University of Hong Kong

10:00 AM - 10:30 AM

Coffee Break

Hochelaga 1/2 (Fairmont the Queen Elizabeth)

10:30 AM - 12:00 PM

General: Development Issues

Hochelaga 3 (Fairmont the Queen Elizabeth)

Chair: Lars Matthiassen - Georgia State University

146. Persistent Problems with IT-User Collaboration: A Functionalist Explanation of Relationship Management
Kathy McGrath - Brunel University, Natasha Papazafeiropoulou - Brunel University
Discussant: Ann-Frances Cameron - HEC Montreal

147. Lifting the Hood of the Technological Evolution Process for Web Technologies
Samer Faraj, Adrian Yeow - University of Maryland RH Smith School of Business
Discussant: Lynette Kvasny - Penn State University

10:30 AM - 12:00 PM

HCI: Consumer Attitudes and Behaviors

Saguenay/Saint-Maurice (Fairmont the Queen Elizabeth)

Chair: Jane Carey - Arizona State University West

148. Users' Perceptions of Benefits and Costs of Personalization
Horst Treiblmaier - Vienna University of Economics and Business Administration, Irene Pollach - University of Aarhus
Discussant: Susanna Ho - University of Melbourne

WEDNESDAY CONFERENCE SCHEDULE

149. Post-Adoption Transferring between Non-Substitutable Technologies: The Case of Instant Messenger and Portal
Song Peijian, Cheng Zhang, Chen Wenbo, Huang Lihua - Fudan University
Discussant: Fred Davis - University of Arkansas

10:30 AM - 12:00 PM

Knowledge Management: Knowledge Contributions

Hochelaga 4 (Fairmont the Queen Elizabeth)

Chair: Karl Heinz Kautz - Copenhagen Business School

150. Investigating Knowledge Contribution from the Online Identity Perspective
Jun Zheng - National University of Singapore, Hee-Woong Kim - National University of Singapore
Discussant: Brian Butler - University of Pittsburgh

151. Democratising Organisational Knowledge: The Potential of the Corporate Wiki
Helen Hasan - University of Wollongong, Charmaine Pfaff - University of Wollongong
Discussant: Henry Linger - Monash University - Caulfield Campus

10:30 AM - 12:00 PM

152. Panel: Bridging Service Computing and Service Management: How MIS Contributes to Service Orientation?

Duluth (Fairmont the Queen Elizabeth)

J. Leon Zhao - University of Arizona, Cheng Hsu - Rensselaer Polytechnic Institute, Hemant Jain - University of Wisconsin, James Spohrer - IBM Almaden, Mohan Tanniru - Oakland University

10:30 AM - 12:00 PM

Social: Online Communities

Mackenzie (Fairmont the Queen Elizabeth)

Chair: Matt Jensen - University of Arizona

153. The Interpersonal Relationship Perspective on Virtual Community Participation
Honglei Li - Swansea University, Vincent Lai - The Chinese University of Hong Kong
Discussant: Alexandra Durcikova - University of Arizona

154. An Agent-Based Model To Understand Tradeoffs In Online Community Design
Yuqing Ren - University of Minnesota, Robert Kraut - Carnegie Mellon University
Discussant: Patrick Bateman - University of Pittsburgh

10:30 AM - 12:00 PM

Systems Development: Emerging Topics

Peribonka (Fairmont the Queen Elizabeth)

Chair: Jeff Parsons - Memorial University of Newfoundland

155. Progress and Breakdowns in Early Requirements Definition for Boundary-Spanning Information Systems
Susan Gasson - Drexel University
Discussant: Steven Sheetz - Virginia Tech

156. The Use of the Grounded Theory Methodology in Investigating Practitioners' Integration of COTS Components in Information Systems
George Allan - Portsmouth University
Discussant: Dale Mackrell - Griffith University

10:30 AM - 12:00 PM

Value: IT Value Challenges

Hochelaga 5/6 (Fairmont the Queen Elizabeth)

Chair: Cheng Zhang - Fudan University

157. To CMM or Not to CMM? Antecedents and Consequences of CMM Certification in the Indian Offshore Industry
Anand Gopal - University of Maryland, Guodong (Gordon) Gao - University of Maryland
Discussant: Ravi Bapna - Indian School of Business

158. Empirical Analysis of Mobile Voice and SMS Service: A Structural Model
Youngsoo Kim - Carnegie Mellon University, Rahul Telang - Carnegie Mellon University, William Vogt - RAND Corporation, Ramayya Krishnan - Carnegie Mellon University
Discussant: Angsana Techatassanasoontorn - Pennsylvania State University

PAPER ABSTRACTS

APPROACHES TO INFORMATION SYSTEMS DEVELOPMENT

Systems Development: Agility
Room: Peribonka
(Fairmont the Queen Elizabeth)
Monday, 10:30 AM - 12:00 PM

7. Agile Practices in Use from an Innovation Assimilation Perspective: A Multiple Case Study

Minna Pikkarainen - VTT, Xiaofeng Wang - Iero,
Kieran Conboy - NUI Galway

Agile methods have been adopted by many information systems development (ISD) teams and organizations in recent years. However, while agile method research is growing, many studies lack a strong theoretical and conceptual base. Innovation adoption theories provide new perspectives on analysing agile methods. This paper is based on an exploratory study of the application of innovation theory to agile practices in use, focusing in particular on the later stages of assimilation i.e. acceptance, routinization and infusion. Three case studies were conducted involving agile method projects, using semi-structured interviews. One key finding is that specific needs of the adopting teams may drive the relevant agile practices in use to a deeper level of assimilation. Another key finding indicates the period of agile use does not have a proportional effect on their assimilation stages. Therefore, one needs to be cautious when using time as a measure of agile practice assimilation.

8. Agility, Improvisation, or Enacted Emergence

Yingqin Zheng, William Venters,
Tony Cornford - London School of Economics

BEST PAPER NOMINEE

There has long been a debate in system development centered around the dichotomy between control and innovation. In recent years this has been exemplified by the movement for agile methods. This paper seeks to bring some theoretical underpinning to this discourse by drawing upon the literature of 'improvisation', extensively explored in organization science. We relate this discussion to an example of a large scale system development effort undertaken 'in the wild' - the ongoing construction of a particle physics grid in the UK (GridPP), itself part of the world's largest grid, the LHC (Large Hadron Collider) Computing Grid. Our findings show that a combination of top-down coordination and bottom-up innovation is at work in this domain, featuring both improvisation and a certain level of structure and planning. We conclude by presenting a lens of "enacted emergence" in systems development.

Systems Development: Project Performance
Room: Peribonka
(Fairmont the Queen Elizabeth)
Tuesday, 8:30 AM - 10:00 AM

89. The Impact of Collaboration and Competition on Project Performance

Baldev Singh - Motorola,
Michel Avital - University of Amsterdam

This study explores the role of collaboration and competition among teammates in the context of IT development. Collaboration and competition has often considered as two ends of a common spectrum of group behavior. In contrary, this study conceptualizes intra-team collaboration and competition as two distinct and independent constructs in an attempt to assess the unique effect of each on project performance. In this study, 176 IT projects from Motorola and some of its partner firms were analyzed using quantitative methods. The results suggest a strong influence of collaboration on project performance while only a limited influence from competition. The study findings are then synthesized as guidelines for understanding effective project teams.

90. Design Architecture, Developer Networks and Performance of Open Source Software Projects

Xiang Liu - Boston University, Bala Iyer - Babson College

In this study we seek to understand the factors differentiating successful from unsuccessful software projects. We test a model measuring the impact on software project performance of software products' design architecture and developers' positions within collaborative networks. Two indicators of project success are used: product quality and project velocity. Two dimensions of design architecture (degree of decomposition and coupling) and one characteristic of developer network structures (degree centrality) are investigated for their impact on project performance. The main findings are that (1) the degree of decomposition has an inverted U-shaped relationship with project performance, (2) when tested on the sample of top 100 projects, average degree centrality of a project team has a positive and significant effect on project performance and (3) the effects of network metrics on some of project performances are positive in the top 100 projects and some of them are negative in the random 100 projects.

Systems Development: Emerging Topics
Room: Peribonka
(Fairmont the Queen Elizabeth)
Wednesday, 10:30 AM - 12:00 PM

155. Progress and Breakdowns in Early Requirements Definition for Boundary-Spanning Information Systems

Susan Gasson - Drexel University

Early requirements definition is an increasingly complex process for systems that span organizational boundaries. Where there is no unequivocal rationale for change, multiple stakeholders from various knowledge domains must be involved in defining the scope of change and the high-level requirements for the supporting information system, in effect designing the system in terms of form and overall function. Stakeholders have only a partial understanding of the business process

continued on next page

PAPER ABSTRACTS

continued from previous page

as a whole, and tend to provide very different definitions of what is the systems 'problem' that they face. The IS analysis team must therefore deal with IS requirements as an emergent stream of information from which they learn, avoiding premature closure. This paper presents an exploratory study, that attempts to introduce breakdowns into the group requirements definition process, as a way to achieve emergent learning in early requirements definition for systems that span organizational boundaries.

156. The Use of the Grounded Theory Methodology in Investigating Practitioners' Integration of COTS Components in Information Systems **George Allan - Portsmouth University**

This paper challenges the view that Grounded Theory is an unacceptable methodology for IS research lacking rigor and robustness. A demonstration is given of the systematic and rigorous use of data analysis techniques in researching the use of commercial IT components for developing and maintaining business IS. The data analysis processes of coding, conceptualization and categorizing are shown in action and explained. The techniques of memoing, constant comparison and theoretical coding are shown step-by-step so that the grounded theory methodology can be seen as a systematic framework for data analysis. When the methodology is properly applied it provides the structure and rigor needed to reach meaningful findings from qualitative data. This research article contributes to the literature showing grounded theory as a powerful research methodology applicable to IS research.

BREAKTHROUGH IDEAS IN INFORMATION TECHNOLOGY

Ideas: Directions for IS Research
Room: Hochelaga 4
(Fairmont the Queen Elizabeth)
Tuesday, 10:30 AM - 12:00 PM

BEST PAPER NOMINEE

Helen Hasan - University of Wollongong,
Leoni Warne - Defence Science and Technology Organisation,
Henry Linger - Monash University

99. The Sensible Organization: A New Agenda for IS Research

IS research and practice does not adequately address modern organizational forms of flatter hierarchies; decentralized decision-making, greater capacity for tolerance of ambiguity, permeable internal and external boundaries, capacity for renewal, self-organizing units, self-integrating coordination mechanisms and continual change. The important challenge for IS is to determine what sort of organizational forms, structures and systems are most appropriate to meet the demands of the current and foreseeable environment. We argue that this challenge can be met through a new agenda for IS based on the concept of the 'sensible organization.' Our argument is grounded in evidence drawn from the findings of a number of our empirical studies. We conclude that the new agenda for IS needs to target the agile, social and networked organization, in the context of its chaotic, complex environment, in order to support knowledge work practices that integrate thinking and doing.

100. Research Importance in the Information Systems Field: A Citations Analysis **Claudia Loebbecke - University of Cologne, Olivier Berthod - University of Cologne,** **Claudio Huyskens - University of Cologne**

IS research can serve two goals: improve practice or make a research contribution. Since the early days of the Information Systems (IS) discipline, researchers have criticized the limited practical relevance of their work. In the case of research contributions, new research typically builds on important prior research. This study investigates the phenomenon of research importance in IS, using citations as proxy for research importance. The paper analyzes citations to 1,178 papers published in six peer-reviewed IS journals between 1996 and 2005. The study finds that, based on citations, only few papers show measurable research importance. The paper concludes with a discussion of the factors that may account for this finding and closes with a proposed solution to address the issue.

Ideas: Blog & Neuroscience
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Tuesday, 4:00 PM - 5:30 PM

121. Effectiveness of Blog Advertising: Impact of Communicator Expertise, Advertising Intent, and Product Involvement

June Zhu - National University of Singapore,
Bernard Tan - National University of Singapore

Blog advertising, which refers to the paid sponsorship of bloggers to review, promote, or sell products in their blog writing, is becoming prevalent. This paper investigates the impact of three critical factors on blog advertising effectiveness: communicator expertise, advertising intent, and product involvement. An experiment with a 2² factorial design was used to test their interaction effects on advertising effectiveness. The results indicate that, for low-involvement products, there is better advertising effectiveness when low-expertise communicators are explicit about the advertising intent or when high-expertise communicators are implicit about the advertising intent. But for high-involvement products, the results show that when low-expertise communicators are explicit about the advertising intent, the outcome is lesser advertising effectiveness. For such products, advertising effectiveness does not differ when high-expertise communicators are implicit or explicit about the advertising intent. Based on these results, some implications for further research and practice are given.

PAPER ABSTRACTS

122. Neuro IS: The Potential of Cognitive Neuroscience for Information Systems Research Angelika Dimoka - University of California, Paul Pavlou - University of California, Riverside, Fred Davis - University of Arkansas

This paper proposes the idea of applying cognitive neuroscience theories, methods, and tools in Information Systems (IS) research (termed 'Neuro-IS'), and introduces a research agenda for exploring the potential of cognitive neuroscience for IS research. Recent cognitive neuroscience discoveries have clarified the neural bases of human processes and provided insights that may advance progress on core IS research questions on designing IT tools, technology adoption, e-commerce, virtual teams, human-computer interaction, and decision making. Moreover, the use of neuroimaging techniques in IS research could complement traditional methods and data. This paper provides several examples of potentially fertile intersections of cognitive neuroscience and IS research on such areas as technology adoption and use, e-commerce, and group support systems. Finally, it discusses the implications of incorporating cognitive neuroscience theories and functional neuroimaging tools in neuro-IS research, aiming to enhance the diversity of theories, methods, tools, and data in the portfolio of IS researchers.

DESIGN SCIENCE

Design: Modeling
Room: Peribonka (Fairmont the Queen Elizabeth)
Monday, 4:00 PM - 5:30 PM

28. A Risk Management Approach to Business Process Design

Xue Bai, Ramayya Krishnan, Rema Padman - CMU
With the development of technologies such as Business Process Execution Language, a process-centric

approach to the design of information systems has emerged. This approach calls for the modeling and design of the business process, both to document it and to analyze its risk characteristics. This focus is motivated by recent legislative mandates such as the Sarbanes Oxley Act that require documentation and analysis of the reliability and integrity of the data produced by the information systems. Using a graph theoretical model of business processes, we developed a methodology to characterize the risk exposure of a business process that is associated with errors in the information flow. This methodology considers the structural aspects of a process with respect to error propagation and mitigation, and finds cost-effective designs of control structures in the process that mitigate such risk. We illustrate our work through a case study regarding the order fulfillment process in a functioning online pharmacy.

29. Sequential Decision Making for Profit Maximization Under the Defection Probability Constraint in Direct Marketing

Young Ae Kim - KAIST, Hee Seok Song - Hannam University, Soung Hie Kim - KAIST

Direct marketing is one of the most effective marketing methods with an aim to maximize the customer's lifetime value. Many cost-sensitive learning methods which identify valuable customers to maximize expected profit have been proposed. However, current cost-sensitive methods for profit maximization do not identify how to control the defection probability while maximizing total profits over the customer's lifetime. Unfortunately, optimal marketing actions to maximize profits often perform poorly in minimizing the defection probability due to a conflict between these two objectives. In this paper, we propose the sequential decision making method for profit maximization under the given defection probability in direct marketing. We adopt a Reinforcement Learning algorithm to determine the sequential optimal marketing actions. With this finding, we design a marketing strategy map which helps a marketing manager identify sequential optimal campaigns and the shortest paths toward desirable states. Ultimately, this strategy leads to the ideal design for more effective campaigns.

Design: Data
Room: Peribonka (Fairmont the Queen Elizabeth)
Tuesday, 2:00 PM - 3:30 PM

108. How to Measure Data Quality?

- A Metric-Based Approach
Bernd Heinrich, Marcus Kaiser, Mathias Klier - University of Augsburg

The growing relevance of data quality has revealed the need for adequate measurement since quantifying data quality is essential for planning quality measures in an economic manner. This paper analyzes how data quality can be quantified with respect to particular dimensions. Firstly, several requirements are stated (e.g. normalization, interpretability) for designing adequate metrics. Secondly, we analyze metrics in literature and discuss them with regard to the requirements. Thirdly, based on existing approaches new metrics for the dimensions correctness and timeliness that meet the defined requirements are designed. Finally, we evaluate our metric for timeliness in a case study: In cooperation with a major German mobile services provider, the approach was applied in campaign management to improve both success rates and profits.

PAPER ABSTRACTS

109. Identity Disclosure Protection: A Data Reconstruction Approach for Preserving Privacy in Data Mining Dan Zhu, Shuning Wu - Iowa State University, Xiao-Bai Li - University of Massachusetts Lowell

Identity disclosure is one of the most serious privacy concerns in today's information age. A well-know method for protecting identity disclosure is k-anonymity. A dataset provides k-anonymity protection if the information for each individual in the dataset cannot be distinguished from at least $k-1$ individuals whose information also appears in the dataset. There is a flaw in k-anonymity that would still allow an intruder to discern the confidential information of individuals in the anonymized data. To overcome this problem, we propose a data reconstruction approach to achieve k-anonymity protection in predictive data mining. In this approach, the potentially identifying attributes are first masked using aggregation (for numeric data) and swapping (for nominal data). A genetic algorithm technique is then applied to the masked data to find a good subset of it. This subset is then replicated to form the released dataset that satisfies the k-anonymity constraint.

Design: Social
Room: Peribonka
(Fairmont the Queen Elizabeth)
Wednesday, 8:30 AM - 10:00 AM

BEST PAPER NOMINEE

133. The Realm of Sociality: Notes on the Design of Social Software
Wim Bouman, Tim Hoogenboom, René Jansen, Mark Schoondorp,
Ard Huizing, Bolke de Bruin - University of Amsterdam

In this article we seek to understand and clarify the contribution of the multifaceted concept of sociality towards the design of social software systems. Our premise is that it is not software as such that is social, but the free choice of people to engage in social activities. Paraphrasing Wenger (1998): sociality cannot be designed; it can only be designed for. We adopt a soft systems approach to cope with the loosely defined concepts of social software. The paper's main contribution to the field consists of the theoretical work on the sociality based conceptual model, identifying if and to what degree software systems can trigger social behavior, and the design framework that stretches beyond the more traditional functionality-based approaches and focuses on the realms of sociality. We consider this orientation toward sociality, not functionality, a valuable contribution to the field of study.

134. Social Capital, Structural Holes and Team Composition: Collaborative Networks of the Open Source Software Community

Param Singh, Yong Tan - University of Washington, Vijay Mookerjee - University of Texas at Dallas

OSS developers bring to a project the skills and knowledge acquired through years of experience, and also the ability to acquire resources from their social networks. The skills and capabilities referred to as 'human capital' by economists are supplemented by the capabilities to access resources from the network referred to as 'social capital' by sociologists. In this study, we investigate whether teams composed of developers who form cohesive ties in their social space or teams composed of developers who tap into different knowledge pools are more productive in terms of technical development and commercial success of the software they produce. Results from empirical analysis of OSS projects hosted at Sourceforge suggest that both direct and indirect ties positively influence the productivity of teams, and the greater the cohesive ties that the team members form in their social network the more productive they are.

ECONOMICS AND BUSINESS VALUE OF INFORMATION SYSTEMS

Value: Information Sharing
Room: Hochelaga 5/6
(Fairmont the Queen Elizabeth)
Monday, 10:30 AM - 12:00 PM

BEST PAPER NOMINEE

11. SOA and Information Sharing in Supply Chain: 'How' Information is Shared Matters!
Sanjeev Kumar, Vijay Dakshinamoorthy,
Mayuram Krishnan - University of Michigan

We empirically analyze the impact of SOA adoption on performance benefits of information sharing in supply chains using a dataset of 305 large US firms. We show that complexity and transparency of information sharing process significantly impact performance. Information sharing complexity has a negative effect while transparency has a positive effect. We also demonstrate that SOA adoption is successful in mitigating the negative effects of process complexity. Interestingly, SOA adoption also leads to reduction in performance benefits of information sharing transparency. We contribute to business value of IT research by providing empirical evidence of business value of SOA. We show that both 'what' information is shared and 'how' it is shared affect performance and they interact differently with SOA adoption. Our results emphasize the interaction between process characteristics and technology architecture and provide directions for managers to orchestrate information sharing processes in supply chains and leverage SOA for optimal performance.

PAPER ABSTRACTS

12. Conflict of Interest Regarding Information Transparency in a Business-to-Business Electronic Market with Two-Sided Competition

Zach Zhou - University of California, Irvine, Kevin Zhu - University of California, San Diego

As a platform to facilitate information sharing, business-to-business (B2B) electronic markets allow buyers and sellers to conduct transactions with greater information transparency. As shown in previous supply chain literature, information transparency is believed to create new values. Yet, the literature generally assumes that either the downstream firm (retailer) or upstream firm (manufacturer) is a monopoly. Little is known when both sides face competition. We develop a simple two-level e-market model with upstream and downstream competition and find that information transparency can create values for the whole e-market, yet it affects retailers and manufacturers very differently: one side will be hurt, depending on the competition mode (Cournot or Bertrand) in the downstream industry. Conflict of interest on information transparency persists. It illustrates a fundamental challenge with e-markets and offers a possible explanation to the difficulty faced by many B2B e-markets. We propose a discriminatory pricing scheme to deal with this issue.

**Value: Downsizing
Room: Hochelaga 5/6
(Fairmont the Queen Elizabeth)
Monday, 2:00 PM - 3:30 PM**

26. Digitizing Work: Driving and Measuring Changes in Information Worker Time Use and Performance Via a Longitudinal Quasi-Experiment

Sumit Bhansali - MIT Sloan, Erik Brynjolfsson - MIT Sloan

We study the causal effects of digitizing work on information workers' time-use and performance at a large insurance firm. We make causal inferences and

obtain unbiased estimates by exploiting a quasi-experiment: the phased introduction of Electronic Document Management (EDM) across multiple offices at different dates. We apply a difference-in-differences methodology to econometrically measure changes in a suite of performance metrics. We further triangulate on the effects of digitizing work via three complementary research techniques: extensive onsite interviews before, during and after implementation; detailed time use diaries and observation; and a series of surveys. In addition to large changes in time-use and performance, we find that digitization leads to a decline in the substitutable routine labor input and an increase in complementary non-routine cognitive labor input. We uncover a new micro-level mechanism, 'IT-enabled slack,' that explains how exactly IT can lead to payoff in terms of information worker productivity.

27. Do Layoffs Payoff? An Empirical Investigation of Financial Impacts of IT Worker Downsizing

Poornima Krishnan, Christina Nicole Outlay, C. Ranganathan - University of Illinois at Chicago

The last few years have been characterized by massive layoffs of IT workers - primarily triggered by declining corporate profitability and increased off-shoring of IT work. However, concerns have been raised about whether IT worker downsizing has generated any economic returns or business performance improvements for IT firms. This has triggered a volley of academic and managerial debates about downsizing decisions. In this study, our primary objective is to investigate the financial performance impacts of IT worker layoffs. Drawing upon the human capital and knowledge-based theories, we propose a research model linking the layoff approach and layoff size to post-layoff financial performance of IT firms. Our findings reveal that downsizing IT firms do not improve their financial performance relative to their industry. IT firms adopting a strategic approach to downsizing IT workers see better performance than those who take a tactical approach.

**Value: High-Tech Industry
Room: Hochelaga 5/6
(Fairmont the Queen Elizabeth)
Monday, 4:00 PM - 5:30 PM**

37. The New Economic Geography of IT Industries:

**The Impacts of the Internet on their Market Linkages and Agglomeration
Robert Kauffman - W.P. Carey School of Business, Arizona State University,
Ajay Kumar - Carlson School of Management**

We use the new economic geography perspective to explore the impacts of the Internet on the market linkages of two manufacturing and two service IT industries, and the consequential effects on their agglomeration. We study IT industry agglomeration at the county level across the entire United States during 1998-2004. The industries that we study are: computer manufacturing, semi-conductors manufacturing, software publishing, and computer systems design and services. We develop a model of industrial agglomeration based on market potential for growth which incorporates Internet adoption. Using nonlinear regression for 3,142 counties, we find evidence that Internet adoption is a significant determinant of the market potential and agglomeration for all four IT industries. We report that the effect of the Internet appears to be less important for firms located in urban counties. In big cities, the overall concentration of IT manufacturing industries is declining, while that of IT service industries is increasing.

PAPER ABSTRACTS

38. Dynamics of Platform Competition: Exploring the Role of Installed Base, Platform Quality and Consumer Expectations

Feng Zhu - Harvard Business School, Marco Iansiti - Harvard Business School

Researchers debate the role of installed base, platform quality and consumer expectations in driving the success of platforms. We analyze a dynamic model in which a new entrant with superior quality competes with an incumbent platform, and examine the long-run market outcomes. We find that the driver of market dynamics depends critically on the strength of indirect network effects and the consumer discount factor of future applications. We empirically examine the competition between the Xbox and PlayStation 2 consoles. We find that Xbox has a small quality advantage over PlayStation 2, and that the strength of indirect network effects and the discount factor in this market are within the range in which the market dynamics are quality driven. Counterfactual experiments suggest that PlayStation 2 could drive Xbox out of the market if the strength of indirect network effects more than doubles or the consumer discount factor increases by fifty percent.

Value: Sustainable Competitive Advantage
Room: Hochelaga 5/6
(Fairmont the Queen Elizabeth)
Tuesday, 8:30 AM - 10:00 AM

91. IT-Enabled Organizational Agility and Firms' Sustainable Competitive Advantage

One-Ki (Daniel) Lee - University of Massachusetts Boston,
Kai Lim, Kwok-Kee Wei - City University of Hong Kong,
Vallabh Sambamurthy - Michigan State University

By reflecting on the polymorphous aspects of firms' strategic responses to environmental dynamics, we differentiate two distinctive types of agility, namely, entrepreneurial agility (anticipating and proactive) and adaptive agility (sensing and reactive). In this light, we investigate how and why firms' IT and operational capabilities can enable these two types of agility, thereby leading to sustainable competitive advantage. To empirically validate the proposed model, we conducted a large-scale field survey with multiple respondents in China, an emerging economy with a large variance in market uncertainty and IT maturity among companies. The results indicate that specific complementary relationships between IT and operational capabilities are the significant driving forces of each type of agility. The two types of agility are also found to be significant in leading to sustainable competitive advantage while their impacts differ. This study provides a better understanding of the strategic role of IT in contemporary businesses.

92. Service-Oriented Architecture and Organizational Integration: An Empirical Study of IT-Enabled Sustained Competitive Advantage

Lih-Bin Oh - National University of Singapore, Yi-Xing Leong - National University of Singapore,
Hock-Hai Teo - National University of Singapore, T. Ravichandran - Rensselaer Polytechnic Institute

Organizational integration is a phenomenon occurring inexorably in recent years due to rapid advances in IT and intense competition. In this paper, we argue that IT resources, comprising of IT assets and capabilities, are critical antecedents to organizational integration. We examine the role of service-oriented architecture (SOA) as an IT asset in enabling organizational integration. As an IT-dependent strategic initiative, IT-enabled organizational integration provides significant barriers to competition and gives rise to sustained competitive advantage. Drawing upon the resource-based and configuration theories, we developed a model by conceptualizing both SOA and IT capabilities as higher-order constructs comprising of IT standards and IT architectural design, and IT technical skills and managerial skills respectively. Next, we explore the effects of causal ambiguity to further elucidate the relationship between organizational integration and sustained competitive advantage. Our results provide managers and researchers with invaluable insights to understand the business value of service-oriented computing to achieve organizational integration and to sustain competitive advantage.

Value: Media Impacts
Room: Hochelaga 5/6
(Fairmont the Queen Elizabeth)
Tuesday, 2:00 PM - 3:30 PM

119. Analysis of the Impact of Movie Broadcasts on DVD Sales and Internet Piracy

Michael Smith, Rahul Telang - Carnegie Mellon University

Movie studios have long believed that home video recording damages the market for movies broadcast on free television. This issue has gained renewed importance with the advent of high-definition television, causing movie studios to argue that consumer recording of digital video will result in increased piracy and reduced DVD demand. In contrast, we find that the dominant impact of movie broadcasts is to stimulate DVD sales by an average of 120% in the week after broadcast. Moreover, this increase in sales appears to derive from the broadcast itself, as opposed to pre-broadcast advertising. However, we also find that movie broadcasts stimulate piracy by between 20-60% in the week after broadcast. Our research highlights both the opportunities and threats facing studios in a digital age.

120. Pump up the Volume? Examining The Relationship Between Number of Online Reviews and Sales: Is More Necessarily Better?

Hila Etzion - University of Michigan, Neveen Awad - Wayne State University

We study the relationship between volume of online product reviews and sales. We find that volume has a positive significant effect on sales of products whose valence (average rating) is perceived positively by consumers, while

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volume has a negative significant effect on sales of products whose valence is perceived negatively. Thus, pooling all products together in one regression model may not correctly capture the relationship between volume and sales, as the two opposing effects might cancel each other. In addition, we show that online reviews have a cross effect on sales of competing products: the demand for a product increases with its perceived quality, but decreases with the perceived quality of competing products. Finally, we show that consumers substitute the use of volume and valence when evaluating online review data: if the valence metric does not provide sufficient information to differentiate competing products, consumers would use the volume metric.

Value: Competition
Room: Hochelaga 5/6
(Fairmont the Queen Elizabeth)
Wednesday, 8:30 AM - 10:00 AM

142. An Examination of Lag Effects in Relationships between Information Technology Investment and Firm-Level Performance

Viet Dao, Teresa Shaft, Robert Zmud - University of Oklahoma

We develop theoretical arguments concerning the nature of different classes of performance measures and their abilities to capture the effects of IT

investment initiatives as well as the nature of the lag effect for different types of IT investments. Our empirical findings generally confirm our theoretical arguments. Automate IT investments demonstrate the most evident impacts on firm performance as they were observed for three categories of firm performance: Production costs, profitability, and market valuation. Transform IT investments performance impacts are most evident with profitability. Secondly, our findings provide strong evidence of the existence of lag between the time of an IT investment and its influence on firm performance. Specifically, transform IT investments exhibit a longer time-lag than automate IT investments before their influence on firm profitability could be detected. Further, it appears that informate IT investments may be the most challenging type of IT investment to link to firm performance.

143. Battle of the Retail Channels: How Internet Selection and Local Retailer Proximity Drive Cross-Channel Competition

Erik Brynjolfsson - MIT, Yu Hu - Purdue University, Mohammad Rahman - Purdue University

A key question for Internet commerce is the nature of competition with traditional brick-and-mortar retailers. Although traditional retailers vastly outsell Internet retailers in most product categories, research on Internet retailing has almost entirely neglected this fundamental dimension of competition. How and where can Internet retailers win this battle? To answer this question, we collect a unique dataset on the local market structure and match it to a dataset on consumer demand through both Internet and catalog channels. We find that local market structure can significantly explain variations in demand through these two direct channels. Interestingly, we find that Internet sales of niche products, often unavailable in physical stores, are largely immune from competition by traditional retailers. Since the Internet channel sells proportionately more niche products than the catalog channel does, the competition between Internet and local store channels is less intense than that between the catalog and local store channels.

Value: IT Value Challenges
Room: Hochelaga 5/6
(Fairmont the Queen Elizabeth)
Wednesday, 10:30 AM - 12:00 PM

157. To CMM or Not to CMM? Antecedents and Consequences of CMM Certification in the Indian Offshore Industry

Anand Gopal, Guodong (Gordon) Gao - University of Maryland

Third-party certification programs such as the Capability Maturity Model (CMM) and the ISO 9000 set of standards have been used as a means of

differentiation and quality assurance in IT outsourcing. Prior theory indicates that in markets with significant information asymmetry between vendors and clients, firms perceive value in acquiring certification thereby providing a signal of higher quality and better processes. Consequently, firms that are certified should experience significant benefits accruing from both their supply and demand sides. We test this in the context of the Indian offshore IT services industry using panel data on 66 vendor firms collected from 1997 to 2002. We propose a discrete choice model relating to a firm's decision to acquire CMM Level 3 certification. Subsequently, we study the effects of certification on the firm's costs and exports.

158. Empirical Analysis of Mobile Voice and SMS Service: A Structural Model

Youngsoo Kim - Carnegie Mellon University, Rahul Telang - Carnegie Mellon University,

William Vogt - RAND Corporation, Ramayya Krishnan - Carnegie Mellon University

In addition to wireless telephone boom, similar exponential increasing trend in wireless data service; short messaging services (SMS), is visible, as technology advances. Given these interesting communication trends, we develop a structural model to understand mobile users' behavior in the individual level consumption of voice and SMS services, allowing for cross-service dependencies. The key issues are the own-price elasticity and the cross-price elasticities of these services. The research context poses interesting econometric challenges (One-way and j@step nonlinear pricing and discrete/continuous choice model). Using a detailed individual level consumption data, we estimate that there is small substitution effect between voice two services. We find that own price elasticity for voice services is relatively small. Younger users are far more inelastic than the older group in four kind of elasticity (own- and cross vs. voice and SMS). This is somewhat counter intuitive and gives some unique insight in understanding mobile service.

PAPER ABSTRACTS

GENERAL TOPICS

General: IS Projects
Room: Hochelaga 4 (Fairmont the Queen Elizabeth)
Monday, 4:00 PM - 5:30 PM

30. An Examination of Decision-Making in IT Projects from Rational and Naturalistic Perspectives **Hazel Taylor - University of Washington**

This exploratory research examines the decision-making processes of experienced IT project managers at the initial start-up stage of their projects and at key decision points during project execution. The focus is on the decision-making related to potential problems (risks) at the start, and materialized problems during the course of the project. Decision processes are viewed from the perspective of two contrasting theories of decision-making – the rational method and Naturalistic Decision-Making theory – in order to investigate how well each of these theories describes actual practice. Findings show an intertwining of rational and naturalistic modes of decision-making, and a possible link was revealed between the use of rational methods and fewer subsequent problems. In particular, greater reliance on the naturalistic approach may contribute to poor project performance in terms of management of contingencies and expectancies about client relations.

31. Moments that Matter: Discourse, Design, and Detail in the Creation of Socio-Technical Order **Neil Ramiller - Portland State University**

This essay explores how detailed design issues that emerge in connection with certain “defining moments” in an information system project can both illuminate and shape the project’s broader network of actors. Of particular interest here is how language use, in both its representational and performative roles, helps to make these things happen. A pair of incidents from a recent system initiative illustrates how local project events involving the negotiated design of system features can vary in the degree to which they draw upon, and reciprocally affect, the project’s larger actor network. Implications are drawn for the enduring and yet problematic concept of “levels” in socio-technical analyses of organizational IT initiatives.

General: ERP Implementation
Room: Hochelaga 5/6 (Fairmont the Queen Elizabeth)
Tuesday, 10:30 AM - 12:00 PM

BEST PAPER NOMINEE

95. Managing A Feature-Function-Stakeholder (FFS) Fit Process in An Enterprise System Implementation

Sathish Sritharan, Shan Ling Pan - National University of Singapore

More attention is required on the unique issues of Enterprise System (ES) implementations. This paper focuses on two such issues. Since ES are packaged software embedded with vendor-defined best business practices, the first issue is the fit between package features and organizational functionality. Additionally, ES affect the entire organization and multiple stakeholders throughout the firm, and as external packages, they heavily involve external parties. Hence the second issue is the management of each stakeholder and their inter-relationships. This paper advocates a combinatorial study of these issues to focus on the facilitation of feature-function-stakeholder (FFS) fit and a processual view is taken to better understand the pattern of fit. This paper analyzes a case study of an ES implementation to describe a process model of the facilitation of FFS fit that involves four sets of activities. This paper concludes with theoretical and managerial contributions, and areas for future research.

96. An Institutional Analysis of Pluralistic Responses to Enterprise System Implementations **Nicholas Berente - Case Western Reserve University, Kalle Lyytinen - Case Western Reserve University, Youngjin Yoo - Temple University**

Organizations are awash in a wide range of practices that are guided by a variety of goals, values, assumptions, and identities. New enterprise systems are consistent with many of these practices, yet conflict with others. Using institutional theory, we show how the congruence with the institutional logics associated with an ERP implementation affects the local responses to the system. This institutional logic is often accompanied by strong institutional pressures whereby actors can respond either with strategies of acquiescence such as compliance or mutual adaptation, or with loose coupling strategies of compromise and avoidance. We conducted a qualitative meta-analysis of sixteen published case studies of ERP implementations. The results support our theoretical conjectures. The findings suggest that situations involving loose coupling call to question the validity of enterprise system data. We also highlight the limited role of resistance strategies as viable long-term responses.

General: Development Issues
Room: Hochelaga 3 (Fairmont the Queen Elizabeth)
Wednesday, 10:30 AM - 12:00 PM

146. Persistent Problems with IT-User Collaboration: A Functionalist Explanation of Relationship Management **Kathy McGrath - Brunel University, Natasha Papazafeiropoulou - Brunel University**

Collaboration between IT staff and user groups is an enduringly problematic aspect of IS deployment and use in organizations. In this paper we offer an explanation as to why such difficulties persist despite management initiatives

PAPER ABSTRACTS

designed to eliminate them. We examine how a retail banking organization attempted to improve IT-user collaboration through the creation of an intermediary role called a relationship manager. The new role was not used as intended, and the organizational response was to introduce more relationship managers in an attempt to regain control. Adopting a functionalist perspective, we see relationship management as a problematic structure that served to heighten professional allegiances at the expense of organizational goals, with the unintended consequence that the IT and user departments became more alienated. Finally, we highlight some limitations of functionalist explanation in order to present the implications of our work for professional practice and suggest further directions for IS research.

147. Lifting the Hood of the Technological Evolution Process for Web Technologies

Samer Faraj - University of Maryland RH Smith School of Business,

Adrian Yeow - University of Maryland RH Smith School of Business

This article uses an evolutionary networking perspective to develop a Spiral Model of technological evolution for web technologies. This model is grounded in archival data concerning the creation and development of web browser and web search technologies. The Spiral Model proposes four interconnected phases: network formation, network contest, blackboxing and dismantling the blackbox. The model highlights the role of technological frames that guide the inscription of artifacts and the enrollment of actors and technologies into actor-networks. These actor-networks engage in contests and those who are successful begin to "blackbox" the web technology according to their technological frame. Yet this blackbox state is reversible, and is subject over time to triggers that may begin to dismantle these blackboxed technologies. This phase leads to another round of network formation and contestation. The result is an ever-tightening spiral of change in the two technologies.

GLOBAL INFORMATION TECHNOLOGY ISSUES

Global: Offshoring
Room: Hochelaga 3 (Fairmont the Queen Elizabeth)
Monday, 4:00 PM - 5:30 PM

32. Producing Comfort: Risk, Anxiety and Trust in the Development of an IS Offshoring Relationship
Séamas Kelly - University College Dublin, Camilla Noonan - University College Dublin, Micheál Ó Sé - Oileán Enterprises

In this paper we explore the notion of anxiety and its management in the context of IS offshoring. In particular, we have focused on the important question of how comfort is produced in circumstances that may involve high risk and a very opaque development processes, which are inherently difficult to monitor, not least because of issues associated with geographical and cultural separation. The paper is based on an ongoing in-depth, longitudinal, interpretive study of the development of an offshore IT sourcing relationship between a small Irish financial services firm and a large Indian software development company. We draw on the extensive literature on risk and trust to synthesize a distinctive perspective that enables us to problematise and shed light on some crucial, yet intangible and often overlooked, aspects of offshoring practice. In particular, we aim to make visible the 'relationship work' required to develop and sustain the outsourcing partnership over time and geography.

33. Impact of Offshoring on Firm Performance

Shirish Srivastava - National University of Singapore, Thompson Teo - National University of Singapore,

Partha Mohapatra - Morgan State University

Despite the growing importance of IT enabled offshoring in the present day business, there is little academic research devoted to the subject. Moreover, to our knowledge, research on the impact of offshoring on firm performance is virtually non-existent, which is the prime motivation for this study. In this research, using resource-based view and resource dependence theory we conceptualize offshoring as a strategic resource sourcing decision for enhancing firm performance. Specifically, we assess the short term impact of offshoring event (OE) and offshoring intensity (OI) on financial performance metrics of the firm, which include revenue performance, cost performance, profitability performance, productivity performance, and market performance. Results, suggest offshoring as a viable strategic option for improving firm performance. Through this research, we make some important contributions and offer implications for research and practice.

PAPER ABSTRACTS

Global: Born Global versus Going Global
Room: Hochelaga 3 (Fairmont the Queen Elizabeth)
Tuesday, 10:30 AM - 12:00 PM

BEST PAPER NOMINEE

97. Examining Global Takeoff and Growth of Digital Wireless Phone Technology

Robert Kauffman - Arizona State University, Angsana Techatassanasoontorn - Pennsylvania State University

The early phase of IT diffusion plays a critical role. Takeoff involving rapid growth of an IT is an acid test for whether the technology will succeed. We develop a new theory to understand global takeoff for digital wireless phones and technologies with related characteristics. We construct a multi-theoretical model that consists of standards, market competition, technology cost, and technology substitutions to explain takeoff and penetration during the growth phase. We test factors that drive takeoff times and further penetration growth during the growth phase after takeoff. The data are from 41 developed and developing countries. The results suggest that standards drive takeoff and penetration growth. Familiarity with wireless phones and an installed base of analog technology also explain faster takeoff times. Non-price factors are important drivers of penetration growth after takeoff too. Our results have implications on standards and competition policy settings for digital wireless phones.

98. Drivers and Effects of IT Capability in 'Born-Global' Firms: A Cross-National Study

Man Zhang - Bowling Green State University, Saonee Sarker - Washington State University, Suprateek Sarker - Washington State University

Past research acknowledges that IT capability enhances firm performance. However, studies have focused primarily on large firms, and have seldom explored why firms develop IT capability, leaving a void in the understanding of the role of IT capability in SMEs. This study, using a survey methodology, attempts to address this void by examining the effect of relevant environmental and firm-level factors on IT capability, and the effect of IT capability on the international performance of Chinese and US born-global firms, a special breed of export-focused SMEs. Results support most of the hypotheses. Interestingly, the results of the comparison between Chinese and US born-globals are consistent with the 'convergence' perspective. The study contributes by: 1) providing clear evidence that IT does matter in born-global firms, 2) highlighting the specific types of IT capability that born-globals should invest in, and 3) pointing to factors that drive IT capability development in such firms.

HUMAN-COMPUTER INTERACTION

HCI: Cognition
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Monday, 2:00 PM - 3:30 PM

15. An Alternative Mechanism for the Cognitive Fit Theory in Spreadsheet Analysis

Hock Chan - National University of Singapore, Hee-Woong Kim - National University of Singapore, Suparna Goswami - National University of Singapore

A basic task in spreadsheet analysis in order to understand the structure of a given spreadsheet is that of finding precedent cells (cells that are referenced in the formula of a given cell). The cognitive fit theory is used to analyze this task. Current applications of the cognitive fit theory assert a fit when the information emphasized by the task matches the information emphasized by the problem representation. This study applies the concept of cognitive fit from a different perspective, with the intention of assessing mental representation in problem solving. By keeping the task invariant, the study does a detailed analysis of the different problem representations (the "A1" referencing style and the "R1C1" referencing style), and the corresponding mental representations. It is experimentally shown that the problem representation affects the mental representation, the cognitive fit between the mental representation and the problem representation, and the subsequent performance.

16. The Effect of E-Scape on Internet Shoppers' Cognition, Emotion, and Behavior Response

Sang Kim - Chonnam National University, Joon Koh - Chonnam National University

Servicescape is one of the differentiated strategies by which general shopping malls can attract customers. By investigating Internet shopping malls from a viewpoint of environmental psychology, this study tries to expand the subject of servicescape, previously addressing physical spaces, into the Internet. An analysis of 490 questionnaires found that all of the four aspects of e-servicescape (hereinafter e-scape) influences the emotional and cognitive responses of Internet shoppers, ultimately triggering their behaviors. In addition, the effects of e-scape on customers' behavior were mediated by customers' internal responses. Based on the analysis result, servicescape management is important on the Internet just as it is in physical space and it can be one of the effective strategies to make an Internet shopping mall distinguishable from other Internet shopping malls.

PAPER ABSTRACTS

HCI - Buying Behaviors
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Tuesday, 2:00 PM - 3:30 PM

110. System Design Effects on Online Impulse-Buying
Kathy Ning Shen - Abu Dhabi University, Mohamed Khalifa -
City University of Hong Kong

Impulse buying is usually described as a sudden, compelling, hedonically complex purchasing behavior without deliberate consideration of all

information and choice alternatives. Such behavior is dominantly driven by affect-laden motives rather than rational thinking, violating the assumption of intentional behavior in dominant theories for online shopping. New theories are therefore necessary to explain online impulse buying. Drawing upon the stimulus-organism-response framework, we develop and empirically validate a model explaining the relationship between system design characteristics and online impulse buying. Impulse formation and enactment are modeled as a response to four organismic factors, i.e., telepresence, social presence, pleasure and arousal. These organismic variables are determined by system stimuli that are characterized as interactivity and vividness features. The research model is validated by an experiment with a full factorial design involving 151 undergraduate students. The empirical results provide very strong support for the model. The theoretical and practical implications of these results are discussed.

111. Effects of Website Interactivity on Consumer Involvement and Purchase Intention
Wei-Siong Chua - National University of Singapore, Bernard Tan - National University of Singapore,
Zhenhui Jiang - National University of Singapore

This study attempts to understand how website interactivity (level of active control and direction of communication) can impact purchase intention through consumer involvement. The product type featured on the website is a moderating factor in the effects of interactivity. In a laboratory experiment, subjects were asked to perform purchasing tasks of non-fictional books or greeting cards on websites of varying levels of interactivity. Measures were obtained for the subjects' cognitive involvement, affective involvement and purchase intention. Results indicate that websites with high level of active control lead to cognitive involvement and, in some instances, affective involvement. Websites with bi-direction of communication lead to affective involvement for functional products but not expressive products. Responses from the subjects also revealed that there is a correlation between consumer involvement and purchase intention. Finally, future directions for researchers and implications for practitioners are addressed.

HCI: Consumer Attitudes and Behaviors
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Wednesday, 10:30 AM - 12:00 PM

148. Users' Perceptions of Benefits and Costs of Personalization
Horst Treiblmaier - Vienna University of Economics and Business
Administration, Irene Pollach - University of Aarhus

Companies collect a wealth of personal data about their customers to be able to target their pro-motional messages to customers'

interests and demographics. Information technology and the Internet in particular have created new opportunities for data collection, storage and processing. While technology enables companies to address customers directly and therefore to increase sales and customer retention, this form of personalization may infringe upon users' desire for privacy. To examine this trade-off, we first identified benefits and costs of personalization based on the findings of qualitative interviews. Next, we conducted a quantitative survey to assess the risks people perceive for various data types and illustrate how people's general attitudes toward personal data sharing determines their perceptions of benefits and costs of personalization.

149. Post-Adoption Transferring between Non-Substitutable Technologies:
The Case of Instant Messenger and Portal

Song Peijian - Fudan University, Cheng Zhang - Fudan University, Chen Wenbo - Fudan University,
Huang Lihua - Fudan University

In this study, we focus on the post-adoption transfer behavior between technology products that are not substitutable. Drawing upon the theories and findings of entitativity, the self-perception theory and technology acceptance model, we proposed a research model; we then validated it through cross-sectional field data collected from users on their post-adoption transferring from one instant messenger, QQ, to its portal, QQ.com. Findings suggest that the usage behavior can be transferred indirectly and the perceived entitativity is an important factor influencing the transferring behavior. This research finds that the perceived usefulness and perceived ease of use can be transferred. If the perceived entitativity is high, then the perceived usefulness and perceived ease of use will be transferred between non-substitutable technology products. This research contributes to both research and practice by advancing our understanding of users' post-adoption behavior in general and, more specifically, their transferring behavior between non-substitutable technology products.

PAPER ABSTRACTS

INFORMATION SYSTEMS EDUCATION AND TEACHING CASES

Education: Teaching Cases
Room: Hochelaga 3 (Fairmont the Queen Elizabeth)
Monday, 10:30 AM - 12:00 PM

1. CHEP: The Net of Things

Sascha Vitzthum, Benn Konsynski - Emory University

It is June of 2003, and Donna Slyster, SVP of Operations at CHEP, and her RFID team are anxiously preparing their presentation for the Global Executive Team. After four

years of research and development and a total investment of more than \$20 million, CHEP has mastered RFID and showcased its potential benefits. However, despite a mandate by key market players to adopt the technology across supply chains, uncertainty about the technology and its benefits is making customers hesitant to deploy CHEP's RFID-enabled solutions. If Slyster cannot present a viable business model and paying customers soon, CHEP's RFID initiative will be history...

2. Building Core IS Capabilities For Business Change: The Commonwealth Bank Case

Peter Reynolds - The University of Melbourne, Leslie Willcocks - London School of Economics

This teaching case provides a practical illustration of the challenges of managing IT outsourcing and evolving the IT function's capabilities, structure, and governance arrangements in a dynamic business context. A central focus is on retained core IT capabilities at Commonwealth Bank of Australia (CBA) in the 1997-2006 period that were needed to gain business value from IT, and IT suppliers. It foregrounds two persistent issues in IT management. First, what are the IT capabilities that must be retained within an organization? Second, how to go about building these capabilities in the context of the business needs as well as maintain and evolve these capabilities? The teaching case shows the dynamic and evolutionary nature of this process. The case also allows students to explore several other key IT management issues. The strengths and limitations of large-scale IT outsourcing are examined, how CBA dealt with these, and evolved towards a multi-sourcing strategy. How the IT function needed to change its structure and governance to align with dynamic business context and strategy is detailed. The case also deals with the roles of the CEO, CIO and business managers in leveraging IT performance for business value, the building of project and program management capabilities, and how to organize IT to support a business transformation program. Finally the case provides information to enable students to review the case and invent the future for CBA on these many issues.

BEST PAPER NOMINEE

3. Does IT Payoff? Strategies of Two Banking Giants

Ali Farhoomand, Minyi Huang - University of Hong Kong

Banks have long been among the most intensive users of information technology (IT). Globalization has further accentuated banks' reliance on IT, leading to further increase in their IT investment. It is not all that clear, however, whether these investments pay off. This case presents the complexities involved in measuring IT investment by comparing and contrasting the IT strategies of two of the world's largest banks: HSBC and Citigroup. Will the IT investment strategies adopted by HSBC and Citigroup enhance their operational efficiency or strategic positions? Which of the two banks will have higher returns on their IT investments in the long run? How should they measure such returns?

Education: Sharing Knowledge
Room: Hochelaga 4 (Fairmont the Queen Elizabeth)
Tuesday, 8:30 AM - 10:00 AM

80. The Potential of Synchronous Communication to Enhance Participation in Online Discussions

Stefan Hrastinski - Jönköping International Business School

Computer-mediated communication (CMC) has commonly been adopted in educational settings. However, few researchers have studied the effects of different CMC in such settings. This study examines how the use of synchronous chat, as a complement to asynchronous discussion board, affects student participation in online discussions. Two online classes of different sizes (n=8, 19) that participated in two asynchronous and two synchronous online discussions were examined. Both actual and perceived measures of participation indicated that the use of synchronous chat affected participation positively, which was especially evident in the smaller class. In the synchronous discussions, the students felt that they worked together, because they were confident that someone would respond to their ideas, and they did not feel restricted to discussing course content, which seem to be key factors in what is labeled personal participation.

PAPER ABSTRACTS

81. Impediments to Sharing Knowledge Outside the School: Lessons Learnt from the Development of a Taxonomic E-Learning Portal

Naresh Kumar Agarwal, Danny C.C. Poo, Keat Houg Tan - National University of Singapore

Despite knowledge sharing tools, lack of motivation is one of the primary reasons why organizational knowledge-sharing initiatives fail. In this interpretive case study, we look at knowledge sharing not within an organization, but in the context of schoolteachers and students in Singapore secondary schools. Through interviews with teachers and students, we investigate the reasons behind the reluctance of teachers/students to share educational content outside the school through an e-learning digital repository, and ways to address these. It was found that very real human reasons of fear and trust stand in the way of knowledge sharing. An important contribution of this study is a set of impediments concerning schoolteachers (and students), and potential solutions to these impediments. Despite apparent difference in motivation/time-constraints between organizational employees and schoolteachers/students, the findings support Husted and Michailova's model of organizational knowledge sharing hostility, and should be useful for application in similar e-learning knowledge-sharing initiatives.

INFORMATION SYSTEMS PRIVACY AND SECURITY

Privacy and Security: Information Disclosure
Room: Peribonka
(Fairmont the Queen Elizabeth)
Monday, 2:00 PM - 3:30 PM

20. The Effect of Online Privacy Information on Purchasing Behavior: An Experimental Study
Alessandro Acquisti, Lorrie Cranor, Serge Egelman, Janice Tsai - Carnegie Mellon University

The effort by companies to manage their information practices to produce transparent privacy policies have yielded mixed results. Web retailers detail such practices in their online privacy policies, but most of the time this information remains invisible to consumers. This paper reports on research undertaken to determine whether a more prominent display of privacy information will cause consumers to incorporate privacy considerations into their online purchasing decisions. We designed an experiment in which a shopping search engine interface, Privacy Finder, clearly displays privacy policy information. When such information is made available, consumers tend to purchase from online retailers who better protect their privacy. Importantly, our study indicates that once privacy information is made more salient, some consumers are willing to pay a premium to purchase from more privacy protective websites. This suggests that companies may be able to leverage privacy protection as a selling point.

21. Understanding Online Information Disclosure As a Privacy Calculus Adjusted by Exchange Fairness

Han Li - Oklahoma State University, Rathindra Sarathy - Oklahoma State University

Current studies on information privacy fail to explain widely observed contradictions between online consumers' privacy concern (treated as a general personality trait) and online information disclosure. These contradictions occur because situation-specific factors are not taken into account. This paper contributes to the literature on information privacy by theorizing and empirically testing how information disclosure is driven by competing situation-specific benefits and risk factors. The results of this study indicate that, in the context of an e-commerce transaction with an unfamiliar vendor, information disclosure is the result of competing influences of exchange benefits and two types of privacy beliefs (privacy protection belief and privacy risk belief). In addition, the effect of monetary rewards is dependent upon the fairness of information exchange. Monetary rewards could undermine information disclosure when information collected has low relevance to the purpose of the e-commerce transaction.

Privacy and Security: Behavioral Issues
Room: Peribonka (Fairmont the Queen Elizabeth)
Tuesday, 10:30 AM - 12:00 PM

102. Making Sense of Institutionalizing Information Systems Security Management in Organizations
Carol Hsu - City University of Hong Kong

Information Systems (IS) security management has gained renewed importance for the past few years resulting from the rising numbers of security incidences and compliance pressure. While majority of IS security research has been focusing on the technical value and the effectiveness of IS security implementation, studies on the organizational process of implementation is rather limited. This paper employs a socio-cognitive perspective to examine the sense-making process of IS security BS 7799 Part 2 certification among different stakeholder groups in the organization. Using a qualitative case study approach, the findings reveal different understandings on the strategy and consequence of IS security implementation. We argue that socio-cognitive perspective, in particular the concept of frames analysis, can act an analytical tool to interpret meanings and anticipate actions in managing IS security in organizations.

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103. The Last Line of Defense: Motivating Employees to Follow Corporate Security Guidelines

Scott Boss - Bentley College, Laurie Kirsch - University of Pittsburgh

Information security has become increasingly important to organizations. Despite the prevalence of technical security measures, individual employees remain the last line, and frequently the weakest link, in corporate defenses. When individuals choose to disregard security policies and procedures, the organization is at risk. How, then, can organizations motivate their employees to follow security guidelines? Using an organizational control lens, we build a model to explain individual information security precaution-taking behavior. Specific hypotheses are developed and tested using a field survey. We examine elements of control and introduce the concept of "mandatoriness" which we define as the degree to which individuals perceive that compliance with existing security policies and procedures is compulsory or expected by organizational management. We find that the acts of specifying policies and evaluating behaviors are effective in convincing individuals that security policies are mandatory. The perception of mandatoriness is effective in motivating individuals to take security precautions.

Privacy and Security: Self and Others
Room: Peribonka (Fairmont the Queen Elizabeth)
Tuesday, 4:00 PM - 5:30 PM

124. Computer Virus Propagation in Social Networks

Hong Guo, Hsing Cheng - University of Florida

This paper applies social network analysis techniques to study computer virus propagation. We propose a novel

multilevel hierarchical linear model to simultaneously evaluate the impact of both individual-level and group-level variables on virus propagation process. In this model, we propose centrality and brokerage measures as explanatory variables. We estimate our model based on empirical data from the largest social networking website and find that closeness centrality (individual level) and brokerage (group level) jointly explain 82.5% of the variance in the number of infections. This research contributes to both the literature of computer virus propagation and defense and the literature of centrality measure comparison in the field of social network analysis by: (1) performing subgroup analysis and considering multiple levels of network characteristics to capture the intrinsic nested feature of the networks and (2) comparing different structural measures (centrality and brokerage) in terms of their performance to explain the propagation of computer viruses.

125. The Effects of Self-Construal and Perceived Control on Privacy Concerns

Heng Xu - Pennsylvania State University

Drawing on the psychological control and self-concept theories, we propose a research framework linking three privacy assurance mechanisms (privacy-enhancing technology, industry self-regulation, and government legislation) to privacy concerns through the mediating effects of perceived control and moderating role of self-construal. We test the predictions of the framework using data obtained from 141 mobile phone users through an experiment. Results show that all the three mechanisms are effective in increasing perceived control, which in turn mitigates privacy concerns. We also find that people who value independent-self refer personal control through technology-based mechanisms; whereas people who value interdependent-self prefer proxy control through industry self-regulation and through government legislation. In addition to enhancing our theoretical understanding of information privacy, these findings have important implications for service providers, technology developers, consumers, and regulatory bodies.

INFORMATION SYSTEMS STRATEGY AND GOVERNANCE

Strategy: Software Projects
Room: Hochelaga 3
(Fairmont the Queen Elizabeth)
Monday, 2:00 PM - 3:30 PM

24. Developing a CSF Causal Loop Model for Managing IT Projects: A Case Study of an Inter-Organisational Healthcare Pathology IT System

Dave Wainwright - Northumbria University, Christopher Shaw - South Tees Hospital NHS Trust

This research aims to develop a causal loop model using a Critical Success Factors (CSF) approach to investigate the organisational and IT project management issues concerning the planning and adoption of inter-organisational IT systems. The researchers adopted an interpretive research approach utilising template analysis. Categories were initially derived from a review of the literature based on CSF analysis from Enterprise Resource Planning (ERP) Projects. Causal loop modelling, using CSFs, was examined in order to assess the process of adoption of large scale integrated IT systems. The discussion and conclusions assess the appropriateness and utility of using a CSF approach, and an adapted causal loop model, to inform more effective approaches to IT planning and adoption. The findings indicate that CSF analyses may be combined with causal loop modelling and has the potential to be used for future research studies and also as a practical heuristic for IT project teams.

25. Bridging the Gap between Business Strategy and Software Development

Victor Basili - Fraunhofer USA CESE, Jens Heidrich - Fraunhofer IESE, Mikael Lindvall - Fraunhofer USA CESE, Jürgen Münch - Fraunhofer IESE, Myrna Regardie - Fraunhofer USA CESE, Dieter Rombach - Fraunhofer IESE, Carolyn Seaman - Fraunhofer USA CESE, Adam Trendowicz - Fraunhofer IESE

In software-intensive organizations, an organizational management system will not guarantee organizational success

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unless the business strategy can be translated into a set of operational software goals. The Goal Question Metric (GQM) approach has proven itself useful in a variety of industrial settings to support quantitative software project management. However, it does not address linking software measurement goals to higher-level goals of the organization in which the software is being developed. This linkage is important, as it helps to justify software measurement efforts and allows measurement data to contribute to higher-level decisions. In this paper, we propose a GQM+Strategies® measurement approach that builds on the GQM approach to plan and implement software measurement. GQM+Strategies® provides mechanisms for explicitly linking software measurement goals to higher-level goals for the software organization, and further to goals and strategies at the level of the entire business. An example application of the proposed method is illustrated in the context of an example measurement initiative.

Strategy: Governance
Room: Hochelaga 3
(Fairmont the Queen Elizabeth)
Tuesday, 8:30 AM - 10:00 AM

87. Conflict Resolution or Informational Response? An Empirical Analysis of the Determinants of Governance Choice in Business Process Outsourcing Relationships
Deepa Mani, Anitesh Barua - University of Texas at Austin,
Andrew Whinston - University of Texas at Austin

This study integrates perspectives from neo-institutional economics, organization theory and information systems to examine why firms choose different governance structures across business process outsourcing (BPO) relationships. In particular, we focus on the information processing (IP) requirements that must be managed during the course of the BPO relationship and antecedent uncertainty in the business environment, outsourced business process, and BPO relationship that influence governance choice through their impact on such IP requirements. Further, we theorize that the influence of IP requirements on governance choice is moderated by the choice of technological capabilities. Survey data on 130 BPO initiatives provide empirical support for our hypotheses. Our results emphasize that in modern information intensive BPO relationships, hierarchical controls embedded in the governance structure are an important IP mechanism that helps the user firm effectively respond to IP requirements of the relationship and resolve incentive and cognitive conflict between the participant firms.

88. Impact of Top Management's IT Knowledge and IT Governance Mechanisms on Financial Performance
Efrim Boritz - University of Waterloo, Jee Hae Lim - University of Waterloo

The primary objective of this paper is to examine whether top management's IT knowledge and the firm's use of important IT governance mechanisms reliably contribute to a firm's financial performance. We found that IT knowledge at top executive levels and the board is associated with a company's use of IT governance mechanisms such as CIOs and IT strategy committees that lead to improved financial performance. These findings provide evidence-based support for normative prescriptions for addressing the so-called IT attention and IT knowledge deficits at the top executive and board levels of companies.

Strategy: ICT Investments
Room: Hochelaga 3
(Fairmont the Queen Elizabeth)
Tuesday, 4:00 PM - 5:30 PM

132. Testing the Influence of Two ICT management Practices on Business/ICT Alignment
Bjorn Cumps - Katholieke Universiteit Leuven,
Stijn Viaene - Vlerick Leuven Gent Management School,
Guido Dedene - Katholieke Universiteit Leuven

Business/ICT (Information and Communication Technology) alignment is an ongoing concern for both academics and practitioners. However, little academic research focuses on the process or practice of alignment. In this paper we build a theoretical model and test it empirically. We investigate the influence of ICT management intensity and investment justification on alignment. Four indicators are used for the ICT management intensity construct: ICT portfolio management, ICT performance management, ICT risk management and ICT change management. Investment justification reflects on how organizations justify ICT investments in the business case. We used the following indicators: Economic impact, impact on building a competitive advantage, impact on keeping up with the competitors and impact on enhancing management information. Furthermore, we also examined the influence of alignment on the use of ICT for competitive advantage. The study relies on a rich data set of 641 European organizations. Our results indicate that ICT management intensity and investment justification are both positively associated with alignment.

Strategy: Innovative Perspectives
Room: Hochelaga 3
(Fairmont the Queen Elizabeth)
Wednesday, 8:30 AM - 10:00 AM

138. Information System Architecture: Toward a Distributed Cognition Perspective
David Dreyfus - Boston University

Organizations make substantial investments in their information system architectures, yet extant theory on information system architecture often regards the architect as having a great deal of design freedom. This paper argues that information system architecting can be profitably viewed as distributed cognition in which multiple decision-makers influence the evolution of an information system's architecture. A set of guidelines are constructed from the literature that can be used to

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characterize the degree to which a set of activities constitutes distributed cognition. Interview data is then used from three sites engaged in information system architecting to illustrate why architecting is difficult and how a distributed cognition perspective helps us understand it. The paper concludes by arguing that although the architecting process can be described as distributed cognition, the practice of architecting is constrained by the absence of representations that facilitate cross-group discussions of the architecture.

BEST PAPER NOMINEE

139. Complementarities Between Information Technology and Human Resource Practices in Knowledge Work

Ali Tafti - University of Michigan, Sunil Mithas - University of Maryland, M.S. Krishnan - University of Michigan

We present a theoretical framework of Human Resources (HR) and Information Technology (IT) alignment, and validate this framework empirically. First, we present a system of HR-related work practices (facilitating HR) and system of IT-related practices (facilitating IT) that are specific to knowledge workers. We examine the interaction between facilitating HR practices and facilitating IT practices in the productivity outcomes of firms in knowledge-intensive industries. Next, we examine the quantitative firm productivity impacts of IT investment and facilitating HR-related work practices in the context of a specific type of knowledge work: the work of IT professionals. Linking separate datasets, we utilize both objective economic metrics and managers' subjective assessments of firm productivity improvements in order to assess the effect of HR-IT alignment on firm productivity.

KNOWLEDGE MANAGEMENT

**Knowledge Management: Productivity and Success
Room: Hochelaga 4 (Fairmont the Queen Elizabeth)
Monday, 2:00 PM - 3:30 PM**

17. Productivity Effects of Information Diffusion in E-Mail Networks

**Sinan Aral - New York University,
Erik Brynjolfsson - Massachusetts Institute of
Technology, Marshall Van Alstyne - Boston University**

What determines information flow through organizations and does it matter for performance? Using accounting data, surveys, and ten months of email traffic, we observe several thousand information diffusion processes for two distinct types of information. "Event news" is characterized by a spike in communication and rapid, pervasive spread throughout an organization. "Discussion topics" are characterized by back-and-forth conversation and shallow diffusion. They both diffuse rapidly to people with similar experience, age, education, and gender but discussion topics also diffuse quickly to project co-workers, stronger ties and across authority relationships. Our data let us test key assumptions from social network theory. Strikingly, access to novel information strongly predicts individual productivity and is economically significant. Seeing ten novel words corresponds with a 1% increase in project completion and \$700 of incremental revenue. Such fine grain data has the potential to open new frontiers for information systems research.

18. Open Source Software Development and the Small World Phenomenon: An Empirical Investigations of Macro Level Colaboration Network Properties on Project Success Param Singh - University of Washington

In recent times, small world networks have attracted massive amount of research interest for their ability to foster innovation. I investigate whether open source developer collaboration networks characterized by small world properties influence developer productivity. Small world networks are characterized by two macro level network properties: clustering and path length. Clusters by definition include developers who have more relationships connecting them to each other than to other developers in the network. Redundant ties within a cluster improve its information transmission capacity by encouraging richer, reliable and speedy access to knowledge resources. Shorter path lengths among developers in the network give the developers access to a wider range of knowledge resources. Using detailed data, collected from Sourceforge.net, I find evidence that 'small world' properties of the collaboration networks of the developers positively affect their productivity.

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Knowledge Management: Strategy and Governance
Room: Hochelaga 3 (Fairmont the Queen Elizabeth)
Tuesday, 2:00 PM - 3:30 PM

BEST PAPER NOMINEE

112. Extending March's Exploration and Exploitation: Managing Knowledge in Turbulent Environments

David Bray - Goizueta Business School, Michael Prietula - Goizueta Business School

We extend March's model of exploration and exploitation to consider how environmental turbulence impacts organizational knowledge in hierarchies of varying size and depth. We then evaluate additional effects of a knowledge management (KM) system that collects and shares knowledge from expert individuals in an organization. We find that in the absence of personnel turnover, a management strategy of high exploitation and low exploration for a multi-tier hierarchical organization, representative of a "top-down" knowledge management strategy, reduces the accuracy of average individual knowledge levels compared to alternative strategies. The magnitude of this reduction in accuracy increases as the number of tiers in a hierarchical organization increase. Managers operating in a flat organization will see less of a reduction compared to a multi-tier organization. Two weighted-least-squares regressions performed on two additional data sets corroborate this central observation: a "bottom-up" strategy demonstrates greater resiliency to environmental turbulence than a "top-down" knowledge management strategy for hierarchical organizations.

113. Towards a Framework for Understanding KM Governance

Andreas Schroeder - Victoria University of Wellington, David Pauleen - Victoria University of Wellington, Sid Huff - Victoria University of Wellington

This paper contributes to KM research by building a framework for analyzing governance arrangements of KM programs and by exploring the relationship between the organizations and their KM approach. Multiple case research is employed in order to identify the mechanisms used by 12 international organizations to govern their KM programs. The research identifies a range of structural, process and relational aspects which contribute to the governance of the KM programs. These aspects are integrated into a KM governance framework. The suggested framework extends current IT based frameworks by integrating KM specific governance aspects. Findings include the low use of formal governance processes and the high dependence on relational mechanisms to guide the KM programs. Moreover, relationships are identified between the KM governance configuration and the size, structure and industry type of the organizations. Recommendations are made for further use of the KM governance framework.

Knowledge Management: Knowledge Contributions
Room: Hochelaga 4 (Fairmont the Queen Elizabeth)
Wednesday, 10:30 AM - 12:00 PM

150. Investigating Knowledge Contribution from the Online Identity Perspective

Jun Zheng - National University of Singapore, Hee-Woong Kim - National University of Singapore

Knowledge contribution is one of the essential factors for the success of virtual communities (VCs) including blogs and Internet vendors. This study examines the knowledge contribution of individuals in VCs from the online identity perspective based on social identity theory. Previous research on identity explains that human behavior is an activity for communicating the identity. For this study, we develop a new construct, online identity, to represent the identity established online. This study tests the effect of personal and social aspects of online identity on knowledge contribution based on the survey of 185 members of a VC. The results indicate both personal and social aspects of online identity significantly affect knowledge contribution. This research contributes toward the understanding of online identity and its effect on knowledge contribution. This study also offers suggestions to VC organizers and Internet vendors for managing online knowledge contribution of their members.

151. Democratising Organisational Knowledge: The Potential of the Corporate Wiki

Helen Hasan - University of Wollongong, Charmaine Pfaff - University of Wollongong

Attempts to impose knowledge management often ignore the vast organisational resource of work-related tacit knowledge possessed by knowledge workers. Our research reveals that activities supported by social technologies such as Wikis, may provide a more appropriate capability for tacit knowledge management where a network centric focus is adopted. A corporate Wiki has the potential to engage the collective responsibilities of knowledge workers to transfer their collective experience and skills into a dynamic shared knowledge repository. However, the traditional organisational culture can be reluctant to allow this power shift which surrenders the monopolistic control of the few over the creation and management of organisational knowledge. In order to frame the theoretical perspectives of these new processes of creation, accumulation and maintenance of tacit knowledge in organisations, this paper uses Activity Theory to analyse the Wiki as a tool that mediates employee-based knowledge management activities leading to the democratisation of organisational knowledge.

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PANELS

**Panel: Second Life and Other Virtual Worlds:
A Roadmap for Research**
Room: Duluth (Fairmont the Queen Elizabeth)
Monday, 10:30 AM - 12:00 PM

**4. Second Life and other Virtual Worlds:
A Roadmap for Research**
Brian Mennecke, Anthony Townsend - Iowa State University,
Edward Roche - Barraclough Ltd.,
David Bray, Benn Konsynski - Emory University,

John Lester - Linden Lab, Michael Rowe - IBM Corporation,

Virtual worlds like Second Life are becoming important tools for, among other activities, socialization, social networking, entertainment, collaboration, and business development. These environments offer information systems researchers a unique opportunity to study how these environments are built and managed by operators, how they are used and misused by users, and the impact that they have on users, communities, organizations, and societies at large. This panel is designed to introduce the information systems community to this topic. We have assembled both academic and practitioners involved in building, managing, and using virtual worlds to discuss a roadmap for research on virtual worlds.

**Panel: IT-Enabled Transformations You've Read the
Stories, Now See the Movie**
Room: Duluth (Fairmont the Queen Elizabeth)
Monday, 2:00 PM - 3:30 PM

**19. IT-Enabled Transformations: You've Read the Stories,
Now See the Movie**
Hank Lucas - University of Maryland,
Varun Grover - Clemson University, Frank Batavick,
Robert X. Cringley - Maryland Public Television

This panel discusses the decline in the information systems field and argues that an emphasis on the major transformations enabled by technology will help rekindle interest and excitement about the technology. We will discuss a documentary on IT-enabled transformations that the Smith School at the University of Maryland is co-producing with Maryland Public Television for viewing on public television stations around the U.S. The audience will preview a short segment from the documentary and panelists will present what they learned about transformations in creating the show. Panel members will also comment on how this material, which includes a website and a book, can be used in the classroom.

Panel: Electronic Markets
Room: Duluth (Fairmont the Queen Elizabeth)
Monday, 4:00 PM - 5:30 PM

**34. Electronic Markets: Theory and
Evidence from 20 Years of Research**
Eric van Heck - RSM-Erasmus,
Bruce Weber - London Business School,

Yannis Pakas - New York University, Thomas W. Malone - MIT, Robert I. Benjamin - Syracuse University,
Rolf T. Wigand - University of Arkansas, Little Rock

Twenty years ago the Communications of the ACM published Electronic markets and electronic hierarchies by Malone, Yates, and Benjamin. It has become the most cited article in the Information Systems field with 424 citations in the ISI Web of Science index and 1,472 in Google Scholar. The paper articulated the electronic markets hypothesis (EMH), which predicted that IT cost-capability improvements would drive organizations away from vertically integrated structures and would lead to unbiased online markets with many suppliers. The panel will examine the contributions of the EMH to IT-focused organizational studies. Panelists will debate the EMH as a theory in relation to others for explaining electronic market phenomena. Empirical data and its fit with the EMH will also be debated. Are research developments in electronic markets consistent with the 1987 forecasts? We will conclude on the issue of how an enhanced and more powerful theory of electronic markets might be developed in the coming years.

**Panel: Data Rich and Data Poor Scholarship:
Where Does IS Research Stand?**
Room: Duluth (Fairmont the Queen Elizabeth)
Tuesday, 10:30 AM - 12:00 PM

**101. Data Rich and Data Poor Scholarship:
Where Does IS Research Stand?**
Michel Avital - University of Amsterdam,
Kalle Lyytinen - Case Western Reserve University, Suzanne
Iacono - National Science Foundation,

Kenneth Kraemer - University of California, Irvine, Vallabh Sambamurthy - Michigan State University,
Steve Sawyer - Penn State

So far, the discourse has focused on the centrality of theory in defining and legitimating the IS field. In contrast, we engage this debate and focus on the centrality of data. We submit that the IS discipline is a data-poor field with inadequate data preservation and reuse practices, and relatively less advanced data collection instrumentation. This, in turn, results in economic deficiency, research ineffectiveness, and missed opportunities. We discuss how more systematic approaches to data sharing practices, improved data collection and increased access to large corpora of data can play a critical role in the evolution and shaping of IS as an academic discipline. Our community's shortfall in developing large-scale cumulative data on IT-related subject matters begs the questions: how does it affect the prevailing research practices and the legitimacy of the field? How, if at all, we should address the situation? And can we afford staying a data-poor field?

PAPER ABSTRACTS

Panel: Facilitating Exploratory Conversations: Here and Now
Room: Duluth (Fairmont the Queen Elizabeth)
Tuesday, 2:00 PM - 3:30 PM

114. Facilitating Exploratory Conversations: Here and Now

Dov Te'eni - Tel Aviv University, Ann Majchrzak - USC, Kishore Sengupta - INSEAD, Christian Wagner - City University Hong Kong,

Robert Zmud - University of Oklahoma

The format of academic conferences has generally remained unchanged for decades. It has on the whole been taken for granted despite major advances in communication technologies. The panel's objective is to learn if and how computer-mediated conversations increase the audience's participation level and capability to offer, discuss, and refine exploratory comments that a speaker's paper might stimulate. To this end, we propose an experiential exercise in which the audience will use an internet-based wiki to support exploratory conversations while listening to Bob Zmud's lecture about 'Overcoming Cognitive Boundaries in Knowledge Sharing'. To manage the experiment's complexity and risk, only the FIRST 20 registrants will access the wiki. (If interested, please email Dov.Teeni@case.edu.) Therefore, while the panel will be open to all ICIS conference participants, 20 of the participants will engage in the exploration via the internet and other participants are invited to participate orally in the face-to-face discussions.

Panel: Reversing the Downward Trend
Room: Duluth (Fairmont the Queen Elizabeth)
Tuesday, 4:00 PM - 5:30 PM

123. Reversing the Downward Trend: Innovative Approaches to IS/IT Course Development and Delivery

Chris Street - University of Manitoba, Michael Wade - York University,

Blake Ives - University of Houston, Niels Bjørn-Anderson - Copenhagen Business School, John Venable - Curtin University of Technology, Mike Zack - Northeastern University

It is well known that student enrolment, and quite likely interest, has fallen in many IS/IT related courses in recent years, by our count as much as 75%. This downward trend has become a frequent topic of conversation among IS academics at conferences and on discussion lists such as ISWorld. However, there is a small but growing number of IS educators who are re-examining what it means to study information systems. The purpose of this panel is to present and discuss diverse and innovative approaches to IS/IT teaching and course development. This panel is intended to promote discussion and debate among the panellists, as well as audience members, to create a lively and interactive forum that we anticipate will continue beyond the conference.

Panel: Using Massively Multi-Member Online Worlds
Room: Duluth (Fairmont the Queen Elizabeth)
Wednesday, 8:30 AM - 10:00 AM

135. Using Massively Multi-Member Online Worlds for Work and Education

Ulrike Schultze - Southern Methodist University, Julie Rennecker - Rennecker Research,

Starr Hiltz - New Jersey Institute of Technology, Susan Stucky - IBM Research, Bonnie Nardi - University of California, Irvine

Massively Multi-Member Online Worlds (MMOWs) are graphically-rich, three-dimensional (3D), electronic environments where members assume an embodied persona (i.e., avatars) and engage in socializing, competitive quests, and economic transactions with globally-distributed others. Frequently categorized as technologies of play, MMOWs range from massively multi-player online games (MMOGs) such as World of Warcraft, to virtual reality environments such as Second Life. Increasingly, educators, researchers and corporations are recognizing these 3D online spaces as legitimate communication media, thereby blurring the lines between work and play, and between reality and virtuality. Thus, a new communicative space, one of "mixed reality," is emerging. In this panel, we explore how the fluid work-play and reality-virtuality boundaries are negotiated and managed in practice. The panelists will rely on their research, conducted in educational, corporate and game environments, to address questions about learning, working and playing in these new mixed reality spaces.

Panel: Bridging Service Computing and Service Management
Room: Duluth (Fairmont the Queen Elizabeth)
Wednesday, 10:30 AM - 12:00 PM

152. Bridging Service Computing and Service Management: How MIS Contributes to Service Orientation?

J. Leon Zhao - University of Arizona, Cheng Hsu - RPI, Hemant Jain - University of Wisconsin, James Spohrer - IBM Almaden, Mohan Tanniru - Oakland University

Service-centric computing has become the centerpiece of enterprise computing that includes web services, service-oriented architectures, and application service hosting. Many major corporations are in the midst of implementing significant initiatives to re-architect their IT through service centric computing to help meet fast changing business requirements. As a result, many new and interesting research questions arise in this area, spanning from technical to organizational to economic issues. Currently, there is a great need for a framework for aligning the issues of technology and management in the era of service-centric computing. The panel believes that there is a great opportunity for the MIS community to take a leadership role in this research direction. As a leading conference in MIS, ICIS is an ideal place to embark a concerted effort in this direction within the MIS community at large.

PAPER ABSTRACTS

RESEARCH-IN-PROGRESS

Research in Progress - Poster Session
Room: Marquette/Jolliet (Fairmont the Queen Elizabeth)
Tuesday, 7:00 AM - 8:30 AM

41. An Allocation Heuristic for Multi-Attribute Supply Chain Reverse Auctions
Joni Jones - University of South Florida,
Jay Jarman - University of South Florida

Today's supply chains require more dynamic trading practices to better match suppliers with their customers. Additionally, the purchase decisions faced are rarely made on price alone; but rather on a bundle of attribute values. With ubiquitous computing and Internet connectivity, newer types of negotiation are emerging such as reverse auctions. This paper presents a heuristic algorithm for multi-attribute reverse auction bid selection that considers two tiers of the supply chain. The suppliers place bids to meet just-in-time requirements of a manufacturer to quote their consumers' RFQs. The heuristic solution is a collection of near optimal bids that attempt to maximize overall profit subject to capacity constraints, supplier delivery dates, and component costs, as well as consumer late delivery penalties.

42. Performance Metrics: Evaluating Radio Frequency Identification (RFID) Library System
Paul Golding - University of Technology, Jamaica, Vanesa Tennant - University of Technology, Jamaica

A significant aspect of design science research is ensuring that the artifact meets the specified requirements, that is, evaluation. The literature indicates that a series of tests have been done to evaluate RFID systems in the supply chain. However a paucity of data exists on RFID Library system. The purpose of this research is to evaluate the performance of the RFID artifact in its operating environment and compare the results to vendors' specification. This paper will apply a design science approach to the evaluation of the artifact and develop test metrics based on the literature. The factors examined include tag location, reader orientation sensitivity, read distance, metal and electro-magnetic interference. The findings of this study will be helpful to library practitioners in understanding the behavior of RFID system in a library setting and provide suggestions for best practices

43. Towards a Process-Driven Intelligent Forum System (PIFS) for Efficient Organizational Knowledge Transfer
Daning Hu - University of Arizona, Surendra Sarnikar - Dakota State University,
J. Leon Zhao - University of Arizona

As organizations grow more dispersed globally, efficient knowledge transfer becomes crucial for large organizations. Information systems such as workflow management systems, web forums, and recommendation systems have been used to support knowledge transfer under various environments. While each of these systems has its unique strengths in supporting knowledge transfer, each has its own limitations. We propose a new type of information system that combines the advantages of workflow, web forum, and recommendation systems, resulting in a Process-driven Intelligent Forum System (PIFS). In this paper, we investigate the efficiency issue of organizational knowledge transfer and delineate a novel design of the PIFS architecture and its basic functions. In addition, we propose a measurement of knowledge transfer efficient and explain how PIFS might help improve the efficiency of knowledge transfer within an organization.

44. A Singular Value Decomposition Approach to Automatic Concept Classification in Group Support Systems
Ming Yuan - University of Arizona, Jay Nunamaker - University of Arizona

Group Support Systems (GSS) play an important role in streamlining group activities and improving group outcomes. Various attempts have been made to help automate certain group tasks under GSS environment. Since concept classification in GSS requires group users to manually process a large volume of brainstorming comments into concept categories, it is useful to apply artificial intelligence techniques to automate concept classification in GSS. In this paper, we focused on automatic concept classification by designing a system with a technique called singular vector decomposition to generate a list of important concepts. The experimental result showed that the system generated a comparatively good list of topics with much faster speed than human subjects. With automatic concept classification, the system could significantly reduce burdens from group users' shoulder and thus promote the usefulness and further adoption of GSS.

45. Language, Technology and the Body: Critical Research into Disability, Impairment & Web Accessibility for UK Jobseekers
David Kreps - University of Salford, Peter Wheeler - University of Salford

This paper draws on the methodological approach of a research team examining eDiscrimination on the web. Disabled computer users have highlighted problems that occur when accuracy of terms is lost and specific meanings become conflated. Within the IS field there appears little critical reflection on the meaning of the term, 'disabled' - with notable exceptions. In this paper we illustrate how an alternative methodological approach has been forged based on the understandings of people with impairments, who are disabled by inaccessible ICT design, and demonstrate how such understandings form an historical continuity. Adopting a research agenda where clear and definite meanings are allocated for the terms 'impairment' and 'disability' is shown to provide a clearing for fruitful critical research.

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46. Life After IS Outsourcing: Understanding IS Personnel Responses to Resizing Initiatives **Christina Outlay - University of Illinois at Chicago, C Ranganathan - University of Illinois at Chicago**

IS outsourcing initiatives are often accompanied by significant changes to internal IS employees, including retrenchment, re-assignment or redeployment ('IS personnel resizing'). However, there is very limited understanding on how organizations manage their IS personnel during outsourcing. This research seeks to examine the issues surrounding IS personnel resizing and outsourcing by focusing on the psychological contract expectations and violations of IS survivor employees. We theorize and focus on three kinds of IS resizing approaches— downsizing (layoff), outplacement (redeployment to an external vendor) and inplacement (internal reassignment). Drawing on the psychological contract theory, IS personnel and outsourcing literature, we propose a model linking the psychological contract violations of IS survivor employees to the nature and extent of IS resizing approach and the psychological contract type of IS employee. We also incorporate change management as a critical component in mitigating the psychological contract violations that arise due to IS resizing and outsourcing.

47. Information Quantity and IS Success

Christophe Elie-dit-cosaque - Université Paris Dauphine, Detmar Straub - Georgia State University, Michel Kalika - Université Paris Dauphine

Information overload is a serious problem. How users adapt to systems that present them with increasing amounts of information is an especially difficult challenge. If we can derive theoretically robust explanations of how the effects of information overload can be mitigated and if these stratagems were to be adopted by users and managers, user productivity would inevitably rise. While there certainly have been IS studies that focus on information quality and its downstream effects, there is little guidance in the literature on the effects of quantity/volume of information on information quality, and on subsequent attitudes and behaviors that are surrogates for the ultimate success of systems. Our goal in this paper is to formulate research that can successfully address these issues.

48. IM in C2C Markets: A Translucent Technology to Enable Transactions

Robert Davison - City University of Hong Kong, Carol Ou - Hong Kong Polytechnic University

In Chinese consumer-to-consumer (C2C) markets, the embedding of Instant Messenger (IM) tools, like TaoBao's WangWang, appears unique when compared with C2C markets, such as eBay, in other parts of the world. These tools are considered to be examples of translucent technologies, providing socially richer information about the space where interlocutors meet online. These tools have shown their determining influence in the purchasing process. In this article, we propose a research framework to explore the potential impact of these embedded IM tools on cultivating interactivity in an online exchange, and the sequential development of both trust and guanxi between C2C buyers and sellers. Trust and guanxi are posited as exerting an influence on the intention of a buyer to engage in an online C2C purchase. The potential implications and contributions of this research in progress are discussed.

49. Boundaries in Social Computing Environments: The Effect of Environment Characteristics on Publicness and Self-Disclosure

Jacqueline Pike, Patrick Bateman, Brian Butler - University of Pittsburgh,

Web 2.0 technologies are changing the way users interact with the Internet. Users play a growing role in the generation of content, and while doing so reveal a piece of themselves. In this research, we seek to provide a theoretical link between the HCI characteristics of a social networking website, perceived publicness, and self-disclosure. Utilizing Communication Privacy Management Theory, we focus on two forms of boundaries: mode of entry boundary and ingroup/outgroup boundary. We propose that these interface characteristics present in social computing environments help create psychological boundaries between private information disclosed by users and potential viewers of the information. This influences users' perceived publicness of the space, which influences their self-disclosure behaviors. It is believed that by recognizing the public aspect of participation in online social networks, we can provide suggestions on how its perception can be managed to encourage, or discourage, contributions and disclosures of information by users.

50. Does Our Web Site Stress You Out? Information Foraging and the Psychophysiology of Online Navigation

Dennis Galletta, T. Rachel Chung, Mark Haney - University of Pittsburgh,

Jacqueline Pike - University of Pittsburgh, Peter Polak - University of Miami

Online navigation is often considered to be an enjoyable activity, and users often use lighthearted terms about that activity, such as 'surfing' and 'cruising' the Web. Unfortunately, there is indeed a dark side to online navigation, with many users becoming lost among unfamiliar terms and suffering long delays. In this research-in-progress study we describe our experimental examination of two promising antecedents of ease of use (information scent and delay), and two consequences of ease of use (stress and non-adoption behavior). We also consider impact of stress on non-adoption behavior. We manipulate information scent and delay, and measure ease of use and stress both in the traditional manner (using questionnaires) and in a more objective manner (stress by physiological measurement and ease of use by the number of steps required). Adoption is also measured objectively, by recording participants' actual switching behavior.

PAPER ABSTRACTS

51. A New Perspective to Analyze Organizational Strategies in Business Convergence

DongBack Seo - University of Illinois at Chicago

Convergence in ICT has great socio-economic impact not only on the industries involved but also on consumers and the entire global economy. Companies accustomed to practicing their business activities in discrete industries; computer, internet, telephony, wireless and television broadcasting are confronting transformed environments with new competitors from other industries. Organizations need to drastically change their strategies in order to survive, and researchers need to develop new frameworks to analyze these changes. This paper proposes a novel perspective that integrates analysis of different industries and focuses on understanding the context of organizations in their discrete industries in order to understand their strategies in the phenomenon of convergence. The concept of "thick description," introduced by anthropologist Clifford Geertz, will be adopted to analyze and understand the importance of organizational context. One of the major contributions of this research is to offer a breakthrough perspective with which to study the complex phenomenon of business convergence in ICT.

52. The Dynamics of Sustainability of Electronic Knowledge Repositories

Amitava Dutta - George Mason University, Atreyi Kankanhalli - National University of Singapore, Rahul Roy - Indian Institute of Management Calcutta

Electronic knowledge repositories (EKR) are the most common form of knowledge management system implemented by organizations. After inception, some EKRs become self-sustaining successes but others atrophy from lack of use. The literature has identified multiple factors that contribute to the success or ultimate demise of EKRs, such as incentives, system capability, and management promotion. However, it is unclear how these factors interact over time in determining the sustainability of EKRs. We use the system dynamics methodology to develop a holistic causal model of this interaction among the different factors. The model helps identify the mechanics underlying the usage patterns experienced by EKRs. The model structure is first verified through a focus group consisting of KM academics and practitioners. We then report initial results from simulating this model under different scenarios of management interventions and technology features to better understand the conditions that lead to self sustaining, and therefore successful, EKRs.

53. Open Innovation in the High-Tech Firms: Evidence from the Biotechnology Industry

Dongwon Lee - Korea University Business School, Jong-Ho Lee - Korea University Business School

Open innovation is based on a different knowledge landscape, with a different logic about the sources and uses of ideas. It implies that firms increasingly rely on external sources of innovation by emphasizing these ideas and resources. Recently, really good ideas are coming from outside the organization, especially in the high-tech industry. Using datasets from the UK biotechnology industry, this paper explores a firm's willingness to participate in open innovation. The results indicate that trust and IT infrastructure lead firms to participate in open innovation, while commitment and switching costs hinder participation. Although the level of knowledge for firms to share increases with the level of trust between the firms, high switching costs protect the knowledge exposure in open innovation. This research broadens the study of open innovation by applying the concept as a medium of knowledge transfer in the biotech industry.

54. Organizational Wiki Usage: A Conceptual Model

Andrea Hester - University of Colorado at Denver, Judy Scott - University of Colorado at Denver

A website based on Wiki technology differs from other websites in that content can be created, modified and updated automatically by any user via a web browser. Wiki technology improves upon previous methods of conversational technologies by providing many-to-many communication with current knowledge and history (Wagner 2004). The addition of knowledge representation and maintenance features of Wiki technology enable more effective knowledge sharing (Wagner 2006). We introduce a new model for wiki usage positing that wikis and the Wiki Way can foster collaboration and knowledge sharing given existence of facilitators (Fit of Task and Technology, Effective Motivation, and Effective Training) and absence of deterrents (Cultural Hurdles of Hierarchy, Reluctance to Share Knowledge and Resistance to Change). Our contribution is theoretically informed emphasis on the need to consider both human and technological aspects of the wiki experience. This study marks an important step forward in theoretical understanding of Wiki usage.

PAPER ABSTRACTS

55. Would You Share? Examining How the Interactions Between Knowledge Type and Expectations of Reciprocity Influence Knowledge Exchange

Paul Di Gangi - Florida State University

Due to recent advancements in computer-mediated communication technologies, individuals are now able to access a variety of sources for the exchange of knowledge. This paper extends prior research to include a comparison of knowledge exchange through face-to-face and computer-mediated communication technologies (Email, Electronic Community, and Electronic Knowledge Repository) for different knowledge types (Computer Program and Expertise). Using theories of social exchange, hypotheses are proposed based on an individual's expectation of reciprocity for engaging in knowledge exchange and the costs and benefits associated with exchanging knowledge in different environments. This research proposal uses case-based vignettes adapted from the Constant et al. (1994) study to determine whether individuals adjust their knowledge exchange behaviors based on these different contextual situations.

56. Communities or Practice: Divergent Views and Untapped Potentials

Kerem Arsal - Boston University

While traditional community studies focus on predefined dimensions to identify entities, communities of practice (CoP) literature emphasizes boundaries that arise as results of simultaneous observations of similarities and differences in practices and preferences. Recently however, there has been an increase in the treatment of CoPs as idealized entities, assuming away the relational tensions that surround them. By explicating some of the strict and implicit assumptions in influential CoP studies and comparing them to the original formulation of practice theory by Bourdieu, I aim to highlight how essentialistic thinking might have permeated the CoP literature and encourage new avenues of inquiry by recognizing multiple boundaries surrounding practice and shifting competitive dynamics over time. Finally, I offer some guidelines to aid empirical researchers interested in practice theory.

57. Designing Secure Business Processes Through Secure Activity Resource Coordination (SARC)

Fergle D'Aubeterre, Rahul Singh, Lakshmi Iyer - The University of North Carolina, Greensboro

Business processes enable organizations to achieve business goals. Organizations require that their business processes exchange information in a secure environment. Access control mechanisms must be incorporated into the analysis, modeling, and design of business processes to prevent unauthorized access to information resources, to provide non-repudiation mechanisms, and to allow for segregation of duties. Existing methods in the design of secure information systems lack a conceptualization of secure business process. We develop the modeling concepts and modeling grammar that are used by the Secure Activity Resource Coordination (SARC) artifact to represent a secure business process. SARC can be used by business analysts to analyze and model secure business process. Using a real-world business process, we show how SARC can be used to create models that depict the secure activity resource coordination for secure business processes. We plan to empirically evaluate the SARC artifact against the enhanced Use Case and standard UML activity diagram.

58. Common Methods Bias: Reports of Its Death are Greatly Exaggerated

Rajeev Sharma - University of Oklahoma, Phil Yetton - Australian Graduate School of Management, Jeff Crawford - University of Tulsa

The marker-variable technique (Lindell and Whitney, 2001) has recently been proposed to estimate the magnitude of the bias in the findings of mono-method studies. Applying this technique, Malhotra et al. (2006) conclude that the findings of IS research are not susceptible to validity threats arising from common methods bias. This study investigates the generalizability of that finding and also the validity of the marker-variable technique. We apply the marker-variable technique to estimate the magnitude of common methods bias in the perceived usefulness-use relationship. Based on a sample of 54 studies identified through a rigorous sampling procedure, this study finds that common methods bias is a major potential validity threat to the findings of IS research. This study also finds that estimates of bias are sensitive to the criteria employed to select the marker variable. The findings raise concerns for the validity of the marker-variable technique.

59. Reliability Generalization of Perceived Ease of Use, Perceived Usefulness and Behavioral Intentions

Anna McNab - Washington State University, Traci Hess - Washington State University

In this study, a reliability generalization (a meta-analysis of coefficient alpha) was conducted on three widely-studied information systems constructs: perceived ease of use, perceived usefulness and behavioral intentions. Forms of meta-analysis have been strongly recommended to enhance the findings and insight provided by statistical significance testing in positivist research. For this initial analysis, 80 articles were reviewed, of which 67.5% provided sufficient information for reliability generalization to be performed. Significant differences in the alpha coefficients of the three constructs were found, and study design characteristics that could explain this variation were identified and tested. Preliminary results suggest that the reliability coefficients of perceived usefulness are relatively stable across studies, while the reliability coefficients of behavioral intentions and perceived ease of use tend to vary with study design characteristics. The completed study will incorporate at least 76 additional articles and will report comprehensive analysis results for all design characteristics.

PAPER ABSTRACTS

60. Emergent Leadership in Self-Organizing Virtual Teams

Robert Heckman - Syracuse University, Kevin Crowston - Syracuse University, Nora Misiolek - Marist College, U. Eseryel - Syracuse University

In this paper, we present a structuration-based theory of leadership behaviours in self-organizing virtual teams. Building on behavioural leadership theory and structuration theory, we present a two-order theory of leadership. It describes four classes of first-order leadership behaviours (task coordination, substantive task contribution, group maintenance, and boundary spanning) and defines second-order leadership as behaviour that influences changes in the structure that guides group action. We argue that second-order leadership is enabled by first-order leadership, is therefore action embedded, and is grounded in processes that define the social identity of the group. We propose that effective virtual teams will exhibit a paradoxical combination of shared, distributed first-order leadership complemented by strong, concentrated, and centralized second-order leadership. We conclude by describing the early stages of a research project currently being conducted to test and further elaborate our theory.

61. Investigating the Effects of Electronic Self-Portrayal on Trust in Virtual Teams

Shoshana Altschuller - Iona College, Raquel Benbunan-Fich - Baruch College

This research addresses the concept of electronic self-portrayal in synchronous computer-mediated communication of ad-hoc virtual teams. Electronic self-portrayal is the extent to which a communication system portrays the true identity of its users. It is hypothesized that increased information available due to self-portrayal will have an effect upon the trust and performance of ad hoc virtual teams. An experiment is conducted to isolate the effects of electronic self-portrayal by manipulating the graphical identification of users of a system as well as the rehearsability of the system. Rehearsability is the extent to which users are able to reread and edit their messages before submitting them to the synchronous communication system. Preliminary results show that the combination of both factors - identification and rehearsability - impacts interpersonal trust among team members. The implication of these results is that when too much true identity information is passed along the communication channel, inter-team trust is negatively impacted.

62. Exploring the Cultural Impacts of Electronic Work Environments in Organizations

Christina Serrano - University of Georgia

Increasingly, implementations of information systems (IS) are providing electronic substitutions for physical structures. The evolution of the digital information age has important implications for changes in organizational culture, a concept often linked to organizational performance. While organizational culture has been researched within an IS context, the majority of studies have investigated organizational culture's impact on IS outcomes. Few studies have centered on IS's influence on organizational culture. This study aims to address this gap through investigating a library that transitioned to an electronic library environment that exclusively offers digital library resources. Using Orlikowski's structural model of technology as a sensitizing lens and Hatch's model of cultural dynamism, the researcher will conduct a longitudinal, interpretive case study of an electronic library to build upon theory that relates IS to organizational culture transformations. The findings may serve as a sensitizing lens for practitioners whose organizations undergo similar contextual changes.

63. Instant Messaging in Distance Education:

Affecting Student Satisfaction, Perceived Learning and Performance

Stephen Kuyath, Roslyn Mickelson - University of North Carolina at Charlotte, Susan Winter - Brunel University

This study examines the use of instant messaging (IM) for student-teacher communication in distance education (DE) courses. IM is a simple Internet communication tool that may reduce the sources of dissatisfaction cited by many DE students and improve their performance, perception of the amount of information learned, and satisfaction with a class. Students will also evaluate their perception of the social presence of IM. Being a relatively synchronous communication tool, IM may reduce the DE student's sense of social isolation, mediate quality interactions with the instructor, reduce the DE student's perception of the dissimilarity between the DE course and the traditional course, and facilitate instructor immediacy behaviors. This research in progress will provide a literature review and detailed plans for conducting a quasi-experiment and analysis of the data collected.

64. Establishing IT Service Climate as an Antecedent of IT Service Quality

Ronnie Jia, John Pearson - Southern Illinois University, Blaize Reich - Simon Fraser University

The SERVQUAL scale has been used to measure the quality of IT service experienced by business customers. Recent research has extended the IT service quality research by studying the other half of the server-customer relationship, i.e., the IT department (Jia and Reich, ICIS 2005). Building from organizational climate theories, a new construct, IT Service Climate, has been proposed as an antecedent of IT service quality. This paper reports on an in-progress empirical research project that aims to 1) develop a valid measurement instrument for the IT service climate construct, and 2) test the hypothesis that IT service climate is an antecedent of IT service quality. To date, a multidimensional measurement instrument has been developed and pilot tested. Final data collection is underway to further validate the instrument and establish it as an antecedent of IT service quality. Potential contributions to both IT research and practice are discussed.

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65. A Study of Heterogeneous Actors' Involvement in Global Information System Project Control

H. Kevin Fulk - University of Houston

Global IS projects are problematic activities for organizations that undertake them. Studies investigating the control of these projects have taken a human-focused view of project control and provide limited insights about the ways in which both human and nonhuman (i.e., heterogeneous) actors (Law 1986) may be involved in the control of these projects (e.g., nonhuman actors' use as control mechanisms). This research seeks to complement these existing studies by investigating in an in-depth fashion the involvement of these varied actors, how the involvement of these actors emerges and changes over the course of projects, and the consequences of these diverse actors' involvement for global IS project control. Four interpretive case studies of global IS project control are being conducted. When complete, this study has the potential to contribute valuable insights about the ways in which these varied actors may be involved in the control of these challenging projects.

66. Exploring CEOs' Perspectives on the Strategic Importance of IT Using Text Mining: A Longitudinal Investigation

Jeff Baker - Texas Tech University, Jaeki Song - Texas Tech University, Minwoo Lee - Texas Tech University

Recent commentary has indicated that the strategic importance of IT may be waning. To explore this issue, we investigate CEOs' perspectives on the strategic importance of IT over time by analyzing their Letters to Shareholders from corporate annual reports. We use text mining to examine a sample of 180 annual reports from Fortune 1000 companies in the commercial banking industry from the period 1997 to 2005. The primary intended contribution of this study is to demonstrate ways in which text mining may be used to investigate the issue of whether IT remains strategically important. We argue that text mining need not be dismissed as a tool of data-driven research, but instead that text mining can be utilized in theoretically-grounded confirmatory research. We demonstrate types of analyses that may be performed to address the question of whether IT remains a component of organizational strategy and present preliminary findings of our research.

67. IT-Enabled Competencies and Business Value: An Empirical Study in Fast-Cycle Industries

Peng Xu - University of Massachusetts Boston, Jean-Pierre Kuilboer - University of Massachusetts Boston, Noushin Ashrafi - University of Massachusetts Boston, Abhijit Chaudhury - Bryant University

Drawing on the emerging perspective of IT-enabled organizational capability, we suggest that operational agility and strategic flexibility in tandem with IT competency have a significant effect on firm performance in fast-cycle industries. We identify specific IT competencies and present a model that describes operational agility and strategic flexibility as mediating variables in the relationship between IT competence and firm performance, hence providing an insight into the operational and strategic roles of IT. The study promises to contribute to the information systems literature on IT and business value and provide guidance on developing capabilities that help maintain competitive advantage in fast cycle industries.

68. Enhancing ERP/Business Fit in the Post-Implementation Phase: A Knowledge-Based Perspective

James Worrell - Florida State University

Despite near saturation of enterprise resource planning (ERP) implementations in both Fortune 500 and medium-to-large organizations, little is known about issues related to ERP in the phase subsequent to implementation and stabilization, hereafter referred to as post-implementation. This research proposes that exploiting the significant investment in ERP requires developing organizational capabilities to enhance fit between system functionality and business needs. Achieving this capability is predicated on effectively leveraging multiple knowledge sources from throughout the organization. Using the knowledge-based view of the firm as a theoretical lens, this research suggests that post-implementation customizations are the result of integrating specialized knowledge held by technical and functional subject matter experts, and that achieving fit between the ERP and the functional business units that utilize the system represents an organizational capability.

69. Adoption Patterns of Complementary Systems in Business Processes

Trent Spaulding, Michael Furukawa, T Raghu, Ajay Vinze - Arizona State University

Information Systems research is replete with examples of the importance of Business Processes defining IT adoption. More recently, business processes are shown to be influenced by both organizational and operational concerns. In this research-in-progress, we test the comparative importance of operational versus organizational influences for IT adoption. Using the HIMSS Analytics database spanning 30 years of IT adoption in hospitals, we focus on the medication process and associated technology adoption. A sequence analysis approach is employed and the adoption patterns are analyzed. Initial results suggest that the organizational determinants play a more significant role for the technology adoption related to the medication process. Planned extensions to this research will evaluate organizational attributes at a finer level of granularity to help distinguish specific adoption strategies in the wider health care industry context.

PAPER ABSTRACTS

70. The Formation and Evolution of Faultlines in Large-Scale, Multi-Party Information Systems Development

**Sandra Slaughter, Liye Ma - Carnegie Mellon University,
Scott Boss, E. Ilana Diamant, Mark Haney, Laurie Kirsch - University of Pittsburgh**

Our research-in-progress examines the participation of diverse stakeholders in a large-scale, multi-party government-academic-industrial Information Systems Development (ISD) project over a four-year timeframe. We relate the theoretical lens of faultlines to the literature on ISD stakeholder participation to understand how the stakeholders work together during the project. Faultlines are hypothetical attributes (such as expertise) that divide groups, and can cause conflict. Using network analysis we identify faultlines between the participants in the ISD project, and examine the faultlines over the course of the project. We find a strong presence of faultlines early in the project; however, at least for the core group of participants, the faultlines dissipate over time as the group becomes more inclusive. Our research can extend the ISD literature on stakeholder participation by providing insight into why and at what point in the project stakeholder conflicts may surface and how such conflicts may be resolved.

71. Diversity in Theoretical Conceptualization: An Alternative Model for Individual Adoption

Pankaj Setia - Michigan State University, Cheri Speier - Michigan State University

Technology Acceptance Model (TAM), which is based on the Theory of Planned Behavior (TPB) and the Theory of Reasoned Action (TRA), posits beliefs as the underlying reason for the individual adoption decisions. While the model has been very successful in explaining individual adoption of technology, various researchers have called for the need for alternate approaches. To develop the alternate model of individual technology acceptance, this research uses the theories of human motivation, which propose need fulfillment as the basis for human actions. Perceived incremental need gap (PING) is conceptualized as the construct that assesses the extent of individual need fulfillment due to technology adoption. Further, it is proposed that the ability of individual to assess the impact of technology is limited by the extent of his own comprehension of the technology. Finally, it is proposed that those with lesser technology comprehension depend on peers and significant others to develop their motivations for adoption.

72. Binate Diversity and IT at the Rolling Edge of Design Networks

**Nicholas Berente, Nikhil Srinivasan - Case Western Reserve University, Youngjin Yoo - Temple University,
Richard Boland, Kalle Lyytinen - Case Western Reserve University**

Innovation demands the integration of diverse forms and sources of knowledge. The boundaries of design networks continually leverage new knowledge resources to achieve increased innovation in contexts such as high-visibility architecture, engineering and construction projects. We refer to these continuously expanding boundaries as the "rolling edge" of design networks. Within these expanding design networks, we observe a phenomenon we describe as "binate diversity." Binate diversity refers to situations where social worlds as well as diverse technology-embedded practices must be reconciled to enable collaboration. Two practices make this reconciliation possible (1) a single technology takes primacy in the trading zone, but remains loosely coupled from the design work of certain knowledge communities, and (2) this loose coupling is enabled by humans who mediate between the technologies that are embedded in practice, and those in the trading zone. We report observations from two initial case studies as part of an ongoing research-in-progress.

73. The Impact of ICT Investments on Future Workforce Demography in Emerging Societies

Daniel Soper - Arizona State University

This paper reports on a research-in-progress investigation of the extent to which trends in information and communication technology (ICT) investments impact the future trends of three workforce demography measures in emerging societies: (1) the proportion of administrative and managerial positions held by women in those societies; (2) the proportion of professional and technical positions held by women in those societies; and (3) the extent to which women are able to exert control over economic resources in those societies. As levels of institutionalized democracy and adherence to different religions and denominations are known to yield varying impacts on cultural acceptance of gender equity in the workforce, the predominant religion of each emerging society and its level of institutionalized democracy are also included as covariates in the research model. Early results indicate that at least two of the study's three hypothesized relationships may be tenable, implying substantial repercussions for the global development community.

PAPER ABSTRACTS

74. Diversity in IS research: Developing a Mixed Methodology Approach to Understanding the Business Value of Payment System Innovations in Financial Services

Susan Scott - London School of Economics, Marcos Zachariadis - London School of Economics

Key infrastructures such as cross-border payment systems have historically been developed and ring-fenced by consortia of commercial organizations. Benefits associated with network-effects usually repay their initial investment, however if the development of standards and control over the network continue to be dominated by the consortium they lay themselves open to charges that they hold influence over innovations with potential value to non-members. Our research question asks whether allowing new members into the consortium influences management practices that support the diffusion of payment system innovations. Existing literature has been criticized for failing to connect statistical evidence with social processes of meaning-making. In this research-in-progress paper we explore the potential of critical realism to act as a theoretical context capable of supporting a mixed methodology combining an econometric analysis of membership and standards uptake with qualitative data on the longitudinal development of management practices at a cross-border payment system organization.

75. Towards a Model for Successful Information Technology Investments: Insights from Event Studies

Narczyz Roztocki - State University of New York at New Paltz, Heinz Weistroffer - Virginia Commonwealth University

Investments in information technology (IT) do not always result in the expected payoffs. The factors which determine the success of IT investments are not well understood. Event studies are one approach to appraising IT investments. In this paper we review major event studies on IT investments, and based on the results of these studies, we propose a conceptual model describing the factors that impact successful IT investments.

76. The Knowledge Factory: Innovation and IT Investment in Manufacturing

Landon Kleis - University of British Columbia, Paul Chwelos - University of British Columbia, Ronald Ramirez - University of Colorado at Denver

IT business value research has identified a dual role of IT investment: to increase the firm's productivity by improving or replacing other inputs, and to reshape intermediate value-creation processes. Innovation is one such process that has been recognised as critically important. This paper incorporates the innovation process in a model of overall production to estimate the effect of IT in these two roles. We analyze a database of large US manufacturing firms using structural equation techniques in order to assess the fit of our model. Our findings show an indirect contribution of IT, through the innovation process, that varies markedly across industries. Additional analyses are required to capture longitudinal aspects of the data, but the initial findings confirm the longstanding proposition that IT creates value at intermediate stages of production.

77. E-Government and Corruption: A Cross-Country Analysis

Shirish Srivastava - National University of Singapore, Thompson Teo - National University of Singapore, Shalini Chandra - Nanyang Technological University

In addition to other benefits, e-Government can help alleviate corruption in nations by reducing the existing information asymmetries. Though governments are interested in understanding the impacts of e-Government on the level of national corruption, there are relatively few empirical studies that analyze this aspect. Motivated by this gap, we first develop a theoretical model for e-Government impacting the level of corruption in a nation, mediated by a reduction in information asymmetry between public officials and citizens. As an initial step, in this research-in-progress paper, using secondary data from 113 countries, we examine the relationship between e-Government development and the level of corruption in nations. Broadly, the study suggests the important significant relationship of e-Government development with the level of national corruption. Future research will test the mediated model to understand "how" e-Government impacts corruption through a reduction of information asymmetries between the various national stakeholders.

78. Reexamining Software Project Success: The Perspectives of Developers and Users

Fei Lee, Ramanath Subramanyam - University of Illinois at Urbana-Champaign, M.S. Krishnan - University of Michigan, Wooje Cho - University of Illinois at Urbana-Champaign

Previous research gives a relatively incomplete picture of understanding project success by focusing on user and developer viewpoints separately. In this paper, we aim to bridge this gap by simultaneously examining developer and user perceptions while adopting the generic framework of software development models. Specifically, we empirically study the effect of user participation, software complexity, and software scope on three principle project success criteria: development time, development cost, and perceived user and developer satisfaction. We use both archival and survey data from 117 projects (746 respondents) at a Fortune 100 firm during a four-year time period to investigate software-development project success. Our preliminary findings show that user participation in complex projects is associated with increased software scope change. We also find that increased levels of scope change are negatively related to project targeted schedule and that users are more concerned than developers with schedule delay.

PAPER ABSTRACTS

79. Formation of B2C Channel Blending Decisions: Trust vs. Efficiency

Vanessa LIU - NJIT, Rajiv Kohli - College of William & Mary

Trust is known to be vital to business to customer (B2C) electronic commerce adoption. However, its role in customers' blending of the online and traditional channels is largely unexplored. In this study, we progress beyond single channel adoption and investigate the interplay of trust and perceived efficiency on channel blending. Our conceptual framework models channel blending as a dynamic construct, which evolves across purchase stages based on the evaluative outcome of a trade-off between trust and perceived efficiency. Specifically, we argue that trust does not necessarily predict channel preference when the use of a channel does not justify transaction efficiency. Our paper contributes to the IS literature by identifying how and what IT artifacts can be configured to build trust in online channels. Drawing on the transaction costs economics framework, we also present methodological contributions by operationalizing perceived efficiency in terms of economic and behavioral costs.

RESEARCH METHODS

Research Methods
Room: Hochelaga 4
(Fairmont the Queen Elizabeth)
Tuesday, 4:00 PM - 5:30 PM

126. Marshalling the Professional Experience of Doctoral Students: Towards Bridging the Gaps Between Theory and Practice

Heinz Klein - SUNY Binghamton, Frantz Rowe - Université de Nantes

We propose a partial solution to the problem of the relevance of IS research by adjusting a special type of doctoral program tailored to the specific needs and talents of doctoral students, who are distinguished from traditional doctoral candidates by significant prior professional life experiences. The purpose of this paper is first to clarify the concept of "professionally qualified doctoral students" (PQDS). Next we examine the epistemic evidence for the claim that practical experience constitutes a specific type of "applicative" knowledge that should be considered as different but of equal value as theory, which has been the mainstay of academic education. Three independent lines of academic research have contributed such evidence: neurological brain research, the communities of practice literature and the philosophical discussion on applicative knowledge. We enumerate some reasons why qualitative research may be the most effective research methodology for PQDS. Finally we outline some key principles for adjusting doctoral programs.

127. Using Structuration Theory in IS Research: Operationalizing Key Constructs

Ruth Halperin - London School of Economics, James Backhouse - London School of Economics

This paper focuses on the application of structuration theory, seeking to explicate analytical considerations by which key structural constructs may be operationalized so as to guide a detailed empirical analysis. In so doing, the paper offers a methodological contribution in respect of the conduct of structural-based IS research. Owing to its high level of abstraction, structuration theory raises difficulties at the level of empirical application and leaves the IS researcher with no obvious path to follow. Several key constructs have come from studies of the structural modalities, but the issue of how these constructs may be operationalized remains obscure. An attempt is made here to overcome this deficiency by offering a number of elaborations of some of the central analytical dimensions, contributing to the creation of much needed clarity in terms of where and what to look for and which specifications to lay down at the operational level.

SENIOR SCHOLARS CONSORTIUM

Senior Scholars Consortium
Room: Duluth (Fairmont the Queen Elizabeth)
Tuesday, 8:30 AM - 10:00 AM

82. Restoring the Viability of PhD Programs in Information Systems: Getting Past Denial and Targeting Non-Traditional Markets

Kuldeep Kumar - Florida International University

Richard Welke - Georgia State University, Ron Weber, Monash University

Since the early 2000s, the demand for IS PhD students has declined to the point where an oversupply of PhDs now exists. The reasons are multiple and complex. A primary driver is the rapid, marked decline in IS/IT student enrolments. This decline has led to student/faculty ratios that are untenable. Attempts have been made to rectify this problem by laying off faculty. Yet imbalances remain. At the same time, the pool of IS faculty has continued to increase. In this paper, we consider the factors, their complex inter-relationships, and the likely success of favorably altering them. We conclude desired outcomes are unlikely to occur in the short term. We propose alternative ways of producing IS PhDs. Some are used already by various institutions. We also describe actions needed to achieve broader adoption of these alternatives.

PAPER ABSTRACTS

83. Recruiters' Perspectives on the Demand for IS Skills: Implications for Doctoral Programs

Anne Massey - Indiana University, Claudia Loebbecke - University of Cologne,
Vallabh Sambamurthy - Michigan State University

While it appears that schools are beginning to revive their hiring efforts for IS academics, the number of IS doctoral graduates still exceeds demand. In this paper we seek to understand the needs of key industry segments that hire students from IS undergraduate and graduate programs, and address the question of whether IS curricula are meeting their needs. Our findings suggest that while the general characteristics of IS professionals remains fairly stable, there are a number of areas that may offer opportunities for curricula revision and enhancement. In turn, it is our position that these opportunities should inform IS doctoral programs so that graduates are better prepared to succeed in an evolving market.

84. The Status of the Discipline of Information Systems

David Avison - ESSEC, Phillip Ein-Dor - TelAviv University

The context of this paper is the recent downturn in IS student enrollment which has had negative implications for the academic employment of our doctoral students. We regard this downturn as a temporary phenomenon. In this paper we take a longer-term view. We first examine the status of the discipline of information systems using a cultural web model. This suggests that there are longer-term problems relating to the status, and therefore the power, of people in the discipline. We suggest potential approaches to address the underlying causes of problems that include increased representation in formal university power structures, marketing our particular skills and knowledge better, developing centers of particular IS excellence, being seen as socializing, informing and improving people's work environments, being open to different and newer fields of application and we also argue for independent information schools.

SOCIAL AND BEHAVIORAL ASPECTS OF INFORMATION SYSTEMS

Social: E-mail
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Monday, 10:30 AM - 12:00 PM

5. Social Network Analysis and Organizational Disintegration: The Case of Enron Corporation

Shahriar Hasan Murshed, Joseph Davis, Liaquat Hossain -
The University of Sydney

Email networks in contemporary organizations are fairly representative of the underlying communications networks. We show that changes in communication networks have implications for studying organization disintegration. In this paper, we analyzed the changing communication network structure at Enron Corporation during the period of its disintegration (2000-2001). Our goal was to understand how communication patterns and structure were affected by organizational disintegration. Drawing on (social) network disintegration theory, we tested several propositions using the Enron email corpus: (1) Number of cliques increases (2) Communication network becomes increasingly centralized, and (3) Connectedness among the top management executives increases, as organizations move towards disintegration. The results of the tests and their implications are discussed.

6. Domestication of Mobile Email

Judith Granat - Swisscom Mobile, Katarina Stanoevska-Slabeva - University of St. Gallen

Mobile email is a recent phenomenon, and has not been researched broadly yet. This paper provides a contribution to fill this gap and investigates the domestication of mobile email on the example of Blackberry in Swiss companies. The research showed that mobile email is becoming an important tool. It enables an efficient use of short down times; it is used for communication, coordination, collaboration. Due to an increased dynamism in communication, mobile email results in improved relationships with customers, co-workers and supervisors. However, mobile e-mail has also negative impact as for example lower efficiency of meetings, impact on work-life balance and high presser due to permanent availability.

Social: IT Usage
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Monday, 2:00 PM - 3:30 PM

22. Can Computer Playfulness and Cognitive Absorption Lead to Problematic Technology Usage?

Ronnie Jia, Heather Hartke, John Pearson - Southern Illinois University

Prior IS research demonstrates that computer playfulness, personal innovativeness and cognitive absorption during technology use lead to a number of positive behavioral and affective outcomes. While early studies have warned that these individual traits and psychological states can lead to certain negative effects, no IS research has empirically investigated this possibility. Building on recent findings in psychological research, this study represents an initial effort to fill this gap. Following prior IS work and using the World Wide Web as the target technology, our survey data revealed that innovative, playful and cognitively absorbed technology users are more likely to 1) exhibit problematic usage behavior, and 2) engage in higher daily usage. However, this increased usage is likely a result of higher use for social and leisure purposes, rather than for work and study purposes. Managerial and research implications of our findings are discussed.

PAPER ABSTRACTS

23. A Multilevel Investigation of Normative and Informational Influences on Extensiveness of Individual Technology Use

Massimo Magni - Bocconi University, Corey Angst - University of Notre Dame, Ritu Agarwal - University of Maryland

Drawing from literature on normative influence and social networks, we develop cross-level hypotheses related to the effects of team-level social influence on extensiveness of individual technology use. Using hierarchical linear modeling (HLM), we test the research hypotheses in a field study of over 250 employees, working in 44 teams that are using a new customer relationship management system in a large financial services institution. Results show that individual use extensiveness, operationalized as the number of transactions entered electronically, is a function of both team normative pressure and team network configuration. The implications of these findings for research and practice are discussed.

**Social: ERP
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Monday, 4:00 PM - 5:30 PM**

BEST PAPER NOMINEE

35. Enterprise System Implementation: Personality, System-Related Advice Networks and Job Performance
Tracy Sykes, Viswanath Venkatesh,

Jonathan Johnson - University of Arkansas

This paper investigates the role of personality and system-related advice networks in influencing employee job performance in the context of enterprise system implementations. A field study of 87 employees in a large multi-national telecommunications firm provided evidence that the big five personality traits influence centrality and density in the advice networks related to the newly-implemented enterprise system, which in turn influenced employee job performance. As hypothesized, employees' system-related advice networks were predicted by big five personality characteristics. In turn, system-related advice network centrality and density positively influenced job performance. Interestingly, we found that the system-related advice networks only partially mediated the role of personality on job performance. Scientific and practical contributions and implications are discussed.

36. Assessing Business Benefits from ERP Systems: An Improved ERP Benefits Framework

Lorraine Staehr - La Trobe University

This paper reports on the business benefits achieved from ERP systems in four Australian manufacturing organizations. The business benefits resulting from ERP use in each organization were assessed using the Shang and Seddon (2000) ERP business benefits framework. In addition to confirming the existing benefit dimensions and categories of the ERP benefits framework, the study identified new benefit categories and resulted in an amended and improved ERP benefits framework. The findings also provide some guidance on using the framework.

**Social: Transformational Leadership
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Tuesday, 8:30 AM - 10:00 AM**

85. Transformational Leadership and Information System Effectiveness
**Jeewon Cho - Montclair State University,
Insu Park - University of New York at Buffalo**

This study examined the positive impact of a specific leadership style (i.e., transformational leadership) on information systems (IS) effectiveness in organizations based upon a subordinate's perspective. Specifically, we investigated system users' psychological mechanisms that may mediate the relationship between transformational leadership and IS effectiveness (i.e., individual and organization impacts and IS satisfaction) via perceived organizational support (POS) and systems self-efficacy (SSE) of system users in organizations. In order to test a mediation model, Partial Least Squares were performed on a sample (N=251) embedded in 25 branches of a large multi-national bank in Korea. The results indicated that: (1) transformational leadership behaviors were positively related to individual and organizational IS impacts and individuals' IS satisfaction, and (2) both POS and SSE of the system users mediated between transformational leadership and IS effectiveness, indicating that system users working with a transformational leader achieve IS effectiveness by perceived organizational support and high levels of systems self-efficacy.

86. Impact of Transformational Leadership on System Exploration in the Mandatory Organizational Context

Xixi Li - Hong Kong Polytechnic University, JJ Po-An Hsieh - Hong Kong Polytechnic University

Organizational investments in such complex information systems as customer relationship management (CRM) systems have reached a record high. Unfortunately, underutilization of these sophisticated technologies hinders organizations from realizing the promised returns on investment. This study tackles this issue from the perspective of intention to explore, which refers to individual intentions to explore the technology and seek new ways of using it. Drawing upon insights from concepts of exploration, extra-role behavior, technology acceptance, and transformational leadership, this paper proposes a research model for employees' intention to explore in mandatory organizational contexts, with special emphasis on the effect of transformational leadership. The model was examined in a large telecom service company that uses CRM information systems. The results suggest that transformational

PAPER ABSTRACTS

leadership, intrinsic motivation, and extrinsic motivation (i.e. perceived usefulness) directly affect employees' exploratory intentions. Transformational leadership also indirectly influences intention to explore through individuals' intrinsic motivation and computer self-efficacy.

Social: Social Networks
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Tuesday, 10:30 AM - 12:00 PM

104. IS Proficiency in Social Networks

Gerald Kane - Carroll School of Management, Boston College

Abstract: This paper examines the role of IS proficiency, the ability of users to interact easily with an information system, in a social network of multiple users and multiple information systems. Using survey data from 557 members of 40

healthcare groups in a large HMO, this paper explores three aspects of the group's user-system relationships: average IS use of the group, average IS proficiency of the group, and the centrality of the IS proficiency in the users' social network. At least some support is found for all the hypotheses, but the centrality of IS proficiency is the only measure that is fully supported. From additional qualitative data, I find evidence that the more central the IS proficiency is in a group, the better that group can work together to interact with the information systems.

105. Investigating Success of Open Source Software Projects: A Social Network Perspective

Jing Wu - National University of Singapore, Khim Yong Goh - National University of Singapore,

Qian Tang - National University of Singapore

While some open source projects hosted on large repositories are active and thriving, some are either languishing or show no developing activities at all. This observation thus begs the important question of what are the influential factors that impact on the success or failure of open source projects. Therefore, this research aims to analyze the evolution of open source projects from inception to success or failure by using the theoretical lens of social network analysis. In particular, we study the impact of the communication patterns of open source projects on the outcomes of these projects. Since communication patterns may change with time, success or failure of open source projects is transient. Therefore, we observe the changes in communication pattern of each project team over extended periods. Utilizing a panel data analysis method, we find significant dynamic impacts of communication patterns within open source project teams on project outcomes.

Social: Motivation
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Tuesday, 2:00 PM - 3:30 PM

115. Digitizing Healthcare: The Ability and Motivation of Physician Practices and Their Adoption of Electronic Health Record Systems

Catherine Anderson, Ritu Agarwal - University of Maryland,

Abhay Mishra - Carnegie Mellon University,

Corey Angst - University of Notre Dame

Electronic health record systems (EHRS) are emerging as one of the most discussed and arguably controversial information technologies of the new millennium. Surprisingly, extant research has yet to examine the barriers and facilitators to widespread use of this technology. In this study, we draw upon an ability-motivation framework and self-determination theory to investigate the adoption of EHRS at the level of the physician practice. Physician practices possess a number of unique characteristics as compared with other organizational contexts, including a strong "clan" culture and a desire for autonomy. We use data from 218 physician practices from a nationwide survey to test our theoretical model. Results suggest that while the ability components exhibit direct effects on adoption, the motivational components and their relationships to adoption are more complex. Although a practice may see the value in adopting an EHRS, this intrinsic motivator can be undermined by extrinsic pressures from external sources including regulatory agencies, pharmaceutical companies as well as peer practices.

116. From Intention to Motivation: Developing a Motivation-based Model of IOS Adoption and Implementation

Stephen Smith - Monash University, Mahbubur Rahim - Monash University,

Robert Bruce Johnston - University of Melbourne, Graeme Shanks - University of Melbourne

Interorganizational systems (IOS) are increasingly being implemented throughout supply chains, attracting the attention of many researchers seeking to understand this phenomenon. We argue that the activities performed during the implementation process and the post-adoption outcomes associated with these systems can be traced back to the principle motivation underpinning the adoption decision. In developing our theory, we critique the predominant technology acceptance and diffusion of innovations based approaches as they apply to the implementation of IOS technology, and present an alternative theoretical model based on a firm's motivational intent. We argue that differences in motivational intentions largely explain system implementation processes and outcomes. Theory-based motivational scenarios are presented to make specific predictions regarding the impact of motivations on which system investigation and development activities are performed, and their short and long-term implications for an organization.

PAPER ABSTRACTS

Social: Systems Development
Room: Hochelaga 5/6
(Fairmont the Queen Elizabeth)
Tuesday, 4:00 PM - 5:30 PM

128. A New Theoretical Framework for Artifact-Mediated Regulation
François-Xavier de Vaujany - University Pierre Mendès France,
Vladislav Fomin - GSCM-Montpellier Business School

In this paper, we attempt to integrate the traditionally disparate concepts of technology design, use and organizational practice in organizational studies. Using Jean-Daniel Reynaud's joint-regulation theory, we demonstrate how these traditionally separate perspectives on ICT-related practice and organizational change process can be brought together under the umbrella of practice-based view. Further, we synthesize existing accounts of practice-based view on organizational processes to introduce the notion of artifact-mediated regulation. We argue that combined with Reynaud's joint-regulation theory, the proposed notion of artifact-mediated regulation provides a tool for holistic analysis of the dynamics between ICT design and use and organizational practice.

129. Power and Authority Over Systems Developers by the Business Client
Bruce Rowlands - Griffith University – ICT

This paper reports on research into how systems developers enact an information systems development methodology (ISDM) with a focus on describing how enactment is bound up in everyday social and organisational structures. In the ISDM literature on how methodologies are used there is an over-emphasis on the features of the methodology, business client and systems developer's behaviours while under-emphasising the role of context and authority structures. A case study of a large-scale IT department within a major financial institution is used to explore the impact of power and authority structures in the enactment of an in-house developed ISDM. The case study develops an argument that authority structures such as policies and work practices embedded within the ISDM are active forces in the systems development process. The findings depict business exercising nearly complete control over the development process and systems developers as playing a reluctant, but submissive role.

Social: User Attitudes
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Tuesday, 4:00 PM - 5:30 PM

130. How Do Users Cope with Trial Restrictions?
A Longitudinal Field Experiment on Free Trial Software
Xue Yang, Hock-Hai Teo - National University of Singapore

Software vendors often provide software for free download but with restrictions (e.g., time and/or functionality restrictions). The question arises as to what extent the restrictions should be set to induce users to procure the full version. This study seeks to answer this question through two perspectives: expectation-disconfirmation and coping behavior. Based on these perspectives, a research model of user's coping reactions toward software restrictions is built. Subsequently, a longitudinal field experiment is conducted to verify the hypotheses. Results show that negative disconfirmation on time/functionality restriction positively/negatively influence the adoption of rational thinking strategy, which in turn positively influence the level of action coping. As a result, the degree to which action coping strategy is exploited positively influences the user's willingness to pay. Theoretical and practical implications of the findings are discussed.

131. A Practical Measure of Employee Satisfaction with B2E Portals

Ly-Fie Sugianto - Monash University, Dewi Tojib - Monash University, Frada Burstein - Monash University

This paper presents the development of user satisfaction scale with B2E portals. A conceptual model of the B2E Portal User Satisfaction (B2EPUS) is derived from existing literatures in this domain. The procedures to generate items, to collect data for exploratory and confirmatory study, and to purify the scale are also described. In addition, the paper presents evidences of reliability, content validity, construct validity, and nomological validity. Through a rigorous multi-stage process of scale development, a reliable and valid 18-item scale measuring Usefulness, Confidentiality, Ease of Use, Convenience of Access, and Portal Design dimensions has been successfully developed. This scale can be used to support a wide range of IS research as a better understanding of what constitute the B2EPUS construct has been demonstrated. Practitioners may also use the scale to evaluate the success of their B2E portal implementations.

Social: Challenges
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Wednesday, 8:30 AM - 10:00 AM

136. Towards a Practice Understanding of the Creation of Awareness in Distributed Work
Kai Riemer, Stefan Klein - University of Muenster,
Frank Frößler - University College Dublin

Distributed, ICT-based work is becoming increasingly popular in and between organizations. However, such modes of working typically yield problems of creating awareness. Whereas in co-located teams awareness of others and their activities happens almost inevitably as part of daily routines, in virtual contexts awareness needs to be facilitated. Existing literature treats awareness as determined by technology, hence the development of IT artifacts and 'awareness features' is seen as crucial. We challenge this view after studying five cases, in which one real-time tool, Skype(TM), is used in quite diverse ways to create and maintain a sense of awareness. Our case analysis leads us to argue that awareness is part of shared social practices that are embedded in organizational contexts. We will spell out a practice theoretical understanding of awareness creation and suggest a re-conceptualization of awareness and its sister concepts presence and co-presence. We conclude with implications for further research.

PAPER ABSTRACTS

137. Fairness, Guilt, and Perceived Importance as Antecedents of Intellectual Property Piracy Intentions Russell Haines - Old Dominion University, Douglas Haines - University of Idaho

We extend the moral approbation model of ethical decision-making, and suggest that establishing moral intention is influenced by perceptions of the fairness/justice of the act and by feelings of guilt for performing the act. Issues of high perceived importance of an ethical issue (PIE) are proposed to have stronger links from perceptions of fairness to moral intentions, while issues low in PIE have weaker links because of the influence of other factors. The results of a questionnaire experiment involving four intellectual property activities are presented. When establishing moral intent, individuals weighed the action's fairness/justice equally with whether it would make them feel guilty for the highest PIE issue, while guilt was the only significant influence on intent for issues lower in PIE. In light of the relatively low impact of fairness/justice on establishing moral intent, we conclude by analyzing strategies for reducing the unauthorized duplication of intellectual property.

Social: Online Communities
Room: Mackenzie
(Fairmont the Queen Elizabeth)
Wednesday, 10:30 AM - 12:00 PM

153. The Interpersonal Relationship Perspective on Virtual Community Participation

Honglei Li - Swansea University,
Vincent Lai - The Chinese University of Hong Kong

Understanding virtual community (VC) participation is of importance to VC organizers and VC researchers. Although VC participation has been explored from diverse perspectives, few studies offer a comprehensive theoretical framework to explain why people participate in VCs. This paper contributes to virtual community research by proposing and empirically validating an exploratory theoretical framework based on the interpersonal relationship perspective using two interpersonal relationship models: the Triandis interpersonal behavior model, based on a social psychological perspective, and the Fundamental Interpersonal Relationship Orientation (FIRO) model, based on a communicational perspective to explain two types of VC participation: behavior to obtain information (BOI) and behavior to give information (BGI). The data analysis results showed that the two interpersonal relationship models are effective in explaining VC participation. The interpersonal relationship perspective of VC participation not only offers a comprehensive theoretical framework but also opens up a new avenue of VC research.

154. An Agent-Based Model To Understand Tradeoffs In Online Community Design Yuqing Ren - University of Minnesota, Robert Kraut - Carnegie Mellon University

In this paper, we built an agent-based model to integrate and synthesize social science theories to inform online community design. As an example, we use the model to examine how various styles of moderating online conversations affect community performance. We compared three styles of moderation: no moderation in which all members are exposed to all messages, community-level moderation in which off-topic messages are deleted for the group, and personalized moderation in which different messages are shown to different individuals to match their interests. We examined the effects of these moderation techniques in communities with various levels of topical breadth and message volume. Virtual experimental results suggest that despite the widespread use of community-level moderation, personalized moderation was more effective in increasing member commitment and contribution, especially in communities with a broad set of member interests and high message volume. Compared with no moderation, community-level moderation increased members' likelihood of reading but not posting messages.

THEME: DIVERSITY IN IS RESEARCH AND PRACTICE

Theme: Research Diversity
Room: Hochelaga 4
(Fairmont the Queen Elizabeth)
Monday, 10:30 AM - 12:00 PM

BEST PAPER NOMINEE

9. Information Systems Diversity: Metaphor, Meaning and Myth

Sandy Behrens - Central Queensland University

Diversity pervades our lives being both a salient feature of the world around us and an unavoidable characteristic of the human endeavor. In the IS discipline there have been great discussions over the many issues stemming from diversity in our research. However, much of the discussion has overlooked the more fundamental issue of research diversity itself. This paper contributes to current understandings of research diversity by making research diversity the prime focus. Theoretically, it looks at diversity through the alternative lens of concepts. Empirically, it explores the conceptual diversity of the organization, a key disciplinary concept. Grounded in Lakoff and Johnson's (1980) work with metaphors, the results show that the discipline's research may not be as diverse as initially thought. Of the three primary views of the organization; machine, organism and culture; the study finds a distinct bias toward conceptualizing the organization as a machine.

PAPER ABSTRACTS

10. Diversity in IS Research: An Exploratory Study Using Latent Semantics

Anna Sidorova, Nicholas Evangelopoulos, Thiagarajan Ramakrishnan - University of North Texas

Due to the pervasive and ever-changing nature of IT in modern organizations, IS research is characterized by high levels of diversity in topics and approaches. In this paper we attempt to illustrate the diversity in the IS field by applying text mining techniques on research paper abstracts that were published in top IS journals during the last 22 years. Our analysis extracts latent semantic factors that can be interpreted and tracked over time. This methodology is applied here to 1,615 IS research paper abstracts, published in the 1985-2006 period, in order to identify key emerging and declining research themes. Our results reveal a rich and varied field with a wide collection of research themes, some unique to IS research and some others lying on the intersection of IS research and reference disciplines. The results suggest high dynamism in IS research, shortage of grand theories, and persistent high emphasis on rigor.

**Theme: Group Diversity
Room: Hochelaga 4
(Fairmont the Queen Elizabeth)
Tuesday, 2:00 PM - 3:30 PM**

117. Investigating Participation in Online Policy Discussion Forums Over Time: Does Network Structure Matter?

Chee Wei Phang, Atreyi Kankanhalli, Zhixian Chua, Khim Yong Goh - National University of Singapore

Online policy discussion forums can be construed as a social network where citizens interact and collectively deliberate on policy issues. It is believed that citizen participation in such forums can help in the formulation of well-deliberated policy solutions. A key concern for governments is to promote participation in such forums. Social network literature reveals that the evolving interaction patterns between network participants can influence their collective behaviors. Thus, this study aims to investigate the longitudinal effects of network structural properties on forum participation using time series analysis. Our findings reveal that network structure can have both positive and negative effects on participation in terms of the number of postings and unique ideas contributed. This theoretically grounded empirical study on e-participation, employing ARIMA modeling with transfer function analysis on social network measures, contributes to the diversity of theories and methods in IS research. Implications for practice are also discussed.

118. Group Diversity and Creativity: Does Anonymity Matter?

Traci Carte, Laku Chidambaram, Yong-Kwan Lim - University of Oklahoma, Monica Garfield - Bentley College

This study expands on the body of research examining technology-supported groups, individual creativity, and diversity. By incorporating each of these elements into the experimental design, our objective was to determine how technology can best be leveraged to promote group creativity. We argue that diverse groups who are visually anonymous will produce more creative results than homogeneous groups or groups who are diverse but not visually anonymous. A lab experiment was conducted using 80 student groups for whom anonymity was manipulated and diversity characteristics were captured. Conducting analysis for surface- and deep-level diversity differences uncovered interesting patterns. First, our analysis of surface-level differences revealed our all-male groups produced more creativity ideas than mixed gender groups. Second, groups who demonstrated deep-level diversity were higher performing when visually anonymous. Taken together these findings suggest visual anonymity can potentially be beneficial to homogeneous and diverse groups.

**Theme: New Lenses on Established Topics
Room: Hochelaga 4
(Fairmont the Queen Elizabeth)
Wednesday, 8:30 AM - 10:00 AM**

140. On Epistemological Diversity in Design Science: New Vistas for a Design-Oriented IS Research?

Bjoern Niehaves - European Research Center for Information Systems

Information System (IS) research can be seen as a rich tapestry of paradigms, methods, and research approaches. Amongst others, design science is an established approach in IS research and the literature provides us with a comprehensive and useful debate on the basic concepts. However, many researchers advocating the stance of design science, neglect the influence of basic philosophical and epistemological issues on design science. Here, design science often, and to our understanding incorrectly, advocates a third paradigm that adds up to positivism and interpretivism. We argue that the understanding of such concepts as 'research rigor,' 'research validity' and 'research quality' depends heavily on the underlying epistemological understanding, and this certainly applies to design science! In order to demonstrate and operationalize our argument, we analyze Hevner et al.'s guidelines for design science in IS research (2004), taking an interpretivist perspective influenced by Klein & Myers' set of principles for conducting and evaluating interpretive field studies (1999).

PAPER ABSTRACTS

141. Issues at the IS Core: How French Scholars Inform the Discourse

Duane Truex - Georgia State University, Frantz Rowe - Universite de Nantes

Other disciplines now lay claim to research topics belonging to the domain of IS research, and the field itself is under challenge in academic institutions around the world. Thus having a clear conception of those concepts lying at the core of our field and which establish the legitimacy of Information Systems (IS) as an independent discipline is more important than ever before. This manuscript seeks to contribute a clearer understanding of what we mean by the central issues driving the field. But this manuscript takes a new twist by approaching this question from the point of view of a set of French IS scholars and social theorists. It advances the discourse by examining how French scholars, many of whom are not well known outside of French academic circles, may impact our reading of those issues considered to be most persistent and frequent in the IS literature.

WEB-BASED INFORMATION SYSTEMS AND APPLICATIONS

**Web: Performance and Competition
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Monday, 10:30 AM - 12:00 PM**

13. The Value of E-Business: How Web Assimilation Leads to Better Organizational Performance

Barney Tan, Shan ling Pan - National University of Singapore, Ray Hackney - Brunel University

Despite the growth in web assimilation research as a result of fresh skepticism about the business value of web technology, our understanding of the process through which web assimilation leads to better organizational performance is limited. To investigate the nature of this process, a theoretical lens is constructed based on an extensive review of organizational theories that provide competing explanations on how better organizational performance is achieved. Applying this theoretical lens to analyze a case study of a successful Singaporean dotcom, this article illustrates five different paths through which web assimilation may lead to better organizational performance. In doing so, this article enhances our understanding of the business value of web assimilation, hints at a possible solution to the paradox of heterogeneity in organizational research and provides a framework for practitioners to analyze their own investments in web technology.

14. The Impact of Competition and Reputation Feedback Systems on Internet Trading

Gary Bolton - Penn State University, Claudia Loebbecke, Axel Ockenfels - University of Cologne

Many Internet trading platforms rely on 'feedback systems' to increase trust and trustworthiness and thus gains-from-trade in anonymous transactions. Competition creates incentives that arguably may enhance or curb the effectiveness of these feedback systems. We investigate how competition for trading partners or for price - compared to the absence of competition - influences the buyers' trust and the sellers' trustworthiness in a series of laboratory online markets. We find that competition in strangers networks (where market encounters are one shot) most frequently enhances trust and trustworthiness and always increases efficiency. One reason is that reputation feedback trumps pricing. Traders usually do not conduct business with someone who has a bad reputation, not even if he offers a substantial price discount. We also find that reliable reputation feedback can largely reduce the advantage of partners networks in promoting trust and trustworthiness if there is sufficient competition.

**Web: Social Dimensions
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Monday, 4:00 PM - 5:30 PM**

39. Understanding the Antecedents and Consequences of E-Government Service Quality: An Empirical Investigation

Chee Wee Tan, Izak Benbasat, Ronald Cenfetelli - University of British Columbia

Difficulties in defining and understanding the antecedents and consequences of e-government service quality have stymied the design of efficacious e-government websites. This study thus presents a working definition of e-government service quality that bridges the gap between MIS and marketing literatures. We then explore the delineation between service content and delivery quality as potential antecedents of e-government service quality. Together with cognitive and system-salient consequences derived from prior research, we construct and empirically test an e-government service quality model on a sample of 647 existing e-government service participants. 15 out of 17 hypotheses were supported, thereby attesting to the saliency of the constructs and relationships embodied in our model. Further, the structural properties of our model were validated using both LISREL and PLS analytical techniques. This lends credibility to our explanations and predictions by affirming the stability of our theoretical base upon which the hypothesized relationships were generated.

PAPER ABSTRACTS

40. Moderated Online Communities

Jianqing Chen, Hong Xu, Andrew Whinston - The University of Texas at Austin

Online communities provide a social sphere for people to share information and knowledge. While information sharing is becoming a ubiquitous online phenomenon, how to ensure information quality or induce quality content, however, remains a challenge due to the anonymity of commentators. This paper introduces moderation into reputation systems. We show that moderation directly impacts strategic commentators' incentive to generate useful information, and moderation is generally desirable to improve information quality. Interestingly, we find that when being moderated with different probabilities based on their reputations, commentators may display a pattern of reputation oscillation, in which they generate useful content to build up high reputation and then exploit their reputation. As a result, the expected performance from high-reputation commentators can be inferior to that from low-reputation ones (reversed reputation). We finally investigate the optimal moderation resource allocation, and conclude that the seemingly abnormal reversed reputation could arise as an optimal result.

**Web: Recommendation Agents
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Tuesday, 8:30 AM - 10:00 AM**

93. The Acceptance of Product Recommendations from Web-Based Word-of-Mouth Systems: Effects of Informant and System Characteristics
Xinwei Wang, Hock-Hai Teo - National University of Singapore, Kwok-Kee Wei - City University of Hong Kong

The study examines the consumer's acceptance of product recommendations from web-based word-of-mouth systems (WWOMS). Conceptualizing WWOMS as an informant-mediated persuasive environment that comprises many communication elements and drawing on the accessibility-diagnostics model and the theories of informant-mediated communications, this study identifies the critical roles of WWOMS information diagnosticity and WWOMS informant expertise and trustworthiness and their antecedents in influencing the consumer's acceptance/rejection of WWOMS recommendations. It also examines the effects of unique WWOMS mechanisms such as helpfulness indicators and informant status indicators. An experiment was carried out to test the propositions empirically. Theoretically, this study fills the current knowledge void regarding the consumer's processing and usage of information and recommendation from WWOMS. It also enhances the word-of-mouth literature by contributing new insights of electronic WOM. Practically, the paper sheds light on how to design WWOMS to promote recommendation acceptance and electronic transactions.

94. An Analysis of the Differential Impact of Reviews and Reviewers at Amazon.com

Michael Smith, Pei-Yu Chen, Samita Dhanasobhon - Carnegie Mellon University

Consumer-generated product reviews play an important role in Internet commerce by transmitting information that consumers can use to evaluate physical products in a virtual marketplace. In this paper we analyze how social factors impact consumer responses to disaggregate product reviews. To do this, we use data collected from Amazon.com's customer reviews of books, allowing us to control for the helpfulness of reviews to community members, and the reputation of the reviewer in the community. We find that reviews the community finds helpful have a stronger impact on consumer purchases than other reviews do. Moreover, reviews have a stronger impact on less popular books than more popular books where consumers are able to use outside information to evaluate the product. An implication of our findings is that the micro-dynamics of reputation communities make it harder for self-interested parties to manipulate reviews versus an environment where only aggregate ratings are displayed.

**Web: Electronic Markets
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Tuesday, 10:30 AM - 12:00 PM**

BEST PAPER NOMINEE

106. Estimating Menu Costs in Electronic Markets

Anindya Ghose - NYU, Bin Gu - University of Texas at Austin

Menu costs, or price adjustment costs, refer to the total cost of changing the price of a product, which includes the physical cost of making the change as well as the managerial cost of making the price change decision. Prior work has presumed that online retailers face no menu costs, potentially leading to Bertrand competition and the Law of One Price. However, little empirical evidence exists to assess the assumption. The objective of this research is therefore to empirically assess the magnitude of menu costs faced by online retailers. Using a nine-month product-level price and demand data from Amazon, we infer menu costs based on the retailer's price change decisions. We find that online retailers face non-negligible menu costs, representing about 0.2% of their gross revenues. Compared with prior studies in physical retailers, the result shows that online retailers incur significantly higher menu costs per price change, but the costs account for a lower proportion of the total revenue.

PAPER ABSTRACTS

107. Design and Effects of Information Feedback in Continuous Combinatorial Auctions

Gediminas Adomavicius, Shawn Curley, Alok Gupta, Pallab Sanyal - University of Minnesota

Advancements in information technologies offer opportunities for designing and deploying innovative market mechanisms. For example, combinatorial auctions, in which bidders can bid on combinations of goods, can increase the economic efficiency of a trade when goods have complementarities. However, lack of real-time bidder support tools has been a major obstacle preventing this mechanism from reaching its full potential. This study uses novel feedback mechanisms to aid bidders in formulating bids in real-time to facilitate participation in continuous combinatorial auctions. Laboratory experiments examine the effectiveness of our feedback mechanisms; the study is the first to examine how bidders behave in such information-rich environments. Our results indicate that feedback results in higher efficiency and higher seller's revenue compared to the baseline case where bidders are not provided feedback. Furthermore, contrary to conventional wisdom, even in complex economic environments, individuals effectively integrate rich information in their decision making.

**Web: Consumer Behaviors
Room: Saguenay/Saint-Maurice
(Fairmont the Queen Elizabeth)
Wednesday, 8:30 AM - 10:00 AM**

144. Online Customer Retention: The Resistance to Change Perspective

Gupta Sumeet - Shri Shankaracharya Institute

of Management and Technology,

Ee Hong Ng, Heewoong Kim - National University of Singapore

Many academics and practitioners have reiterated the importance of online customer retention in order to ensure long-term profitability. For this reason, a number of studies have identified various means and ends of developing customer retention with a greater emphasis on creating customer loyalty. However, retaining online customers is difficult because of the low search and switching cost. This study offers a new conceptual framework for retaining online customers based on the perspective of resistance to change. The online study of an Internet bookstore, reveals that trust, relative attractiveness and switching costs together influence customer resistance to change. The empirical results also show that resistance to change and switching costs have positive relationship with willingness to pay more. This study thus contributes by identifying another approach for retaining online customers, i.e. by creating resistance to change, and also outlines the practical benefits of increasing customer resistance to change.

145. Online Sponsored Search Advertising as a Quality Signal and its Impact on Consumer Behavior

Animesh Animesh, Siva Viswanathan, Ritu Agarwal - University of Maryland

The advent of sponsored search advertising raises many interesting questions regarding consumer's behavior, seller's advertising strategy, and the ensuing market dynamics. Online markets are characterized by significant information asymmetries and consumers rely on a number of informational cues or signals to infer the seller's quality. Of the various quality signals, advertising and price have been identified as being the two most important cues used by consumers in traditional markets. However, online sponsored search markets have a number of unique characteristics which may affect consumer search and purchase behavior. This study employs theories from IS, marketing, and economics to understand the impact of sponsored search advertising on consumer behavior in a market that exhibits information asymmetry. We conduct a lab experiment and find that the availability of relative advertising expenditure -- observed by the position of the sellers on the sponsored search listings has a significant impact on consumer purchase behavior.

	Track 1	Track 2	Track 3	Track 4	Track 5	Track 6	Track 7
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KEYNOTE SPEAKER							
Danielle Savoie, VP Information Technology and Knowledge Management, Le Cirque du Soleil "Managing Knowledge in a Fast Growing Enterprise" Le Grand Salon							
SESSION 1 8:30 a.m. - 10 a.m.	PANEL Second Life... Road Map for Research	THEME-DIVERSITY Research Diversity	TEACHING CASES IT/IS Strategy	ECONOMICS & BUSINESS VALUE Information Sharing	SOCIAL & BEHAVIORAL ASPECTS E-mail Impacts	APPROACHES TO SYSTEM DEVELOPMENT Agility	WEB-BASED IS Performance & Competition
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SESSION 8 2 p.m. - 3:30 p.m.	PANEL Reversing the Enrollment Downward Trend	RESEARCH METHODS	STRATEGY & GOVERNANCE ICT Investments	SOCIAL & BEHAVIORAL ASPECTS System Development	SOCIAL & BEHAVIORAL ASPECTS User Attitudes	PRIVACY & SECURITY Self & Others	IDEAS Blog & Neuroscience
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SESSION 9 4 p.m. - 5:30 p.m.	PANEL Multi-member Online Worlds for Work & Education	THEME - DIVERSITY New Lenses on Established Topics	STRATEGY & GOVERNANCE Innovative Perspectives	ECONOMICS & BUSINESS VALUE Competition	SOCIAL & BEHAVIORAL ASPECTS Challenges	IS DESIGN Social Aspects	WEB-BASED IS Consumer Behaviors
SESSION 10 8:30 a.m. - 10 a.m.	PANEL How MIS Contributes to Service Orientation	KNOWLEDGE MANAGEMENT Knowledge Contributions	GENERAL TOPICS Development Issues	ECONOMICS & BUSINESS VALUE IT Value Challenges	SOCIAL & BEHAVIORAL ASPECTS Online Communities	APPROACHES TO SYSTEM DEVELOPMENT Emerging Topics	HUMAN COMPUTER INTERACTION Consumer Attitudes & Behaviors

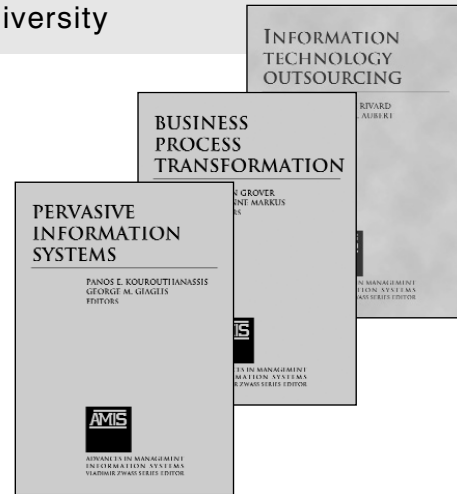
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