

VITA  
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EDUCATION:

Ph.D. : Management, Purdue University, 1984  
Major: Systems Analysis and Computer Science  
Minor: Applied Economics  
Advisor: Andrew B. Whinston

M.S. : Mathematics, Purdue University, 1979

B.S. : Mathematics, University of Oklahoma, 1977

PROFESSIONAL SOCIETY MEMBERSHIPS:

Association for Computing Machinery  
Association for Information Systems  
American Association of University Professors

RESEARCH INTERESTS:

Decision Support Systems  
Management of Information Systems  
Model Management Systems

TEACHING INTERESTS:

Data Management  
Decision Support Systems  
Management of Information Systems

## TEACHING EXPERIENCE:

Henry W. Bloch School of Business and Public Administration

University of Missouri - Kansas City,

Associate Professor, Fall, 1993 - Summer, 2004.

Professor, Fall, 2004 - present

Computer Applications in Business

Computer Applications in Management

Database Management

Decision Support and Expert Systems

Distributed Information Technology

Information Systems Consulting

Introduction to Management Information Systems

Management and Economics of Computing

Management Information Systems

Managing the Information Systems Resource

Seminar in Information Systems

Department of Business Analysis and Communication

Louisiana Tech University,

Associate Professor, Fall, 1991 - Spring, 1993

Decision Support Systems

Marketing Information Systems

Systems Analysis and Design

Quantitative Analysis and Information Systems Department

University of Cincinnati,

Assistant Professor, Fall, 1986 - Spring, 1991

Advanced Data Base Management

Computer Communication Networking

Comparative Languages

Data Base Design

Data Base Principles

Decision Support Systems

Economics of Information Systems

Information Systems for Managers

Introduction to Data Processing

Management Information Systems

Principles of Data Base Management

School of Business

University of Wisconsin - Madison,

Instructor, Fall, 1982 - Summer, 1984

Assistant Professor, Fall, 1984 - Summer, 1986

Analysis and Design of Computer-based Systems

Business Information Systems  
Computer-based Data Management  
Computers in Business  
Operations Research I  
Seminar in Data Processing (Decision Support Systems)  
Seminar in Information Systems (Economics of Computers)  
Seminar in MIS Research Methods (Ph.D.)

Purdue University  
Management Department,  
Teaching Assistant, Fall, 1981  
Management Science;  
School of Industrial Engineering,  
Research Assistant, Spring, 1979;  
Mathematics Department,  
Teaching Assistant, Fall, 1977 - Fall, 1978  
Algebra and Trigonometry  
Analytic Geometry and Calculus.

#### ARTICLES:

- “Shepherd Or Servant: Centralization And Decentralization In Information Technology Governance,” International Journal of Management & Information Systems 19, 2, pp. 61-68, 2015.
- “A Review On Evaluation and Benefits of Decision Support Systems,” (with Weatherholt) Review of Business Information Systems 17,1, pp. 7-20, 2013.
- “Does ‘IT Doesn’t Matter’ Matter? A Study of Innovation and Information Systems Issues,” Review of Business Information Systems 16,4, (with Gilbert and Ward), pp. 177-186, 2012.
- “Decision Support System Benefits” (sole authored), in Burstein and Holsapple (eds.) Handbook on Decision Support Systems 1: Basic Themes, Berlin: Springer, 2008.
- "Vector Error-Correction Models in a Consumer Packaged Goods Category Forecasting Decision Support System," (with Jiang and Klein), Journal of Computer Information Systems, pp. 25-34, Fall 2005.
- "Environmental Uncertainty and CIOs' Assessments of Information Systems Issues," (with Gilbert and Ward), Issues in Information Systems 4(2), pp. 741-747, 2003.
- "Intelligent Systems Techniques and Application in Product Forecasting," (with Jiang and Klein) in Leondes (ed.), Intelligent Systems: Technology and Applications, Volume I: Implementation Techniques, New York: CRC Press, pp. I277 - I290 (2003).

- "Effects of Environmental Uncertainty On Perception of Information Systems Issues," (with Gilbert and Ward), Review of Business Information Systems 7(3), pp. 49-60, Summer 2003.
- "An Examination of the Impact of IS Department Organizational Environments upon Project Teams' Performances," (with Jiang and Klein), Information and Management 40(3), pp 213-220, January, 2003.
- "An Architecture for Knowledge Management Featuring Metaknowledge," (with G. Schell) in Holsapple, Jacob, and Rao, *Business Modeling - A Multidisciplinary Approach*, Kluwer, pp. 165-176 (2002).
- "Continuing Information Systems Issues: A Comparison of the Manufacturing and Non-Manufacturing Sectors," (with Gilbert and Ward) Journal of Applied Business Research 16: 4, pp. 27-36, 2000.
- "Perennial Management Data Systems Issues in U. S. Manufacturing Firms," (with Gilbert and Ward) Industrial Management and Data Systems 100: 7, pp. 325-329, 2000.
- "The Role of the CIO: Enduring MIS Issues," (with Gilbert and Ward) Journal of Computer Information Systems (Fall, 1999), pp. 8-16.
- "A Marketing Category Management System: A Decision Support System Using Scanner Data," (with Jiang and Klein) Decision Support Systems 23, 3 (July, 1998), pp. 259-271.
- "Expert Systems and the Implementation of Quality Customer Service," (with Inman and Eppinette), Industrial Management and Data Systems 97, 2 (1997), pp. 63-68.
- "Information System Managers' View of System Development, Use, and Failure" (with Jiang and Motwani), Review of Accounting Information Systems 2, 1 (Winter, 1997-1998), pp. 73-80.
- "System Developers' Judgements of System Development, Use, and Failure," (with Jiang and Motwani), International Journal of Computer Applications in Technology 10, 5/6 (1997), pp. 300-307.
- "Individual Differences and Systems Analysts' Attitudes," (with Jiang and Klein), Computer Personnel 18, 3 (July 1996), pp. 3-12.
- "Managing Entry-level IS Professionals: Using Career Oriented Constructs" (with Jiang), Journal of Computer Information Systems 36, 3 (Spring, 1996), pp. 105-110.

- “The Impact of Model Performance History Information on User’s Confidence in Decision Models: An Experimental Examination” (with Jiang and Muhanna), Computers in Human Behavior 12, 2 (1996), pp. 193-207.
- Marshall and Pick, “Mining the Organization’s Internal Data” Marketing Information Systems, Danvers, Massachusetts: Boyd and Fraser, pp. 28-41 (1996).
- Marshall and Pick, “External MKIS Data Sources”; Marketing Information Systems, Danvers, Massachusetts: Boyd and Fraser, pp. 42-51 (1996).
- Marshall and Pick, “Decision Support Systems for Marketing;” Marketing Information Systems, Danvers, Massachusetts: Boyd and Fraser, pp. 52-67 (1996).
- Marshall and Pick, “Artificial Intelligence in Marketing;” Marketing Information Systems, Danvers, Massachusetts: Boyd and Fraser, pp. 68-79 (1996).
- “Keeping Information Systems Staff (Happy)” (with O’Byran), International Journal of Career Management, Volume 7, 2 (1995), pp. 17-20.
- “Are You Sure You Want To Use That Data in your Study?” (with Jiang and Klein), IEEE Transactions on Systems, Man and Cybernetics, Volume SMC-25.2 (February 1995), pp. 378-380.
- “Meta-modeling Concepts and Tools for Model Management: A Systems Approach” (with Muhanna), Management Science, Volume 40, 9 (September 1994), pp. 1093-1123.
- “Expert Systems: A Service Industry Exigency” (with J. Tieperman and R. A. Inman) Industrial Management and Data Systems, Volume 94.1 (1994), pp. 9-12.
- “The Impact of Computer-Aided Software Engineering on Software Development: An Experiment” (with Granger), in T.J. Bergin (ed.), Computer-Aided Software Engineering: Issues and Trends for the 1990s and Beyond, Harrisburg, PA: Idea Group, 1993, pp. 473-506.
- “Developing Expertise in Expert System Development by Developing Prototypes for Actual Commercial Applications” (with Mazlack, Tudor, and Wood), ACM SIGCSE Bulletin, Volume 24. 1 (March, 1992), pp. 81-86.
- “The Impact of Computer-aided Software Engineering on Student Performance” (with Granger), ACM SIGCSE Bulletin, Volume 23.1 (March 1991), pp. 62-72.
- “Using Existing Knowledge Sources (Cases) to Build and Expert System” (with Chadha and Mazlack), Expert Systems: The International Journal of Knowledge Engineering, Volume 8.1 (February, 1991), pp. 3-12.

- “Eliciting Knowledge Representation Schema for Linear Programming” (with Sklar, Vesprani, and Evans), in D. E. Brown and C.C. White (eds.) Operations Research and Artificial Intelligence: The Integration of Problem Solving Strategies, Boston: Kluwer Academic Publishers, 1990, pp. 279-316.
- “Is Data Processing a Shepherd or a Servant?” (with R. Kranz), Journal of Systems Management, Volume 40.10 (October, 1989), pp. 15-17, 33.
- “A Computer Charging Mechanism for Revealing User Preferences Within a Large Organization,” (with A. B. Whinston) Journal of Management Information Systems, Volume 6.1, (Summer, 1989), pp. 87-100.
- “Comments on “Grosch’s Law Re-Revisited: CPU Power and the Cost of Computation” (with Y. M. Kang and R. B. Miller), Communications of the ACM, Volume 29.8 (August, 1986), pp. 779-781.
- “A Formal Approach to Decision Support” (with S. S. Pan and A. B. Whinston) in S. K. Chang (ed.), Management and Office Information Systems, New York: Plenum Publishing Corporation, 1984, pp. 91-118.

#### MINOR REFEREED PAPERS:

- "Model Management as a Component of a Knowledge Management System: Capturing Modeling Knowledge in the Enterprise" (with Klein) in Ramsower and Windsor (eds.), Proceedings of the Eighth Americas Conference on Information Systems, August 9-11, 2002, pp. 226-232.
- “JackSmith Management Company, Inc. A and B and Teaching Note” (with Taylor, Shields, and Schrum), in Proceedings of the Accounting and MIS Track of the North American Case Research Association ‘99 Conference, October 28-30, 1999.
- “An Examination of Impact of IS Department Maturity on Project Teams’ Performances” (with Jiang and Klein), in E. Rolland (ed.), Proceedings of the Fourth INFORMS Conference on Information Systems and Technology, May 1-2, 1999, pp. 30-45.
- “Skill Needs and IS Developers’ Managerial Positions” (with Jiang, Motwani, and Muhanna) in R. Ebert (ed.) Proceedings of the 1996 Annual Meeting of the Decision Sciences Institute, November 23-26, 1996..
- “Number of Cues’ Impact Upon DSS Users’ Confidence” (with Jiang) in J.F. Campbell (ed.), Proceeding of the 26<sup>th</sup> Annual Meeting of the Midwest Decision Sciences Institute, May 4-6, 1995, pp. 122-124.
- “Career Orientations of Future IS Personnel” (with Jiang) in K.T. Metha (ed.), Proceedings of the 1994 Southwest Decision Sciences Institute Conference, March 2-5, 1994, pp. 76-78.

- “User Assistance in Model-based Decision Support Systems” (with Jiang and Curry) in D.F. Rogers and A.S. Raturi (eds.), Proceedings of the 1993 Annual Meeting of the Decision Sciences Institute, pp. 675-677.
- “Recognizing the Most Effective Approximate Reasoning Calculi for a Knowledge-Based System” (with Mazlack and Lee) in J.F. Nunamaker (ed.), Proceedings of the Twenty-Fourth Annual Hawaii International Conference on System Sciences. Volume 3, IEEE Computer Society Press, 1991, pp. 349-358.
- “Computer-aided Software Engineering’s Impact on the Software Development Process: An Experiment” (with Granger) in J.F. Nunamaker (ed.), Proceedings of the Twenty-Fourth Annual Hawaii International Conference on System Sciences. Volume 3, IEEE Computer Society Press, 1991, pp. 28-35.
- “Developing the Knowledge-base to Select Advertising Media” (with L. J. Mazlack and S. R. Chadha) in Proceedings of the Tenth International Workshop on Expert Systems and Their Applications. Volume 2, (June, 1990), pp. 685-699.
- “A Knowledge Engineered Linear Programming Formulation Assistant” (with M. M. Sklar), in J.F. Nunamaker (ed.), Proceedings of the Twenty-third Annual Hawaii International Conference on System Sciences, Volume 3; Decision Support and Knowledge-Based Systems Track, IEEE Computer Society Press, 1990, pp. 269-278.
- “A Knowledge-based Approach to LP Problem Formulation” (with M. M. Sklar and J. R. Evans), in Ernest C. Houck and Bernard W. Taylor III (eds.), Proceedings of 1988 Annual Meeting of Decision Sciences Institute, Volume 1, pp. 226-228.
- Technical Correspondence: “Comments on ‘Attributes of the Performance of Central Processing Units: A Relative Performance Prediction Model’” (with Y. M. Kang), Communications of the ACM. Volume 32.2 (February, 1989), pp. 256-259.
- “Composite Models in SYMMS” (with W. A. Muhanna), in Benn R. Konsynski (ed.), Proceedings of the Twenty-First Annual Hawaii International Conference on System Sciences. Volume 3: Decision Support and Knowledge-Based System Track, IEEE Computer Society Press, 1988, pp. 418-427.
- “Modeling Organizational Planning” (with A. B. Whinston), appeared as part of Cohen et al., “Research Needs and the Phenomena of Decision Making and Operations,” IEEE Transactions on Systems, Man and Cybernetics. Volume SMC-15. N6 (November/December, 1985), pp. 770-771.
- “A Language for Modeling Organizational Activities” (with A. B. Whinston), Proceedings of 1984 IEEE Workshop on Languages for Automation, pp. 142-147.

#### BOOK REVIEWS:

An Analytical Approach to Marketing Decisions, Interfaces (March-April, 1993), pp. 136-137.

Evaluating Decision Support and Expert Systems, Interfaces (January-February, 1993), pp. 135-136.

Impacts of Microcomputers on Operations Research, Journal of American Statistical Association, Volume 82 (December, 1987), p. 1186.

#### OTHER PUBLICATIONS:

“Administrative Philosophy,” web publication

<http://p.web.umkc.edu/pickr/AdministrativePhilosophy.pdf>, 2010.

“Facts of Life” in B. Templeton (ed.), Rec. Humor. Funny: Computer Network Humor Annual. Waterloo, Ontario: Clarinet Communications Corp, 1988, p. 5-2.

Course Outlines for “Analysis and Design of Computer-based Systems.” “Business Information Systems,” and “Seminar in Data Processing” appeared in J. W. Dean and R. Schwindt (eds.) Business Administration Reading Lists and Course Outlines: Volume 9. Quantitative Methods and Computer Applications in Business, Eno River Press, 1985, pp. 137-152.

#### TALKS:

“Impact of Number of Cues on DSS User Confidence” (with J. Jiang), presented at INFORMS Meeting, Los Angeles, CA, April 1995.

“A Leading Indicator Forecasting DSS” (with T. Scott), presented at INFORMS Meeting, Los Angeles, CA, April 1995.

“A Model Management System for Forecasting From Checkout Scanner Data” (with J.Y. Jiang), presented at TIMS/ORSA Meeting, Orlando, FL, April 1992.

“A Knowledge-based Linear Programming Formulation Assistant” (with M.M.Sklar), presented at TIMS/ORSA Meeting, Nashville, TN, May 1991.

“Acquiring Domain Knowledge from LP Experts” presented by invitation at Intelligent Mathematical Programming System Roundtable Discussion #7, Denver, CO. December, 1989.

“Experience Developing an LP Formulation Assistant” (with M. M. Sklar), presented at ORSA/TIMS Meeting, New York, NY, October 1989.



- “An Automated Approach to LP Model Formulation” (with M. M. Sklar and W. H. Sklar), presented at CORS/TIMS/ORSA Meeting, Vancouver, British Columbia, May 1989.
- “Protocol Analysis of the LP Formulation Process” (with M. M. Sklar and J. R. Evans), presented at TIMS/ORSA Meeting, Washington, DC, April 1988.
- “A System Framework for Model Software Management” (with W. A. Muhanna), presented at TIMS/ORSA meeting, Washington, DC, April 1988.
- “On the Automatic Formulation of Textbook LP Problems” (with M. M. Sklar and J. R. Evans), presented at TIMS/ORSA Meeting, St. Louis, MO, October 1987.
- “An Overview of Knowledge Engineering: The Theory and Practice of Knowledge-based Decision Support Systems” presented by invitation at Knowledge Engineering Forum, University of Wisconsin—Green Bay, May 6, 1986.
- “A Modeling Support Environment” (with W. A. Muhanna), presented at TIMS/ORSA Meeting, Atlanta, GA, November, 1985.
- “Logic as a Unifying Framework for Decision Support Systems” (with A. B. Whinston), presented at Logic and Computer Science Workshop, Lexington, KY, June 1985.
- “Representing Uncertainty in a Model Management System ” presented at TIMS/ORSA meeting, Boston, MA, April 1985.
- “A Computational Model of Organizational Planning Using Equational Logic” (with A. B. Whinston), presented at TIMS/ORSA Meeting Dallas, TX. November 1984, and by invitation at IFIP WG 8.3 Knowledge Representation and Organizational Theory Workshop, Dubrovnik, Yugoslavia, October 1985.
- “Distributed Decision Support: A Logic Approach” (with A.B. Whinston), presented at TIMS/ORSA meeting, Chicago, IL, April, 1983.
- “A Public Good Computer Pricing Mechanism” (with A. B. Whinston), presented at TIMS/ORSA meeting, Detroit, MI, April, 1982.
- “A Decision Support System for Energy Policy Analysis” (with G.J. Koehler and A.B. Whinston), presented at TIMS/ORSA meeting, Washington, DC, May, 1980.

#### DOCTORAL DISSERTATIONS SUPERVISED:

- Tom Scott (“A Leading Indicator Forecasting Expert System.” University of Cincinnati, June, 1994).
- Jiunn-Yih Jiang (“The Design and Testing of a Model-Based System for Real-time Marketing Forecasts.” University of Cincinnati, August, 1992).

Margaret M. Sklar (“A Knowledge Engineering Approach to Linear Programming Formulation.” University of Cincinnati, June, 1991).

Mary J. Granger (“Impact of Computer-aided Software Engineering on Programmer Productivity and System Quality.” University of Cincinnati, August, 1990).

Waleed A. Muhanna (“A Systems Framework for Model Software Management Systems.” University of Wisconsin - Madison, August, 1987).

Young Moo Kang (“Economic Evaluation of Computer Performance.” University of Wisconsin - Madison, December, 1986).

#### DISSERTATION COMMITTEE MEMBERSHIP:

Donna L. Mitchell (“A Multivariate Analysis of the Effects of Gender and Computer vs. Paper/Pencil Modes of Administration on Survey Results,” Louisiana Tech University, August, 1993).

Gerald Frank Braun (“Techniques for Assessing and Handling Language Ambiguity in Fuzzy Expert Systems,” University of Cincinnati, December 1990).

Adam Fadlalla (“Using Artificial Intelligence Techniques to Improve the Performance of Branch and Bound Algorithms,” University of Cincinnati, August, 1990).

Wonboo Lee (“Consideration of a Query Methodology to Identify Natural Language Text that Correspond to Specified Topics,” University of Cincinnati, March, 1989).

Jerry Vaughn Caswell (“Factors Governing the Amount of Duplication in Content Derived Keys,” University of Wisconsin - Madison, May, 1985).

#### PROFESSIONAL SERVICES:

Member of AIS SIGDSS 2005 Best Paper Selection Committee

Member of Program Committee for 2003 Business Information Systems Conference

Track Chair for “DSS/AI/ES” for 1993 DSI Conference

Member of Program Committee for 1992 IBSCUG Conference

Referee for

Americas Conference on Information Systems

Communications of the ACM

Computers and Operations Research

Decision Sciences Institute

Decision Support Systems

European Journal of Operations Research

Expert Systems with Applications: An International Journal  
Financial Management  
Hawaii International Conference on System Sciences  
IEEE Computer  
IEEE Transactions on Engineering Management  
Industrial Management and Data Systems  
Information Systems Research  
International Business School Computer User Group  
International Journal of Decision Support System Technology  
International Journal of Electronic Commerce  
Journal of Intelligent Manufacturing  
Journal of MIS  
Management Science  
MIS Quarterly  
National Science Foundation  
Omega  
Operations Research  
ORSA Journal on Computing