

Scott A. Moore

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Arthur F. Thurnau Professor
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Education

Ph. D., University of Pennsylvania, Wharton School (1993)

Major area: Information Systems in the Operations & Information Management
Department (formerly the Decision Sciences Department)

Title of Thesis: "Saying and Doing: Uses of Formal Languages in the Conduct of
Business"

Advisor: Steven O. Kimbrough

Specialization: Decision Support Systems, Electronic Commerce

General: Decision Processes, Mathematical Programming, Statistics, Economics

Masters of Science in Management, Georgia Institute of Technology (1986)

Focuses: Information Systems, Human Resource Management, and Accounting

Independent studies under Dr. Fred Allvine and Dr. Bob Jeroslow

Bachelor of Science, Furman University (1984)

Major: Mathematics

Research Interests

Dr. Moore is an Associate Professor in the Business Information Technology group at the Ross School of Business at the University of Michigan. His current research focus is on using evolutionary algorithms and multi-agent modeling as tools to investigate business problems from supply chain management to auction design to warehouse location. His main research investigates auctions and posted price sales and either companies that use both or that use one and compete with other companies that use the other. Previously, he developed a language for automating complex electronic communication. He investigated the effects of applying this technology to EDI, workflow automation, and agents and electronic commerce. He also investigated workflow systems and office automation. This involved defining a theory of work readiness and a computerized system based on this theory. Previous lines of research led him to construct a DSS for investigating fleet mixes, an environment for creating and investigating mathematical models, a prototype of a document retrieval system based on a formal language, a message management system (MMS) for an office environment, and a work management system.

Papers in Refereed Journals

1. “Simulation of online selling with posted-price and auctions: Can analytical models with sealed-bid auctions predict the performance of dual-channels with ascending-bid auctions,” by Hila Etzion and Scott Moore, *Decision Support Systems*, conditional accept in January 2012.
2. “Computational modeling of city formation,” by Kurt Demaagd and Scott A. Moore, *Computational Economics*, 30:1 (2007), pp. 41-56 (online at <http://www.springerlink.com/content/m3qu2k2652570186/>).
3. “A foundation for flexible automated electronic communication,” by Scott A. Moore, *Information Systems Research*, 12:1 (March 2001).
4. “KQML & FLBC: Contrasting agent communication languages,” by Scott A. Moore, *International Journal of Electronic Commerce*, 5:1 (Fall 2000), pp. 109–124.
5. “Depicting the use and purpose of documents to improve information retrieval,” by Michael D. Gordon and Scott A. Moore, *Information Systems Research*, 10:1 (March 1999), pp. 23–37.
6. “Categorizing automated messages,” by Scott A. Moore, *Decision Support Systems*, 22 (1998), pp. 213–241.
7. “On Automated Message Processing in Electronic Commerce and Work Support Systems: Speech Act Theory and Expressive Felicity,” by Steven O. Kimbrough and Scott A. Moore, *Transactions on Information Systems*, 15:4 (October 1997), pp. 321–367.
8. “Systems development in MIS research: Roles, approaches, and strategies,” Joline Morrison, Mike Morrison, and Scott A. Moore, *Journal of Computer Information Systems*, 37:4 (Summer 1997), pp. 13–17. Describes alternative methods for conducting research that involves systems development.
9. “Message Management Systems at Work: Prototypes for Business Communication,” Scott A. Moore and Steven O. Kimbrough, *Journal of Organizational Computing*, 5:2, 83–100. Describes two systems we implemented based on our messaging system. A revision of the *WITS '92* paper.
10. “Message Management Systems: Concepts, Motivations, and Strategic Effects,” Steven O. Kimbrough and Scott A. Moore, *Journal of Management Information Systems*, 9:2 (Fall 1992), 29–52. Motivates the need for better communication systems. Basically a non-technical paper we wrote to satisfy those who might say “Who cares?”. An extension of the January 1992 HICSS paper.

Papers in Conference Proceedings

1. “Simulations of online selling with posted-price and auctions: Comparison of dual channel’s performance under different auction mechanisms,” Hila Etzion and Scott Moore, *HICSS-41*, Waikoloa, Big Island, Hawaii, January 7-10, 2008, IEEE Computer Society. Available online at <
<http://csdl.computer.org/comp/proceedings/hicss/2008/3075/00/30750282.pdf>>

2. "Comparing models of IT and economic growth: An empirical investigation," Kurt DeMaagd and Scott Moore, *ACM/IEEE International Conference on Information & Communications Technologies & Development (ICTD2007)*, December 15-16, 2007, Bangalore, India. Available at http://research.microsoft.com/workshops/ictd2007/ICTD2007_Proceedings_CD.pdf.
3. "Using classifiers to solve warehouse location problems," Kurt Demaagd and Scott Moore, *HICSS-40*, Waikoloa, Big Island, Hawaii, January 3-6, 2007.
4. "Using IT to open previously unprofitable markets," Kurt DeMaagd and Scott Moore, *HICSS-39*, Poipu, Kauai, Hawaii, January 4-7, 2006.
5. "Using a genetic program to search for supply chain reordering policies," Scott A. Moore and Kurt DeMaagd, *Genetic Programming Theory & Practice*, Ann Arbor, MI, May 12–15, 2004. A conference put on by the UM Center for the Study of Complex Systems.
6. "On raising cheap beer loving game players," Scott A. Moore, *Workshop on Formal Models for Electronic Commerce*, held at the University of Oslo, Oslo, Norway, June 11–12, 2001, a workshop organized by Andrew Jones.
7. "Implementing an open, extensible agent communication language," Scott A. Moore, *Workshop on Formal Models for Electronic Commerce*, held at the Wharton School of the University of Pennsylvania, Philadelphia, PA, May 11–12, 2000, a workshop organized by Steven O. Kimbrough and D.J. Wu.
8. "Dynamic conversation structures," Scott A. Moore, *Workshop on Formal Models for Electronic Commerce*, held at the Erasmus University Research Center for Electronic Commerce, Rotterdam, the Netherlands, June 2–3, 1999, a workshop organized by Yao-Hua Tan.
9. "On conversation policies and the need for exceptions", Scott A. Moore, *Workshop on specifying and implementing conversation policies*, held preceding *Autonomous Agents '99*, Seattle, Washington, May 1, 1999, a workshop organized by Jeff Bradshaw, Phil Cohen, Tim Finin, Mark Greaves, and Munindar Singh.
10. "KQML & FLBC: Contrasting agent communication languages", Scott A. Moore, *Proceedings of the Hawaii International Conference on Systems Sciences 1999*, January 1999, Maui, Hawaii, IEEE Computer Society Press.
11. "On the spanning hypothesis for EDI semantics", Steven O. Kimbrough and Scott A. Moore, *Proceedings of the Hawaii International Conference on Systems Sciences 1999*, January 1999, Maui, Hawaii, IEEE Computer Society Press.
12. "Testing Speech Act Theory and its Applicability to EDI & Other Computer-Processable Messages," by Scott A. Moore, *Proceedings of the Hawaii International Conference on Systems Sciences 1996* (Vol. II), January 1996, Maui, Hawaii, IEEE Computer Society Press, pp. 30–38. Tests the applicability of speech act theory to existing automated communication standards.
13. "A Communication Framework for Applications," Scott A. Moore, *Proceedings of the Hawaii International Conference on Systems Sciences 1995* (Vol. III), January 1995, Maui, Hawaii, IEEE Computer Society Press, pp. 330–341. Proposes a communication framework for applications that is reusable and extensible.

14. “On Obligation, Time, and Defeasibility in Systems for Electronic Commerce,” Steven O. Kimbrough and Scott A. Moore, *Proceedings of the Hawaii International Conference on Systems Sciences 1993* (Vol. III), January 1993, Kauai, Hawaii, IEEE Computer Society Press, pp. 493–502. Motivates the need for advanced reasoning capabilities in a messaging system. Hints at the technical foundation of MMS/FLBC systems.
15. “Message Management Systems at Work: A System for Office Communications,” Scott A. Moore and Steven O. Kimbrough *WITS '92*, Dallas, TX, December 12–13, 1992. Describes two systems we implemented based on our messaging system.
16. “The Balance Sheet Method at Work: A DSS for the U.S. Coast Guard Fleet Mix Problem”, Scott A. Moore, Steven O. Kimbrough, and James X. Monaghan, *Proceedings of the IFIP TC8/WG8.3 Working Conference on Decision Support Systems: Experiences and Expectations*, edited by Tawfik Jelassi, Michel R. Klein, and W.M. Mayon-White, Fontainebleau, France, June 30–July 3, 1992, North-Holland, pp. 13–28. Describes the DSS I implemented and helped design for the Coast Guard.
17. “On DSS Support for Candle-Lighting Analysis,” Steven O. Kimbrough, Scott A. Moore, Clark W. Pritchett, and Cynthia A. Sherman, *DSS-92 Transactions: Twelfth International Conference on Decision Support Systems*, Chicago, IL, June 8-10, 1992, pp. 118–135. Describes a concept I helped form for investigating mathematical models.
18. “Message Management Systems: Concepts and Motivations,” Steven O. Kimbrough and Scott A. Moore, *Proceedings of the Hawaii International Conference on Systems Sciences 1992* (Vol. IV), January 1992, Kauai, Hawaii, IEEE Computer Society Press, pp. 654–665. Describes need for MMSs, our solution concept and some hints about the benefits of an MMS-based communication system.

Invited papers

1. “Investigating the value of information and computational capabilities by applying genetic programming to supply chain management,” Scott A. Moore and Kurt DeMaagd, *Formal Models of Electronic Commerce*, Steven O. Kimbrough (ed.), Springer-Verlag, 2005. ISBN 3-540-21431-3.
2. “Dynamic conversation structures: An extended example,” by Scott A. Moore, *Formal Models in Electronic Commerce*, Springer-Verlag, Steven O. Kimbrough (ed.), 2005. ISBN 3-540-21431-3.
3. “On conversation policies and the need for exceptions,” Scott A. Moore, *Issues in Agent Communication*, Frank Dignum & Mark Greaves (eds.), Lecture Notes on Artificial Intelligence #1916, Springer, 2000, pp. 144–159.

Working papers

- “Exploring the performance of alternative single and dual sales channel configurations involving auctions and posted price,” by Scott Moore and Hila Etzion, targeted for *Games & Economic Behavior*. Not yet submitted.
- “The philosophy of economics, critical rationality, and simulations,” by Scott Moore, targeted for *ICIS 2012*. Not yet submitted.

- “Complements or substitutes: IT and transportation infrastructure,” by Kurt DeMaagd and Scott Moore. Not yet submitted.
- “Using Genetic Programming to Search for Restocking Policies in a Supply Chain Simulation,” by Scott Moore and Kurt DeMaagd. Not yet submitted.

Published teaching cases

The following cases have all been published with GlobaLens. They are all written by me alone unless indicated otherwise. Each one was written for my *Introduction to Business* class.

1. “Michael Dell & his computer company,” by Scott Moore & Suresh Malladi, in process.
2. “The business journey of Steve Jobs,” by Scott Moore & Suresh Malladi, in process
3. “The Austin Martin Cygnet,” in process
4. “Growing pains of the Tata Nano,” by Scott Moore & Suresh Malladi, 2012
5. “Employees come first at HCL Technologies,” by Scott Moore & Suresh Malladi, 2012
6. “McDonald’s: Rising, falling, and rising again,” 2011
7. “Google AdWords,” 2010
8. “Note on setting the scope of your business,” 2010
9. “Exploring the value chain of branded fashion goods,” 2010
10. “23andMe: A personal genomics company,” 2010
11. “Dell Inc.’s Production System,” 2010
12. “A Profile of Toyota’s Production System,” 2010
13. “NIKEiD,” 2010
14. “LeftFoot Company,” 2010
15. “Bell Labs,” 2010
16. “InnoCentive,” 2010
17. Note: “The New Age of Innovation,” 2010
18. Note: “Digitization and its effects,” 2010
19. “The American movie experience: Technological advances in the movie industry,” 2010
20. “Toll Brothers,” 2010
21. “Kodak: From film to digital photography,” 2010
22. “Marvel Comics: From Stan Lee to Mickey,” 2010
23. “Enron: The rise and fall,” 2010

Presentations

- “Managing multiple selling channels online,” invited talk at the Robins School of Business, University of Richmond, January 2012.
- “Using technology and collaboration to engage students,” Thurnau Video Series on Engaging Students in the Classroom and Beyond, posted in April 2009.
- “Engaging students through wikis and blogs,” presented in the Thurnau Professor CRLT lecture series, Palmer Commons, January 28, 2009.

- “Engaging students through technology,” presented at the Instructional Technology Brown Bag, Ross School of Business, October 16, 2008.
- Taught database concepts to students in the Master of Financial Engineering program, Fall 2008 and 2009.
- “Investigating supply chains using genetic programming,” presented to the University of Michigan Industrial & Operations Engineering department, September 2005.
- “Investigating supply chains using genetic programming,” presented to the University of Illinois College of Business Information Technology group, March 2004.
- “Investigating supply chains using genetic programming,” presentation as part of the STIET program, University of Michigan, November 20, 2003.
- “A flexible & pragmatic automated communication system,” presentation to the Accounting and Information Systems department, Fisher College of Business, The Ohio State University, January 12, 2001.
- Moderator for panel discussion on e-commerce models, eBiz 2000, UM Business School, February 18, 2000.
- UM Business School for Finance 745 “From Idea to IPO in 14 weeks,” two class sessions in Winter 2000. One was entitled on “Web page design & implementation” and the other “Near-future technologies.”
- “The FLBC: A foundation for flexible automated electronic communication”, presentation to the Software Technology Laboratory at Hewlett-Packard Laboratories, Palo Alto, CA, October 14, 1999.
- “Using the OIT Course Tools,” by Scott A. Moore, as part of the *Technology in Action: A Gallery of Faculty Projects*, organized by the University of Michigan’s Teaching and Technology Collaborative, May 10, 1999.
- “Using the Web-based Course tool,” by Scott A. Moore, UM Faculty Exploratory, under the UM’s Center for Research on Learning & Teaching, April 6, 1999.
- “Using the Web-based Course tool,” by Scott A. Moore, UM Business School, December 21, 1998.
- “The FLBC: A foundation for flexible automated electronic communication”, presented to the Research group in Business to Business Electronic Commerce, Thomas J. Watson Research Center, IBM Corporation, Yorktown, NY, October 30, 1998.
- “Automated communication for electronic commerce,” International Workshop on Component-based Electronic Commerce, Haas School of Business, University of California, Berkeley, July 25, 1998.
- “Using Web pages in the classroom,” by Scott A. Moore, under the UMBS’s Teacher Development Program, March 14, 1997.
- “Fast Feedback Forum,” by Scott A. Moore, under the UMBS’s Teacher Development Program, January 24, 1995.
- “Expert Systems and Electronic Commerce,” by Scott A. Moore and Steven O. Kimbrough, at the *Expert Systems in Management Conference*, Syracuse University, October 16, 1992.

- “The Next Generation: Exploiting Advanced Protocols for Electronic Commerce,” by Gerry Hurst, Steven Kimbrough, Scott Moore, James Oliver, at workshop *Frontiers in Electronic Commerce: Experimental Systems for Communication, Coordination, and Negotiation*, sponsored by SEI Center for Advanced Studies in Management (affiliated with Wharton), Philadelphia, PA, February 13, 1992.

Grants received

- Grant from Hewlett-Packard Laboratories, July 2000.
- AT&T Special Purpose Grant in Science and Engineering, “Getting Ready for Work,” with Michael D. Gordon, November 1994.

Honors and awards

- Selected to present a poster on my BA201 class in the “Gallery of Teaching Innovations” at the CRLT 50th Anniversary Celebration, May 4, 2011.
- Finalist for the 2011 BBA Teaching Excellence Award.
- Nominated for the 2006 PhD Teaching Excellence Award.
- Nominated for the 2004 PhD Teaching Excellence Award.
- Named as an Arthur F. Thurnau Professor. This is a University-wide award, which recognizes and rewards faculty for outstanding contributions to undergraduate education. This is the highest teaching award that the University bestows; July 2004.
- Asked to participate in the FIPA (Foundation for Intelligent Physical Agents) Technical Committee on Communication in the quarterly meeting in Baltimore, MD in July 2000.
- Invited to participate in the Workshop on Agent Communication at Agents 2000 in Barcelona, Spain in June 2000.
- Won the 2000 BBA Teaching Excellence award (first two-time winner in the history of the award).
- Chosen to participate in the “CourseTools Best Practices Workshop,” put on by the UM Media Union & Instructional Teaching Lab & Center for Research on Learning and Teaching, March 7, 2000.
- Presented with a citation of excellence by ANBAR Electronic Intelligence for my paper “Categorizing automated messages” which appeared in *Decision Support Systems* in March 1998. This citation certifies that the paper has been cited with ANBAR’s highest quality rating and that the Editorial Advisory Board of ANBAR wanted to give international recognition of an outstanding contribution to the literature and body of knowledge. (1999)
- Selected by students in 1997 as the first faculty member in five years to be inducted as an honorary member of Delta Sigma Pi, the honorary business fraternity
- Won the 1997 BBA Teaching Excellence award
- Finalist for 1996, 1998, 2002 BBA Teaching Excellence awards
- Dean’s Fellow for Distinguished Merit, University of Pennsylvania, 1989–93
- University Fellow, University of Pennsylvania, 1991
- Presidential Fellow, Georgia Tech, 1984–86
- Phi Beta Kappa, Furman University, inducted Spring 1983

National press

- “Amway to cut 11% of its work force in restructuring,” Leslie Earnest, *The Los Angeles Times*, May 18, 2000, Business, Part C, Page 5, Financial Desk. I was asked to give my opinion, as an e-commerce expert, about Amway’s decision to cut its work force.
- “Amway introduces itself to the world of e-commerce with a different name,” *The Wall Street Journal*, September 27, 1999, p. B19G. I was asked to give my opinion, as an e-commerce expert, about Amway’s decision to launch a Web site under a different name.

Local press

- “Amway expands to the internet with creation of ‘Quixtar’,” reported by Gretchen Millich, Michigan Public Radio, <<http://www.wkar.msu.edu/metafilz/features/amway.ram>>, February 28, 2000. I was interviewed about Amway’s decision to launch a Web site under a different name and the site’s relative lack of success.

Work history

Business Information Technology Area Chair Ross School of Business, University of Michigan	July 2011 – Present
BBA Program Director Ross School of Business, University of Michigan	July 2004 – June 2011
Associate Professor University of Michigan Business School, Computer & Information Systems Department	July 2001 – Present
Assistant Professor University of Michigan Business School, Computer & Information Systems Department	July 1995 – June 2001
Visiting Assistant Professor University of Michigan Business School, Computer & Information Systems Department	May 1994 – April 1995
Lecturer University of Michigan Business School, Computer & Information Systems Department	January 1993–April 1994

PhD activities

- Taught BIT885, the BIT PhD seminar, Winter(A) 2012.
- Joined Terence Saldahna’s committee, 2011-12.
- Taught BIT885, the BIT PhD seminar, Fall 2011.
- Served on Ross Doctoral Committee, 2011-12.
- Taught BIT885, the BIT PhD seminar, Winter 2010.
- On Li Wang’s committee, February 2008-June 2008. Took position at Barclay’s Bank in San Francisco.
- On Erik Johnston’s committee, January 2006-June 2007. Took position in Policy Informatics at Arizona State University.
- Joined Jonathan Whitaker’s committee, November 2005. He completed his degree requirements in April 2007. Took a position at the University of Richmond.

- On Ning Nan’s committee, May 2005-June 2006. Took position at the University of Oklahoma.
- Taught BIT885, the BIT PhD seminar, Winter 2005.
- Chair for Ali Tafti, September 2004-August 2006.
- On Harris Wu’s committee, 2004-05. Took position with Old Dominion University.
- Joined committee for Kevin Kuan in January 2003.
- Chair for Kurt DeMaagd, September 2002—August 2006. Took job with Telecommunications, Information Studies, and Media at Michigan State University.
- Committee member for Weiguo “Patrick” Fan, 2000–02. Took position with Virginia Tech.
- Committee member for Praveen Pathak, 1999–2001. Took position with Purdue University; currently at the University of Florida.

Teaching experience

Business Thought & Action (BA 201; BBA)

University of Michigan

Introduction to business class for sophomore BBAs.

Winter 2012. Taught 1 section alone (52 students). Wrote 5 new cases and approximately 4 publishable background notes. Teacher evaluation (4.9).

Winter 2011. Taught 1 section with Dean Dolan (68 students). Wrote 1 new case and approximately 10 publishable background notes (for cases written last year). Teacher evaluation was 4.6.

Winter 2010. Taught 1 section with Dean Dolan and Bob Kennedy (56 students). Wrote 17 cases and background notes. Participated in the design of this initial delivery of the course. Teacher evaluation was 4.9.

Multi-disciplinary Action Program (MBA)

University of Michigan

Otherwise known as MAP. This involves supervising teams of 4-6 MBA students who work as a consulting team for a start-up company in Ireland or the US. I have also worked with corporations (primarily technology) in the US.

Winter 2012. Primary faculty for 2 teams; secondary for 2 teams.

Winter 2006. Primary faculty for 4 teams; secondary for 4 teams.

Winter 2005. Primary faculty for 3 teams; secondary for 4 teams. Ireland, England, Hong Kong, and USA. Evaluations: 8.9/10 for primary; 8.7/10 for secondary.

Winter 2004. Primary faculty for 4 teams; secondary for 4 teams. Both Ireland and Israel.

Winter 2003. Secondary faculty supervisor for 4 teams. Both Ireland and Israel

Action Learning Projects (BA 353; BBA)

University of Michigan

Action learning projects (similar to MBA MAP) for juniors and seniors (primarily BBAs). Students complete approximately 8 workshops at the beginning of the semester and then work for about 10 weeks with one company developing a solution to a current business problem.

Spring/Summer 2011. Taught 1 section to 13 students (from across campus) on 3 teams. Teacher evaluation was 4.9.

Winter 2011. Taught 1 section to 20 students on 4 teams. Organized the workshops that were delivered by Ross faculty and then supervised the projects for the rest of the semester. Teacher evaluation was 4.5.

Spring/Summer 2010. Worked with Gene Anderson on a pre-cursor to BA353 which we simply called “ALPs.” We worked with 25 students on 5 teams on this non-credit experience.

Web-based information resources (BIT 330; BBA) University of Michigan

Focuses on a student’s need to be familiar with business information resources.

Fall 2009. Taught 1 section (32 students). Teacher evaluation was **4.6**.

Fall 2008. Taught 1 section (16 students). Teacher evaluation was **5.0**.

Fall 2007. Taught 1 section (33 students). Teacher evaluation was **4.36**.

Personal productivity with information technology (BIT 200; BBA) University of Michigan

Introductory BIT class for all business students focusing on the use of information technology for personal productivity.

Fall 2006. Taught 3 section (210 students). Core course coordinator. Supervised grading of all 358 students. Was responsible (with Joe Walls) for complete redesign of the course based on last year’s results. Teacher evaluation was **3.8**.

Michigan Manager’s Update (Executive Education) University of Michigan

Executive Education class for Michigan alumni who have been out of school for 10 or more years. I taught a ½ day on technology and co-led a ½ day working session.

October 2000. Received a **4.68/5.0** evaluation.

May 2000. This is the initial offering of the class. Received a **4.57/5.0** evaluation.

Programming for Business Analysts (CIS 355; BBA) University of Michigan

Junior-level class for CIS majors covering programming in Python. This became one of the first classes for CIS majors and introduces them to programming. It replaces a previous version of the course.

Fall 2003. Taught the only section (8 students). Teacher evaluation was **5.0/5.0**.

Fall 2002. Solely responsible for both sections (86 students). Teacher evaluation was **4.40/5.0** for all sections.

From Idea to IPO (taught 2 of 14 weeks of FIN745; MBA) University of Michigan

MBA elective for students interested in developing an idea into a business plan.

Winter 2000. This is the initial offering of the class. I taught two three-hours sessions for this class: “Web design and implementation” and “Near future technologies”.

Electronic commerce and its data-based foundations (CIS 320; BBA) University of Michigan

Junior-level class for CIS majors covering electronic commerce and data bases and warehouses. This replaced CIS340 in our undergrad curriculum.

Fall 2001. Solely responsible for both sections (86 students). Teacher evaluation was **4.88/5.0** for all sections.

Fall 2000. Solely responsible for all three sections (136 students). Teacher evaluation was **4.95** for all three sections.

Fall 1999. This is the initial offering of the class. Designed class, taught all class meetings, and writing exams (185 students). Teacher evaluation was **4.64** for all three sections.

Databases: Designing, creating, & using (CIS 340; BBA) University of Michigan

Junior-level class for CIS majors covering databases and user-interface construction.

Fall 1998. Solely responsible for all three sections (165 students). Teacher evaluation was **4.79/5.0** for all three sections.

Fall 1997. Coordinator for all three sections, taught two sections (119 students). Teacher evaluation was **4.65** for both sections (3.50 for the other section).

Fall 1996. Solely responsible for both sections. Teacher evaluation was **4.97** for both sections (107 students).

Winter 1996. Solely responsible for both sections. Teacher evaluation was **4.82** for both sections (71 students).

Winter 1995. Co-taught two sections with Dr. Michael Gordon. Teacher evaluation was **4.50** (52 students); drop is attributable to terrible support by computer facilities.

Winter 1994. Solely responsible for both sections. Overall teacher evaluation was **4.75** for both sections (39 students).

Winter 1993. This was the initial offering of the class. Co-designed class, taught some modules, co-wrote and graded exams with Dr. Michael Gordon. Overall teacher evaluation was **4.80** for both sections.

Introduction to Information Systems (CIS 301; BBA) University of Michigan

Introductory CIS class for all business students.

Winter 2003. Core course coordinator for seven sections and four professors. Did not teach.

Fall 2002. Taught 1 section (33 students). Core course coordinator. Was responsible (with Joe Walls) for slight redesign of the course based on last year's results. Teacher evaluation was **4.83**.

Fall 2001. Taught 1 section (36 students). Was responsible (with Joe Walls) for complete redesign of the course. Teacher evaluation was **4.90**.

Fall 1998. Did not teach any sections but was course coordinator for all sections.

Fall 1997. Course coordinator for eight sections; taught one section (40 students).

Teacher evaluation was **4.70** for that section (4.39 was the average for other sections).

Fall 1996. Course coordinator for seven sections; taught one section (46 students).

Teacher evaluation was **4.82** for that section (4.15 was highest for other sections).

Winter 1996. Course coordinator for all six sections; taught one section (52 students).

Teacher evaluation was **4.5** for that section.

Winter 1995. Course coordinator for all six sections; taught two sections (114 students).

Overall teacher evaluation was **4.65** for both sections; average of other four sections taught by other professors was 3.2 (highest was 3.83).

Computers & Information Systems (CIS 552; Global MBA) University of Michigan

Spring 1995. Global MBA class for Daewoo employees. Taught classes by video for 5 classes; taught 4 days of 8-hour instruction in South Korea. Introductory CIS course for MBA students.

Spring 1995. Global MBA class for Cathay Pacific employees. Taught classes by video for 5 classes; taught 4 days of 8-hour instruction in Hong Kong. Introductory CIS course for MBA students.

Business Applications on the PC (MSM)**Georgia Institute of Technology**

Spring 1986. First-year class for M.S.M. students. Proposed class to dean, designed class content, designed and delivered lectures, supervised computer lab work, wrote and graded homework, and wrote and graded exams.

Accounting for Non-Business Majors (Undergrad)**Georgia Institute of Technology**

Winter 1985–86. Junior-level class covering managerial and cost accounting. Designed and delivered lectures, structured the class, wrote and graded homework, and wrote and graded exams. Under supervision of Dr. Gene Comiskey.

Professional Service

- Served on Ross Classroom Delivery Innovation Task Force, beginning May 2012.
- Served on Ross Doctoral Committee, 2011-12.
- Served on UM's Google Faculty Learning Community to help guide transition of UM to Google's infrastructure and tools, 2011-12.
- Mentored two Preparation Initiative students, 2009-11.
- Served on the BBA Enhancement Task Force, 2009-11.
- BBA Program Director for the Ross School, May 2004 to June 2011.
- Helped design and deliver the CVC cases for the BBA Orientation, Fall 2009.
- Retained to review the undergraduate program of the Hong Kong University of Science & Technology, June 2009.
- Retained to review the undergraduate program of the Ivey School of Business at the University of Western Ontario, March 2009.
- Served on the Faculty Advisory Board of UM's Center for Research on Learning & Teaching (CRLT), July 2006 to July 2009.
- Appointed the Executive Director of the Thomas C. Jones Center for BBA Education, May 2005 to present.
- Serving on the Ross School steering committee for the new building, May-August 2005.
- Serving on University committee "Undergraduate Council," September 2004-May 2005. Reports to Lester Monts.
- Retained to review the undergraduate program of the Goizueta School of Business at Emory University, November 2004.
- Served on University committee "Residential Life and Learning", September 2004 to February 2005. Reported to President Mary Sue Coleman.
- Chaired a workgroup to define the "World of Business" course, September 2004 to February 2005.
- Moderator for panel "Who moved my profit?", FuturTech Conference, January 2004.
- UMBS BBA Core Review Team: 2003-04. This team reviewed the School's undergraduate curriculum. We proposed to the faculty a new 4-year program and a new grading curve. We met weekly for about eight months.
- I am on the editorial board of the journal *Information Systems and E-Business Management*. I also review papers for this journal.

- Revised the Web site for the CIS department so that it could be transferred to the new UMBS Web site; January 2003.
- CIS BBA Core Course Coordinator; 2002–03.
- CIS BBA Program coordinator; 2001–03.
- Represented UMBS at the Big Ten IS Colloquium in Minneapolis; May 2002.
- e-Lab Faculty Director; starting in Fall 2001.
- On the Teaching & Curriculum Committee; 2001-03.
- Ran the Open Class Series for the UMBS; 2001-03.
- On the OCD committee that explored the down job market and how the UMBS should help students respond to it; headed by Al Cotrone, 2001-2002.
- Created Web site called “The Wall” for the Accounting department to help them share documents; 2002.
- Participated in the Pew Trust funded Peer Review of Teaching Project, a University-wide project (part of a nation-wide project) meant to investigate the feasibility of using peer review; 2001-02.
- Re-designed the CIS department Web page in 2002. Re-wrote the content for the BBA section.
- Headed up departmental committee to re-design the BBA major sequence; 2001-02.
- Headed up departmental committee to re-design the BBA core course; summer 2001.
- On the initial editorial board of the journal “Information Systems and e-Business” from Springer-Verlag (June 2001).
- Chosen to be on the Program Committee for Agents 2001 in Montreal, Canada.
- Reviewer for *Information Systems Research*, *International Journal of Electronic Commerce*, *Databases*, *Journal of Management Information Systems*, *Journal of Organizational Computing*, *Decision Support Systems*, and *Information and Management*.
- Reviewer for *Annals of Operations Research*.
- Reviewer for *Hawaii International Conference on System Sciences*, *International Business School Computing Association '94*, *ORSA Conference: Computer Science and Operations Research: New Developments in their Interfaces*
- Served on the UMBS Information Technology Task Force. Selected by Associate Dean Gautam Kaul to serve on this committee whose charter is to focus on Computing Service’s problems, develop their operating goals and service policies, and develop a plan for overcoming the problems and reaching the goals. 1997–98.
- Served on the UMBS Web Course Development Task Force. Selected by Associate Dean Gautam Kaul to serve as one of the faculty evaluators of the tool that was developed by OIT. My job was to test the system and provide feedback. 1998.
- Participated in an official OIT Design Review meeting for the Web Course Tool in April 1999.
- Served on the UMBS CIS department curriculum committee in 1995 and in 1998.

- Involved in faculty recruiting every year. Interviewed candidates at the AIS conference in 1998.
- Developed, maintained, and designed the CIS department Web page beginning in 1996.
- Participated in the UM Mentorship Program (1996–99).