Contents
(in the approximate order of presentation)

Managerial Papers

CASE tools
"Coordination of Software Development Workgroups," Hayward P. Andres, Portland State University .............................................. 1
"Managing the CASE Environment," Robert T. Keim, Albert Kagan, Arizona State University and Gerald V. Post, Western Kentucky University .............................................. 4
"A Socio-technical Approach to CASE and the Software Development Process,"
Ravi and Nainika Patnayakuni, Southern Illinois University at Carbondale .............................................. 6

Interorganizational and Distributed Systems
"Taming the RHINo: Interorganizational Implementation Issues of Regional Health Information Networks,"
Kathy S. Lassila and Rita H. Cheng, University of Wisconsin-Milwaukee .............................................. 9
"Distributed Computer Environment Software Maintenance: Systems Complexity versus Component Simplicity," Scott Schneberger, Georgia State University .............................................. 11
"Risk in Interorganizational Information Systems," Susan A. Sherer, Lehigh University .............................................. 14

IS Profession
"The Evolution for ICIS 1980 to AIS 1995: Have the Issues Been Addressed?" Paul E. Cule and James A. Senn,
Georgia State University .............................................. 17
"Key Information Technology Management Issues in Higher Education in the 1990s," Stephen L. Loy,
Eastern Kentucky University and Charles Hicks, Morehead State University .............................................. 20

Topics: Communications
"A Conceptual Model of the Effect of Privacy, Ethical and Policy Concerns on Electronic Mail Usage,"
Bonnie C. Glassberg, William J. Kettinger and John E. Logan, University of South Carolina .............................................. 26
"EDI Risks, Security and Control: An Australian Survey," Swee Beng Lim and Rodger Jamieson,
The University of New South Wales .............................................. 29
"E-mail as a Facilitator of Power Plays: Analysis of Political Events at a University," Celia T. Romm,
University of Wollongong and Nava Pliskin, Ben-Gurion University of the Negev .............................................. 32
"Facilitating Telework's Adoption and Implementation," Cynthia Ruppel and Geoffrey Howard, Kent State University .............................................. 35
"Towards a Professional Information Systems Ethic (Cyberethics)," David Vance, Southern Illinois University at Carbondale .............................................. 38

Topics: Systems Development
"The Economic Justification of MIS Chargebacks," William H. Friedman and Michael Grayson, Louisiana Tech University .............................................. 41
"Surveys and Questionnaires: A Markup Language-Based Approach," Jeffery Hsu, Montclair State University and Murray Turoff, New Jersey Institute of Technology .............................................. 44
"A Tale of Two Systems? Success and Failure in a Single IS Implementation," Catherine Middleton, York University .............................................. 47
"Modeling IS Activities for Business Process Reengineering: A Colored Petri Net Approach," T.S. Raghu,
SUNY at Buffalo; Abhijit Chaudhury, University of Massachusetts at Boston; and H. Raghav Rao, SUNY at Buffalo .............................................. 50
"Training During the Implementation of a System Development Methodology," Tom L. Roberts, Middle Tennessee State University and Michael L. Gibson, Auburn University .............................................. 53
"Applications Development as Ceremony: A Cultural Perspective," Steve Sawyer, Syracuse University and P.J. Guinan, Boston University .............................................. 54
Topics: Human Factors

*Information Requirements for Decision Support Systems: A Task Behavior Orientation,*
Glenn J. Browne, University of Maryland, Baltimore .................................................. 57

*An Investigation of the Association Between Information Technology's Reach and Range and Organizational Communication Patterns,* Seokjoong Yoon and Ephraim R. McLean, Georgia State University ............................... 60

*Prisoner's Dilemma and the Tower of Babel,* Kristina Setzekom, Southern Illinois University at Carbondale ......................................................... 63

*Human-Computer Interaction: A General Behavioral Model for MIS Research,* J. Wayne Spence, University of North Texas ......................................................... 66

*First Time Users of and Obstacles to Software Usage,* Jennifer D.E. Thomas, City University Of New York -- Baruch College ......................................................... 69

Topics: Information Technology Stages

*Exploring Alternative Models for the Adoption of Innovative Telecommunications Technologies,*
Varun Grover, University of South Carolina and Albert H. Segars, Boston College ......................................................... 72

*Critical IS Challenges Resulting from Emerging Technologies and Crucial Issues,* Herman Hoplin, Syracuse University ......................................................... 75

*Information Systems Maturity Stages in Art Museums,* James B. Pick, University of Redlands ......................................................... 78

Topics: Work Groups

*Distributed Design Groups: A Case Study,* Manju K. Ahuja, Pennsylvania State University and Kathleen Carley, Carnegie Mellon University ......................................................... 81

*An Interactionist Approach to Complexity in Computer-Supported Knowledge Work,* Gina C. Green and Rosann Webb Collins, University of South Florida ......................................................... 83

*Fitting System Design to Work Practice: Using Observation in Evaluating a Clinical Imaging System,*
Bonnie Kaplan, Quinnipiac College ......................................................... 86

*Forming Maximally Diverse Workgroups: An Empirical Study,* S. Lakshminarayanan, Indian Statistical Institute and Rob R. Weitz, Seton Hall University ......................................................... 89

*The Impact of Restricted Network Communication Patterns on Group Processes: Extending Prior Research with Computer-mediated Communication,* Donna J. Mosier, Danial L. Clapper and Vitaly J. Dubrovsky, Clarkson University ......................................................... 92

*Moving from Divergence to Convergence in Electronic Groups: Implications For Coordination in Collaborative Work,* Suzanne P. Weisband, University of Arizona ......................................................... 95

Business Process Redesign

*Enterprise Information Systems Integration and Business Process Improvement: An Empirical Study,*
Ganesh Bhatt, Southern Illinois University at Carbondale ......................................................... 98

*A Model Management Approach to Business Process Reengineering,* Levent V. Orman, Cornell University ......................................................... 100

*The Effect of Outside Consultants Involvement over the Success of BPR Projects,* Ahmed A. Shabana, UCLA ......................................................... 103

Client/Server and Distributed Systems

*The Emerging Distributed Information Systems Infrastructure: Some Implications for IS Research and Teaching,*
Nikunj P. Dalal and Ramesh Sharda, Oklahoma State University ......................................................... 106

*Organizational Context and Client-Server Architecture: A Proposed Research Strategy,* Mayur Desai, University of North Texas ......................................................... 108

*An Enterprise Framework for Client/Server Technology Assessment and Implementation,* Bonnie C. Glassberg and James T.C. Teng, University of South Carolina ......................................................... 111

Decision Making and DSS

*Fitting Graphical DSS to Task Characteristics,* Alan Dennis and Traci Carte, University of Georgia ......................................................... 114

*Legal Bills that Makes Sense: A Case of a Strategic Pricing DSS,* Q.B. Chung and Madjid Tavana, La Salle University ......................................................... 117

*The Role of Schema and Available Information in Individual Decision-Making Tasks: An Empirical Study of Locally Rational Decision-Making,* Karen (Bynum) Lamkin, Dallas Baptist University; and James F. Courtney, Texas A&M University ......................................................... 120

User Issues

*An Experimental Study of the Relationship Between Spatial Ability and the Learning of a Graphical User Interface,*
Bob Leitheiser and David Munro, University of Wisconsin-Whitewater ......................................................... 122

*Impact of the Use of Laptop Computers in Sales Presentations on Sales and Customer Satisfaction,* Satya N. Pratapati, University of Scranton and Venkatapparaao Mummalaneni, Nanyang Technological University, Singapore ......................................................... 125

*An Analysis and Evaluation of Computer-Related Training Techniques,* Steven John Simon, Oklahoma State University ......................................................... 127
Groups and GDSS I

"Contrasting GDSSs and GSS in the Context of Strategy Change —Implications for Facilitation,"
Fran Ackermann and Colin Eden, Strathclyde Business School ................................. 130

"The Impact of Decision Room Use on an Organization's Information Accessibility," Ronald L. Berry,
Northeast Louisiana University and J.P. Shim, Mississippi State University ..................... 133

"An Empirical Evaluation of the Role of Persuasive Arguments in Accentuating Group Polarization," Ajay Vinze and
Maha El-Shinnawy, Texas A&M University ................................................................. 136

IS Productivity and Outsourcing

"An Empirical Investigation of the Contribution of Information Systems to Manufacturing Productivity: Large Firms
versus Small Firms," Uma G. Gupta and Margaret Capen, East Carolina University ............... 139

"IS Productivity and Outsourcing Policy: A Conceptual Framework and Empirical Analysis," Yogesh Malhotra,
University of Pittsburgh ......................................................................................... 142

of Persistent Vendor-Client Relationship," K. Nam, S. Rajagopal, and H.R. Rao, The State University of New York
at Buffalo; and A. Chaudhury, University of Massachusetts ..................................... 145

Systems Development II

"Business Environment, User Involvement, and Information System Success: A Case Study," Jerry C.J. Chang,
University of Pittsburgh ......................................................................................... 148

"Quality Systems Development Through People," David Paper, Utah State University and Jim Rodger,
Southern Illinois University ..................................................................................... 151

"Understanding and Managing I/S Implementation in Socially Constructed Organizations," Suprateek Sarker,
University of Cincinnati .......................................................................................... 154

Attitudes and Behavior

"Organizational Citizenship Behavior in the IS Context: A Research Agenda," Mary B. Burns and
Rosann Webb Collins, University of South Florida .................................................. 157

City University of New York — Baruch College; Mei Qiang and Yu Chen, Renmin (People’s)
University of China; and Robert J. Mockler, St. John’s University ............................ 160

"Attitudes Toward Computers: The Impact on Performance," Cheri Speier, Michael G. Morris, and Carl M. Briggs,
Indiana University ................................................................................................. 163

IS Profession

"Information Technology and Occupational Structure" Kenneth C. Laudon, New York University and
Kenneth L. Mann, Hofstra University ........................................................................ 166

"Organizational Skill Sets for the Information Professional," Andrew Stein, Helen Bull and
Stephen Burgess, Victoria University of Technology .............................................. 169

"Bridging the IS-Line Interface: The Role of the Relationship Manager," Mani Subramani, Suzanne Iacono, and
John Henderson, Boston University ........................................................................ 172

Systems Development III

University at Carbondale .......................................................................................... 175

"Application Portfolio Diversity and Software Maintenance Productivity: An Empirical Analysis," Rajiv D. Banker,
Gordon B. Davis, and Sandra A. Slaughter, University of Minnesota .................... 178

"A Workflow Approach to Information Systems Development," Suzanne C. Wagner, State University of New
York at Buffalo; A. Chaudhury, University of Massachusetts at Boston; and H. Raghav Rao and
G. Lawrence Sanders, State University of New York at Buffalo ............................ 181

IS Applications

"A Collaborative Approach in Implementing a Clinical Information System," William Chismar, University of Hawaii;
Rodney S. Moriyama, The Queens Health System; Daniel C. Davis Jr., The Queens Health System and
John A. Burns School of Medicine, University of Hawaii ........................................... 184

Arkalgud Ramaprasad, Southern Illinois University ................................................ 187

"Daily Peak Load Electricity Forecasting Using Artificial Neural Networks (ANNs)," William P. Wagner, Villanova University .... 190

vii
**Strategic Issues II**

"Content Analyzing Annual Reports for Variation in Strategicness of IT Across Industries and Over Time," Ranjit Tinaikar and William R. King, University of Pittsburgh .......................................................... 193

"A Resource-Based Model for Sustained Competitive Advantage from Information Technology," Satish P. Vasudevan, Ken A. Smith, and Mohan R. Tanniru, Syracuse University ......................................................... 196

"Product Architecture and Strategic Positioning in Information Products Firms," Michael H. Zack and Marc H. Meyer, Northeastern University .......................................................... 199

**Systems Analysis & Design**


"Using Grounded Theory to Interpret Interviews," Linda Jo Calloway and Constance A. Knapp, Pace University .......................................................... 205

"Application Domain Knowledge in Computer Program Comprehension and Enhancement," Teresa M. Shaft, The University of Tulsa .......................................................... 208

**Communications II**


"Data Privacy and Computer Information Systems," David Mazlin and Rodger Jamieson, University of New South Wales .......................................................... 214

"The Information Superhighway: Key Elements Affecting Its Development and a Framework for Analysis," Maha Muzumdar, Ernst & Young LLP; and Gregory Madey, Kent State University .......................................................... 217

**Strategic Issues I**

"An Approach to Assess the Degree of Integration Between an Organization's IS and Business Strategies," James R. Coakley and Mark K. Fiegner, Oregon State University; and Bruce A. Leader and David M. White, IBM United States .......................................................... 220


"Business and IT Strategy Alignment: New Perspectives and Assessments," Raymond Papp and Jerry Luftman, Stevens Institute .......................................................... 226

**Systems Development I**


"Antecedents and Manifestations of Conflict in Information Systems Development," Dianne H. Jordan, City University Of New York – Baruch College and Rosann Webb Collins, University of South Florida .......................................................... 232

"Institutional Forces in Information Systems Development," Andreas I. Nicolau and Allen G. Schick, Morgan State University .......................................................... 235


**Communications I**


"An Empirical Study of Electronic Mail Usage," Linda Duxbury, Carleton University; Chris Higgins and Sandy Staples, The University of Western Ontario .......................................................... 244

"Electronic Mail and New Methods for Measuring Media Richness," Christine T. Kydd and Diane L. Ferry, University of Delaware .......................................................... 246

**Diffusion of IT**

"Information Technology, Diffusion, and the Human Services Industry," William J. Ferns and Michael A. Palley, City University Of New York – Baruch College .......................................................... 249

"External Variables and the Technology Acceptance Model," Geoffrey S. Hubona and Thomas G. Whisenand, University of Maryland Baltimore County .......................................................... 252

"Global Diffusion of Information Technology: A Regional Perspective," Satya Prakash Saraswat and Dennis M. Anderson, Bentley College .......................................................... 255

**Groups and GDSS II**

"Structuring Creativity with GSS: An Experiment," Murti Nagasundaram, Boise State University and Robert P. Bostrom, University of Georgia .......................................................... 258

"Managing Interdependencies in Very Large Groups: The Case of Design Changes in Large Scale Software Development," Nancy Staudenmayer, Massachusetts Institute of Technology .......................................................... 261

"The Impact of Group Support Systems on Leadership Behavior," Youngjin Yoo and Bradley C. Wheeler, University of Maryland .......................................................... 264
Group Support Systems
"Mindstorms: Using Software that Simulates Group Processes for Efficient Study of Certain GDSS Variables,"
Dennis F. Galletta, Paulo R. Flor, William L. Scott and Ranjit Tinaikar, University of Pittsburgh


"Process-Control Effects for Team-Based Computer-Mediated Decision Analysis," Michael E. Whitman,
Anthony M. Townsend and Anthony R. Hendrickson, University of Nevada, Las Vegas

IS Outsourcing and Sophistication
"Small Business IT Sophistication Defined," Keith Brownmiller and Malcolm King, Loughborough University of Technology

"Buying Core Competencies? A Study of the Impact of Outsourcing on IT Infrastructure Flexibility," Nancy Duncan,
Kent State University

"Control and Efficiency in Distribution Channels: The Impact of Inter-Organizational Systems," Manoj Chandra,
Joseph Cherian, and Aditya Saharia, University of Illinois at Chicago

Topic Papers
"Impact of New Information Technologies on Rural Development," G. Premkumar, Eric A. Abott, Gordon L. Bultena,
Peter F. Korsching, Margaret Roberts, Iowa State University

"Initiation of Information Technology Innovations," Satish P. Vasudevan, Syracuse University

"Understanding the Process of Information Technology Implementation," Michael R. Fish and Jon A. Turner, New York University

"Rethinking the Characteristics of IS/IT Innovations: Rhetorics and Managerial Perspective," Neil Ramiller, U.C.L.A

"The Impact of Electronic Integration on Time-Based Performance," Judy E. Scott, University of California, Irvine

"Market Reactions to Patent Infringement Lawsuits in Information Technology Industry," S. Mohan, Ohio University, and
T.S. Raghu and H. Raghav Rao, SUNY at Buffalo

"Critical Issues of the IS Discipline and Implications for IS Curricula and Research: A Survey of American and
International Business Schools," Steve John Simon, Oklahoma City University

Media Differences
"Use of Groupware: A Test of Three Theoretical Perspectives," Hao Lou, Ohio University and Richard W. Scamell,
University of Houston

"An Examination of the Relationship Between Computer Anxiety, Communication Apprehension and Student Experiences
With Electronic Mail," Susan A. Brown, University of Minnesota and Chellely Vician, Michigan Technological University

"Electronic Mail Discussion Groups: An Investigation of the Structural and Behavioral Factors Influencing their Success,"
Arun Rai and Rakesh R. Neunaha, Southern Illinois University at Carbondale

Measuring and Assessing I/S Satisfaction
"I/S Client Satisfaction in Services vs. Manufacturing Firms: What Can We Learn?" K.D. Schenek, North Carolina State
University and Kenneth L. Kraemer, University of California, Irvine

"A Re-examination of the Technology Acceptance Model," Geoffrey S. Hubona and Elizabeth Kennick, University of
Maryland Baltimore County

Panagiotis Kanellis and Ray J. Paul, Brunel University

International Information Systems
"Investigating a Generic Architecture for International Information Systems," Hans Lehmann, University of Auckland

"The Globalization of Information Technology Companies in Taiwan," Su-Lee Tsai and Cheng Hsu, Rensselaer Polytechnic Institute

"The Roles of Chief Information Officers in Domestic and International Corporations," Paulette S. Alexander and
Prashant Palvia, The University of Memphis
Decision Support
*An Experimental Investigation of the Effect of Expert Decision Analysis and Explanation Support on Consensus and Decision Accuracy in Small Groups,* Fu Hoon Nah and Izak Benbasat, University of British Columbia .................................................. 328
*Development of an Information System Prototype for the Optimization of the Use of Diagnostic Services in Intensive Care Units,* Oumar Ba, Martin Buteau and Andrew Grant, Sherbrooke University .................................................. 331
*Business Information Visualization for Decision-Making Support—A Research Strategy,* Ping Zhang and Andrew B. Whinston, The University of Texas at Austin .................................................. 334

Adoption and Diffusion of Technology
*Competitor and Vendor Influence on the Adoption of Automated Teller Machine Systems,* Brian L. Dos Santos, University of Louisville and Ken Peffers, University of Hong Kong .................................................. 337
*Studying Computer-Aided Software Engineering (CASE) Diffusion in Organizations: Complementing Classical Diffusion Theory with Organizational Learning,* Srinarayan Sharma, Southern Illinois University .................................................. 340
*The Determinants of Network Default and Consolidation,* Robert J. Kauffman, University of Minnesota and Yu-Ming Wang, Syracuse University .................................................. 343

IS Productivity and Quality
*A TQM-Based Systems Development Process,* Anthony C. Stylianou, Ram Kumar, and Moutaz J. Khouja, University of North Carolina at Charlotte .................................................. 346
*Assessing the Productivity Impacts of Information Technology Applications,* Tridas Mukhopadhyay, Carnegie Mellon University and Vandana Gadh, University of Wisconsin .................................................. 349
*An IT Tool for Increasing Productivity of Knowledge Workers and Their Organizations,* Dong-Ho Kim and Myoung-Goo Lee, Samsung Corp., Shin-Kon Kim, Kwangwoon University .................................................. 352

IS Organization and Workforce
*The Impact of Rapid Change in Technology on the Information Systems Organization,* John "Skip" Benamati, Albert L. Lederer, and Meenu Singh, University of Kentucky .................................................. 355
*Technology Architecture: Examining a Data Driven Model,* Kirk D. Fiedler, Varun Grover, and James T.C. Teng, University of South Carolina .................................................. 357
*An Empirical Investigation of Contingent Workforce in Information Systems,* Sandra Slaughter, University of Minnesota and Soon Ang, Nanyang Technological University .................................................. 360

Systems Analysis and Design
*DFDs: Evolutionary Status and A Cognitive Based Empirical Investigation of Level 0 DFD Clarity: Implications for Level 0 DFDs and Diagramming in General,* Karl Lloyd, University of Pittsburgh .................................................. 363
*An Adaptive Expert Modeling Support System: Aiding the Analyst in Determining Information System Requirements During the Analysis of an Organization,* William Gwinn and Surya Yadav, Texas Tech University .................................................. 366
*Supporting the Identification and Structuring of Decision Problems Using Knowledge-Based Exploratory Analysis,* Suranjnan De, Santa Clara University .................................................. 369

Software Quality and Productivity
*Factors Affecting Application Development Productivity: An Empirical Investigation,* Roy Schmidt, University of Science and Technology Cleanwater Bay, and Sunro Lee, Yonsei University .................................................. 375
*Management of Open Architectures* Deborah Bunker and Graham Winley, University of Wollongong, Australia .................................................. 378

IS Auditing
*Base Rates and Payoffs in the Detection of Errors in Data,* Barbara Klein, University of Minnesota .................................................. 381
*Information Systems Auditor Decision Making in an Information Systems Domain,* Rodger Jarnieson, University of New South Wales .................................................. 384
*Identifying and Preventing IS Project Escalation: A Survey of IS Auditors,* Joan Mann and Mark Keil, Georgia State University .................................................. 387
Technical Papers

System Models
"A Framework for Problem Formulation and Ambiguity Reduction in Complex Problematic Situations,"
U. Rex Dumdum, Marywood College; William Tastle, Ithaca College ......................................................... 390
"Early Validation of Information System Prototypes Using the Technology Acceptance Model," Geoffrey Steinberg and
Charlene Riggle, Kent State University ......................................................... 393
"Classification of Computers and Computer Architectures: From Islands of Automation to Client/Server Architecture,"
Shailendra Palvia, Long Island University, Roger H.L. Chiang, Nanyang Technological University, and
Prashant Palvia, The University of Memphis ......................................................... 396

Object Oriented Systems
"Distributing Object-Oriented Systems," Sandeep Purao, Georgia State; Hemant Jain and Derek Nazareth,
University of Wisconsin- Milwaukee ......................................................... 399
"Object-Oriented Analysis: A Decision-Driven Approach," Ta-Tao Chuang and Surya Yadav, Texas Tech ................. 402
"An Agent Based Architecture for Component-Based Software Development," Pinar Kinikoglu and Surya Yadav, Texas Tech ................. 405

Client/Server Computing
"Comparing Coding, Testing, and Migration Costs for Two and Three Tier Client Server Architectures,"
John Gallaugher, Syracuse University ......................................................... 408
"The Role of Electronic Documents in Workflow Management," Zhiping Dong, Rajiv Dewan, and Abraham Seidmann,
University of Rochester ......................................................... 411
"The Metamorphosis of the Mainframe Computer: The Superserver," Mohammad Azadmanesh and Daniel Peak,
University of Nebraska - Omaha ......................................................... 413

Topic Papers
David Cheslow and James Courtney, Texas A&M University ......................................................... 416
"Financial Classification and Prediction with the Kohonen Self-Organization Neural Net," Mohamed Nour,
John Carroll University and Gregory Madey, Kent State University ......................................................... 418
"An Intentional Arithmetic for Qualitative Decision Making," Stephen Slade and Raghav Madhavanean, New York University ......................................................... 421

Topic Papers
Mary Jane Lenard, Gregory Madey and Pervaiz Alam, Kent State University ......................................................... 424
"Case Based Executive Information Systems with Deductive Facilities," Robert Chi, California State
University - Long Beach; Steven Gramme ......................................................... 427
"Data Quality: A Critical Client/Server Consideration," C. Steve Guynes University of North Texas ......................................................... 430

Statistical Modelling
"A Comparison of Statistical and Machine Learning Techniques for Discriminant Analysis," Siddhartha Bhattacharyya and
Parag Pendharkar, Southern Illinois University, Carbondale ......................................................... 433
"The Generalization of a Decision Simulation," Stephen Slade, Michael Fish, and Ravi Arunkundram, New York University ......................................................... 436

Cognitive Issues
"Enhancing Data Management Support for Case-Based Reasoning Systems," Radha Mahapatra, University of
Alabama, Huntsville; Arun Sen, Texas A&M ......................................................... 439
"Determination of the Features of Instructional Computer Games," Yakup Kinikoglu and Surya Yadav, Texas Tech University ......................................................... 442
Kerry Henson, Central Missouri State University; J. Wayne Spence, University of North Texas; Daniel C. Miller,
Texas Woman's University ......................................................... 445
Data Management
"Formal Validation of Schema Clustering for Large Information Systems," Robert Winter, Frankfurt University 448
"Design Reusability and Learning in CABSYDD (CAse-Based System for Database Design)," Amber W. Lo, Millersville University and Joobin Choobineh, Texas A&M University 451
"Coupling Enterprise Planning with the Creation of the Conceptual Schema in Database Design," F. Paul Fuhs, Virginia Commonwealth University 454

Information Networks
"The Edgar Internet Project: Web Application Development Considerations," Mark Ginsburg and Ajit Kambil, New York University 457
"On Sharing Decision Technologies over a Global Network," Hemant Bhargava, Naval Postgraduate School; Ramayya Krishnan, Carnegie Mellon University; and Rudolf Müller, Humboldt University 460
"Electronic Data Interchange: Guidelines for Development, Implementation, and Use," Ray Tsai, St. Cloud State University; Thomas Richards, and Leon Kappelman, University of North Texas 463

Group Support Systems
"An Experimental Examination of Group Information Sharing, Group Size, and Meeting Structures for Groups Using a Group Support System," Brian E. Mennecke, East Carolina University 466
"Model Management Using Fuzzy Belief Functions," Gary Klein, Louisiana Tech University and Jay Aronson, University of Georgia 469
"Grouping EIS Benefits: An Optimal Clustering Approach," Lakshmi S. Iyer and Jay Aronson, University of Georgia 472

Technical Research-in-Progress
Learning Systems
"Toward Learning Systems: A Validated Method for Classifying Knowledge Queries," Nancy McQuillen, University of Colorado 475
"Decision Forest Enhancement Evaluation," Thomas Sandman, California State University, Sacramento 478
"A Structural Analysis of Inductive Decision-Making Models," H. Michael Chung, California State University at Long Beach 481

Online Information Resources
"Online Information Resource Mediation of Interorganizational Relationships," Roberta Lamb and Rob Kling, University of California, Irvine 484
"Digital Shift or Digital Drift?: Dilemmas of Managing Digital Library Resources in North American Universities," Lisa Covi and Rob Kling, University of California, Irvine 487

Database Schema Design Issues
"Negotiation in Database Schema Integration," Gillian Hall, McGill University 490
"Decision Support for Distributed Database Fragmentation and Allocation Schema Design," Michael Goul, Robert St Louis and Run-An You, Arizona State University 496

Human/Technological Issues in Software Development
"The Effects of Task Interdependence, Goal Conflict, and Coordination Strategy on Software Project Success," Hayward Andres, Portland State University 499
"Interdepartmental Contact Frequency Effects on Perceptions of Departmental Ratings," Jimmie Joseph, Ruth King, and William King, University of Pittsburgh 505

Organizational Transformation: The Impact of IT
"Expanding Organizational Transactional Memory Asynchronously: The Effect of Expertise," John Nosek and Peter Grillo, Temple University 508
"Visions of IT: The Implementation of IT-Enabled Organizational Change," John Tillquist and Rob Kling, University of California, Irvine 514
Decision Support for Group/Network Design
"Design of a Structured Decision Process Support Systems for Asynchronous Groups," Karen Dowling and
Andrew Philippakis, Arizona State University ................................................................. 517
"Optimal Telecommunication Facility Planning Under Uncertainty," V.T. Raja and B. Han, Washington State University ........................................... 520
"Generalized Concentration Equipment Location Problem," Jack Cook, SUNY Geneseo ............................................................. 523

Multimedia Development
"Multimedia - Is it a Fad? Perceptions of Information Systems Faculty," Bob Beatty and
Bipin Prabhakar, Mississippi State University ................................................................. 526
"A Multimedia Development Process," Robert Trueblood, Vincent Lai, Radha Mahapatra, and
Stephen Floyd, University of Alabama in Huntsville ..................................................... 529

ES/DSS Applications
Kent State University ..................................................................................................... 532
"An Expert System for Insolvency Practice," Stewart Leech and Philip Collier, University of Tasmania ...................................... 535
"A Decision Support System for Market Segmentation - A Neural Networks Approach," Melody Kiang,
Arizona State University, Robert Chi, California State University at Long Beach and
Kar Yan Tam, Hong Kong University of Science and Technology ................................ 538

Workshops, Panels, Software Demonstrations,
Tutorials, and Pedagogy

Meet the Editors ........................................................................................................... 541
Chairman: Edward A. Stohr, New York University
Management Information Systems Quarterly: Robert W. Zmud, Florida State University
Decision Support Systems and Journal of Organizational Computing: Andrew B Whinston, University of Texas, Austin
Information Journal of Information Systems: Matthias Jarke, RWTH Aachen
Journal of Management Information Systems: Vladimir Zwass, Fairleigh Dickinson University
Information Systems Research: John King, University of California, Irvine

Ph.D. Forum ................................................................................................................ 541
Chair: Maryam Alavi, University of Maryland, College Park
Panelists: James F. Courtney, Texas A & M University; E. Burton Swanson, University of California, Los Angeles;
Izak Benbasat, University of British Columbia

The Tenure Process .................................................................................................... 541
Chair: Cynthia Beath
Panelists: Gordon Davis, University of Minnesota; Hank Lucas, New York University; H. J. Zoffer, Dean, Katz Graduate
School of Business, University of Pittsburgh

The Future of IS .......................................................................................................... 541
Chair: William R. King, University of Pittsburgh
Panelists: Sirrka Jarvenpaa, University of Texas, Austin; Henry C. Lucas, Jr., New York University; Richard O.
Mason, Southern Methodist University, Marvin Sirbu, Carnegie Mellon University

From Associate to Full and Beyond ........................................................................... 541
Chair: Hugh J. Watson, University of Georgia
Panelists: Ephraim McLean, Georgia State University; Jay F. Nunamaker, University of Arizona; Andrew B. Whinston,
University of Texas, Austin
A Virtual Network For Professional Development: Report on the DISSC Collaboration .......................................................... 541
Chair: Dennis Galletta, University of Pittsburgh
Panelists: Margaret Elliott, University of California, Irvine; Marta Greenman, Claremont Graduate School; Ahmed Shabana, University of California, Los Angeles; Louise Soe, California State Polytechnic University, Pomona; Sidne Gail Ward, University of California, Los Angeles

Groupware, CASE tool, and Modeling .......................................................................................................................... 542
Demonstration 1: "Groupware Applications in Higher Education: A Virtual MBA," John Day, Ohio University; Hao Lou, Ohio University; Rick Mitter, Ohio University
Demonstration 3: "The Two-Stage Entity-Relationship CASE Tool," Cheng Hsu, Rensselaer Polytechnic Institute

Publishers' Multimedia ............................................................................................................................................. 542
Demonstration 2: Irwin's "New Media," Lew Gossage, Richard D. Irwin

Hypermedia, HyperCard, and Trading Simulation ........................................................................................................ 542
Demonstration 1: "Hypermedia Implementation of an Integrative Business Case Study," Stephen K. Kwan, San Jose State University
Demonstration 2: "Inherent Risk Software Demonstration," MaryAnne Atkinson, University of Delaware

Multimedia and Hypertext Teaching Aid for Information Systems
Demonstration 3. "Teaching Systems Analysis Using HyperCase: Maple Ridge Engineering," Julie E. Kendall, Rutgers University; Kenneth E. Kendall, Rutgers University; Richard L. Baskerville, Binghamton University; and Raymond J. Barnes, Binghamton University ................................................................. 543

Publishers' Multimedia and Software ........................................................................................................................ 543

The Internet/World-Wide Web in Teaching/Curriculum
"Web Home Page Assignments in MIS Courses," Dick Elnicki, The University of Florida; Pat McKeown, The University of Georgia; Dave Naumann, The University of Minnesota; and Brad Wheeler, The University of Maryland ................................. 544
"Using the Internet to Simulate Virtual Organizations in MBA Curricula," Brian Dobing, The University of Manitoba and Jeffrey Parsons, Memorial University of Newfoundland ................................................................. 546
"Using the WWW to Support Classroom-Based Education: Opportunities and Challenges for IS Educators," Brian S. Butler, Carnegie Mellon University ................................................................. 549

Tutorial: Hypermedia
"An Introduction to Hypermedia Information Systems," Michael Bieber, New Jersey Institute of Technology and Tomas Isakowitz, New York University ................................................................. 552

Tutorial: Fuzzy Logic
"Fuzzy Logic: An Introduction," RJ Boncella, Washburn University ................................................................. 553

Panel: Theory Development for Researching Software Risk Management
Roy C. Schmidt, The University of Science and Technology, Hong Kong [chair]
Panelists: Mark Keil, Georgia State University, USA; Kalle Lyytinen, University of Jyvaskyla, Finland; Boon Siong Neo, Nanyang Technological University, Singapore

Workshop: Teaching Ethics in IS Courses: Two Complementary Approaches
Ernest A. Kallman, Bentley College; H. Jeff Smith, Georgetown University ................................................................. 557

Workshop: Innovations in Teaching the IS Curriculum ........................................................................................................ 559
Annette Easton, San Diego State University; David Jankowski, California State University, San Marcos; Irene Liou, University of Baltimore; Joe Valacich, Indiana University
Curriculum Issues 2

"Quality of an MIS Doctoral Program - Can We Measure It?" Rassule Hadidi, University of Illinois at Springfield 561

"Introducing Advanced Application Development Into the I.S. Curriculum - Lessons From the Field,"
Ido Millet, Pennsylvania State Erie 564

"Proposal For a Network Intensive Management Information Systems Major," Richard Halapin, Indiana University of Pennsylvania 567

Workshop: Integrating IVN with Resources on the Internet to Teach Distance Education in IS Courses 570
Ramu Kannan, Coppin State University; Sharma Pillutla, Towson State University

Panel: Computer Information Systems: An Emerging Discipline 572
Chair: David L. Feinstein, The University of S. Alabama
Panelists: Michael C. Mulder, The University of SW Louisiana; Doris Lidtke, Towson State University;
           Anita LaSalle, The American University

Tutorial: Technology/Management 573
"Electronic Document Management," Ralph Sprague, University of Hawaii

Tutorial: Business Process Reengineering 573
"Business Process Reengineering: A Tutorial," Ephraim McLean, Georgia State University

Panel: Creating and Maintaining an IS Center 574
Chair: R. Ryan Nelson, The University of Virginia
Panelists: Jack Becker, The University of North Texas; Rudy Hirschheim, The University of Houston;
           Lew Leeburg, The University of California - Los Angeles

Panel: Electronic Commerce: Scenarios for Superhighways 575
Co-Chairs: Robert Benjamin, Syracuse University; Rolf Wigand, Syracuse University
Panelists: Ajit Kambil, NYU; Jim Senn, Georgia State University

Workshop: Teaching Reengineering 578
Tom Davenport, The University of Texas

Innovations in IS Education 579
"Teaching IS Students to be More Creative"
Dan Couger, University of Colorado, Colorado Springs

Panel: Group Support Systems 582
"Beyond Brainstorming: The Next Generation of Groupware Technologies"
Chair: James Suleiman, University of Georgia
Panelists: Fran Ackermann, University of Strathclyde, Glasgow; Alan Dennis, University of Georgia; Brad Wheeler,
           University of Maryland, College Park

Tutorial: Innovations in IS Education Session 583
"IS Students in Demand: Products of the Reengineered Classroom," James C. Wetherbe, University of Minnesota
     and University of Memphis; and Brian Janz, University of Memphis

Panel: Using Group Support Systems to Enhance Learning in All Disciplines 586
Chair: Dorothy G. Dologite, City University of New York – Baruch College
Panelists: Carol Pollard, The University of Calgary; Robert Bostrom, The University of Georgia;
           Robert O. Briggs, The University of Arizona

Workshop: Curriculum '95 Course IS2 587
"Lessons From a Preliminary Implementation of Curriculum '95 Course IS2: Personal Productivity With IS Technology,"
Gordon B. Davis and J. David Naumann, The University of Minnesota

Workshop: Technology Mediated Learning 589
"Business Education in the Information Age: Using IT to Reengineer Learning/Teaching Process,"
Maryam Alavi, The University of Maryland

Briefing: Database Technology 590
"Capabilities of Knowledge Discovery and Database Mining Systems," Nancy McQuillen, University of Colorado, Boulder