

# M. Kathryn Brohman, Ph.D.

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## PUBLICATIONS

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### JOURNAL

- Cram, W., M.K. Brohman, R.B. Gallupe, "Information Systems Control: A Review and Framework for Emerging Information Systems Processes", *Journal of the Association of Information Systems*, 17(4), 2016.
- Cram, W.A., M.K., Brohman, Y.E. Chan, and R.B. Gallupe, "Information Systems Control Alignment", *Information & Management*, 53(2), 2016, pp. 183-196.
- Cram, W., M.K. Brohman, R.B. Gallupe, "Hitting a Moving Target: A Process Model of Information Systems Control Change." *Information Systems Journal*, February 2015.
- Cram, W., M.K. Brohman, R.B. Gallupe, "Addressing the Control Challenges of the Enterprise Architecture Process." *Journal of Information Systems*, 29(2), 2015, 161-182.
- Zheng, X, P. Martin, M.K. Brohman and L. Xu. "CLOUDQUAL: A Quality Model for Cloud Services", *IEEE Transactions on Industrial Informatics*, *IEEE Transactions on Industrial Informatics* (10/2), 2014, pp. 1527-1536.
- Zheng, X, P. Martin, M.K. Brohman and L. Xu. "Cloud Service Negotiation in IoT Environment: A Mixed Approach", *IEEE Transactions on Industrial Informatics* (10/2), 2014, pp. 1506-1515.
- Zheng, X, P. Martin, M.K. Brohman and M. Zhang. "Cloud Service Negotiation: A Research Report", *International Journal of Business Process Integration and Management*, (7/2), 2014, pp. 103-113.
- Cram, W., Brohman, M.K. "Controlling Information Systems Development: A New Typology for an Evolving Field", *Information Systems Journal*, 23(2), May 2013, pp. 137-154.
- Brohman, M.K., Piccoli, G., Martin, P., Zulkernine, F., Parasuraman, A., and Watson, R. T. "A Design Theory Approach to Building Strategic Net-based Customer Service Systems", *Decision Sciences*, 40(3), August 2009, pp. 403-430. \* Nominated for 2009 Decision Sciences Best Article (one of five finalists).
- Piccoli, G., Brohman, M.K., Watson, R. and Parasuraman, A. "Process completeness: Strategies for aligning service systems with customers' service needs," *Business Horizons* (52/4), 2009, pp. 367-376.
- Brohman, M.K., and H.J. Watson, "Maximizing the Return on OLAP and Data Mining Analysts", *Business Intelligence Journal*. (11/3), 2006.
- Watson, R.T., G. Piccoli, M.K. Brohman, and A. Parasuraman. "Customer-Managed Interactions: A New Paradigm for Firm-Customer Relationships", *MIS Q Executive* (4/2), June 2005.
- Watson, R.T. , Piccoli, G., Brohman, M.K. and Parasuraman, A. "I Am My Own Database", *Harvard Business Review*. (81/11), November 1, 2004.
- Piccoli, G., M.K. Brohman, R. Watson, and A. Parasuraman, "Net-Based Customer Service Systems: Evolution and Revolution in Website Functionalities", *Decision Sciences*. 35(3), Summer 2004, pp. 423-455.
- Brohman, M.K., R.T. Watson, G. Piccoli, and A. Parasuraman, "Data Completeness: A Key to Effective Net-Based Customer Service Systems", *Communications of the ACM Special Issue on Marketing Digital Products*. 46(6), June 2003, pp. 47-51.
- Watson, R.T. and M.K. Brohman, "The IS leadership research center at the University of Georgia", *International Journal of Information Management*. 23, 2003, pp. 155-162.
- Brohman, M.K. and D. Preston, "Outsourcing Opportunities for Data Warehousing Business Usage", *Journal of Logistics Information Management*, 15(3) 2002.
- Brohman, M.K. and D.G. Copeland, "Riverbank Financial: Changing the Role of Information Technology", *Journal of Information Technology*, 14(3), December 1999.

Brohman, M.K., M. Parent, and M.R. Pearce, "Fifteen Research Questions in Data Warehousing", *Journal of Data Warehousing*, 3(4), December 1998.

## **BOOKS AND CHAPTERS**

Cross, B. and M.K. Brohman. Project Leadership: Creating Value through an Adaptive Organization. Productivity Press (July, 2014).

Brohman, K. A Parasuraman, R.T. Watson, G. Piccoli. Internet-based Customer Service Systems: What are they and when are they successful? Proceedings of the Academy of Marketing Science Annual Conference reprinted as a book chapter in Moore, M and Moore, R.S. (eds). New Meanings for Marketing in a New Millennium. Springer Publishing (April 2015).

## **MANUSCRIPTS**

Brohman, M.K., A Parasuraman, G. Piccoli, and R.T. Watson, "Net-based Customer Service Systems: A Conceptual Framework for Understanding NCSS Value", *Marketing Science Institute, manuscript #4-1140*, September 2004.

## **UNDER REVIEW**

Brohman, M.K. and J. Dixon. "Digital Connectedness: Getting Value from Continuous Data Streams", under review at MIS Quarterly Executive (submitted in March 2016).

Brohman, M.K. and J. Dixon, "Connecting Complex Systems by Formalizing Awareness Using Remote Monitoring Technology", under review at the International Conference on Information Systems (submitted May 2016).

## **INVITED PAPERS**

Brohman, M.K., "The Key to Getting to Your Customers is to Get Beyond Yourself", *Cutter Benchmark Review*, 11 (4), June 2011.

Brohman, M.K., "Where are your gaps in reverse logistics execution", *Cutter Benchmark Review*, December, 2009.

Brohman, M.K., "Watch out for Cowboy Antics: Managing Project Management Perceptions in Agile Projects", *Cutter Benchmark Review*, November, 2008.

## **RESEARCH REPORTS**

Liebowitz, J. and M. K. Brohman. "Knowledge Audit at the Bank of Montreal", Organizational report delivered in collaboration with the Monieson Center, April 2005.

Brohman, M.K., G.Piccoli, A. Parasuraman, and R. Watson, "Network-based Customer Service Systems: Phase One Result Summary, February 2002.

## **CONFERENCE PROCEEDINGS**

Brohman, M.K. and P. Ward, "Commercialization of Technology Research for Benefit", *IBM Centres for Advanced Studies*, CASCON Conference, November 2015.

Brohman, M.K., P. Huras, J. Medves, and N. Rutledge, "Systems Leadership", conference brief and presentation at *Monieson Centre Creating Strategic Change in Canadian Healthcare*, Toronto, May 2015.

Negi, B. and M.K. Brohman, "Co-creation of Value in Digital Ecosystems: A conceptual Framework", *Twenty-first Americas Conference on Information Systems, Puerto Rico, 2015*.

Brohman, M.K, B. Marcolin, and L. Guo, "A Design Theory to Enable Collaborative Integration in Healthcare", *Administrative Sciences Association of Canada (ASAC)*, Halifax, Nova Scotia, Canada, June 2015.

Marcolin, B., M. Chiasson, K. Brohman, C. Saunders, R. Petrella, E. Zvaniga and A. Winter, 'Supporting Alternative Health Care Systems through Effective Technology Use that Integrates Care Protocols, Combines Interoperable Compliant IT platforms, Employs Fast Features Prototyping, and Produces

- Effective Outcomes and Better Work-Task Process”, *International Conf-IRM Conference*, Ottawa May 18-20, 2015.
- Zheng, X.P. and K. Brohman. “Patient-Care-as-a-Service”, *Ultra Large Scale (UlySses) Research Conference*, Kingston, Ontario, August 2014.
- Zheng, X., P. Martin, and K. Brohman, “Cloud Service Negotiation: A Roadmap”, *IEEE 10<sup>th</sup> International Conference on Services Computing (SCC)*, Santa Clara, CA, June 2013.
- Zheng, X., P. Martin, and K. Brohman, “Cloud Service Negotiation: Concession vs. Tradeoff Approaches”, *IEEE/ACM International Symposium on Cluster, Cloud and Grid Computing (CCGrid)*, Ottawa, ON Canada, May 2012.
- Cram, W. A., Brohman, M. K., Gallupe, R. B., and Chan, Y. E. “Exploring Information Systems Control Alignment in Organizations”. *Proceedings of the Thirty-Second Conference on Information Systems (ICIS)*, Shanghai, China. December 2011.
- Brohman, M.K, A. Parasuraman, G. Piccoli, “A Typology of IT-enabled value co-creation systems for serving customers”. *Proceedings of the QUIS 12<sup>th</sup> International Research Symposium on Service Excellence in Management*, Ithaca, NY, June 2011.
- Cram, W. and M.K. Brohman, “Beyond Modes: A Typology of ISD Control”, *Proceedings of the Thirty-first Conference on Information Systems (ICIS)*, St. Louis, Missouri, December 2010.
- Zheng, X., P. Martin, and M.K. Brohman, and W. Powley, “Fair Bargaining in One-to-One Web Services Negotiation”, *Centre for Advanced Studies Research IBM Canada (CASCON)*, November 2010. Winner of the Technology Showcase People's Choice Award.
- Zheng, X., P. Martin, W. Powley and M.K. Brohman, “Applying Bargaining Game Theory to Web Services Negotiation”, *IEEE Conference on Services Computing*, Miami, Florida, July 2010.
- Brohman, M.K, P. Martin, and G. Piccoli, “Customer Driven Service Discovery: A NCSS Design Artifact”, *Administrative Sciences Association of Canada (ASAC)*, Niagara Falls, Canada, June 2009.
- Brohman, M.K. and A. Parasuraman, “Designing IT-Based Customer Service Systems: A Call for Research”, Special Session, Winter Americas Marketing Association (AMA) Conference, Tampa, FL, February 2009.
- Brohman, M.K., “Knowledge Creation Opportunities in the Data Mining Process”, *Proceedings of the Thirty-Ninth Hawai’i International Conference on Systems Sciences*. Kauai. January 2006. (Honorable Mention, 2<sup>nd</sup> place in the Organizational Systems and Technology Track – Total 176 papers accepted).
- Brohman, M.K., Piccoli, G., Watson, R., and Parasuraman, A., “NCSS Process Completeness: Construct development and preliminary validation”, *Proceedings of the Thirty-Eighth Hawai’i International Conference on System Sciences*. Hawai’i. January 2005.
- Brohman, M.K, and Boudreau, M. “The Dance: Getting Managers and Miners on the Floor Together”, *Administrative Sciences Association of Canada (ASAC)*, Quebec City, Canada, June 2004.
- Piccoli, G., Watson, R., Brohman, M.K. and Parasuraman, A. "Customer-Managed Interactions: The Role of Personal Information in Relationship Management", Fifth *AIDEA Giovani International Conference on Information, Markets and Firms*, Milan, Italy, July 2003.
- Watson, R., M.K. Brohman, G. Piccoli, and A. Parasuraman, “Customer Service and Network Completeness”, *Proceedings of the Electronic Commerce Bled Conference*, June 2002.
- Preston, D. and M.K. Brohman, "Conceptual Models for the Organizational Adoption of ASPs,” in the *Southern Association for Information Systems Conference Proceedings*, Savannah, GA. March 2002. *Best paper*.
- O'Hara, M. and M.K. Brohman, " Boeing Employees' Credit Union Grows Membership by Staying True to their Cooperative Philosophy Using Member Information", *Proceedings of the Thirty-Fifth Hawaii International Conference on System Sciences*. Hawai'i. January 2002.
- Brohman, M.K., R.T. Watson, and G.M. Zinkhan, "Internet-based Customer Service Systems: How to Make Them More Successful", *Proceedings of the Frontiers in Services Conference*. Washington, D.C. October 2001.
- Brohman, M.K., A. Parasuraman, R.T. Watson, G. Piccoli, "Internet-based Customer Service Systems: What Are They and When Are They Successful", *Proceedings of the Academy of Marketing Science Annual Conference*. San Diego, California. June 2001.

- Brohman, M.K. and M. Parent, "Gaining Insight from the Data Warehouse: The Competency Maturity Model", Proceedings of the Thirty-Fourth Hawaii International Conference on System Sciences. Maui. January 2001.
- Brohman, M.K., M. Parent, M.R. Pearce, and M. Wade, "The Business Intelligence Value Chain: Data-Driven Decision Support in the Data Warehouse Environment: An Exploratory Study", Proceedings of the Thirty-Third Hawaii International Conference on System Sciences. Maui. January 2000.
- Brohman, M.K., "Predicting the Impact of Electronic Commerce on Industry Competition and Structure", Proceedings of the Administrative Sciences Association of Canada Conference. Saint John, New Brunswick. 1999.
- Brohman, M.K., S.L. Huff, and D.G. Copeland, "Riverbank Financial: Balancing the Pendulum", Proceedings of the International Conference on Information Systems. Helsinki, Finland. 1998.
- Brohman, M.K., "New Perspectives on the Art of Managing Software Projects", Proceedings of the Association of Information Systems Americas Conference. Baltimore, Maryland. 1998.
- Brohman, M.K. and M. Parent. "Lanark Community Network (LCN): Maintaining the Momentum", Proceedings of the Administrative Sciences Association of Canada Conference. Saskatoon, Saskatchewan. 1998.
- Brohman, M.K., "Theory Development to Explain Consumer Adoption of Electronic Commerce", Proceedings of the Association for Information Systems (AIS) Americas Conference. Indianapolis, Indiana. 1997.

#### **CHAPTERS IN BOOKS**

- Brohman, M.K., Huff, S.L. and Copeland, D.G. (2001). Chapter 2: Riverbank Financial: Balancing the Pendulum. In R.H. Sprague (Eds.), Information Systems Management in Practice, 5<sup>th</sup> Edition, Prentice Hall.

#### **RESEARCH CASES**

- Brohman, M.K., "Using Information to Improve Customer Service at Major Airline", TDWI Industry Study 2000: Harnessing Customer Information for Strategic Advantage: Technical Challenges and Business Solutions. 2000.
- Brohman, M.K. and M. O'Hara, "Boeing Employees' Credit Union Grows Membership by Staying True to their Cooperative Philosophy using Member Information", TDWI Industry Study 2000: Harnessing Customer Information for Strategic Advantage: Technical Challenges and Business Solutions. 2000.
- Goodhue, D. and M.K. Brohman, "Aetna U.S. Healthcare: Refining Healthcare Services with Data Warehousing", TDWI Industry Study 2000: Harnessing Customer Information for Strategic Advantage: Technical Challenges and Business Solutions. 2000.

#### **PRESENTATIONS**

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- Delivering on Your Corporate Strategy. Canada's Best Managed Conference. Toronto, March 2015.
- Executing on the Queen's Strategic Framework. Queen's Senior Administration Retreat. Kingston, January 2015.
- Delivering on Your Corporate Strategy: Leading Effective Execution. Credit Union Managers Association Conference. Collingwood, September 2014.
- Meet the new CEO of your business: Your customer! Get ready for Customer-Managed Interactions (with R.T. Watson, G. Piccoli, and A. Parasuraman). Partners Conference: The Teradata User Group, Seattle, 2004.
- Network-based customer service systems: a half-time report from the field (with R. Watson, G. Piccoli, and A. Parasuraman). Paper read at SIM Workshop, New Orleans, LA. December 2001.
- Effective Tactics for Academic Field Research. Center for Information Systems Leadership Conference, Atlanta, GA. October 2001.
- The Dance: Getting Miners and Marketers on the Floor Together. Data Mining and Warehousing for Financial Services Conference. New York, New York. March 2001.

Designing a Core IT Course for Executive MBA Programs: Objectives, Structure, Delivery, and Lessons. (authored by E.F.P Newson, M. Parent, and S. Schneberger). International Academy for Information Management (IAIM). Helsinki, Finland. 1998.

Who Can You Trust in Cyberspace? Let Us Show you the Ways! (with H. Kelley). Association of Information Systems (AIS) Americas Conference. Panel Presentation. Baltimore, Maryland. 1998.

## TEACHING

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Queen's University, Queen's School of Business July 2003 – Present

Honors Commerce Program: Managing Work and Teams (COMM 153), Introduction to MIS (COMM 190), IS Strategy (COMM 395)

Queen's Advanced Accounting Program: IT Audit (MACC 814)

Full-Time and Executive MBA: Project Management (MBA 844), Project Leadership (MBUS 942), Strategy Execution and Implementation (MBUS 985) Change Management (MBUS 954)

Ph.D. Program: Individual Level Theories in MIS (MGMT 871), Information Systems Development (MGMT 972)

Queen's Executive Development: IT Management Program, Queen's Executive Program (QEP), Queen's Execution Program, Project Leadership.

University of Georgia, Terry College of Business January 2000 to May 2003

Undergraduate Program: Information Resource Management (4<sup>th</sup> Year Capstone Course)

Master of Internet Technology: Project Management

Master of Business Administration (MBA): Information Resource Management (MIST 7670) and Project Management (MGMT 7220)

Wilfrid Laurier University, Sessional Instructor Summer 1998

Honors Co-op Business Program: MIS Core Course, 4<sup>th</sup> Year

University of Western Ontario, Sessional Instructor Fall 1997 and Winter 1999

Honors Computer Science/Engineering Program: Project Management (3<sup>rd</sup> Year)

## TEACHING MATERIAL DEVELOPMENT

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### TEACHING CASES

- Healthlinks: Systems Leadership in Driving Change in Healthcare, forthcoming.
- Queen's Live Case: Nest: Golden Goose or Empty Nest, December 2014
- HuStream Interactive Video. Richard Ivey School of Business, case 9B14E008, April 2014.
- A Team Divided (with J. Raver). August 2013.
- RRSP Campaign A, B and C. July 2013.
- Queen's Project Management Toolkit. A template (Excel) to enable effective management of team projects.
- Deloro Stellite: Executing a New Innovation Strategy. Queen's School of Business, 1-L11-1-002, December 2011.
- TripIT: The Traveler's Agent (with L.M. Applegate and G. Piccoli). *Harvard Business School* Case N9-809-059, October 2008.
- ProRetail (with S. Staples). October 2008
- Conservative University. October 2008.
- Sales.Com – Commission System: A case assignment in project management. November 2001.
- Bulldog Software Solutions: A case assignment in project management. April 2000.

- Triple E Commerce Solutions: A case assignment in project management. December 2000.
- Riverbank Financial: Balancing the Pendulum. (with S.L. Huff and D.G. Copeland). *Ivey Publishing*, December 1997.
- Lanark Community Network (LCN): Maintaining the Momentum. (with M. Parent). *Ivey Publishing*, September 1997.

#### **CASE TEACHING NOTES**

- Mary Morrison's Dilemma. Case analysis solution. April 2000.
- Midsouth Chamber of Commerce (MSCC): The Role of the User-Manager in IS. Case analysis solution. February 2000.
- Johnson & Johnson: Building An Infrastructure to Support Global Operations (with H.Y. Hsu). Case analysis solution. October 2000.

#### **COURSE FRAMEWORK AND WHITEPAPERS**

- Critical Gaps in Strategy Execution, Queens's School of Business, Whitepaper, 2011-10-005, October 2011.
- Information Technology Business Value: Business Process Analysis Framework. August 2009.
- Introduction to Databases (with Sandy Staples). 2009.

#### **VIDEO SCRIPTS**

- Triumph of the Nerds: A Brief History of the PC. January 2001.
- Nerds 2.0.1: A Brief History of the Internet. January 2001.

### **SERVICE**

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#### **CONFERENCE CHAIR**

- Customer Service Systems Mini-track Co-Chair (with G. Piccoli and R. Watson), Americas Conference on Information Systems (AMCIS), August 2002.
- Datawarehousing Mini-track Co-Chair (with B. Wixom and D. Goodhue), Americas Conference on Information Systems (AMCIS), August 2001.

#### **SUPERVISION**

- Master's Thesis for Bharat Negi, "Data-Centric Approach to Patient Care: A Comparison of Two Methods," August 2015.
- Master's Thesis for Ligeng Guo, "A Design Theory to build Patient-Centric as a Service' Collaborative Integrator," August 2014.
- PhD Thesis for Xianrong Zheng, "Cloud Service Negotiation", 2014.
- PhD Thesis for William Cram, "Examining Information Systems Control Alignment in Organizations", 2013.
- Master's Thesis for William Cram, "Exploring control variations across systems development methodologies," August 2009.
- Master's Thesis for Jordan Whyte, "The coordination of Business Data Mining: A Conceptual Model", August 2007.
- PhD Summer Research Project for Jijesh Devan, "IS Offshoring: A Vendor's Perspective", Fall 2008.
- PhD Summer Research for Dany Di Tuillio, "Identification of Risk in Open Source Development Projects", Summer 2006.

#### **ACADEMIC EDITOR AND REVIEWER**

- Associate Editor (AE): Information & Management (2012 – present)

- Associate Editor: Business Intelligence Track for International Conference on Information Systems (ICIS) 2010.
- Academic Reviewer (Journal): MIS Quarterly, Information Systems Research (ISR), Communications of the ACM, Data Base, Decision Sciences, Business Intelligence Journal
- Academic Reviewer (Conference): International Conference on Information Systems (ICIS), Americas Conference on Information Systems, Hawaii International Conference on System Sciences (HICSS), Administrative Sciences Association of Canada (ASAC)

### COMMITTEE INVOLVEMENT

- Queen’s University Senator (2012 to present) (Elected)
- Queen’s Information Systems Senate (2012 to present) (Nominated)
- Queen’s University Undergraduate Curriculum Committee (2004/05, 2007--present)
- Queen’s University Research Committee (2012 to present)
- Member of the Monieson Centre Research Advisory Board (2012 to present)
- Queen’s MSc/PhD Committee (2007/08)
- Queen’s Renewal, Promotion and Tenure Committee (2005/06) (2008/09) (Elected)
- Queen’s University: QUFA Junior Faculty Caucus (2004-2006) (Elected)
- Queen’s University: Undergraduate Academic Dishonesty Committee (2007/08)
- Queen’s University: Appointments Committee (2004/05) (Elected)

### INDUSTRY WORK EXPERIENCE

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<b>Sun Microsystems of Canada (Independent Sales Office), <i>Marketing Manager</i></b>	1993-1995
<b><i>Part-time Consultant</i></b>	1995-1999
<ul style="list-style-type: none"> <li>• Created annual marketing plan based on Sun Microsystems’ hardware, software and competitive strategies.</li> <li>• Developed seminar material and attracted industry experts to inform customers about Sun’s products and industry trends. Seminar topics included Java, UltraSPARC, and reengineering the Enterprise.</li> <li>• Designed major demand creation activities to prospect new customers and enhance customer relationships.</li> <li>• Designed and maintained a customer database that was effectively used to increase direct sales.</li> </ul>	

### EDUCATION

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University of Western Ontario, Richard Ivey School of Business Ph.D. Business Philosophy Management Information Systems	2000
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### GRANTS AND AWARDS

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Queen’s School of Business General Research Grant	2014-2015
Community Paramedic: Remote Patient Monitoring	2014-2016
NSERC Strategic Grant	2011-2014
Ontario Research Foundation (Research Excellence program)	2010- 2015
Principal Investigator for <i>Social Sciences and Humanities Research Council (SSHRC)</i> Award	2009-2013
CA-Queen’s Centre for Governance	2009
Monieson Centre – Agile Project Management	2008

Queen's School of Business Research Grant - Offshoring	2006
Supplementary Research Grant	2006-2009
Principal Investigator for <i>Social Sciences and Humanities Research Council (SSHRC)</i> Award	2005-2008
Queen's School of Business Research Grant – Data mining Coordination	2004
Nominated for the Terry Outstanding Teacher Award	2002
Lilly Teaching Fellowship	2002-2003
Sarah H. Moss Fellowship	2002-2003
University of Georgia Faculty Teaching Symposium	2002
Terry-Sanford Research Grant	2002
Marketing Science Institute Grant: Customer Service Systems	2001
NCR Research Grant: Customer Service Systems	2001
SMIS Outstanding Teacher Award	2001
UGA Honors Day Faculty Teaching Award	2001
Direct Selling Education Foundation Research Grant	1999-2000
Ontario Graduate Scholarship	1998-2000
Conference Scholarship from the Data Warehouse Institute	1998
Doctoral Grant, Richard Ivey School of Business	1996-1998