

## **Anil Kumar**

Associate Dean and Professor of Business Analytics  
College of Business, Texas A&M Commerce University  
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College of Business Associate Dean and tenured professor with 25-year higher education career. Demonstrated leadership in program development and enhancement, curriculum design and assessment, academic planning, and accreditation. Experienced in faculty recruitment, development, and evaluation. Skilled in resource allocation and budgeting. Committed to continuing scholarship, program growth and development, and fostering academic/business partnerships.

### **Administrative Experience**

#### **Chair, BIS Department, College of Business Administration, Central Michigan University (January 2017- June 30, 2021)**

Led the BIS department in creating and launching industry focused curriculum offerings in both online and face-to-face formats. I am responsible for personnel functions that include reappointment, promotion and tenure (RPT), evaluation, and hiring of faculty; academic program development and assessment; student enrollment and advising; and S&E budget.

#### **Interim Chair, Department of Entrepreneurship, College of Business Administration, Central Michigan University (August 2015-August 2016)**

Served as the chair of the department to help with the formation of the new department. I coordinated with the Dean's office to help establish initial department bylaws. As Entrepreneurship Department was a new department, I led the revision of the curriculum, created an assessment plan for the department, and recruited the chairperson and new faculty for the department.

### **Key Accomplishments**

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- Led the successful development and implementation of the online MSIS program launched in fall 2017.
- Served as the founding Director of the Online MSIS Program (Fall 2017-Summer 2018) to ensure that we successfully implement, launch and grow the program.
- Developed the curriculum map and assessment plan for online MSIS.
- Successfully sought approval for four departmental regular faculty positions and hired three faculty positions.
- Recruited several key full-time fixed-term faculty resources for the department.
- Led the creation of Cybersecurity and Business Data Analytics track for IS majors.
- Led the approval of revisions to BIS department bylaws.
- Mentored junior faculty in RPT decisions.
- Co-created a professional study abroad (Germany and Netherlands) consulting experience for students.
- Extended industry partnerships and community outreach

## **Awards and Honors**

- Recipient of the BIS Department Towle fellow (2020-2022, 2018-2019, 2012-2014)
- GITMA fellow
- Roger MBA Faculty Excellence Award 2015-2016 and 2013-2014
- Hazelton MBA Faculty Excellence Award 2012-2013 and 2009-2010
- New Venture Competition Ambassador Award 2014.

## **Professional Development**

- Mid-American Conference Academic Leadership Development Program (MAC ALDP) Fellow, September 2020-May 2021.
- Artificial Intelligence: Implications for Business Strategy, MIT Management Executive Education, May-July 2019.
- NSF Scalable Advanced Learning Ecosystems (SALE) at Georgia Tech, Atlanta, November 29-30, 2018.
- Applied Cybersecurity, Massachusetts Institute of Technology, June 19-23, 2017.
- Managing Yourself and Leading Others, Harvard University Division of Continuing Education, November 16–17, 2015.
- Applied Assessment Seminar, AACSB, Tampa, Florida, November 4-5, 2015.
- SAP TERP 10 certification
- Six Sigma Black Belt Training: Dow Inc., Summer 2005.

## **Employment history**

### *Central Michigan University*

Chair, Business Information Systems Department (January 2017-June 30, 2021) Director, Online MSIS program (August 2017-September 2018)

Interim Chair, Entrepreneurship Department (August 2015-August 2016)

Professor, Information Systems (Fall 2009-present)

Associate Professor (Fall 2004-Spring 2009)

Assistant Professor (Summer 2002-Spring 2004)

### *The University of Wisconsin, Whitewater*

Assistant Professor, Management Department (August 1998-May 2002)

### *Western Illinois University*

Assistant Professor, Information Management & Decision Sciences Department (Jan 1997-July 1998)

### *Eastern Illinois University*

Visiting Instructor, Dept. of Computers and Operations Management (August 1996-December 1996)

### *The University of Memphis*

Teaching Assistant, Dept. of Management Information Systems/Decision Sciences (Aug 1992- May 1996)

## Education

The University of Memphis, The Fogelman School of Business and Economics (PhD, Dec '97). Major: Management Information Systems, Minor: International Business

Southern New Hampshire University, Master's in Business Administration, 1989.

Panjab University, Bachelors of Commerce (Hons), 1983.

## Publications

### *Referred Publications*

Kumar, P., Kumar, A., Palvia, S.C.J., & Verma, S. (2019, March). Online business education research: Systematic analysis and a conceptual model, *The International Journal of Management Education*, 17(1), 26-35, <https://doi.org/10.1016/j.ijme.2018.11.002>

Shah, V., Kumar, A., & Smart, K.L. (2018). Moving Forward by Looking Backward: Embracing Pedagogical Principles to Develop an Innovative MSIS Program, *Journal of Information Systems Education*, 29(3), 139-156.

Bennett, M.M., Smart, K.L., Kumar, A. (2017). Assurance of learning: moving from a compliance to an improvement culture, *American Journal of Business*, 32(3-4), 152-170, <https://doi.org/10.1108/AJB-12-2016-0038>

Kumar, A., Kumar, P., Palvia, S.C.J., & Verma, S. (2017). Online education worldwide: Current status and emerging trends, *Journal of Information Technology Case and Application Research*, 19(1), 3-9.

Smart, K.L., Berry, R., Kumar, A., Kumar, P., & Scott, J.P. (2015). Developing a Preference for Collaboration Using Team-Based Learning, *Journal on Excellence in College Teaching*, 26(3), 165- 189.

Berry, R. I., Kumar, A., Scott, J. P. (2014). Is Innovation Being Addressed in Entrepreneurship Undergraduate Programs? An Exploratory Study, *Education Research International*, vol. 2014, Article ID 839505, doi:10.1155/2014/839505.

Krista Ann Voss, Anil Kumar, (2013). The value of social media: are universities successfully engaging their audience? *Journal of Applied Research in Higher Education*, 5(2), 156-172.

Chakraborty, D. and Kumar, A. (2013). Unraveling the success of India's IT-ITES industry: Can India sustain this success? *Journal of Information Technology Theory and Application (JITTA)*. 14(1), Article 2. Available at: <http://aisel.aisnet.org/jitta/vol14/iss1/2>

Kumar, P. & Kumar, A. (2013). An Examination of Factors Influencing Students Selection of Business Majors Using TRA Framework, *Decision Sciences Journal of Innovative Education*, 11(1), 77-105.

Kumar, P. & Kumar, A. (2011). Reengineering a Face-to-Face Course for an Online Format Using Community of Inquiry Framework, *Journal of Business and Education Training*, 20, 12-20.

- Kumar, P. & Kumar, A. (2011). Creating Immersive Online Learning Experiences: Exploring the Potential of Second Life for Global Business Education, *Communications of Global Information Technology*, 3, 1-12.
- Kumar, A., & Kumar, P. (2010). Managing Privacy of User Generated Information in a Web 2.0 World. *Journal of Information Privacy & Security*, 6(2), 3-16.
- Pisani, M. J., Hayes, R.B., Kumar, A., & Lepisto, L.R. (2009). Is Six Sigma Culture Bound? A Conceptual Model and Propositions for Further Inquiry. *Total Quality Management & Business Excellence*, 20(10), 1123-1137.
- Jenicke, L. O., Kumar, A., & Holmes, M. C. (2008). A Framework for Applying Six Sigma Improvement Methodology in an Academic Environment. *The TQM Journal*, 20(5), 453-462.
- Kumar, A. "Strategies to Enhance Student Learning in a Capstone MIS Course" *Journal of Issues in Informing Science and Information Technology*, 3, p. 327-332, July 2006.
- Holmes, M. C., Kumar, A., & Jenicke, L.O. "Improving the Effectiveness of the Academic Delivery Process Utilizing Six Sigma" *Issues in Information Systems*, VI(1), p. 353-359, October 2005.
- Kumar, A., Baker, K., & Ahmed, I. "Designing a Capstone Course for Information Systems: Challenges Faced and Lessons Learned" *Issues in Information Systems*, V(1), p. 173-179, October 2004.
- Lama, S. & Kumar, A., "Managing the Data Deluge in Organizations: The Case for Distributed Data Storage" *Issues in Information Systems*, V(1), p. 180-186, October 2004.
- Smart, K. L., Kumar, A., & Kumar, P. "Using Instructional Methods and Information Technology to Promote Collaboration Among Students" *Issues in Information Systems*, V(1), p. 315- 321, October 2004.
- Kumar, P., Kumar, A. & Smart, K. "Assessing the Impact of Instructional Methods and Information Technology on Student Learning Styles" *Journal of Issues in Informing Science and Information Technology*, 1, p. 533-544, July 2004.
- Klemz, J., Simon, G. & Kumar, A, "IS Planning in Non-Profit Organizations: An Exploratory Study" *Issues in Information Systems*, IV, p. 216-222, October 2003.
- Kumar, P., & Kumar, A. "Effect of a Web-Based Project on Preservice and Inservice Teachers' Attitude toward Computers and Their Technology Skills." *Journal of Computing in Teacher Education*, 19(3), p. 87-92, Spring 2003.
- Kumar, A., & Basu, S.C. "Towards a Deeper Examination of Global IT Theory and Frameworks." *Journal of Global Information Technology Management*, 5(4), p. 4-17, 2002.
- Kumar, A, & Kumar, P. "A Proactive Approach to Virtual Education: Incorporating Student Perceptions." *Issues in Information Systems*, III, p. 348-354, October 2002.

Kumar, A., Horton, R., Munro, D., & Sargent, G. "Lessons from Building an Academic-Industry Partnership Consortium: A Framework for Development." *Issues in Information Systems*, III, p. 355-361, October 2002.

Munro, D., Basu, C., Kumar, A., & Sargent, G. "Managing the Impact of Cultural Factors in the Development of Global Decision Support Systems." *Issues in Information Systems*, III, p. 448-454, October 2002.

Vosburg, J., & Kumar, A. "Managing Dirty Data in Organizations Using ERP: Lessons from a Case Study." *Industrial Management & Data Systems*, 101(1), p.21-31, 2001.

Kumar, A., & Palvia, P. "Key Data Management Issues in a Global Executive Information System." *Industrial Management & Data Systems*, 101(4), p. 153-164, 2001.

Palvia, P., Kumar, A., Kumar, N., & Hendon, R. "Information Requirements of a Global EIS: An Exploratory Macro Assessment." *Decision Support Systems*, 16(2) p. 169-179, February 1996.

Palvia, P., Rajagopalan, B., Kumar, A., & Kumar, N.S. "Key Information Systems Issues: An Analysis of MIS Publications." *Information Processing and Management-An International Journal*, 32(3), p. 345-355, 1996.

#### *Books/Book Chapters/Monographs*

landoli, L. & Kumar, A. "The Role of Global Information Systems in Managing Worldwide Operations of Multinational Corporations." in Managing Global Information Technology: Strategies and Challenges, eds. Palvia, P.C., Palvia, S.C., and Harris, A.L. Ivy League Publishing Limited, Marietta, Georgia, p. 189-206, 2007.

Kumar, A. & Nimmer, L. "Information Technology." In Business and Industry, pp. 668-672, Marshall Cavendish Corporation, New York, 2004.

Kumar, A. & Nimmer, L. "Data Management." In Business and Industry, pp. 338-340, Marshall Cavendish Corporation, New York, 2004.

Kumar, A., Kumar, P., & Basu, S.C. "Student Perceptions of Virtual Education: An Exploratory Study." in Web-Based Instructional Learning, eds. Khosrow-Pour, M. IRM Press, Hershey, PA, p. 132-141, 2002.

Kumar, A., & Palvia, P.C. "Developing Global Executive Information Systems." in Global Information Technology and Electronic Commerce: Issues for the New Millennium, eds. Palvia, P.C., Palvia, S.C., and Roche, E.M. Ivy League Publishing Limited, Marietta, Georgia, p. 408-429, 2002.

Kumar, A. Global Executive Information Systems: Key Issues and Trends. Garland Publishing Inc., A Member of the Taylor & Francis Group, 19 Union Square West, New York, NY 10003, 2000.

## *Paper Presentations*

Kumar, A. (2020). A Roadmap for Implementing Artificial Intelligence (AI) Applications in Higher Education. Proceedings- Nineteenth Annual Global Information Technology Management Association (GITMA) World Virtual Conference, June 22-23, 2020.

Carrington, N. & Kumar, A. (2018). Women in Information Technology: Missed opportunities. Proceedings- Eighteenth Annual Global Information Technology Management Association (GITMA) World Conference, Mexico City, Mexico, July 8-10, 2018.

Kumar, A. and Tracy, Stephen, L. (2018) Economic Disconnect in Rural Communities: Sharing for Innovation and Growth. Presented at the Strategic Management Society (SMS) Special Conference, Oslo, Norway, June 7-9, 2018.

Kumar, A., Shah, V., & Smart, K.L. (2017). Moving Forward by Looking Backward: Using Backward Design to Develop an Innovative MSIS Program. Proceedings-23rd Americas Conference on Information Systems (AMCIS), Boston, Massachusetts, August 10-12, 2017.

Palvia, S., Kumar, A., Kumar, P., & Verma, S. (2017). Exploring Themes, Trends, and Frameworks: A Meta-Analysis of Online Business Education Research. Proceedings - 23rd Americas Conference on Information Systems (AMCIS), Boston, Massachusetts, August 10-12, 2017.

Kumar, A., Jain, P. & Swaney, A. (2016). Do Organizational Values Matter to Investors? Proceedings - Annual Meeting of the American Accounting Association (AAA) World Conference, New York, NY, USA, August 6-10, 2016. (Poster Session)

Kumar, A. & Kumar, P. (2016). A framework for managing critical success factors of online education. Proceedings - Seventeenth Annual Global Information Technology Management Association (GITMA) World Conference, San Diego, CA, USA, August 9-10, 2016.

Baghdadi, N. & Kumar, A. (2015). Is There a Global IT Talent Shortage? Proceedings- Sixteenth Annual Global Information Technology Management Association (GITMA) World Conference, St. Louis, MO, USA, June 21-23, 2015.

Kumar, A., and Voss, K.A. (2014). Creating value from social media: An exploration of social media usage by universities across the world. Proceedings- Fifteenth Annual Global Information Technology Management Association (GITMA) World Conference, Philadelphia, PA, USA, June 22-24, 2014.

Melton, J., Miller, R. and Kumar, A. (2014). (Un)Bundled Services: A Stakeholders Framework for Understanding the Impact of MOOC-like Third Party Online Courses. Proceedings- 47th Hawaii International Conference on Systems Sciences, Big Island, Hawaii, U.S.A., January 6-9, 2014.

Spitzley, L. & Kumar, A. (2013). Exploring the phenomenon of offshore vendors locating satellite offices on the premises of the client in IT and IT-enabled services outsourcing. Proceedings- Fourteenth Annual Global Information Technology Management Association (GITMA) World Conference, Kuala Lumpur, Malaysia, June 16-18, 2013. (Paper presented by Lee Spitzley)

Kumar, A. & Kumar, P. (2012). Managing online teaching to enhance student learning: A paradigm shift. Proceedings-18th Americas Conference on Information Systems (AMCIS), Seattle, Washington, August 9-11, 2012.

Kumar, A. & Kumar, P. (2012). Creating Value from Social Media: Cases and Applications. Proceedings-Thirteenth Annual Global Information Technology Management Association (GITMA) World Conference, Bangalore, India, June 17-19, 2012.

Kumar, A. (2012). "The Race for Global IT Talent." Proceedings- Thirteenth Annual Global Information Technology Management Association (GITMA) World Conference, Bangalore, India, June 17-19, 2012.

Spitzley, L. & Kumar, A. (2012). "Enterprise Resource Planning Systems in Public Organizations: An Examination of Benefits, Risks, and Challenges." Proceedings- Thirteenth Annual Global Information Technology Management Association (GITMA) World Conference, Bangalore, India, June 17-19, 2012.

Kumar, P. & Kumar, A. (2011). "Creating Immersive Online Learning Experiences: Exploring the Potential of Second Life for Global Business Education." Proceedings- Twelfth Annual Global Information Technology Management Association (GITMA) World Conference, Las Vegas, Nevada, June 5-7, 2011.

Kumar, A. & Kumar, P. (2010). "Applying Management Principles for Managing Online Teaching to Enhance Student Learning." Proceedings- Eleventh Annual Global Information Technology Management Association (GITMA) World Conference, Washington D.C., June 20-22, 2010.

Kumar, P. & Kumar, A. (2009). "Incorporating Best Practices to Transform a Face to Face Course to an Online Course." Proceedings-E-Learn 2009: World Conference on E-Learning in Corporate, Government, Healthcare, & Higher Education, Vancouver BC, Canada, October 26- 30, 2009.

Smart, K. L., Kumar, P., & Kumar, A. 2008. "The Impact of Technology-Mediated Instructional Interventions upon Learning Preferences." Proceedings-Society for Information Technology & Teacher Education 19<sup>th</sup> Annual International Conference, Las Vegas, NV, USA, pp. 3943-3949, March 3-7, 2008.

Kumar, A., & Puruvara, M. "Globalization, Technology, and Offshoring: Unravelling the Indian Success Story." Proceedings- Eighth Annual Global Information Technology Management (GITM) World Conference, Naples, Italy, June 17-19, 2007.

Pisani, M., R. Hayes, A. Kumar & L. Lepisto, "Improving Six Sigma as an Internal Consulting Methodology: The Impact of National Culture," Proceedings-AOM 2006 Academy of Management Annual Meeting, Atlanta, Georgia, August 11-16, 2006.

Smart, K. L., Kumar, P. & Kumar, A. "Blended Learning: Impacting Student Learning and Learning Styles through Integrating Web-Enhanced Course Components" Proceedings-E-Learn 2005: World Conference on E-Learning in Corporate, Government, Healthcare, & Higher Education, Vancouver BC, Canada, p. 422-428, October 24-28, 2005.

Holmes, M. C., Kumar, A., & Jenicke, L.O. "Improving the Effectiveness of the Academic Delivery Process Utilizing Six Sigma" Proceedings-International Association for Computer Information Systems 2005 Annual Conference, Atlanta, Georgia, USA, p. 353-359, October 2005.

Rajagopalan, B., Kumar, A., Kumar, N., & Deshmukh, A. "Exploring the Value Relevance of Inter- firm Knowledge Networks in Outsourcing Partnerships" Proceedings - Sixth Annual Global Information Technology Management (GITM) World Conference, Anchorage, Alaska, USA, June 2005.

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Basu, C., Kumar, A., & Coon, A. "A Comparative Examination of E-Procurement Initiatives in Government Agencies in Emerging Markets" Proceedings- Fifth Annual Global Information Technology Management (GITM) World Conference, San Diego, California, USA, p. 106, June 2004.

Klemz, J., Simon, G. & Kumar, A, "IS Planning in Non-Profit Organizations: An Exploratory Study" International Association for Computer Information Systems 2003 Annual Conference, Las Vegas, Nevada, p. 216-222, October 2003.

Kumar, A., & Vedula, V., "A Metatriangulation Approach to Understanding the Role of Information Technology in Global Organizations." Proceedings- Fourth Annual Global Information Technology Management (GITM) World Conference, Calgary, Alberta, Canada, p. 178, June 2003.

Kumar, P., & Kumar, A., "Student Opinions on Technology Enhanced Courses." Proceedings- 2002 International Conference on Computers in Education (ICCE 2002): IEEE Publication, Auckland, New Zealand , December 2002.

Kumar, A., & Kumar, P., "A Proactive Approach to Virtual Education: Incorporating Student Perceptions." International Association for Computer Information Systems 2002 Annual Conference, Ft. Lauderdale, Florida, p. 348-354, October 2002.

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Munro, D., Basu, C., Kumar, A., & Sargent, G., "Managing the Impact of Cultural Factors in the Development of Global Decision Support Systems." International Association for Computer Information Systems 2002 Annual Conference, Ft. Lauderdale, Florida, p. 448-454, October 2002.

Kumar, A., Simon, G., & Klemz, J. "Examining the Role of National Culture on the Relationship Between IS Success and IS Planning Sophistication." Proceedings- Third Annual Global Information Technology Management (GITM) World Conference, New York, NY, p. 232-234, June 2002.

Kumar, A. "Listen to Your Students: A Proactive Approach to Developing Virtual Education Degree Programs." Proceedings- Association for Information Systems '01 Conference, Boston, Massachusetts, August 2001.

Basu, C., Palvia, P.C., & Kumar, A., "A Comparative Analysis of Four Global Reengineering Projects." Proceedings- Second Annual Global Information Technology Management (GITM) World Conference, Dallas, Texas, p. 206-209, June 2001.

Kumar, A., Kumar, P. & Basu, C., "Student Perceptions of Virtual Education: An Exploratory Study." Proceedings - 12th. International Conference of the Information Resources Management Association (IRMA), University of Toronto, Canada, p. 400-403, May 2001.

David M., Kumar, A., & Sargent, G. "Impact of Cultural Factors on the Use of Decision Support Technologies in Global Environments." Proceedings- First Annual Global Information Technology Management (GITM) World Conference, Memphis, Tennessee, June 2000.

Basu, S.C., Palvia, P. C., & Kumar, A., "Role of Information Technology (IT) in Reengineering Business Processes in Multinational Corporations." Proceedings- First Annual Global Information Technology Management (GITM) World Conference, Memphis, Tennessee, June 2000.

Vosburg, J. & Kumar, A., "Managing Dirty Data in Organizations: An Exploratory Case Study." Proceedings - 11th. International Conference of the Information Resources Management Association (IRMA), Anchorage, Alaska, May 2000.

Dschida, R., Elmer, M., Groshek, K., & Kumar, A., "Web Based Systems Development: Characteristics of Winning Solutions." Proceedings - 11th. International Conference of the Information Resources Management Association (IRMA), Anchorage, Alaska, May 2000.

Kumar, A., Munro, D., Sargent, G., Leitheiser, R., & Horton, R. "Global E-Commerce: Issues and Challenges," Proceedings- Association for Information Systems '98 conference, Milwaukee, Wisconsin, August 1999.

Kumar, A., & Palvia, P. "Global EIS: Identification of Issues for Data Collection and Processing," Proceedings- National Decision Sciences Institute, Las Vegas, Nevada, November 1998.

Basu, S.C., Kumar, A., & Schlientz, D. "Investigating the Link Between Multinational Strategy-Structure and Management of End-User Computing," Proceedings- Association for Information Systems '98 conference, Baltimore, Maryland, August 1998.

Kumar, A., & Palvia, P. "Global Executive Information Systems (GEIS): Role of Users & GEIS Architecture," Proceedings- Association for Information Systems '98 conference, Baltimore, Maryland, August 1998.

Raja, V-T, & Kumar, A. "Student Perceptions of Electronic Classrooms," Proceedings-Midwest Business Administration Association (MBAA) Annual Meeting, Chicago, IL, March 1998.

Kumar, A. "Virtual Education: Issues and Implications," Proceedings-Midwest Business Administration Association (MBAA) Annual Meeting, Chicago, IL, March 1998.

Raja, V-T, & Kumar, A. "Integration of India into the global economy-An IT perspective," Proceedings-Midwest conference on Asian Affairs (MCAA), DeKalb, IL, September 1997.

Kumar, A., & Palvia, P. "Global Executive Information Systems: An examination of issues," Proceedings - International Conference of the Information Resources Management Association (IRMA), Vancouver, BC, Canada, May 1997.

Kumar, A., Palvia, P., Basu, S.C., & Alexander, P.S. "Methodologies in MIS Research: An Examination of the Literature," Proceedings- National Decision Sciences Institute, Orlando, Florida, November 1996.

Kumar, A., Palvia, P., Basu, S.C., & Alexander, P.S. "Key MIS issues for the 1990s: A content analysis," Proceedings- Association for Information Systems '96 conference, Phoenix, Arizona, August 1996.

Kumar, A., & Palvia, P. "Executive information systems in global organizations: An examination of issues," Proceedings- Association for Information Systems '96 conference, Phoenix, Arizona, August 1996.

Basu, S.C., Akmanligil, M., Whitworth, J., & Kumar, A. "A Neural Network Approach to Predicting Corporate Diversification Strategy," Proceedings- Association for Information Systems '96 conference, Phoenix, Arizona, August 1996.

Basu, S.C. & Kumar, A. "Business Process Reengineering in Global Organizations: An Examination of the Unique Issues." Proceedings- International Conference of the Information Resources Management Association (IRMA), Washington, D.C., May 1996.

Kumar, N. S., Rajagopalan, B., Kumar, A., & Krovi, R. "A Comparative Investigation of Influence Sources of Diffusion of Information Technology (IT) Outsourcing in Europe and the United States." Proceedings- National Decision Sciences Institute, Boston, Massachusetts, November 1995.

Kumar, A., & Basu, S.C. "Managing End-User Computing in a Global Environment." Proceedings- Southern Management information Systems Association, Gulfport, Mississippi, October 1995.

Basu, C., Kumar, A., & Murad, A. "End-User Computing: Issues Relating to a Global Strategy." Proceedings- 6th. International Conference of the Information Resources Management Association (IRMA), Atlanta, Georgia, May 1995.

Palvia, P., Rajagopalan, B., Kumar, N., & Kumar, A. "Content Analysis and Relevance of MIS Publications." Proceedings- First Annual Conference of the Southern Management Information Systems Association, Gulfport, Mississippi, October 1994.

Palvia, P., Kumar, A., Kumar, N., & Hendon, R. "Requirements of a Global Executive Information System: A Preliminary Assessment." Proceedings - National Decision Sciences Institute, Honolulu, Hawaii, November 1994.

Moore, R., Rajagopalan, B., Kumar, N., Kumar, A., Hendon, R., & Harrison, J. "A review of MIS Publications: Validating the Niederman Study." Proceedings- National Decision Sciences Institute, Honolulu, Hawaii, November 1994.

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Kumar, A., & Prakash, A. "An Object-Oriented Paradigm for Modeling Financial Systems." in the Proceedings- 5th. International Conference of the Information Resources Management Association (IRMA), San Antonio, Texas, May 1994.