**Vita of Ram B. Misra**

**PERSONAL INFORMATION**

Name: **Ram B Misra**

Professional Address: PA-334, Partridge Hall, 1 Normal Ave, Montclair, NJ 07043

Home Address: 6 Avalon Dr. Montville, NJ 07045, USA

Phone/e-mail: 973 655 5336 [misrar@mail.montclair.edu](mailto:misrar@mail.montclair.edu)

**EDUCATION**

BS, Mechanical Engineering, 1968, Indian Institute of Technology (IIT), Kanpur, India

Ph.D., Industrial Engineering. And Operations Research, 1973, Texas A&M University

PMP (Project Management Professional), 1998, Project Management Institute

MBA, General Management, 2000, Columbia School of Business, Columbia University,

New York

**PROFESSIONAL EXPERIENCE**

**Teaching**

Professor, Department of Management and Information Systems 2008- Now

Associate Professor, Department of Management and Information Systems 2002 -2008

Adjunct Faculty, Department of Industrial Engineering, NJIT 2001-2002 Adjunct Faculty, Department of Management, Fairleigh Dickinson University 1978-1998

Assistant Professor, Department of Management Science, University of Houston 1976-1978

Assistant Professor, Department of Industrial Engineering, Texas A&M 1973-1976

**Industry**

Executive Director, Bell Communications Research, Technology Operations 2000 - 2002

Director, Bell Communications Research, Systems Engineering 1992 - 2000

District Manager, Bell Communications Research, Access Technology 1986 - 1992

Member of Technical Staff, Bell Communications Research,

Network Technology Operations 1984 - 1986

Member of Technical Staff, Bell Labs, Network Engineering. & Planning 1978 - 1984

**TEACHING AREAS**

Systems Analysis and Design Operations Management

Management Information Systems Project Management

Decision Support Systems Total Quality Management

Business Statistics Management Science

**RESEARCH AREAS**

Outsourcing IT Investment Evaluation

Mathematical Modeling Statistical Methods & Analysis

**HONORS AND AWARDS**

Indian Institute of Technology Entrance Exam Merit Scholarship 1963- 64

Indian National Merit Scholarship 1961- 68

**HONOR SOCIETIES**Computer Hardware and Software

Beta Gamma Sigma (MBA Honor Society).

Sigma Xi (Research Honor Society).

Alpha Pi Mu (Industrial Engineering Honor Society).

**PROFESSIONAL SERVICE ACTIVITIES**

University

Member, Provost Taskforce on Assessment and Institutional Effectiveness 2007-08

Member, Taskforce on Life Cycle Replacement of Computing Resources Spring 2007

Chair, University Career Planning Committee 2004

Member, University Career Planning Committee 2003-08

School and Department

Member, School Curriculum Committee 2007-08

Chair, Faculty Resource Committee 2003-04

Chair, Department Faculty Recruiting Committee 2005-06

National and International

Guest Principal Editor of the Special Issue on Quality and Operations Management of the

i-Manager’s Journal of Management, May 2008

Co-Editor of the Proceedings of the 10th International Conference on Global Business and

Economic Development, Japan, 2007.

Co-Chair and Principal Coordinator of the 10th International Conference on Global

Business and Economic Development, Japan 2007.

Co-Editor of the Proceedings of the 9th International Conference on Global Business and

Economic Development, Korea 2005.

Principal Coordinator of the 9th International Conference on Global Business and

Economic Development, Korea, 2005.

Operations Manager of the 8th International Conference on Global Business and

Economic Development, Mexico, 2004.

Member, the Editorial board of the International Journal of Computers, Systems and

Signals, 2007 – Now.

Member, the Editorial board of i-manager’s Journal of Management, 2006 - Now.

Member, the Editorial Board of Journal of Information Technology Cases and

Applications (JITCA). 2004 – Now.

**E**xternal Reader of two Ph.D. thesis in the area of medical informatics at the University of Medicine and Dentistry of NJ (UMDNJ); 2006

National Chairman, Access Technology Standards Team, 1991-1994

Technical Vice-Chairman, IEEE Global Communications Conference, 1991

Session Chairman, Eastern Communications Forum, National Engineering Consortium, 1992

**ASSOCIATION MEMBERSHIPS**

Decision Sciences Institute (DSI)

Institute of Electrical and Electronics Engineers (IEEE) (Senior Member)

Institute of Industrial Engineers (IIE) (Senior Member)

Project Management Institute (PMI) (Certified **P**roject **M**anagement **P**rofessional, **PMP**)

# PUBLICATIONS

# REFEREED JOURNALS

1. Peterson, R. L., Berenson, M. L., Misra, R. B., and Radosevich, D. (2008) “What is “Normal” in Faculty Norming Reports?,” Journal of Applied Business and Economics, Publication Date to be Decided.
2. Peterson, R. L., Berenson, M. L., Misra, R. B., and Radosevich, D. (2008), “An Evaluation of Factors Regarding Students’ Assessment of Faculty in a Business School,” Decision Sciences Journal of Innovative Education, Publication Date To Be Decided.
3. Misra, R., (2008) “The Use of Outsourcing as Business Strategy: The Case of A Leading Supplier of Telecommunication Network Management Systems,” Journal of Electronic Commerce in Organization - Special Issue on Offshoring and Outsourcing, Publication Date To Be decided.
4. Misra, R., (2008) “Efficient Market: Reaction to the Announcements of Tracking Stocks in the USA”, i-Manager’s Journal of Management, (Special Issue on Finance), December – February.
5. Misra, R., Mukherjee, A., Peterson, R. (2008), “Value Creation in Virtual Communities: The Case of a Healthcare Website,” International Journal of Pharmaceutical and Healthcare Marketing, Vol. 2, No. 3.
6. Misra, R. (2007) “A Modest Proposal for Making the Standardized Normal Distribution Tables in Business Statistics Texts to an Upper Tail Format,” Decision Sciences Journal of Innovative Education, Vol. 5, No. 1.
7. Misra, R., Mital, D., and Srinivasan, S. (2006) “Outsourcing of Healthcare Services: Issues and a Framework for Success,” Journal of Information Technology and Applications, Vol. 1, No. 2.
8. Misra, R. and Peterson, R. (2006). “Launching a Mobile Computing Initiative in the Business School of a Public University: A Student-Centric Solution,” i-Manger’s Journal of Management, Vol. 1, June - August.
9. Misra, R., Mital, D., and Srinivasan, S. (2006). “The Use of Web Services Technology in the Design of Complex Software Interfaces: An Educational Perspective,” The Information Technology Journal Vol. 5, No 6: August.
10. Misra, R. (2006). "Evolution of the Philosophy of Investments in IT Projects,” Journal of  Issues in Informing Science and Information Technology, Volume 3, June.
11. Hossain, M., Mitra, S., D., Crumbley L., and Misra, R. (2006) "Corporate Governance and Executive Compensation of the U.S. Multinational Oil and Gas Companies," The Petroleum Accounting and Financial Management Journal, Summer.
12. Misra, R., (2004) "Global IT Outsourcing: Metrics for Success of Client and Service Provider," The Journal of Information Technology Cases and Applications (JITCA), Volume 4, December.

**Prior to Joining Montclair State University**

1. Jablecki, H. M., Misra, R. and Sainee, J. (1988) "A Call-Processing Traffic Study for Integrated Digital Access Systems." IEEE Transactions on Communications, Vol. 36, N0. 9, September 1988.
2. Misra, R. (1986) "Loop Optic Design Optimization Study," IEEE Journal on Selected Areas in Communications, Vol. 4, No.5, August 1986.
3. Misra, R. (1979) "Optimal Inventory Management under Inflation," Naval Research Logistics, Vol. 26, No. 1, March 1979.
4. Misra, R. (1978) "A Study of Inflationary Effects on Stochastic Inventory Systems," The International Journal of Production Research, Vol. 18, No. 4, 1978.
5. Misra, R. (1977) "EOQ Model with Continuous Compounding," The International Journal of Management Science, Vol. 5, No, 1, 1977.
6. Misra, R. (1975)"Economic Evaluations of Production Facilities with Learning Considerations," Logistics Spectrum, Vol. 9, No. 4, 1975.
7. Misra, R. (1975) "Optimal Production Lot Size Model for Deteriorating Inventory," International Journal of Production Research, Vol. 13, No. 5, 1975.
8. Misra, R. (1975) "A Study of Inflationary Effects on Inventory Systems," Logistics Spectrum, Vol. 9, No. 3, 1975
9. Wortham, A.W. and Misra, R. (1972) "A Note on the Theory of Learning Curve Relations," The Logistics and Transportation Review, Vol. 8, No. 1, 1972.
10. Wortham, A. W. and Misra, R. (1972) "A Note on the Generation of Moments from the Cumulative Distribution," The Logistics and Transportation Review, Vol. 8, No. 2, 1972.

**BOOK CHAPTERS**

1. Misra, R. (2008), “**Work systems life cycle (WSLC) model**”, A chapter in the upcoming Handbook of Research on Contemporary Theoretical Models in Information Systems. **Proposal Accepted** for Sumission
2. Misra, R. (2007), “The Use of Outsourcing as a Business Strategy: A Case study,**”** A Chapter in the book,Outsourcing and Offshoring of Professional Services: Business Optimization in a Global Economy, IGI Global publication.

# REFEREED PROCEEDINGS

1. Subramanian, R, Singh, T., Misra, R. and Jayachandran C. (2008). "Infosys Technologies Limited: The Global Talent Program" submitted to the Eastern Academy of Management Meetings, case track, to be held May 14-17, 2008 in Washington D.C.
2. Misra, R., and Qureshi, I. (2007). “IT Outsourcing – Does Pakistan have a Chance?” Proceedings of the Sixth Annual International Outsourcing Conference, Atlantic City, September 6-7, 2007.
3. Misra, R. (2007). “A Statistical Analysis of the Tracking Stocks Data of Selected US Companies,” Proceedings of the 10th International Conference on Global Business and Economic Development, Kyoto, Japan, August 8-11, 2007.
4. Misra, R., Mital, D., and Srinivasan, S (2005). “Implementing Functional Interfaces in the Design of a Complex Software System via Web Services Technology: Lessons Learned in the Classroom,” Proceedings of the 36th Annual Meeting of Decision Sciences Institute, San Francisco, Nov 19-22, 2005.
5. Misra, R. (2005) “Offshore Outsourcing and the Software Systems Development Life Cycle Methodology (SDLC): a Preliminary Impact Analysis,” Proceedings of the Fourth Annual International Outsourcing Conference, Washington, DC, September 15-17, 2005.
6. Misra, R., Briden, J. (2005) “Changes in IT Investments Philosophy: Moving towards Strategic Importance,” Proceedings of the 9th International Conference on Global Business and Economic Development, Seoul, South Korea, May, 2005.
7. Peterson, R. and Misra, R. (2005) “Toward an Understanding of Participating Behaviors and Technical Tools used in Virtual Communities,” Proceedings of the 9th International Conference on Global Business and Economic Development, Seoul, South Korea, May, 2005.
8. Misra, R., and Martone, M. (2004) “.NET, Its Role in System Interoperability and Programming Web Services," Proceedings of the 31th Annual Conference of Northeast Business & Economics Association, New York, NY, September 27-28, 2004.
9. Misra, R. (2004) "Global IT Outsourcing: Metrics for Success," Proceedings of the Second Annual International Outsourcing Conference, Dallas, August 25-26, 2004.
10. Misra, R. (2004) “Global Outsourcing: Where does Mexico Stand?" Proceedings of the 8th International Conference on Global Business and Economic Development, Guadalajara, Mexico, January 7-10, 2004.
11. Misra, R., Shnayder, B. and Amin, A. (2003) "Outsourcing of Telecommunications Network Management Systems: A Case Study," Proceedings of the Second Annual International Outsourcing Conference, New York City, August 25-26, 2003.
12. Misra, R. (2003)"The Productivity Paradox and the Value of IT Investments," Proceedings of the Fourth Annual Global Information Technology Management World Conference, Calgary, Canada, June 8-10, 2003.

**Prior to Joining Montclair State University**

1. Misra, R. (1992) "SONET (Optical) Based Access Systems: Interoperability Issues and Solutions," Proceedings, IEEE Global Telecommunications Conference, December, 1992.
2. Misra, R (1992) "Next Generation Access Systems: Operations Issues & Challenges ," Proceedings, IEEE Global Telecommunications Conference, June, 1992.
3. Misra, R (1991) ”A Generic High Speed Interface for Digital Switches," Proceedings, IEEE Global Telecommunications Conference, December, 1991. .
4. Misra, R (1986) "Optimal Design of Fiber Systems in the Loop (Access) Network, Proceedings of the International Symposium on (telephone) Subscriber Loops and Services, ISSLS'86, Tokyo, Japan, October 1986.

**PROFESSIONAL PRESENTATIONS**

1. Misra, R., and Qureshi, I. (2007). “IT Outsourcing – Does Pakistan have a Chance?” The Sixth Annual International Outsourcing Conference, Atlantic City, September 6-7, 2007.
2. Misra, R. (2007). “A Statistical Analysis of the Tracking Stocks Data of Selected US Companies,” The 10th International Conference on Global Business and Economic Development, Kyoto, Japan, August 8-11, 2007.
3. Misra, R. (2006) "Evolution of the Philosophy of Investments in IT Projects," the Informing Science + Information Technology Conference (InSITE), Salford (Greater Manchester), England June 25-28, 2006.
4. Misra, R., Mital, D., and Srinivasan, S (2005). “Implementing Functional Interfaces in the Design of a Complex Software System via Web Services Technology: Lessons Learned in the Classroom,” the 36th Annual Meeting of Decision Sciences Institute, San Francisco, Nov 19-22, 2005.
5. Misra, R. “Offshore Outsourcing and the Software Systems Development Life Cycle Methodology (SDLC): a Preliminary Impact Analysis,” the Fourth Annual International Outsourcing Conference, Washington, DC, September 15-17, 2005.
6. Misra, R., Briden, J. (2005) “Changes in IT Investments Philosophy: Moving towards Strategic Importance,” the 9th International Conference on Global Business and Economic Development, Seoul, South Korea, May, 2005.
7. Misra, R., Martone, M. (2004) “.NET, Its Role in System Interoperability and Programming Web Services," the 31th Annual Conference of Northeast Business & Economics Association, New York, NY, September 27-28, 2004.
8. Misra, R. "Global IT Outsourcing: Metrics for Success," the Second Annual International Outsourcing Conference, Dallas, August 25-26, 2004.
9. Misra, R. Global Outsourcing: Where does Mexico Stand?" the 8th International Conference on Global Business and Economic Development held in Guadalajara, Mexico, January 7-10, 2004.
10. Misra, R., Mital, D., and Srinivasan, S "Web Services Architecture for Deployment of Online Courses on HealthCare Systems Design, Integration and Development," the 30th Annual Conference of Northeast Business & Economics Association, Parsippany, NJ. October 3-4, 2003.
11. Misra, R., Shnayder, B. and Amin, A. (2003) "Outsourcing of Telecommunications Network Management Systems: A Case Study," the Second Annual International Outsourcing Conference, New York City, August 25-26.
12. Misra, R. "The Productivity Paradox and the Value of IT Investments," the Fourth Annual Global Information Technology Management World Conference, Calgary, Canada, June 8-10, 2003.

**INDUSTRY EXPERIENCE (Highlights)**

**Bell Communications Research (Bellcore): 1984 to 2002**

**2000 - 2002: Executive Director**, Business Development, New Technology Operations Integration

Directed, planned and executed the design of a state of the art technology lab and developed the business to make the lab self-sufficient.

**1999 – 2000: Director**, Network Surveillance Systems Engineering

Directed a team of over 25 engineers and developers engaged in three independent efforts – systems engineering of the NMA system, an existing network management system**; launching of a new system, the surveillance manager (SM**), and development of Adapters for SM. Represented surveillance organization in the solution reviews proposed by the Solutions and Architecture folks and actively contributed.

**1995 - 1999: Director**, Network Surveillance (NMA NIS) Technology

Directed a group of 20 involved in analyzing vendor systems so that they can inter-operate with NMA, a surveillance system, widely deployed in Northern America; ***Increased revenue from $2.5M to $10M in four years.*** Recruited technical staff, developed a training program and processes to reduce the come-on-board time from 6 months to 2 months.

**1994 - 1995: Director**, Broadband Systems Engineering

**Bellcore I-SNET Solutions Team**: Served in the original team that was dispatched to SNET for working on-site; the effort led to Bellcore’s winning its first comprehensive mass market broadband solutions sale. Received special recognition for the effort.

**1992 - 1994: Director**, Access Technology Testing Capabilities & Analysis

**TR-303 Golden Test Set:** Directed Bellcore’s TR-303 (Standard Open Interface to the Local Digital Switch) Test bed Program leading to a successful completion of a test bed; activities included selection of hardware (CPU, bus, etc.), software platform and operating system.

**Licensing of TR-303 Test Set**: Led the effort to determine what and at what fee could be licensed; partnered with AT&T and NTI for the concept trial; negotiated with attorneys and suppliers; five licenses ($210K each) signed within the first year.

**1987 - 1992: District Manager**, Access Technology Requirements

**Acceptance of TR-303 by the Industry:** INITIATED AND LED a major open interface (TR-303) effort in the access part of telecommunications industry; mobilized telephone company outside plant and switch managers to demand major switch vendors (Lucent, Nortel and Siemens) to build an open Interface - defined in a Bellcore document Technical Reference (TR-303) - in their switches; earned the reputation of MR TR-303 in the industry. The success of the TR-303 phenomenon has led to International standards effort to define V5 interfaces. Got a special recognition.

**Formulation of SONET (OC-3) TR-303 Interface:** Led the Group that defined the SONET based (OC-3) Interface for the local switch; the OC-3 Interface since has become the industry standard.

**Switched Multi-mega Digital Service (SMDS):** Led Bellcore’s effort to get the SMDS work off the ground and to define the Physical Layer requirements for the service, including the standards work in IEEE 806.2. Conducted the first Technical Requirements Industry Forum (TRIF).

**1984 - 1987: Member of Technical Staff**, New Technology Operations Impact Analysis

**Operations Impact Studies of New Technologies:** Studied impact of new technologies on various operations support processes (capacity management, service activation and assurance) and OSSs. The objective of such studies was to recommend a course of action so that the existing operations support systems would be able to support a new technology.

**Bell Labs, Whippany: 1978 – 1983**

**1982 - 1984: Member of Technical Staff**, New Technology Operations

**Digital Line Engineering Program (DILEP II):** Lead Systems Engineer; leading role in field trials, Program Testing and Release; a heavy duty technical project.

**1980 - 1982: Member of Technical Staff,** Scheduling & Management

**Light Guide Planning (LGP) Tool:** Lead Systems Engineer for a software system that enhanced an existing program (EFRAP/PGP) to include fiber as an alternative for providing additional capacity.

**1978 - 1980: Member of Technical Staff,** Access Network Engineering & Planning

**Job Management Operations System (JMOS):** Lead systems engineer for the scheduling sub module; wrote the algorithms and the requirements.

**SIGNIFICANT MANAGERIAL ACTIVITIES**

* Performance Management and Appraisal of a department of 50 employees.
* Salary Administration of Employees.
* Career Development Workshops
* Change Management Workshops
* Affirmative Action workshops
* Quality Circles
* Recruitment