

Gary S C PAN

Associate Professor of Accounting (Education)
PhD, University of Manchester 2004
Master of Professional Accounting (MPA), Singapore Management University
BAcc (Hons), National University of Singapore 1997
Certified Management Accountant (Australia)

DR GARY PAN is Practice Assistant Professor of the School of Accountancy at the Singapore Management University (SMU). Before the SMU appointment, Gary was a senior lecturer at the University of Melbourne (2005-2007). Prior to joining academia, Gary held appointments with Sony Electronics and E-World Management Consultant Pte Ltd in Supply Chain Management and IT roles from 1997-2001. His primary teaching and research interests are in the areas of Accounting Information Systems, IT Project Management, and IT Governance, Risk and Assurance. Gary has published widely in professional journals as well as in internationally reviewed academic journals. He has also presented at several leading academic conferences and universities.

Research Interest

Accounting Information Systems
Strategic Choice of Information Technology Investments
IS Project Governance

Teaching Interest

Accounting Information Systems

Publications

Journal Articles

1. **Pan, G.**, and Pan, S. "Transition to IS Project De-escalation: An Exploration into Management Executive's Influence Behaviours," **IEEE Transactions on Engineering Management**, Forthcoming.
2. Leidner, D., **Pan, G.**, Pan, S. "The Role of IT in Crisis Response: Lessons from SARS and Asian Tsunami Disasters," **Journal of Strategic Information Systems**, (18:2), 2009, pp. 80-99.
3. Flynn, D., **Pan, G.**, Keil, M., and Mähring, M. "De-escalating IT Projects: The DMM Model," **Communications of the ACM**, (52:10), October, 2009, pp. 131-134
4. **Pan, G.**, Pan, S., Newman, M. "Managing Information Technology Project Escalation and De-escalation: An Approach-avoidance Perspective," **IEEE Transactions on Engineering Management**, (56:1), 2009, pp. 76-94.
5. **Pan, G.** "Partial Abandonment as an Exit Strategy for Troubled IT Projects: Lessons from a Small-and-Medium Enterprise," **Journal of Enterprise Information Management**, (21:6), 2008, pp. 559-570.

6. **Pan, G.**, Hackney, R., and Pan, S. "Information Systems Implementation Failure: Insights from PRISM," **International Journal of Information Management**, (28:4), 2008, pp. 259-269.
7. Pan, S., **Pan, G.**, and Devadoss, P. "Managing Emerging Technology and Organizational Transformation in Public Sector: an Acculturation Perspective," **Information & Management**, (45:3), 2008, pp. 143-202.
8. Ho, S., **Pan, G.**, and Ferguson, C. "The Information Systems-Accounting Nexus: Lessons from an Australian Institution," **Communications of the AIS**, (22:11), 2008, pp. 197-210.
9. **Pan, G.**, Pan, S., and Newman, M. "Information Systems Project Post-mortems: Insights from an Attribution Perspective," **Journal of the American Society for Information Science and Technology**, (58:14), December, 2007, pp. pp. 2255-2268.
10. Pan, S., **Pan, G.**, Chen, A., and Hsieh, M. "The Dynamics of Implementing and Managing Modularity of Organizational Routines during Capability Development: Insights from a Process Model," **IEEE Transactions on Engineering Management**, (54:4), November, 2007, pp. 800-813.
11. Kim, H., **Pan, G.**, and Pan S. "Managing Stakeholders During IT-enabled Organizational Transformation: A Case Study of eGovernment in South Korea," **Government Information Quarterly**, (24:2), 2007, pp. 338-352.
12. Pan, S., and **Pan, G.**, "Customer-centric IS Application Development: Lessons from a Case of Developing an Online Auction Site," **Communications of the AIS** (18:18), September 2006, pp. 395-412.
13. Pan, S., **Pan, G.**, and Hsieh, M. "A Dual-level Analysis of Capability Development Process: a Case Study of TT&T," **Journal of American Society for Information Science and Technology** (57:13), November 2006, pp. 1814-1829.
14. **Pan, G.**, and Pan, S. "Examining the Coalition Dynamics in Affecting IS Project Abandonment Decision-making," **Decision Support System** (42:2), 2006, pp. 639-655.
15. Pan, S., **Pan, G.**, Newman, M., and Flynn, D. "Escalation and De-escalation of Commitment to Information Systems Projects: Insights from a Project Evaluation Model," **European Journal of Operational Research** 173(3), 2006, pp. 1139-1160.
16. **Pan, G.**, Pan, S., Newman, M., and Flynn, D. "Escalation and De-escalation of Commitment to Information Technology Projects: a Commitment Transformation Analysis of an E-government Project," **Information Systems Journal** 16(1), 2006, pp. 3-21.
17. Pan, S., **Pan, G.**, and Devadoss, P. "E-Government Capabilities and Crisis Management: Lessons from Combating SARS in Singapore," **MIS Quarterly Executive**, 4(4), 2005, pp. 385-397
18. **Pan, G.** "Information Systems Project Abandonment: a Stakeholder Analysis," **International Journal of Information Management** 25(2), 2005, pp. 173-184.
19. **Pan, G.**, Pan, S., and Flynn, D. "De-escalation of Commitment to Information Systems Projects: a Process Perspective," **Journal of Strategic Information Systems** 13(3), 2004, pp. 247-270.
20. **Pan, G.**, and Flynn, D. "Information Systems Project Abandonment: A Case of Political

Influence by the Stakeholders," **Technology Analysis and Strategic Management** 15(4), 2003, pp. 457-466.

Chapters in Books

1. **Pan, G.** "Examining Stakeholders' Roles in Influencing IS Project Cancellation Decisions," Kidd, T (ed.) **Handbook of Research on Technology Project Management, Planning and Operations**, IGI Global, USA, 2009.
2. **Pan, G.**, and Chen, J.W. "Enterprise Systems Planning Projects in China," in **Managing Emerging Technologies and Organizational Transformation in Asia: a Casebook** (Ed. S.L. Pan), World Scientific, Singapore, 2005.
3. **Pan, G.**, and Flynn, D. "Learning from Postmortem Analyses to Eliminate Electronic Commerce Project Abandonment," in **E-Commerce and Cultural Values** (Ed. T. Thanasankit), Idea Group, Hershey, USA, 2003.

Conference Presentations

1. Newman, M., Pan, S., and **Pan, G.** "Why can't we bet on ISD Outcomes?: ISD "Form" as a Predictor of Success" *International Conference on Information Systems Development*, Paphos, Cyprus, 2008. **Awarded Best Paper.**
2. Mähring, M., Flynn, D., Keil, M., and **Pan, G.** "De-escalating Runaway IT Projects: an Integrated and a Staged Model," *International Business Information Management Conference (9th IBIMA)*, Marrakech, Morocco, 2008.
3. Ho, S., and **Pan, G.** "The Pivotal Role of Users' Need for Cognition in Personalization," *IADIS Web Based Communities*, Salamanca, Spain, 2007.
4. **Pan, G.**, and Parkes, A. "Successfully Turning around a Failing E-procurement Project: Lessons from a UK Borough Council," *Australian Conference on Information Systems*, Adelaide, Australia, 2006.
5. **Pan, G.**, and Pan, S. "Escalation and De-escalation of Commitment to Information Systems Projects: Insights from an Approach-Avoidance Process Model," *International Conference on Information Systems*, Milwaukee, USA, 2006.
6. **Pan, G.** "The Hidden Dilemmas in Software Development Project Decision-making: Persist or Desist?" *Pacific Asia Conference on Information Systems*, Kuala Lumpur, Malaysia, 2006.
7. **Pan, G.** "Escalation and De-escalation of Commitment to Information Technology Projects: Insights from an Approach-Avoidance Punctuated Equilibrium Model," *OASIS Workshop*, Las Vegas, NV, USA, 2005.
8. **Pan, G.**, Pan S., Newman, M., and Flynn, D. "Unfreezing-Changing-Refreezing of Actors' Commitment: The Transition from Escalation to De-escalation of Commitment to Information Technology Projects," *ECIS 2004: The 12th European Conference on Information Systems*, Turku, Finland, 2004.
9. **Pan, G.**, and Flynn, D. "Why Information System Project Post-mortems Fail: An Attribution Perspective Based on a Case-study Analysis," *International Conference on Information Systems*, Seattle, USA, 2003.

10. **Pan, G.**, Pan, S., Chen, X., and Flynn, D. "Implementing Global Information Technology Product in a Localized Context: An Exploratory Study of ERP System Implementation in China," *IFIP Joint WG 8.2+9.4 Conference*, Athens, Greece, 2003.
11. **Pan, G.**, and Flynn, D. "Towards a Stakeholder Analysis of Information Systems Development Project Abandonment," *ECIS 2003: The 11th European Conference on Information Systems*, Naples, Italy, 2003.
12. **Pan, G.**, and Flynn, D. "Gaining Knowledge from Postmortem Analyses to Eliminate Electronic Commerce Project Abandonment," *ECIS 2002: The 10th European Conference on Information Systems*, Gdansk, Poland, 2002.
13. **Pan, G.**, and Flynn, D. "Information Systems Project Abandonment: A Case of Political Influence by the Stakeholders," *BAM 2002: British Academy of Management Annual Conference*, London, UK, 2002. **Awarded Best Paper (Information Systems Track).**
14. **Pan, G.** "An Integrated Framework for Information Systems Project Abandonment," *The Sixth Annual Federal School Doctoral Conference*, Manchester School of Management, Manchester, UK, 2002. **Awarded Best Paper.**

Seminar Presentations

1. CPA Australia International Forum for Academics, Melbourne, Australia, 2009
2. Department of Accounting and BIS, University of Melbourne, 2006
3. Department of Management, Mingche University, Taiwan, 2006
4. Department of Information Systems, University of Melbourne, 2006
5. School of Communications, Nanyang Technological University, 2005
6. Nottingham University Business School, UK, 2004

Corporate/Public/Professional/Community Leadership

1. Member, IS Audit and Control Association, 2009-present
2. Co-Track Chair, Australia Conference of Information Systems, 2009
3. Associate Editor, International Conference on Information Systems, 2006, 2007, 2009.
4. Author and member, Asian IT Case Series, School of Computing, National University of Singapore, 2008 - present
5. Member, The Chinese Accounting Professors' Association of North America, 2008 – present
6. Associate Member, Centre for Enterprise Systems Research, University of Nottingham, UK, 2004-2006

Current Industry Project (s)

Singapore's World Class Corporations Case Series: An Intelligent Transport Systems Approach to Traffic Management. Industry Partners: Land Transport Authority of Singapore and PriceWaterhouseCoopers, 2010-2011