5th Annual Pre-ICIS Workshop on Accounting Information Systems
Saturday, December 14, 2013
Bocconi University
Milan, Italy

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Program (Summary)

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1:10-2:30 Paper session

2:30-3:10 Break

3:10-4:30 Paper session

4:30-5:00 Closing comments from conference organizer and/or incoming section president.

Workshop Venue

We have received the following information from ICIS, but just in case you should verify the room with ICIS registration when you arrive.

- Bocconi University - Room 4.1 Sarfatti - 4th floor.
- Equipment available: Windows Desktop Computer, Data Projector, Screen; Audio cable available; Wired Internet at presenter desk and Wireless in classroom;
- MAC Users: Bring own converters and dongles.

You can find information about the venue starting from Bocconi Classrooms. If you click at the Sarfati 25 it will take you to the map for Sarfati 25 and the address shown as Via Sarfatti 25, 20136 Milano.

Networking Dinner

[1] There are 20 minutes per presentation. Our recommendation to presenters is to allocate about 12 to 15 minutes for the presentation and save the remaining time for Q&A from the audience.

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Dinner Reservation: 8:00 pm
Ristorante dal Bolognese
http://dalbolognese.it/en/
Via Amedei, 8 20123 Milano (MI)
telephone +39 0262694843
Please note that a private room reserved for our group (SALA SPECCHIO)

According to Google maps it is a 20 minute walk from Bocconi to Restaurant.

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Program (Detailed)

8:30-8:50 Welcome and comments from conference organizer and/or outgoing section president

8:50 -10:10 Paper session

1. **Kobelsky, K.** "A Conceptual Model for Segregation of Duties: Integrating Theory and Practice for Manual and IT-based Processes"
2. **Schultz, M.** "Enabling Compliance Checking of Business Process Instances in Enterprise Resource Planning Environments"
3. **Asatiani, A., and Penttinen, E.** "Business Value of Cloud-based Accounting Information Systems"
4. **Frownfelter, C., and F., Lohrke.** "Forget About IT" The role of Information Technology Integration in Successful Mergers and Acquisitions"

10:10-10:40 Break

10:40-12:00 Paper session

1. **Trinkle, B., and Crossler, R.** "Voluntary Disclosures via Social Media and the Role of Comments"
2. **Van der Heijden, H.** "Design and Usefulness of Cash Flow Diagrams"
3. **Perdana, A., Robb, A., and Rohde, F.** "Non-Professional Investors: Impact of XBRL on Perceptions and Performance"
4. **Cohen, E., and Farewell, S.** "Facilitators and Inhibitors of Collaboration between Standards Organizations Impacting the Business Reporting Supply Chain"

12:00-1:10 Lunch

1:10-2:30 Paper session

1. **Wilkin, C.** "Investigation of the Role of Collaborative Social Engagement for Users' Proactive Information System Adoption"
2. **Chen, Y., Vatanasakdakul, S., and Aoun, C.** "Governing IT: Factors Influencing the Success of IT Governance Frameworks Adoption in Australia"
3. **Olesen, K.** "Shadow Systems Evolution"

2:30-3:10 Break

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3:10-4:30 Paper session

1. **Weisner, M., and Sutton, S.** "When the World Isn't Always Flat: The Impact of Psychological Distance on Auditors' Reliance on Specialists"
2. **Stoel, D., Ballou, B., and Heitger, D.** "The Impact of Estimate Formats (Qualitative and Quantitative) in Risk Management Report on Judgments"
3. **Dzuranin, A.** "Inside the Black box: An Examination of the Effect of Priming on the Decision-Making Processes of Computer-Mediated and Face-to-Face Teams in a Failing Capital Project Continuation Deci on"
4. **Dunn, C., Gerard, G., Grabski, S., and Boss, S.** "Asymmetry in Identification of Multiplicity Errors"

4:30-5:00 Closing comments from conference organizer and/or incoming section president

Dinner: 8 pm

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Abstracts of Papers

#8190 - Complete
Kobelsky, K. "A Conceptual Model for Segregation of Duties: Integrating Theory and Practice for Manual and IT-based Processes"

Abstract: A fundamental element of internal control is the maintenance of adequate segregation of duties (SoD), the allocation of work so that an individual cannot both perpetrate and conceal errors or fraud in the normal course of their duties. Notwithstanding its importance, there has been limited research describing the conceptual basis for determining how duties should be segregated. Significant differences exist between the SoD model proposed in the theoretical literature, the model described in the pedagogical and practitioner literature and auditing standards, and the practices commonly implemented by organizations. The purpose of this paper is to synthesize a prescriptive model for SoD that reflects the insights of all three domains to address the weaknesses of each and can be applied effectively to typical business processes. The synthesized model calls for segregation of five sets of tasks: three for manual processes, including 1) asset custody, valuation and decision-making and recording; 2) primary authorization, recording of primary authorization, reconciliation and recording of reconciliation; and 3) secondary authorization, reconciliation of the record of primary authorization, and authorization of reconciliation, and two additional duties for computer-supported processes: 4) access control granting and 5) access control review. It also differentiates between primary SoDs, which allow detection of errors, and secondary SoDs, which help organizations to maintain a consistent, repeatable level of internal control This is significantly different from both the three-way segregation called for in the theoretical literature and the model described in the pedagogical and practitioner literature and auditing standards. Insight provided by the new model provides an opportunity for organizations to enhance the quality or reduce the cost of internal control in organizations. Several future research opportunities are identified.

#8220 - Work in Progress
Wilkin, C. "Investigation of the Role of Collaborative Social Engagement for Users' Proactive Information System Adoption" (paper #8220)

Abstract: The ubiquitous nature of technology and information systems (IS) means that paradoxically individuals experience more social freedom regarding the options available to them and more workplace compulsion for IS use. In adapting to this, increasingly individuals deploy new tactics to facilitate IS adoption, including the use of blogs, online help and social collaboration. These practices maybe translated into the workplace. Given the integral role of IS in both automating and supporting the accounting environment, it is important to study

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end-users' approaches to Collaborative Social Engagement (CSE) in such environments. Formal research into the value of such practices is currently lacking and may inform organizational training strategies for IS adoption. In other contexts bottom-up approaches have been acknowledged as a means to deliver business value. Thus, this research will use a behavioral study and an associated online survey to investigate CSE as a new dynamic for user self-efficacy and enhanced IS use.

#8231 - Complete

Chen, Y., Vatanasakdakul, S., and Aoun, C. "Governing IT: Factors Influencing the Success of IT Governance Frameworks Adoption in Australia" (paper #8231)

Abstract: There is a growing need among organisations to adopt IT governance frameworks in order to provide adequate assurance that their IT operations meet required standards and expectations. However, the adoption of such frameworks is a complex phenomenon fraught with risks and challenges, and is yet to attract adequate research attention. This study explores factors influencing the success of IT governance frameworks adoption by proposing an integrated research model that draws upon the Technology-Organisation-Environment (TOE) framework and the Delone and McLean's Information Systems (IS) success model. Data were collected from 126 Australian organisations that have adopted IT governance frameworks through mail surveys and analysed using the Partial Least Squares (PLS) method. The findings demonstrate that ease of use, innovation compatibility, training and external pressures were significant to the success of IT governance frameworks adoption, assessed through user satisfaction; while ease of use, top management support, external support and user satisfaction were found significant to organisational performance. These findings are of relevance to researchers and practitioners alike, given the growing global importance and implications of IT governance frameworks adoption to organisations.

#8232 - Work in Progress

Trinkle, B., and Crossler, R. "Voluntary Disclosures via Social Media and the Role of Comments" (paper #8232)

Abstract: Recently, the SEC determined that "social media channels" are acceptable channels for financial disclosures. As a result, the SEC has approved the use of a communication channel for financial disclosures that could lead to management easily manipulating the naïve investors' perception of the valence of the disclosure in a manner that is beyond the scope and protection of the regulation. Social media as a disclosure channel provides an avenue for a three-way communication medium between the company and investors via the post/disclosure and the associated comments; whereas, traditional disclosure channels provide for only one-way communication. The potentially onerous part of social media as a disclosure channel is that despite it being three-way communication, the company can control all aspects of the conversation by deleting any comments that do not match the intended valence of the disclosure. The purpose of this study is to investigate whether comments added to financial disclosures issued via social media influence investors' perception of the disclosure and if they affect investors' decision-making. We rely upon majority influence, Akerlof's Lemon, and the spiral of silence to suggest that investors' opinions can be changed via the comments on a social media post. We will utilize a 2x4 between-subjects experimental design by manipulating the disclosure of private corporate information of a fictitious music streaming company via a social media disclosure channel and the comments attached to the post/disclosure. The valence of the news is manipulated between good and bad news.

#8234 - Work in Progress
Van der Heijden, H. "Design and Usefulness of Cash Flow Diagrams" (paper #8234)

Extended Abstract: An issue of longstanding concern to designers of accounting information systems is the effective presentation and communication of financial data (Dull & Tegarden, 1999; Dull & Tegarden, 2004; Moriarity, 1979). The cause for this concern is that users of financial reports often find it difficult to interpret financial data. This difficulty extends to settings within organizations, where non-financial managers assess management accounts, as well as outside organizations, where external stakeholders read financial accounts (FRC, 2012). Cash flow statements in particular have been singled out as being "the most unintelligible and un-useful document of the annual report" (as quoted by a finance director in CIMA, 2009). To address this concern, the present study explores the use of diagrams to represent financial information, and more specifically, explores the use of a Cash Flow Diagram to represent cash flow data. The use of diagrams is well-established in (software) engineering, and the benefits of diagrams for representing data are widely understood (Cheng, Lowe, & Scaife, 2001; Larkin & Simon, 1987; Olivier, 2001). In the accounting domain, however, the use of diagrams is much less common, and typically extends to business process diagrams for internal control purposes (Borthick, Schneider, & Vance, 2012). Such applications notwithstanding, the International Financial Reporting Standards (IFRS) and US Generally Accepted Accounting Principles (US GAAP) do not suggest the use of diagrams. Also, leading enterprise systems do not, as a rule, allow for diagrammatic output of financial data.

#8240 - Work in Progress
Asatiani, A., and Penttinen, E. "Business Value of Cloud-based Accounting Information Systems"

Abstract: In this paper we intend to examine the business of cloud-based information systems (IS) in the context of business process outsourcing (BPO). We compare the performance of firms utilizing modern cloud-based systems in their financial administration, compared to the companies who use more traditional methods to accomplish the same task. The research question we try to answer is whether cloud-based information systems in combination with selective BPO, provide greater measurable business value over to other, non-cloud information systems?

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#8241 - Work in Progress

Perdana, A., Robb, A., and Rohde, F. "Non-Professional Investors: Impact of XBRL on Perceptions and Performance"

Abstract: Extant research in accounting information systems has identified the link between information presentation and users' performance. XBRL can markedly help enhance information presentation for users through its ability to address issues of the semantic meaning of financial information while making such information machine readable. This study, therefore, posits that non-professional investors will benefit from their interaction with XBRL-based financial statements. Information enhancement permitted by XBRL is considered to fit with non-professional investors' needs, meaning that XBRL will improve data and information quality (DIQ) within financial statements. This paper will study whether or not higher non-professional investors' perceived DIQ of XBRL leads to better decision making performance. When making decisions, several factors may also arise due to human cognitive limitations and bounded rationality, for example, perceived uncertainty, heuristic, and perceived fit. This study posits that XBRL will help reduce non-professional investors' uncertainty, help improve non-professional investors' heuristic processing, and help support non-professional investors' investment analysis. To address the aforementioned issue, an experiment will be used to manipulate financial statement presentations (XBRL versus non-XBRL) and task type (selective versus integrative) to help provide evidence of non-professionals' interactions with XBRL-based financial statements. In addition, non-professionals' perceptions of, and performance changes brought about by such financial statements, will be investigated. The findings of this research are expected to provide a more refined understanding about the use of XBRL-based financial statements as well as the practical benefits of XBRL to help improve non-professional investors to arrive at better decisions. The result of this study may also suggest several courses of action, such as developing more useful and helpful features of XBRL-based financial statement, as well as data and information enhancement permitted by XBRL to facilitate non-professional investment task analysis, leading to improved performance.

#8242 - Complete

Weisner, M., and Sutton, S. "When the World Isn't Always Flat: The Impact of Psychological Distance on Auditors' Reliance on Specialists"

Abstract: This study addresses recent calls for research on the conditions influencing auditor decisions related to PCAOB-encouraged reliance on third-party experts. To this end, the present study explores the effect of psychological distance on external auditors' reliance when induced through physical distance in a telework relationship between an auditee and a specialist. The reliance decision focuses on the auditee's contracting with a computer audit specialist who works remotely through a telework arrangement. The psychological distance associated with this telework arrangement is examined both in the context of variance in the physical distance of the computer audit specialist and the interactive effect of a contextual factor – the historical experience with an auditee's internal audit function. A 2x2 experiment with a total of 121 experienced Big 4 auditors is conducted in which psychological distance (physically proximate or remote specialist) and historical experience with an auditee's internal audit function (presence or absence of a prior year material weakness in internal controls) are manipulated. Consistent with predictions based on construal level theory, we find that psychological distance affects auditors' reliance judgment such that increased distance leads to lower reliance. Furthermore, the historical experience with the auditee's internal audit function creates a halo effect which moderates the effect of psychological distance such that the differential effect of a present vs. absent prior year material weakness on auditors' confidence and associated willingness to reduce budgeted audit hours is larger for a psychologically distant specialist. The results of this study suggest that an auditee's choice of a more proximate specialist may garner greater reliance by the external auditor, particularly when there is a material weakness in the prior year audit that the specialist is intended to help ameliorate.

#8250 - Work in Progress
Cohen, E., and Farewell, S. "Facilitators and Inhibitors of Collaboration between Standards Organizations Impacting the Business Reporting Supply Chain"

Abstract: There has been a proliferation of standard setting organizations that work in the same or overlapping realms, which directly or indirectly affect financial reporting. Often, a new standards development organization (SDO) begins even though there is an existing organization with a similar mission. In fact, if three people or organizations want to come together OASIS (Organization for the Advancement of Structured Information Standards) permits them to do so even though an overlapping organization exists. Although there is a long stream of research on factors which impact organizational cooperation and collaboration (see, Hord 1986 for a summary) standards organizations often faces different challenges. This project's population represents a new population with unique characteristics that may influence the motivation, methods, and factors that facilitate or inhibit the collaborative process. For example, standards organizations are often predominately comprised of volunteers rather than paid employees; each standards development organization likely has a due process for the issuance of standards; may face governmental restrictions; or, relies on incompatible underlying structures. Therefore it is necessary to examine the impact of these factors in addition to the more commonly examined factors, such as, collaborations across borders, the impact of technology, and formal agreements. In this qualitative study, we conduct structured interviews of 20 members and leaders of standards organizations to explore the nature of their collaborations and the factors that the interviewees perceive as facilitating or inhibiting the success of the collaborative efforts. Results indicate that most participants and the organizations that they represent believe that collaboration is important, of this research will be meaningful to the organizations to improve the collaborative process. The results of this study are relevant to the standards organization as they seek to improve collaborations with current partners and engage in new collaborative endeavors.

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#8251 - Complete

Stoel, D., Ballou, B., and Heitger, D. "The Impact of Estimate Formats (Qualitative and Quantitative) in Risk Management Report on Judgments"

Abstract: Business organizations have utilized significant resources to develop risk management programs since the financial crisis that began in 2008. The key expectation of these initiatives has been to better inform and engage senior management and the Board of Directors in managing critical threats to the organization. The focus of this research is to examine how the choices made in presenting risk information to the Board may influence their decisions or beliefs about the risk outcomes or the underlying information. Specifically, we focus on the choice of estimate format (quantitative or qualitative information) within risk reports. Quantitative reports are generally viewed as more precise; however, qualitative reports may result in a better fit with Board member's expectations when considering complex issues which arise in risk reports. We develop sample risk reports and conduct an experiment involving risk managers from RIMS—The Risk Management Society— in which they make judgments on risk management information that is provided with different estimate formats. We also consider that the impact of this choice may be related to the type of risk and separately examine the impact of the estimate format using strategic and operational risk reports. We find similar results to Kadous et al (2005) where quantified report information has a negative and indirect association with managerial judgments about the risk management activities within the strategic risk report setting. We do not find a similar relationship within the operational risk report setting. These results indicate that the choice of quantified information may be perceived as expected in a setting where the development of the information may be more routine and better understood (operational risk setting). However, in a setting where the risks may be more complex, the same presentation choice may result in greater focus on the quantification rather than the underlying risk information.

#8254 - Complete

Schultz, M. "Enabling Compliance Checking of Business Process Instances in Enterprise Resource Planning Environments"

Abstract: With the increasing number of legal requirements, ensuring and auditing business process compliance is a major challenge for today's organizations. For processes enacted in an enterprise resource planning (ERP) context, application controls (ACs) provide appropriate means to achieve compliance. However, as ACs are inherently provided by ERP systems, they have hitherto not been explicitly included in process models. Therefore, current compliance checking techniques are not able to readily evaluate them. Moreover, existing software tools for an automated audit of ACs do not provide a linkage between ACs and affected business processes. To close this gap, this paper presents a method for automatically enriching process instances with compliance-related information on ACs. The method consists of four automated steps: 1) reconstructing process instance graphs from transactional data stored in

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ERP systems; 2) analyzing AC settings relevant to the process instances; 3) enriching the instance graphs with AC-related information; and 4) aggregating the enriched instance graphs to a process model. Doing so, this method combines and extends two existing artifacts in order to provide a well-founded data basis for automated compliance checking techniques and supports auditors in conducting more comprehensive process audits in ERP environments.

8255 - Work in Progress/Complete

Dzuranin, A. "Inside the Black box: An Examination of the Effect of Priming on the Decision-Making Processes of Computer-Mediated and Face-to-Face Teams in a Failing Capital Project Continuation Decision"

Abstract: This study examines the effect of using a cognitive prime to reduce escalation of commitment driven by sunk costs. The use of a cognitive prime to activate knowledge of the correct treatment of sunk costs provides a low-cost way to mitigate escalation. Specifically, the escalation of commitment behavior in two team decision-making settings is examined: (1) face-to-face and (2) computer-mediated. In addition, verbal protocol analysis is used to examine the decision making process of the teams. Examining how sunk costs are considered by teams during their analysis will help managers to better understand how to help teams make better decisions regarding project continuation choices. Escalation of commitment (Staw, 1976) is the tendency of individuals to continue to invest in a failing course of action because of effort, money, and time already invested. The existing research has focused on identifying the causes of escalation but has provided little information about how those causes affect the decision-making process leading to escalation. Using a prime to mitigate escalation tendencies, this study provides insight into the decision-making process highlighting the differences between the processes of face-to-face (FTF) teams and computer-mediated communication (CMC) teams decision-making settings. In this study, participants are primed to think about sunk costs. The expectation is that priming team members to think about sunk costs will increase the accessibility of sunk cost knowledge and reduce the likelihood of continued investment in the failing project. Further, based on Persuasive Arguments Theory, the prime should reduce escalation in teams communicating in a computer-mediated setting more than in the face-to-face decision setting. The results of the experiment support the prediction that priming reduces escalation in both decision-making settings. Further, the results indicate that primed teams in a computer-mediated setting had the least amount of escalation behavior.

#8280 - Complete

Olesen, K. "Shadow Systems Evolution"

Abstract: Shadow systems are computer-based systems created by users that replicate data or functionality of the legitimate formal systems in an organization and enable users to get their work done. Legitimate formal systems are those systems that have been developed by an organization's Information Technology (IT) group, using organizational resources, to carry out the primary functions of the organization. Prior research suggests that shadow systems

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are undesirable and should be eliminated. However, although these systems may be used to work around formal systems, they may also be used to compensate for lack of functionality in the formal systems. Therefore, studying shadow systems is potentially useful as it may reveal deficiencies in formal systems. The case study at the center of this research is the faculty of an Australasian university, which has been studied by the author for some 16 years. During the first ten-year period, there was no development of formal systems for academic staff and management within the faculty. Instead, numerous simple individual-based shadow systems were developed and used by staff members in order to generate the information they needed to perform their job functions. This present paper concentrates on the last six-year period when an enterprise resource planning system (ERP), and a new enrolment system were installed as the formal systems in the university. The findings show that the existing shadow systems were not eliminated, but actually evolved from individual-based shadow systems to group or faculty-related systems. These shadow systems offered an effective way of dealing with deficiencies in the formal systems. Unfortunately, the negative aspects of shadow systems, such as their poor design, were also translated into the group/faculty systems. The IT group, who believed that their function related to supporting IT infrastructure, did not assume responsibility for these systems. Even though the shadow systems were used faculty-wide, they did not appear to have any organizational visibility.

#9020 - Work in Progress
Dunn, C., Gerard, G., Grabski, S., and Boss, S. "Asymmetry in Identification of Multiplicity Errors"

Abstract: Company policies and business rules can be represented by multiplicities in a UML class diagram. Mistakes made in the multiplicities may result in a poorly designed database that does not faithfully represent the enterprise's business operations and impedes compliance with its policies. System auditors need to be able to validate an enterprise's conceptual data model, including its multiplicities, against the underlying reality. Prior research has revealed conflicting asymmetries in accuracy for minimum multiplicity error identification tasks. Two experiments were conducted to gain a further understanding and help resolve this apparent contradiction, and to explore whether any asymmetry exists in the identification of errors in maximum multiplicities. Results indicate the minimum multiplicity asymmetry in prior studies with system evaluators that was contrary to ontology research was likely an artifact of the task prompts. Without those prompts accuracy is consistent with the ontology research stream. Accuracy in evaluating minimum multiplicities in both experiments was greatest when the underlying semantics represented mandatory participation. Results also indicate an asymmetry for evaluation of maximum multiplicities such that accuracy is greatest when the underlying semantics represented flexible participation.

#9021 - Work in Progress
Frownfelter, C., and F., Lohrke. "Forget About IT" The role of Information Technology Integration in Successful Mergers and Acquisitions"

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Extended Abstract: Mergers and acquisitions (M&As) provide top managers with important growth strategies that they can use to enhance a firm's long-term performance. By combining two or more companies, M&As can help a firm expand geographically, add new product lines, enhance research and development, reduce competition, and/or obtain other strategic benefits (Walter and Barney, 1990). The strategies remains popular, with 2012 M&A activity reaching $871 billion and $2.6 trillion in U.S. and global deals, respectively (Das and Cimilluca, 2012). Despite these potential advantages and popularity, M&As do not always produce desired outcomes because they involve challenges in integrating personnel, business processes, and corporate infrastructures (Robbins and Stylianou, 1999). In fact, extant research has found that success rates from merging companies may be as low as 10 to 30 percent, with "failures" creating no appreciable increase or, in some cases, even reducing a combined firm's long-run performance (Christensen et al., 2011). Given both the importance of M&As and difficulties in successfully executing these strategies, organizational research has focused pre-merger motivations and activities, the merger process, and post-merger integration to investigate how to improve performance. For example, studies have found that a firm may employ an M&A to acquire key resources owned by another firm, which may be difficult to access through any other means, such as licensing or strategic alliances (Lin et al., 2009). Research has also frequently investigated how different organizational cultures or subsequent departure of key employees (including top managers) can impact both the M&A process and top management's ability to successfully run the merged firm (Chatterjee et al., 1992; Hambrick and Cannella, 1993). Although scholars have primarily attributed M&A successes or difficulties to "soft" strategic issues (e.g., merging organizational cultures), increasing evidence suggests that "hard" issues (e.g., merging organizational infrastructures) may also be critical to the process (McKiernan and Merali, 1995). One of these critical infrastructure issues involves top managers' ability to integrate merging companies' information technology (IT) systems. These systems provide managers with critical information needed both to monitor internal processes and exploit external opportunities. Thus, as managers increasingly employ IT in their efforts to create and sustain a firm's competitive advantage, the ability to successfully merge these systems quickly and with minimal business disruption represents an essential part of realizing benefits from the M&A process (Henningsson and Carlsson, 2011; Robbins and Stylianou, 1999; Wijnhoven et al., 2006). Business press accounts and case studies of recent M&As also support the importance of integrating IT systems. Several M&As, especially those between companies operating in "IT-intensive" industries (e.g., banking, healthcare, and commercial airlines), demonstrate that improper integration can lead to long-term operational difficulties and, in turn, decrease overall firm performance. In addition, management consulting companies have noted that IT integration issues were one of the top difficulties preventing successful M&As (Cooke et al., 2005), with one study finding that less than one-third of managers involved in the process believing that IT integration between merged companies had been successful (Accenture, 2006). These results are discouraging because, depending on the industry, up to half the benefits realized from a merger may be IT related (Sarrazin and West, 2011). Empirical research on IT integration during and after M&As has also investigated some critical issues related to enhancing company performance from IT systems integration. For example, employing theory and methods based on finance

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and strategic management perspectives, Tanriverdi and Uysal (2012) found that acquiring firms having higher cross-business IT integration capabilities created more value in their M&As than those with lower capabilities. To date, however, many studies examining IT issues remain (1) conceptual, focusing on steps in the process or (2) based on either case or simple correlational analysis, suggesting that integrating findings from across different business disciplines may be useful in advancing knowledge in this area. Accordingly, we will examine some critical issues related to integrating companies' IT before, during, and after M&As. To do so, we will summarize key findings from extant research focusing on IT integration issues and then complement this research by highlighting gaps in research that provide important future research opportunities on this critical topics. We will first briefly review key steps in the M&A process, in general. Second, we will summarize findings from extant research studying some of the important IT issues in the process. Third, we will review research on M&As from other business disciplines (e.g., economics, finance, and strategic management) and note areas of M&A process that have received less research attention in IT research, and, thus, represent important future research opportunities. Finally, we conclude by discussing current IT topics that have received little research attention, to date, but which could represent critical issues for successfully merging IT systems during the M&A process.

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