

Marianne Bradford, Ph.D.

North Carolina State University
Poole College of Management
Department of Accounting
Campus Box 8113
Raleigh, NC 27695-8113

Office: 919-513-1436
Fax: 919-515-4446
Email: Marianne_Bradford@ncsu.edu

EDUCATION

- Ph.D. Accounting – The University of Tennessee, 2001
- M.B.A. Management – Millsaps College, 1992
- B.A. Accounting – The University of Mississippi, 1986

Academic Experience

- 2016-present Full Professor – North Carolina State University
- 2006-2016: Associate Professor – North Carolina State University
- 2003-2006: Assistant Professor – North Carolina State University
- 2000-2003: Assistant Professor – Bryant University
- 1997-2000: Instructor – The University of Tennessee
- 1992-1997: Instructor – The University of Mississippi

Professional Experience

- Fall 2004: Senior II – Ernst and Young. Raleigh, NC
- 1989-1991: Assistant Accounting Manager – Reformed Theological Seminary. Jackson, MS
- 1988-1989: Staff Accountant – Rhea and Ivy, CPAs. Memphis, TN
- 1986-1988: Staff Accountant – KPMG Peat Marwick. Memphis, TN

TEACHING

Courses Developed and Taught at NCSU

- ERP Systems (MBA515, ACC440)
- Advanced SAP/Configuration—1 credit hour (MBA610)
- ERP Basics—1 credit hour module - Tax Analytics Certificate Program

Teaching Awards and Recognition

- COM Teaching Excellence Award, 2009
- Outstanding Teacher Nominee: Thank a Teacher Program, 2010, 2011, 2012

Masters Oral Exam Committee Member—Integrated Manufacturing Systems Engineering Department

- Yudong Zang: *Factory Automation and Process Improvement Projects at John Deere Turf Care*, spring 2016
- Anish Thuse: *Non-conforming Material Management and Industrial Automation at John Deere Turf Care*, spring 2016

- Rituraj Deshpande: *Process Engineering at Coty Inc.*, spring 2015
- Mohammad Najaf Bin Manawar: *Manufacturing Interface Engineering Co-op at Cummins Inc.*, spring 2015
- Prachi Gogte: *Guidance Document for Forthcoming Changes in Manufacturing Execution Systems at John Deere Turf Care*, fall 2012
- Dhananjay Nilkanth Dandekar: *Study of New Product Development for Manufacturing Readiness at John Deere Turf Care*, spring 2012
- Maruthishankar Chandrasekaran: *Improved Profitability Through Supplier Selection, Coty Inc.*, spring 2011
- Gautham Paladugu: *Implementing a Customer Pull Replenishment Systems Using Kanban*, spring 2012
- Mahveer S. Rambakas: *Defect Reporting Process Improvement Using SAP-QM in an Appliance Manufacturing Environment*, spring 2010

RESEARCH

Research Interests

ERP system security, ERP implementation issues, business process mapping, business process reengineering, corporate sustainability, generalized audit software (GAS) adoption and use

Research Awards and Grants

- Enterprise Risk Management Research Grant, 2016 (\$10,000)
- Department of Accounting Research Growth and Innovation Award, 2015
- Department of Accounting Research Grant, 2015 (\$5,000)
- IMA Applied Research Grant, 2013 (\$8,000)
- IMA Applied Research Grant, 2007 (\$15,319)

Best Paper Awards

- Best Education Paper – AAA AIS Section Midyear Meeting, 2010
- Best Paper – American Society of Business and Behavioral Sciences Conference, 2002
- Best Paper – AIS Educator's Conference, 2001, 2002

Discipline-Based Peer Reviewed Academic Publications

- Bradford, M., Earp, J. and Williams, P, Showalter, S. Corporate Sustainability Reporting and Stakeholder Concerns: Is there a Disconnect? Vol. 31, No. 1 (March) 2017. pp. 83-102
- Henderson, D. and Bradford, M, Kotb, A. *Inhibitors and Enablers of GAS Usage: Testing the Dual Factor Model.* Journal of Information Systems. Vol 30, No. 3 (Fall) 2016. Pp. 135-155.
- Bradford, M., Earp, J., and Grabski, S. *Centralized End-to-End Identity and Access Management and ERP Systems: A Multi-Case Analysis using the Technology Organization Environment Framework.* International Journal of Accounting Information Systems. Vol. 15, No. 2 (June) 2014. pp. 149-165
- Beasley, M, Bradford, M., and Dehning, B. *The Value Impact of Strategic Intent on Firms Engaged in Information Systems Outsourcing.* International Journal of Accounting Information Systems. Vol. 10, No. 2 (June) 2009. pp. 79-96
- Bradford, M., Richtermeyer, S. and Roberts, D. *System Diagramming Techniques: An Analysis of Methods Used in Practice and Education.* Journal of Information Systems. Vol. 12, No. 1 (Spring) 2007. pp. 173-212
- Fisher, I. and Bradford, M. *New York State Agencies: A Case Study for Analyzing the Process of Legacy System Migration: Part II.* Journal of Information Systems. Vol. 20, No.1 (Spring) 2006, pp. 142-161
- Fisher, I. and Bradford, M. *New York State Agencies: A Case Study for Analyzing the Process of Legacy System Migration: Part I.* Journal of Information Systems. Vol. 19, No. 2 (fall) 2005, pp. 173-189
- Florin, J., Bradford, M. and Pagach, D. *Information technology outsourcing and organizational restructuring: An explanation of their independent and combined effects on firm value.* Journal of High Technology Management Research. Vol. 16, No. 2 (December) 2005, pp. 241-253
- Bradford, M. and Florin, J. *Examining the Role of Innovation Diffusion Factors on the Implementation Success of Enterprise Resource Planning Systems.* International Journal of Accounting Information Systems. Vol. 4, No. 3 (fall) 2003, pp. 205-225
- Bradford, M. Chandra, A. and Vijayaraman, B. *The Status of ERP Integration in Business School Curricula: Results of a Survey of Business Schools.* Communications of the Association of Information Systems. Vol.12, No. 26 (October) 2003, pp. 437-456
- Bradford, M. and Richtermeyer, S. *Realizing Value in ERP.* Journal of Cost Management. Vol.16, No. 2 (March/April) 2002, pp. 13-19
- Bradford, M. and Wells, S. C. *Marketing the Services of Small CPA Firms: A Position Analysis Study.* The Journal of Accounting Theory and Practice. (March) 1995, pp. 47-53

Educational Peer-Reviewed Publications

- Bradford, M. and Gerard, G. *Using Process Mapping to Reveal Business Process Reengineering and Business Process Improvement Opportunities in a Purchasing Process.* Journal of Emerging Technologies in Accounting. Vol.12, No. 1 (December 2015). pp. 169-188.
- Bradford, M., Taylor, E., and F. Badua. *Elegance, Relevance, and Provenance: Contextualizing and Analyzing AIS Educators' Choice of Systems Diagramming Techniques.* Journal of the Academy of Business Education. 13, (spring) 2012. pp. 140-161

- Bradford, M. (2011). *North Carolina State University: Implementing ERP Student Modules*. Issues in Accounting Education, Vol. 26, No. 3 (August) 2011. pp 507-520
- Bradford, M. *Drawing, Examining and Interpreting a Process Map of the Master of Accounting Admissions Process at State U.*, Compendium of Classroom Cases and Tools for AIS Applications (C3). Vol. 4. 2009
- Bradford, M., Samuels, J., and Wood, R. *Beta Auto Dealers: Integrating Disparate Data to Solve Management Problems*. Issues in Accounting Education, Vol. 23, No. 2 (May) 2008. pp. 309-326
- Bradford, M. *The Pet Store: A Peachtree Project*. Compendium of Classroom Cases and Tools for AIS Applications (C3). Vol. 3. 2006
- Bradford, M. *Reengineering a Process: A Group Project Using Hammer's Reengineering Principles and Process Mapping Techniques*. Compendium of Classroom Cases and Tools for AIS Applications (C3), Vol. 2, No. 1. 2004
- Bradford, M. Chandra, A. and Vijayaraman, B. *Integrating Oracle ERP into Business Curricula: Challenges and Measurement of Student Outcomes*. Review of Business Information Systems, Vol. 6 No. 4 (fall) 2002, pp. 17-25
- Bradford, M. Roberts, D. and Stroupe, G. *Integrating Process Maps into the Accounting Students' Toolset*. Review of Business Information Systems, Vol. 5, No. 4 (fall) 2001, pp. 61-67

Practitioner (Peer Reviewed) Publications

- Bradford, M., Earp, J., and Williams, P. *Sustainability Reports: What Do Stakeholders Really Want?* Management Accounting Quarterly. Vol. 16. No. 1. (December), 2014. pp. 13-18
- Bradford, M. and Brazel, J. *Shedding New Light on Auditor Switching*. Strategic Finance. Vol. 92. No. 7. (January), 2011. pp. 48-53
- Bradford, M. Brazel, J. and Taylor, E. *Beyond Compliance: The Value of SOX*. Strategic Finance. Vol. 92, No. 1. (May) 2010, pp 48-53
- Bradford, M., and J. Brazel. *Flirting with SOX 404: Are Private Companies Interested in a Relationship?* Strategic Finance, Vol. 89, No. 3 (spring) 2007, pp. 48-53
- Bradford, M. and Houston, M. *IT and the Accounting Profession: Using Certifications to Prove Your Worth*. Interim Report. 2006, pp. 48-50
- Beasley, M., Bradford, M. and Pagach, D. *A View of Outsourcing from an Enterprise Risk Perspective*. Strategic Finance, Vol. 86, No. 1 (July) 2004, pp. 22-29
- Richtermeyer, S. and Bradford, M. *PeopleSoft on Campus: Benefits of Incorporating ERP Systems into Business Curricula*. PeopleSoft White Paper. (May) 2003
- Greenwood, T. Bradford, M. and Greene, B. *Becoming a Lean Enterprise: A Tale of Two Firms*. Strategic Finance, (November) 2002, pp. 32-39
- Bradford, M. and Roberts, F.D. *Measuring Value in ERP Installations*. Strategic Finance, (September) 2001, pp. 30-34
- Bradford, M. Mayfield, T. and Toney, C. *Does ERP Fit in a Lean World?* Strategic Finance, (May) 2001, pp. 28-34

Revise and Resubmits

- Bradford, M and Henderson, D. *Barriers and Enablers of Generalized Audit Software Acceptance by Auditors*. Revising to resubmit, ISACA Journal.

Papers Under Review

- Williams, P., Bradford, M., Earp, J. *Sustainability" Reported and "Sustainability" Received: Disparate Narratives*. Under review at Accounting and the Public Interest

Working Papers

- Rethinking Information System Success for Generalized Audit Software: How Service, System, and Data Analytics Qualities Influence Use, Satisfaction, and Perceived Net Benefits. Target Journal: Behavioral Research in Accounting

Textbooks

- Bradford, M. Modern ERP: Select, Implement & Use Today's Advanced Business Systems. 3rd Ed. Chungnam Publishing, Seoul, Korea. Forthcoming 2017
- Bradford, M. Modern ERP: Select, Implement & Use Today's Advanced Business Systems. 3rd Ed. Translation Center, King Saud University, Saudi Arabia. 2016
- Bradford, M. Modern ERP: Select, Implement & Use Today's Advanced Business Systems. 3rd Ed. Lulu Press. 2015
- Bradford, M. Modern ERP: Select, Implement & Use Today's Advanced Business Systems. 2nd Ed. Chungnam Publishing, Seoul, Korea. 2013
- Bradford, M. Modern ERP: Select, Implement & Use Today's Advanced Business Systems. 2nd Ed. Lulu Press. 2010
 - Named "Acclaimed ERP resource" by SAP and Focus Research, 2012
- Bradford, M. Modern ERP: Select, Implement & Use Today's Advanced Business Systems. 1st Ed. Lulu Press. 2008

Book Chapters

- Bradford, M., Gingras, B. and Hornby, J. *Business Process Reengineering and ERP: Weapons for the Global Organization*. In Ferran, C. and Salim, R. (Eds.), Enterprise Resource Planning for Global Economies: Managerial Issues and Challenges. Hershey: IGI Global 2008. 108-125

Conference Proceedings

- Bradford, M. and Gerard, G. *Using Process Mapping to Reveal Business Process Reengineering and Business Process Improvement Opportunities in a Purchasing Process*. Proceedings of the 2014 AAA AIS Section Midyear Meeting
- Bradford, M., Earp, J. and Grabski, S. *The Role of IT Governance on ERP Systems and Identity and Access Management: An Extended Structuration Model*. Proceedings of the 2013 AAA AIS Section Midyear

Meeting

- Bradford, M., Earp, J. and Grabski, S. *Barriers and Benefits to a Centralized End-to-End Identity and Access Management Infrastructure when an ERP System is Present*. Proceedings of the 2012 AAA AIS Section Midyear Meeting
- Bradford, M. and Earp, J. *Sustainability: An Analysis of Organizational Reporting and Implications for ERP Systems*. Proceedings of the Southern Association of Information Systems (SAIS) Conference
- Bradford, M. *North Carolina State University: Implementing PeopleSoft Student Information System*. Proceedings of the 2010 AAA AIS Section Midyear Meeting
- Bradford, M. and Taylor, E. *AIS Educators' Choice of System Diagramming Technique: A Framework and Analysis*. Proceedings of the 2009 AAA AIS Section Midyear Meeting
- Beasley, M., Bradford, M. and Pagach, D. *Market Reactions to Announcements of IS Outsourcing Decisions: An Analysis of the Impact of Financial Characteristics and Managerial Outsourcing Justifications*. Proceedings of the 2007 AAA AIS Section Meeting
- Bradford, M. and Richtermeyer, S. *Systems Diagramming Techniques: Use and Purpose in AIS Curriculum*. Proceedings of the 2006 AIS Educator's Conference
- Bradford, M., Richtermeyer, S. and Roberts, D. *Exploring Documentation Practices in Accounting: Implications for Practice and Education*. Proceedings of the 2004 AAA Annual Meeting
- Bradford, M. *Reengineering a Process: A Group Project Using Hammer's Reengineering Principles and Process Mapping Techniques*. Proceedings of the 2004 AIS Educator's Association Conference
- Bradford, M. and Florin, J. *Examining the Role of Innovation Diffusion Factors on the Implementation Success of Enterprise Resource Planning Systems*. Proceedings of the 2003 AAA Annual Meeting
- Bradford, M., Chandra, A. and Vijayaraman, B. *Integrating Oracle ERP into Business Curricula: Challenges and Measurement of Student Outcomes*. Proceedings of the 2002 AIS Educator's Conference
- Bradford, M. and Schumann, D. *Modeling Attitudes toward Internet Shopping: What do Consumers Believe?* Proceedings of the 2002 American Society of Business and Behavioral Sciences Conference
- Bradford, M. and Stroupe, G. *An Accounting Consultant's Guide to Documenting Business Processes Using a Cross-Functional Methodology*. Proceedings of the 2002 AAA Information Systems Midyear Meeting
- Bradford, M., Roberts, D. and Stroupe, G. *Integrating Cross-Functional Process Maps into the Accounting Students' Toolset*. Proceedings of the 2001 AIS Educator's Conference
- Bradford, M. and Roberts, D. *Building Value in ERP Installations*. Proceedings of the 2001 Northeast Regional AAA Meeting
- Bradford, M. *Integrating ERP into AIS: Lessons from Industry and Academia*, Proceedings of the 2001 AIS Educator's Conference

Presentations to Academic Audiences

- *Perceptual Incongruence among Financial, IT and Operational Auditor when using Generalized Audit Software in the Audit.* 2016 AIS Educator Conference
- *Using Process Mapping to Reveal Business Process Reengineering and Business Process Improvement Opportunities in a Purchasing Process.* 2014 AAA AIS Section Midyear Meeting
- *The Role of IT Governance on ERP Systems and Identity and Access Management: An Extended Structuration Model.* 2013 AAA AIS Section Midyear Meeting
- *Teaching IT General and Application Controls using SAP.* Presented at the Workshop for IT Governance, 2013 AAA AIS Section Midyear Meeting
- *Barriers and Benefits to a Centralized End-to-End Identity and Access Management Infrastructure when an ERP System is Present.* 2012 AAA AIS Section Midyear Meeting
- *Sustainability: Measuring Individual's Perceptions about Organizational Practices.* Presented at Accounting Department Research Workshop, March 2012
- *Using ERP in the Classroom,* Presented at the 2007 AAA AIS Section Midyear Meeting
- *The Little Pet Store: A Peachtree Project,* Presented at the 2007 New Scholars Consortium, AAA AIS Section Midyear Meeting
- *An Open Courseware Site for Teaching ERP Systems,* Presented at the 2006 AAA Annual Meeting Forum
- *Information Systems Outsourcing Decisions and Organizational Restructuring: An Explanation of Their Independent and Combined Effects on Firm Value,* with J. Florin and D. Pagach. Presented in the 2005 AAA AIS Section Midyear Meeting Forum
- *Information Systems Outsourcing Decisions and Organizational Restructuring: An Explanation of Their Independent and Combined Effects on Firm Value,* with J. Florin and D. Pagach, Presented at a 2004 PCOM Accounting Department Research Workshop
- *An Instructional Case for Legacy System Changes for Multiple State Agencies in New York,* with I. Fisher, Presented at the 2003 AAA AIS Section Midyear Meeting Forum
- *Using Online Environments to Supplement On-Campus Courses,* Presented at the 2002 AAA Annual Meeting
- *ERP Blueprints and Lessons Learned,* Presented at the 2002 Institute of Management Accountants Annual Conference
- *Practical Approaches to Research and Teaching in IS/AIS Using Synergies in Industry, Research and Teaching,* Presented at the 2001 Northeast Regional AAA Meeting
- *ERP vs. Lean,* with T. Mayfield, Presented at the 2000 Lean Success 2000 Conference

Presentations to Non-Academic Audiences

- *SAP Lumira Research Project (MBA515).* Presented at the NC/SC ASUG Meeting, March, 2016

- *NCSU's SAP University Alliance Update*. Presented at the NC/SC ASUG Meeting, March, 2014
- *NCSU's SAP University Alliance Update*. Presented at the NC/SC ASUG Meeting, April, 2011
- *ERP/SAP at NCSU*. Presented at the America's SAP User Group (ASUG) Conference, June 2009
- *Integrating SAP into Business Curricula – Lessons at NC State*. Presented at the NC/VA America's SAP User Group, October, 2012
- *Business Process Documentation: Learn How to Document Business Processes Using Visio*, Presented at the 2006 Institute of Management Accountants Annual Conference
- *MS Visio for Business Users*, Presented at the 2006 Institute of Management Accountants Annual Conference

Publications in Non-Refereed Proceedings

- Vijayarman, B.S., Chandra, A. and Bradford, M. *Incorporating ERP into Business Curriculum: Challenges, Benefits, and Opportunities*. PeopleSoft Higher Education Users Group Conference, March, 2003

Other Grants

- Freudenberg-IT grant for SAP University Alliance \$48,000 (2009-2016)
- PCOM Technology Grant \$10,000 (June 2006)

SERVICE

Academic Engagement

- Editorial Boards
 - Journal of Emerging Technologies in Accounting (August 2016-present)
 - International Journal of Accounting Information Systems, (August 2010-present)
 - Issues in Accounting Education, (August 2012-2015)
 - Journal of Information Systems, (August 2007-May 2010)
- Ad Hoc Reviewer for the following journals and books:
 - International Journal of Accounting Information Systems
 - Journal of Information Systems
 - British Accounting Review
 - European Journal of Information Systems
 - Enterprise Resource Planning for Global Economies: Managerial Issues and Challenges. Hershey: IGI Global, 2007
 - Handbook of Technology Management. New York: John Wiley and Sons, 2007
- Reviewer for the following conferences:
 - International Conference on Information Resources Management, 2014
 - European Conference on Information Systems, March 2011
 - AAA Information Systems Section Midyear Conference, 2003, 2006, 2007, 2009
 - Americas Conference for Information Systems, 2006
 - AAA Annual Meeting, 2002, 2003, 2006, 2007, 2012
 - AIS Educator's Conference, 2001, 2002, 2004
 - International Research Symposium on AIS, 2004

- Southern Association of Information Systems Conference, March 2001
- Discussant and Moderator for the following conferences:
 - AAA AIS Section Midyear Meeting, 2006, 2009, 2013
 - AAA Annual Meeting, 2002, 2003, 2005
 - AIS Educator's Conference, 2002
 - Northeast AAA Meeting, 2002
- Editor
 - AIS Section Compendium of Classroom Cases and Tools for AIS Applications (C3), 2006

Professional Memberships and Offices Held

- American Accounting Association – AIS Section, 2000-present
 - 2009-2010, Research and Publications Committee
 - 2009 Midyear Conference Coordinator, Charleston, SC
 - 2008 Midyear Conference, Education Manuscript Coordinator
 - 2006-2008 Chair, Education Committee
 - Education Committee, 2005-2006
 - Membership Committee, 2003-2004
- AIS Educators Association – 2016-present
 - Research Paper Coordinator – 2017-2019 conference
- Member: Institute of Management Accountants 2006-2015
- Member America's SAP User Group (ASUG) 2009-present

Awards

- Named a Top 25 ERP Experts, Blogs, and Influencers to Track in 2010 by Focus Research
- Pride of the Wolfpack Nominee, 2010
- Distinguished Service Award, AAA AIS Section, 2009, 2006
- Distinguished Service Award, AAA AIS Section, 2006
- AAA New Faculty Consortium Attendee, 2003

University Service

Department

- Undergraduate Curriculum Committee, 2011-present
- Accounting Society Advisor, 2009-2012
- MAC Graduate Curriculum Committee, 2004-2008
- Coordinator of Accounting Department Banquet, fall 2008
- Chair, Faculty/Staff Retreat, 2008
- Accounting Research Workshop Committee, 2004-2007
- Faculty Recruiting Committee, 2004-2006
- Chair, Faculty Recruiting Committee, 2006-2007
- Undergraduate Curriculum Committee, 2004-2006
- Faculty/Staff Retreat Committee, 2003

College

- IT Director Search Committee, 2015
- RPT Committee, 2013-present
- MBA Curriculum Committee, 2010-2013
- IT Committee, Chair, 2009-2012
- MBA Blended Learning Task Force, 2007-2009
- IT Steering Committee, 2004-2005
- Graduate Symposium Moderator, 2003, 2005

University

- DELTA Advisory Committee, 2007-2009

Professional and Community Engagement/Service

- Taught *ERP Basics* module for NCSU Tax Analytics Certificate Program, 2016
- Pathways Commission Task Force on Faculty-Practitioner Internships/Externships, 2013-2015
- Taught two-day Introduction to SAP course at SKEMA Business, March 2013
- Taught two-day *ERP Readiness Training* for key executives and frontline managers, Caterpillar Inc. (Turbomach Division), Locarno, Switzerland. May 16-17, 2011
- Board of Advisors, State Employees Credit Union Hillsborough Branch, 2010 - 2011
- Taught CMA Review Course, Caterpillar, Inc., Raleigh, NC. March 2006
- Popular Press Quotations and Articles: *25 ERP Experts, Blogs and Influencers to Track in 2010*, Focus Research (Focus.com); *ERP and SCM Knowledge through Books*, June 2010; *Jenkins MBA Associate Professor Named Enterprise Resource Planning Software Influencer by Focus Research*, August 2010 (COM website reprinted at dBusinessNews; *News and Observer* March 14, 2009; *Planting a Future in Peru*, COM website, April 2010); *Triangle Business Journal* February 13, 2009; *WakeMYNC.com*, September 9, 2008; *Technician* April 4, 2006; *TMCnet* September 19, 2006; *Insight Executive* August 9, 2006; *NetSuite.com* August 20, 2006; *Supply & Demand Chain Executive* August 7, 2006; *TMCnet* August 4, 2006; *Carolina Newswire*, August 3, 2006

Public/Community

- Merz Aesthetics Women's Challenger Tennis Tournament Volunteer, 2009-2015
- Fallon Park Garden Club: President 2014-2015; Vice-President 2013-2014; Treasurer 2013-2014 Secretary 2012-2013
- Raleigh Rescue Mission Volunteer, 2009-2015