Monica S Johar

CONTACT INFORMATION

University of North Carolina at Charlotte
BISOM Department,
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Charlotte, NC 28223-0001

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ACADEMIC POSITION

Professor
Business Information Systems and Operations Management (BISOM)
Belk School of Business
University of North Carolina at Charlotte, USA August 2021 – Present

Associate Professor
Business Information Systems and Operations Management (BISOM)
Belk School of Business
University of North Carolina at Charlotte, USA August 2013 – July 2021

Assistant Professor
Business Information Systems and Operations Management (BISOM)
Belk School of Business
University of North Carolina at Charlotte, USA August 2006 – July 2013

EDUCATION

Ph.D. Management Information Systems

Naveen Jindal School of Management
University of Texas at Dallas, USA August 2006

M.S. Management Information Systems

Naveen Jindal School of Management
University of Texas at Dallas, USA August 2005

B.E. Electronics and Telecommunications

Cummins College of Engineering
Pune University, Pune, India July 2000

RESEARCH INTERESTS

Digital Customer Care, Recommender Systems, Web Personalization,
Knowledge Management, Social Networks, Software Engineering, Information Security,
Peer-to-Peer networks, Content Provision and Distribution Markets,
Applications of Structural modeling using Stochastic Differential Equations,
Mathematical modeling and Optimization.

TEACHING INTERESTS

Core courses in business and data analytics including data warehousing, data pre-processing, predictive modeling, data mining, business analytics strategy. Systems Analysis and Design, Database Systems, Business Telecommunications and Information Security.

HONORS, AWARDS AND NOMINATIONS

1. Mousavi, R., Johar, M., and Mookerjee, V. "The Voice of the Customer: Managing Customer Care in Twitter," *Information Systems Research*. **Department Nominee for Best Paper Award**. *Belk College of Business,* 2020.

2. *Most Significant Contribution Towards the Education of Senior Students*, 2018.

3. Johar, M., Mookerjee, V., and Sarkar, S. "Selling vs. Profiling: Optimizing the Offer Set in Web Based Personalization," *Information Systems Research*. **Department Nominee for Best Paper Award**. *Belk College of Business,* 2015.

3. *Most Significant Contribution Towards the Education of Senior Students*, 2015

4. Johar, M., Kumar, N., and Mookerjee, V. "Content Provision Strategies in the Presence of Content Piracy," *Information Systems Research* **Best Paper Award**. *Belk College of Business*, 2012.

5. Johar, M., Atahan, P., and Sarkar, S., "Offer Sets, User Profiles and Firm Payoffs," **Best Paper Award Nominee**. *Fourth China Summer Workshop on Information Management (CSWIM)*. June 2010.

6. Johar, M., Atahan, P., and Sarkar, S., "Strategic Learning in Recommendation Systems," **Best Paper Award Nominee**. *Workshop on e-Business (WeB)* December 2008.

7. Doctoral candidate representing the Naveen Jindal School of Management, University of Texas at Dallas at *ICIS Doctoral Consortium*, Dec 2005.

8. Doctoral candidate representing the Naveen Jindal School of Management, University of Texas at Dallas at *Big XII Symposium*, Norman OK, April 2005.

7. Dawande, M., Johar, M., Kumar, S., and Mookerjee, V., "Optimizing Module-Developer Assignment in Software Projects: Pair versus Solo Programming," **Best Paper Nominee**. *Workshop on Information Technologies and Systems (WITS)*. December 2003**.**

8. "Pat on the Back Award", Satyam Computers Ltd, India, 2001, for outstanding contribution as SAP consultant)

REFERRED JOURNAL ARTICLES.

J1. Kim, J., Johar, M., and Mookerjee, V., "Games People Play: Strategies to Develop and Release Online Games," *conditionally accepted* at *Information Systems Research,* Jan. 2026.

J2. Kim, J., Johar, M., Khouja, M., Zhou, J., "Optimal Information System Security Investment: A Control-Theoretic Approach to Balancing Continuous Maintenance and Periodic Upgrades," *European Journal of Operations Research,* November 2025, ISSN 0377-2217, https://doi.org/10.1016/j.ejor.2025.10.027

J3 Dong, S., Johar, M., and Kumar, R. "Hybrid Workflows in Platform-enabled Private Marketplaces," *European Journal of Operations Research,* October 2023, Volume 310 Issue 2, pp. 874-890.

J4. Mousavi, R., Johar, M., and Mookerjee, V. "The Voice of the Customer: Managing Customer Care in Twitter," *Information Systems Research*, June 2020, Volume 31, Issue 2, pp. 340-360

J5. Dong, S., Johar, M., and Kumar, R. "Design of Contracts and Workflows for Knowledge Intensive IT Service Environments," *Decision Sciences* 50(3), June 2019, pp. 418-458.

J6. Mayadunne, S., Johar, M., and Saydam, C. "Competitive store closing during an economic downturn," *International Journal of Production Economics* 199, May 2018, pp. 162–178.

J7. Johar, M., Mookerjee, V., and Sethi, S. "Optimal Local and Global Software Reuse Policies: A Control Theoretic Approach," *Information Systems Frontiers* 7, April 2015, pp. 439–453.

J8. Johar, M., Mookerjee, V., and Sarkar, S. "Selling vs. Profiling: Optimizing the Offer Set in Web Based Personalization," *Information Systems Research* 25(2), June 2014, pp. 285–306.

J9. Dong, S., Johar, M., and Kumar, R. "Understanding Key Issues in Designing and Using Knowledge Flow Networks: An Optimization-Based Managerial Benchmarking Approach," *Decision Support Systems* 55(3), June 2012, pp. 646-659.

J10. Johar, M., Kumar, N., and Mookerjee, V. "Content Provision Strategies in the Presence of Content Piracy," *Information Systems Research*, 23(2) September 2012, pp. 960-975

J11. Dong, S., Johar, M., and Kumar, R. "A Benchmarking Model for Management of Knowledge-Intensive Service Delivery Networks," *Journal of Management Information Systems* 28(3), Winter 2011-12, pp. 127-160.

J12. Johar, M., Menon, S., and Mookerjee, V. "Analyzing Sharing Incentives in Peer-to-Peer Networks Under Various Congestion Measures," *Information Systems Research* 22(2), June 2011, pp. 325-345.

J13. Dawande, M., Johar, M., Kumar, S., and Mookerjee, V. "A Comparison of Pair versus Solo Programming under Different Objectives: An Analytical Approach," *Information Systems Research* 19(1), March 2008, pp. 71-92.

MANUSCRIPTS UNDER REVIEW

R1. Kim, J., Johar, M., and Mookerjee, V., "Agile Approaches for Gaming Software Development" Under preparation for resubmission to *Production and Operations Management* (September 2025).

WORK IN PROGRESS

W1. Atahan, P., Johar, M., Yihong, L., and Sarkar, S. "The Sequential Offer Set Recommendation Problem Considering View and Purchase Actions of Users" Target - *Production and Operations Management*.

W2. Kim, J., Johar, M., and Mookerjee, V., "Strategic Rating Effort and Platform Revenue in Gig Markets: A Stackelberg Mean Field Game Approach", Target – *Information Systems Research.*

W3. Johar, M., Mousavi, R., and Mookerjee, V. "Using Structural Econometrics to Predict U.S. Congressional Election Outcomes," *Working Paper.*

W4. Khouja, M., Zhao, K, Johar, M., "Pricing and Disintermediation in Digital Platforms with Heterogeneous Dependence".

W5. Dong, S., Johar, M., and Kumar, R. "Optimizing Telehealth Service Provision Workflows in the Presence of Provider Networks and Multiple Clinical Pathways," *Working Paper.*

REFERRED CONFERENCE PROCEEDINGS

C1. Kim, J., Johar, M., and Mookerjee, V., "Strategic Rating Effort and Platform Revenue in Gig Markets: A Stackelberg Mean Field Game Approach", *Conference on Information Systems and Technology (CIST)*, Atlanta 2025.

C2. Mousavi, R., Johar, M., and Mookerjee, V. "A Stochastic Control Model for Developing a Response Strategy to Customer Sentiment in Twitter," *Workshop on Information Technologies and Systems (WITS)*, December 2017, Seoul, South Korea.

C3. Atahan, P., Johar, M., and Sarkar, S. "Composing Offer Sets to Maximize Expected Payoffs," Tenth edition of *Conference on the Digital Economy (CODE)*, December 2016, Indian School of Business, Hyderabad, India.

C4. Dong, S., Johar, M., and Kumar, R. "Optimal Pricing and Workforce Composition for Service Delivery Using a Hybrid Workforce," *Workshop on E-Business (WeB)*, December 2016, Dublin, Ireland.

C5. Dong, S., Johar, M., and Kumar, R. "Leveraging a Hybrid Workforce for Service Delivery," *Workshop on Information Technologies and Systems (WITS)*, December 2015, Dallas, TX.

C6. Dong, S., Johar, M., and Kumar, R., "Impact of Contract Structures on the Operation of Managed Service Environments (MSE)," *Workshop on Information Technologies and Systems (WITS)*, December 2014, Auckland, NZ.

C7. Johar, M., and Mookerjee, V. "Optimal Incremental Software Development: A Control Theoretic Approach," *Workshop on Information Technologies and Systems (WITS)*, December 2013, Milan, Italy.

C8. Johar, M., Zhou, Jing., and Mookerjee, V. "Optimal Information System Security Investment," *Workshop on Information Technologies and Systems (WITS)*, December 2013, Milan, Italy.

C9. Dong, S., Johar, M., and Kumar, R., "Workforce analytics for knowledge-intensive service delivery using a private service marketplace," *Workshop on Information Technologies and Systems (WITS)*, December 2013, Milan, Italy.

C10. Dong, S., Johar, M., Kumar, R. "Understanding Key Issues in Creating and Nurturing Organizational Networks in the Context of Knowledge Intensive Service Delivery," *Workshop on E-Business (WeB)* December 2010, Saint Louis, MS.

C11. Dong, S., Johar, M., Kumar, R. "Understanding Key Issues in Creating and Nurturing Organizational Networks in the Context of Knowledge Intensive Service Delivery," *Workshop on E-Business (WeB)* December 2010, Saint Louis, MS.

C12. Johar, M., Atahan, P., and Sarkar, S., "Offer Sets, User Profiles and Firm Payoffs," *Fourth China Summer Workshop on Information Management (CSWIM)* June 2010, Wuhan, P.R. China (**Best Paper Award Nominee**).

C13. Atahan, P., Johar, M., Sarkar, S. "Optimizing Offer Sets Based On User Profiles," *Workshop on Information Technologies and Systems (WITS)* December 2009, Phoenix, AZ.

C14. Johar, M., Atahan, P., and Sarkar, S., "Strategic Learning in Recommendation Systems," *Workshop on e-Business (WeB)* December 2008, Paris, France (**Best Paper Award Nominee**).

C15. Dong, S., Johar, M., Kumar, R. "A Model to Facilitate Systematic Design of Knowledge-Intensive Service Delivery Networks," *Workshop on Information Technologies and Systems (WITS)*, December 2007, Montreal, CANADA.

C16. Johar, M., Sarkar, S. "Optimizing the Composition of the Consideration Set for Web-based Personalization," *Workshop on Information Technologies and Systems (WITS)*, December 2006, Milwaukee, WI.

C17. Johar, M., Mookerjee, V., and Sethi, S. "Optimal Local and Global Software Reuse Policies: A Control Theoretic Approach," *Conference on Information Systems and Technology (CIST)*, November 2005, San Francisco, CA.

C18. Johar, M., Mookerjee, V., and Menon, S. "An Economic and Operational Analysis of sharing in P2P Networks," *Workshop on Information Technologies and Systems (WITS)*, December 2004, Washington, DC.

C19. Dawande, M., Johar, M., Kumar, S., and Mookerjee, V. "Optimizing Module-Developer Assignment in Software Projects: Pair versus Solo Programming," *Workshop on Information Technologies and Systems (WITS)*, December 2003, Seattle, WA (**Best Paper Award Nominee**).

GRANTS

1. "Mastering Multi-Platform Success: Tailored Strategies for Developing and Releasing Online Games". *Summer Research Grant.* Sponsored by the Belk College of Business, May 2024.

$7,500

2. "Optimizing Telehealth Service Provision Workflows in the Presence of Provider Networks and Multiple Clinical Pathways". *Summer Research Grant.* Sponsored by the Belk College of Business, May 2023.

$15,000

3. "Using Structural Econometrics to Predict U.S. Presidential Election Outcomes". *Summer Research Grant.* Sponsored by the Belk College of Business, May 2021.

$8,000

4. "Leveraging a Hybrid Workforce for Service Delivery". *Summer Research Grant*. Sponsored by the Belk College of Business. 2017

$17,500

5. "Optimal Information System Security Management under Uncertainty". *Summer Research Grant*. Sponsored by the Belk College of Business. 2016

$17,000

6. "Impact of Contract Structures on the Design of Knowledge Intensive Service Delivery Networks". *Summer Research Grant*. Sponsored by the Belk College of Business. May 2014

$17,500

7. "Optimal Software Release Policy for Agile and Traditional Software Development Methodologies". *Summer Research Grant*. Sponsored by the Belk College of Business. May 2013

$12,500

8. "Optimal Information Security Investment – A Control Theoretic Approach". *Summer Research Grant.* Sponsored by the Belk College of Business. May 2012

$15,500

9. "Customer Service Analytics Pilot Project". *University of North Carolina at Charlotte Grant* for Industry Alliance. May 2012

$12,000

10. "Optimizing Offer sets based on User Profiles". *Dean's Scholar Research Grant.* Sponsored by the Belk College of Business, May 2011

$20,000

11. "Understanding Key Issues in Designing and Using Knowledge Flow Networks: An Optimization-Based Managerial Benchmarking Approach". *Summer Research Grant.* Sponsored by the Belk College of Business, May 2010.

$15,000

PRESENTATIONS AND INVITED TALKS

Composing Offer Sets to Maximize Payoffs, *Conference on Data Science for Business and Economics*, Purdue University, West Lafayette Indiana, 2018

A Stochastic Control Model for Developing a Response Strategy to Online Users, *Production and Operations Management*, Seoul South Korea, 2017.

Optimal Pricing and Workforce Composition for Service Delivery Using a Hybrid Workforce," *INFORMS Annual Meeting*, Houston TX, 2017.

Using a Private Marketplace to Build a Hybrid Workforce for IT Service Delivery, *INFORMS Annual Meeting*, Nashville TN, 2016

Leveraging On-demand Markets to Manage a Hybrid Workforce for IT Service Delivery, *INFORMS Annual Meeting*, Philadelphia PA, 2015

An Optimal Effort Allocation and Release Policy for Agile Software Development, *INFORMS Annual Meeting*, San Francisco CA, 2014

An Agent-based Model for Managing Short-Term Demand for Software Development Tasks, *INFORMS Annual Meeting*, Minneapolis MN, 2013

Optimal Information System Security Investment, *INFORMS Annual Meeting*, Phoenix AZ, 2012.

Offer Sets, User Profiles and Firm Payoffs, *ibid2save LLC*, Online auction firm, Charlotte NC, 2012.

Optimal Local and Global Software Reuse Policies: A Control Theoretic Approach, *INFORMS Annual Meeting*, Charlotte NC, 2011.

Optimal Local and Global Software Reuse Policies: A Control Theoretic Approach, *Production and Operations Management*, Orlando FL, 2009.

A Model to Facilitate Systematic Design of Knowledge-Intensive Service Delivery Networks, *INFORMS Annual Meeting*, Washington DC, 2008. .

Analyzing the impact of Peer-to-Peer networks on the Market for Content Provision and Distribution, *INFORMS Annual Meeting*, Seattle WA, 2007.

Optimizing the Composition of the Consideration Set to Maximize Payoffs from Web-based Personalization, *INFORMS Annual Meeting*, Seattle WA, 2007.

Optimizing the Composition of the Consideration Set to Maximize Payoffs from Web-based Personalization, *International Conference on Management Science*, Dallas TX, 2006.

An Economic and Operational Analysis of Sharing in P2P Networks, *Big XII Information Systems Research Symposium*, Norman OK, 2005.

Optimizing Module-Developer Assignment in Software Projects: Pair versus Solo Programming, *Doctoral Consortium, International Conference on Information Systems (ICIS)*, LasVegas NV, 2005.

TEACHING EXPERIENCE

At UNC-Charlotte

Business Intelligence and Analytics, graduate (Developed and Taught)
Business Statistics, graduate
Information Systems research Seminar, graduate
Data and Knowledge Management in Business, graduate
Business Analytics, undergraduate (Developed and Taught)
Visual Basic, undergraduate
Systems Analysis and Design, undergraduate
Introduction to Management Information Systems, undergraduate

The University of Texas at Dallas

Introduction to Management Information Systems, undergraduate

PROFESSIONAL SERVICES

Senior Editor
Production and Operations Management, 2015 – 2017, 2020 –2023

Associate Editor
Information Technology and Management, 2014-Present

Conference Program Committee Member
Conference on Information Systems and Technology, 2014 - Present
Workshop on Information Technologies and Systems, 2014 – Present

Track/Session Chair
INFORMS Annual Conference, Information Systems Cluster, 2011 -2012,
ICIS Information System Track Associate Editor, 2022-2025

Reviewer for Premier Business School Journals
Management Science
Information Systems Research
Management Information Systems Quarterly
Production and Operations Management
Journal of Management Information Systems
Decision Support Systems

Reviewer for Premier Information Systems Conferences
Workshop on E-Business
International Conference on Information Systems

PROFESSIONAL TRAINING

SAS Academic Workshop on Business Intelligence and Analytics

ADMINISTRATIVE SERVICES

UNIVERSITY LEVEL

Co-chair, School of Data Science PhD Planning Committee, 2020 - 2024
Faculty President, School of Data Science, 2023-2024
Member, Faculty Information and Technology Services Advisory Committee, 2018-present
Member, University Faculty Research Grants Committee, 2018-Present
Member, Faculty Council, 2011, 2018-2020
Member, Graduate Council 2023 - Present

COLLEGE LEVEL

Faculty President School of Data Science Faculty 2023
Faculty President-Elect School of Data Science Faculty 2022
Chair, Belk College Graduate Council, 2017-2018
Member, Belk College Graduate Council, 2011-Present
Member, Data Science PhD Curriculum Committee, 2024 – present
Member, Data Science and Business Analytics Planning Committee, 2014
Member, Belk College Summer grants Committee, 2012
Member, Undergraduate Course and Curriculum Committee, 2010-2011

Member, Planning Committee for master's degree in Data Science and Business Analytics 2012

DEPARTMENT LEVEL

Chair, Department Assistant Professor Search Committee 2021
Chair, Department Graduate Affairs Committee, 2018- Present
Chair, Department Review Committee, 2016- 2018.
Member, Department Review Committee, 2016-2020. 2021- present
Member, Department Graduate Affairs Committee, 2011-present.
Member, Department Undergraduate Course and Curriculum Committee, 2010-2011
Member, Faculty Recruitment Committee, 2007-2008, 2014-2016, 2022 -2025
Member, Department Peer Review Committee, 20018-Present.
Member, Department Events Committee, 20015-2016.
Member, Entrepreneurship Certificate Development Taskforce, 2010
Course Coordinator, INFO 3130, 2012.
Supervisor, Online course supervisor for the office of Distance Education, 2010.

PhD STUDENTS SUPERVISED

Co-chair, Su Dong (2011), Associate Professor, Fayetteville State University
Co-Chair, Sanjaya Mayadunne (2014), Assistant Professor, Georgia Gwinnett College
External Committee Member (2019) Prayag Parikh, EPRI, Charlotte, NC
External Committee Member (2023) Panick Kalambay, Department of Civil and Environmental Engineering, UNC Charlotte
External Committee Member (2022-2025) Muthumari Anbumani, Department of Civil and Environmental Engineering, UNC Charlotte
External Committee Member (2024- present) Shanshan Wang, Department of Mathematics and Statistics, UNC Charlotte

INDUSTRY AFFILIATIONS

ibid2save.com. To develop efficient recommender algorithms for their dynamic penny auction environment.

IBM's 'future of work' Strategy Software Group. The focus was to understand the implications of a hybrid IBM workforce. A hybrid workforce would enable more flexible staffing arrangements with IBM by replacing permanent workers with external ones, as required.

Satyam Computers India Ltd. SAP Consultant.