

Personal Information

- Contact information: Sune Dueholm Müller, Virupvej 56, DK-8530 Hjortshøj, telephone: +45 61 77 61 76, e-mail: sdm@processinnovation.dk
- Age: 37
- Marital status: Married, two children

Education

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| 2009 | Ph.D. in Information Systems research, Aarhus School of Business, University of Aarhus, Denmark |
| 2003 | MSc in Information Technology (MScIT), Aarhus School of Business, University of Aarhus, Denmark |
| 2001 | BSc in Political Science, University of Aarhus, Denmark |

Primary Positions

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| 2010- | Assistant Professor, Center for IS Management, Aalborg University |
| 2010 | Manager, Business Process, Integrated Defense Systems, Terma, Denmark |
| 2008-2010 | Manager, Process Improvement, Terma, Denmark |
| 2007-2008 | Business Process Engineer, Terma, Denmark |
| 2004-2009 | Industrial PhD Student, Terma, Denmark |
| 2003-2004 | Research Assistant, Informatics, Aarhus School of Business, Denmark |
| 2002-2003 | Teaching Assistant, Informatics, Aarhus School of Business, Denmark |
| 2001-2003 | Customer Service Representative, TDC, Denmark |

Technology Management Courses

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| 2009 | Fra faglig specialist til personaleleder, CfL |
| 2009 | Lean ledelse i servicevirksomheder, Mannaz |
| 2009 | Lederen som coach, Mannaz |
| 2007 | Mastering Process Improvement, Software Engineering Institute, Carnegie Mellon University |
| 2007 | CMMI Version 1.2 Upgrade Training, Software Engineering Institute, Carnegie Mellon University |
| 2005 | Intermediate Concepts of Capability Maturity Model Integration (CMMI), Software Engineering Institute, Carnegie Mellon University |
| 2005 | Introduction to Capability Maturity Model Integration (Staged Representation), V1.1, Borland |

Publications

PhD Thesis

- Müller, S. (2008), *The Politics of Process Implementation: Explaining Variations Across Units in a High-Tech Firm*, ISBN: 978-8778823-40-3, Aarhus School of Business, Denmark.

Peer Reviewed Publications

- Müller, S. & Nielsen, P. (2012), "Competing Values in Software Process Improvement: A Study of Cultural Profiles", accepted for publication by *Information Technology & People* (Manuscript ID: ITP1312a).

- Müller, S., Møller, E. & Nygaard, T. (2012), "IT-enabled Process Innovation: A Literature Review", *Proceedings of the Eighteenth Americas Conference on Information Systems*, Seattle, Washington, August 9-12, 2012.
- Müller, S., Reinwald, A. & Kræmmergaard, P. (2011), "Dynamic Relationships in E-Government Initiatives: Craftsmanship, Partnership, Companionship, and Entrepreneurship", *The 2011 pre-ICIS SIG eGovernment workshop, The 2011 International Conference on Information Systems (ICIS 2011)*.
- Müller, S., Mathiassen, L. & Balshøj, H. (2010), "Software Process Improvement as Organizational Change: A Metaphorical Analysis of the Literature", *Journal of Systems and Software*, vol. 83, no. 11, pp. 2128-2146.
- Müller, S., Kræmmergaard, P. & Mathiassen, L. (2009), "Managing Cultural Variation in Software Process Improvement: A Comparison of Methods for Subculture Assessment", *IEEE Transactions on Engineering Management*, vol. 56, no. 4.
- Müller, S., Nielsen, P. & Boldsen, M. (2008), "An Examination of Culture Profiles in a Software Organization Implementing SPI", *Proceedings of the 16th European Conference on Information Systems (ECIS2008)*, June 9-11, Galway, Ireland.
- Müller, S., Nielsen, P. & Nørbjerg, J. (2008), "Standards, Processes and Practice in SPI" in *Software Processes & Knowledge. Beyond Conventional Software Process Improvement*, eds. Nielsen, P. & Kautz, K., Software Innovation Publisher, Aalborg.
- Müller, S., Nørbjerg, J. & Cho, H. (2007), "Assessment Tools as Drivers for SPI: Short-term Benefits and Long-term Challenges", *Proceedings of the 30th Information Systems Research Seminar in Scandinavia (IRIS30)*, August 11-14 2007, Tampere, Finland.
- Müller, S., Nørbjerg, J. & Cho, H. (2007), "Assessment Tools as Drivers for SPI: Short-term Benefits and Long-term Challenges", *Proceedings of the 16th International Conference on Information Systems Development (ISD2007)*, August 29-31 2007, Galway, Ireland.

Publications Submitted

- Müller, S. & Ulrich, F. (2012), "Creativity and Information Systems in a Hypercompetitive Environment: A Literature Review", submitted to *Communications of the Association for Information Systems* (manuscript ID: Regular-12-051).
- Dorset, A., Müller, S. & Purup, L. (2012), "IS Driven Process Innovation: A Literature Review Based on Swanson's Tri-Core Model of IS Innovation", Submitted to the Thirty Third International Conference on Information Systems, Orlando, Florida, December 16-19, 2012 (manuscript ID: ICIS-0035-2012)
- Müller, S., Mathiassen, L. & Kræmmergaard, P. (2012), "Politics During Software Process Improvement: A Metatriangulation Analysis", submitted for review (4th review) to *MIS Quarterly* (Manuscript ID: 2009-RA-10575).

Professional Experience

- **CMMI based Software Process Improvement (SPI).** Terma's SPI project (2004-2007) targeting CMMI level 2. Roles and Responsibilities: CMMI training and maturity assessments.
- **Metrics.** Establishing production metrics (Line of Balance) to accommodate information need on Joint Strike Fighter (F-35) programme. Roles and Responsibilities: project manager.
- **Obsolescence management.** Improving processes related to Diminishing Manufacturing Sources and Material Shortages (DMSMS). Roles and Responsibilities: project manager.
- **Personnel management.** Directing and coaching employees; staff development. Roles and Responsibilities: department manager.
- **Portfolio management.** Planning, prioritizing between, initiating, and monitoring company portfolio of improvement projects. Roles and Responsibilities: corporate-wide SPI manager.
- **Product management.** Defining corporate product management strategy and product life-cycle model. Roles and Responsibilities: project manager.
- **Project status reporting.** Calculating and reporting on key financial figures. Roles and Responsibilities: responsible for financial status reporting on all company projects to executive management.

- **Risk management.** Improving processes related to risk mitigation; implementing risk management software (DOORS). Roles and Responsibilities: Process owner; responsible for DOORS (technical contact).
- **Scrum.** Deployment of Scrum (agile software development framework). Roles and Responsibilities: project owner.
- **Supplier management.** Improving processes related to (i) approving and monitoring suppliers, and (ii) quality inspection. Roles and Responsibilities: project manager.

Educational Experience

- Instructor (2002-2003): the course “Systems Development and Databases”; the Master of IT programme at the Aarhus School of Business, Aarhus University
- Instructor (2002-2003): the course “[Java] Programming”; the Master of IT programme at the Aarhus School of Business, Aarhus University
- Supervisor to research trainees (in Danish: forskningspraktikanter) Hans Henrik Balshøj (January-July 2007) and Morten Boldsen (September-December 2007)
- Supervisor on master theses: Hiu Ngan Cho (January-June 2006) and Jeppe Lægaard (January-June 2007)
- Guest lecturer at the Aarhus School of Business, Aarhus University: the Master of Science in Business Administration and Computer Science programme (in Danish: cand.merc.(dat)), the Master of Science in Economics, Business Administration and Information Science programme (in Danish: cand.merc.(it)), and Master in IT (IT Project Management)
- Trainer at Terma Academy:
 - “CMMI Intro”: CMMI introduction for Terma managers (2005-2006)
 - “Requirements Management and DOORS”: Educating Terma employees – project managers, system engineers, and project participants – in requirements management at Terma, including tool (DOORS) support (2008-2010)
 - “JIRA Introduction”: Educating Terma employees in the use of JIRA – a bug, issue, and project tracking tool for software development (2010)
 - “Terma Management System 2”: Introducing all Terma employees to the Terma Management System – an ISO 9001 certified quality management system (2009-2010)
 - “Terma Management System for Managers”: Informing Terma managers about their roles and responsibilities (2010-2010)
- Assistant Professor at Aalborg University:
 - Teacher and project supervisor at the Master of Science (M.Sc.) program in Information Technology with a focus on IT Management (in Danish: “Cand.it. i it-ledelse”)
 - Responsible for the Master of Science (M.Sc.) courses “Informationssystemers rolle i organisationer” (2010-2011 and 2011-12) and “It-baseret forbedring af organisatoriske processer” (2011-2012)
 - Co-examiner of the Master of Science (M.Sc.) course “Informationsteknologi, programmering og databasesystemer” (2010)
 - Guest lecturer and project supervisor at the Master of IT (executive program) courses “It-forretningsmuligheder og tilbudsproces” (2010-2011), “IT-lederen” (2011), and “IT-organisationen (2011/12)”
 - Supervisor to research trainees (in Danish: forskningspraktikanter) Ann Nørgaard Dorset, Hans Christian Hvistendahl, Chris Kovács, Elisa Bang Møller, Thomas Jakobsen Nygaard, Laura Noline Purup, and Frank Ulrich (September 2011 – February 2012)
 - Administrative responsibilities: Semesterkoordinator of 1st and 2nd semester at the Master of Science (M.Sc.) program in Information Technology

PhD Courses

- Action Research (2,5 ECTS)
- Introduction to Classic Organization Theory (5 ECTS)
- Organizational Identity: Origin, Methods and Future Perspectives (4 ECTS)
- Det kvalitative forskningsinterview (3 ECTS)

- Tværfaglig videnskabsteori og metode (5 ECTS)
- Organisations- og arbejdsantropologi (10 ECTS)
- Erhvervskursus (7,5 ECTS)

Miscellaneous Activities

- Presentation at the 2011 pre-ICIS SIG eGovernment workshop, The 2011 International Conference on Information Systems (ICIS 2011), December 4th – 7th 2011, Shanghai, China
- Conference presentation at ECIS2008: The 16th European Conference on Information Systems (ECIS2008), June 9th – 11th 2008, Galway, Ireland
- Conference presentation at ISD2007: The 16th International Conference on Information Systems Development, August 29th – 31st 2007, Galway, Ireland
- Study abroad (January 3rd – June 26th 2007) at Center for Process Innovation, J. Mack Robinson College of Business, Georgia State University
- Participation in Symposium on Software Process & Knowledge, Aalborg, 28th – 29th January 2006
- Biannual research visits (since 2007) to Center for Process Innovation, J. Mack Robinson College of Business, Georgia State University