



ACADEMY OF
MANAGEMENT

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Perspective

THE NEWSLETTER FOR THE OPERATIONS MANAGER

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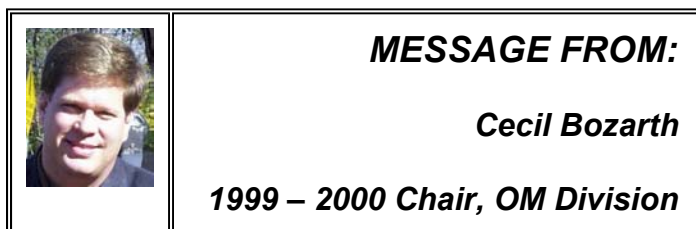
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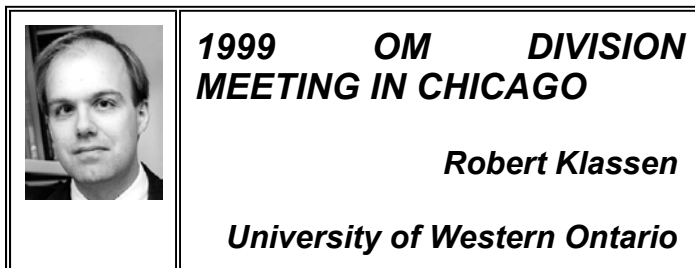
How much things can change in just a few years. As the newsletter editor three years ago, I wrote a piece that, in a nutshell, begged folks to become involved in the OM Division. I talked about the quality of the Academy program and its journals, and how the Academy was one of the best gathering points for OM researchers interested in cross-functional research.

I still feel the same way, and evidently, so do a lot of other people. Thanks to the efforts of many individuals, Chicago submissions were up over 50% from the previous year, and we are hoping for an even larger turnout this year. For the first time in recent memory, we had two papers in the proceedings. The doctoral consortium was a major success, and we even had an

executive from McDonald's come in to talk to us about the company's new "make-to-order" strategy. We also awarded our first Student Paper Award to go along with the Chan K. Hahn Best Paper award.

But we have even more exciting things in the pipeline. First, the OM Division is looking to develop an affiliation with the Journal of Operations Management (see related article). Such a relationship will boost the visibility of the OM Division and the Academy overall. Second, the OM Division has developed a new domain statement (see related article). Both of these initiatives are working their way through the Academy's decision process as you read this.

(Continued on page 2)



The final Academy of Management meeting for this decade . . . century . . . millennium . . . has concluded. This year's meeting, like many before, offered participants many opportunities to share research ideas, to collaborate on new projects, to attend outstanding research sessions in a variety of management disciplines, and to meet both old and new friends.

The OM Division program pursued several exciting new directions this year. First, and most significant, your phenomenal support enabled the OM Division to expand its program to the largest number of papers and symposia that we have had in recent years. A total of 28 papers and one symposium were presented across 13 sessions over the course of two and half days. In addition, many participants enjoyed the very strong professional development workshops assembled by Thomas Choi (Arizona State University).

Second, we moved to several different session formats for papers, varying from three to four papers, and from one discussant per session to one discussant per paper. Your feedback about the value of these different formats would be appreciated as planning for next year's program is now in its earliest stages.

Third, the OM Division presented a stimulating, high profile theme session with our distinguished speaker, Lynn Crump-Caine, Group Vice-President of Operations, McDonald's Corporation. This session, chaired by Ken Boyer (DePaul University), offered fascinating insights into the competitive leverage that is being sought by transforming the operations of 10,500 locations across the U.S. Drawing from this exemplary case, Peter Ward's (Ohio State University) thoughtful comments encouraged each of us to research and communicate to our students in a very real way the important role that change and improvement has in establishing operations as a critical competitive force.

As at previous meetings, the Academy Meeting afforded us an opportunity to recognize strong

research in our division. Congratulations to our Chan K. Hahn Best Paper award winners, Mohan Tatikonda (University of North Carolina) and Stephen Rosenthal (Boston University). Their paper, entitled "Successful execution of product development projects: the effects of project management formality, autonomy and resource flexibility," appeared in the 1999 Proceedings. Two other excellent papers also appeared in the proceedings – the first by Kathryn Blackmon (University of Bath), Anders Drejer (Aalborg University), and Chris Voss (London Business School); and the second by Ravi Kathuria and Elizabeth Davis, both of Saint Joseph's University.

1999 Chan K. Hahn Best Paper Winners		
	Stephen Rosenthal Boston University	Mohan Tatikonda UNC – Chapel Hill

Finally, the inaugural Student Paper Award was presented during the annual OM Division business meeting. Congratulations to Rajesh Nellore and his co-author, Jaideep Motwani, both at Grand Valley State University, for their paper, entitled "Specifications in outsourcing: a case study."

Thank you for all your support as authors, reviewers, discussants and session chairs. In retrospect, it was only a few short months ago that the Call for Papers was published, submissions were received, reviewers and authors were contacted and the final program was assembled. Yet, before this year's program had ended, Thomas Choi, the Program Chair for 2000, and I were meeting to discuss plans for next year. So it is with much anticipation that I look forward to seeing everyone in Toronto in 2000!

MESSAGE FROM Bozarth . . . (from page 1)

This is a wonderful time to be in the OM Division. So join us by submitting your papers by the January 7th, 2000 deadline, and contact us if you want to help out. We look forward to seeing you in Toronto in August 2000.

Cecil Bozarth

PDW AT 1999 CONFERENCE IN CHICAGO
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Thomas Choi
Arizona State University

We kicked off the pre-conference PDW activities on Friday with a well-attended doctoral consortium (see separate report). Jack Meredith (Wake Forest University) and Johnny Rungtusanatham (Arizona State University) co-coordinated this past year's doctoral consortium.

On Saturday afternoon, a panel of senior faculty members presented and discussed their visions for the OM field for the next millennium. Roger Schroeder (University of Minnesota) organized this session, with panel members including Kevin Dooley (Arizona State University), Roberto Filippini (Università di Padova, Italy), Keong Leong (Ohio State University), and Aleda Roth (University of North Carolina – Chapel Hill).

A session on innovative teaching followed with presenters sharing their teaching tools and strategies for fundamental OM courses. This session, chaired by Chris McDermott (Rensselaer Polytechnic Institute), involved Robert Handfield (North Carolina State University), Diane Parente (Pennsylvania State University – Erie), and Susan Sanderson (National Science Foundation and Rensselaer Polytechnic Institute).

We concluded Saturday with a cocktail social, jointly sponsored by the Department of Management at Arizona State University and the OM Division. The cocktail social offered an opportunity for attendees to mingle in an informal atmosphere.




Chan Hahn, Shawnee Vickery, Bill Glick, John Anderson, and Barbara Flynn (from left to right) debating during their session on where OM should reside in a business school.

Sunday began with a captivating session on how and where the OM group fits within a typical business school. Barbara Flynn (Wake Forest University) put together a session with representatives (department chair or chair-delegate) from business schools that had different

OM configurations. We were honored to have John Anderson (University of Minnesota), William Glick (Arizona State University), Chan Hahn (Bowling Green State University), and Shawnee Vickery (Michigan State University).

Our grand finale was a session co-chaired by Kenneth Boyer and Rohit Verma, both at De Paul University. They invited a group of executives from leading corporations to present their views of important OM-related issues for OM scholars to study and research. Presenters included John Dwyer (U.S. Department of Agriculture), Richard Gilgan (Bank One), and Noshir Khory (Motorola).

	<p>1999 CHICAGO DOCTORAL CONSORTIUM</p> <p><i>M. Johnny Rungtusanatham</i></p> <p><i>Arizona State University</i></p>
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The 1999 OM Division's Doctoral Consortium, held on Friday, August 6 and Saturday, August 7, hosted 14 doctoral students (see box).

Student Participants	
Elliot Bendoly	Indiana University
Alan R. Cannon	Clemson University
Kristy O. Cua	University of Minnesota
Tyler Frank	University of Toledo
Daesik Hur	Indiana University
Peggy D. Lee	George Washington University
Frank Montabon	Michigan State University
Dawn Russell	Northwestern University
Marc E. Ruzicka	Arizona State University
Zhengzhong Shi	University of Toledo
Fabrizio Salvador	Università di Padua, Italy
Jeff Stratman	UNC – Chapel Hill
Nikolaos Tsikriktsis	Boston University

Victor B. Wayhan	University of Houston
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This year, Jack Meredith (Wake Forest University) and I worked as a team to design and deliver a program with five panel sessions that focus on a wide range of topics – from employment issues to small group sessions. The first session began at 1:00 p.m. on Friday and the last session ended just

before the luncheon and closing ceremony on Saturday. Each panel session welcomed the participation and support of not only well-known names and familiar faces in the OM discipline but also distinguished senior scholars in the OB and Industrial Engineering disciplines (see box). The sessions were well attended and, according to feedback from doctoral student participants, imparted invaluable insights for all in attendance.

Faculty Participants	
John Anderson	University of Minnesota
Kim Bates	University of Toronto
Thomas Choi	Arizona State University
Kevin Dooley	Arizona State University
Randy Dunham	UW – Madison
Joy Field	Boston College
Barbara Flynn	Wake Forest University
Chan Hahn	Bowling Green State University
Janelle Heineke	Boston University
Nancy Hyer	Vanderbilt University
Jay Jayaram	University of Oregon
Rob Klassen	University of Western Ontario
Keong Leong	Ohio State University
Jack Meredith	Wake Forest University
Ram Narasimhan	Michigan State University
K. K. Sinha	University of Minnesota
Rohit Verma	De Paul University
Shawnee Vickery	Michigan State University
Peter Ward	Ohio State University

Additionally, the 1999 AOM OM Division's Doctoral Consortium proudly acknowledges the financial support from Arizona State University and Wake Forest University. A "thank you" to the Department of Supply Chain Management at Arizona State University for sponsoring the various coffee breaks and the continental breakfast on Saturday, August 7. Also, a "thank you" to the Babcock Graduate School of Business at Wake Forest University for the sponsorship of the closing luncheon on August 7. Finally, "thank you" to the Babcock Graduate School of Business and the Department of Management at Arizona State University for providing the necessary staff support and covering the miscellaneous costs that led to a successful doctoral consortium.

In conclusion, here are some photographs from the 1999 OM Division's Doctoral Consortium!



John Anderson ("name tag") working with doctoral students in small group breakout session



Keong Leong discusses how services can lead to professional success.



Randy Dunham explaining the importance of teaching in business schools.



Faculty and doctoral students mingling during coffee breaks between sessions.

NEWS FLASHES

PROPOSED DOMAIN STATEMENT FOR OM DIVISION UNDER DELIBERATION . . .



Peter Ward

1998 – 1999

OM Division
Chair

In 1998, Peter Ward charged Ken Boyer (DePaul University), Anil Khurana (Boston University), Rob Klassen, (University of Western Ontario) and Chris McDermott (RPI) with the task of developing a new domain statement for the OM Division. After numerous consultations, a version of the new domain statement was presented, discussed, and approved at the 1999 OM Division Business Meeting (see box):

OM DIVISION

PROPOSED DOMAIN STATEMENT

The Operations Management Division focuses on the management of the transformation processes that create products or services. These processes are found in all organizations including profit and non-profit organizations. Conceptual, empirical, and methodological contributions are encouraged, as are cross-functional linkages and perspectives.

Major topics include operations strategy, product and service development, supply chain management, project management, and quality management, as well as international, human resources, environmental, and IT issues facing operations.

The proposed domain statement makes several important points. First, as a division within the Academy of Management, we are always looking for ways to strengthen our linkages with academicians and topic areas outside our discipline (quite frankly, this is where much of the ground-breaking research in "management" is taking place). Second, we are more interested in the *content* of our research than the *form* it takes. *All* research approaches that make a *meaningful* contribution to our understanding of "operations" are welcome.

PROPOSED AFFILIATION WITH JOURNAL OF OPERATIONS MANAGEMENT (JOM) . . .

This past year, the OM Division also began discussions with Jack Meredith (Wake Forest University), Editor of Journal of Operations Management (JOM), of a possible formal affiliation between the OM Division and the journal. JOM is a premier journal in the OM field and has been a strong supporter of OM research deploying empirical methodologies, including survey research, case-based research, historical data analyses, secondary data analyses, etc. Below is an overview of the proposal that is in front of the Board of Governors of the Academy of Management.

OVERVIEW

The OM Division of the Academy of Management recommends that the Academy enters into an affiliation with the Journal of Operations Management (JOM). The nature of the affiliation would be as follows:

- Academy announcements of interest to the OM Division (conference calls, special issues, etc.) would be published in JOM.
- JOM announcements would be included in *Perspectives* and possibly other Academy publications.
- The Academy would share affiliation status with APICS.
- The Academy name would appear on the cover of JOM.
- OM Division leadership would work with the JOM leadership to establish research ties, potentially including (but not limited to) a fast-track review process for Academy Best Paper winners and JOM paper calls that match the annual Academy conference theme.

The affiliation agreement will impart no financial obligations on either the Academy or JOM. Furthermore, the Academy would not be responsible for the publication of JOM.

As these two proposals move forward in discussions with the Academy of Management leadership, the OM Division will continue to keep its constituent members informed of latest developments.

2000 AOM OM DIVISION MEETING

The theme for the 2000 Academy of Management Meetings is "A New Time." As a discipline of study, Operations Management has addressed "time" in many unique ways. Some examples include just-in-time manufacturing, time-based management, product life cycles, etc. With such distinguished traditions in dealing with time, the OM Division can make a unique contribution to the AOM meeting.

As before, the OM Division will give the Chan K. Hahn Best Paper Award to the best competitive paper. The OM Division will also bestow the Student Paper Award to the best student paper. Please note that to be considered for the Student Paper Award, the paper must be clearly identified as a student paper at the time of submission. Also, to celebrate the efforts of the anonymous reviewers who put in a tremendous amount of work to review papers for the OM Division, the OM Division will give a new award in 2000 – the Best Reviewer Award.

For the 2000 meeting, empirical and conceptual papers, as well as symposia, are invited. Topics of special interest include, but are not limited to, operations strategy, supply chain management, just-in-time operations, implementation and management of process technologies/systems, product and service development, service operations, international operations, resource scheduling and control, ecological issues in operation, human resource and workforce policies in operations, project management, and TQM.

According to new AOM procedures, all submissions have to be registered electronically FIRST through the AOM home page (www.aom.pace.edu) . . . please follow instructions posted on the home page precisely. Once a submission is registered, please follow guidelines for sending printed copies to:

Thomas Y. Choi

Program Chair, AOM OM Division

Arizona State University

Department of Management

Box 874006

Tempe, AZ 85287

(480) 965-6135

**2000 AOM OM
DIVISION PDW &
CONSORTIA**

Janet Hartley (Bowling Green State University), the 2000 PDW Chair for



the OM Division, has put together the following sessions for the upcoming meeting in Toronto.

Doctoral Consortium

The 2000 OM Division's Doctoral Consortium will be co-chaired by Robert Handfield (North Carolina State University) and Jayanth Jayaram (University of Oregon). The Consortium will begin on the afternoon of Friday, August 4, with sessions on employment (interviewing, job talk do's and don't and making the transition from graduate student to faculty member) and teaching (newcomer and experienced perspectives). These sessions will be followed by a tour of the operations center of the Toronto subway system.

On Saturday, sessions will explore how to be successful in developing and publishing research as well as how to manage service for professional success. The Doctoral Consortium will conclude with a luncheon on Saturday.

The OM Doctoral Consortium offers an excellent opportunity for doctoral students to meet and talk with faculty in a comfortable, informal setting. Typically, the ratio of students to participants is one to one. We urge doctoral students to take advantage of this unique opportunity.

Professional Development Workshops (PDWs)

For the 2000 conference, four PDWs spanning a range of topic areas – from teaching curriculum to research issues – are being planned (see descriptions in boxes on page 8).

Pre-Conference Social

A pre-conference social has also been planned for Saturday (August 4) evening. All participants of the OM Division PDWs are invited to attend.

(Continued on page 11)

OM Ph.D. Students and Interested Faculty

Please Come Join Us at the

OM Division's Doctoral Consortium

(2000 Annual Meeting of the Academy of Management)

August 4-5

Toronto, Canada

The OM Division of the Academy of Management is an active division of scholars and practitioners dedicated to advancing the science and practice of operations management. Each year, the Division sponsors a Doctoral Consortium as part of the Pre-Conference activities for the Meeting of the Academy of Management. The OM Division's Doctoral Consortium, while open to OM Ph.D. students, is highly selective, with selection criteria based on merit and progress in students' respective Ph.D. programs.

For 2000, the Doctoral Consortium will continue to host sessions that provide insight into employment issues (e.g., interviewing strategies, do's and don'ts), teaching (e.g., important teaching, good teaching strategies), research issues (e.g., publishing, writing research grants, research), and service. Following the success of last year's session, there will also be an individualized session "Developing Your Professional Career" for the doctoral students. For this session, we will be featuring prominent "new" as well as "seasoned" faculty members from universities and colleges across the U.S. In addition to these educational sessions, we have arranged for a tour of the Toronto subway system plus formal and informal social gatherings for faculty and students to interact more directly. As such, the Doctoral Consortium presents an excellent learning opportunity for OM Ph.D. students in any year of their program.

OM Ph.D. students interested in attending the Doctoral Consortium should submit, by **May 31**, the following information: (a) a **1-page academic vita**, (b) a **1-page outline of their anticipated actual dissertation topic**, and (c) a **letter of recommendation from an appropriate official** (Dean, Doctoral Program Director, Department Chair, Dissertation Chair, Faculty Advisor, etc.). The package should be sent to:

Rob Handfield

Department of Business Management

College of Management

Campus Box 7229

North Carolina State University

Raleigh, NC 27695-7229

Selected participants and their sponsoring institution are responsible for their travel, lodging, and meals (except where noted). For more information about the Doctoral Consortium, please contact either:

Robert Handfield	Jayanth Jayaram
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	<p>Bank of America University Distinguished Professor</p> <p>Department of Business Management</p> <p>College of Management</p> <p>Campus Box 7229</p> <p>North Carolina State University</p> <p>Raleigh, NC 27695-7229</p> <p>Email: Robert_Handfield@ncsu.edu</p>	<p>Assistant Professor of Decision Sciences</p> <p>Department of Decisions Sciences</p> <p>University of Oregon</p> <p>Eugene, OR 97403-1208</p> <p>Email: jayaram@oregon.uoregon.edu</p>
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Call for Papers

Journal of Operations Management

A Special Issue on

Managing the Interface between Marketing and Operations

Manoj K. Malhotra and Subhash Sharma

Co-Editors

The *Journal of Operations Management* (JOM) is soliciting papers for a special research issue focussed on managing the interface between the marketing and operations functional areas. Cross-functional integration has long characterized decision making in successful enterprises, and has also been subject of active debate and scholarly publications in academic circles. In particular, managing the interface between the marketing and operations functions is a challenging task since these two functional areas may often have conflicting objectives and plans of action. Yet co-ordination between them is critical for firm success.

In this special issue, JOM is interested in publishing those papers that address substantive interface-related issues faced by domestic and multinational businesses. Papers that stem from actual real world operations/production/marketing issues and decisions faced by managers are most desirable. These papers should clearly bring out the cross-functional perspectives that promote joint approaches, as opposed to isolated functional area actions. Authors are also encouraged to submit conceptual papers aimed at theory building, modeling papers that test theories at the cusp of marketing and operations issues, case and field research studies, and meta-analysis review papers. The conceptual/modeling papers could be in the form of new theories and/or normative models proposed for addressing marketing and operations/production interface issues. However, these modeling papers must be motivated by real-world problems. In addition they must be illustrated empirically by either using real world

data, or by using simulated data related to actual operating conditions at a company. Case studies can also be used to illustrate model's applications. Papers that propose new or improved methodologies that specifically promote a better understanding of this interface are also welcome if its superiority over existing methodologies is illustrated empirically. Meta-analysis review papers should be integrative in nature and provide a state-of-the art review of marketing/operations/production interface issues. The meta-analysis should develop generalizations on which theories that substantively address this interface can be built and tested in the future.

Topics appropriate for inclusion in the *Special Issue* include, but are not limited to the following:

Strategic System Design. The strategic value of marketing/operations co-ordination as measured by its impact on firm performance. Within this context, the process by which alignment can be achieved between the external environment, business strategy, marketing strategy, and operations strategy would be of interest.

Organizational System Design. Types of organizational design structures (organic, mechanistic, matrix, etc.) that promote better marketing/operations co-ordination. Empirical examination of impediments to implementing closer co-ordination such as the role of politics, functional areas' power in shaping a firm's strategy, incentive and reward systems, etc.

Distribution: Issues related to the impact of distribution decisions made by marketing managers (e.g., introduction of a new channel, consolidation of channels, dual channel distribution) on production capacity planning, outsourcing, location of plants, and inventory and supply chain management. Issues related to concurrent design of products, processes, and supply chains, and their interaction with various distribution strategies would also be of interest.

Marketing Strategy: The short-term and long-term effects of price, promotion/advertising and product decisions on demand and how they jointly impact demand management and capacity planning decisions. The role of production planning and control systems (such as *MRP*, *JIT*, and *Kanban* among others) can also be examined within this context. Papers dealing with the effect of product positioning and ensuing multibrand strategies (to serve multiple segments) on manufacturing strategy would also be of interest.

New Product and Service Design: New-product or new-service design methodologies that address the issues of mapping customer needs and preferences onto engineering/service attributes. Location and capacity planning of plants to coincide with the launching of a new product or service and following it through the product's life cycle would be of interest, as also related layout and technology issues surrounding the use of Group Technology or Flexible Manufacturing Systems in manufacturing plants.

Manuscripts must be submitted no later than February 1, 2000 and conform to *JOM* requirements. The manuscripts will be reviewed according to standard *JOM* review procedures. Please submit five copies of the manuscripts to:

Professor Manoj Malhotra	Professor Subhash S
--------------------------	---------------------

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**Remember
COWS
and their
OMNIPRESENCE
in
Chicago?**

Call for Papers for a Special Issue of *Production and Operations Management*

Environmental Management and Operations

DEADLINE: February 15, 2000

In keeping with the increasing importance of environmental and sustainable management concerns globally, *POM* will devote a special issue to the impact of operations on environmental management. Theoretical and empirical contributions concerned with the integration of responsible environmental management with key areas of operations are encouraged. Topics covered could include (but are not limited to) areas such as the following:

- Lifecycle Inventory and Material Balance Analysis
- Supply Chain Design and Eco-Logistics for Environmental Performance
- Reverse Logistics and Remanufacturing
- Product Stewardship
- Design for Environment
- Industrial Ecology and Integrated Sectoral Assessment Modeling
- Environmental Management Systems Standards, including ISO 14000 and EMAS
- Risk Management and Accident Prevention

Papers are expected to be original contributions, covering specific topic areas in depth, but authors are encouraged to include more than the usual cursory discussion of the links of their work to the broader literature on operations and environmental management. Empirical papers with a global or sectoral focus, illustrating the joint benefits of research in operations management to both profitability and environmental excellence are especially encouraged, as are theoretical pieces that open up new modeling approaches. All papers should meet the

standard *POM* quality requirements and will undergo the usual blind review process. The Special Issue Editors will forward papers which are considered of sufficient quality for *POM* but not appropriate for the special issue to Professor Kalyan Singhal (editor-in-chief) for consideration and review for publication in a regular issue of *POM*.

It is expected that this special issue will appear in the first quarter of 2001. To be considered for the Special Issue, papers should be submitted in triplicate to Professor Paul Kleindorfer at the Wharton School. We are committed to ensuring a rapid and fair review process and promise a response within three months of submission.

Editors of the Special Issue

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2000 OM PDWs . . .

(Continued from page 6)

Saturday, August 5:

John Ettl (Rochester Institute of Technology) will chair a session on the challenges and pitfalls of ERP implementation. Participants in the session will present the view of ERP providers, ERP users, and researchers studying ERP implementation.

Cecil Bozarth (North Carolina State University) will organize a session on innovative teaching in operations management.

Sunday, August 6:

Robert Klassen (University of Western Ontario) will chair a session on manufacturing in global operations.



Aleda Roth (University of North Carolina) will chair a session on global service operations research.

Participants in these two sessions include **Clay Whybark** (University of North Carolina), **Soumen Ghosh** (Georgia Tech University), and **Chris Voss** (London Business School).

More Photographs . . .



Peter Ward and Aleda Roth
enjoying drinks at the OM Division
business meeting.

	<p><i>MESSAGE FROM:</i></p>
	<p><i>M. Johnny Rungtusanatham</i></p>
	<p><i>Editor, Perspectives</i></p>

I feel honored to have this opportunity to serve the AOM OM Division as the 1999-2000 Editor of Perspectives. Since assuming my responsibilities in early November, I have been working with the OM leadership to ensure that we get the newsletter out before the end of the year. As you will notice from this recent issue, I have instituted a few cosmetic changes to the newsletter (e.g., the AOM logo to identify our newsletter with the parent organization, the use of the two-column layout, the incorporation of more photographs, etc.).

While our current budget



Ken Boyer

OM Division

Webmaster

precludes us from being able to print Perspectives in a high gloss color format, the newsletter with its color photographs and other color schemes can be downloaded in the future off a new OM Division home page. This new OM Division home page is currently under construction and is being managed by Ken Boyer at De Paul University.

In closing, thank you for your support. I look forward to working with many of you, to helping the OM Division to grow in membership and stature, and to continuing our tradition of excellence. Please continue to send me photographs, news articles, announcements, achievements, etc. that would be relevant and of interest to the members of the AOM OM Division. I leave you with more photos from the 1999 meeting in Chicago. Enjoy!

Johnny Rungtusanatham



Let's Party!



Tom Choi and Susan Meyer having a good laugh at the Pre-Conference Cocktail Social.



Mohan Tatikonda receiving the Chan K. Hahn Best Paper Award from Rob Klassen.

