

ACADEMY OF  
MANAGEMENT

# *Perspectives*

NEWSLETTER FOR THE OPERATIONS MANAGEMENT DIVISION

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Chair, OM Division

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## From our Division Chair

As memories of the Academy meeting in Toronto begin to fade, many positive impressions stand out. I congratulate all of you who participated this year and especially Tom Choi, Program Chair, for creating an excellent conference! Submissions increased by over 30% for the second straight year, with many new faces and research perspectives. And more members actively participated in a wide variety of leadership and service roles. As a result, the division had the strongest program in recent memory with three papers in the Proceedings. Our membership number also is rising, at 380 this year. Indeed, this is a great time to be part of the Operations Management division!

The challenge moving forward is to continue expanding our division's service to you, its members, and our division's impact on the Academy and operations management community. I hope that we can do this in several ways. First, we can continue to stress and expand the interdisciplinary linkages of our research within the Academy. Second, we must continue to sharpen our positioning relative to other organizations in operations management. I believe that our division's emphasis on empirical research, as reflected in our developing linkage with *Journal of Operations Management*, is one such distinction. Third, our division must continue to innovate, as we have seen happen over the last few years. I hope that the recent changes and growth encourage you to persuade those outside the division to become involved, and those on the margin to participate more actively.

*(Continued on page 2)*

**From our Division Chair (continued from page 1)**

My thanks to Cecil Bozarth, last year's Chair, and Peter Ward, Past Chair, for their outstanding work in building the presence and impact of our Division. Their enthusiasm and commitment have been critical to our division's renewal. I must also thank last year's newsletter editor, Johnny Rungtusanatham, for expanding the visual interest of our newsletter and moving it to the Web. At this time, we have a new secretary, Web guru, and editor for our newsletter, Diane Parente. I greatly appreciate her willingness to take on these important communications roles within the division.

At the same time, let me take this opportunity to welcome several new leaders that our members have elected this year. First, Jan Hartley will be chairing next year's Program and Ken Boyer is developing the Professional Development Workshop. I am sure that their fresh new ideas will further build on the success of our annual meeting. Steve Melnyk and Robert Sroufe have graciously agreed to chair next year's Doctoral Consortium. I would also like to thank Barb Flynn for agreeing to serve as our representative to the All-Academy Council.

Undoubtedly, with the hard work of these individuals and your strong support as division members, we will have a great year ahead. I look forward to working with our division members this year, and hope to see you in Washington in 2001!

**Rob Klassen**

**From our All-Academy****Council Representative**

The newly formed Academy of Management Council is a representative group whose purpose is to provide input to the Board of Governors, which is the governing body of the Academy. Although members of the Board of Governors are elected at large, each division and interest group has a representative to the AoM Council. Although we don't have any decision making power, our unique composition will allow us to develop and forward ideas that the Board might not have otherwise considered. The AoM Council will be doing much of its work virtually during the course of this year, with a number of subgroups considering various issues.

I am part of the subgroup that is soliciting ideas about the role of small divisions and doctoral students within the Academy of Management. I am thrilled to be part of this subgroup, because I think that these are two constituencies that need to be heard. As the smallest division in the Academy of Management, the OM division is very familiar with some of the problems of small divisions. I hope that the AoM Council will provide a means for trying to find solutions to some of these problems.

I would like to ask that you email me with any comments, ideas (especially welcome), gripes, etc. about the role of small divisions and/or doctoral students within the Academy of Management. In particular, I'd like to hear from our division officers about budgeting issues, program issues, etc., however, all comments are encouraged and welcome. You can reach me at [barb.flynn@mba.wfu.edu](mailto:barb.flynn@mba.wfu.edu).

Let's make the AoM Council something that can really work for us!

**Barb Flynn**

***Journal of Operations Management***  
**Special Issue: Case Study and Field Research**

While there has been solid growth in operations management of studies that statistically relate various elements of operations practice to performance, there has not been similar growth in rigorous case and field research. This issue aims to focus on case and field research studies that generate the type of knowledge that cannot be gleaned purely from the statistical analysis of pre-formatted questionnaires, or are at the hypothesis *generating* rather than hypothesis *testing* stages of development.

The deadline for submission of papers is March 20, 2001. However, authors are encouraged to submit their papers as soon as possible because the review process will be initiated immediately upon receipt.

**Editors:**

Jack Meredith                      Danny Samson

**Associate Editors**

Rob Handfield                      David McCutcheon  
Ron McLachlin                      Ian Stuart

**From our 2000 Program Chair**

The first Academy of Management meeting in this millennium held in the wonderful city of Toronto was simply a blast. (Horns and cheers, please.)

This year's meeting, like many before, has brought scholars from many different countries (Australia, China, Great Britain, Korea, etc.) and backgrounds (OM, OB, Strategy, Technology, etc.) to share ideas, to learn from one another, to meet old and new friends, and just to hang out together.

According to one member, "the best sessions I have attended this year were found in the OM Division" (John Ettlle). Another member noted, "our division this year had the most number of sessions I have seen in many years" (Barbara Flynn).

Thanks to our members and prospective members that submitted papers and thanks to many anonymous reviewers and volunteers, the visibility of the OM Division in the Academy continues to grow.

Rob Handfield organized a great doctoral consortium. Jan Hartley assembled great professional development sessions. The level of submissions had been up by 45% in 1999, and this year it went up by another 30%. A total of 24 papers were presented in the regular paper sessions spanning from Monday morning to Wednesday noon. In addition, seven papers were presented in our excellent interactive paper sessions. The paper that received this year's Chan K. Hahn Best Paper Award was presented in one of the interactive sessions. (Congratulations to Winners: Morgan Swink and Dongsong Zeng).

Further, our division accepted three symposia this year, and all three were subsequently accepted by the Academy (Program Chair: Jean Bartunek) as Showcase Symposia. Some of our senior colleagues jumped in this year to put together special sessions related to this year's theme of "New Time."

Linda Sprague organized a session with Chan Hahn and David Dilts that examined the evolution of our understanding of the role of time in our work. For his session, Peter Ward invited Joseph Alluto, Dean of College of Business at OSU and former President of AACSB, Graham Loewy, Director of Lean Resource Center at Ford Motor Company, and David Hoyt, President of Arvin Ride and Motion Control. They put on a great session on the corporate-business school knowledge supply chain.

In addition to the Chan K. Hahn Best Paper Award, the Best Student Paper Award was presented this year for the second time. The winner was Craig Froehle for his work on the antecedents of new service development effectiveness. In order to be qualified as a student paper, a student had to be the sole author or the first author if multiple authors.

Finally, the Best Reviewer Award was inaugurated this year. We instituted this award to celebrate the efforts of many anonymous reviewers that play a major role in the success of the program. The winner this year was Mark Pagell. At the same time, we want to recognize many other reviewers for their thoughtful, detailed, and prompt reviews.

Thanks to both reviewers for your scholarly contributions and to everyone that submitted manuscripts. Without

your effort we would not be able to pull together meaningful sessions. Thank you, presenters and discussants, for coming to the conference and sharing your findings, ideas, and future research directions. Thank you session chairs, in particular, for your leadership in managing sessions and taking pains to make sure things would flow smoothly. Thank you, officers of the OM Division, for working tirelessly in the background to make things happen for the members.

Lastly but most importantly, thank you, all the members of the OM division, for your continued support for the OM Program at the Academy of Management Meeting. We look forward to many more years of this wonderful tradition. Cheers.

**Tom Choi**

## From the 2000 Doctoral Consortium

This year's doctoral consortium proved to be a great experience for all who attended. This year, we had nine doctoral students attend:

Jeff Adams	George Washington University
Elliot Bendoly	Indiana University
Craig Froehle	University of North Carolina at Chapel Hill
Tim Huh	Cornell University
Peggy Lee	George Washington University
Stephan Vachon,	University of Western Ontario
Chatura Ranaweera	University of Cambridge
Eve Rosenzweig	University of North Carolina at Chapel Hill
Rachna Shah	Ohio State University

In addition, we had a number of excellent presentations made by faculty members who arrived early for the meeting. I would like to extend a special thank you to these people who made the extra effort to attend the consortium and participate. The following people put a lot of work into organizing the event, participating, or presenting and participated actively in providing the new scholars with some excellent advice as they begin their academic careers:

Kim Bates	University of Toronto
Tom Choi	Arizona State University
Kevin Dooley	Arizona State University
Barbara Flynn	Wake Forest University
Chan Hahn	Bowling Green University
Janet Hartley	Bowling Green University
Dan Krause	Arizona State University
Larry Menor	University of Western Ontario
Jack Meredith	Wake Forest University
Mark Pagell	Kansas State University

The sessions spanned a wide variety of topics, including Employment Issues (Mark and Kim), Perspectives on Teaching (Larry and myself), funding and publishing research (Jack, Barb, Dan, Kevin), and service commitments (Chan). Students also had a chance to review their current dissertation topics with faculty and obtain feedback on research. On Friday night, Tom Choi took the students out to dinner at a local restaurant, and we even caught a few innings of a Blue Jays game!

Thanks to everyone who helped make this year's consortium a success, and we wish the best of luck to our new scholars. I also want to thank the NC State University College of Management and Prentice Hall for their sponsorship of the coffee breaks and lunch on Saturday.

As I mentioned to a lot of people at the conference, participating in this type of event always helps people to step back and look at their career up to now, and decide where to go from here. I hope that more people will be able to make it next year.

**Rob Handfield**

*Journal of Operations Management*

Special Issue: Metrics and Performance Measurement in Operations Management

The *Journal of Operations Management* invites papers for a special issue on metrics and performance measurement in Operations Management.

Metrics and performance measurement have now become part of the basics of manufacturing excellence. They are also increasingly forming a focus of research attention in Operations Management. This special issue is intended to collect and present research papers that represent this new trend in research and that indicate the diversity of activities and topics being explored as part of this theme.

The deadline for submission of papers is April 15, 2001. However, authors are encouraged to submit their papers as soon as possible because the review process will be initiated immediately upon receipt.

**Guest Editors:**

Steven A. Melnyk	<a href="mailto:melnyk@msu.edu">melnyk@msu.edu</a>
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## **From our 2001 Professional**

### **Development Chair**

The opportunity to chair the pre-program for the 2001 conference provides a unique opportunity to develop innovative, stimulating sessions by taking advantage of the relatively greater freedom the Academy allows for these sessions relative to the regular program. One of the goals for the division over the last few years has been to increase our visibility within the Academy and to involve colleagues who may not normally attend. Toward this end, I have been working to contact leading researchers and teachers in the operations area to invite them to participate and experience the Academy conference. While this effort is in its early stages, two major components of the pre-program are already in place.

First, Steve Melnyk (Michigan State University) and Robert Sroufe (Boston College) have agreed to develop the division's doctoral consortium. Steve is planning an innovative approach to make the doctoral consortium much more interactive by partnering students and faculty in small (3 or 4 person) sessions to discuss a range of topics such as university politics and service, managing a research stream and teaching techniques.

Second, Mohan Tatikonda (University of North Carolina) is organizing a session on teaching developments in project management. In this session, panelists and audience members will address: (1) challenges and opportunities of teaching project management as it applies to contemporary business contexts; (2) the key themes that merit most attention in the classroom ("what do our students need to know?" and "is there more to project management than PERT charts?"); (3) the appropriate scope and emphasis for required core courses vs. elective courses vs. highly focused executive education sessions on project management; (4) experiences in teaching with software tools (e.g., Microsoft Project) and (5) teaching of project management in specific applications contexts (e.g., information systems implementation, new product and service innovation, entrepreneurial startups) that are so relevant to our students today. This session may be co-sponsored by the Technology & Innovation Management division.