



ACADEMY OF MANAGEMENT

# Perspectives

THE NEWSLETTER FOR THE OPERATIONS MANAGEMENT DIVISION

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**New columns coming!**



*From our Division Chair (2003)*

This year was a milestone for the OM Division! Thanks to Thomas Choi, Ken Boyer, Morgan Swink and all the past division chairs who were able to make the 30<sup>th</sup> anniversary celebration a success. *continued on page 3*

*From our Past Division Chair (2002)*

At this year's meeting in Denver, Ken Boyer, our program chair, prepared a feast of thought-provoking sessions for us. *...continued on page 2*



*From our Program Chair (2002)*

I would like to thank all of the authors, discussants, reviewers and attendees who participated in the 2002 OM division program at the meeting in Denver. *...continued on page 9*



*Message from the PDW Chair (2002) (and Program Chair 2003)*

Thanks to all of you who helped make the *continued on page 5*



*From our Professional  
Development Chair (2003)*



Greetings OM people! I hope you were able to make the Academy meeting this past August.

It may seem that the 2003 AOM conference is months away, but the PDW submission deadline is **November 11, 2002**. If you are interested in coordinating a PDW session, please let me know before the deadline.

PDW proposals are different than paper submissions. PDW proposals are submitted by the division and not by individuals. Therefore, the PDW chair needs to be part of the submission process. If you have any questions or ideas for session, please contact me at [rduray@uccs.edu](mailto:rduray@uccs.edu).

*Rebecca Duray  
University of Colorado  
Colorado Springs*

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team would like to thank all the OM division members and non-members that participated in the programs in any capacity. Without them, nothing would have been possible.

This year's meeting in Denver was particularly meaningful because we celebrated our division's 30<sup>th</sup> anniversary with the Academy. And it was a blast. Fourteen of 30 past chairs came and led us in the celebration. They were: Linda Sprague (1979, China Europe International Business School), Ken Ramsing (1980, Univ. of Oregon), Dick Chase (1982, Univ. of Southern California), Chan Hahn (1986, Bowling Green State Univ.), Ram Narasimhan (1989, Michigan State Univ.), Barbara Flynn (1991, Wake Forest Univ.), Dan Reid (1992, Univ. of New Hampshire), David Dilts (1993, Vanderbilt Univ.), T.J. Wharton (1995), James Gilbert (1996, Rollins College), Stan Fawcett (1997, Brigham Young Univ.), Peter Ward (1998, Ohio State Univ.), Cecil Bozarth (1999, North Carolina State Univ.), and Rob Klassen (2000, Western Ontario Univ.). Past chairs, thank you so much for coming!

Our Monday afternoon celebratory sessions were kicked off with a keynote speech by Jean  
*continued on page 3...*

*From our Past Division Chair (2002)  
continued from page 1...*

Also, Morgan Swink, the professional development workshop chair, provided many cutting-edge pre-conference sessions. Rebecca Duray was the doctoral consortium coordinator. This year she began a wonderful new tradition of giving doctoral students an opportunity to present their work in front of a faculty panel and receive instant feedback. All of us in the leadership



*From our Past Division Chair (2002)*

*continued from page 2..*

Bartunek, President of Academy of Management. The past chairs were then introduced by the distinguished members of our division. The introducers were, in the order of their appearance in the introduction: Keong Leong, Paul Hong, Rohit Verma, Mohan Tatikonda, John Ettlíe, Mohamed Youseff, Mikko Juntilla, Hale Kaynak, George Harris, James Hershauer, Zhaohui Wu, Maurice Reed, Ravi Kathuria, and Carl Pegels. The panel discussion that followed spanned the past 30 years of history of our division within the Academy. It was simply fantastic. Marvelous! We learned that many of the founding members of the Academy were members of the OM division and had served as the President of the Academy of Management. It made all of us realize that our division really is the true gatekeeper of the management field and that, as we look into the new millennium, we need to find ways to reclaim our rightful place in the Academy as the founders of our field. In the evening, we relaxed and mingled with the past chairs and the guests from other divisions and the Academy office. This social event was supported by the Department of Management at Arizona State University.



We have a great team of leaders that will continue to serve our division this coming year—Jan Hartley (division chair), Morgan Swink (program chair), Ken Boyer (division chair elect), and Becky Duray (professional development workshop chair). Barb Flynn will continue to be our division's representative to

the Academy Council, and I will serve one more year as the past division chair. We look forward to another great year and many more to come!

Tom Choi  
Arizona State University

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*Message from Division Chair (2003)*

*...continued from page 1*

I also thank Department of Management at Arizona State University and Chan Hahn, Bowling Green State University for their financial support.

As the OM Division embarks on the next 30 years, I want to focus on two key areas.

#### **Increase Value for our Members**

One of greatest benefit from membership is from learning and networking at the annual meeting. Please submit a paper or symposia for the 2003 meeting so we will have a large and diverse program.

- We plan to increase value by revising our newsletter and website. Our newsletter editor Diane Parente

([dhp3@psu.edu](mailto:dhp3@psu.edu)) and webmaster Elliott Bendoly ([Elliot\\_Bendoly@bus.emory.edu](mailto:Elliot_Bendoly@bus.emory.edu)) welcome your contributions and suggestions.

*...continued on page 4*

Message from Division Chair (2003)  
...continued from page 3

The OM Division is forging closer ties with the *Journal of Operations Management*. Thanks to the efforts of Thomas Choi and Ken Boyer, Rob Handfield, Editor will present the journal's annual awards at the 2003 AOM meeting in Seattle.

The OM Division will build ties with other AOM divisions and groups and external organizations. This will increase networking and research opportunities.

- We want to develop an honor such as the "OM Division Scholar" to recognize and reward active volunteers whose efforts make a difference in the OM Division.

### Increase the OM Division's Visibility in the Academy

- One way to increase visibility is by having representation on the *Academy of Management Journal* review board. Thomas Choi has been working with Tom Lee, Editor to help make this happen.
- Joint sessions and activities with other divisions and groups will also increase our visibility. For the 2003 meeting Morgan Swink and Rebecca Duray are exploring joint activities with Healthcare Management and Technology and Innovation Management.
- Rohit Verma, John Olson, and Thomas Choi are members of an Academy committee who are applying the newsboy problem to reduce the costs associated with the all-academy luncheon.

### Volunteers are needed!!

Please help make a difference in the OM Division! To make progress we need energetic and enthusiastic volunteers who are willing to help us in the following areas. Please let me

know by email ([jhartle@cba.bgsu.edu](mailto:jhartle@cba.bgsu.edu)) if you can help on the following teams. We will be holding an informal meeting at DSI in San Diego. I will let you know the day, time, and location by email.

- **Membership Development:** Develop and implement short and long term growth plans. In the short term implement activities to increase membership in the division by 20 new members this year.
- **Strategic Planning:** Identify and articulate the OM Division's unique contribution relative to other organizations. Determine the direction that the Division should take to build-up this contribution.
- **Representatives at large:** Identify opportunities for joint activities with other AOM divisions and groups and promote the OM Division within the AOM.
- **OM Division Scholar:** Design and implement a recognition program for the OM Division.

Thanks for supporting the OM Division!! I look forward to working together so that the next 30 years are GREAT!

Jan Hartley  
Bowling Green University





## OM Division Officers

### Message from the PDW Chair (2002) (and Program Chair 2003)

*Continued from page 1...*

Division Chair	Janet Hartley Bowling Green State University (419) 372-2946 <a href="mailto:jhartle@cba.bgsu.edu">jhartle@cba.bgsu.edu</a>
Division Chair Elect	Ken Boyer Michigan State University (517) 353-6381 <a href="mailto:boyerk@bus.msu.edu">boyerk@bus.msu.edu</a>
Program Chair	Morgan Swink Michigan State University 517-353-6381 <a href="mailto:swinkm@msu.edu">swinkm@msu.edu</a> Morgan Swink Michigan State University
Pre-Program Chair	Rebecca Duray University of Colorado – Colorado Springs (719) 262-3673 <a href="mailto:rduray@brain.uccs.edu">rduray@brain.uccs.edu</a>
Secretary	Karen Chinander University of Miami (305) 284-4200  <a href="mailto:kchinander@miami.edu">kchinander@miami.edu</a>
Webmaster	Elliot Bendoly Emory University (404) 727-7138 <a href="mailto:Elliot_Bendoly@bus.emory.edu">Elliot_Bendoly@bus.emory.edu</a>
Past Division Chair	Thomas Choi Arizona State University (602) 965-6135 <a href="mailto:tom.choi@asu.edu">tom.choi@asu.edu</a>
All-Academy Council:	Barb Flynn Wake Forest University (336) 758-3672 <a href="mailto:barb.flynn@mba.wfu.edu">barb.flynn@mba.wfu.edu</a>
Newsletter Editor	Diane Parente Penn State University - Erie (814) 898-6436 <a href="mailto:dhp3@psu.edu">dhp3@psu.edu</a>

Professional Development Workshops program a success. We had three workshops dealing with teaching and research issues in the areas of integrative curricula, supply chain management, and service operations. Thanks especially to Diane Parente and Rohit Verma for taking the lead in designing these very interesting sessions.

Rebecca Duray led the OM doctoral consortium effort this year by experimenting with a new format. Ph.D. candidates were asked to present their research ideas to a panel of distinguished faculty, who in turn provide constructive suggestions and critiques. I believe the students found this frank feedback to be very valuable as they sought to shape and improve their dissertation research designs. Remarks from both the faculty and student participants suggest that this approach provided an interesting exchange of ideas.



To top things off, Linda Sprague regaled the consortium audience with a fascinating history of the OM division and personal stories regarding some of the early and key players in the OM field.

Based on the positive feedback received, the executive committee has decided to go ahead with this new doctoral consortium format again in the upcoming meeting. *Continued on page 6...*

Message from the PDW Chair (2002)  
(and Program Chair 2003)

*Continued from page 4...*

We've also identified some possible improvements and resources that will be useful in attracting top students and faculty participants to the consortium. As the new PDW Chair, Rebecca Duray will be looking for someone to head the consortium effort for the 2003 meeting. So if you are interested, please let her know!

As the Program Chair for the OM division at the 2003 AoM meeting, let me be one of the first to encourage you to submit your papers! We are excited about the potential for next year's event as we seek to build on the quality of past meetings. I don't think you will find a better venue for presenting your work, be it in the area of OM research or innovative teaching. An investigation by Hale Kaynak (see the article in this newsletter) shows that well over one-half of the OM papers presented at past AoM meetings have been published in top OM journals. Now I ask you, what other academic meeting can even approach that level of quality?

As an additional enticement, I want to let you know that in the upcoming meeting we have several new opportunities for innovative formats and joint sessions with other divisions. These opportunities should enable us to raise the number of papers that we can accept for the meeting, so the time has never been better to send a paper to the OM division. Please take a look at the Academy call for papers and submission guidelines found at [http://myaom.pace.edu/AnnualMeeting/2003/submissions/index\\_submissions.html](http://myaom.pace.edu/AnnualMeeting/2003/submissions/index_submissions.html)

The deadline for paper submissions is January 6, 2003. So don't delay! I look forward to receiving a paper submission from you.

Morgan Swink  
Michigan State University

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Where have all our papers gone?  
(Status of papers presented the OM  
Division!)

In an effort to increase the membership base of the Operations Management (OM) Division of the Academy of Management, Ken Boyer, Division Chair Elect and I identified 111 papers presented in the OM Division (in regular and interactive sessions) during 1997-2001. An e-mail was sent to the presenters of these papers in the beginning of September, asking whether the paper was resulted in a publication. We also asked the presenters to send us the citations of their published papers if their papers were published or scheduled for publication. Three weeks after the initial e-mailing, a follow-up e-mail was sent to the presenters who had not responded to the first e-mail. Although we are still receiving responses to our second e-mailing, the responses we have received so far have been very supportive of the OM Division so we wanted to share the initial results with you.

As of the day this report is being written, we received information regarding 72 papers presented. These presentations produced forty-six journal articles that have already been published or are forthcoming. In addition, two papers presented resulted in chapters in books. Furthermore, 13 papers are under review in various journals. We also were informed by two presenters that the symposiums they participated in led to the publications. While we are missing information, these early results suggest that the papers presented in the OM division are of very high caliber, since well over half of the papers have been or will be published in top-tier academic journals.

Out of 46 accepted papers, 20 papers have appeared or are going to appear in the Journal of Operations Management (JOM). It seems  
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*Journal of Innovative Education*  
Call for Papers

Barbara B. Flynn, Editor  
*Decision Sciences Journal of Innovative Education*  
Wake Forest University

Babcock Graduate School of Management  
P.O. Box 7659, Reynolda Station  
3102 Worrell Professional Center  
Winston-Salem, North Carolina 27109-7659  
(336) 758-3672, fax (336) 758-4514 email:  
barb.flynn@mba.wfu.edu

DSJIE is a quarterly, peer-reviewed journal published by the Decision Sciences Institute. Its mission is to publish significant research relevant to teaching and learning issues in the decision sciences.

Please find specific information for submission on the Journal home page in the chart to the right.

Barb Flynn  
Wake Forest University



*New Columns Coming!*

We have enlisted regional reporters who will be involved in a series of articles for the newsletter and the web page. This will include a doctoral student column, career moves & promotions, highlights on research methods, streams, junior members, and senior members. Watch the website for the first edition!



Diane Parente  
Penn State Erie

*Interesting journal information*

Web pages for journals of interest to OM members.

Journal of Operations Management	<a href="http://www.elsevier.nl/inca/publications/store/5/2/3/9/2/9/">http://www.elsevier.nl/inca/publications/store/5/2/3/9/2/9/</a>
Academy of Management	<a href="http://www.aom.pace.edu/publications.stm">http://www.aom.pace.edu/publications.stm</a>
POMS	<a href="http://www.poms.org">www.poms.org</a>
IJOPM	<a href="http://www.mcb.co.uk/ijopm.htm">www.mcb.co.uk/ijopm.htm</a>
Decision Sciences	<a href="http://www.bus.msu.edu/dsjonline/">www.bus.msu.edu/dsjonline/</a>
Management Science	<a href="http://mansci.pubs.informs.org/">http://mansci.pubs.informs.org/</a>
IEEE Trans on Engineering Management	<a href="http://www.emp.pdx.edu/ieee/ieee.html">http://www.emp.pdx.edu/ieee/ieee.html</a>
Jnl of Business Logistics	<a href="http://www.clm1.org">http://www.clm1.org</a>
Supply Chain Management	<a href="http://www.mcb.co.uk/scm.htm">http://www.mcb.co.uk/scm.htm</a>
Intl Jnl of Production Research	<a href="http://gort.ucsd.edu/newjournal/i/msg02651.html">http://gort.ucsd.edu/newjournal/i/msg02651.html</a>
Intl Jnl of Physical Distribution & Logistics Management	<a href="http://www.mcb.co.uk/ijpdlm.htm">http://www.mcb.co.uk/ijpdlm.htm</a>
Intl Jnl of Production Economics	<a href="http://www.elsevier.com/inca/publications/store/5/0/5/6/4/7/index.htm">http://www.elsevier.com/inca/publications/store/5/0/5/6/4/7/index.htm</a>
Quality Management Jnl	<a href="http://www.asq.org/pub">http://www.asq.org/pub</a>
Journal of Innovative Education	<a href="http://www.mba.wfu.edu/dsjie/">http://www.mba.wfu.edu/dsjie/</a>

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## ***Production and Operations Management Journal***

*Special Issue on "Service Strategy and  
Technology Application"*

### **Background:**

While the effect of technology on manufacturing operations has garnered extensive research, the effect of technology on service sector operations has been no less profound, yet has received relatively little attention from academics. Technological advances have transformed industries such as banking and package delivery, and have caused significant strategic shifts in the decoupling of front- and back-offices.

The term "technology" is often used within the context of "high tech." While such technologies are important, "low tech" is also of interest to the progression of service industries. For example, the technological and strategic changes that "low tech" companies such as McDonald's, Taco Bell, Wal-Mart, grocery stores, and many office environments have been through in the past decade have been significant and worthy of study, but have been neglected relative to more cutting edge technologies.

### **Topics for the Special Issue:**

Manuscripts that explore the relationship of strategy and technology are of especial interest. A listing of possible manuscript topics includes, but is not limited to:

- Strategic congruence between the back- and front-office
- Strategic technology adoption
- The effects of contact enhancing technology
- The effects of contact reduction technology
- Management of scale and scope in both the back- and front-office
- Linking logistics choices to firm strategy

### **Instructions for Authors:**

All papers will be reviewed according to the standard *Production and Operations Management* journal procedures. Authors are encouraged to submit manuscripts electronically, preferably via a pdf file. If choosing submission by mail, send 4 copies of your paper to one of the guest editors. **The submission deadline for this special issue is May 31, 2003.**

### **Guest Editors:**

Ken Boyer  
N370 North Business Complex  
Broad College of Business  
Michigan State University  
East Lansing, MI 48824-1122  
517.353.6381  
BoyerK@bus.msu.edu

Rich Metters  
Goizueta Business School  
Emory University  
Atlanta, GA 30322-2710  
404.727.7089  
Richard\_Metters@bus.emory.edu

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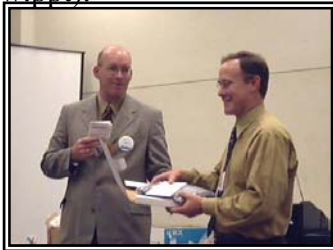




Message from the Program Chair (2002)

...continued from page 1

Forty-four papers and four symposia were received for review by 65 of our members. I appreciate your thorough and prompt (for the most part) assistance in this process. The final program consisted of 26 papers and two symposia. Of particular interest was the special chairs session – in which many of the past chairs of the program returned to share their wisdom, history and some fun stories. It was a wonderful opportunity to reflect on the foundations which have been laid, then built on over the years by the division’s members. Special thanks go to Tom Choi for organizing this session and for arranging sponsorship by Arizona State University for an extraordinary 30<sup>th</sup> anniversary reception. In addition, Diane Parente and Kathy Noce (both of Pennsylvania State U., Erie) did a wonderful job of documenting the proceedings with their camera and of putting together a slide show of all of the division’s chairs (the slide show is available on the division’s web page at <http://www.aom.pace.edu/OperMgmt/chairshow.ppt>).



This year’s best paper award – the Chan Hahn prize was given to Morgan Swink (Michigan State University) and

Michael Song (University of Washington) for their paper titled “Marketing-Manufacturing Joint Involvement Across Stages of New Product Development: Effects on the Success of Radical vs. Incremental Innovations”.

In addition, the division presented the best student paper award to Anita Tucker (Harvard University) for her paper “Service Failures Faced by Nurses”



and an honorable mention student paper award for Rachna Shah (formerly of Ohio State U., now with U. of Minnesota) for her paper

titled “Lean Manufacturing: Context, Practice Bundles and Performance”. Finally, a best reviewer award was presented to Amy Zeng of Worcester Polytechnic Institute.

Thanks to everyone involved with this year’s program, I look forward to seeing everyone for next year’s conference in Seattle!

Ken Boyer  
Michigan State University

Where have all ...continued from page 6

that, in terms of research scope and research method, the authors of these papers considered *JOM* as the most relevant publication venue for the papers they had presented in the OM division. This finding is encouraging towards the efforts on linking the OM division with *JOM*. The rest of the papers have been published or are forthcoming in various top-tier journals relevant to OM, including: *Management Science*, *Journal of Engineering and Technology Management*.

In summary, the presentations in the OM Division produced a significant number of publications in highly recognized journals. Some respondents commented that the feedback they received on their paper at the meeting helped them to improve the quality of their papers. It appears that presenting a paper in the OM Division pays off.

We certainly are going to share the detailed final results with you in the upcoming issues of the Newsletter. We are most grateful to the presenters for taking their time from their busy schedule to respond to our e-mail. If you have received our e-mail and have not responded yet, please do so. If we have missed your paper(s) you presented in the Division during 1997-2001, please let us know at [hkaynak@panam.edu](mailto:hkaynak@panam.edu).

Hale Kaynak  
The University of Texas  
Pan American