



ACADEMY OF MANAGEMENT

Perspectives

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See you in Hawaii!!!



From our Division Chair (2004)



Greetings to all – hope your Fall activities are going well. Many thanks to Rebecca Duray and all the committee members who made the...continued on page 3

From our Program Chair (2004)

I would like to thank all of the authors, discussants, reviewers and attendees who participated in the 2004 OM division program at the meeting in New Orleans

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From the PDW Chair (2004)



We are pleased with the increased collaboration in organizing the PDW sessions. This year we had a successful program with a total of 7 sessions....continued on page 4

From the PDW Chair (2005)

The deadline for submitting professional development workshop (PDW) proposals for the 2005 Annual...continued on page 4



Perspectives is the official newsletter for the Operations Management Division of the Academy of Management. The newsletter, published twice a year – once in the Fall after the annual meeting of the Academy of Management and once in the Spring before the annual meeting – serves to inform the membership of important events, news, and achievements of the Operations Management Division and its members. Items for inclusion in the newsletter should be sent to: Dr. Peggy D. Lee, Penn State Great Valley, School of Graduate Professional Studies, 30 E. Swedesford Road, Malvern, PA 19355, Office: (610) 648-3289, FAX: (610) 725-5224, Email: PDL3@psu.edu.

Division Chair's Message... *from page 1*

2004 program in New Orleans such an enjoyable experience. As your incoming Division Chair I have just a few things to let you know about. First, some transitions. You probably noticed from this edition that Peggy Lee is taking over the reigns for the newsletter from Diane Parente. Thanks Diane for "owning" this responsibility so well. Rather than let Diane off the hook, we persuaded her (actually she quite willingly volunteered) to head up efforts aimed at outreach and enhancing the OM division membership. Elliot Bendoly will continue to manage the division website, and he has some interesting enhancements in mind.

Second, a request for ideas. I've asked Peggy, Diane, and Elliot to collaborate informally as an "outreach/communications" team. If you have any suggestions on how we might improve our communications with the membership, and especially with prospective new members for the OM division, please share them with Peggy, Diane or Elliot. We need to "think like marketers" and come up with some inventive means for attracting and retaining members. Our division has a lot to offer; we need to do a better job selling it.

Lastly, look for some exciting new twists to the annual meeting next year. For one thing, it's in Hawaii! What better place for "new twists?" Keong Leong (2005 program chair) and others are working on some interesting themes for the OM sessions. I'm also excited about the possibility of some special events and venues at the meeting. It promises to be an exotic adventure. So please make your plans early to attend the 2005 meeting. Until then, *Aloha!*

Program Chair's Message...*from page 1* (Co-written by Ken Boyer and Rebecca Duray)

I would like to thank all of the authors, discussants, reviewers and attendees who

participated in the 2004 OM division program at the meeting in New Orleans. The sessions were quite lively and interesting, while the weather was surprisingly bearable – at least if one did not spend much time outside during the day. The "hot" location may have encourage greater attendance at sessions, and it certainly seemed to make the standard of dress more casual. Any predictions on those two metrics for Hawaii next summer?

There were a total of 48 submissions (45 papers and 3 symposia), of which 26 papers were accepted and presented at the conference and one symposium. The assistance of 50 reviewers – 11 from outside the U.S – is much appreciated.

This year's best paper award – the Chan Hahn prize was given to Adrian Choo (Rensselaer Polytechnic Institute), Kevin Linderman (University of Minnesota) and Roger Shroeder (University of Minnesota) for their paper titled "Social and Method Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects".



In addition, the division presented the best student paper award to Gopesh Anand (Ohio State University) for his paper "Fit, Flexibility and Performance in Manufacturing: Coping with Dynamic Environments". Finally, the best reviewer award was presented to Suzanne de Treville of the University of Lausanne.

In the second year of the OM Distinguished Scholar program, awards were presented to Roger Schroeder (University of Minnesota) and Richard Chase (University of Southern California) for their leadership, service and commitment to the operations management community for many years. Special thanks go to Emerald Group Publishing Limited and the International Journal of Operations and Production Management (W.A. Taylor editor) for their generous gift of beautiful, colored glass bowls from the Isle of Wight Glass Studios for our scholars.



OM Distinguished Scholar, Richard Chase



OM Distinguished Scholar Roger Schroeder

Finally, special thanks go to Rebecca Duray, who put together a wonderful program during the 2nd and third trimesters of her pregnancy with Kate Duray Zerefos, who was born on July 18, 2004. While Kate apologizes for making mom miss the

conference, she hopes to join us next year for a swim in Hawaii (see picture below).

Aloha!



Message from the PDW Chair (2004)... *from page 1*

Several of these sessions were co-sponsored with other divisions of the Academy such as BPS, MED, MOC, OB, OMT, ONE, and PTC. The success of the 2004 PDW is due largely to the effort put forth by the presenters, which include Diane Parente (Pennsylvania State University, Erie), Paul Swamidass (Auburn University), Russ Jamison (University of Illinois at Urbana Champaign), Peter Ward (Ohio State University), David Hoyt (JL French, Inc.), Rich Neidermier (Productivity Inc.), Steve Mangum (Ohio State University), Ann Olsen (Vanderbilt University), Richard Arend (University of Nevada, Las Vegas), Randolphe Durand (EM Lyon), Ali H Mansour (West Virginia University), Kimberly A Bates (University of Toronto), Gazi Islam (Tulane University), Mike Zyphur (Tulane University), James Wetherington (ACS Defense, Inc.), Iqbal Noor (PMOLink, Inc.) Carlos Zervigon (Zervigon International Ltd.), Anthony Pittari (McDermott International, Inc.), M Ann Welsh (University of Cincinnati), Gordon Dehler (George Washington University), Aaron J Shenhar (Stevens Institute of Technology).

As you can see from the list of presenters we had representation from both academic institutions and industry. We had a wide variety of topics presented, which include people & project management, engineering curriculum drivers, coffee game, project management simulation, teaching continuous improvement, and actionable capacity.

This is the third year we have used the Research Incubator format for the Doctoral Consortium. John Olson, OM consortium chair, did such a great marketing job that we had 15 student participants. I wish to congratulate John for putting together a fantastic doctoral consortium. As a result the students had to be assigned to two rooms to make their research presentations. The doctoral student participants are Andrea McGee (Michigan State University), Liang-Chieh (Victor) Cheng (University of Maryland), Michael Naor (University of Minnesota), Gopesh Anand (Ohio State University), Kathryn A. Marley (Ohio State University), Weiong Zhang (University of Minnesota), Sriram Thirumalai (University of Minnesota), Yootaek Lee (Boston University), Santosh Mahapatra (Michigan State University), Gianluca Zanutto (University of Udine), Tobias Schoenherr (Indiana University), Ednilson Santos Bernardes (University of Minnesota), Linda LaGanga (University of Colorado), Albena R. Iossifova (University of Minnesota), Stephan Billinger (Institute for Technology Management - University of St. Gallen). The Bowling Green Supply Chain Center provided a stipend of \$200 to each student attending the doctoral consortium to help support conference related expenses such as hotel, airfare or registration. The generous financial contribution by the Bowling Green State University is greatly appreciated.

Several faculty including Barb Flynn (Wake Forest University), David Dilts (Vanderbilt University), Hamid Noori (Wilfred Laurier University), Paul Swamidas (Auburn University), Morgan Swink (Michigan State University), Mohan Tatikonda (Indiana University), Peter Ward (Ohio State University), and Scott Young

(DePaul University) provided valuable feedback to the students regarding their research. Following the consortium, we arranged a dinner for the doctoral students and participating faculty members. We wish to thank the University of St. Thomas for their donation of \$500 to defray the cost of organizing the doctoral consortium. The growing success of the doctoral consortium may mean that we have to re-examine the time allocated for the doctoral consortium.

G. Keong Leong
University of Nevada, Las Vegas

From the 2005 Program Chair

ALOHA! It is not too early to start thinking about the 2005 Academy meeting in the beautiful island of *Hawaii*. Honolulu provides a wonderful setting for attendees to present, discuss, explore, and debate new research. Next year's conference theme is "***A New Vision of Management in the 21st Century.***" We encourage you to submit workshop proposals, symposia, and research papers that reflect the conference theme. However, even if your research does not fit the theme we still encourage you to submit your work.

Please note that ***all submissions*** will be done ***online*** (no exceptions) at the AOM website <http://submissions.aomonline.org/> and an electronic copy of the submission is not required to be emailed to the division program chair. The submission website is scheduled to be opened on or around November 1, 2004. The deadline for submission is January 10, 2005.

Please remember the ***Rule of Three***, i.e., no one can submit more than 3 things to an Academy meeting (papers and/or symposium), or appear in more than 3 sessions during the refereed scholarly program from Sunday noon to Wednesday noon. Appearances include roles as presenters, co-authors, chairs, discussants, and/or facilitators.

We are always in need of volunteers to serve as **reviewers** for the numerous papers and symposia proposals submitted to the annual meeting. Each submission will require a minimum of three reviewers, so you can see that we need a lot of help here. We will be sending out an email inviting you to be a reviewer. We thank you in advance for volunteering your services as a reviewer. To celebrate the efforts of our reviewers who put in a tremendous amount of work to review papers for the division, a best reviewer award will be presented in Honolulu.

If you have any questions please feel free to contact me a keong.leong@ccmail.nevada.edu.

G. Keong Leong
University of Nevada, Las Vegas

From the 2005 PDW Chair... from page 1

Meeting at Honolulu is November 15, 2004, and it is fast approaching. If you are interested in organizing a PDW session, please contact me before the deadline at hkaynak@panam.edu. PDW sessions will be scheduled from August 5 through August 8, 2005. Because we would like to increase the visibility of our division and offer as many sessions as possible, PDW proposals developed jointly with other divisions/groups are particularly welcome. Please note that the PDW chair needs to be part of the submission process because PDW proposals are submitted by the division, not by individuals. Please submit your proposals to me, and if they are acceptable I will forward them to the Academy for inclusion in the program.

The Doctoral Consortium Research Incubator, which provides doctoral student opportunities to discuss their research with distinguished OM scholars, will continue in the same format we have used for the past three years. This year, the Consortium is scheduled on August 6, 2005. Mohan V. Tatikonda of Indiana University has

graciously agreed to organize this year's Doctoral Consortium. If you are a professor at a Ph.D. granting institution or you mentor any Ph.D. students, please encourage your students to participate in the Consortium. If you are a student member, I urge you to attend the Consortium. When I was a Ph. D. student, I found participating in this consortium a valuable learning experience, and I dare say you will too.

For more information about the Consortium, contact Mohan V. Tatikonda at tatikond@iupui.edu. Scholarships may be available for qualified students. I look forward to seeing you next August in Honolulu.

Hale Kaynak
University of Texas Pan American

New OM Outreach Initiative

The Operations Management Division is embarking on a new outreach initiative. The objective of this initiative is to increase membership both within and outside of the Academy and to add value for current and prospective members. The team will be coordinated by Diane Parente and include Peggy Lee and Elliot Bendoly. The team will highlight use the web and the newsletter as vehicles to assist with the publication of the outreach efforts.

The team has issued an invitation to SCM and Project Management researchers to submit their papers to the OM Division in 2005 for two special "focus" tracks. The Supply Chain focus will be sponsored by Michigan State University and will include a featured speaker. The Project Management focus will be sponsored by Penn State Erie and McGraw Hill. We will have a panel of project management researchers who will discuss the future of project management. In both cases, we are touting the interdisciplinary nature of these topics and the coordination within the OM Division.

The team will also have a number of membership initiatives including a special invitation to doctoral consortium participants over the past few years. We will also invite other AOM members who work in key OM areas such as SCM to join our Division.

Finally, we will follow up on some earlier initiatives in order to add value to our members and prospective members. The study done by Hale Kaynak on the placement of OM papers in previous years has been updated by Elliot Bendoly. If you have any other suggestions for the Outreach Team, please contact Diane

Parente at dhp3@psu.edu.

AOM Career Achievement Awards Committee

This committee is responsible for reviewing nominations and selecting recipients for the following awards:

1. Distinguished Educator Award
2. Distinguished Scholar Practitioner Award
3. Distinguished Service Award
4. Distinguished Scholarly Contributions Award.

The members of the 2004-2005 Awards Committee are: Jennifer Chatman (Berkeley), Gerald Davis (Michigan), Daniel Feldman (Georgia), Don Hambrick (Penn State), Susan Jackson (Rutgers), Dan Levinthal (Wharton), Frances Milliken (NYU), Nigel Nicholson (London Business School), Linda Putnam (Texas A & M), Elaine Romanell (Georgetown), Debra Shapiro (Maryland), and Mike Tushman (Harvard).

Detailed information about the awards, including past recipients through 2004, is available on the Academy of Management website:

<http://www.aomonline.org> Click on "People and Communities", then select the "Recognition and Involvement" tab on the left menu and click on "Awards".

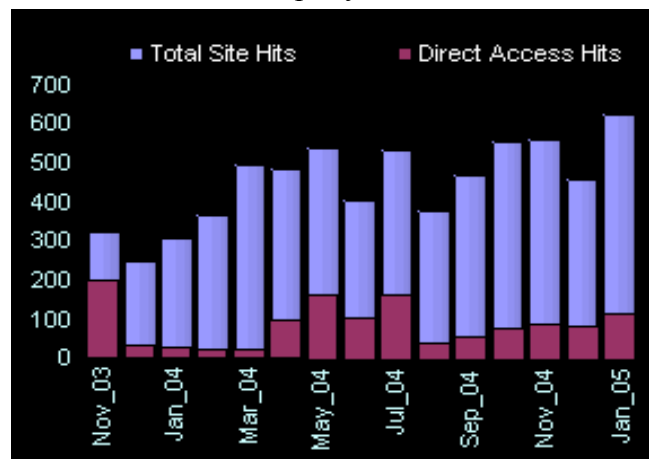
Nominations for the awards must be submitted to me electronically and received no later than February 3, 2005.

Greg Oldham, AOM Career Achievement Awards Committee Chair

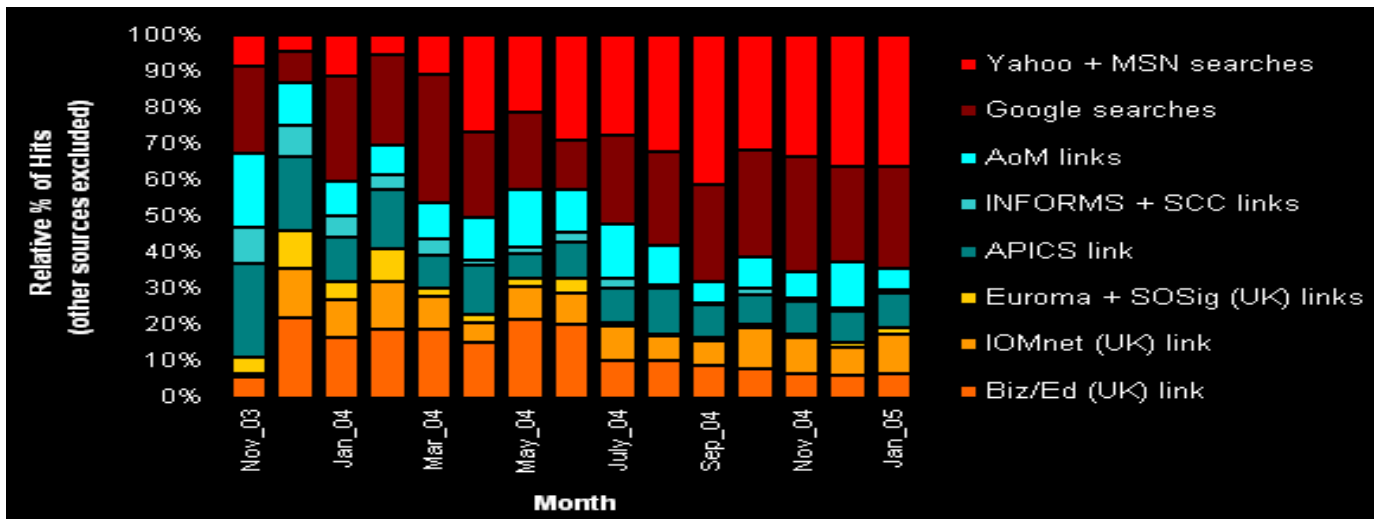
Seek and yee shall find... Us!

Since its launch in mid October of last year, the popularity of the division website as a destination for information regarding operations management issues has continued to steadily grow. Visitation frequency is still modest relative to more established sites, but nevertheless fairly significant relative to current membership figures. While direct access (eg. through e-mailed links or 'favorites') tends to peak following list-serve announcements regarding elections, newsletters, etc., as depicted by the figure to the right, the majority of visitors come across our site either through links from affiliated institutions or through popular search engines.

The breakdown of 3rd party sources that lead new



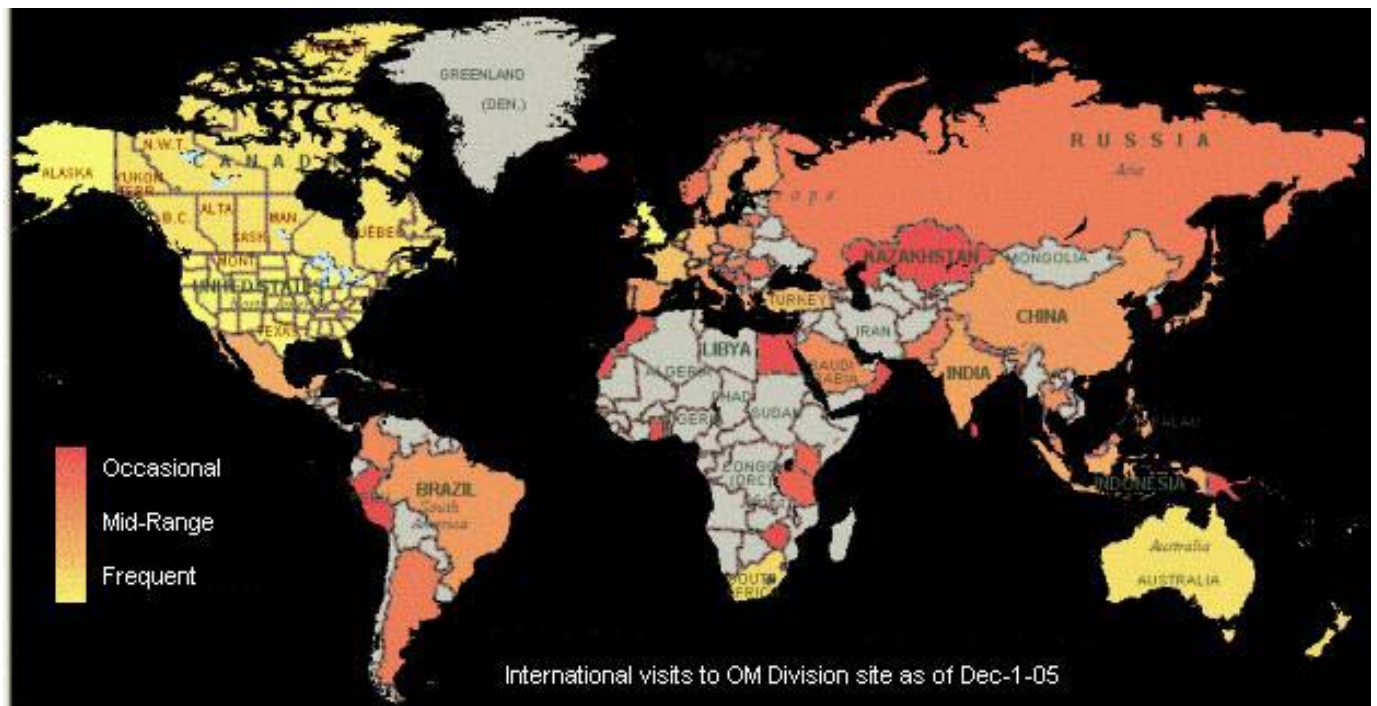
visitors (previously unrecorded IP addresses) to our division's site is depicted in the figure below. Along with the growth of visitors to our site, we have witnessed a shift in the role that these outside sources have played in drawing new visitors to us.



By far the most common sources of new visitors have been reached our sight through Yahoo, MSN and Google searches (both US and international variants), accounting for about 60% of new visitors at this point. The remaining 40% of visitors make use of links through a variety of professional and academic organizational predominantly based in the U.S. and Europe, including notable links from APICS, IOMnet and Biz/Ed sites.

The visitors themselves appear to come from an impressively wide range of international locales, based on IP address affiliations. Frequency of international visitation is roughly depicted in the graphic to the left. While North American,

European and Pacifica visitors represent the majority, we seem to be slowly gathering visibility elsewhere as well. No word from the Antarctic yet.

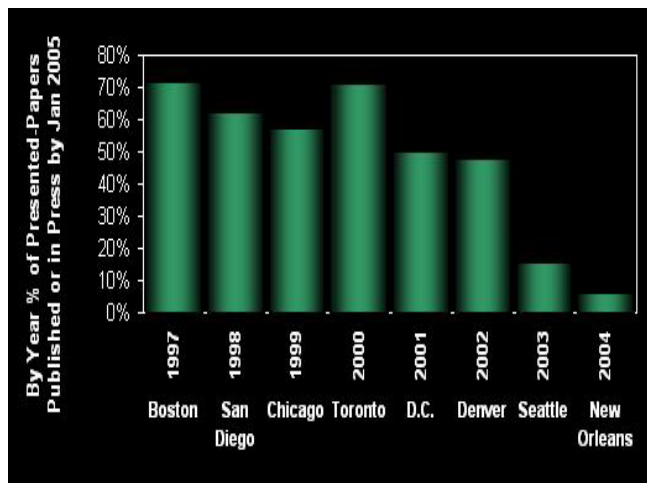


Elliot Bendoly, Emory University

Presentation Destinations: An Update

Following up on 2002 study conducted by Ken Boyer and Hale Kaynak regarding the evolution of papers presented at the OM division sessions, an additional round of e-mails was sent out to presenters of papers at the 2002, 2003 and 2004 meetings. This was accompanied by additional e-mails to authors who presented works at the 1997-2001 meetings for which publication information had not previously been established. These e-mails were followed by still another round to non-respondents.

Out of the 194 papers presented at the 1997 to 2004 meetings, 87 have been published or accepted for press (as of January 2005). The percentage of presentations ending up in press for each of the AoM meetings is presented in the following graphic:



According to the respondents an additional 41 manuscripts (of the 194 polled) are currently under review.

Of those published or in press, approximately 45% found a home either in JOM or IJOPM (the two most common of the publishing outlets for the division presentations). The second tier of most common outlets, accounting for 15% of the presentation publications, included Management

Science, POM, Decision Sciences, Journal of Services Research and EJOR. Success with the placement of research into these prestigious outlets is a testament to the quality of the presentations that have been hosted by the OM division over the years, as well as to the rigor of the OM division' review process and feedback provided by OM session attendees.

Elliot Bendoly
Emory University

OM Division Business Meeting Report

The OM Division Business Meeting took place on Monday afternoon, with approximately 40 people in attendance. Ken Boyer, Division Chair, opened the meeting and welcomed everyone in attendance. He thanked our division sponsors, including Bowling Green University, who provided monetary assistance to doctoral consortium participants, McGraw-Hill, which provided research award prizes, St. Thomas University, who sponsored the doctoral consortium dinner, Chan and Young Hahn, who sponsored the Chan K. Hahn Distinguished Paper Award, and the International Journal of Operations and Production Management, which provided the distinguished scholar bowls.

Andrew Taylor, the new editor of IJOPM, spoke briefly about the journal, and invited us to send our best quality papers to the journal. He stated that the journal has a link with the European Operations Management Association and he is glad to have a stronger link with the Academy of Management OM division.

Keong Leong organized the PDW this year and was assisted by Jon Olson who organized the Doctoral Consortium. Keong stated that there were seven PDW sessions sponsored by the OM Division, including the doctoral consortium. The consortium's purpose is to promote close interaction among students and faculty, and to

provide feedback to students early on in their doctoral program. Fifteen students participated in the consortium this year, and it was once again a success. Andrea McGee, one of the consortium participants, thanked the faculty participants for their feedback and support. Morgan Swink, incoming Division Chair, emphasized that he hopes that the consortium continues, and stated that as the interest in the consortium grows among doctoral students, we will need to have more faculty participants.

As incoming Division Chair, Morgan Swink provided an update on the OM division and on this year's program, since Rebecca Duray, Program Chair, was absent due to the recent birth of daughter Kate Duray Zerefos (Congratulations Becky!). Our division membership, as of July 1, is 511, which is up from 460 from last year. There were 55 paper submissions this year, and things seem to be on an upward trajectory. To increase our membership, he proposed creating a membership / outreach position that would be responsible for reaching out to other divisions to build connections and for putting into place a system to keep track of students who have participated in the doctoral consortium.

Ken Boyer requested volunteers to fill the following positions: newsletter editor (Peggy Lee assumed responsibility); membership coordinator (Diane Parente assumed responsibility); one new member of the distinguished scholars selection committee (member yet to be named). He also encouraged everyone to submit papers for next year's meeting, to be held in Hawaii, and reiterated that although we have a small division, the quality here is consistently very good.

Ken also had the opportunity to present the division awards, which went to Gopesh Anand and co-author Peter Ward, Best Student Paper; Suzanne de Treville, Best Reviewer; and Adrian Choo, Roger Schroeder and Kevin Linderman, Chan K. Hahn Distinguished Paper. Janet Hartley was also presented a plaque for her dedication and service to the OM division. The meeting wrapped

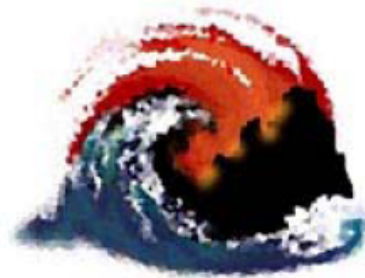
up with the presentation and introduction of this year's OM Distinguished Scholar recipients. This distinction has been created to honor outstanding leadership, to recognize accomplishments and impact on empirical research, and to reward excellence and commitment to service both within the field and within the Academy of Management. Hamid Noori and Rachna Shah had the pleasure of introducing this year's OM Scholar recipients – Dick Chase and Roger Schroeder.

Congratulations Dick and Roger!

*Karen Chinander
Florida Atlantic University*

Academy of Management
August 5-10, 2005
*Honolulu (On the Island of Oahu),
Hawaii, USA*

**A NEW VISION OF MANAGEMENT
IN THE 21ST CENTURY**



Mahalo!

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Journal of Innovative Education Call for Papers



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*Barb Flynn
Wake Forest University*

Honolulu Sunsets.....

