



# Perspectives

The Newsletter for the Operations Management Division

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Spring 2010



The ADM Meeting is around the Corner- This edition of the newsletter provides some highlights of the great activities that are planned- See YOU there!

## Scholarly Program Highlights (Monday and Tuesday)

### **Division Paper Session: Innovative Data and Methods**

Qualitative and quantitative research using corporate blogs and other archival sources of data. Papers featuring Ken Boyer, Rohit Verma and others.

### **Symposium: New Evidence in the Service Paradox**

While more product-based manufacturers are investing in the implementation, extension and/or addition of services to their current offerings (i.e. "servitization"), research suggests some paradoxes. Panelists include Morgan Swink, Andrew Neely, Larry Menor and Morris Cohen.

### **Symposium: Experimental Research**

Focuses on the types of OM problems that are amenable to experimental methods, lessons learned, and other issues. Panelists include Rachel Croson, Johnny Rungtusanatham and Morgan Swink.

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### **Division Roundtable: International perspectives: China, Europe, USA**

Emerging research on China and international OM. Facilitated by Barb Flynn.

### **Scholarly Program Overview**

The scholarly program runs all day Monday and Tuesday. The OM division has one to two sessions running during every timeslot in the program so there is plenty to interest scholars of all stripes. For an a complete overview of the program, please visit- <http://program.aomonline.org/2010/Search.asp?Mode=Result&List=Division>



Dr. Tom Gattiker  
- Program Chair

### **Also- Things not to Miss!**

Saturday evening- The JSCM reception, planned for 6:30 - 8 PM in the convention center  
Sunday afternoon - The JOM Best paper session hosted by Ken Boyer and Morgan Swink @ 3 PM  
Sunday evening - The OM Division Business meeting (4:30 PM) followed by our Reception @ 6 PM

*Perspectives* is the official newsletter for the Operations Management Division of the Academy of Management. The newsletter 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. William H.A. Johnson, Penn State Erie, School of Business, 5101 Jordan Road, Erie, PA 16563-1400, Office: (814) 898-6434, FAX: (814) 814-898-6223, Email: whj1@psu.edu.

## PDW Highlights (Friday and Saturday)

This year, in addition to our Doctoral and Junior Faculty Consortium, the OM Division is the primary, lead sponsor of seven workshops, and a co-sponsor of six additional workshops as part of the Professional Development portion of the conference, to be held on Friday and Saturday, August 6 and 7. These workshops are unlike scholarly paper sessions in that they allow more interaction between panelists/presenters and attendees. They provide an opportunity to discuss and collaborate on research questions, learn best practices in teaching, research, and publishing, debate future directions related to our field, and in general, develop professional relationships. As 2010 PDW Chair, I encourage you to check out the complete details of the workshops offered, and attend as many as possible. Some highlights include:

- A field visit to Bombardier Aerospace, including a discussion of the company's recent value management initiatives and facility tour (Friday @ 1:30- PM pre-registration required – attendance limited, so register early for a spot)

### *Saturday Highlights-*

- A panel and round table discussion on emerging thoughts on innovation, efficiency, and quality in health care
- Tutorial and workshop on Academic Service Learning projects (pre-registration required for planning purposes)
- A panel discussion including members of the *Academy of Management Review* editorial board regarding publishing OM theory

### *Election Results*

*Congratulations to Kevin Linderman (University of Minnesota)!  
In a close election, Kevin was voted in as incoming PDW Chair for 2011.  
Voter turn-out was high this year so thank you to all who voted.*



Dr. Karen Chinander  
Dye  
- PDW Chair

Looking for a job? Be sure to utilize the Networking and Placement Opportunities at the AOM Career Center- <http://login.aomonline.org/aom.asp?ID=5>

## Joint Junior Faculty and Doctoral Consortium Planned for Montreal

The Operations Management Division is to hold a joint session of junior faculty and doctoral consortium at the annual Academy of Management (AoM) conference in Montreal, Canada. This event will be held between 9AM to 4:30PM on Saturday, **August 7, 2010**.

An innovative format is going to be used this year in that all participating junior faculty and doctoral students are going to stay together throughout the day. A group of leading senior scholars will serve as faculty mentors, and the junior faculty are also expected to share their experiences with the doctoral students.

The joint consortium is primarily composed of two integrated sessions. The morning session invites junior faculty to present their research prospectus that may include a description of how they are extending their dissertation research and starting new research streams. The doctoral students are expected to ask questions and learn about the life after dissertation. The afternoon session follows an intensive research incubator format. Students present their research proposals to a panel of senior and junior faculty that will provide feedback and guidance on each proposal.

More details about the consortia can be found at <http://om.aomonline.org/>

Doctoral students and junior faculty doing research on any Operations Management topic may participate. Applications are accepted through **May 30**. Applications will be acknowledged via email by June 10. Please email the application to the consortium coordinator Zhaohui Wu.

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## A Guide to Session Formats Used in the Scholarly Program

The scholarly program (Monday and Tuesday) consists of five different session formats, each offering something different for attendees. Each is described below.

### Division Roundtable (DRP).

In the first 40 minutes or so, each author presents a five to seven minute overview of his/her paper. This is followed by 30-40 minutes of discussion among the authors and other attendees. Each session is led by a facilitator who is a leading OM researcher. Approximately 40% of accepted papers will be presented in this format. Unlike with traditional “poster sessions,” there is only one session going on in the room at one time so there is plenty of room for presenters and non-presenters to get involved. These sessions are a great way to get to know some of the emerging research in the field.



### Cross Division Paper Session (CD).

Numerous CDP's feature one paper from the OM Division along with two or three papers from other divisions. All CDP sessions featuring OM papers are listed in the OM Overview section of the conference program. These sessions are a great way to identify theories and perspectives from other areas that can be brought to bear on OM topics.

### Discussion Paper (DISP).

Like division roundtables, these sessions are rich in discussion with shorter presentations than in a standard paper session (CD or DP). Many of these sessions are cross-disciplinary; however, the academy has also created several DISP's that consist solely of OM papers (See the program for the content of each session). Unlike division roundtables, DISP's feature multiple discussion sessions occurring simultaneously at tables in one room so capacity for non-authors is limited. All CDP sessions featuring one or more OM papers are listed in the OM Overview section of the conference program.



### Division Paper Sessions (DP).

These are “standard format” paper sessions involving fifteen to twenty minute presentations of three to four papers followed by brief discussion.

### Symposia.

This year we have two symposia, both in panel-type formats and both featuring

*Note that the Visual Village and the Interactive Paper Sessions (both held in past years) have been discontinued.*

## Special Thanks to 2010 Divisional AE's who helped with the program

For the first time this year, the OM Division used associate editors to help manage some of the submissions for the scholarly program. This was a pilot program in which AE's were assigned to a subset of papers with a high level of reviewer disagreement. AE's then synthesized the reviews and made recommendations to the program chair. We'd like to thank the following five individuals for serving as AE's:

- Arash Azadegan, New Mexico State U
- William Johnson, Penn State U-Erie
- Sriram Narayanan, Mich. State U
- Anthony Paulraj, U North Florida
- Weiyong Zhang, VCU

## Division Chair: 'New Members-only Services'

We have several opportunities that have been brokered for the OM members (all basically an attempt to add to the value of division membership, outside of conference attendance alone). These are all in an attempt to extend opportunities for intellectual contributions by the OM members outside of the traditional boundaries of the Academy meeting.

**1. Scholarpedia** (the professional scholar's response to Wikipedia) has given us a unique opportunity for contributing to the body of knowledge on the field of Operations Management. In order to provide that content we would like to pull on the knowledge base of our OM division members to serve as contributors to specific OM topics in Scholarpedia.

See general link: [http://www.scholarpedia.org/article/Category:Operations\\_Management](http://www.scholarpedia.org/article/Category:Operations_Management)



The addition of content to this Scholarpedia index has literally just begun. Some commitments from outstanding members of the OM scholar community have already agreed to help 'supervise'/'edit' topics already... however content writers are still desired. Once reviewed, content will be made public (*yet remain edited only by scholars in OM*). It should be emphasized that at this stage there is no need for these to be "exhaustive" entries. This is a wiki after all, so the entries will evolve. Here's an example for reference: [http://www.scholarpedia.org/article/Psychology\\_of\\_happiness](http://www.scholarpedia.org/article/Psychology_of_happiness)

If you are interested, please forward the following to our OM division secretary (Anthony Paulraj, [apaulraj@unf.edu](mailto:apaulraj@unf.edu)): [a] The sub-topic of interest you would like to cover (e.g. from the above list) and [b] A bullet pointed outline of the content for your entry. Once we receive letters of interest, we'll set up a template for your contribution (or simply add you on as a co-author if the entry has already been initiated). For those managing doctoral students, please also consider the potential for the above wiki environment to serve some of your seminar needs.

**2.** On a related note, we will also be managing an ancillary resource referred to as "*OM Frontiers*" which will serve in a similar way to the open wiki environment of scholarpedia but with the express intent of demonstrating connections between OM and other management fields (with contributions to be outlined both in terms of what OM has gained from those fields, as well as what OM has contributed... or can go forward). A general link to this resource can be found at: <http://www.operations-management.info/>. If you would like to contribute content on any of the listed interfaces (e.g.



Operations Management - Finance, or Operations Management - Marketing, etc.), please let Anthony Paulraj know directly and we'll forward you a link for access. Once again, for those managing doctoral students, feel free to consider this as a potential seminar resource (for the posting of content / notes to be discussed).



**3. Affiliated web pages:** In the interest of expanding the role of the OM division site as a regular resource for scholars in OM, numerous additional affiliated pages (e.g. our video archive, journal data pages) have recently been designed or updated. If you would like to develop additional resource pages please feel free to download and edit a copy of a OM division page template ( <http://om.aomonline.org> ). After developing your content page, simply forward it to the OM division webmaster; we'll find a way to host and integrate it into the larger site.

**4. Executive Exchange Blog:** Lastly, this year we will be further experimenting with the AoM hosted resource "AoMConnect". Several of our executive members have voiced an interest in having a more regular platform for voicing their contemporary management challenges; war stories and success stories. They would like to be able to provide commentary on the kinds of re-

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search they feel would be most useful to them as well as thoughts on the nature of contemporary pedagogical topics. The intention of this affiliated discussion group is foremost to serve our executive members in dialogue, however as content is contributed we hope for this resource to serve a crucial secondary purpose in drawing in researcher commentary to the fold.

Here are some examples of the cases being discussed so far in the Executive Exchange:

**Story from the front line – Banking industry**

Thread posted by [Diane Dromgold](#)

**Aim of the project:** Transfer equity investments held for clients to a new entity  
**Constraints:** A data migration was not possible and the project had to close out of the market and then transfer the holdings to the new entity.

**History:** The project was scheduled to take 10 months and was highly governed and reported. Several external reviews were held and these relied on apparent compliance with governance structures, project practices and reporting. All of these consistently showed green.

**Review:** At the eight month mark the Board sought yet another independent review but this time from the perspective of actual readiness.

**Findings:** ... (see [Executive Exchange on AoM Connect for more details](#))

**Story from the front line – Biotech industry**

Thread posted by [Diane Dromgold](#)

**Aim of the project:** New product to market.

**Constraints:**

Sensitive to:

- Time as the company was aware of a competitors progress in the same direction
- COGS as the company needed government reimbursement (in all global regions) to get adoption
- Regulatory because of the FDA and other national and regional regulatory bodies.
- Market as the release date had been announced to the distribution channels (with the effect that orders for the current product were slowing down and sales channels were teasing the market with the new product)
- Share price as failure to deliver to expectations could wipe significant value off the company's value.

**History:** The project had commenced two years earlier and was nearing the release date (three months out). The CEO was worried though as he 'smelled' a problem. All the project reports were showing green or amber and the budget was totally on track.

**Review:** My role was to review the project for the CEO and provide comfort or suggestions for moving forward.

**Findings:** ... (see [Executive Exchange on AoM Connect for more details](#))

Member login is required to view or contribute:

<http://connect.aomonline.org/groups/944c0c1c6d/summary>

I hope you find at least some of these novel options for contribution to be of interest to you - I hope they continue to serve both members of the division as well as the extended community into the future.

Best wishes in all of your work,  
 Dr. Elliot Bendoly  
 - 2010 OM Division Chair



**Announcing Our New Endowment: 'The OM Division Assistance Fund'**



It is our pleasure to announce the formal activation of the Operations Management division's new endowment (an interest earning savings account separate from our annual budget pool). The design of this endowment is expressly to provide subsidies for doctoral students in-

terested and qualified to attend the OM doctoral consortium, but without the financial means of doing so. We currently have a total gifted \$4000 set aside in this account. We plan to grow the endowment over the next administrative year. We will have authorization to make use

of it in support of doctoral consortium attendees for the 2011 meeting in San Antonio. For full details on the endowment, please see the charter posted to our archives <http://om.aomonline.org/archives.php>

## Associate Editors as Collaborators and Mentors

Submitted by Elliot Bendoly



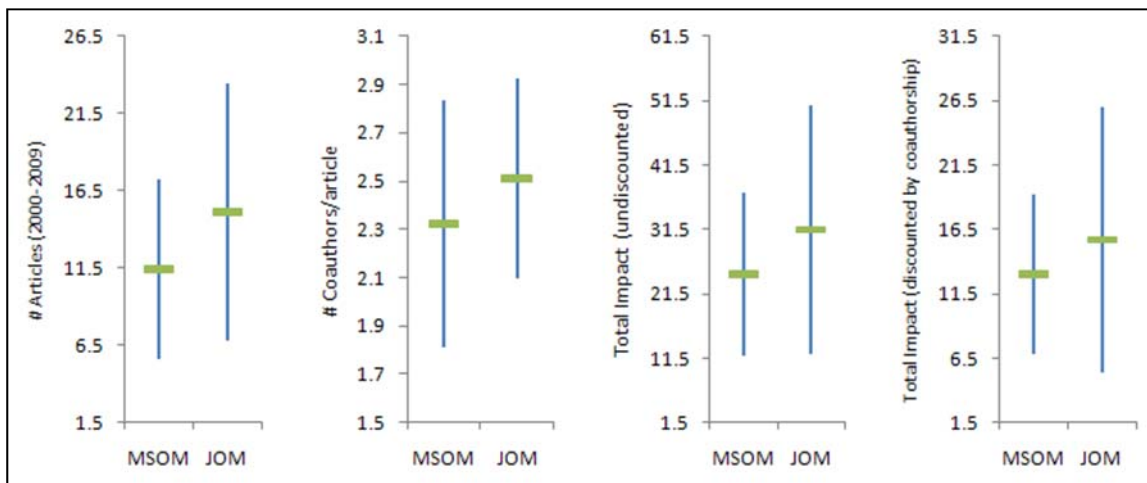
There is often some debate as to the role that journal editors play in the publication of impactful research. The most critical of cynics might anticipate top-tier journal associate editors to only be interested in pursuing their own career agendas, electing to coauthor with only the most productive of researchers, and perpetuating a somewhat exclusive enclave of collaborators. Generally speaking however, the data just doesn't seem to pan out that way.

Data on the last 10 years of publication history for two top-tier journals (MSOM and JOM) was recently analyzed to test the tendency for journal editors to publish with peers of comparable publication impact or those who tended to have lower overall impact factors than themselves.

First: Some similarities and differences among journal editors for these two journals. Perhaps not surprisingly, there is little distinction between the average per-article impact of MSOM and JOM editors (the average per-article impact for JOM editors is only 2% higher than that of MSOM editors). Neither set of editors publish exclusively in their own journals (were that the case, JOM editors would have a sizeable advantage over MSOM editors by virtue of the difference in the two journals' impact factors alone). More notably however, the total number of articles published by JOM editors is approximately 33% greater ( $p < 0.01$ ) than that of MSOM editors. As a result the total impact of JOM editors is substantially greater, even when discounting for the number of coauthors typical of JOM editors (discounted impact 20% greater,  $p < 0.05$ ).

Of course, it should be appreciated that the audiences that JOM and MSOM associate editors tend to write for are somewhat distinct, with a much larger number of MSOM editors affiliated with Industrial Engineering interest groups for example. Regular issues of MSOM over the period of 2004-2008 saw only 4 empirical arti-

Contributions by Journal Associated Editors (2000-2009)



cles of 154 piece published, in contrast to 78% of JOM articles representative of empirical research over the same period (see POMS Chronicle, 16(1)). Further to that point, JOM tends to reference management journals (e.g. AMJ, AMR) as a percentage of their sources at a rate three times (3x) that of MSOM. This likely helps explain the preference by empiricists towards JOM as an outlet (MSOM ranked #7 and #6 in terms of relevance and quality by empiricists according to the 2007 study by Theoharakis, Voss, Hadjinicola and Soterieou; with JOM ranking #1 in both dimensions).

All of this aside, it would be difficult to come up with a rational for why one would expect to see differences in the kind of co-authorship opportunities either set of editors tends to pursue. Regardless, with the cynic in mind we might be interested in seeing a little more into the nature of associate editor research collaborations. All other things being equal, unless informed otherwise, the best guess of a coauthors contribution to an article would be  $1/N^{\text{th}}$  of the article's impact (with N being the total number of coauthors, again operating under no other preconceptions). This is a fairly common approach for contribution weighting (c.f. UTD rankings), albeit subject to significant misinterpretation.

Alternately, let's consider what might be the anticipated 'potential' impact of an author relative to his/her coauthors (i.e. what that author 'brings' to the table). Prior to the collaboration, one might anticipate that the 'bring' of any coau-

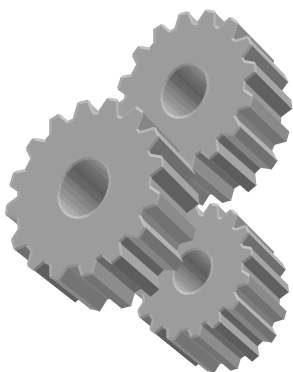
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thor might be indicated by total cumulative (or discounted) past research impact. Therefore the relative ‘bring’ of any coauthor might be calculated as the ratio of their own past impact to the sum of past impact of their entire co-authorship team (the sum including their own as well). We could therefore have two ratios to compare in discussing the structure of a successful co-authorship group ( $1/N^{\text{th}}$  vs. %bring). For any particular coauthor, if %bring is greater than  $1/N^{\text{th}}$  the indication is that they are working with coauthors of lower impact history. What about the actual numbers? Over the 2000-2009 period, the average %bring across all article authored was approximately 20% greater than the base ratio  $1/N^{\text{th}}$  for both MSOM and JOM associate editors. No significant difference between the two groups. It turns out that associated editors don’t in fact tend to ride on the coat-tails of more established authors, but rather tend to coauthor with less experience researchers.

Not a foregone conclusion given that a large number of associated editors are indeed associate faculty members – they could be collaborating strictly among themselves or with full rank research faculty. It also turns out that such co-authors tend to be earlier in their career than the journal editors they work with (although this is certainly not exclusively the case). As a result the story in both cases seems to suggest a general willingness of these journal editors to mentor less established researchers.

Now all of this may of course have ‘nothing’ to do with what actually takes place in the collaboration. There are countless cases where the efforts of less experienced researchers are the main if not sole driver of publication success. Nevertheless the willingness of associate editors to serve as mentors rather than gate keepers does seem apparent. That in itself perhaps opens the door for a little more understanding into the administration of top-tier publication. At least it’s something to think about next time a request for revision comes around.

### Useful Links



<u>Journal</u>	<u>Website</u>
Journal of Operations Management	<a href="http://www.elsevier.com/wps/find/journaldescription.cws_home/523929/description">http://www.elsevier.com/wps/find/journaldescription.cws_home/523929/description</a>
Production and Operations Management	<a href="http://www.poms.org">www.poms.org</a>
International Journal of Operations & Production Management	<a href="http://info.emeraldinsight.com/products/journals/journals.htm?id=IJOPM">http://info.emeraldinsight.com/products/journals/journals.htm?id=IJOPM</a>
Decision Sciences	<a href="http://www.decisionsciences.org/dsj/default.asp">http://www.decisionsciences.org/dsj/default.asp</a>
Management Science	<a href="http://mansci.journal.informs.org/">http://mansci.journal.informs.org/</a>
IEEE Trans on Engineering Management	<a href="http://ieeexplore.ieee.org/xpl/RecentIssue.jsp?punumber=17">http://ieeexplore.ieee.org/xpl/RecentIssue.jsp?punumber=17</a>
Journal of Business Logistics	<a href="http://www.cscmp.org">http://www.cscmp.org</a>
International Journal of Production Research	<a href="http://gort.ucsd.edu/newjour/i/msg02651.html">http://gort.ucsd.edu/newjour/i/msg02651.html</a>
International Journal of Physical Distribution & Logistics Management	<a href="http://info.emeraldinsight.com/products/journals/journals.htm?id=IJPDLM">http://info.emeraldinsight.com/products/journals/journals.htm?id=IJPDLM</a>
International Journal of Production Economics	<a href="http://www.elsevier.com/wps/find/journaldescription.cws_home/505647/description#description">http://www.elsevier.com/wps/find/journaldescription.cws_home/505647/description#description</a>
Journal of Innovative Education	<a href="http://www.dsje.org/dnn/default.aspx">http://www.dsje.org/dnn/default.aspx</a>
Journal of Supply Chain Management	<a href="http://www.wiley.com/bw/journal.asp?ref=1523-2408">http://www.wiley.com/bw/journal.asp?ref=1523-2408</a>
Journal of Supply Chain Management	<a href="http://www.wiley.com/bw/journal.asp?ref=1523-2409">http://www.wiley.com/bw/journal.asp?ref=1523-2409</a>
Journal of Product Innovation Management	<a href="http://www.wiley.com/bw/journal.asp?ref=0737-6782">http://www.wiley.com/bw/journal.asp?ref=0737-6782</a>
Operations Management Research	<a href="http://www.springer.com/business/production/journal/12063">http://www.springer.com/business/production/journal/12063</a>



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