



ACADEMY OF MANAGEMENT

Perspectives

THE NEWSLETTER FOR THE OPERATIONS MANAGEMENT DIVISION

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Doing Well by Doing Good



ACADEMY OF MANAGEMENT

Philadelphia, Pennsylvania
August 3-8, 2007

From our Division Chair



In an attempt keep our members better informed of the division's activities we have added this newsletter issue to meet that objective. The submission deadline for the Professional Development Workshop has passed and Elliot

Bendoly, Emory University, 2007 PDW Chair, has put together an exciting program that ...continued on page 2

From our Program Chair

This is an exciting time in the history of our Division. Among other things mentioned below, we are moving to three newsletters per year. Having been the newsletter editor for a ... continued on page 3



From our Pre-Program Chair



Along with the annual Doctoral Consortium we're planning for an assortment of fantastic PDWs this year, co-sponsored by a wide range of divisions. As a preview, those that the OM division is organizing or co-sponsoring this year are as follows ...continued on page 3

Division Chair's Message *from page 1*

covers both research and teaching issues. He has also scheduled two off-site activities for our members: 1) Experience Management at the National Constitution Center, and 2) Park Maintenance Volunteering Project. I am sure Diane Parente, Penn State Erie, 2007 Program Chair, is busy working on the many submissions of your best scholarly work to the Annual Meeting in Philadelphia. The deadline was January 15, 2007. We also urge you to encourage your doctoral students to apply to the OM doctoral consortium, chaired by Tom Gattiker, Boise State University. Feedback from past doctoral consortiums indicates that the doctoral students find great value from the research incubator format introduced several years earlier.

Recently, we administered a survey to get feedback from our members on a variety of issues for improving the division and serving the members better. We had a 22.4% response rate (135 out of 602 members) thanks to our members who responded to the survey. The Academy of Management recommends at least a 15% response rate but we are well above that thanks to our members' enthusiasm. The results of the survey are now posted on the OM division website. These will be included in the Five Year Division Review which will be completed sometime in February next year. I will report briefly on the outcome of the survey here. Our members who responded to the survey come from 18 countries providing a very international perspective to the questions asked. Members generally agree (5.66/7) that "the division's program at the Academy meeting is both interesting and useful to them." Also, members on the average agree (5.46/7) that "the division's leaders are very responsive to its members concerns and interests." In addition, the members agree (5.26/7) that the "division's pre-conference activities provide members with a valuable service." Nearly one-quarter (24%) of our members surveyed indicate that if their papers were not accepted for a 'traditional' paper session, they would not

participate in a visual or interactive session. Not surprisingly, research was the top reason for membership in the division, followed by teaching, a distant second. The most commonly cited reason that prevent or may prevent members from attending the meetings on a regular basis is lack of travel support.

We look forward to an exciting meeting of the Academy in Philadelphia. If you have any suggestions please do not hesitate to contact me or any of our officers.

Have a Super New Year.

G. Keong Leong
University of Nevada Las Vegas
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2007 Program Chair's Message... *from page 1*

for a number of years, I can tell you that it is a tremendous effort to increase this effort by 50%. Thanks to Peggy Lee for making this a reality!

In the next few paragraphs, I would like to talk about several issues: the enthusiasm and increasing membership of the OM Division, a new sponsorship program, need for reviewers, and paper submissions.

If you are a newcomer to the OM Division, we welcome you to an exciting time in our Division's history. If you have been around for a while in the Division, you are likely to be energized by the enthusiasm of both new and old members. The OM Division continued to grow again this year as we have for about the last five years. We are in the middle of our "study" year in which we update the strategic plan and reevaluate our mission.

As a Division we have reached out to other divisions and groups within the Academy and strengthened our role within the organization. Last year, we collaborated with 17 other divisions and interest groups in the PDW program. We

sought to include those involved in project management, supply chain, and cellular manufacturing from the other divisions. OM has been at the center of both the business and organization of special topics within the Academy (i.e. bringing Jason Jackson from Wal-Mart to speak in 2006).

The membership and the leadership are looking for another great conference in August 2007 in Philadelphia. The theme is "Doing Well by Doing Good). Service learning and service research will be common topics. Put the dates on your calendar.

We are also beginning a sponsorship program. It is essential to have support from key universities and other organizations outside of our Academy allotment in order to have a good program. We typically try to provide some support for the doctoral consortium (scholarships last year from Bowling Green) and the luncheon sponsored by McGraw Hill. We also had several coffee breaks, the OM reception, reviewer and best paper awards, and t-shirts for the faculty volunteers at the doctoral consortium. Sponsorship was provided by Penn State Erie, Boise State, BGSU Supply Chain Institute, Emory University, and University of Texas -Pan Am, to name a few.

The new sponsorship program will be organized on a master board that will be prominently displayed. The sponsorship levels will be:

- Bronze - \$100
- Silver - \$300
- Gold - \$ 500 Coffee Breaks
- Platinum - \$1,000 +

Breakfast, Lunch, Receptions, Doctoral Consortium or co-sponsor OM Social, PhD student scholarships

Gold and Platinum levels will receive specific program credit.

If you are able to provide sponsorship through your university, please let me know and I will

send a letter and an invoice for billing. If you have any other ideas for solicitation, please let me know and we can work together to obtain additional sponsorships.

I will be sending out some letters soon to solicit assistance from a variety of organizations.

Regarding reviewers, we are a bit light on the signups right now. Please sign up and encourage your colleagues to do so also.

Submissions, submissions, submissions! Finally, I am happy to report that we have 78 submissions for the Philadelphia conference!!! Many thanks to the authors who submitted their scholarly work. This is a superb submission rate, which further elevates the Divisions presence at the Academy.

Warm regards,

*Diane Parente
Penn State Erie
Black School of Business
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PDW Chair's Message, *continued from page 1*

broken by dominant classification (obviously in many cases multiple classifications apply):

Thematic:

- Integrating Ops and Ethics: Directions for Research
- Integrating Ops and Ethics: Ethics and the Supply Chain
- Institutionalizing Business Ethics: The Mandate and the Challenge
- Exploring the Theory & Practice of Management and the Values Underlying the U.S. Constitution

Research:

- Bringing Practice Back into our Scholarship
- Sustainable Supply Chain Management

- The Trajectory of Joint Technological Change in Operations and Information Systems
- Strategic Sourcing in Health Care using a Systems Science Approach
- The Management of Large Engineering Projects: Debating a Research Agenda
- The Management of Alliance Portfolios and their Performance Implications
- Publishing on Both Sides of the Atlantic

Methods:

- How to Study Project Management: Diverse Research Methods and Project-Specific Phenomena
- Process Research Methods Workshop
- Micro Methods for Macro Problems: Using experiments to advance theory in strategy and technology management
- The Analysis of Change via Latent Growth Modeling
- Hamlet's Dagger: Managing Attention, Information and Uncertainty
- Comparative Visualization Techniques

Teaching:

- Teaching Project Management (with "people" in mind)
- New Wine in Old Bottles: Innovative Teaching for Emerging Management Topics

Off-sites:

- Experience Management at the National Constitution Center
- Park Maintenance Volunteering Project

The two off-sites are being coordinated by our division but have limited space. If you are interested please contact me to confirm a spot prior to the conference. Additional information on each PDW will be made available through the division's website. We sincerely hope you will plan to come early and take advantage of these pre-program offerings.

Elliot Bendoly
Emory University
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Operations Management Doctoral Consortium Research Incubator 2007

The Operations Management Division is proud to announce its 2007 doctoral consortium to be held at the Academy of Management (AoM) conference in Philadelphia. The AoM Conference is the premier venue for empirically-focused Operations Management research.

The consortium follows an intensive research incubator format. Students present their research proposals to a panel of distinguished faculty that provides feedback and guidance on each proposal. To ensure the highest quality feedback, faculty also review the proposals prior to the event. This format has proven valuable as students refine and complete their dissertation proposals, and it is very engaging for the doctoral faculty as well.

Doctoral students working on any Operations Management topic may participate. Space is limited to 12 students. Preference is given to students employing empirical research techniques in their dissertation work. Preference is also given to those students who are "mid-career" within their doctoral program; that is, those who have formulated a dissertation research proposal but have not yet carried through the bulk of the dissertation research. The research incubator format is generally less appropriate for students in the early stage, or concluding stage, of their doctoral program. Students who have attended other doctoral consortia find this consortium uniquely beneficial due to its sole and intensive focus on developing research.

Outstanding faculty with proven empirical research records serve on the consortium faculty panel. Students also interact with the doctoral faculty at the sponsored networking dinner. Accepted students will receive modest stipends to support conference and travel expenses. Discounted lodging will be available for students (see the conference website and reserve early).

Applications consist of the following: vita, your full contact information, your advisor's contact information, one-sentence statement on your stage in the doctoral program, and a one-page summary of your dissertation research. Formatting instructions for the summary should be downloaded from the consortium chair's website (URL below). Electronic applications are required. Submissions are accepted through April 15, 2007 Please email the application to the consortium chair:

Prof. Thomas F. Gattiker
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CALLS FOR PAPERS

*Decision Sciences Announces
Four Calls for Papers
Decision Sciences Special Topic Forums*

New Directions for Supply Chain Design

Associate Editor Team
Kyle D. Cattani and Vincent A. Mabert
Indiana University

The past two decades have witnessed a proliferation of supply chain designs. In many cases, supply chains have become more global and complex, with vast challenges in the coordination of material, information, and finances. In other cases, supply chains have become more streamlined, with fewer players and much shorter lead times. With more choices available for structuring supply chains, the question of "What is the best design for our supply chain?" remains as important and challenging as ever. Only recently have academics given serious consideration to the question of supply chain design and how to best structure a supply chain to align with other

competitive decisions. This Special Topic Forum calls upon researchers to challenge our disciplines to consider new directions for supply chain design research-ones that provide critical managerial insights for strategic and operational managers.

Building on the editorial mission of Decision Sciences, this Special Topic Forum (STF) seeks manuscripts utilizing diverse research approaches such as theoretical, empirical, and analytical research methods addressing supply chain design decisions. The research should provide better understanding of global supply chains as complex systems, and integrate concepts such as strategic sourcing, effective asset management, appropriate information flows, and incentive structures that coordinate complex relationships in global supply chains. No matter what research approaches are employed, a rigorous application of methodological tools should provide insight into the challenges facing managers as they structure their supply chains. Articles published in this STF must meet Decision Sciences' high standards of research rigor and originality, while embracing managerial relevance, not only in the research problem studied, but also in their impact on enhanced decision making.

Topics of Interest include, but are not limited to:

- *Global outsourcing strategies: alignment of products and supply chains
- *Interaction of supply chain design and product design
- *Positioning/repositioning supply chain assets (facilities, inventories, and transportation) in response to business dynamics
- *Design of global supply chains for rapid response
- * Supply chain design for managing disruption risks

All submissions must adhere to the format and style guidelines of Decision Sciences journal. Manuscripts will be evaluated on the same criteria as regular manuscripts. The evaluation process will be similar to regular paper submissions, except the Associate Editors assigned to the manuscript will be part of the Special Topic Forums Editorial Team.

Manuscript preparation and submission instructions can be found on the journal's web site at <https://wpcarey.asu.edu/dsjOnline/index.cfm>.

In the cover letter to the Editor-in-Chief, Professor Vick Smith-Daniels, please indicate that your submission is for the *Supply Chain Design* Special Topic Forum.

Deadline for Submissions: July 31, 2007.

***Behavioral Issues
in Information Systems-Enabled
Operational Decision Making***

Associate Editor Team

Elliot Bendoly, Goizueta Business School, Emory
University

Cheri Speier, Eli Broad School of Management,
Michigan State University

The business community has seen countless claims regarding the potential role of information systems toward more effective operational decision making. It is now recognized that the simple possession of information systems does not imply effective use of these systems by individuals charged with operating decisions. The amount of time and money spent on IS systems are similarly insufficient proxies for their use. In order to truly diagnose the linkages between information systems and operational benefits, a much more micro-level of study is necessary. Such a micro-level view must delve deeper than the common considerations of training programs, deployment of system experts, cross-functional integration, and other organization-wide concepts. It must fundamentally attempt to get into the mind of the decision maker and ask questions regarding why certain information is regularly sought out while other information may be ignored; how the information obtained subsequently is manipulated and interpreted; why some conclusions associated with immediate benefit are forgotten while others that imply greater risk of loss are pursued. These questions require the consideration of the psychological mechanisms that serve as barriers and motivators of continued and evolving use of IT in operational decision making.

This Special Topic Forum (STF) calls upon researchers to challenge some of the well-established beliefs regarding the linkages between the availability of information supported by technology and the operational gains obtainable through “better” decision making. In order to ground this forum in real-world contexts, we will be seeking rigorous empirical works making use of such methodologies as action research and field/lab experiments, case-based investigations coupled with structured or semi-structured survey collection, and system archival mining of use and decision making patterns. Theoretical models driving the specifics of such data collection and subsequent analysis should make ample use of established behavioral theory as it relates to information system use and operational decision making. Approaches to analysis can include a wide variety of techniques including both standard statistical comparisons common to experimental research as well as more qualitative approaches, such as content analysis and augmented forms of social network modeling intended to take into account cognitive phenomena.

While multiple levels of analysis and theories are acceptable, the individual decision maker must represent a key element of the research. As a result, theories that are fundamentally tied to higher levels of analysis or examine individual technology acceptance behavior (in general) are likely to be ineffective at approaching the kind of detailed research questions sought out by this call and are generally not encouraged. Instead, theories that focus on decision making cognitive processes to illuminate what happens within the “decision making” black box are encouraged. Finally, this call places no limitations on the specific form of information system studied or the specific operations management context / problems these systems are intended to benefit. Having said this, a wide range of research questions are open for consideration.

Examples topics of interest might, but are certainly not limited to:

- Selective disregard for pricing information in purchasing decisions
- Adversity to the use of process analysis recommendation in project management
- Misinterpretation and misuse of supply chain management solutions
- System circumvention in yield management settings
- Bias in scheduling constraint specification and performance sensitivity
- Customer relationship management overloads and assumption making in new service development
- Organizational information system characteristics and the resulting effects on decision making
- The role of information integration on work sharing and behavioral outcomes
- How decision support systems outputs are actually interpreted and interacted with in operations
- Decision maker ability to identify invalid or inappropriate data in operational decision making systems

Following the interdisciplinary focus of this STF, the Associate Editors bring expertise in IS, OM, and behavioral theory. Like other STFs, this research collaboration strengthens *DSJ's* renewed focus on decision making and provides a foundation for future research on the role of the individual decision maker in improving OM and IS practices within and between organizations.

Manuscript preparation and submission instructions can be found on journal's web site at <https://wpcarey.asu.edu/dsjOnline/index.cfm>. In the cover letter, please indicate that your submission is for the Special Topic Forum on *Behavioral issues in IS-Enabled Operational Decision Making*.

Deadline for Submissions: January 20, 2007

Decision Making in the Health-Sector Supply Chain

Associate Editor Team

W. C. Benton, The Ohio State University

K. K. Sinha, University of Minnesota

Like manufacturing industries, the health-sector supply chain is taking notice of the untapped potential of integrating functions and capabilities across the enterprise. The health-sector supply chain includes acute care providers, group purchasing organizations, distributors, manufacturers (medical-device, pharmaceutical, and biotechnology companies), healthcare information technology organizations, and insurers. In its most basic form, the health-sector supply chain involves all of the activities and decisions made to move a product from the manufacturer to the patient's bedside. Despite the potential benefits of supply chain integration, the dynamic nature of the health sector may not lend itself to the success of supply chain strategies in other industries. Compared to other industries, the health-sector supply chain's functions and capabilities are more dispersed across intermediaries at different levels in the supply chain, and often involve the delivery of both products and information services.

This Special Topic Forum (STF) focuses on advancing decision-making research in the health-sector supply chain by publishing forward-thinking, rigorous research that stimulates future research on designing and managing healthcare services in today's rapidly changing environment. When considering the unique challenges of the health-sector supply chain, healthcare executives and managers recognize the importance of managing upstream and downstream relationships, and the roles that sourcing, marketing, information technology, operations, distribution, finance, product development, and customer service play in the efficient and effective deployment of the supply chain.

The STF encourages research examining different types of decision problems ranging from strategic to operational that occur in various forms, including inter-organizational, group-based, and technology-enabled. Health-sector research has, and will likely continue to draw from diverse academic disciplines such as operations management, information systems, marketing, strategic management, organizational

behavior, technology management, and public policy.

Building on the refocused editorial mission of *Decision Sciences*, this STF seeks manuscripts utilizing diverse research approaches, such as theoretical, empirical, and analytical research methods. Articles published in this STF must meet *Decision Sciences*' high standards of research rigor and originality, while embracing managerial relevance, not only in the research problem studied, but also in their impact on enhanced decision making. STFs consist of a collection of three to five articles that are published in a regular issue along with other peer-reviewed articles.

Topics of interest include, but are not limited to:

- Information technology integration within and between organizations
- A data-driven analysis of EMR (electronic medical record) systems
- RFID adoption and implementation in the healthcare sector
- Coordinating product design and supply chain design decisions
- Globalization of the healthcare supply chain and medical tourism
- Managing the demand for episodic healthcare delivery systems
- Development and delivery of personalized healthcare systems
- Regulatory and reimbursement considerations in supply chain management
- Managing product recalls and reverse logistics
- Avian flu pandemic and its implications for supply chain management
- Biosecurity considerations in supply chain design
- The effects of HIPPA on the healthcare delivery system
- A data-driven analysis of the consumer driven healthcare initiative
- An in-depth data analysis of the hospital cost structure: administrative, fixed, and variable

Manuscript preparation and submission instructions can be found on journal's web site at <https://wpcarey.asu.edu/dsjOnline/index.cfm>. In the cover letter, please indicate that your submission is for the *Health-Sector* Special Topic Forum.

Deadline for Submissions: February 1, 2007.

International Journal of Manufacturing Technology and Management

Special Issue on: Role and Integration of the Supplier in Supply Chain Management

Over the past two decades, Supply Chain Management has become increasingly important in the efforts of firms to remain competitive. In today's competitive environment, firms are increasingly recognizing the importance of collaboration between the various links in the supply chain. A great deal of attention is also being focused on the role of the supplier in the supply chain. As firms increasingly outsource their non-core activities, the suppliers assume a greater role in the firm's supply chain, from product development to finished goods inventory management. Integrating the supplier's activities with its own has become critical for the firm, given the need to minimize inventories and to be able to deliver customer orders on time.

The primary objective of this special issue of *IJMTM* is to focus on current developments in the integration of the supplier into the supply chain of the firm, made possible by rapid advancements in communication and computer technology. We seek contributions that focus on new developments in the integration of suppliers in the firm's supply chain. Topics include, but are not limited to:

- Impact of Information
- Aspects of Supply contracts
- Role of EDI
- Impact of the Bullwhip effect

Global sourcing
Supplier capacity and/or quantity commitments
Use of advanced planning systems to enable coordination
Integration of financial and accounting processes
Role of the supplier in product development and in quality management

Important Dates

Deadline for submission of manuscripts:
15 March, 2007

Communication of peer review to authors:
30 May, 2007

Deadline for revised manuscripts:
15 July 2007

Final manuscript submission to publisher:
31 August, 2007

Notes for Authors

All papers are will be refereed through a double blind peer review process. For other information on submission of papers, guidelines, and notes to authors please see the *For Authors* section at www.inderscience.com. Please feel free to contact the editors with any questions.

Guest Editors:

Note: You may send one copy in the form of an MS Word or PDF file attached to an e-mail (details in author guidelines) directly to the following:

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Journal of Innovative Education CALL FOR PAPERS

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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 on page 15.

*Barbara B. Flynn
Indiana University*



**Come See Ben Franklin
The Franklin Institute
Philadelphia, Pennsylvania
August 3-8, 2007**

Interesting journal Information

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

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