



ACADEMY OF MANAGEMENT

Perspectives

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Washington DC

From our Division Chair

The renewed growth and energy that Spring brings (at least to Canada) is a wonderful image that reflects the emerging growth of the Operations Management division in the Academy. As we forward to summer, I can see many opportunities for continued development.



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From our Program Chair (2001)



Join us at the 61st Academy of Management Meeting in Washington DC August 3-8. I want to thank all of you who made this program possible through your submissions, your constructive and prompt reviews, and by volunteering

to serve as discussants, chairs, and facilitators at the meeting. Your hard work and commitment have culminated in a very interesting program for the 2001 AoM Annual Meeting.

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From our Professional Development Chair



The professional development workshop sessions for this summer's Academy are in place and ready to roll. We have several exciting sessions scheduled.

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Message from Division Chair

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The Academy's annual conference, this year in Washington, DC, is the focal event for our division. For 2001, our Program Chair, Janet Hartley, and Professional Development Workshop Chair, Kenneth Boyer, have done an admirable job building an exciting and stimulating program. Of particular note, our Theme session will focus on survey research, which highlights one aspect of our emphasis on empirical research. While I will leave it to you to explore the details of the OM division's program, suffice it to say that you will discover an interesting mix of symposia and papers covering such research areas as operations strategy, quality, services, and global issues.

The division is continuing two new "traditions" that were initiated last year. First, because many of you arrive on Saturday, the division and the Ivey Business School is hosting a Welcome Reception that evening from 5-7 pm. Second, a Continental Breakfast will be offered on Wednesday morning to kick-off our final day of conference sessions. And, of course, I hope to see you all at our Division Social following our Business Meeting on Monday evening. All these informal social events are great occasions to make new acquaintances and meet old friends.

This year's theme, "How Governments Matter," has encouraged a broad range of individuals from the public and private sectors to participate. The Distinguished, All-Academy Speaker is Jacques Klein, Under Secretary General of the United Nations, who will discuss the management of reconstruction in Bosnia-Herzegovina. Other public sector panelists and presenters include Christine Todd Whitman (U.S. Environmental Protection Agency), as well as representatives of the Agency for International Development, Department of Justice, Federal Reserve Board of Governors, Food and Drug Administration, and Veteran Affairs.

As in past years, one of the unique features of this conference, relative to other OM-related conferences is wonderful opportunity to hear from noted scholars from other business fields that intersect with much of our own research and teaching. Spread across three hotels, the general

Academy program has an enormous number of sessions that promise to be very exciting. From total submissions of 2,329 papers and 411 symposia, 3,200 people are presenting 1,046 papers and 291 symposia. This lengthy list includes Michael Porter, Donald Hambrick, Bruce Kogut, Michael Tushman and Henry Mintzberg, to name just a few.

While much of our division's activities are oriented toward the annual meeting, I encourage more of you to seek an active role in other areas of the Academy. For example, relatively few articles from our division members have appeared in recent years in the Academy journals for a variety of reasons. While the review process can be long and arduous, the reviewers and editors provide excellent, helpful feedback. Academy publications also are a great complement to the division's expanding relationship with the Journal of Operations Management. While I trust that the OM division will remain your primary "home," other divisions also offer great opportunities for research collaboration and professional development. These linkages become increasingly critical as our members continue to develop empirical and cross-disciplinary dimensions of the Operations Management field.

I look forward to seeing you in Washington!

Rob Klassen
University of Western Ontario

Did you know?

That the official hotel of the OM Division is the Washington-Hilton Towers. It is one of three hotels for the conference.



Registration and the Doctoral Consortium will be held at the Marriott with the final luncheon at the Hilton. It is approximately a 12-20 minute walk from the Marriott to the Hilton along Connecticut Avenue. The web page for the conference says that there will be "frequent" shuttles running.

Quality Management Journal Call for Papers



Quality Management Journal is soliciting submission of articles. The mission of *Quality Management Journal* is to publish significant research which is relevant to quality management practice and to provide a forum for discussion of such research by both academics and practitioners. As such, it actively seeks articles which are based on rigorous research in the domain of quality management and presented in a format which is accessible to practitioners. Thus, *Quality Management Journal* serves a dual mission.

The types of articles which are sought include:

Articles which provide objective evidence concerning actual quality management practice and its effectiveness.

Case studies, which consider either a single application or a small number of cases, are appropriate if they are written as research cases.

Management theory articles which present significant new insight.

Review articles or other articles which create links to the existing academic literature and aid in the development of an identifiable academic quality management literature.

Teaching articles, which focus on tips for teaching quality management concepts in a classroom or training environment.

All papers are reviewed for overall suitability for the *Journal* by a member of the Editorial Review Board prior to peer review by two anonymous referees.

Barbara B. Flynn
Editor, *Quality Management Journal*
c/o ASQC
611 East Wisconsin Avenue
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See you in Washington,
Barb Flynn
Wake Forest University

Interesting journal Information

Web pages for journals of interest to OM members.

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.inform.org/
IEEE Trans on Engineering Management	http://www.emp.pdx.edu/ieeee/ieeee.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 Jnl	http://www.asq.org/pub



Message from Program Chair

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This year, the OM Division regular program offers seven sessions and two showcase symposia spanning many topics of interest to operations management researchers. Presentations will explore topics such as technology management, services, new product and service design, global operations challenges, attaining flexibility and agility, and quality management. The theme session will focus on survey research methods and will feature a presentation on the history of survey research in OM followed by a panel discussion of its future directions.

The OM Division will be sponsoring two showcase symposia at the meeting. One symposium will explore ways to improve customer service and the second uses a film documentary to study logistics systems in India. While you are at the meeting be sure to attend the interactive paper sessions. This year the OM Division will have four papers presented in interactive sessions covering topics including manufacturing strategy, project management, and e-procurement.

For the complete meeting schedule, visitor information, and to register go to www.aom.pace.edu. The OM Division program will be in the Washington Hilton & Towers. Hotel reservations must be made by June 27 and the meeting registration is due by July 20. You can obtain hotel and meeting registration forms on-line.

I look forward to seeing you all in DC!

Jan Hartley
Bowling Green University



Journal of Operations Management Special Issue: Operations within Today's Demand Chain Management Framework

Today's business environment is governed by how to create maximum flexibility to deliver individualized products or services at minimal cost. This is increasingly done in networked demand chains, which link customers, providers/producers, and their respective suppliers. The e-business dimension forces management to re-think their processes so as to integrate them with the organization's strategy and operations.

This special issue on Operations within Today's Demand Chain Framework aims at bringing together current research achievements, conceptual paradigms, and practical applications on the integration of Customer Relationship Management and Supply Chain Management in a true Demand Chain. This may, for example, involve offering capable-to-promise and handling the fulfillment of orders by looking across different business systems and allowing real-time interactive use by all partners. It is based on the premise that the business model across industries is fundamentally changing and will be increasingly based on a demand chain framework, including collaborative commerce.

Papers should clearly bring out the cross-functional dimensions inherent in any demand chain framework, with a clear link towards the operations management component.

Manuscripts must be submitted no later than *August 1, 2001*,

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Doctoral Consortium 2001

The OM Division of the Academy of Management is an active division of scholars and practitioners dedicated to advancing the science and practice of operations management. Each year, the OM Division sponsors a Doctoral Consortium as part of the Pre-Conference activities for the Annual Meeting of the Academy of Management. The OM Division's Doctoral Consortium, while open to all OM and Supply Chain Management Ph.D. students, is highly selective, with selection criteria based on merit and progress in the students' respective Ph.D. programs.

For 2001, the Doctoral Consortium will continue to host sessions that provide insights into employment issues (e.g. interviewing strategies, do's and don'ts), teaching (e.g., importance of teaching, good teaching strategies), research issues (e.g., publishing, writing research grants, team research), and service. Following the success of last year's session, there will also be a special individualized session, "Developing Your Professional Career," for the doctoral students. For each session, we will be featuring prominent "new" as well as "seasoned" faculty members from universities and colleges across the U.S. In addition to these educational sessions, we have arranged for a tour of an area production system plus formal and informal social gatherings for faculty and students to interact more directly. As such, the Doctoral Consortium presents an excellent learning opportunity for OM and Supply Chain Management Ph.D. students in any year of their program.

Ph.D. students interested in attending the Doctoral Consortium should submit, by June 1, 2001, the following information:

- 1-page academic vita
- 1-page outline of their anticipated or actual dissertation topic
- letter of recommendation from an appropriate school official.

The package should be sent to Robert Sroufe at the address below. Participants and their sponsoring institution are responsible for their travel, lodging, and meals (except where noted). For more information, contact either:

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Message from PDW Chair

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First, Steve Melnyk (Michigan State University) and Robert Sroufe (Boston College) are organizing the division's doctoral consortium. This year's consortium is organized around the analogy of an academic career as a chess game. Like a chess game, there are three definite phases to the process of going from being a doctoral candidate to a successful junior faculty – the opening game, the middle game, and the end game.

In this workshop, we examine these three stages. The first stage, the opening game, focuses on preparing yourself within the doctoral game to be successful. The second stage focuses on identifying potential universities, on increasing your attractiveness as a potential hire/junior faculty. The third stage, the end game, focuses on becoming academically successful ONCE you have been hired. The goal of this consortium is to introduce the doctoral candidate to the full range of issues and options that must be considered to succeed at each stage. If you have an interest in participating in this session as either a presenter or as a student, please

contact Steve Melnyk (Melnyk@msu.edu) or Robert Sroufe (sroufe@bc.edu).

Second, a session titled “The Emerging Role of Technology in Supply Chain Management” will be conducted by Greg Stock (Northern Illinois University) and Tonya Boone (William & Mary) on Saturday, 1:00- 2:30 Marriott Wardman Park Hotel: Lanai 156. This session will examine how technology can be both an enabler of supply chain management (e.g., ERP, the Internet) and a product of the supply chain (e.g., new technology sourced through innovative supply chain structures). This workshop will feature reports on state-of-the-art research exploring the emerging role of technology in new approaches to managing the supply chain.

The second PDW session is titled “Teaching Project Management in the 21st Century” and will be Saturday, 1:00- 4:30 in the Marriott Wardman Park Hotel: Lanai 160. This session is co-sponsored by the TIM division and is chaired by Mohan Tatikonda (University of North Carolina).

In this session, panelists and audience members will address: (1) challenges and opportunities of teaching project management as it applies to contemporary business contexts; (2) the key themes that merit most attention in the classroom (“what do our students need to know?” and “is there more to project management than PERT charts?”); (3) the appropriate scope and emphasis for required core courses vs. elective courses vs. highly focused executive education sessions on project management; (4) experiences in teaching with software tools (e.g., Microsoft Project) and (5) teaching of project management in specific applications contexts (e.g., information systems implementation, new product and service innovation, entrepreneurial startups) that are so relevant to our students today.

Participants in this session include Rebecca Duray, U. of Colorado, Colorado Springs; Oscar Hauptman, Melbourne Business School; John McCreery, North Carolina State U.; V. K. Narayanan, Drexel U.; Dwight Smith-Daniels, Arizona State U.

The third session is titled “Efficient Operations in Government and Nonprofit Services - Oxymoron or Opportunity?” and is scheduled for Sunday, 8:30

- 10:00 Marriott Wardman Park Hotel: Truman. Susan Meyer (University of Minnesota) will chair this session and participants include Rohit Verma (DePaul University) and Craig Froehle (University of Cincinnati).

This session will explore how government services differ from other services in that they are delivered for the good or benefit of the public. Nonprofit organizations deliver services for either the general public or for specific groups with special needs. Both of these organizational types provide services without seeking income or profits as their primary motive. However, like business services, lowering the costs and improving the quality of these services are major factors for these organizations.

In this program, current research and practices associated with delivery of nonprofit services will be discussed. Participants will pull from both the for-profit and nonprofit research streams and practices to improve our understanding of designing and delivering these services.

Finally, the capstone session is titled “E-Business: Where Strategy and Operations Meet” and is chaired by Marvin Lieberman (UCLA). This session will be Sunday, 10:30- 12:00 Marriott Wardman Park Hotel: Virginia A and features leading researchers working in the area of e-business. This session is co-sponsored by the BPS division. Participants include Suresh B. Kotha, U. of Washington; Andrew McAfee, Harvard U.; Joseph P. Bailey, U. of Maryland.

Efficient management of operations has become central in the evolving e-commerce sector, where business strategies often involve radical transformations of the supply chain. For e-businesses that require delivery of physical products, logistics, and inventory management are critical. This session will consider the interaction between operations and strategy in the new Internet economy.

Ken Boyer
Michigan State University



Update on our Doctoral Consortium Participants from 2000



Elliot Bendoly has accepted a position at Emory University in Supply Chain Management and E-Commerce. He was officially called “*doctor*” on April 27, 2001. His dissertation topic was *Supply and Demand Management in*

Clicks-and-Mortar Operations: Inventory Control Strategies and Service Implications. He is preparing to move from Indiana University. We’re sure to hear more from Elliot. Congratulations!

Craig Froehle has accepted a position at the University of Cincinnati in Operations Management. His dissertation on *Designing Electronic Service Operations for Computer-Mediated Customer Contact* is scheduled for June 11. We all wish him good luck. Craig will move to Cincinnati from the University of North Carolina at Chapel Hill.

Peggy Daniels Lee has joined Penn State Erie in Operations & Supply Chain Management. She is traveling to George Washington as she completes the final stages of her dissertation on *The Role of Port Privatization in Supply Chain Integration in Developing Countries - A Case Study Approach*. Since you last saw her in Toronto, she visited ports in Argentina as a part of her dissertation research. She should be completed in June. Best of luck to Peggy on the defense!

Tim Huh was an early attendee at the Consortium, wisely getting a jumpstart on the job and career information. He wasn’t on the job market last year but is working on supply chain management and capacity planning. He expects to complete his program at Cornell University in August 2002. We look forward to hearing more from Tim.

Stephan Vachon was another early attendee. He is working with Rob Klassen, our Division Chair, in the area of supply chain management and environmental issues. He is in his third year at the University of Western Ontario with an expected completion in 2002. Keep up the good work!

Eve Rosenzweig is expecting to complete her dissertation at the University of North Carolina at Chapel Hill in June 2002. She is not yet “on the market” but took advantage of the Consortium last year. Her dissertation is “Assessing the Impact of Business-to-Business (B2B) Electronic Marketplaces on Operations Strategy: An Empirical Investigation”.

Good luck to all our consortia alums,

Diane Parente
Penn State Erie

OM Division Officers

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