

POMS

CHRONICLE

FIRST ISSUE 2009

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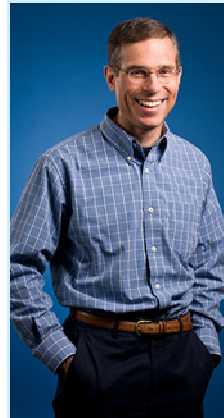
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Upcoming Conferences

Twenty-first Annual Conference of POMS
 May 7-10, 2010, Vancouver, BC Canada

See <http://poms.org/>



Wally Hopp

POMS President

Ross School of Business
 University of Michigan

POM for the Future and the Future of POMS

Since this is my first message as president, I want to start by saying what a privilege it is to have the opportunity to serve in this capacity. POMS is a remarkable society, having grown from nothing to a major force in our discipline in a very short time. I am doing my best to support the continued rise of POMS by building on the noteworthy accomplishments of my predecessors Cheryl Gaimon, Jeet Gupta and Hau Lee. As they did, I am focusing on promoting connections—connections among members, connections between members and industry, and connections between POMS and other societies that represent OM professionals around the world.

But enough about me. We change presidents every year. If each of us devoted our first column to expressions of gratitude, this newsletter would be full of sincere, but boring, “thank you” notes. So, instead, I am using my space to return to some interesting ideas Cheryl Gaimon raised in her message in the previous issue of this newsletter (Vol 15, No 2). In that column, she made two excellent points: (1) this is a great time to be in the OM profession, and (2) focusing on the present at the expense of the future can be disastrous.

It is indeed a great time to be in OM because, over the past few decades, increases in complexity and interconnectedness have made operations increasingly essential to business success. As a result, material requirements planning, total quality management, just in time, business process reengineering, and many other major business trends have had their roots in OM. In world events, no less an authority than *NY Times* foreign affairs columnist Thomas Friedman described “supply chaining” as one of 10 major “flatteners” that have reshaped the globe by leveling the economic playing field. Clearly, we are where the action is.

However, as Cheryl observed, one can choose to either lead or follow the action. She speculated that General Motors’ current troubles are at least partially the result of focusing too much on what customers want today, and too little on what they are likely to want tomorrow. Even though everyone knew that big markets for large vehicles could not be sustained indefinitely, GM never developed the capabilities needed to be profitable without them. They made short term profits at the expense of long term viability by following customer trends, rather than anticipating them.

Of course, criticizing someone else in hindsight is easy. Evaluating

(Continued on page 4)

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to provide a forum for dialogue among its members.*

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Featured Associate Editors



Rafael Menda

POMS, Vice President-Industry
Johnson & Johnson Group of Consumer Companies

On page 5 of this issue, Rafael introduces what is to become a regular and welcome feature of the Chronicle — a column focused on industry practice of POM. We look forward to this initiative, helping strengthen the link between academics and practitioners within our profession.

Hans Sebastian Heese

Indiana University

Seb is the Feature Editor for Contributed articles. Note that we have several contributed articles in this issue, so Seb played a major role in the creation of the current issue.



**Submit articles, news, announcements, and other
information of interest to to the editor:**

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*Electronic copies of current and past issues of
POMS Chronicle are available at: **www.poms.org***

FROM THE EDITOR:



Glen Schmidt

David Eccles School of Business, U. of Utah

(Why) Is Operations a Shrinking Field?

In the President's Message of this issue, Professor Hopp highlights the centrality of OM to business success, and notes what a great time it is to be in the OM profession. He identifies many problems where OM researchers may be able to make significant contributions to society: for example, designing supply chains that mitigate the impact of higher fuel costs, developing sustainable supply chains, and enhancing health care delivery.

I am pleased to read this assessment and fully agree with it. Yet, consider the interesting data presented in this issue's article on "Global Trends in POM Education" by Dr. Dan LeClair. Data in that article suggest:

1. The number of programs that "have POM" fell across the board in the past 6 years:
 - Bachelor's POM programs: fell from 24% to 17% (see slide 9).
 - MBA POM degree programs: fell from 14% to 9% (see slide 10).
 - PhD POM degree programs: fell from 43% to 25% (see slide 12).
2. The percentage growth in POM faculty at the Assistant level over the past 6 years (possibly a proxy for "new blood") was the lowest of all fields except Accounting and CIS/MIS (see slide 14); and from slide 15 it appears that Acctg's lack of growth may simply be due to a lack of candidates (slide 15 shows 27% of Acctg searches were unsuccessful, $27\% = 20.8\% / (20.8\% + 55\%)$).
3. Growth in salaries of new POM doctorates was lowest of all fields except CIS/MIS and Quantitative Methods, and just over 1/2 that of the average across all fields (see slide 16).
4. After significant growth from 1997 to 2002, the numbers of Bachelor's and Master's degrees awarded in POM dropped by 13% and 41%, respectively, in the past 5 years.

I suspect the numbers are not as bleak as the above data seem to suggest - for example, I suspect that the numbers may be impacted by things such as a School changing the name of a Degreed program from "POM" to "Supply Chain Management."

Here is another positive spin that one might put on the numbers: it is a possible indication of higher productivity of POM professionals. It is a great thing that fewer people are needed to accomplish what our profession accomplishes!

Nevertheless, I think these numbers may point to a need for continued reflection as to how our field is viewed by our faculty peers, by our students, by industry professionals, and by the public at large - and the need for continued action on our part so that we may better impact the views of these other groups and ultimately have a more positive impact on society.

What is so obvious to us (i.e., that it is a great time to be in the profession, and that the profession has much to offer to industry and society) may not be so obvious to others. Others may think that "production and operations management" is of concern to a factory worker but not to (other) business professionals. They may not think of "production" as being relevant to the health care discussion; they may not think of supply chain management as being

relevant to the financial crisis (see the editorial of the previous issue of the Chronicle), and they may not think of POM as being relevant to the sustainability discussion.

This (mis)perception of what POM is and what it can do for a firm and for an individual is something that I continually encounter at the start of a core operations class, particularly with younger students. But it doesn't end with younger students and in fact it doesn't end with students - for those of us in academia I think it would be safe to say that a few of our faculty peers may have a similar misperception, and for those of us in industry I think it would be safe to say that some of our co-workers fail to properly value the field of OM. What are you doing to change this perception? What more can POMS do to change this perception?

We as a profession need to remain focused on helping solve the problems of sustainability, health care, and limited natural resources that Professor Hopp mentions—along with many other relevant issues. However we will not be as effective in helping shape the future—we may not even be given the opportunity to do so—unless the broader community is aware that we are an available and necessary resource to help achieve these goals.

(Continued from page 5)

product of this endeavor may very well be a heightened interest by practitioners in being part of other POMS activities.

We are now starting to engage several operations executives by sending them a short summary of the basic ideas behind the Missing Link paper (also the full article to those who request it), and asking them to write a few short paragraphs that reflect their experience and opinions on the subject. In this "Power Point age" I suspect some of those executives will either not have the time or the preference to actually write anything substantial. We will, in those cases, conduct a telephone interview to capture their views.

Our intention is to publish short summaries of those responses, along with any patterns we may observe, in the next issue of the Chronicle. Then it will be the turn of our members, as we start the debate... Naturally, we can use any help our members can provide in reaching as many industry practitioners as possible. Please e-mail me with your suggestions.

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PRESIDENT'S MESSAGE (CONT.)

(Continued from page 1)

ourselves in the present is hard. So let's ask whether we in the OM field are all that different from GM. Movements like JIT, TQM and supply chain management all appeared in industry first, and only later became subjects of academic research and teaching. Writing and talking about them brought us funding for our research, students for our classes, and quotations in the media. Moreover, there was legitimate value to codifying, modeling and analyzing existing practices. But if this is all we do – following trends without anticipating them – we run the risk of falling as far out of step with our customers as GM did with theirs. After all, why should students take courses from us if they can only learn the latest OM practices on the job?

Anticipating trends is not easy, but it's not impossible. For instance, don't we know that higher fuel prices are coming? Of course. So we should be working to design the global (or perhaps local) supply chains that will be needed when they do. Don't we know that environmental externalities will be internalized? Yes, at least eventually. So we should be designing responses (e.g., sustainable supply chains), as well as evaluating the relative effectiveness of alternate policy mechanisms (e.g., effluent taxes vs. emissions trading). Don't we know that health care delivery is going to change (at least in the U.S.)? Yes, even if we don't know when or how this change will play out. So we should be using our OM expertise to design more cost effective delivery mechanisms and we should also be inserting ourselves into the public debate over which mechanisms to use.

Of course, designing operations solutions for the anticipated future is riskier than designing them for the known present. We may well develop tools and insights for environments that never come into existence. But this is a risk we must take. When we do get it right and anticipate the future, our OM research will change the world, not just model it. Our teaching will prepare students for the future, not just the present. And perhaps most important, we as OM professionals will play a role in shaping our future that is commensurate with the importance of our discipline in it.

For this type of scholarship, connections are more important than ever. If we want to prove a mathematical theorem, a solitary stint with a pencil and a desk may be sufficient. But if we want to anticipate future trends, we must listen carefully to voices beyond OM. If we want to solve complex global problems that don't even exist yet, we must collaborate with colleagues around the world. If we want our work to have an impact, we must work across academic and practitioner boundaries. These types of connections are precisely what POMS is for. Our conferences, journal, newsletter, website, membership directory, colleges and other tools are all designed to help us connect within and beyond the OM discipline. Best of all, the more we use these tools, the more effective they become. So let's use them, improve them, and change the world.

Wally Hopp, POMS President

(Continued from page 16)

Almost twenty years ago, Flynn et al. (1990, p. 252) noted that "The P/OM community has tended to view empirical research as less esteemed than research based on mathematical modeling." Has the view changed since that time? It is hard to say. Yet it appears that a disconnect between analytical modelers and empiricists persists, due at least in part to fundamental differences in the presuppositions they hold regarding both the nature and purpose of OM research. It is my hope that as we further understand and appreciate these differences, research in the entire OM field will become richer and even more valuable. The combination of prescriptive and descriptive knowledge produced by these two complementary research methods can be powerful indeed. In his final editorial as editor of *Management Science*, Wally Hopp expressed an excellent prospect, "If future analytic research builds on the empirical results that are now appearing, the study of management will finally begin to evolve according to a legitimate scientific process" (Hopp, 2008, p. 1962). Let us strive together toward this end.

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Thanks to Sebastian Heese for inviting me to contribute to the *POMS Chronicle* and for his helpful comments. Thanks also to Ken Boyer, DaeSoo Kim, Ram Narasimhan, Roger Schmenner, and Vinod Singhal for their comments on earlier drafts of this essay. And thanks to Greg Martin for gathering the data on published articles..

INTRODUCING THE ALL-NEW PRACTICE COLUMN



Rafael Menda

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Over the past few years we have been working on several initiatives to make POMS a more inclusive society and attract more practitioners. In 2002 we established the Operational Advantage Group (OAG) with the primary purpose of fostering partnerships between academics and practitioners. We also created an OAG track at our conferences through which we have attracted several quality presentations that focused on research through industry-academia collaboration. The papers highlighted the unique opportunities created and pitfalls encountered by researchers using case and action research—the predominant methodologies used in such collaborative projects.

Recently the POMS Board has also created the Vice President-Industry position and I am privileged to serve in that role. We have folded the OAG under this position and we are planning to call the combined entity “The Academic-Practitioner Interface Group.” (We are open to recommendations on other names that our members might think more appropriate—please e-mail me with your suggestions.) The charter for this group is “... to develop, advocate and organize activities and services that attract industry practitioners to POMS, as well as increase and enhance academic community’s interaction with practitioners.”

As part of our initial efforts to create interest among our members and start attracting the attention of small groups of practitioners, we thought it appropriate to launch this column which will feature a POM practice-related topic in each issue of the Chronicle. The columns will consist of short articles written by practitioners, and will include experience-based observations or opinion pieces that focus on typical problems faced by practicing managers. Our intention is to use the challenges highlighted in the writings as triggers to initiate discussions among our members, and, ultimately, transform the insights to be generated into research and teaching materials—an ambitious goal with moderate beginnings.

So, here we go: We thought what better way to inaugurate the Practice Column than to remember an important event in the evolution of the POM field and take stock of the four decades that elapsed since.

Forty Years On... Have We Found The Missing Link?

As some of you may have taken notice, this year marks the 40th anniversary of the publication of Wick Skinner’s groundbreaking “Manufacturing—Missing Link...” article in HBR (Skinner, 1969). By bringing Manufacturing/Operations Strategy (M/OS) to the forefront of the debate on U.S industrial competitiveness, the paper has shaped a great deal of POM research and teaching during the 1980s and 1990s. Numerous articles, including special issues by the POMS Journal and others, have since explored the evolution of the M/OS field and highlighted the gradual shift in thinking, particularly as it relates to academic research (process and content aspects of operations strategy, globalization of supply chains, emergence of service operations, JIT and Lean concepts, resource-based view of the firm, sustainable operations, and more recently, behavioral issues in operations, are some of

the themes that come to mind as having influenced M/OS research). Our intention here is not to revisit the accumulated body of scholarly work but simply to explore the practitioners’ angle.

We plan to reach out to high-level Operations/Supply Chain leaders in the industry and pose the following simple question: “In your opinion, is manufacturing or operations still the missing link in corporate strategy?” Since the best way to detect any significant change in an observable phenomenon over time is to compare its state at two most distant time points, what better way to find out whether we have found “the missing link” than to ask operations executives to assess the current status of M/OS in comparison to the way Wick articulated it to be in 1969.

In fact, a status-check-of-sorts was the primary focus of a 1996 POM Journal Special Issue, with articles by Skinner, Hayes, Pisano, among others. In his two articles in that issue (Skinner, 1996) Wick assessed the progress of the manufacturing strategy approach to industrial management since the publication of his 1969 article. He commented that there was no single way to express where on an “S” curve Manufacturing in the Corporate Strategy (MCS) was some twenty-five years later. He concluded that MCS was on the rapidly accelerating middle section of the curve in terms of *academic interest*, and on the lower but fast-breaking section in terms of *new ideas* in the field. As far as penetration into *industrial practice* was concerned, however, he believed MCS to be on the lowest, slow, “puttering” point on its “S” curve.

Wick went on to address some conventional criticisms of MCS, which in his opinion, were based on basic misunderstandings of it. Those criticisms had to do with the concept of *tradeoffs*, the idea of *focus*, and MCS’s perceived *lack of flexibility*. However he contended that three other “failings” were never mentioned, but “while fixable, [were] much more important.” A close look at those three points quickly reveals their basis in practice. Without spending too much time on their details here, those can be expressed as: the *linkage problem*—inability to translate the “manufacturing task” to structural system design, inability of practicing managers to audit existing manufacturing strategies for *consistency and contribution* to competitive advantage, and failure to address the problem through an *entire value chain* approach (starting with design and engineering, all the way through distribution and after-sales service).

In a companion article in the same issue Wick concluded that the heightened requirements of the new industrial era have pushed the industrial managers to “try for competitive parity” by simply employing the latest techniques rather than creating sustainable competitive advantage through a systematic approach to strategic coherence.

It would be interesting, we thought, let alone revealing, to hear the POM practitioners’ views on these, and then invite a broader debate by POMS members in the future issues of the Chronicle. My very modest hope is that the ideas that will be generated through those debates will in fact shape some of the future research in M/OS. Of course an important by-

(Continued on page 3)

GLOBAL TRENDS IN POM EDUCATION



Editor's Note: This article duplicates (with permission) the slides of Dr. Dan LeClair, as presented at a plenary session of the 2009 POMS International Conference in Orlando, FL. The presentation, "**Global Trends in POM Education,**" offers interesting data on the direction of POM discipline as compared to other Business disciplines.

Dan LeClair, Ph.D.
Vice President & Chief Knowledge Officer, AACSB International

As Vice President and Chief Knowledge Officer, Dan is responsible for the thought leadership initiatives, Knowledge Services, and research of AACSB International-The Association to Advance Collegiate Schools of Business (www.aacsb.edu), which has as a mission to advance quality management education worldwide.

Dan has been instrumental in making AACSB the leading authority and voice in management education through thought leadership. He has led efforts to study and address a wide range of important challenges facing business schools, such as doctoral faculty shortages, assessment, ethics education, media rankings, and research impact. Dan also helped to establish the Global Foundation for Management Education (www.gfme.org), a think tank joint venture of AACSB and the European Foundation for Management Development (EFMD), and has since its inception been its lead researcher. He has served on numerous industry-wide committees and task forces (for organizations such as GMAC®, EMBA Council, and Aspen Institute Business & Society Program) and is an internationally recognized expert, author, and frequent presenter on business education topics.

At AACSB Dan has been the principal architect of Knowledge Services, which assists business school leaders to plan and make decisions using comparable data as well as information about trends and effective practices. He created DATADIRECT, which houses the world's largest database about business schools and now powers the most credible source for students and employers seeking information about accredited business schools-www.bestbizschools.com. And, in collaboration with Villanova Professor Stephen A. Stumpf and LearningBridge, he helped to the Academic Leader Assessment (ALA), which provides confidential, 360° feedback to deans on four key leadership dimensions.

Prior to joining AACSB, Dan was an associate professor in The University of Tampa's College of Business, where he also served three years as associate dean. He also has taught at Wirtschaftsuniversität Wien and lectured on game theory at Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM). Dan earned a Ph.D. in economics from the Warrington College of Business Administration at the University of Florida.

1

Trends in Business Schools and POM

Annual Conference of the Production and Operations Management Society
Orlando, Florida, U.S.A.
May 2, 2009

Dan LeClair
Vice President & Chief Knowledge Officer



2

About AACSB International

- ❖ Founded in 1916 by 17 schools
- ❖ > 1,100 members; > 70 countries
- ❖ Most prestigious b-school accreditation
 - 568 accredited institutions
 - 103 based outside the U.S.
 - 33 countries
- ❖ More...



3

Topics

- Global Business School Landscape
- Trends in POM
- Thoughts for the Future



GLOBAL TRENDS IN POM EDUCATION (CONT.)

4 Business Degree Providers Worldwide

Region	Inst. Offering Bus Degrees	Pct.
Africa (Sub-Saharan)	545	4.6%
Asia	4,996	42.3%
Europe	2,067	17.5%
Latin America & Caribbean	1,938	16.4%
Middle East & North Africa	472	4.0%
Northern America	1,707	14.4%
Oceania	98	0.8%
Totals	11,823	

Source: AACSB analysis

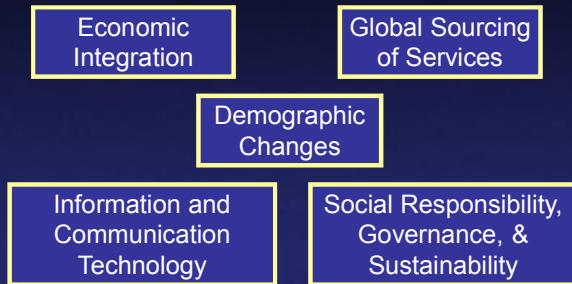


7 A World View of Management Education

- New organizational forms and program delivery models
- Cost increases not matched by public funding
- Global competition for business faculty



5 Global Trends Impacting Management Education



8 POM Programs

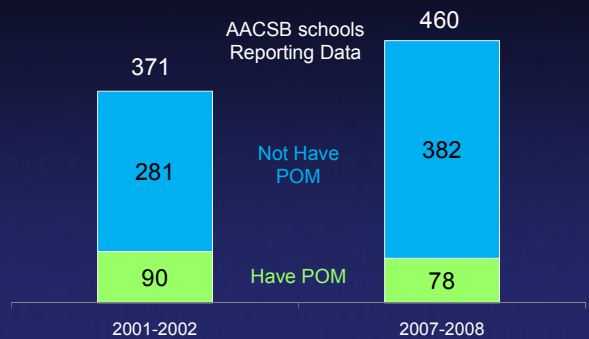


6 A World View of Management Education

- Variation in structure, orientation, length, and delivery of degree programs
- More Students = More Providers
- Increasing student mobility



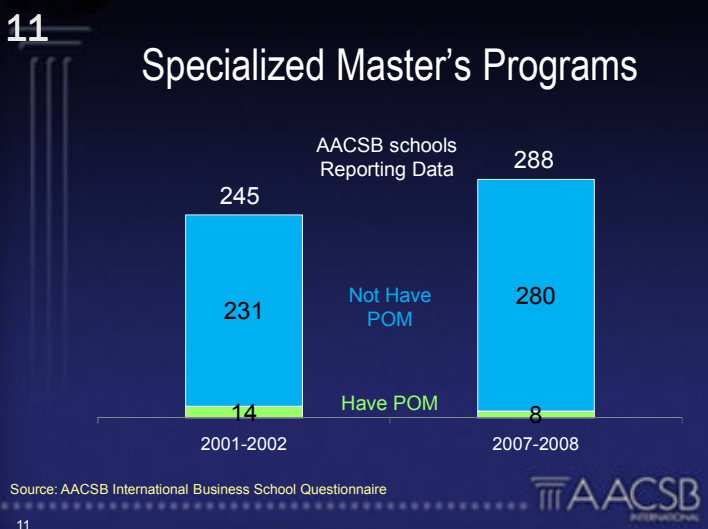
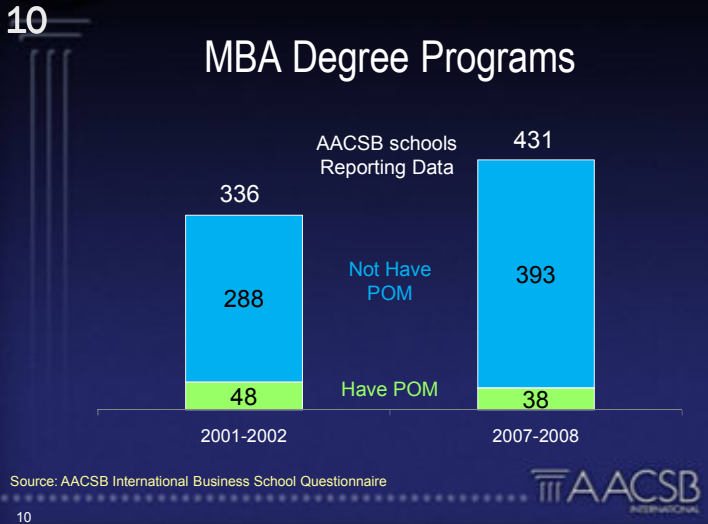
9 Bachelor's Degree Programs



Source: AACSB International Business School Questionnaire



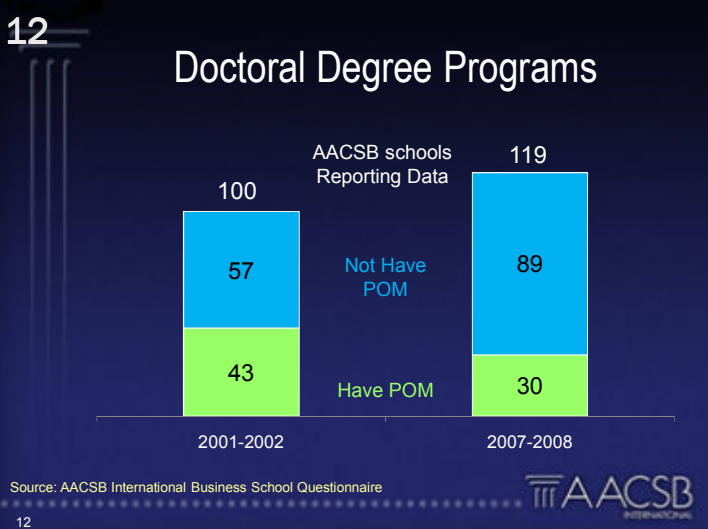
GLOBAL TRENDS IN POM EDUCATION (CONT.)



14 Growth in FT Faculty 01-02 to 07-08

	Prof	Assoc	Asst	Inst.
ACC	3.2	-1.7	-0.8	42.0
CIS/MIS	6.8	18.5	-23.3	-17.0
ECO	-8.9	0.8	30.6	30.2
FIN	8.2	-0.8	18.1	103.8
MGT	6.1	3.2	17.6	73.9
MKT	1.9	7.0	14.0	50.2
POM	15.1	-1.4	8.4	28.3
QM	-7.2	-14.3	13.5	27.8

Source: AACSB study of 321 U.S.-based member schools reporting Salary Survey data in every year from 2001-2002 through 2007-2008



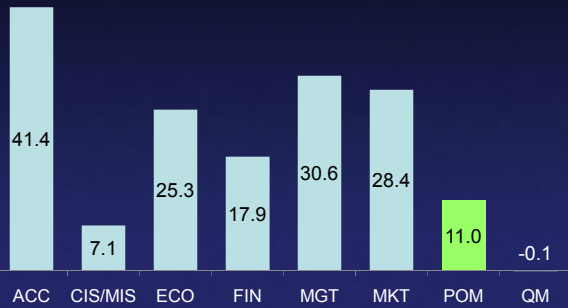
15 Recruiting Success – 2009 Survey

	Successful	Not Successful	Not Applicable
ACC	55.0	20.8	24.2
ECO	30.2	3.1	66.7
IS	25.4	2.3	72.2
FIN	50.6	9.5	40.0
MGT	57.7	8.2	34.1
MKT	50.4	8.9	40.7
POM	23.7	3.4	72.8
QM	10.2	2.0	87.8

Source: AACSB International study of member schools (269 responses worldwide)

ACCELERATING PRODUCT DEVELOPMENT PROCESSES WHILE INCREASING CUSTOMER SATISFACTION: A 7-STEP APPROACH TO ACHIEVE EXCELLENCE

16 New Doctorate Average Salaries (Percent Change 2001-2007)

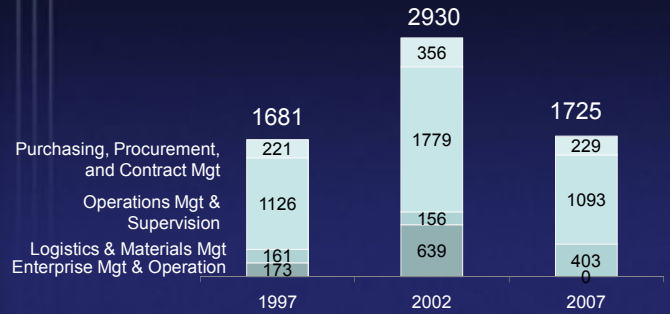


Source: AACSB study of 321 U.S.-based member schools reporting Salary Survey data in every year from 2001-2002 through 2007-2008



16

19 POM Master's Degrees Awarded



Source: AACSB study of U.S. Department of Education data



19

17 *POM Students*



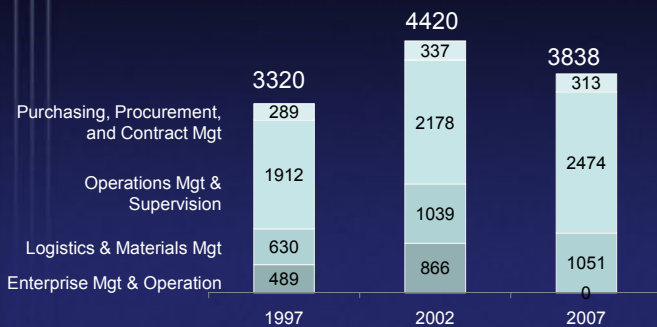
17

20 *Thoughts for the Future*



20

18 POM Bachelor's Degrees Awarded



Source: AACSB study of U.S. Department of Education data



18

21 **POM**

Integrative

International

Impactful



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POMS FELLOWS INDUCTED IN 2009

Designation as a POMS Fellow is the most prestigious honor awarded by the POMS, and is given for life. It is intended to recognize POMS members who have made exceptional intellectual contributions to our profession and Society through their research and teaching. Although loyal service to the Society, in administrative, elected, or editorial assignments, is not by itself a sufficient qualification for this award, it can strengthen the case of a member who has also become a thought-leader in our field. The two inductees for 2009 are Cheryl Gaimon and L. Joseph Thomas.



Cheryl Gaimon
Regents' Professor
The Business School at Georgia Tech

Cheryl Gaimon, who specializes in operations management, is a Regents' Professor and recipient of the Richard and Carol Kalikow Professorship. She initiated establishment of the Operations Management (OM) Program and served as the OM Area Coordinator for seven years. She was a core participant in the development of an interdisciplinary program in the Management of Technology (MOT) and currently serves as that program's director. She has taught courses at the undergraduate, masters, and PhD levels as well as in executive education programs. She has taught courses including the core course in Operations Management and courses on Service Operations and Management of Technology.

Professor Gaimon's research and teaching interests focus on strategic aspects of the evolution of a firm's resource capabilities for long-term competitive advantage. Particular attention is given to managing resource capabilities in environments characterized by changes in underlying technologies (manufacturing as well as information technologies), markets, and the nature of global competition. Specific interests include knowledge management, new product development, process improvement, R&D Alliances, implementation of new technology (manufacturing and information technologies), and sustainable operations. She has received grants from the National Science Foundation to study the impact of new technology on a firm's competitive position. Her research articles have appeared in journals including *Management Science*, *Operations Research*, and *Production and Operations Management*.

Professor Gaimon currently serves as the President of the Production and Operations Society (POMS). She was the founding co-President of the POMS College on Product Innovation and Technology Management (PITM) and is now a Fellow of that society. Professor Gaimon is the recipient of "The 1999 Georgia Tech Research Award" for doctoral student development.

Professor Gaimon is the Management of Technology Department Editor for *Production and Operations Management*. Formerly she was Associate Editor for *Management Science*, Senior Editor of *Manufacturing and Service Operations Management*, Department Editor of *IIE (Institute of Industrial Engineers) Transactions*, Department Editor of *IEEE Transactions on Engineering Management*, and Associate Editor for *Decision Sciences*.



L. Joseph Thomas
Dean, The Johnson School
Cornell University

Dean Thomas is the 10th dean of the S. C. Johnson Graduate School of Management at Cornell University. He brings more than 30 years of experience as a Cornell University faculty member to his post as dean. Most recently, he was associate dean for academic affairs, responsible for all faculty-related matters at the Johnson School. He has also served as director of the doctoral program, and director of executive education. Dean Thomas is an award-winning teacher, having twice won the Stephen Russell Distinguished Teaching Award. This award is voted upon by members of the five-year reunion class. The award is given to a faculty member whose teaching and example have continued to influence graduates five years into their post-MBA careers.

Dean Thomas' teaching and research focus on topics in operations management and supply-chain management. He has consulted for and led management-education programs for several Fortune-100 companies, including Osram (and Osram-Sylvania), Accenture, and Sanofi-Aventis (Rhone-Poulenc Rorer).

With degrees in Chemical Engineering (BS) and Operations Research (PhD) and a long history of academic scholarship and publishing, Dean Thomas is one of the nation's foremost experts in operations management and manufacturing.

His work has been widely published on a variety of topics, including redesign of global manufacturing and supply networks, manufacturing strategy, inventory systems, human resources management, and worker motivation. He has also studied models for managing complex production-distribution systems and their effective implementation.

Dean Thomas has written four books and more than 50 articles in journals such as *Management Science*, *Operations Research*, *Manufacturing and Services Operations Management*, and the *Journal of Manufacturing and Operations Management*. He was a departmental editor of *Management Science* for six years and has served on many editorial boards.

POMS JOURNAL NEWS

POM Special Issue: The Theory and Practice of POM in China

Guest Editors:



Fangruo Chen
Columbia Business School

Michael Pinedo
Stern School of Business
New York University



Aleda Roth
Clemson University

Mei Xue,
Boston College

**Deadline: December 31, 2009**

The field of OM has its roots in practice. Some of the greatest theories in OM came out of efforts to solve real-world problems. Conversely, practitioners have much to teach academics, with the discovery of the Toyota Production System being the most famous example of all. In the world of production, the most important development in the past several decades is the fact that China has become the world's factory. This has profound impact on the supply chain for any goods imaginable. Given that most of the production activities in the world take place in China nowadays, the OM research community must stay engaged in what is going on in that part of the world. On the one hand, this is only keeping with our tradition of staying close to practice. On the other hand, given the unique business environment in China and the different cultural backgrounds underlying management decisions there, China may well represent a new frontier for OM research, giving us access to challenging problems, innovative solutions, and even management wisdom. The objective of the Special Issue is to showcase the current research done on the theory and practice of operations management in China and to promote this line of work in the future.

Manuscripts that address any aspect of operations management are invited. Topics include, but are not limited to:

- Supply chain management
- Risk management
- Responses to catastrophic events
- Product quality and safety issues
- Social responsibility and sustainability
- Technology and operations management
- Supplier selection and development
- Logistics management
- Services operations management

A necessary condition for submission to the Special Issue is that the research contains a "China component," broadly defined. That is, the research problem is at least motivated by a business problem or phenomenon observed in China. The type of methodology employed can be theoretical, empirical, or field based.

Submissions must follow POM guidelines and will be refereed under the strict standard of the POM journal. Please send an electronic copy of the article in PDF format, together with a list of 5 potential referees, to Fangruo Chen at fc26@columbia.edu by Dec. 31, 2009.

Submission Process for POMS Journal Goes Online



Xiaosong (David) Peng, Texas A&M,
Representative for POM Journal.

To speed the review process and improve the experience for both contributors and reviewers, the POMS Journal has moved to an online editorial system.



The system is now available to all contributing authors and reviewers. Users can log on to the website at the following web address: <http://mc.manuscriptcentral.com/poms>

A sample web page is shown below.

Log In Welcome to the *Production and Operations Management* manuscript submission site. To ID and Password into the boxes below, then click "Log In." If you are unsure about what account, or have forgotten your password, enter your e-mail address into the "Password" you do not have an account, click on the "Create Account" link above.

Log In

Log in here if you are already a registered user.

User ID:

Password:

Password Help. Enter your e-mail address to receive an e-mail with your account information.

E-Mail Address:

Upon creating an account, prospective authors can upload their articles electronically. Likewise, reviewers can download their review assignments and upload their review comments.

As one of the premier operations management journals, POM has been exploring ways to speed up the editorial process and improve the experience for contributing authors and reviewers. The new online editorial system is a major step in this direction.

THAT THING CALLED BE-OP'S



Enno Siemsen

Carlson School of Management
University of Minnesota

Behavioral Operations Emerges into the Mainstream

Frederick Winslow Taylor published his "Principles of Scientific Management" about a century ago. His work laid the foundations for process management and the scientific study of work and efficiency. While Taylor was genuinely interested in human behavior, his views on human behavior tended to be simplistic, assuming that with the right incentives, employees could be turned into the living extensions of machines at work. Twenty years later, Elton Mayo's now famous Hawthorne Studies would show that Taylor's original point of view was too narrow.

These developments ultimately lead to the split between industrial engineering and industrial psychology – and their business school counterparts of operations management and organizational behavior. Researchers in operations management – with a few noteworthy exceptions, like Schultz et al. (1998), who studied the relationship between work in process inventory and productivity norms – adhered mostly to Taylor's rational perspective on human behavior when analyzing the design of processes and supply chains. Most textbooks in operations management – again with some exceptions (Adam and Ebert 1991) – rarely discussed behavioral aspects. Finally, 80 years after the Hawthorne Studies, our discipline seems set to heal this divide.

Behavioral research in operations management has moved into the mainstream. Major journals have begun extensively publishing papers that contain a behavioral perspective. In 2008, the *Journal of Operations Management* published 8, *Management Science* published 5, and *Manufacturing and Service Management (MSOM)* published 8 papers related to Behavioral Operations (Campello, Delasay, Yeo and Schultz 2009). Many of the papers in *MSOM* were part of a special issue devoted to the topic. The *POM* journal has created a department of Behavioral Operations, which has handled 27 submissions since its inception in 2007, 7 of which have been submitted in the first three months of 2009. Nearly all of our academic societies now have interest groups devoted to Behavioral Operations. POMS has created a College of Human Behavior in Operations Management, which has organized a track during this year's annual conference with 10 sessions and 34 presentations. INFORMS has the Behavioral Process Management section, which organizes a cluster at the annual INFORMS conference and runs a best paper competition. Tracks on Behavioral Operations are being organized at the Academy of Management meeting this year. An independent group of researchers has for the last four years organized a Behavioral Operations conference during the summer, which will reconvene this year in Syracuse. Recent news and developments are available at the independent Behavioral Dynamics in Operations Management webpage: <http://www.ombehavior.com/>.

Without doubt, these developments would have been impossible without the emergence of Behavioral Economics. Since Tversky and Kahnemann's seminal work three decades ago, a generation of

behavioral economists and decision scientists has replaced the dictatorship of the traditional rational choice perspective with the consulships of rational and behavioral choice. Economists rarely question the existence of non-rational behavior anymore. Debates rather range about the effects of non-rational behavior on larger outcomes. As Harsanyi (1982) once wrote, even if behavior is not always rational, it is still useful to analyze the rational outcome of a social system. Rational choice may still be a good approximation of behavior in many situations. In addition, without knowing the rational outcome of a social situation, it is often difficult to establish a normative benchmark for analysis. Further, a system does not have to deviate from its rational choice outcome if some participants in the system behave irrationally. Markets can still be efficient if some participants in the market are irrational, since rational participants could arbitrage on the irrational behavior of their counterparts, and ultimately enforce efficient prices (Shleifer 2000).

Behavioral Operations has a similar intention as Behavioral Economics: to complement the traditional rational choice perspective with a behavioral alternative. Since behavioral and rational are commonly juxtaposed, we can characterize behavioral by defining rational. Rational behavior is (a) predominantly motivated by self-interested and stable monetary concerns, or by the utility that stems from the accumulation of individual wealth, (b) conscious, cognitive and deliberate, as well as (c) based on all available information and (d) optimal for a given objective function. These criteria are useful, since they allow researchers to define objective functions without much ambiguity. However, it is a (testable) leap of faith to assume that normative insights from analyzing such objectives have actual descriptive validity. The field of Behavioral Operations is concerned with any behavior that deviates from (a) to (d). For example, decisions that are made due to fairness considerations deviate from (a), emotional behavior deviates from (b), or boundedly rational decision heuristics in the Simonian sense deviate from (c) or (d). This focus on deviations from rationality differentiates behavioral research from extensions to the rationality concept like, for example, rational expectations or non-myopic decision making. Research in Behavioral Operations explicitly explores deviations from rationality, analyzes how such deviations impact the performance of a larger system like a process, project, organization or a supply chain, and explores what managers can do to improve system performance given such behavior.

It is important to highlight that such research is not limited to be experimental. While behavioral experiments have been the method of choice for behavioral economists, the term behavioral in and of itself does not imply a methodological choice. Pursuing behavioral research is a substantive choice on the perspective that a researcher takes on human behavior. Many of the Behavioral Operations papers published last year use mathematical modeling (e.g. Su 2008) or survey research (e.g. Stern, Katz-Navon and Naveh 2008). However, since offering an alternative to the established rational choice perspective is an objective of Behavioral Operations, research in Behavioral Operations requires particular attention to adhere to the scientific method of theory building and testing, and therefore emphasizes the use of empirical methods to test theory in complement to the strength of mathematical models in building theory.

It is also a common misconception that behavioral research has to

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OM PROFESSORS NAMED B-SCHOOL DEANS

(Continued from page 12)

Process type (With process improvements)	Average duration Work-months	Incremental improvement Percent
Current, as-is closures PD	185	–
Prioritized standardization from tearing	143	23
Complete standardization of main bottlenecks	85	41
Enhanced knowledge management for door PD	64	25
Better tools for attribute prediction and testing	49	23

be limited to analyzing individual decision biases and heuristics. As Loch and Wu (2008) note, in addition to individual heuristics and biases, additional categories of behavior that can be analyzed include social interactions and cultural effects. Research in Behavioral Operations is not limited to the narrow perspective of individual judgment and decision making, but can include aspects of social psychology, anthropology and evolutionary psychology as well. If rational vs. behavioral is a true and defining dualism, behavioral needs to be a broad term. While Behavioral Operations requires some focus on the individual decision maker, the study of group decision making, social interactions and networks, as well as broader organizational and national culture can all serve the purpose of explaining individual behavior beyond the limited scope of rational choice, and are therefore behavioral in essence. Within this context, it is somewhat unfortunate that behavior that is not 'rational' is sometimes referred to as 'irrational.' Even though behavior may be non-rational, it can still have a rationale. While we often do not fully understand the rationale underlying non-rational behavior, behavioral research should ultimately explore and uncover such rationale. To this end, including a stronger evolutionary perspective – both at the biological as well as at the socio-cultural level – as well as incorporating ideas from neuroscience and neuroeconomics may be possible future avenues for the field.

In summary, the field of Behavioral Operations is not only well defined by now; it is also accepted by most journals and academic societies. Behavioral research has become an established subfield in economics, accounting, finance, marketing – and now operations as well. The POMS society has been at the leading edge in supporting this development, on the one hand by founding a department within the flagship journal, on the other hand by establishing a college on human behavior. Methods of incorporating behavioral concerns into mathematical models are readily available. Many schools are including Behavioral Operations seminars into their doctoral curriculum. The time is ripe to welcome Behavioral Operations into the mainstream.

Acknowledgments

I would like to thank Bill Lovejoy, Elliott Bendoly, Ken Schultz, Karen Donohue, Rachel Croson, Yaozhong Wu, Brent Moritz and Min Li for their helpful feedback.

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Joe Thomas of the Johnson School at Cornell University was named Dean of that School effective Spring, 2008 (Dean Thomas was recently designated a POMS Fellow as described elsewhere in this issue).



Joe Mazzola, formerly Professor of Operations and Information Management at Georgetown University, was named Dean of the Belk College of Business at the University of North Carolina at Charlotte effective Summer, 2008.



David Pyke, formerly Professor of OM at the Amos Tuck School of Business at Dartmouth College was named Dean of that School of Business at the University of San Diego effective July 1, 2008.



Taylor Randall of the David Eccles School of Business at the University of Utah was named Dean of that School effective July 1, 2009.



Tim Smunt of Wake Forest University was named Dean of the Lubar School of Business at the University of Wisconsin-Milwaukee effective Aug 15, 2009. Most recently, Tim was the VP of Meetings for POMS and as such he served on the POMS Board of Directors.

ON DISCONNECTS BETWEEN ANALYTICAL MODELERS AND EMPIRICISTS: CONSIDERATIONS FOR EMPIRICAL SCIENCE?



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As Co-Editor of a journal that is fully dedicated to publishing empirical studies, I find myself serving as a frequent advocate and sometime apologist for empirical research methods. Most often, I

play this role in the context of debates between "analytical modelers" and "empiricists," who sometimes seem to have different views of the world in general, and of OM research in particular. In this essay I attempt to illustrate some of the presuppositions of analytical modeling and empirical science as I see them.

To begin, I'll quote my 19 year-old son, who is fond of saying "it's all good!" This essay is not designed to highlight the superiority of one research method over another. I certainly do not want to propagate the "us and them" mentality that exists in some spheres. My aim is quite the opposite. I am pointing out differences in the predispositions of different types of researchers that, in my opinion, cause misunderstandings regarding empirical science. In doing so I am most certainly over generalizing. Nevertheless, I believe that from time to time we all (analytical modelers and empiricists) need to be reminded of certain important characteristics of empirical science. They are:

The purpose of empirical science is to explain things, not to solve problems.

Empirical studies never prove anything.

The standard for what is a "good" empirical study cannot be objectively fixed.

The method is not the contribution.

Much of the following commentary is just that, commentary, based on my somewhat informed and admittedly biased opinion. It is my hope that the reader finds each point provocative as well as informative. I welcome debate on these points.

Point 1. The purpose of empirical science is to explain things, not to solve problems.

Taken at face value, Point 1 seems to fly in the face of what has historically been an important focus of OM as a field of study. Our field had its genesis in factories, not in the ivory towers of economics, mathematics, psychology, or the natural or social sciences. From the beginning, OM has been mostly about finding better ways of doing things. As the field has grown, however, it has borrowed more and more from the philosophies and methodologies of these other venerable fields. Much of production theory today (including topics such as quality management and "lean" systems) is based on both organization behavioral theories and micro-economics; opera-

tions research stems primarily from applied mathematics; supply chain management uses theories developed by economists and sociologists; and so on.

An important thrust of the empirical in movement in OM has been to extend research beyond the role of problem solver to that of a "science," in the fullest extent of the term. According to Wikipedia, science is:

... the effort to discover and increase human understanding of how physical reality works. Using controlled methods, scientists collect data in the form of observations, records of observable physical evidence of natural phenomena, and analyze this information to construct theoretical explanations of how things work. <http://en.wikipedia.org/wiki/Science>

Empirical science in OM combines both social and natural sciences in ways that seek to explain *how* socio-technical systems work. This greater understanding may ultimately produce better solutions to problems, but problem solving is not the primary focus of scientific endeavors. It is, of course, important for OM researchers to point out the managerial implications of their findings. It is not, however, the job of the scientist to specify solutions; that is the job of the engineer. In the past, analytical modeling and the "operations research" movement was driven mainly by a problem solving mentality. Swamidass (1991) pointed out the fundamental difference between analytical modeling research which seeks to find the best solution (he called this "purely deductive" research), and empirical research (combination inductive-deductive), which seeks to explain how systems work. Today, many analytical modelers are going beyond problem solving by using techniques such as game theory to develop insights. In this sense they too are pursuing the science-oriented goal of promoting understanding. However, a difference between the two approaches still exists. Analytical models explain how the world should be, where empirical models explain how the world is. The differences in these two perspectives can create conflict and confusion regarding the inherent value of OM research, as each perspective is laden with presuppositions regarding the appropriate objectives, format, method, and outcomes of research. Empirical research and analytical modeling both have the potential to increase understanding and to improve management practice, yet the emphasis is often in different places. Ultimately, to advance our field we need both the descriptions that come mainly from empiricism and the prescriptions that come mainly from modeling.

Point 2. Empirical studies never prove anything.

I have heard analytical modelers state something close to Point 2 as either a frustration with, or an indictment of, empirical methods. My usual response to such a statement is, "you are exactly right!" While empirical science can disprove things; it is no more capable of proving something than Newton was capable of proving the reason why his law of gravity seemed to explain things well. The objective of empirical science is to increase understanding by uncovering support or lack of support for a hypothesis. While I think that most analytical modelers understand this limitation, I often sense a degree of frustration with the lack of certainty inherent in all empirical research. Interestingly, this frustration does not seem to

* Classifying researchers as "empiricists" and "analytical modelers" is admittedly a rather crude way to distinguish researcher types. It is clear that we are all "modelers," whether we develop models using data or using mathematics and numerical methods. I use these labels only for purposes of exposition

ON DISCONNECTS BETWEEN ANALYTICAL MODELERS AND EMPIRICISTS...(CONT.)

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exist in other fields such as Economics or Physics. Both analytical modelers and empiricists have won Nobel prizes in both fields.

Analytical modelers are typically driven by the goal of “verifying” the quality of their solutions or analyses through the use of “exact” methods and “proofs.” They rightly want to remove all doubt about the quality of a solution or the veracity of an analysis. However, this goal is incompatible with empirical studies involving “noisy” data that inevitably reflect only a part of the entire picture for any given operational system. Reality is complex, and a single empirical study rarely comes close to capturing all the elements that might potentially influence a given outcome. For this reason, empirical researchers are bound to rely on theory, or even conjecture, as a guide for selecting variables of interest. Without theory, empirical researchers face the dual problems of having too many potentially unimportant variables, and too few important ones. At the same time, theory need not be a lofty thing, nor must it initially have a “name” (e.g., “institutional theory,” “agency theory,” etc.). A theory can be based on a well developed system of logic, or it can simply derive from a guess based on intuition.

Curiously, researchers trained in analytical modeling sometimes make a distinction between theoretical research and empirical research, as if they are separate endeavors. Purely analytical modeling can certainly lead to theoretical propositions, but so can empirical observation. Fisher (2007) argues for the need to integrate theory and empirical work. I could not agree more, and would go so far as to say that empirical work devoid of theory is not truly empirical research; it certainly is not *empirical science*. Again, the goal of empirical science is either the invention or test of theory that promotes understanding.

Regardless of the genesis of a theory, both the initial conceptualization and ultimate test of a theory are by necessity grounded in observation (with the possible exception of “thought experiments”). Observation is likely to be influenced by uncertainties, ambiguities, measurement errors, and random events. While techniques can be used to estimate the impacts of these factors on a given study’s results, they can never be completely eliminated or controlled. Uncertainty is a fact of life in all empirical studies; the best we can achieve is to assert a certain likelihood of something being true. Even the criteria we use for establishing what is an acceptable likelihood are somewhat arbitrary (more on this in the next point). A theory may eventually become “accepted” based on a preponderance of evidence, but there forever exists the possibility that the theory is wrong, whether or not it is someday proved to be wrong. As the popular physicist Richard Muller admonishes, “It is wise, however, to retain some humility, and to recognize that even a theory that explains what is happening may not be correct.” (2008, p. 258). It takes time and experience with empirical methods to become comfortable with viewing research in this way.

Point 3. The standard for what is a “good” empirical study cannot be objectively fixed.

There are no perfect empirical studies. Imperfection has to be tolerated in empirical research, just as limiting assumptions are tolerated in analytical modeling work. Unfortunately, because of the uncertainties surrounding natural and social phenomena, it is not even possible to establish completely objective standards for the assessment of every empirical study. An evaluator of the

“contribution” of an empirical study must always weigh the interest and potential usefulness of the findings against the possibility that the findings are wrong. All of us who review research papers know that this balancing act involves give and take, where we sometimes give more benefit of the doubt to findings that are of greater interest. As an editor, I am often frustrated by our tendency to do the opposite, that is, to dilute or exclude interesting findings in our efforts to limit their doubtfulness. As a result, we motivate and reward the production of highly reliable studies that support already widely held beliefs. Fisher (2007, p. 369) echoes this sentiment: “Certainly, the ‘line of least resistance’ in the journal review process leads to a stream of incremental, unobjectionable papers giving rigorous answers to narrow questions.”

We can certainly maintain that empirical research studies should be *not wrong*. Tolerance for imperfection should not include tolerance for obvious mistakes or clearly invalid findings. Beyond this, however, few hard and fast rules can be established. Most of the standards set forth in empirical research methods books and papers are really only guidelines offered to balance what is desirable with what is feasible. Over time many such standards have been adopted as normative, yet they should never be imposed as absolute. It seems to me that this lack of certainty surrounding even how empirical methods should be evaluated can be a source of uneasiness to analytical modelers and empirical researchers alike (especially those of us with engineering backgrounds). Given the fact that OM deals with both social and natural effects, uncertainty is nevertheless an unavoidable empirical science fact of life.

Point 4. The method is not the contribution.

Modeling research works are often praised for their mathematical elegance, or for the novelty or sophistication of the method or algorithm employed. I am continually awed by the clever methods researchers use to formulate and solve complex problems. Analytical modelers are frequently proud of their mathematical prowess, and rightly so. I have observed first-hand the satisfaction expressed by analytical modelers who find a novel and sophisticated way to unlock the intricacies of a particular problem. In empirical studies, a similar satisfaction can be obtained from finding novel ways to define or measure a rather opaque factor, or to analyze a complicated data set. However, there should be a difference in the weight given to *method* in the evaluation of modeling research as opposed to empirical research. Where the elegance or novelty of the method is perhaps one of the criteria for excellent modeling research, it really should play only a small role in judging the quality of empirical research.

It is my hypothesis that differences in the importance that analytical modelers and empiricists place on method account for some of the differences in the overall views that the two groups have of empirical research. I sometimes sense that analytical modelers are disappointed by the lack of sophistication in the analytical methods employed in some empirical research. While attending research presentations at conferences, I have noted the tendency of former analytical modelers turned empiricists to use quite advanced econometric methods, sometimes unnecessarily. In a recent paper review I had an opportunity to read, the reviewer cited that the study lacked “rigor,” as it used “only regression” as the means of analysis. This is an elevation of method over results (form over substance).

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ON DISCONNECTS BETWEEN ANALYTICAL MODELERS AND EMPIRICISTS...(CONT.)

To be fair, empirical researchers can also be guilty of elevating method over results. In a recent editorial (2009), Roger Schmenner noted that this problem has existed in social sciences for many years and in OM more recently. However, there still remains a fundamental difference in perspectives between analytical modelers and empiricists. Where analytical modelers may view the use of sophisticated methods as an enhancement to research contribution, empiricists in the social sciences have been criticized for viewing sophisticated methods as a supposed remedy for insubstantial results (Kaplan, 1964, p. 406). Both views misplace the role of method in empirical research. If we apply the notion of parsimony to empirical research, then investigators should employ the simplest method that is sufficient to address the limitations of the data. The use of more sophisticated methods is certainly not wrong, but neither is the use of a simpler method inherently inferior. Being *simply sufficient* methodologically is seemingly at odds with analytical modeling research, where mathematical sophistication and novelty are often prized.

Empirical Research Yesterday, Today, and Tomorrow.

So where does all this leave us as a field? Initial calls for empirical research in OM started as early as 1980 (Buffa, 1980; Chase, 1980). They were reinforced in the early 1990s (Flynn, et al., 1990; Swamidass, 1991), and have been renewed again recently (Fisher, 2007; Hopp, 2008). As we complete the third decade since the exhortations of Buffa and Chase, empirical research is now a strong niche area in the broader field of OM. OM scholars have amplified their understanding of empirical science, and a number of leading OM PhD granting schools now have strong training programs in empirical methods. Even so, it would still be hard to classify empirical research as part of the

mainstream.

The table below shows the frequency of OM empirical articles published in five leading OM journals over the last five years. It is difficult to judge whether the proportion of published OM articles that are empirical is in line with the proportion of empirical researchers in the field, as the latter figure is hard to estimate. Outside of the *Journal of Operations Management*, which is dedicated to empirical research, only about one in ten articles published in high quality OM outlets is empirical. Surprisingly, the proportion of empirical articles being published in *Management Science* and *Production and Operations Management* appears to have decreased over the period. The publication of two recent special issues indicates growth in the number of empirical articles published in *Manufacturing and Service Operations Management*.

* Special issue on empirical research (11 empirical articles)

** Special issue on behavioral operations research (4 empirical articles)

A modeler friend recently noted that he was tired of hearing about how we need more empirical research. I can understand how he must feel, and I am certainly not arguing for some type of "affirmative action" program for empiricists. At the same time, there clearly still seems to be dearth of high quality outlet options for empirical researchers. I believe that the situation exists in part because analytical modelers and empiricists hold different values and use different criteria to design and evaluate research.

(Continued on page 4)

	2004	2005	2006	2007	2008	Mean
JOM OM empirical articles	27	20	41	49	41	35.6
All JOM research articles	33	34	45	75	45	46.4
JOM %	82%	59%	91%	65%	91%	78%
MSOM OM empirical articles	1	1	1	11*	5**	3.8
All MSOM research articles	29	27	23	33	42	30.8
MSOM %	3%	4%	4%	33%	12%	11%
POMS OM empirical articles	9	9	6	7	6	7.4
All POMS research articles	29	45	53	57	48	46.4
POMS %	31%	20%	11%	12%	13%	17%
MS OM empirical articles	12	11	11	5	6	9
All MS research articles	141	138	143	124	153	139.8
MS %	9%	8%	8%	4%	4%	6%
DS OM empirical articles	12	5	7	6	9	7.8
All DS research articles	39	31	38	35	29	34.4
DS %	31%	16%	18%	17%	31%	23%
Total OM empirical articles	61	46	66	78	67	63.6
Total research articles	271	275	302	324	317	297.8
Total %	23%	17%	22%	24%	21%	21%
Total % (sans JOM)	14%	11%	10%	12%	10%	11%
Total % (sans MSOM special issues)	14%	11%	10%	7%	8%	10%

* Special issue on empirical research (11 empirical articles)

** Special issue on behavioral operations research (4 empirical articles)

5TH ANNUAL EMERGING SCHOLARS PROGRAM

by Martin Stößlein, University of Dayton

Orlando, FL, May 4, 2009 7:15 AM: While the alligators were still sleeping, the 5th annual Emerging Scholars Program (ESP) - a special session of the 20th POMS conference - took off. Dr. John J. Kanet (Jack) warmly welcomed the highly selected 16 junior OM faculty and the 5 senior “mentors”.

The goal of ESP is to provide career-building advice in developing excellence for junior OM faculties’ personal programs of teaching, research, and service. The ESP also offers a platform to network and has unexpected similarities with the automotive industry’s Electronic Stability Program “enhances control and helps maintain directional stability under all driving conditions”.

The meeting started with a lavish breakfast (thanks to the University of Dayton, School of Business) where everyone effectively introduced his or her neighbor scholar buddy with a biographical sketch. To secure “directional stability” in OM, senior faculty then used two discussion rounds to talk about and give advice on a selection of the 104 previously submitted questions, including 46 strategic, 37 tactical and 21 operational questions (see frequency table below). We were able to group the burning issues into the following sections and to provide sample answers:

1. Research quantity vs. quality: Targeting only A-journals is not a smart strategy because luck is not always on one’s side. Instead, a better focus is to work on research projects that have A-journal value. Young faculty can make a good start by deriving their first two or three good publications from their PhD dissertations.

There is little reward in publishing numerous articles in low-key journals, because faculty evaluation is typically based on the number in A-journals (requirements may change with institution). Nevertheless, some topics are fun to do despite the fact that they will never make an A-journal. However, if you intend to write in this way, try at least to make connections with your colleagues.

Contributing to one’s own previous research stream is vital, as

young faculty will be judged upon their potential to set up a research field for the next 20 to 30 years.

2. Selecting authors and journals: To find research colleagues, take advantage of networking with colleagues at the Department and School, and at focused conferences (e.g., POMS!). Coauthoring stimulates the mind-set, demonstrates connectivity, and increases productivity. However, contributions to a paper must be well justified. Simply adding paragraphs, e.g. as a “computer guy”, is a dangerous pattern to get into, and will not enhance your reputation.

Although maintaining good relationships with your doctoral advisor is wise, do not exclusively publish with your advisor. Instead, find a way to work with good people keen to publish.

Personal time management is key to all this. It pays to allocate time to think about deciding with whom to publish papers that have a lasting value.

Consider publishing in special editions; these have the advantage of a broader range of topics and varied editors in adjunct fields.

3. Dealing with journal rejections: When your favorite paper gets rejected, first of all take a deep breath and respect the editor’s decision. Refrain from just sending the same paper version to another journal. Instead, take advantage of and learn from the reviewers’ comments; in other words, improve your paper! However, remember that reviewers are human beings – some are “geniuses” (those who should receive best-review awards) and others are “stupid” (those who take twelve months to write a review of just three sentences).

Learn to develop a “publishing strategy”. Determine what a reviewer is looking for and assimilate the “personality” of your target journal by reading previously-accepted papers and, equally importantly, by understanding editorials. Gravitate your work toward 2 to 3 good journals. Non-native speakers, especially Chinese scholars, should rewrite papers with colleagues to ensure readability.

(Continued on page 18)



Front row, Seated (left to right): Ken Boyer, Jo van Nunen, Jack Kanet, Linda Sprague, Nagihan Comez, Peter Letmathe.

Standing (Left to right): William Sawaya III, Xin (David) Ding, Arash Azadegan, Stößlein, Jack Su, Mark Johnson, Bode, Sriram Narayanan, Binyamin (Benny) Mantin, Xiaosong (David) Peng, Jamison Kovach, Adegoke Oke, Mike Gorman, Virpi Turkulainen, Tobias Schoenherr, Bilal Gokpinar, Mark Jacobs, Kulkarni.

EMERGING SCHOLARS/AWARD WINNERS (CONT.)

(Continued from page 17)

The waiting time for getting papers reviewed varies greatly. Although it is OK to send a polite "is a review available?" to an editor after six months, do not nag!

4. Balancing trade-offs: Pick a meaningful service, highly visible to your department chair who, last but not least, is evaluating you as a scholar. Good examples of work you can do are connected with the library and with department committees such as those dealing with grant evaluation or journal quality evaluation. Keep all "thank you" letters for your services, as they provide a good supplement for tenure letters.

Be aware that it is good practice when senior faculty protect young scholars from too much service work, and, as occasionally observed, too much "gossip" in committees.

Although they can be fun, services outside the university, such as doing reviews for C- or D-journals, have little value. They might enrich one's horizon, but they can easily mutate into "time killers", and non-tenured faculty should be always aware of this danger. Nevertheless, holding track chairs at research conferences can increase your visibility.

5. Funding: The National Science Foundation (NSF) is good and a large source of funding. As a general rule, knowing funding organizations' research demands is essential. However, it is not wise just to chase for money. It is better to focus on your own research questions - funding or not.

6. Teaching: When developing teaching materials, it is always good to select or write case studies and to draw on examples from current newspapers and magazines. Since OM is application-focused, as opposed to pure theory building, it is very valuable when faculty can build on their real-world experiences.

A good way to construct classroom experiences is to apply problem-based learning strategies, in which the student builds his or her personal "world of knowledge" around business problems -and not around the bullet points often found in text books.

During the break, we were honored by a special guest - the next POMS president, Dr. Wallace Hopp. Besides his excellent service as "2009 ESP Photographer" taking a great shot (see picture), he impressed us by his warm welcome and impromptu speech, in which he stressed the importance and value of this special session and cordially wished the young scholars every success in the future.

Charting an Academic Career in OM				
Arena of Effort	Theater of Thought			
	Total	Strategic	Tactical	Operational
Teaching	29	7	12	10
Research	37	22	11	4
Service	20	5	8	7
Other	18	12	6	0
Total	104	46	37	21

(Continued from page 23)

D. Wickham Skinner Teaching Achievements Award



Winner:
Robert Klassen
Richard Ivey School of Business
University of Western Ontario, Canada

Professor Robert Klassen submitted an impressive portfolio of teaching contributions, especially relating to the timely topic of Sustainable Business Practices. He has produced 25 teaching cases (with sales of over 94,000) and two POM textbooks, and contributed to his home institution's business curriculum various free-standing courses on sustainability, for which he has written five recent case studies. Besides these, he has a commendable track record in teaching traditional POM core and elective courses. He is a role model for the POM teaching community.

Award Committee:
Andy Tsay, Chair (Santa Clara University)
Kyle Cattani (Indiana University)
Sam Wood (Responsive Technologies)
Nagesh Murthy (University of Oregon)
Jose Machuca (Universidad de Sevilla)

F. 7th Indiana U. CIBER International Case Writing Award:

The winning case is: "Operations Strategy at Galanz," by Xiande Zhao, Xuejun Xu, Yang Lei, Steven Ng and Barbra Li, all from Chinese University of Hong Kong.

Barbara Flynn of Indiana U. introduced the committee members and the award winners.

F. Wickham Skinner Best Unpublished Paper Award:

There was no winner this year.

(Continued from page 22)

modeling, and technology in service. He has published numerous articles in prestigious journals including Management Science, Decision Sciences, Journal of Operations Management, Production and Operations Management. He has received several awards including Faculty Award for Academic Excellence, U of Virginia; Darden Research Incentive Award; Marriott School Research Award, BYU; Best Research Paper Award, POMS College of Service Operations; IBM Best Paper Award, POMS; First Place - Case Competition, INFORMS; 2004 IBM Faculty Award, IBM; Best Applied Research Paper Award, DSI.

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NEWS FROM POMS COLLEGES



College of Supply Chain Management
Mini Conference 2009 , Orlando, FL

Karen Donohue
Carlson School of Mgt, University of Minnesota

The 2009 Mini-Conference of the POMS College of Supply Chain Management was held at the Buena Vista Palace Hotel & Spa in Orlando, immediately following the POMS Annual Meeting.

The mini-conference continued in its tradition of connecting industry experts and academics to explore emerging issues critical to supply chain practice, teaching, and research. This year's theme was "Managing Supply Chains in Turbulent Times". The mini-conference began with a tour of Disney's world class warehouse facility followed by dinner at the Atlantic Dance Hall on the Disney Boardwalk. The conference continued on Tuesday with a keynote address by Yossi Sheffi, MIT professor and director of the MIT Center for Transportation and Logistics, followed by a series of interactive industry panels examining how recent economic and regulatory changes are (or should be) impacting the way supply chains are managed. Panelists included executives from Scholastics Book Fair Inc., Proctor & Gamble, Chico's Inc., Watsco, Jacksonville Port Authority, and NASA.

Supply Chain College Mini-Conference Committee

Karen Donohue
Mark Ferguson
Joe Geunes
James Gilbert
Ananth Iyer

College of Product Innovation and Technology Management



Nitin Joglekar
President, POMS College of PITM
Boston University
Joglekar@bu.edu

Possible Mini Conference 2010, Vancouver, BC, Canada

The College is exploring the possibility of holding a mini-conference on May 6th, 2010 in Vancouver, BC, Canada, just prior to the POMS 2010 Meeting. Please check back at the POMS website for further information or contact one of the PITM Board members as listed at: <http://www.poms.org/colleges/cpitm/>



College of Healthcare Operations Management
Mini Conference 2010, Vancouver, BC, Canada
Thursday May 6, 2010

Anita Tucker
Harvard Business School

The 2010 Mini-Conference of POMS College of Healthcare Operations Management (CHOM) will be held on May 6th, 2010 in Vancouver, BC, Canada, prior to the POMS 2010 Meeting. The focus of the workshop will be on applications of OM, and the dialog between healthcare professionals and OM scholars. The mini-conference will begin with a tour of Provincial Health Services Hospital, and continue with Healthcare Administrators Panel entitled "Big gains through Solving Small Problems". The panelists include executives from Vancouver Coastal Hospitals, Lean Health Care West and Provincial Health Services. This panel will be followed by a series of speakers and a physician panel.

The conference will include a poster presentation of healthcare OM research in order to provide a platform for presenting research and connecting people with similar research interests (see below).

More details, including schedule of the conference and registration information, will be posted shortly at the CHOM webpage <http://www.poms.org/colleges/chom> or contact Anita Tucker (atucker@hbs.edu).

We look forward to seeing you at the mini-conference!

Call for poster presentations for the 2010 Mini-Conference

The College aims to utilize OM to improve the ability of health care systems around the globe to deliver high quality care efficiently and effectively. The College will host a one-day mini-conference on May 6th, 2010 in Vancouver prior to the POMS 2010 meeting. The focus of the workshop will be on applications of OM, dialog between healthcare professionals and OM scholars, and a site visit to a Vancouver hospital.

To provide a platform for presenting research and connecting people with similar research interests, the workshop will include a poster presentation of health care operations management research.

Those interested in making a poster presentation should prepare a one-page abstract (Times New Roman style, font 12, single spaced). Kindly underline the name of the person(s) who will make the poster presentation. Authors of the selected abstracts need to prepare a summary of their submissions on up to twelve A4 or 8"x10" papers (please use large font sizes). The conference participants will walk around and review the posted research. Authors of accepted posters will have the option to publish the ideas and results presented in the poster in "printed" form or through an electronic proceedings for the Mini-Conference.

Kindly e-mail the abstract to Beste Kucukyazici (beste.kucukyazici@mail.mcgill.ca) or Anita Tucker (atucker@hbs.edu).

Deadline of Submission of Abstracts for Poster Presentation: February 15, 2010.

NEWS FROM POMS COLLEGES (CONT.)



College of Sustainable Operations

Submitted by Fuminori Toyasaki
York University

2009 Mini-Conference

The Mini-Conference of the POMS College of Sustainable Operations was successfully held at the Buena Vista Palace Hotel & Spa in Orlando on April 30, 2009. The Mini-Conference brought together more than 40 researchers who shared the common interest on sustainability and sustainable operations.

The Mini-Conference commenced with Gil Souza's overview of current research and future directions in closed-loop supply chains by. He categorized the research areas of closed-loop supply chains and discussed research trends and future directions for each area. Charles Corbett talked about environmental operations. His interactive style presentation induced many interesting potential research topics from audience. Luk Van Wassenhove shared his experience and views on an emerging research area, humanitarian logistics, with examples from the projects led at INSEAD. He explained the differentiating aspects of humanitarian logistics and emphasized the need to bridge the gap between academics and practice in this area. Atalay Atasu and Ravi Subramanian presented a summary of the submissions to the Sustainable Operations Track of POMS Annual Meeting, and an analysis of the research trends on the basis of this information.

The editorial panel was held in the afternoon. Senior editors of leading journals (Management Science, Production and Operations Management, Journal of Operations Management, Journal of Supply Chain Management, Journal of Industrial Ecology, and Foundations and Trend in Technology) discussed trends and interest from these journals in various types of sustainable operations research.

Page Prize Winners Announced

The Moore School of Business, University of South Carolina, has announced the winners of the 2008 Page Prize for Sustainability Issues in Business Curricula. This award is designed to "encourage and support efforts to introduce or substantially upgrade environmental sustainability courses and/or associated coursework into the curriculum of business schools, both nationally and internationally," according to Dr. Hildy Teegen, dean of the Moore School. Prize recipients included three members of the POMS College of Sustainable Operations - Dr. Robert Klassen (1st Place, International, for his course "Managing for Sustainable Development"), Dr. Robert Sroufe (1st Place, U.S., the Duquesne Environmental Sustainability curriculum) and Dr. Ravi Subramanian (Honorable Mention, U.S., for his course "Environmental Considerations in Managerial Decision-Making"). A listing of all winners, as well as links to winning syllabi and curricula, can be found at http://mooreschool.sc.edu/moore/RES/Page_Prize/2008Page_Prize/2008_PagePrize.html.

College of Service Operations



Submitted by Rohit Verma
Cornell University



Chris Voss
College President

The fourth conference of the College of Service Operations (CSO) was held on April 20th 2009, prior to the annual meeting of POMS. The program included presentations and discussion sessions which facilitated extensive interactions and discussions between participants. Participants also heard from industry speakers.

After the welcoming remarks by College President Chris Voss (London Business School), Rohit Verma (Cornell U) moderated a panel titled "Service Management Paradigms Debate". Aleda Roth (Clemson U), Vicki Smith-Daniels (Arizona State U), Rich Metters (Emory U) and Scott Sampson (Brigham Young U) overviewed classic and contemporary service operations research paradigms, and the audience engaged in a lively dialogue on future research directions.

"Walt Disney World® Resort Service Operations Management Case Studies" was moderated by Chris Anderson (Cornell U) and included several presentations by Disney executives. Presenters discussed the use of analytical modeling, simulation, field experimentation and survey for a variety of real-world problems such as revenue management, retail optimization, transportation planning, and queuing.

In the "Research Incubator" session, Ph.D. students and emerging scholars summarized their research on large pasteboards and also create supplemental handouts. Conference participants walked around the room reviewing each exhibit, discussing the research with scholars, and offered their advice.

Senior executives of the Darden Restaurants discussed challenges and innovations in the management of service supply chains across global distribution networks. It was fascinating to listen to interesting real-life applications of service ops and supply chain concepts.

The conference concluded with a relaxed and wonderful dinner at the Seasons 52 Restaurant. Participants got a brief tour of the kitchen facilities and a demonstration of Chef's materials requirements planning and other desktop-based decision support systems.

The incoming President of the College is Rich Metters (Assoc. Prof., Goizueta Business School, Emory U) - see photo at right). Rich is a well recognized expert in service operations and a co-author of the "Successful Service Operations Management" textbook and has written numerous articles in well-respected journals. We look forward to various initiatives during his term.



Awards Luncheon.

During the CSO awards luncheon, key-note speaker Nancy Knipp (President, American Airlines Admirals Club) presented a thought-provoking speech on the challenges of managing service operations during a turbulent economy. Ms. Knipp also presented four awards:

Lifetime Achievement Award:

Nancy Knipp and Chriss Voss presented the award to Prof Aleda Roth, the Burlington Ind. Prof of Supply Chain Mgt at Clemson U.

(Continued on page 22)

NEWS FROM COLLEGE OF SERVICE OP'S (CONT.)

(Continued from page 21)

Aleda (leftmost in the picture to the right) is an internationally recognized empirical scholar in service and manufacturing strategy. Her research is motivated by theoretical and practical explanations of how firms can best deploy their operations, global supply chain and technology strategies for competitive advantage. Her research addresses the performance impacts of emerging paradigms, including strategic sourcing, operational and quality risks; supply chain adaptively, complexity sustainability; service science and design for customer experience; knowledge sharing; and e-operations strategies and competencies for ERP, B2B and B2C commerce. With over 200 publications, she ranked in the top 1% of POM scholars in the U.S.; and is ranked in the top 2 percent of all JOM papers published. Her papers appear in Management Science, Production and Operations Management (POM), Manufacturing and Service Operations (M&SOM), Journal of Operations Management (JOM), Decision Sciences (DS), and others. Her co-authored paper, entitled "A Taxonomy of Manufacturing Strategies," was listed on the 2004 Commemorative CD to be among the top 10% of all Management Science articles published in the past 50 years according to citations; and in 2009, her coauthored paper, "Towards a Theory of Competitive Progression: Evidence from High-Tech" was listed in the "Top 10" published papers in POM. Aleda has received over 60 research and teaching awards since earning her doctorate in 1986.

Aleda was elected a Fellow of the Decision Sciences Institute (DSI) and the Production and Operations Management Society (POMS), respectively in 2004 and 2005. In 2004, she was named an International Fellow of the Advanced Institute of Management Research (AIM) by the UK Government in conjunction with London Business School. She received the 2004 M&SOM Meritorious Service Award for outstanding contributions to the journal. Over her career, she has received over \$2.75 million in external research funding.

Aleda is a Department Editor (DE) for Production and Operations Management (POM); an Associate editor for Decision Sciences and the Journal of Supply Chain Management (JSCM); and on editorial boards for numerous other publications, including JOM, JSR, and others. She served as a DE for Management Science and as Co-editor in Chief for Manufacturing and Service Operations. She is the past president of POMS and is an active member of POMS, M&SOM - INFORMS, Academy of Management, DSI, and EUROMA. She has served on the Board of Directors for POMS, DSI, and Operations Management Association.

Distinguished Service Award

The award was presented to Professor Uday Apte (Naval Postgraduate School) - photo at right. Uday was previously Associate Professor at the Southern Methodist U. He has also served as the visiting professor of the Helsinki School of Economics and Business and the Wharton School, University of Pennsylvania. Before joining academia Uday worked at the Mellon Bank and CIGNA Corporation in senior executive positions. He received a PhD from the Wharton School (University of Pennsylvania), and MBA from the Asian Inst of Management (Manila, Philippines) and a B.Tech from the Indian Inst



of Technology (Bombay). His research interests include service operations, logistics and supply chain management, globalization of information intensive services, and technology management.

Uday is a founding member of the College of Service Operations and has also served as its president. His diverse service to POMS College of Service Operations includes organizing a previous college conference and editing a special issue of the Production and Operations Management journal. Over the years, Uday has received several awards from various organizations including Distinguished Service Award from the Indian Institute of Technology; Teaching Innovation Award, Cox School of Business, SMU; Research Excellence Award, Cox School of Business, SMU; Winner, SIM International Paper Award Competition, Society of Information Management; McMillan Best Paper Award, Information Resources Management Association; and Nicholson Prize, Operations Research Society of America.

Emerging Scholar Award

The award was presented to Serhan Ziya (Asst Prof, Dept of Statistics and Operations Research, U of North Carolina at Chapel Hill) - see photo at right. Serhan received his Ph.D. and M.S. in Industrial and Systems Engineering from the Georgia Institute of Technology and B.S. from Bogazici University.



Serhan's research on service operations began with his dissertation work, which dealt with the question of how to price access to a queue with a finite buffer capacity with the objective of maximizing revenue. Serhan's research has been published in Operations Research Letters, Naval Research Logistics, Operations Research, Manufacturing & Service Operations Management and other journals. His research has also been supported by a grant from the National Science Foundation.

Most Influential Service Operations Paper Award

Craig Froehle (Assoc Prof, U of Cincinnati) and Scott Sampson (Prof, Brigham Young U) were selected for their article "Foundations and implications of a proposed unified services theory" POM 15 (2).

Craig (right) earned his BS in Mechanical Engrg and an MBA in Operations Management from the U of Cincinnati. Prior to his Ph.D. from the U of North Carolina at Chapel Hill and to entering academia, he worked for several years as a mechanical engineer and project manager for an international engineering consulting firm. He also founded and ran a profitable online content business from 1996 to 2001, when it was acquired by a private US software company. Craig's research is specifically focused on improving the operational effectiveness of healthcare delivery systems. His research has been published in Production and Operations Management, the Journal of Operations Management, Decision Sciences, the Journal of Service Research, and elsewhere. He is an active member of POMS, INFORMS, and the Decision Sciences Institute (DSI), and has been appointed to positions in a variety of journals and professional organizations.



Scott Sampson received a Ph.D. and MBA from the U of Virginia and a BA from Brigham Young U (BYU). Prior to his appointment at BYU, Scott was an Asst Prof at the Florida State U. Scott's research interests include services scheduling, services management, service quality



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POMS 2009 AWARD WINNERS

The following four awards were given during the POMS 2009 annual conference in Orlando, Florida, USA, May 1- 4, 2009.

A. Martin K. Starr Excellence in POMS Practice Award



Ms. Erin J. Wallace The award is presented to an individual who has done an exceptional job in making advances in the practice of POM, promoting the profession, making an impact, and building a linkage between industry and academics. These contributions are not restricted to a single organization and may span time spent at several organizations during the career of the candidate.

The committee for the 2009 award unanimously selected, from among a slate of excellent candidates, Ms. Erin J. Wallace to be the recipient of this year's award. Ms. Erin Wallace serves as Senior Vice President of Operations Integration Line of Business for *Walt Disney Parks & Resorts*®. Ms. Wallace's domestic responsibilities for both the *Walt Disney World*® Resort and Disneyland Resort include attractions, lodging, entertainment/imaging, merchandise development, food & beverage and merchandise, animal programs and environmental initiatives, operating labor, industrial engineering, operations learning and development, and business optimization.

Ms. Wallace began her career in 1985 as a manager in Industrial Engineering, and then became Director of Industrial Engineering before transitioning into Operations as general manager for *Disney's All-Star Resorts* in 1995. In 1997, she participated in the opening of *Disney's Animal Kingdom*® Theme Park as the general manager of Theme Park Operations. Ms. Wallace's promotion to vice president of Resorts in 1998 was followed by her return to theme parks when she was named vice president of the *Magic Kingdom*® Park in 2000. Ms. Wallace was promoted to senior vice president of *Walt Disney World*® Operations in 2001; and she assumed full responsibility of the *Walt Disney World*® Operations Team in 2003 overseeing the operation of twenty-two resorts, four theme parks, two water parks, and *Downtown Disney*® Area.

A native Floridian from St. Petersburg, Ms. Wallace graduated with honors from the University of Florida. She earned her MBA from Rollins College Crummer School of Business in 1993. In 2006, she had the honor of being inducted into the Crummer Graduate School of Business Alumni Hall of Fame. In 2006, Ms. Wallace was presented with the Institute of Industrial Engineer's Medallion Award and the Society of Women Engineer's Upward Mobility Award.

Ms. Wallace is an active member of the Central Florida community serving on several boards and committees both academic and civic in nature. She is on the Board of Advisors for the School of Industrial Engineering at the University of Florida and is Chair of the Rollins College Crummer Graduate School's Board of Overseers. Ms. Wallace is a prior board member for Big Brothers/Big Sisters of Central Florida where she had served as vice president of the Executive Committee. She is also a member of the Institute of Industrial Engineers (IIE) and the Society of Women Engineers (SWE).

Award committee:

Corey A. Billington ,IMD, Switzerland.
Kasra Ferdows, Georgetown U., Washington D.C., U.S.A.
Sushil Gupta, Florida International U., Miami, Florida, U.S.A.
Hau Lee, Stanford U., Stanford, California, U.S.A.

Rafael Menda, McNeil Consumer & Specialty Pharmaceuticals, Ft. Washington, PA, U.S.A.

Dino Petrarolo, Managing Director, Shatterprufe, Johannesburg Area, South Africa (Chair).

Martin K. Starr, Rollins College, Winter Park, Florida, U.S.A.

B. Emerging Economies Young Researchers Award

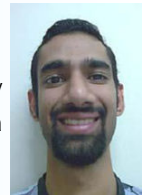
The Emerging Economies Young Researcher Award (EEYRA) has been created to establish institutional linkages to reach out to future scholars in emerging economies, and to encourage their development and connection to the Production and Operations Management Society (POMS).

Any student enrolled in a Ph.D. program in an Operations Management related field in a country from one of the following three regions — Africa, Australasia, and Latin America — is eligible to apply. To receive the award, the student must demonstrate evidence of substantial promise as a scholar in an Operations Management related field. The award provide for coverage of travel, conference registration, meals and hotel accommodation.

The winners of the 2009 EEYRA award are:



Ayman Abdallah
Jordan



Zameer Bery
South Africa

The committee consisted of:

Norman Faull, Afonso Fleury, Sushil Gupta, and Chung Yee Lee.

C. Wickham Skinner Early-Career Research Accomplishments Award



Winner:
Fuqiang Zhang
Olin School
Washington U, St. Louis

Runner Up:
Mahesh Nagarajan
Sauder School of Business
University of British Columbia



Award Committee:

Panos Kouvelis, Olin School, Washington U (Chair)
Bert De Reyck, London Business School
Magbool Dada, Krannert School of Mgt, Purdue U.
Karen Donohue, Carlson School, U of Minnesota
Chung Yee Lee, Industrial Engrg, Hong Kong U of Science & Tech.
Joseph Milner, Rotman School, U of Toronto
Xuanming Su, Haas School of Business, UC Berkeley

(Continued on page 18)

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