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Upcoming Conferences

Twenty-third Annual Conference of POMS

April 20—23, 2012, Chicago, IL USA

See http://poms.org/

Luk Van Wassenhove, *POMS President*
INSEAD

Continuity, Differentiation, and Relevance are the three key words I would like to use during the year in which I have the privilege of serving as your president.

Continuity. The Society is doing very well thanks to many of you but also thanks to a series of excellent presidents who put us on a strong continual improvement curve. Hau Lee, Cheryl Gaimon, Wally Hopp, Marshall Fisher, and others. Thank you.

I am very honoured to be added to that great list of presidents and it would be silly not to continue to build on what they have accomplished. As our Society grows and becomes more global, it needs continual professionalization. Many things have been accomplished in recent years but we need to work on continued quality improvement of our flagship journal, our annual conference, and especially, improved services to our global membership. We also need to work on better execution, a challenge for every fast-growing society depending largely on volunteers. POMS is quickly becoming global with more than half of our members coming from outside the USA.

And now you even have a president who is not an American citizen or resident. This globalisation begs the question about how to provide better services to members who may not have the means of coming to our conferences. What is it these people expect from POMS and how can we fulfil their expectations? An on-going survey should quickly give us more insights.

So, continual improvement on quality and execution, and better service to our members are priorities.

Differentiation. There is no point in trying to look like other Societies. *We are members of POMS because we find things in this Society we cannot find elsewhere. We publish in POM because it is our journal of choice on a number of relevant subjects.* To make myself clear: a choice is different from a ranking. If we stay on a fast improvement course we shall soon be the very best at what we do.

An example of differentiation that I know well is our focus on sustainability. We were there long before it became a fashionable subject with special issues in our journal, and the creation of a very successful Sustainability College. Sustainability is perhaps the largest track at our annual conference today. And we can find many other examples of how we are different.

Cultivating our differences is another priority.

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POMS Chronicle is co-sponsored by The David Eccles School of Business, University of Utah

EDITORIAL TEAM

POMS Chronicle is published by the Production and Operations Management Society to serve as a medium of communication and to provide a forum for dialogue among its members.

Dr. Sushil K. Gupta, *Executive Director-POMS*

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POM Journal

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Featured Assoc. Editor: Jamison Day, U of Denver/Consultant

Jamison Day is the Chronicle representative for newly formed College of Humanitarian Operations and Crisis Management. Be sure to read the multiple articles in the current issue related to this topic!

Jamison is an Adjunct Prof at the U of Denver, and a consultant skilled at translating conceptual models into implementation strategies that inspire new behaviors and use of new technologies. He has taught at Louisiana State U., having obtained his PhD at the Indiana U. (IU) Kelley School of Business. Prior to that he served as the Chief Technology Officer of Advanteq, LLC, a technology and business development firm. He has over 12 years of experience in information system and decision support technology. Clients have included Microsoft, American Red Cross, Pain Enterprises, and the Journal of American History. Jamison is an accomplished educator and has won the Panschar Award for the "Outstanding Associate Instructor of the Year" at IU. He received several academic honors including a Doctoral Fellowship Award, the Richard & Virginia Stoner Scholarship, and the IU Distinguished Alumni Scholarship Association Award.

Submit articles, news, announcements, and other information of interest 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: PLAYING BALL THE TOYOTA WAY

Glen Schmidt
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The new movie "Moneyball" (and the book by the same name, Lewis, 2003) describe how the 2002 Oakland Athletics baseball team overcame a limited budget to compete with the likes of the New York Yankees, who have much deeper pockets. Similarly, Winters (2009) describes how the basketball player Shane Battier is able to compete with the likes of superstars such as Kobe Bryant. In my "Operations centric" view of the world, they do it by "playing ball the Toyota way."

An underlying tenant of the Toyota Production System (not to be confused with Toyota's Production System—the TPS is an ideal that Toyota and others strive for) is to find the best way to do something, and then do it that way every time (while continually looking to improve on the "best way").

In Toyota's terminology, finding the "best way" includes the exhortation to "reduce waste." But who can argue against reducing waste? Beyond simply exhorting people to reduce waste, the trick is to be able to define, in your setting, exactly what it means to reduce waste—in a broader sense, you must be able to figure out what is the best way of doing something.

In Shane Battier's world, finding the best way to do something (e.g., the best way to guard Kobe Bryant) means pouring over video tape, reviewing statistics, and methodically analyzing the competition such that Battier knows what exactly what to do under the exact game conditions that he faces at every exact instant in time.

To make this point to my core Operations students, I show them a YouTube clip of the last minutes of the 13 Jan 2009 game between the Rockets (Battier's team) and the Lakers (Kobe's team). Battier first identifies exactly where to be on the basketball court in order to get the highest-percentage 3-point shot—and he makes the shot to take the lead in the game. Then he figures out exactly how to best guard Kobe to have the highest-percentage chance of denying Kobe a successful 3-point shot.

Now what is great about this video clip is that… in spite of Battier's perfect execution, Kobe makes the shot, and Battier loses the game. The point is, you may make an optimal decision (a-priori), but you may not achieve the best possible outcome (ex-post). We know this from implementing the Newsvendor framework, right? A priori, you make an optimal stocking decision, but the realization is that you almost certainly will either end up with too much or too little. Importantly, even though you didn't stock the right amount, you stocked the right amount (ex-post and a-priori, respectively). Over enough repeated stocking decisions, you will make more money if you use the Newsvendor framework than if you used any other decision process.

As President Van Wassenhove alludes to, the world needs our help in solving many existing and impending problems. As he notes, "climate change, population growth, and huge emerging economies lead to severe competition for scarce resources, from metals to food, and from water to land. I still see very

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Relevance. *We are a society that cares about relevance to managerial practice and to broader societal issues.* Relevance comes from diversity, the willingness to look beyond the USA to the Rest of the World, where OM issues may be very different. We can learn from this diversity. I have for instance learned a lot about supply chain management by working with humanitarian organisations in remote areas in Africa and elsewhere.

Relevance means acknowledging that the USA and Europe are no longer the centres of the universe when it comes to OM. Exciting and innovative developments are taking place in other regions. *POMS can be the Society that takes a novel look at global operations and all its consequences. It can help integrate researchers and practitioners from all over the world.*

Relevance means developing the confidence to look at messy real-world problems, and to avoid the separation between academic subjects and industrial practice. Too often when I talk to practitioners they use the word academic when they mean useless. This is an insult to our profession and it should not apply to POMS.

But relevance also means avoiding the separation between our academic silos called operations, marketing, accounting, finance. *Real-world problems do not nicely fall into these narrow and somewhat out-dated academic pigeon holes and if we force fit them in there, it is at the risk of losing relevance.* Here again, richness comes from diversity and we can learn an awful lot by working with other disciplines, including traditional engineering and science.

Finally, relevance comes from an open and forward looking attitude towards what is happening in the world. *Why work on artificial contrived problems in our offices when we stumble over dozens of fascinating and challenging problems as soon as we open our door and take a look outside?* Climate change, population growth, and huge emerging economies lead to severe competition for scarce resources, from metals to food, and from water to land. I still see very little reflection of these developments in our discipline. Fortunately, I see more of them in POMS than in other Societies. We talk about global manufacturing and global services, but the new wave of globalisation of agriculture seems to be passing by unnoticed. Where are the sessions at our conference and the papers in our journal that deal with these issues?

Summarizing, please look at me as a president of continuity, but one who is also a global citizen who cares about our world, and who worries that our discipline may miss another important boat.

POMS as a Society and POM as a journal can, and in my humble opinion, should differentiate itself by taking the lead on dealing with relevant global operations in a volatile and risky world increasingly constrained by scarcity of vital resources. Our Society of choice is doing well and improving rapidly. However, do not only ask what it can do for you. Ask also what you can do. Bringing POMS to the top is a conscious and collective choice by all of us, not a wish by a new president. I would be delighted to hear your views. Thank you.

Luk N. Van Wassenhove
POMS President

NEW POMS FELLOWS, AND OTHER AWARDS

POMS Fellows; William Lovejoy and Chris Tang

Designation as a POMS Fellow is the most prestigious honor awarded by 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. To be eligible a candidate must have demonstrated commitment to furthering the objectives of POMS (as evidenced by such indicators as membership in the Society, and active participation in POMS Colleges and meetings.)

This year's new Fellows are William Lovejoy & Chris Tang.

Professor Lovejoy holds a B.S. in Industrial Engineering and an M.E. in Nuclear Engineering from Cornell University. He worked for three years for General Electric before returning to school, at the University of Delaware, to earn a Ph.D. in Operations Research. Since starting his academic career in 1984 he has been on the business school faculties at Georgia Tech, Stanford and the U. of Michigan. He is currently the Raymond T. Perring Professor of Business Administration at the Ross School of Business, and is Professor and Chair of Operations Management.

Professor Lovejoy's historical research is in the area of decision making with incomplete information, a critical part of managing any innovative process. He has published numerous articles in top journals on this topic. His research interests are focused on managing across functional boundaries. He teaches new product development, strategic R&D and process analysis at the MBA and Executive Education levels. His new products course has enjoyed coverage by CNN, the *Wall Street Journal* and the *New York Times*. He is also writing an Integrated Operations text which stresses managing cross-functional interfaces. He is a consultant to General Electric Company.

Christopher Tang, a professor since 1985, served as Senior Associate Dean at the UCLA Anderson School from 1998 to 2002, and as Dean of the Business School at the National University of Singapore from 2002 to 2004.

While most of his research work deals with complex issues faced by industry, he has developed analytical models to examine managerial issues arising from global supply chains, retail operations, and marketing/manufacturing interface. He has co-edited 3 books and published over 70 academic articles in research journals such as *Management Science*, *Operations Research*, *Manufacturing and Service Operations Management*, *Journal of Marketing Research*, *Sloan Management Review*, *California Management Review*, *Interfaces* and *European Journal of Operational Research*. In addition, he has published management articles in the Wall Street Journal and Financial Times. He served on editorial boards for over 15 international journals and research boards for startup companies.

He has advised clients at companies such as Accenture, Amgen, Andersen Consulting, Bay Networks, Emerson Electric (Hong Kong), Federal Reserve Bank, GKN (UK), Hewlett Packard Company (world-wide locations), Honda America, Hughes Aircraft Company, Nestlé USA, IBM (world-wide locations), ICL International, Intertek Testing Services (England), Information Technology Institute (Singapore), Johnson and Johnson, Kleiner Perkins Caufield & Byers, Kurokabe (Japan), Northrop-Grumman, and Orient Overseas Container Limited.

Prof. Tang has taught a variety of Supply Chain Management and Retail Operations related courses in MBA / Fully Emplyed MBA / Exec MBA / PhD programs at the Hong Kong U. of Science and Technology, National U. of Singapore, Stanford U., UCLA and elsewhere. Also, he has taught various executive programs in Australia, Brazil, China, France, Germany, Hong Kong, Japan, Korea, Malaysia, Singapore and Spain.

Chris holds a Ph.D. in Operations Research from Yale U.

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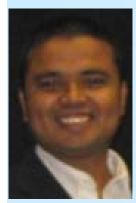
and supply chain financing. In addition, he has been involved in many projects such as sales evaluation for GSK, strategic development planning for Xintian Park, Guiyang province, etc.



Manish Shukla is a Doctoral student in the Quantitative Methods and Operations Management area, Indian Institute of Management Kozhikode, (Kerala) India. He holds a B.Tech in Manufacturing Engineering from the National Institute of Foundry and Forge Technology (NIFFT) Ranchi, India. His research has appeared in International Journals of repute such as the *International Journal of production Research*. He has presented papers in National and International Conferences. and worked in diverse areas like supply chain management, e-procurement, container terminal scheduling, and logistics. He has served as a referee for International Journals such as the *European Journal of Operational Research*, and the *Journal of Operations Management* and has been awarded The Tejeshwar Singh Memorial Fellowships 2009 in the area of Business & Management by SAGE Publications, the Highly Commended award for Fresh Supply Chain Management in the year 2009 by the Emerald/ AIMA Indian Management Research Fund Award. He received a Scholarship from International Federation of Operations Research Societies to attend the XV Latin American Summer School on Operations Research ELAVIO 2010. He is currently working on a book "Food Supply Chain Management".

Prof. Dr. John J. Kanet Receives Reimer Lüst Award

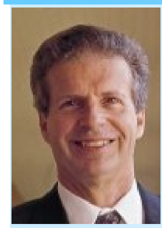
University of Dayton (OH, USA)

John J. Kanet has been elected the recipient of a Reimar Lüst Award, from the Alexander von Humboldt-Stiftung Foundation. The nomination was made by *Prof. Dr. Dr. h.c. Hans-Ulrich Küpper*, Universität München, Germany.

This award is conferred in recognition of lifetime achievements in research. In addition, the awardee is invited to carry out research projects of his own choice in cooperation with specialist colleagues in Germany, so that the international scientific cooperation will be further promoted.

You will find further information at: http://www.humboldt-foundation.de/web/programmes-by-target-group.html

KNOWLEDGE DISSEMINATION IN OPERATIONS MANAGEMENT: PERCEPTIONS VS REALITY



Jack R. Meredith
Michelle D. Steward
Bruce R. Lewis

All authors affiliated with Wake Forest University Schools of Business

The channels for knowledge generation and dissemination in the business disciplines are many: presenting research at conferences, writing books, distributing working papers, offering insights in society newsletters, giving invited talks, publishing studies in academic journals, and many other venues, including even blogs and perhaps Facebook®. Of these, frequently the most important is publication in premier academic journals. This single channel is often the primary basis for not only promotion and tenure decisions but also research awards by universities, scholarly societies, governmental academies, and journal publishers; grants from federal, state, and private agencies; nominations for high-profile chairs, professorships, and fellowships; offers for joining, or perhaps taking joint professorships at prestigious universities; candidacy for high-visibility governmental positions; and even, at least partially, the ubiquitous business school/program rankings.

It is also clear there are more stakeholders in top journal publications than just the individual faculty researcher. Attaining a reputation as the "national expert" in a particular field or topic can lead to such accolades as an appointment to a high-visibility governmental position, or a major international award. Such eminent acknowledgements are a great boon to a university, enhancing its reputation, bringing in donations and endowments, increasing student applications, and other benefits. Hence, the university has an interest in their faculty publishing in highly-recognized journals, and may thus emphasize particular journals or fields over others. Understandably, everyone from University Presidents to Deans to Asst. Professors are interested in knowing which journals are considered "top" journals, and especially the top journals in each field or discipline. Journals are thus a vital component of the academic community. As faculty are offered incentives for publishing in a field's top or premier journals, clarity in identifying these journals is important. One only need reflect on past tenure and promotion discussions, annual review evaluations, and faculty hiring decisions to see the potential impact that "the top journal in our field" has in academia.

To date, the great majority of published journal rankings for OM have confused these stakeholders by including inappropriate journals from reference disciplines (e.g., engineering, econ, OR, information systems, statistics) or from interdisciplinary journals including marketing, finance, behavior, ethics, and other business, and sometimes non-business, fields. An ethicist who is well-published in an interdisciplinary journal such as *Business Horizons*, or a statistician who is well-published in a reference-discipline journal such as the *Journal of Heuristics*, may not have any competence (or interest) in OM. Moreover, when journals of different disciplines or research areas are combined, the focus and potential development of the fields involved becomes diluted. However, what source would be most appropriate for determining the premier journals in a field?

One clearly appropriate source would be what academic institutions actually use for guidance in evaluating scholarship. A 2011 study, "Knowledge Dissemination in Operations Management: Published Perceptions Versus Academic Reality ", *Omega: The International Journal of Management Science*, 39(4), 435-446, analyzes target journal lists specifically used to assess faculty research at AACSB-accredited schools. These school journal lists, collected from AACSB-accredited schools via an email solicitation, represent the "reality" of journal status in academia. The solicitation achieved a 38% response rate; statistical tests confirmed the representativeness of the sample. Of the responding schools, 43% indicated they did not have internally-generated lists, 40% provided their formal target journal lists, 6% stated they used external lists (e.g., the *Financial Times*), and 11% noted that they employed *Cabell's Directory of Publishing Opportunities*.

> 37 lists were used to determine the ranking of 30 OM-dedicated journals… See 2011 *Omega*, 39(4), 435-46.

Thirty-seven lists specifically classified OM journals in graded tiers. These lists were utilized to determine the ranking of 30 OM-dedicated journals based on the weighted average mean percentile for each journal. (Other metrics reported were the percentage of times each journal was listed in the top tier across schools, the percentage of times in the top two tiers, and the percentage of times in any tier.)

Since the number of graded tiers in the lists from each school differed (ranging from one to six), as well as the number of OM journals rated at the various schools (ranging from two to 42), a mean percentile score was calculated for each journal at each school based on its placement in that school's graded tiers. This mean percentile score takes into account the number of tiers at the school, the total number of journals in that school's tiers, and the tier placement of the given journal. These scores were then aggregated across schools to produce a weighted average mean percentile score for each journal, which takes into consideration the journal's overall typical tier placement, in addition to the number of schools that listed that journal. These weighted average mean percentile scores were then ranked to produce the final overall journal rankings.

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little reflection of these developments in our discipline." Let's use our Operations expertise to find the "best way" to help solve these problems. Retrospectively, the realization will be that we won't always have recommended the right actions (e.g., we may end up recommending too little or too much to avert global warming), but over the entire set of decisions we face, we can help the world achieve a better set of outcomes than it might otherwise realize. Let's Play Ball!

References:

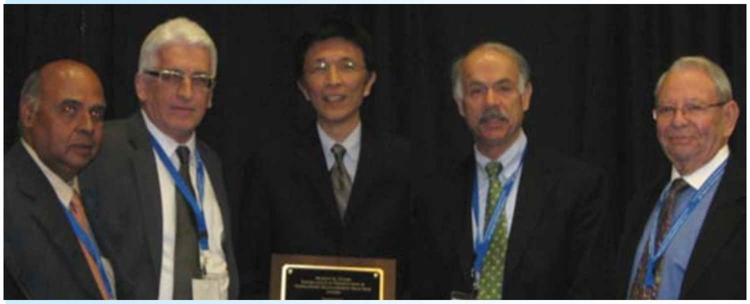
Lewis, Michael. 2003. *Moneyball: The Art of Winning an Unfair Game*.

Winters, Dan. 2009 (Feb 15). "The No-Stats All-Star," *The New York Times*.

STARR AND SKINNER AWARDS

Martin K. Starr Excellence in POM Award

Edwin Keh (middle in photo below) was unanimously selected, from among a slate of excellent candidates, as the 2011 recipient.



The committee members were:

Lee Cockerell (Executive Vice President of Operations, Walt Disney World® Company). Krishan Kumar (Director of Maruti Automotive Center of Excellence, Maruti Suzuki India Limited, Chair), Kasra Ferdows from Georgetown University, Sushil Gupta from Florida International University (on the left), Roger Schmenner from Indiana University, Martin K. Starr from Rollins College (on the right), and Rohit Verma from Cornell University.

Mr. Keh is also joined in the picture by Luk Van Wassenhove (incoming POMS President, 2nd from left) and Marshall Fisher (outgoing POMS President, 2nd from right).

Mr. Keh was the Chief Operating Officer and Senior Vice President of Wal-Mart Global Procurement until April 2010. He managed offices in 20 plus countries and sourcing activities in 50 plus countries. Apart from acting as the supply chain spokesman on numerous occasions, Mr. Keh helped put together the Oct 2008 Global CEO Summit on Sustainability in Beijing China.

Prior to Wal-Mart, Mr. Keh managed a consulting group that has done work for companies on supply chain, manufacturing, and product design. His commercial clients included Berkshire Hathaway and Payless Shoes Australia among others. Mr. Keh also did work for non-profit organizations and charities. His non-profit work took him to Burma, N. Thailand, the Philippines, Laos and China where he worked with schools, orphanages, tribal peoples, and people afflicted by leprosy.

Mr. Keh had a career as senior executive with several US consumer goods and retail companies. He was the Managing Director of Payless Shoesource International, Donna Karan International, and Country Road Australia. He did the start up sourcing for Abercrombie & Fitch and Structure stores.

Prior to graduate school, Edwin worked for the United Nations High Commission for Refugees as an editor and resettlement lobbyist. Mr. Keh graduated from Whittier College with a BA in Political Science, Sociology, and Urban Design. Since Whittier, he has done graduate work at Claremont College's Drucker School.

Mr. Keh currently is on faculty at The Wharton School, University of Pennsylvania. He is also working with Yale and Harvard on a new initiative on governance and capacity building in Africa. He serves as the Vice Chairman of the trustee board of Whittier College, California. He is on the Board of FACE, a shoe industry charity, and Handa, an NGO that serves the needs of people afflicted with leprosy in China. He advises several social enterprises. He has spoken or taught recently at events at multiple universities in Asia and the US.

Mr. Keh lives in Hong Kong with his wife Claudia who teaches at the HK University of Science & Technology. They have 3 sons.

Skinner Awards

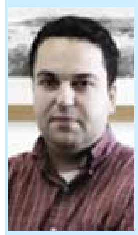
The Wickham Skinner Awards are intended to encourage POM scholarship and publication, to promote significant research in the field, to reward academics who have achieved unusually high accomplishment early in their careers, and to facilitate the sharing of innovative new ideas about teaching POM.

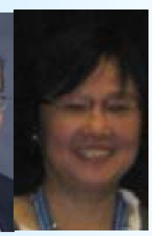
Best paper published in *POM*

Started in 2010, this award is given for the best paper published in *Production and Operations Management* (*POM*) during the previous year. Papers are judged on overall quality with careful attention given to both relevance and rigor.

This year's best paper award goes to: "Dynamic Assignment of Flexible Service Resources". *POM* 19(3), 279-304.

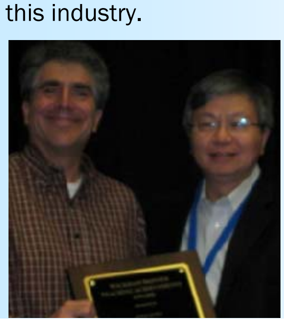
The authors of this year's best paper are: Yalcın Akcay, College of Administrative Sciences and Economics, Koc¸ University, Istanbul, Turkey (left); Anant Balakrishnan, McCombs School of Business, University of Texas at Austin, Austin, Texas (middle); and Susan H. Xu, Smeal College of Business, Penn State University.





The committee members were: Karen Donahue, Cheryl Gaimon and Paul Kleindorfer (Chair).

This paper generalizes a classic problem in operations concerned with the optimal commitment of dedicated and flexible resources to orders that arrive sequentially at a service facility over time. The question addressed is what orders to accept and what resources to commit to accepted orders. This problem has appeared in various guises in the OM literature over the years, including various forms of the dynamic knapsack problem as well as problems of yield management, priority scheduling and capacity reservation decisions in a dynamic environment. The authors provide a concise and thorough analysis of a general form of this problem and show that with flexible resources their proposed Bottleneck Capacity Reservation policy is near optimal. They focus on the workplace training industry as a motivating application, providing therewith both an important contextual anchor for their analysis as well as developing important managerial insights and usable rules for this industry.



Teaching Achievement Award

This year's winner is Hau Lee from Stanford University (right). This award recognizes impact and innovation in POM instruction. In evaluating materials submitted, judges give primary attention to: (1) evidence of ped-

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SKINNER AND DOCTORAL STUDENT AWARDS

agogical excellence, (2) evidence of creativity and/or innovation and (3) evidence of impact.

The committee members were: Eric Johnson (chair, on the left in the picture) from Dartmouth, Cheryl Druehl from George Mason University, Ralf Seifert from IMD, Chris Tang from UCLA, and Doug Thomas from Penn State.

This year there were six strong nominations for the Skinner Teaching Award. Hau Lee was selected based on the high impact of his teaching cases (like the HP Deskjet Case) and teaching materials (like HBR/Sloan articles).

In the nomination letter, the nominator noted the following: besides being a leading researcher in the area of operations and supply chain management, Hau has made a strong commitment to developing excellent teaching cases and teaching related articles such as his HBR article "Triple A Supply Chain"

Based on the 2008 survey of the OM and supply chain course syllabi of the top 50 US business schools, Hau's "HP DeskJet Printer" case is one of the most popular teaching cases. More importantly, the committee was impressed with Hau's recent cases that examine the relationship between OM and other social issues, including:

1. Health care – Rider's for Health (in Africa) – 2007;
2. Environmental – European Recycling Platform – 2009; Ma Jun and the IPE (in China) – 2009;
3. Product Safety–Unsafe for Children: Mattel toy recalls–2008; &
4. Counterfeit products – Shanzhai "Bandit" Mobile Phones (in China) – 2010

Early Career Skinner Award

This year's winner is Gad Allon from Kellogg School of Management, Northwestern University.

An "Early-Career Researcher" is defined as someone who has received a doctoral degree (or its equivalent outside of the U.S.A.) within the previous six years. Work published (or formally accepted) or presented at a conference within the six-year eligibility period is considered. The judges evaluate the impact of the body of work in terms of its ability to broaden, extend, and alter the way that POM is conceptualized, practiced, and viewed.

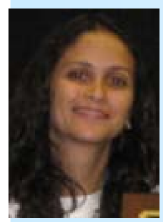
The committee members were: Sergeui Netessine from INSEAD, Roman Kapucinski from Michigan, Asoo Vakharia from Florida, Vishal Gaur from Cornell, Mark Ferguson from Georgia Tech, and Ananth Iyer from Purdue (Chair).

Professor Allon was selected on the basis of his already-published stream of research as well as his strong pipeline. His research stream focuses on understanding the economic environment in which firms operate as well as how service capacity is managed to accommodate congestion. In addition, he examines the impact of competition in service industries, and focuses on empirical studies in operational systems and the impact of information provided by service providers.

Emerging Economies Scholars Doctoral Student Award (EEDSA)

The EEDSA Award has been created to establish institutional linkages that reach out to future scholars in emerging economies, and to encourage their development and connection to POMS. The award committee members were: Norman Faull, Afonso Fleury, Manoj Malhotra (Chair), Jian Chen, and Jose Machuca. Winners were as follows.

Vanumamalai Kannan (left in picture, with Norman Faull) is a final year Ph.D. scholar in the Department of Management, Birla Institute of Technology, Mesra, India. He recently submitted his thesis in the area of logistical services marketing and is awaiting defense. His research interests include benchmarking, carrier selection, logistics and supply chain management, and analytic hierarchy process. His papers have appeared or are forthcoming in *The IUP Journal of Operations Management*, *Benchmarking: an International Journal*, *Management Research Review*, and *ICFAI Journal of International Business*. He has also presented and published papers in conferences at the Indian Institute of Management, Ahmedabad; ICFAI business school, Hyderabad, and Carleton University, Canada. He is a reviewer to three international journals. *Benchmarking: an International Journal*, *Management Research Review*, and *International Journal of Management Perspectives*. He is a member of POMS, EUROMA, INFORMS, and the International Society on Multiple Criteria Decision Making.



Adriana Leiras holds a B.Sc. (2004) and a M.Sc. in Industrial Engineering (2006) from Pontifical Catholic University of Rio de Janeiro – PUC-Rio, Brazil. She is in the final stage of her PhD program at PUC-Rio. Her thesis is "Optimization under Uncertainty for Integrated Tactical and Operational Planning of the Oil Supply Chain". As part of her doctoral program, she researched for one year at the University of Waterloo (Canada). She worked for about 3 years in a large print media company, acting in the areas of procurement, planning and production control, and process engineering. Since 2005, she has worked at the Center of Excellence in Optimization Solutions (NExO/PUC-Rio) where she participated in research and consulting projects and co-authored papers that were published in conference proceedings and journals. Her main research interests are in planning and production control and optimization of supply chains.

Zhongyi Liu received his bachelor's degree in applied mathematics. Upon graduation, he joined the doctoral program in the Department of Management Science and Information Systems, Guanghua School of Management, Peking University, where he works as a teaching assistant of Operations and Supply Chain Management at both MBA and undergraduate levels. His research interests include supply chain management, inventory and production planning, and the interface between finance and operations. He has published in several journals and given presentation at many academic conferences. Currently, he is working in the area of hedging supply chain risks with financial derivatives

(Continued on page 4)

COLLEGE OF PRODUCT INNOVATION & TECH MGT: MINI-CONFERENCE AND STUDENT PAPER AWARD

College of PI&TM Mini-Conference

Join us in Charlotte, NC for an invigorating and informative mini-conference of the POMS College of Product Innovation &Technology Management!

When: Sat, Nov 12, 2011, (the day before INFORMS starts)

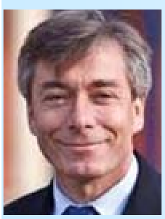
11:00 a.m. – 6:30 p.m. (optional dinner to follow)

Where: University of North Carolina, Charlotte

Registration: $50 (optional $25 dinner); free for PhD students (go to "poms.org" to register).

Topic: The Present and Future of Research in PI & TM

PI & TM is a field with many branches. From time to time, we take stock of what we know, and draw paths to what we ought to know. At this meeting we will present the state-of-the-art, as well as pinpoint new avenues for research.



Among those planning to participate:

PI & TM Fellow and *Mgt Science* Assoc. Editor Christoph Loch (keynote speaker, shown at left)

PI & TM Fellow, *POM* Dept. Editor Cheryl Gaimon (right)

Mgt. Science Assoc. Editor Vish Krishnan

POM Dept. Editor Stelios Kavadias

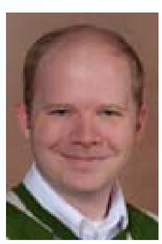
Mgt. Science Dept. Editor Kamalini Ramdas

Make plans to attend!

Feel free to email a PI&TM Board member as needed:

President: Glen Schmidt, glen.schmidt@utah.edu

VP for Special Events and mini-conference co-chair: Enno Siemsen (shown at right), siems017@umn.edu



VP for Meetings and mini-conference co-chair: Raul O. Chao (shown at left), chaor@darden.virginia.edu

VP for Honors & Awards: Jürgen Mihm, jurgen.mihm@insead.edu

Treasurer: Cheryl Druehl, cdruehl@gmail.com

Secretary: Tyson R. Browning, t.browning@tcu.edu

PITM Student Paper Competition

Jürgen Mihm, INSEAD
PI&TM College VP for Honors and Awards

The POMS Product Innovation and Technology Management College (PITM) announces the Student Paper Competition. Up to two awards will be given bi-annually for papers judged to be the best in the area of product development and technology management. The awards will be accompanied by an honorarium. Prizes will be awarded at the PITM Business meeting held in conjunction with the Spring POMS meeting .

Application Process and Eligibility Conditions: We welcome papers related to product development and technology management. There are four conditions for eligibility:

1. Entrant must have been a student on or after August 31, 2011, and the research presented in the paper must have been conducted while the entrant was a student.
2. The submitted paper must present original research conducted primarily by the student entrant. Some assistance by other individuals (such as the student's faculty advisor) is permitted, however. If the paper were to be submitted for publication to a journal, it would be appropriate to list the student entrant as its first author, regardless of alphabetical order. If the paper or a close version of it has already been submitted for publication to a journal, the student entrant must have been listed as its first author, and it would have been appropriate to do so regardless of alphabetical order.
3. The entrant's primary research advisor must certify that the student's share of contribution along the three individual dimensions of writing, analytical results (if applicable), computational results (if applicable) and/or empirical/experimental results (if applicable) exceeds 50%.
4. Entrant must be a member of the PITM College of POMS on the date of submission (visit the POMS Website for information on how to become a POMS/PITM member).

In addition, a student may submit no more than one paper to the competition.

Submission Requirements:

A complete entry consists of:

1. A cover letter completed by the student and stating the entrant's contact information, the contact information of the entrant's primary research advisor, the paper title, and appropriate keywords for the submitted paper.
2. The paper in completely anonymous form and PDF file format, *with a length of at most* 32 pages, including all references, tables, graphs and appendices 12-point font with 1-inch margins on all four sides. Papers should have double-spacing throughout, including abstract, references, and footnotes and be *strictly compliant* with all submission formatting standards of the journal *POM* as described at http://www.poms.org/journal/author_instructions/ .

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POM SPECIAL ISSUE CALL FOR PAPERS: HUMANITARIAN OPERATIONS AND CRISIS MGT

Guest Editors: Martin K. Starr, Luk N. Van Wassenhove

Senior Editors: Aruna Apte, Paulo Goncalves, Sushil Gupta, Prashant Yadav

Motivation

The strategic challenges of humanitarian operations and crisis/disaster management (HOCM) have increased many folds in the current era because of increased scale and frequency of all types of disasters – natural, man made and industrial accidents. Three of the most devastating natural disasters (the Asian tsunami, the Haiti earthquake, and the Japanese earthquake) registered in the last 100 years took place during the last decade. There is an increasing awareness among researchers that an individual crisis/disaster is not an independent event. Rather, crisis management often involves the study of causal chains (for example, the 2011 earthquake in Japan). As a result, predictive capabilities for large systems of interrelated events must be developed. The consequences of natural disasters can evolve into ever greater humanitarian crises with increasing population growth and urban spread. The magnitude of these disasters has indicated the increased need for anticipating their occurrence and coordinated relief operations. All these disasters made apparent the need to understand better the challenges involved in preparing for and responding to disasters. The scope and reach of the crises have shown the light on strategic challenges.

The HOCM functions start well before a disaster strikes and continue past the occurrence of the crisis and the response to it. Crisis management involves anticipating impending disasters, trying to prevent them from occurring, mitigating their destructiveness and facilitating the humanitarian actions that are required. Humanitarian actions include relief and development operations. Relief operations focus on saving human lives or on the alleviation of suffering in response to disasters. Development operations include rebuilding the infrastructure that has been damaged or destroyed; and focus on helping communities to improve the welfare and standards of life of their people.

Justification

In response to the operational challenges faced by humanitarian work and crisis/disaster management, academic research has increased in these areas during recent years. However, this field is still relatively new to researchers working in POM related areas (e.g., Operations Management, Logistics, Purchasing, and Supply Chain Management). Consequently, a special POMS issue is being developed – an issue that underscores the importance of HOCM. The current HOCM research faces many challenges that include among others: limited knowledge about the reality of decision making processes (centralized vs. decentralized) for relief and development operations, involvement of multiple partners with conflicting objectives, benefits of 'ex-ante' vs. 'ex-post' donor investments, and absence of benchmarks for the HOCM research.

Justification for raising awareness about crisis management is based on several points. First, after a catastrophe occurs, there is a relatively short period of media attention after which the event is forgotten by everyone except the victims that can lead to funding issues. Second, there have been efforts to alter the severity of crisis events. For example, research on altering weather patterns leads to law suits (not from those who are spared but…) from those who claim that they suffered from the changes made. There are many issues that have been obscured about prevention and mitigation that deserve to be examined in a broad societal framework.

Objective

The purpose of this special issue on humanitarian operations and crisis management is to publish rigorous and relevant research in this field. Analytical models and systems form a critical methodology to support the operational issues in case of a disaster. Analytical models are of significant use only if they are robust with respect to the data used which can also be said about empirical methodologies. However, we are aware of the fact that contribution of such models to HOCM practice may be limited due to lack of data availability and the validation process.

From the perspective of content, this special issue hopes to solicit a broad spectrum of papers. These papers may be either conceptual, empirical, or analytical in nature; they can adopt a domestic or international/comparative focus; and, they can pursue either theory-building or theory-testing. This issue is especially interested in soliciting papers that explore the issues of deploying HOCM in actual applications. This means that well-written, rigorous, and interesting case studies drawn from actual implementations will be both encouraged and well received.

We are particularly interested in papers grounded in real life humanitarian work and crisis management but, at the same time, will entertain papers that propose analytical models that support HOCM decision making process. It is our hope that the papers included in this special issue will contribute to building a science of humanitarian logistics and crisis management while providing relevant insights to humanitarian practitioners and to the great variety of disaster-type specialists.

Research Methodology and Topics of interest

The research methodology for papers in this special issue includes but is not limited to analytical modelling, conceptual papers, empirical studies, and case studies. The topics of interest include, but are not limited to, the following

- Predictions of impending crises (both natural & manmade)
- Disaster avoidance possibilities and probabilities
- Disaster mitigation strategies
- Disaster domino effect analysis
- Supply chain management in relief operations
- Disaster preparedness
- Disaster response
- Recovery operations
- Coordination between parties in humanitarian systems: donors, international humanitarian organizations, national governments, army, local implementing partners.
- Coordination within humanitarian organizations
- Performance measure in humanitarian operations

(Continued on page 10)

COLLEGE OF HUMANITARIAN OP'S & CRISIS MGT

College of Humanitarian Operations and Crisis Management

The POMS 2011 annual conference in Reno, Nevada saw the launch of an exciting new college for the Society, "*The College of Humanitarian Operations and Crisis Management"*. This eighth college founded at POMS has the mission of: creating a focus group of researchers and practitioners to pursue research on managing operational systems under stress that can support humanitarian operations and help manage crises.

The College has two primary objectives: Firstly, to foster a creative environment among academics and practitioners to recognize how operations management plays a crucial role in dealing with the alleviation of human suffering under conditions triggered by cataclysmic acts of man and nature. Secondly, to determine how operations management can provide early warning of impending events as well as reducing the severity of a disaster's impact.

The objectives of The College will be achieved through avenues of academic, pedagogic and practice-oriented research. Our philosophy is that research has a better likelihood of being applicable in the field of HO/CM if it is based on robust models, grounded in real data with solution approaches that can be implemented in easily available software.

Activities: The College will organize research tracks, mini conferences, panel discussions and workshops at POMS conferences to connect academic and practitioner communities who share a common goal. This goal is to achieve effective and efficient humanitarian operations and management of crises. We will also publish a special issue of the POMS journal dedicated to the evolving field of HO/CM.

Founding Board Members and Key Functions: The founding board members include experienced scholars in the field of humanitarian operations management: Aruna Apte (Board President), Luk N. Van Wassenhove, Sushil Gupta, Martin K. Starr, Paulo Goncalves, Prashant Yadav.

Key functions of The College will be carried out by the following members:

- VP Meetings: Alfonso J. Pedraza Martinez, Indiana U., INSEAD. alfonso.pedrazamartinez@insead.edu
- VP Communications: Jamison Day, Louisiana State U. jamisonday@lsu.edu
- VP Awards: Nazih Altay, Depaul U. naltay@depaul.edu
- VP Outreach: Steven A. Melnyk, Michigan State U. melnyk@msu.edu
- Treasurer: Raktim Pal, James Madison University, palrx@jmu.edu
- Secretary: Dina Ribbink, U of Western Ontario, dribbink@ivey.ca

Contact details and further information: For additional details, please do not hesitate to contact Aruna Apte at auapte@nps.edu

Otherwise be on the lookout for on-going updates on HO/CM's activities, the first mini-conference in Chicago 2012 and the upcoming POMS special issue!

(Continued from page 8)

The paper must include all material necessary for judges to assess its technical correctness, possibly included in an appendix of no more than 8 pages. The file name should be the short title of the paper.

3. A cover letter completed by the primary research advisor of the entrant and including a statement that the eligibility requirements listed above have been met as well as an assessment of the student's individual contribution to the paper along various dimensions (e.g. problem definition, modeling, analytical results, computational results, empirical/experimental results, writing). This information will be considered when evaluating the paper.

Items 1 and 2 should be sent by the entrant as e-mail attachments to the VP –Honors and Awards, Jürgen Mihm (pomsawards@insead.edu) . Item 3 should be sent directly to the VP –Honors and Awards (again pomsawards@insead.edu) by the entrant's primary research advisor (who should not forget to include the title of the paper as identification).

Complete entries must be received on or before January 30, 2011. For further details please contact Jürgen Mihm (pomsawards@insead.edu).

(Continued from page 9)

Review process

Papers will be reviewed by the guest editors, senior editors, and 2 referees. Acceptance decision will be made within 2 review cycles, and each review cycle within four months.

Submission deadline

Please prepare the article following POM's guidelines and submit the file online by December 31, 2011. Please submit your manuscript at the POM Manuscript Central site, http://mc.manuscriptcentral.com/poms directed to the Guest (Department) Editor Luk van Wassenhove and specify that the submission is for this special issue.

Questions on this special issue can be sent to:

starr@columbia.edu or vwl@insead.edu

Energy Management Chapter for Introductory OM Course

By: Sam Taylor, Professor Emeritus, University of Wyoming

Energy education is important for individuals, businesses, our country, and the world. To introduce business students to the fundamental concepts of energy management (in, for example, the core operations management class) I wrote a supplemental chapter on energy management. A free beta version of this chapter along with some supporting materials is available on the web at https://sites.google.com/site/energymgtchapter/ If you also believe that business students need an introduction to energy management, please take a look. This energy management chapter is a beta version—usable but in need of external review. I would especially appreciate your comments.

NEWS FROM THE POMS COLLEGES

College of Supply Chain Management, Best Student Paper

1st Place: Robert Bray (2nd from the right in picture), Stanford University, "Information Transmission and the Bullwhip Effect, An Empirical Investigation." The paper provides an empirical analysis of the bullwhip effect on the firm level and shows the impact of different information lead times on the size of the bullwhip.

2nd Place: Mazhar Arikan (right), Purdue University, "Building Reliable Air-Travel Infrastructure Using Empirical Data and Stochastic Models of Airline Networks."

Selections were based on the students' submitted papers and their presentations at the POMS 2011 Conference in Reno, NV. The remaining finalists were Zhijian Cui (left), INSEAD, for his paper "Better Selection or Efficient Contracting? – The Choice of Outsourcing Process and Implications of Payment Schemes in Services" and Guangwen Kong (2nd from left), University of Southern California, for her paper "Revenue sharing and information leakage in a supply chain." All four finalists gave excellent presentations that complemented their outstanding papers.

The competition chair was Greys Sosic and referees included Mustafa Akan, Victor Albeniz, Gad Allon, Atalay Atasu, Sreekumar Bhaskaran, Felipe Caro, Rachel Chen, Soo Haeng Cho, Laurens Debo, Sarang Deo, Mike Fry, Nagesh Gavrineni, Karan Girotra, Sudheer Gupta, Dorothee Honhon, Xiao Huang, Tim Huh, Ganesh Janakiraman, Eda Kemahlioglu Ziya, Gurhan Kok, Harish Krishnan, Lauren Lu, Rodney Parker, Ramandeep Randhawa, Joshua Reed, Guillaume Roels, Paat Rusmevichientong, Ozge Sahin, Gil Souza, Robert Swinney, Shuya Yin, and Leon Zhu.

College of Service Operations, Most Influential Service Operations Paper Award

Mei Xue (on the left) and Joy Field (on the right), are recognized for "Service Coproduction with Information Stickiness and Incomplete Contracts: Implications for Consulting Services Design" *POM* May/June 2008, 17 (3), 357-372. College President Rich Metters (center) presented the award.

College of Service Operations, Lifetime Achievement Award

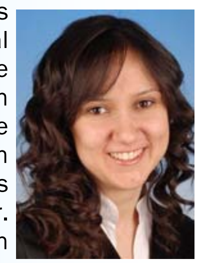
Gary Thompson, Cornell School of Hotel Administration has published over 40 journal articles in the service operations field. Lately, he has specialized in restaurant operations. Both his restaurant table mix optimizer and his workforce scheduling tools have been downloaded by practitioners over 3,000 times.

College of Sustainable Operations, PhD. Proposal Award

The POMS College of Sustainable Operations Ph.D. Proposal Competition was established in 2010 to highlight the most promising Ph.D. research projects and provide visibility to doctoral students carrying out these initiatives. Submissions were judged on the importance of the topic, significance of the potential research contribution, and appropriateness of the research approach.

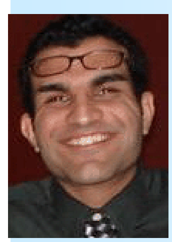
Judges were Dan Guide (Penn State), Karl Inderfurth (The Otto von Guericke University of Magdeburg), and Ana Muriel (University of Massachusetts) and Elif Akcali University of Florida, who is the VP of Awards for this POMS College.

Finalists were Nan Gao (Iowa State, advised by Sarah M. Ryan), Francois Giraud-Carrier (U. of Utah, advised by Krishnan S. Anand), Ayse Selin Kocaman (Columbia, advised by Vijay Modi), and Mohammad Moshthari (U. of Lugano, advised by Paulo Goncalves). The winner was Ms. Kocaman (pictured) for her proposal "Connecting People to Electricity: Single Level and Multi-level Grid Network Design for Rural Electrification." Runner-ups were Mr. Gao for "The Closed Loop Supply Chain Design for Uncertain Carbon Regulations and Random Product Flows" and Mr. Moshthari for "Inhibitors of Collaboration Among Humanitarian Aid Organizations."



College of Healthcare, Best Paper Award

The best paper award in the healthcare operations management College went to Jonathan Helm (left) and Mark Van Oyen (right) for "Design and Optimization Methods for Elective Hospital Admissions".



Soroush Saghafian (left), Wallace Hopp (right) and Mark Van Oyen won second place for "Patient Streaming as a Mechanism for Improving Responsiveness in Emergency Departments".

RESPONDING TO THE HAITI EARTHQUAKE: ONE YEAR ON

Responding to the Haiti earthquake disaster: One year on


Jurgita Balaisyte

Orla Stapleton

All authors are affiliated with the Humanitarian Research Group, INSEAD, France

Alfonso J. Pedraza Martinez

Luk N. Van Wasenhove


Wednesday 12th January 2011 marked the first anniversary of the earthquake in Haiti. One year on, international humanitarian action is moving from the response into the rehabilitation phase. Rehabilitation includes recovery and development activities. Regardless of the unprecedented international response in terms of funding pledges from the public, donor governments and multilateral institutions, the long-term recovery from the disaster has barely begun (see endnote 1). There is speculation as to the causes of this delay. The lack of progress is blamed on a combination of issues, such as: indecision regarding the Haitian government and the complicated land tenure system of the country. In addition, operational challenges such as: the incidence of compounded disasters, the location and preparedness for the disaster, the presence of thousands of Internally Displaced Persons (IDPs), the delayed conversion of donor pledges to concrete funding, donors' pursuit of their own aid priorities, the huge quantity of debris still present on the streets in Port-au-Prince, coordination challenges and the lack of the capabilities of Interim Haiti Recovery Commission, are continuing to hamper the rehabilitation process (2). The field of operations management has the tools to support decision makers to face some of these operational challenges. (Van Wassenhove 2006; Van Wassenhove and Pedraza Martinez, 2010)

INSEAD Humanitarian Research Group (HRG) has been monitoring the response to the Haiti earthquake disaster since it occurred and will try here to provide some insight on the issues that have affected and continue to affect the response process.

Many of the challenges have been caused or exacerbated by the lack of adequate institutions (3) or governance in Haiti. State institutions were already weak and dysfunctional in Haiti before the earthquake (4), but following the earthquake this problem has increased dramatically. The institutional deficit in terms of the capacity to provide public services, protect the vulnerable population, or lead the rehabilitation process has been widely criticized (5). For example, security and gender based violence is a huge problem (6). There is no well functioning judicial system that could implement credible prosecution of criminals or provide services to the victims, most often women and children (7). Furthermore, November's presidential elections were mired with backroom disputes between candidates (8) and frontline protests that degenerated into riots. Haiti's political limbo (9) is presenting serious obstacles to the rehabilitation process.

A further constraint to the successful rehabilitation process is land property rights or Haiti's land tenure system (10). Land owners want their property back (11) but people cannot return to their areas of origin to reclaim it (12). This has been a persistent problem in Haiti as authorities do not know who owns what property. Following the earthquake institutions and legal documents were destroyed and the government do not have backup information on land property. In many cases there are no land titles or deeds that could identify government-owned tracts or other available land; property ownership became private information. This has made it particularly difficult to implement housing solutions for the homeless population (13).

In addition to the highly problematic political context, the operational challenges in Haiti have been enormous. Figure 1 represents the four stages of a disaster management lifecycle. The widely accepted duration of the initial response phase is 90 days. As shown, the response phase is followed by rehabilitation. In the case of Haiti, this complex disaster went beyond the typical response operation. The magnitude of the earthquake damage compounded with the overlapping disasters of Hurricane Tomas and a cholera outbreak meant that the duration of the initial response phase far surpassed that of more standard responses. This in itself created confusion within the local population and the international community regarding the timeline for rehabilitation. Rigorous analytical models on disaster management in the presence of overlapping disasters could generate valuable insights to support decision makers.

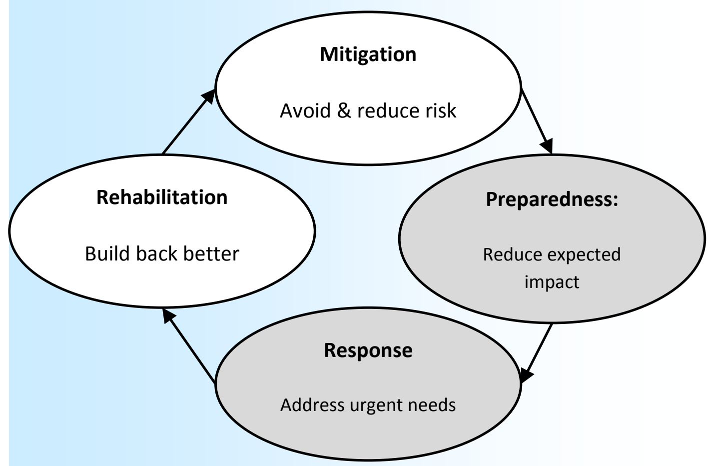


Figure 1: Disaster Management Lifecycle. Based on Tomasini and Van Wassenhove (2009) [1]

A large part of the response has been taking place in a very poor and densely populated urban area. The infrastructure was damaged and in a number of cases, the humanitarian organizations working on the ground prior to the disaster became victims themselves. In addition, many organizations did not have

(Continued on page 13)

RESPONDING TO THE HAITI EARTHQUAKE (CONT.)

(Continued from page 12)

prepositioned resources to conduct an operation of such magnitude in an urban environment and were challenged by bottlenecks and coordination problems, among others. Although inventory prepositioning and supply chain agility for disaster response have been studied, the results of this research does not seem to have been implemented (Altay and Green, 2006; Oloruntoba and Gray, 2006; Beamon and Balcik, 2008; Gatignon et al., 2009) Clearly there is a strong need for further research in this area based on real life challenges (Altay and Green, 2006; Van Wassenhove, 2006; Pedraza Martinez and Van Wassenhove, 2010; Besiou et al., 2011)

As a result of the earthquake approximately 1 million people still live in a temporary accommodation or camps (14). However, the majority of the demand estimates, even one year later, are uncertain. One example of the difficulties in obtaining accurate estimates is in trying to establish the demand for shelter (15). As the BBC article on the 10th of January points out, the increasing local housing and rent prices prevent people from finding permanent accommodation (16). Nevertheless, the International Organization for Migration (IOM) reports that over 500,000 IDPs have left the camps (17). There are several explanations for that. The fear of cholera epidemics, as well as increased crime and gender based violence has forced people to leave the camps (18). Additionally, the temporary shelter cannot cope with the torrential rains so by the end of the year many tents were no longer suitable for living. It is not clear however, where these IDPs are moving to.

An Oxfam report indicates that only 15% of the required basic and temporary houses have been built (19). Mostly this is due to the fact that only 5% of the rubble has been cleared (20). Estimations range from 10 million (21) up to 25 million m3 of debris covering the affected areas in Haiti. This severely hampers the reconstruction of houses (22). Equally complex is finding a solution as to where to pile the debris. Approximately 80 % of the terrain in Haiti is on slopes (23). The debris cleaning is a challenging optimization problem as well as an opportunity to produce high impact research relevant to humanitarian operations (Hughes, 2010).

The slow process in cleaning up debris is related to funding. There are not enough resources for this purpose. Restricted or earmarked funding can present a significant challenge to humanitarian response operations (Jahre and Heigh, 2008; Stapleton et al. 2009; Stapleton et al., 2010). This is exacerbated when combined with a lack of information integration and lack of supply chain visibility (Tomasini and Van Wassenhove, 2002). In Haiti, most of the donations were restricted to issues such as health, sanitation and shelter. It has also been suggested that many donors were pursuing their individual priorities (24). Further research into the supply chain challenges presented by unsolicited and restricted donations would be of great value to improving humanitarian response operations (Stapleton et al, 2010; Besiou et al., 2011).

Despite the fact that the disaster received unprecedented media and international donor community attention, the Haiti earthquake response is not considered as a success of the humanitarian system. On the logistics side, coordination was a great challenge. Most of the work was carried out by international teams with limited knowledge of the region and its people (25). Additionally, response activities were sometimes carried out bilaterally between countries and organizations with little coordination among themselves (26). This was partly resolved by the implementation of the cluster system (27). However, there were many cases of information mismatch and lack of supply chain coordination where local NGOs had the local knowledge and international NGOs had the money and technology, but there were no connecting mechanisms (28). These problems make apparent the need of studying coordination and incentives in decentralized multi-party humanitarian operations (Chomilier et al., 2003; Kaatrud et al., 2003; Thomas and Kopczak, 2007; Pedraza Martinez and Van Wassenhove, 2010; Pedraza Martinez et al. 2010).

Finally, the Interim Haiti Recovery Commission (IHRC) was set up to improve coordination of international response activities, build state capability for their implementation and bring donors and government actors together to lead the rehabilitation (29). However, contradictory policies and conflicting objectives in the system, as well as the lack of well defined roles have led to insufficient activity and progress. This has led to widespread public criticism (30). For example, one of the solutions to the reconstruction problem was seen as the registration of house owners. However, with no real communication outreach, nobody knew how it was going to work. No directions were developed at operational level (31). To summarize, despite some attempts to put a coordination mechanism in place no concrete action has been fully achieved.

Over the last year, the international humanitarian response to the Haiti earthquake has achieved mixed results while dealing with significant challenges such as: lack of political institutions, land allocation and security issues, a complex compounded urban disaster, thousands of IDPs requiring shelter, the existence of vast quantities of debris hampering reconstruction, unfulfilled pledges or restricted donations, and a lack of coordination. At the moment, the operation is moving from response to rehabilitation. In this regard it is important to note that the risk for further disasters in Haiti is still high. However, if carried out correctly, the rehabilitation of Haiti could go a long way to mitigate the risk of future devastation on the scale of the 2010 earthquake.

Humanitarian Research Group

INSEAD Humanitarian Research Group is one of the leading research groups on the subject of humanitarian logistics. We aim to increase the capacity of humanitarian actors to respond effectively to the growing number of major disasters impacting the world today. By facilitating cross-learning between those currently engaged in humanitarian action (humanitarian organizations, private sector, governments, donors, military etc.), HRG also works to identify and transfer best practices from the humanitarian sector to companies operating in volatile regions. Our research focuses on five key areas:

1) · Logistics of disaster preparedness and disaster response
2) · Inter-sector collaboration

(Continued on page 14)

RESPONDING TO THE HAITI EARTHQUAKE (CONT.)

(Continued from page 13)

3) · Humanitarian Transportation and Fleet Management
4) · The Environmental Impact of Humanitarian Operations
5) · Healthcare supply chains

Since 2001, HRG has worked in close collaboration with companies, humanitarian organizations, and private-public partnerships. These include: TNT, United Nations Agencies, International NGOs and Medicines for Malaria Venture. We seek to increase humanitarian capacity through research and teaching. We have carried out in-depth studies at headquarters and field level, from Geneva, Switzerland to Gurue, Mozambique, to produce rigorous and relevant research material. INSEAD HRG's research and pedagogic contribution to date includes the book Humanitarian Logistics, more than 25 pedagogical case studies and 10 articles in leading academic journals including *Production and Operations Management, Journal of Operations Management, Academy of Management Review, and Journal of the Operational Research Society*. We also run an executive education program entitled, Management in the Humanitarian Sector.

The Group has developed a case study on the environmental impact of humanitarian supply chains in the Haiti disaster. We are also developing a wider project to carry out a more in-depth analysis of the environmental impact of the humanitarian supply chain. Using the lessons from Haiti, research on this topic can improve the capacity of the sector to respond more effectively to the I creasing threat of humanitarian disasters.

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PRODOK HELPS TRANSFORM DOCTORAL TRAININGAT BUSINESS SCHOOLS IN GERMAN-SPEAKING COUNTRIES

Work in Progress: Higher Education in German Speaking Countries

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Higher education in Germany is traditionally on a high standard. Nevertheless, during the past five or so years, driven by an effort to harmonize higher education programs and degrees throughout the European Union (EU), higher education in the three German speaking countries Germany, Austria and Switzerland has gone through an unprecedented transformation process. At the heart of this process has been the switch from the traditional five-year *Diploma* programs to the internationally more common separate Bachelor and Master programs. Following a transitional period of several years, today the dual Bachelor/Master structure is well established at least among the business schools that are affiliated with one of the over 100 universities in Germany, a country half the size of Texas but with a population of more than 80 million. The first graduates from these new programs are currently leaving schools and the usual fraction of graduates will enter the next stage of academic education.

New Directions in Doctoral Training at Business Schools

Naturally, doctoral training has had to adapt to graduates' changing qualification profiles that result from these new program structures and revised curricula. An additional challenge arises out of the necessity to prepare candidates for an international academic career, an attractive option for a growing number of young researchers. For these and other reasons, the majority of business schools in German speaking countries recently launched a profound overhaul of their approach to doctoral training to keep it at its conventionally high level.

Traditionally, doctoral training in these countries involved Ph.D. students working on a research project in close contact with their advisors while acting as their research and teaching assistants. Additional classes the students might take to enhance their research skills and knowledge in their chosen scientific area depend on what students and advisors consider necessary or useful. While this traditional route is by no means closed or only chosen by a minority of doctoral candidates, many business schools nowadays offer full or part time Ph.D. programs consisting of compulsory and elective classes that are designed for fulltime Ph.D. students but are also open to research and teaching assistants. Although the structure and scope of these programs varies considerably, they typically consist of an initial phase comprising one or two years of coursework and between 6 and 15 classes. Topics range from methodological training including game theory, microeconomics, econometrics, and statistics to specialized courses in certain research areas. Additionally, students are required to take part in a research seminar or a doctoral colloquium each semester. Having completed this program, students normally start working on their research projects.

Many of the students enrolled in such programs have no teaching commitments and can thus completely concentrate on their Ph.D., yet several of them are also traditional research and teaching assistants, or become research and teaching assistants, after finishing the program.

Scarce Resources at Smaller Business Schools

A problem that a number of business schools in German speaking countries encounter when launching new doctoral programs stems from their traditionally broad approach to management and economics education at undergraduate and graduate level. There are only a few specialized programs that focus on production and operations management, logistics and so forth at the Bachelor or Master level. Instead, students are given the opportunity to specialize in certain fields in addition to their more general management education, which normally includes introductory and advanced classes in a broad range of areas from accounting, taxation, and management to micro- and macroeconomics. This breadth is often reflected in the mix of senior faculty positions. Compared with international standards the teaching load at German universities is quite high even for senior researchers, so their numbers are low. It is hence common to find just one single senior member of faculty in each of the important research and teaching areas; at least this is the case at the majority of comparatively small business schools. Sufficiently staffed departments for decision & information technologies, production and operations management etc. with a reasonable number of faculty and in turn doctoral students pursuing research in related areas, typically only exist at a handful of larger business schools. These restrictions on the supply and demand side can make it very difficult for smaller business schools to offer a sufficient number of Ph.D. courses, and even some of the larger schools find it a challenge to offer highly specialized courses.

ProDok

ProDok is a program set up in fall 2009 by the German Academic Association for Business Research (Verband der Hochschullehrer für Betriebswirtschaft, or VHB) to improve this unsatisfactory situation. It started with a survey of 86 business schools in Germany, Austria and Switzerland that examined what these schools consider to be the most important aspects of doctoral training. Respondents were asked to assign 100 points on a constant sum scale to the six categories shown in Figure 1. The results provided the Association with the information it needed to develop ProDok.

Under the ProDok program the Association invites distinguished national and international researchers from different research fields to teach, either in English or in German, methodological courses or classes in their specific area. To date subjects have included accounting, finance, management, marketing, production and operations management, supply chain management, and information systems. All ProDok classes are understood to be complementary to those regularly offered by business schools and are open to Ph.D. students from any university. The program thus supports particularly the smaller business schools in round-

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POMS 23RD ANNUAL CONFERENCE, APR 20-23, 2012

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ing out their doctoral training, but also brings together students from different universities who work on related research areas. ProDok classes incorporate group work, active discussions, networking, and profound interaction. Moreover, the program provides Ph.D. students with a valuable opportunity to work with experienced researchers from all over the world, which strengthens the international dimension of their doctoral education. Thanks to the structure and workload of ProDok courses, students can enhance the Ph.D. programs they pursue at their home universities, incorporate successfully completed courses into their own programs and even substitute less suitable local courses.

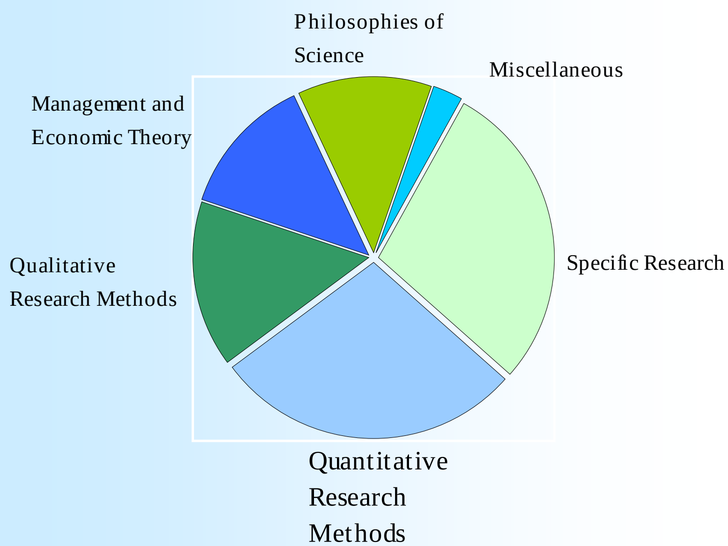


Figure 1: Perceived importance of training areas (avg fraction of points assigned by respondents to each category).

Since ProDok was launched in 2009 13 classes have been held in various locations in Germany, Austria, and Switzerland, each extending over three to five full days with a student workload of 180 hours. Young researchers from various German schools were invited to participate. Class size varied from less than 10 to a maximum of 20.

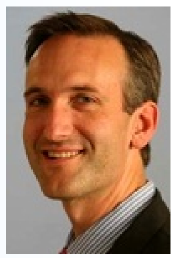
As for gauging the impact of the program, it is of course early days yet. Nevertheless, participants have claimed that the ProDok classes are "an excellent opportunity for scientific discourse at a very high level". The Association is convinced that this program is a further step towards greater internationalization of German academic career paths and publication activities. Yet it also is an opportunity for experienced international researchers to meet bright and highly dedicated Ph.D. students and to enjoy the lively atmosphere in the ProDok classes. American colleagues who were invited to teach the Ph.D. courses were delighted about participants' level of motivation and their prior knowledge in the field. In some cases discussions about promising research avenues have resulted in joint activities to collect cross-national data.

Contact us for more information: caren.sureth@vhbonline.org

INTERDISCIPLINARY RESEARCH IN OM: A CONVERSATION

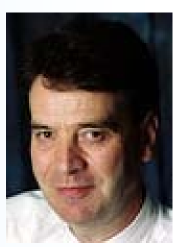
Brief Author Bios

Elliot Bendoly is an Assoc. Professor in IS & OM, and the Caldwell Research Fellow at Emory University's Goizueta Business School. Prior to academia he worked as a research engineer for the Intel Corp. He holds a PhD from Indiana U. He has served as an instructor and developer of SAP implementation and ABAP/4 programming curriculum and has been involved with coursework on IT-supported service operations and DSS development for managers.



Dennis Campbell is an Associate Professor in the Accounting & Management Unit at Harvard Business School. He currently teaches the second-year MBA elective Managing Service Operations. From 2003-2005, he taught the HBS required MBA course Financial Reporting and Control. He also teaches in the HBS doctoral program and several executive education programs including the Senior Executive Program for China, Driving Corporate Performance, and Consumer Financial Services.

Mikko Ketokivi is a Professor of Operations Management at IE Business School, and an independent researcher and consultant. He received a Ph.D. in business administration from the U. of Minnesota, and a B.Sc. and an M.Sc. from Iowa State U. His current research focuses on organization design, strategic decision making, scientific reasoning, and rhetoric. As an independent research scientist and consultant, Dr. Ketokivi works with both professional scientists as well as managers of business and non-profit organizations.



Stefan Reichelstein is the William R. Timken Professor of Accounting at the Graduate School of Business, Stanford U. He is known internationally for his research on the interface of management accounting and economics. His most recent work addresses cost and profitability analysis, decentralization, internal pricing and performance measurement, spanning both analytical models and field studies. He received his PhD from the Kellogg School with undergraduate studies in economics at the University of Bonn, Germany.

Eve Rosenzweig joined the Goizueta Business School at Emory University in 2002 after receiving her Ph.D. from the U. of North Carolina at Chapel Hill. Prior to that, Eve was a warehouse manager at Frito-Lay, Inc. and a materials planner with Nordson Corp. Her research examines the influence of strategic operations-based choices on capabilities and business performance, and the enabling role of technology in supply chain strategy.

Interdisciplinary Research in Operations Management

Eve Rosenzweig: I have recently noticed an increase in calls for interdisciplinary research. To satisfy my curiosity about what might be driving this phenomenon and to better understand the current state of and future opportunities in operations management-related interdisciplinary research, I interviewed Elliot Bendoly, Dennis Campbell, Mikko Ketokivi, and Stefan Reichelstein

Eve: Let's start with some clarifications. The terms interdisciplinary, cross-disciplinary, and multidisciplinary have, at times, been used interchangeably. Technically, these terms are intended to mean different things. In your mind, what is the intent of interdisciplinary research, above and beyond the goals of these other forms of research? What additional effort is required?

Dennis: It's funny…Supreme Court Justice Potter Stewart once said "I know it when I see it." I think it has that flavor a little bit, and frankly I haven't thought much about the technical definition, but in my mind interdisciplinary versus cross-disciplinary or multidisciplinary research really has to do with the phenomena or the question rather than what's in the theory. So I would think of cross-disciplinary or multidisciplinary research in the sense that perhaps you're borrowing theory or methodology that might be useful from another discipline, but the primary question or phenomena that you're investigating is still within your primary discipline base.

Alternatively, interdisciplinary research involves the kinds of questions or phenomena that can really only be understood through the lens of multiple disciplines. Again, it is hard to put your finger on it but I think a true test of whether a question or phenomena or a piece of research has the potential to be interdisciplinary is if you can actually say that the paper contributes to operations management and also finance or accounting or whatever the other discipline is. If you have something substantive to say at the end of the research to more than one discipline, to me, that's a good signal that it's interdisciplinary.

As a necessary condition to do this, you either have to have expertise coming from multiple people or you have to have developed the expertise on your own. It could come from either one, but the outcome or output of which is not just borrowing methodology from one discipline. The research question is fundamentally a lot broader than one discipline, and at the end you have something substantive to contribute to more than one discipline.

Elliot: Let's start with defining multidisciplinary work. Multidisciplinary means you have multiple authors from different disciplines working on a paper, but that they aren't integrating theory. Maybe it's a less theoretical paper, maybe it's a topic that has nothing to do with any of their respective discipline's theories, maybe it's a paper that's being co-authored by multiple disciplinary authors and one of the authors is simply playing the role of a statistician.

Alternatively, transdisciplinary research is looking at a problem from one discipline using the lens of another. In this case, the

(Continued on page 19)

A CONVERSATION WITH BENDOLY, CAMPBELL, KETOKIVI, & REICHELSTEIN (CONT'D)

(Continued from page 18)

team is more homogenous; perhaps a group of operations management (OM) scholars looking at a finance problem or a group of accounting scholars examining a marketing problem. They don't have the team representation that multidisciplinary research teams have, but they are looking at a problem in a particular disciplinary way - a problem that they otherwise would not be looking at. So they are making a little bit of an effort toward interdisciplinary work although they don't really have the team to be able to develop a truly blended, integrated interdisciplinary approach.

With interdisciplinary research, you often have a team of people who have background in one discipline as well as in another. Perhaps the individual team members have backgrounds in multiple disciplines, or perhaps you have people from different disciplines on the team as you would have in a multidisciplinary work, but the team makes the additional effort to integrate theory in discussing a particular topic. When multiple frameworks or viewpoints from different disciplines are merged, it often results in something new.

I should also say that it's possible to have interdisciplinary work authored by a single author. A single author that happens to have the background in multiple backgrounds and is willing to try to integrate his/her knowledge of the two disciplines to create something truly novel - the result of which could be an interdisciplinary work.

> it's possible to have interdisciplinary work by a single author.

The motivation behind doing interdisciplinary work basically comes from an interest in being able to provide prescriptions to practice that are really useful. If we try to only do work in OM, many of the problems in practice can be dealt with but there are other problems that can't be solved at a functional silo level. For example, you might have a prescription from marketing that says we should go with a particular approach to marketing new niches and product development or concept development, but if they're not taking into account issues faced by operations, there is a potential failure in terms of prescriptions to practice.

There are currently many cases across all disciplines where such a "siloed" prescription leads to failure. It is these cases that lead business schools to the arguments that we need to train our students with capstone courses that cross multiple disciplines, and certainly to have our faculty be able to do research that they can discuss in their curriculum. I know that doesn't always happen, but that's the ideal. As academics, we generally realize that there's something limiting to only taking in some cases a single disciplinary view of things when we know the prescription and the potential result may affect other functions.

Mikko: When I think of interdisciplinary, individuals come to mind: Kenneth Arrow, Richard Cyert, James March, Herbert Simon, and Oliver Williamson, among others. These people wanted to understand complex phenomena on their own turf, with discipline but not through rigid disciplinary lenses. These people have rejected the idea that research questions belong to some predetermined academic domain. Indeed, Herbert Simon "received high honors from several different disciplines [e.g., psychology, computer science, economics], and they all claimed him, but he was resistant to demands for disciplinary loyalty" (Augier & March, 2004: 4).

> Herbert Simon "received high honors from several different disciplines … and they all claimed him, but he was resistant to demands for disciplinary loyalty".

I tend to categorize research and often also researchers into paradigmatic and non-paradigmatic, interdisciplinary research belonging to the latter. Paradigmatic researchers look for well-defined academic research questions where they can apply their specialized skills and established paradigms. Well-defined questions typically require rather strict paradigmatic assumptions (e.g., rationality and profit maximization) to rid themselves of the messiness and the complexity of the real world. Non-paradigmatic researchers in turn tackle more ill-defined questions, but in an empirically disciplined manner: they take very seriously what happens "out there" in the real world, warts and all.

A paradigmatic approach is conducive to one's academic career, because most scientific contributions are paradigmatic one-more-brick-to-the-wall contributions, where the wall isn't being questioned in any way. A non-paradigmatic researcher takes a wrecking ball through all walls that stand in the way of understanding or solving the problem. Theorizing about world hunger and doing something about it tend to require different skill sets.

I don't think it's as much about effort (or lack of it) as it's about personal preference, even personality, and professional background, for sure: I generally think it's impossible for someone to become an interdisciplinary researcher mid-career.

Eve: What are some key research questions in Operations Management (OM) that you believe should be subjected to interdisciplinary research? Where are the critical gaps in the OM literature?

Mikko: All questions, of course, but two topics in particular:

1. Decision making. By decision-making I mean the question: How do managers make decisions in real-life situations? Most research approaches in OM are paradoxical in that they claim to study decisions, but one of the first things they do is abstract out the most important part: the decision-maker. I wrote about this in *Decision Line*, in case you're interested in reading more (Ketokivi, 200

2. Value creation. There is a stubborn tendency in OM research to assume that no matter what the topic (quality, production control, supply chain management, etc.), understanding processes in particular is key to understanding value creation. Some zealots have even proposed that organizations no longer matter; it's all about managing processes. I have never understood this (paradigmatic) obsession with the process. Understanding organizational designs and structures (both social and economic) is equally, perhaps even more important (see Greenwood & Miller, 2010).

Preoccupation with paradigms tends to spill over to our thinking more generally. Paradigms are also difficult to notice and even more difficult to unlearn; they are institutions, so deep-rooted that we take them for granted. Upon challenge, we rise to defend them with all means necessary.

(Continued on page 20)

A CONVERSATION WITH BENDOLY, CAMPBELL, KETOKIVI, & REICHELSTEIN (CONT'D)

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The greatest challenge in OM research arises in my view from the fact that our research tends to be more normative than explanatory. Most of us would agree that a factory should, normatively, be focused. But how do we explain the fact that so many factories are not focused in Skinner's (1974) sense? The immediate conclusion "because they're managed wrong" is a desperate attempt to extend the paradigm without being empirically disciplined; claims must follow from empirical analysis, not paradigmatic assumptions. I've been to several unfocused factories and as far as I could tell, none of them were managed wrong; avoiding the ex ante assumption that they were managed wrong helped a lot. One was indeed one of the most exciting factories I've ever visited. The fact that the round pegs of managerial behavior do not fall into the square holes of our academic boxes doesn't imply that square is right. I am surprised at the frequency at which we smuggle this logical fallacy into our arguments: if it doesn't make sense to me, they're mistaken. Interdisciplinary research typically avoids such fallacies, because it does not rely on specific paradigms which are—along with their rather strict assumptions—prerequisite for normative prescription.

Stefan: One of my recent teaching and research interests has been the adoption of sustainability strategies by corporations. Clearly, this is a rapidly evolving field where I feel that the cost-benefit tradeoff of interdisciplinary research that I mention below does tilt in favor of "benefits". Many established multinational businesses are currently on a mission to reduce their carbon footprints, to cut back on their energy consumption and to substitute raw materials and product components that are perceived as environmentally friendlier. It is my sense that it will take the tools of several disciplines, some of them located in engineering—rather than in business schools—to understand the scope, effectiveness and the financial consequences of these sustainability efforts. Nonetheless, the field of OM, and in particular the study of supply chains, is bound to play a central role in this context.

Dennis: There are clearly interdisciplinary research opportunities at the intersection of OM and accounting. Coordinating supply chains is one area that's ripe for interdisciplinary work. You can't talk about the general problems with supply chains without thinking about where should inventory be held and how much and so on, but when you start to think about incentives and coordination among multiple disconnected partners there's all sorts of disciplines that can be involved. That's an area we've seen some disciplinary work in and it's ripe for more.

> There are clearly interdisciplinary research opportunities at the intersection of OM and accounting.

Another example is the study of performance management systems—and specifically employee management systems—in terms of coordinating strategy and operations within firms. There's a huge amount of theory coming out of the OM discipline about factors that lead to operational complexity and make operations more difficult to manage. For example, Chase's early work in service operations articulates customer involvement in service production along with heterogeneity in customer behavior as fundamental features that make service operations difficult to manage (e.g., Chase 1978; Chase and Tansik 1983). It turns out that those things also give rise to coordination and control challenges inside of firms.

If you just ask the question "What's the best way to coordinate and control a large-scale decentralized operation?" that's one I think you can't answer without drawing from multiple disciplines. From the operations side, we know a lot about operational problems that arise because of more complexity in a production environment, and from the management accounting and control side, we know a lot about how to think about designing organizations and management control systems to mitigate these problems. I think these things can come together in a really nice way and much of my own work has been focused on this intersection.

Elliot: The areas I do research on are the areas I can speak the most to - I've done work trying to integrate theory from operations or frameworks or viewpoints from operations with theory and context where information systems research is relevant, also where some marketing research is relevant, and also a lot of where organizational behavior theory and research is relevant. Certainly there's been a growth in interest in doing what's been called behavioral operations.

Behavioral operations, to a certain extent, has been done for a while, but it hasn't gotten as much fanfare as it has recently. On the shop floor there are managers involved with making decisions related to supply chain management; these are people and they're dealing with people, so people issues do come up and they should be appreciated and incorporated into research studies.

The areas that I think we in OM are also likely to have an important impact on are disciplines such as accounting and finance. I am not familiar enough with those literatures to be able to talk specifically, but certainly when people look at balance sheets, just looking at the numbers may not tell the full story of why the numbers are the way they are, why certain expenditures are being made, etc.

When cost-cutting comes into play, certainly the strategic operations elements of why those costs were put into play in the first place can be lost. You can suffer if you go about cutting costs when you don't understand the operations strategy in the background.

At a high level, finance has to do with how a firm chooses to invest the money that it has available in order to grow itself so it can put itself in a position where it can spend that money in strategic ways later on. What their financial goals are and the timing of returns on investment must have an impact on the rest of the functions of the firm, including operations functions, so I wonder the extent to which operations schedules are really taken into account when people are prescribing financial solutions to firms or when people are researching why firms make financial decisions?

To be fair, my sense is that all disciplines are insufficiently informed about the other and I think that's to the detriment of management academics in general, and certainly to practice as well. To help address this issue, I founded the Operations Manage-

> *OM Frontiers* provides a mechanism by which other disciplines can be informed of what OM does, and a mechanism by which OM researchers can learn about what other disciplines are bringing to the table for OM research.

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ment *Frontiers* initiative (http://www.operations-management.info/).

The goal of the *OM Frontiers* initiative is to provide a mechanism by which other disciplines can be informed of what OM does, and a mechanism by which OM researchers can learn about what other disciplines are bringing to the table for OM research. Certainly, I think a similar case can be made for how finance is relevant to marketing, and how accounting is relevant to strategy and OB studies. I'm not necessarily the one to lead that particular initiative. But this is a wiki, so certainly there's an opportunity for other disciplines and the relevance of their work to non-operations disciplines to be posted to the site.Hopefully, as people do more work with other disciplines—whether it be interdisciplinary, multidisciplinary, or transdisciplinary—I think this work is going to be relevant in the future and we should be informed about that, and there should be a source for people who are really trying to take on this initiative. The idea behind this website was simply to make this work easier because we know it's really hard. The start-up cost is huge: for example, "I want to have an impact, I want to try and bring in different disciplines in my research, but I don't know where to start…" So the *OM Frontiers* site provides researchers with a place to start in terms of here what has been done in the past, here are some ideas, etc.

Eve: How does OM compare to other business-related fields with respect to development of an interdisciplinary research base? What can we learn from other fields?

Mikko: I guess that from my premise of interdisciplinary being the trait of an individual, one would count the number of people engaging in it. From this angle, interdisciplinary research is rare in all fields of inquiry I know.

Let me be provocative and suggest that progress in organization theory is about four decades ahead of OM

Over time, interdisciplinary ideas can become embedded in theories: behavioral theory of the firm (BTOF) and transaction cost economics (TCE) are great examples. Let me be provocative and suggest that progress in organization theory is about four decades ahead of OM: I challenge you to make the case for an OM theory that compares to BTOF or TCE in the richness of its interdisciplinary basis. This admittedly overplayed provocation is aimed at getting us out of the comfort zone.

Every OM researcher should have intimate knowledge of broader theoretical approaches to organizational analysis. It is crucial to understand that all economic action is embedded in and supported, even enabled by social structures. Supply chains and factories are operated by people, not managers. How many of us take seriously even such fundamental human conditions as bounded rationality and limited information? How many of us appreciate how seriously limited all of us (managers included) are not only in directing ourselves toward the future but indeed, even recalling the past! Understanding the paradigmatic bases that underlie all normative prescriptions is another invaluable lesson we can glean from BTOF. Anything written by James March merits reading.

Stefan: As an outsider to the OM field, it is my impression that OM been rather successful in adopting tools and paradigms from other management disciplines. The increasing use of methods from Information Economics in recent years provides a good illustration. For many of the classical questions studied in the OM literature, a salient feature is that in most organizations relevant information is distributed among multiple parties. Related to that information asymmetry, organizations face incentive problems, as participants in the resource allocation process may have incentives to distort the information known only to them. It seems to me that the tools for solving resource allocation problems subject to information and incentive constraints, as developed in the economics of information, has been highly beneficial to a range of questions studied in the OM literature, including the contractual arrangements between buyers and suppliers.

Eve: What are some difficulties associated with conducting interdisciplinary research in OM? How can we mitigate those difficulties?

Stefan: Calls for more interdisciplinary research are being heard with increasing frequency these days. Funding agencies and university administrators point out that in order to address many of the complex management issues of our time in an adequate fashion, research methods and tools from different disciplines need to be applied in an integrated fashion.

While the upside potential of successful interdisciplinary research is transparent, I believe it is also important to keep in mind the attendant cost-benefit tradeoffs. The research methods and paradigms adopted by individual disciplines usually have a proven track record for advancing knowledge in a particular field. By its very nature, interdisciplinary research imposes steep costs, in particular early on in the process, and thereby frequently diverts scarce resources from successful traditional disciplinary work. To be sure, I think there is no shortage of examples where interdisciplinary research has been spectacularly successful, but at times I also worry whether highly advertised funding initiatives for interdisciplinary research actually pass the cost/benefit test.

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Elliot: Generally speaking, we don't see the efficiency in conducting interdisciplinary research that we would see in more traditional research. Let's think about it from an inputs-outputs perspective, the outputs being things like journal publications in top-tier journals and the inputs being time and money. Frankly, it's easier to do traditional, single-disciplinary research in terms of the time and money spent because we possess a particular language with our own colleagues and our own disciplines, and we don't have to learn a new language to communicate with other disciplines within the business school. We have particular formats, and one of the first discussions you have when you start a project is "…well okay, this is a neat research question, where should we put the fruits of our labors…" and it is probably going to be targeted for one of our disciplinary journals. We don't think so much about publishing in journals from disciplines that are not our own; we know the format, we're very comfortable with the review process, the reviewers, and the kinds of issues brought

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up by reviews much more so in our own discipline than those of others.

The other difficulties come down to the credit that you get for doing interdisciplinary work. When you're authoring with a team of individuals from different disciplines, the question is "which discipline do we try to publish in?" That question may impact the benefits gained by individuals in their own business area or departments with regards to promotions. There is always the question of "how is this going to look on my resume?"

There are certainly particular outlets that will get you recognition in other disciplines no matter what discipline you happen to be in, but then there are other outlets that are perhaps less known, even within your own department. It is important to get your department or at least the dean's office behind the idea that you can do work in and publish in other journals respected by other disciplines.

However, one department in a business school may have a very different view on what the top journals in your discipline are, and that's a big problem. Suddenly the prospects for working with other people in other disciplines become less appealing because now you have to deal with politics as well as the tasks required for working with an interdisciplinary team.

If you don't get enough of a knowledge base in your own field as a junior faculty member you can't hope to contribute to interdisciplinary work very well

Recognition is also an issue. Currently, we have a culture in our management disciplines where people get recognized for work they do within their own discipline for the most part. You get recognized because you publish in the leading journals in your discipline, and the people that you meet with at conferences talk about "did you read this did you read that" and other people are likely to read those articles because they're in the familiar format and journals.

It doesn't work quite as well when you are considering publishing in an outlet not in your own discipline. Not only is there the issue of how this might look on my resume, but also the issue of "is anybody in my discipline that I meet with ever going to read my work, is it going to be accessible to them?" Simply by virtue of it being in a different journal and written in a different way, this issue becomes less certain.

Another related issue is the typical expectation that a researcher should establish themselves in their own field, not in the fields of other. This is a cultural issue that needs to be changed. I think that for junior faculty, it's advisable to take a route that allows you to become knowledgeable in your own field enough so that you can actually start to leverage some of that knowledge if you're truly interested in doing interdisciplinary work. If you don't get enough of a knowledge base in your own field as a junior faculty member you can't hope to contribute to interdisciplinary work very well, because you're not necessarily bringing anything to the table. As a junior faculty member, you want to dabble and read the work of other disciplines, but when it comes to the majority of your efforts, you should definitely take the safer disciplinary route. However, that doesn't mean that there won't be time to discuss with colleagues in other departments what you do and how it is relevant to what they do, and opportunities for them to work with you on an article for your discipline.

Dennis: There are a couple of key issues. The standard thing we could talk about is that the review process is broken. But there's another side of this for researchers who want to do this type of work - we have to put the onus on ourselves to be really rigorous and systematic, and to be very careful about how we frame this kind of work. So I'll start with the review process first and then I'll talk about what I think a solution might be.

In terms of the review process, we all submit to our disciplinary journals whether it is OM, accounting, finance, etc., and the reviewers, the editors, and so on are trained in a particular discipline so they're going to have a particular lens. With interdisciplinary work you are bringing in, by definition, a different lens or more than one and there's an extra threshold or an extra bar that has to be crossed when you're doing that because you may not be as knowledgeable in the discipline that does these theories really well. You have to answer the question: "Does it really make sense to be bringing in theory from this other discipline to answer these kinds of questions?"

I think that there is this tendency for journals to be run by people who have very strong disciplinary lenses, strong training and backgrounds, so that's the way they're generally looking at the world. If you just flip that around and think about how to overcome that as a researcher, I think it does put the onus on us as individual researchers to really craft this kind of work carefully and to make sure it is rigorous, recognizing the fact the when you're submitting to a journal in your discipline, people aren't going to be that familiar with the material you're bringing in from other disciplines and it takes some work to frame that correctly. My general advice would be if you take on this work you have to raise the bar on yourself in terms of not just the rigor of the research, but also the rigor of the writing and the way that you communicate. Naturally, this takes more time and effort.

Such an approach to research involves a little more risk perhaps, but there's also a lot more reward I suspect. At the end of the day, we know people want this kind of work. This is the kind of work that, if you can do it well, has the power to impact multiple fields. At the end of the day people should be going after questions that fascinate them, and if the question or the phenomenon they are interested in requires this interdisciplinary approach then I think that people should go after it.

One should not underestimate the novelty factor if you do this type of research well; you're viewed as not just bringing an incremental twist on what a 1000 others have done, but you're bringing a whole new question and new way of looking at things. Thus, some of the risk is mitigated in a way. Imagine you're an associate editor or editor of a journal and you're looking for good papers that are done well and move the field forward, and if we can do this type of work well, there's that newness or novelty factor that could help as well, so there are some ways that that risk is mitigated.

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Eve: Do you see interdisciplinary research playing a prominent role in future OM research? Why or why not?

Elliot: It's going to take time, like any change in culture, to increase the recognition of that work, to change the expectation of promotion requirements, and to open up the eyes of all disciplines to the importance of interdisciplinary work and the achievement of interdisciplinary work by individuals. Since it is harder, I think any individual going through the process of promotion who has truly interdisciplinary work at well-respected outlets, regardless of what discipline that it happens to be in, there may be additional value to those publications and perhaps those cases might be weighted a little differently than those cases that are purely "siloed." It has to be done on a case-by-case basis; this is not a blanket statement, but certainly those kinds of contributions need to be looked at through a careful and appreciative lens. I think that if you have a business school culture that looks at the interdisciplinary contribution of works and is appreciative of it, then you're ultimately going to have a better business school culture.

Mikko: Prominent? Probably not. Of course—and I should have emphasized this earlier—all depends on the level at which *discipline* is defined. Some may think that combining organization economics with industrial organization or manufacturing management with information systems is inter-disciplinary—others do not. I tend to adopt higher-level definitions than many: the two examples above are not interdisciplinary to me. Transaction cost economics is: it combines law, economics, and organization design. It should also go without saying that an economist does not become interdisciplinary just by talking to a sociologist. Multiple disciplines have to pervade our thinking, not just enter our conversations.

like many things in professional life, it boils down to incentives: if we want more research of whatever type in OM, it must start with a call from the editors..

Whether we see more interdisciplinary research in the future is first of all up to the gatekeepers: editors of journals, directors of doctoral programs, members of tenure committees, and those who allocate financial resources to research. Editorial policies aren't in my view sufficiently operational to have implications to what we should do differently when we come to work Monday morning; so we stick to our paradigmatic knitting, each add our little bricks to the wall, get tenured, and live happily ever after. Generally, I suspect that like many things in professional life, it boils down to incentives: if we want more research of whatever type in OM, it must start with a call from the editors.

I hope interdisciplinary thinking will become more prominent but this is obviously reflective of my own preference, and probably wishful thinking. I would like not to appear pessimist, but even more, I want us to avoid romanticized notions. A dispassionate look reveals that multi/inter/cross-disciplinary research is in many ways antithetical to some of our most important academic institutions and tradition. Isn't it pretty much a fundamental human condition not to break boundaries? Habit is an important part of our cognitive economy. Human beings are almost hostile to novelty and given the chance, prefer the status quo or at most, incremental change; this is another insight BTOF has to offer. Breaking boundaries is risky, because it threatens the survival of a paradigm.

But this is obviously also a grass-roots issue in that it is ultimately up to the career choices that individual researchers make. There will always be interdisciplinary thinkers whose allegiance does not—well, cannot—lie with institutional boundaries and academic paradigms. In the words of Herbert Simon: "if you see [a discipline] dominating you, you join the opposition and you fight it for a while" (Augier & March, 2004: 4). Whatever made Simon strain his cognitive economy like this remains to me a mystery, one that I cherish with much gratitude.

Dennis: I think that you're going to see interdisciplinary research play an increasing role and I think you already are. I was a doctoral student back in 1998, so over time some of this stuff has already been moving in that direction. And it can switch on a dime depending on who the editorial party is, but my general sense is that people are more interested in this and people understand the questions that come from an interdisciplinary perspective usually have the potential to move the field forward in a bigger way.

I would even argue that we're seeing more empirical research than in the past, and I think the research tends to be quite interdisciplinary.

My sense is that if you look at journals today, you're more likely to find interdisciplinary work. In fact, from the operations side, I would even argue that we're seeing more empirical research than in the past, and I think the research tends to be quite interdisciplinary. In addition, special issues in journals that are specifically dedicated to looking at issues that transcend functional boundaries are observable proof in my mind that a demand for this type of work is coming from the editors of these journals, and this is a good sign.

Eve: Elliot, Dennis, Mikko, and Stefan - it was a pleasure talking with you about the state of interdisciplinary in OM. I know readers will find your comments insightful and beneficial for conducting research in this important, emerging area of study. Thank you for your time.

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POMS OFFICERS AND BOARD MEMBERS

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