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**PRESIDENT'S MESSAGE**

It has been a privilege and a special honor for me to represent you as President of POMS. Exciting things are happening at POMS. It has been a time of many challenges, opportunities and successes. Our society has truly become the "Gateway to the POM World. POMS is recognized as the 'home' organization for all production and operations management professionals globally. POMS is on its way to becoming the repository of fundamental POM information and the most authoritative source of developments and thought leadership in operations management. As an organization, we are fortunate to have the most prominent academic leaders in our field on our Board of Directors, Colleges and various standing and ad hoc committees. In moving POMS forward, they are providing us with their valuable insights and shared experiences.

*Continued on page 4*

**START PLANNING EARLY!!!**

**POMS** Announces **April 30 - May 3, 2004**

**2nd World Conference on POM**  
**15th Annual POM Conference**

**Cancun**  
 Mexico

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**Deadline for Submissions**

Sept. Issue: Aug. 31  
Dec Issue: Nov. 30  
March Issue: Feb. 28  
June Issue: May 31

**Electronic submissions  
are strongly encouraged**



## FROM THE EDITOR

Dear POMS Members,

As you know, POMS' Board has decided to restart the publication of **POMS Chronicle**, the official newsletter of the Production and Operations Management Society. **POMS Chronicle** will serve as the primary source of information for the POM community and will contain news, various items of academic interest, information about jobs/upcoming events, book reviews, messages/information from POMS President and other Board members, POM Journal Editor, Program Chairs for upcoming conferences and also contain several short, informal feature articles/issue.

The idea behind short features is to bring forward new and emerging issues within the POM informally and quickly. We're hoping that this approach will create a more lively discussion of issues/ topics within the community and will act as a catalyst for conducting timely, innovative and interesting research projects.

I'm honored to be appointed as the Editor of **POMS Chronicle**. In order to also get the most diverse coverage of various issues, I invited POMS members to volunteer to participate in the editorial team. I am pleased to report that a highly distinguished, respected and dedicated group of individuals have agreed to join the **POMS Chronicle** editorial team. Their names are listed on Page 2 of this issue. If you happen to run into them, please thank them for agreeing to serve our community.

This is just the beginning!!! Now we need YOUR help, support and assistance:

**Share Your Ideas:** Consider writing a short feature article on an issue of interest to POM Community. You can submit short articles directly to any of the feature editors or to me. Each submitted article will be reviewed by a feature editor, myself and will be published quickly. NOTE: – you don't have to be very "formal" in writing articles for the **POMS Chronicle**. The idea is to stimulate and encourage discussion – so send your work early on. We are an open-minded bunch!

**Share News & Information:** Send us news, announcements, call for papers, and information about your achievements. Gossip is welcome too!

**POM Humor:** Who says POM can't be funny. Share your special "twist" or perspective on a POM-related topic with us.

**Express Your Opinions:** Feel strongly about an issue? Write a "letter to the editor".

**Book Reviews:** Read a new book lately? Is it any good? Let us know.

**& much more** – your comments and suggestions are most welcome.

The current issue of the POM Chronicle contains many interesting sections including: a report from Rich Metters and Mellie Pullman about POMS2002 Conference @ Savannah; message from the Chairs of the two newly formed POMS Colleges (Uday Apte, College of Service Operations; Ananth Raman and Marshall Fisher, College of Supply Chain Management); information about new editorial structure at POM journal from Editor-in-chief Kalyan Singhal; information about POMS2004 conference and various other items of interest to POM community.

This issue also contains three feature articles. The first article written by Bob Hayes describes the **Skinner Award**. The second article titled " ... ACID Test" is written by Vidya Gargeya (winner of 2003 Skinner Award for Education) in which he describes a very innovative approach for teaching case studies. Finally John Paxton's article (Impossible Problems and Optimality: An Alternative) asks us to think beyond traditional wisdom when looking for the "best" solution in our research. I hope you will find these articles insightful and interesting. Please do send a "letter to the editor" if you wish to respond to any of the ideas expressed in these features.

Finally, don't forget to take your copy of the POM Chronicle to the beach during summer – ok I'm day-dreaming, but why not!

Rohit

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*President's Message ... from page 1*

I am delighted to report that over the past year, we have had two highly interactive and vibrant conferences. Last April, Rich Metters and Mellie Pullman organized our annual conference, POM 2003 - POM in the Service Economy, in delightful Savannah Georgia. At this conference, we congratulated and welcomed our new Board members: Ed Davis (Darden School) – VP Education; Paul Kleindorfer (Wharton School) – VP Publications; Luk van Wassenhove (INSEAD) – VP Euroafrica; Ed Anderson (Univ. of Texas) – Board Member; Janice Carrillo (Univ. of Florida) – Board Member. We also celebrated the inauguration of our new College of Service Operations (CSO), co-chaired by Michael Pinedo (NYU) and Uday Apte (So. Methodist Univ.), and our College of Supply Chain Management, co-chaired by Marshall Fisher and Ananth Raman. Over the past several years, former POMS president Bob Hayes and I have worked together with our Board to create POMS Colleges that may be of special interest to POMS members and the POM profession. Interested members are encouraged to join the colleges to actively participate in the activities. Congratulations to our exemplar Wickam Skinner Award winners – Geoffrey Park (Tulane), Michael Lapre (Vanderbilt), Gary Scudder (Vanderbilt), Vidya Gargaya (Univ of North Carolina, Greensboro) and Michael Ketzenberg (Colorado State University).

Confronted with the challenge of truly internationalizing our POMS activities, we are undertaking a number of strategic partnerships. This past June, POMS and the European Management Association (EurOMA) jointly sponsored our international conference entitled, "One World? One View of OM?". Held at the idyllic Villa Erba, Cernobbio on Lake Como, Italy, the conference addressed the challenges of integrating research and practice in operations management. This highly successful international conference, organized by Gianluca Spina (Politecnico di Milano University) and Andrea Vinelli (University of Padova) had over 400 participants. Check out POMS.org conference archives for pictures. POMS enjoyed SAP University Alliance Sponsorship for this event. We look forward to seeing you next spring at our 2nd World Conference next year in Cancun, which is a collaboration of the Production and Operations Management Society (POMS), the European Operations Management Association (EurOMA) and The Japan Society for Production Management (JSPM).

The Board of Directors made a number of stretch goals over the past year. While we have only scratched the surface, we have made significant headway on many. We are continuing to develop strategies and the appropriate infrastructure so that POMS can better serve its members and the POM profession at large.

First, we recently announced the restructuring of the POM Journal. We believe that the Departmental Editorships will strengthen the journal and better serve members. Kal Singhal, POM Journal Editor-in-Chief is actively pursuing a number of other initiatives, including electronic publishing.

Second, in an effort to improve membership services and better understanding members professional needs, Eric Johnson, VP of Membership has developed a membership survey of members. Our goal is to expand our membership globally.

Third, we are actively encouraging the innovation in pedagogy and educational developments. Art Hill, VP of Education completed the Encyclopedia of Operations Management Terms, which is a free resource available to members on POMS.org.

Fourth, Paul Kleindorfer, VP of Publications, is working on ways to provide members with more timely and valuable information. We have reinstated the POMS Chronicle with Rohit Verma, as Editor and POMS On-line, with Raju Balakrishnan serving as the POMS Webmaster. I encourage you to provide input and news to Rohit and Raju.

Fifth, our meetings are an important professional vehicle for dissemination of knowledge and networking. Jim Gilbert, VP of Meetings, has proposed a five year plan for meetings and is putting together a comprehensive meetings manual.

Sixth, Marty Starr and the Council of Past POMS Presidents are planning the formation of Industry Sponsored Groups, to better enable our academic members to interact with industry.

Last but not least, we look forward to the activities of our Colleges, especially encouraging professional development and in fostering rigorous academic scholarship by facilitating thought leadership in supply chain management and service operations.

In summary, POMS is your professional home base. Now, more than ever, is the time for you to become actively engaged in POMS. Don't miss an opportunity to become more involved in a varied and professionally stimulating set of activities. I look forward to working with the Board of Directors in providing the POMS community the services, activities and forums for exchange that you perceive are most beneficial.

Aleda Roth

Distinguished Mary Farley Ames Lee Chaired Professor  
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## THE WICK SKINNER AWARDS: REWARDING PRODUCTIVITY, INNOVATION, AND COMMUNICATION



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An outstanding professional society should both encourage its members to achieve excellence and reward them for doing so. With this in mind, several years ago one of our most admired past presidents, Wick Skinner, gave POMS a substantial amount of money to create a set of annual awards for POMS members. Wick has long been recognized as among our profession's most insightful and influential academics. Prior to his election as president of POMS he served as president of the OMA and the Director of Harvard's MBA program. During his career Wick focused his research and writing on three characteristics of an effective organization—or of its managers: sustained productivity, innovation, and communication.

The central role these three attributes play in Wick's thinking led POMS to create three annual awards bearing his name. The Early Career Achievement (ECA) Award recognizes those who have established outstanding records for their productivity in research and course development during the first five years of their academic careers. The Best Paper Award recognizes the most innovative and best written paper presented at our annual U.S. meeting. Finally, the Teaching Innovation (TI) Award recognizes creative and effective accomplishments in pedagogy. The three awards are presented at a formal award ceremony on the last day of our annual U.S. meeting. In addition to a plaque, a certificate of achievement, and public recognition, a monetary prize is given to the award winners. Finally, the president of POMS writes letters to their Deans informing them of the honor bestowed upon them. Further details about the criteria and procedures for the award are available on the POMS website.

The 2003 ECA award winner was Professor Geoffrey Parker of Tulane University. The judging committee was chaired by Professor Gabriel Bitran (the society's President-Elect), and included Professors Kent Bowen, Morris Cohen, Suresh Sethi, and George Shanthikumar. The Teaching Innovation Award went to Professor Vidyaranya Gargeya of the University of North Carolina at Greensboro for his development of a novel and challenging final exam format, called "the ACID test" (see "ACID" test on page 7 for more details). The committee for that award was chaired by Professor Ed Davis (the society's incoming V.P.-Education) and included Professors Art Hill, John Kamauff, and Kyle Cattani.

The winners of the Best Paper Award were Professors Michael Lapré and Gary Scudder of Vanderbilt University, for their paper "Airline Performance Improvement Paths: Linking Trade-offs to Asset Frontiers." The second place for the best paper award was won by Michael Ketzenberg (Colorado State Univ.).

Our congratulations go to all these winners of Wick Skinner awards. We encourage all POMS members to make the winning of one of these awards a personal goal. Moreover, if you identify a potential candidate for one of these awards, please bring him or her to the attention of either our President, Aleda Roth <aleda\_roth@unc.edu>, or our President-Elect, Gabriel Bitran <gbitran@mit.edu>.



**Winners of 2003 Skinner Award Winners with Past President Bob Hayes and President Aleda Roth at POMS2003 Conference in Savannah, GA. April 7, 2003.**

### Skinner Award Recipients

2003

Early Career Accomplishments: Geoffrey Parker

Best Paper Award: Michael Lapré and Gary Scudder and Michael Ketzenberg (2nd Prize)

Teaching Innovation Award: Vidyaranya Gargeya

2002

Early Career Accomplishments: Ed Anderson

Best Paper Award:

Janis Miller, Kirk Karwan, and Christopher Craighead.

Teaching Innovation Award: Sanjay Ahire

2001

Early Career Accomplishments: Ram Ganeshan and Rohit Verma

Teaching Innovation Award: José Dominguez Machuca

## NEW EDITORIAL STRUCTURE FOR PRODUCTION AND OPERATIONS MANAGEMENT JOURNAL



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Beginning October 1, 2003, Production and Operations Management journal will have a new editorial structure with autonomous departments headed by one or more Departmental Editors. For each department, the departmental editors will appoint Associate Editors and members of the Editorial Review Board. The new structure will replace the current editorial board that includes Advisors, Area Editors, and members of the Editorial Review Board. Please contact departmental editors if you would like to serve in any role.

In the near future, we will post statements of each department's objectives on the POMS Website. This information will also be published a future issue of the journal, and will be distributed by the electronic server of POMS.

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## BRING THE CASE TO LIFE WITH THE "ACID TEST"!



**Vidyaranya Gargeya**  
**2003 Skinner Award Recipient**  
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Traditionally, the case methodology has been used as a pedagogical tool in business schools for more than seventy years. Over the years it has gained tremendous popularity. Osigweh (1989) enumerated many major sets of appeals for the case approach over the conventional methods of teaching. The case methodology focuses on "doing" in a classroom setting as a way to improve skill (including verbal and written communication) development. It possesses an illustrative quality, exposes learners to a wide range of true-to-life management problems, enables the learners to explore the situation and listen to one another's views without directly confronting the actual, sensitive issues, and inspires interest in otherwise theoretical and abstract training material. The case methodology is replete with merits. However, over the years, the approach has been criticized for several shortcomings (Argyris, 1980 and Oswigeh, 1989). Some of those weaknesses are: (1) the case and its discussion focus on the past and static considerations; (2) inhibits "double-loop learning"; (3) reduces the learner's ability to draw effective generalizations; (4) diminishes individual accountability for learning and promotes the development of "parasitic" attitudes among learners; (5) reinforces norms of non-criticism and thus inhibits the growth of knowledge; (6) may foster "groupthink"; and (7) may compromise quality for quantity of interaction.

The ACID Test, a unique combination of a "live" case study, an interactive "guest" speaker presentation, and a comprehensive written examination, was developed at The University of North Carolina at Greensboro by this writer in 1994 to overcome some of the shortcomings of the conventional case methodology. The ACID Test is a measure of the students' abilities on the "ACID" dimensions. The word "ACID" used here is an acronym for Analysis and Application, Content and Conceptualization, Integration and Implementation, and Decision-making and Discrimination.

It is imperative that graduate students in business and management should be in a position to place the content learned in the right perspective and conceptualize the issues at hand, integrate the material, analyze a given situation and apply the principles appropriately, discriminate between when to make a decision and when not to as well as between the relevant and irrelevant issues, make the right decision, and then implement the decision.

The ACID Test was developed to comprehensively address the above mentioned objectives and is administered during the last meeting of the Global Operations Strategy course module in the MBA program at The University of North Carolina at Greensboro. One week prior to the end of the module, the students are given a write-up on a specific real organization. The write-up is prepared by a senior executive of that organization in consultation with the professor. On the day of the exam, several questions relating to the organization are handed out to the students at the beginning of the class period. After the students have digested the questions for about five minutes, the senior executive of that organization makes a 20 minute presentation. After the presentation and before the students write their answers, the students are given 40 minutes to elicit additional and relevant information, interactively, from the executive so as to answer the issues/questions on the written exam. The executive leaves the class room after the question and answer session and the students write the answers to the questions.

The guest speaker presentation and interactive discussion (which lasts for about 60 minutes) as a part of the exam is the main thrust of the innovative effort. A good understanding of the content and concepts prior to taking the exam, integrating the issues during the presentation, discriminating between the relevant and irrelevant information (and seeking it) during the discussion session, analyzing the qualitative and quantitative factors as new material is presented, moving towards the appropriate decision, and understanding the consequences of implementing it on the part of the students is a pre-requisite for a good score on the ACID Test. The students are only graded on the written comprehensive exam and not separately on the extent of interaction with the executive during the discussion session.

Over the last nine years, the ACID Test has also been successfully implemented in another graduate level course, namely, Management of Information Technology Services, in the Master of Science in Information technology and Management program at The University of North Carolina at Greensboro.

### References

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## IMPOSSIBLE PROBLEMS AND OPTIMALITY: AN ALTERNATIVE



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As P/OM managers or academics, we have long known that many of the problems we face on a daily basis fall into a class known as "NP-complete"; defined rather informally, this means that we have the theoretical knowledge necessary to solve the problem, but coming to a solution will require much more time than we have available. Probably the most widely-known problem of this type is the traveling salesman problem - start in City One, call in each city of the network once, and return to the starting city. For a limited number of cities, this problem is easily solved using linear programming. The real difficulty comes when the list of cities reaches a "real world" threshold. For instance, in a network of 50 cities, the salesman first has a choice of 49 alternatives to visit; once the first city is chosen, there are 48 alternatives from which to choose, and so on. There are, then,  $(n-1)!$  paths through the network, yielding  $6.08 \times 10^{62}$  paths for a fifty-city network. Fifty stops for an express delivery truck per day is not beyond the realm of imagination, but plotting the optimal route is, at this point, impossible.

This is because of the way we usually define "optimal". Because of our gateways into this discipline (usually engineering, mathematics - theoretical or applied, or science), we adopt the usual definition:

*optimal: adj: most desirable or satisfactory...<sup>(1)</sup>*

Because our background in scientific analysis is based on observation, theorems and proofs, this seems like a perfectly normal reaction, doesn't it? However, this may not be an "optimal" position for us. Perhaps it is time for us - especially "us" defined as academics - to redefine "optimal" in a way better suited for our tools and times.

First, I'd like to present three quotes that bear on this issue:

*"Perfection is the enemy of just good enough."* <sup>(2)</sup> Joseph Stalin, speaking of the rearmament efforts necessary to combat the Nazis in World War II.

*"What is the use of the ever-faster, ever-slicker, more nearly perfect implementation of rotten plans?"* <sup>(3)</sup> Stafford Beer, speaking about the role of ever-faster computer systems in implementing flawed strategic organizational plans.

*"Goodness is judged relative to his competition . . . As a result, we conclude that convergence to the best is not an issue in business or in most walks of life; we are only concerned with doing better relative to others."* <sup>(4)</sup> David Goldberg, speaking on the desirability of "optimality" in organizations.

The point here is that while optimization is desirable, in most cases it is neither possible nor necessary. Yet, in academia, we continue to treat optimization as if it were both achievable and required.

I think it's time to begin changing this - time for one of Kuhn's "paradigm shifts" - for our research, modeling, and teaching. Further, we are now gaining the tools with which to make this shift. In the past, our primary tools (and training!) have been with deterministic tools - statistics, calculus, linear algebra, etc. We were restricted to these by virtue of both tradition and technology; as an undergraduate in the early 1970s, the best computing tool which I had access to was a slide rule, little changed since its initial invention in 1871! Now, the laptop upon which I write this represents more computing power (and storage space) than the IBM 360 which I used during my Master's degree study.

It is time, I believe, to harness this new technology to new methods, as advocated by Pagels <sup>(5)</sup>. He refers to stochastic methods, including simulation, genetic algorithms, cellular automata, etc., as the "third way of doing science" (the first two being direct observation and laboratory work). Wolfram<sup>(6)</sup> echoes this perspective. I will not argue that these tools will guarantee an "optimal solution" as defined by a conventional definition of optimality; using stochastic tools, there is no such guarantee. However, I will argue that such tools give us two distinct advantages: near-optimality and real-time speed. First, these methods, properly used and applied within their limitations, will give us better solutions than those deterministic heuristics typically in use in most organizations today. As an example, I have run 100-city traveling salesman networks using data that specifies a single, optimal path, i.e., the optimal path and its cost were known with certainty. Using a genetic algorithm on repeated runs, I never arrived at the optimum; however, I discovered several(!) paths that were within 3% of optimum, and 19 standard deviations below the expected value of a randomly-chosen path! Second, these tools will give us near-optimum solutions in a reasonable length of time; the 100-city solution above took about 20 minutes on a 600 MHz desktop computer (obviously, it would take much less time on one of today's 2 GHz machines!).

*Continued on page 8*

## IMPOSSIBLE PROBLEMS AND OPTIMALITY: AN ALTERNATIVE

*Continued from page 7*

By applying the speed and memory available in modern computers, by using new search and optimization techniques and criteria, I believe that we make ourselves, our models, and our discipline much more useful to organizations, giving them (and us) a greater competitive edge, fulfilling Goldberg's dictum.

And, with Pagels, I do not believe that we have to abandon quality or the search for the true optimum to do this. These techniques are *not* replacements for current and historical tools; rather, they both supplement and complement these tools. They serve as extensions; like statistics, linear algebra and calculus, they will help us push back the frontiers of science.

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- (5) Pagels, Heinz R. The Dreams of Reason: the computer and the rise of the sciences of complexity. New York: Bantam Books, 1989.
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## ANNOUNCEMENTS

### PRODUCTION AND OPERATIONS MANAGEMENT JOURNAL

#### **Special Issue: Risk Management**

Guest Editors: Marti G. Subrahmanyam & Sridhar Seshadri

Submission Deadline: Nov 30, 2003

Additional Details:

<http://www.stern.nyu.edu/om/whatsnew/papers.htm>

### JOURNAL OF OPERATIONS MANAGEMENT

#### **Special Issue: Process Industries**

Guest Editors: Jan Fransoo and Dirk Pieter Van Donk

Submission Deadline: Oct 1, 2003

Additional Details:

<http://www.cape-wp.kt.dtu.dk/cape-wp/images/fransoo.pdf>

#### **Special Issue: Not-For-Profit, Public & Govt. Services**

Guest Editors: Rohit Verma, Curtis McLaughlin, Robert Johnston, and William Youngdahl

Submission Deadline: Oct 30, 2003

Additional Details:

[http://www.business.utah.edu/~mgtrv/jom2003/jom\\_not\\_for\\_profit.pdf](http://www.business.utah.edu/~mgtrv/jom2003/jom_not_for_profit.pdf)

### The free POMS Operations Management Encyclopedia

All operations management instructors are encouraged to make the free **POMS Operations Management Encyclopedia** available to their students via the POMS website ([www.poms.org](http://www.poms.org)). This is a tremendous free resource for your students – and helps to promote the Production Operations Management Society to a wider audience. This free 44-page encyclopedia was written by POMS VP Education, Professor Arthur Hill (Carlson School of Management at the University of Minnesota). The Encyclopedia is distributed free of charge by the Production Operations Management Society under the conditions that readers send edits and additions to the author (<mailto:ahill@umn.edu>) and that it not be used for commercial purposes. The encyclopedia includes definitions and extensive explanations of a wide range of operations management terms. Many new service management, strategic management, manufacturing management, and e-business terms are included. Essential terms for business and engineering students are marked with an asterisk (\*) in front of the term.

***Did we say that it was free?***

## INTRODUCING COLLEGE OF SERVICE OPERATIONS (CSO)



**Uday Apte**

Southern Methodist University  
 Email: uapte@mail.cox.smu.edu  
 Phone: 214-768-4102

### Mission Statement

Establish and nurture a community of scholars and practitioners who are interested in the research and teaching of Operations Management in Services as well as the practice of Operations Management in Service industries.

Formulate research as well as teaching agenda with regard to service operation so as to spark more and better research and pedagogy in the critical emerging areas of service operations.

Provide opportunities for people with common interests in research and teaching to interact with one another by organizing activities such as specialized conferences, workshops, and other events on topics associated with Operations in Services.

### Organization

All members of POMS will be eligible to join the College of Service Operations. Annual dues of \$20 will be collected along with the annual dues of POMS.

The board members of college will be elected annually from amongst the members of CSO. The board members will include President, Secretary, Treasurer, Vice-President for Meetings, Vice-President for Internet Activities, Vice-President for membership, and three Board Member/s at large. The President of the College will represent the college on the board of POMS.

### Activities

The college will promote and guest edit special issues of the POMS journal on an annual basis.

The college will organize biannual conferences focusing on the current topics of interest to member. To avoid conflict with the POMS annual conferences, the CSO conferences will be scheduled during the months of September/October. The college will make every effort to enlist corporate sponsors to ensure that the conferences break even financially. (The first conference, with a focus on financial services and retailing, is tentatively scheduled to be held in New York in October 2004. Although the details are yet

to be finalized, the conference is likely to be sponsored by both Columbia and NYU.)

The CSO will maintain a web page on the POMS website. This page will include several features and functionalities including the following:

Database of the researchers who work in Service Operations including e-mail addresses as well as links to homepages (when available).

List of textbooks on Operations in Services including their brief descriptions and links to more detailed information with regard to these books.

Links to other sites (academic as well as corporate) that may be of interest to those who teach or do research in services.

List of working papers on the service operations topic. We will encourage members to notify the web master of completed working papers and provide links web sites where the PDF (or Word) files of papers may be found. (As appropriate, this aspect of the page may be transformed into a research repository. The CSO Research Repository will be a searchable online system containing completed research articles, abstracts of articles published in relevant research journals and other information pertaining to research in service operations.)

The college will send a semi-annual e-mail newsletter. The newsletters will be sent out by e-mail, and will also be posted on the web page.

### Board Members

#### College of Service Operations

- Mike Pinedo, NYU
- Uday Apte, SMU
- Dick Chase, USC
- Rich Metters, Emory
- Nelson Fraiman, Columbia
- Rohit Verma, Utah
- Scott Sampson, BYU
- Noah Gans, Wharton
- Craig Froehle, Cincinnati

## INTRODUCING COLLEGE OF SUPPLY CHAIN MANAGEMENT



**Ananth Raman**  
Harvard Business School  
Email: araman@hbs.edu  
Phone: 617-4956937



**Marshall Fisher**  
The Wharton School  
Email: fisher@wharton.upenn.edu  
Phone: 215-898-5872

It is our pleasure to introduce the POMS College of supply chain management and welcome all of you to participate in this body. We are excited that a number of you have already expressed interest in joining and supporting the activities of the college. In the following paragraphs, we outline the motivation for the college and the activities that have been planned for the next few months. We are of course open to suggestions for additional activities. We would also welcome any one who is interested in playing a role in organizing specific activities for the college.

The Supply Chain Management College seeks to create a community for researchers in supply chain management to interact with each other and periodically interact with selected practitioners as well. We think the college can add value in two ways.

One, it would enable more in-depth interaction – through focused conferences and special issues of the journal – among POMS members who are interested in supply chain management. By, for example, facilitating interaction among junior and senior researchers and also among researchers who use very different methodologies (e.g., empiricists and modelers), the college hopes to impact favorably the quality and quantity of research on supply chain management.

Two, other academics groups that cater to supply chain management, notably Informs, are geared towards research based on mathematical models and are well suited to generating theoretical advances in supply chain management. Informs, for example, is not as well suited to promote empirical or field-based work, or to facilitate interaction between academics and a broad group of practitioners. A forum that facilitates close interaction between supply chain academics and broad groups of practitioners could serve as a conduit for the dissemination of ideas from academia to practice where appropriate, and also help academics to identify and study practical problems that had hitherto not been examined in the literature.

Formally, the college will be actively involved in organizing sessions at the annual POMS conference. In addition, we plan to have a conference (and edit a special issue of the journal relating to the conference) every other year. The first conference for the Supply Chain Management College is planned for fall 2005. The college will also maintain a web site on the POMS web site; we are as yet unclear on the content that would be most useful to the college membership and have hence deferred specific plans for the web site.

Members of the college will have to pay an annual subscription of \$20 to augment the initial \$1000 budget that the college has obtained from POMS.

We have appointed a number of non-elected office bearers whose functions will consist of getting the college up and running and transferring responsibilities to a group of elected office bearers as soon as possible. The two of us plan to serve as co-presidents initially. K.K. Sinha and Karen Donohue (both from the Carlson School at the University of Minnesota), Jay Swaminathan (from the Kenan-Flagler School at the University of North Carolina) and Eric Johnson (from the Tuck School at Dartmouth College) will also serve as office bearers.

Finally, we would like to thank the members and office bearers of POMS for giving us the opportunity to start the Supply Chain Management College.

### 2003 Board Members

#### College of Supply Chain Management

- Ananth Raman, Harvard
- Marshall Fisher, Wharton
- K.K. Sinha, Minnesota
- Karen Donahue, Minnesota
- Jay Swaminathan, UNC Chapel Hill
- Eric Johnson, Dartmouth College

**POMS ON-LINE: A MESSAGE FROM THE EDITOR**

**Raju Balakrishnan**  
*Editor, POMS Online*  
Clemson University  
Email: [nbalak@clermson.edu](mailto:nbalak@clermson.edu)  
Phone: 864 656-3769

Dear POMS Members,

I'm honored to be appointed as the Online Editor of POMS and look forward to working with all of you in an effort to enhance and update the POMS website. I have listed some of my ideas and goals for the website in this document. This list is, however, far from complete and I would greatly appreciate your suggestions and comments on other issues that the POMS website should include. I also urge you to volunteer your time and expertise and become a member of the POMS Online Editorial Team. Please contact me ([nbalak@clermson.edu](mailto:nbalak@clermson.edu)) if you would like to be involved. I really need YOUR help and support!

My goal is to have the POMS website be a "one-stop" source of information for all POM related information. This does not necessarily mean that we will create all the information. Rather, we would identify and provide links of useful POM sources that are available worldwide, organized under different sections. In most cases, rather than simply list these links, I would eventually like to include brief descriptions of each link's contents, and possible suggestions for how they may be useful and/or could be used. The idea is that a POM user would not have to click link by link to find what they are looking for. Rather, the POM website would in many cases "guide" them to the right source. This feature, I believe, would make our website THE source for POM related information.

Many of these links are already present in the current POM website, and would just need to be updated, reorganized, and described as needed. Some of the possible enhancements that I propose to include are:

**Syllabus.** In this section, faculty would be able to post their current syllabus for various POM courses – core and elective, undergraduate and graduate. These would be classified by course title and/or POM area for easy reference. Ideally, there would be an online submission form where faculty can submit and/or update their course syllabi.

**POM Journal.** Kalyan Singhal, Editor-in-Chief of POM, is working on several issues in connection with making the POM journal available online. Stay tuned for more information from him on this matter.

**Curriculum.** In this section, existing curricula for undergraduate and graduate programs in POM would be briefly described (e.g., goal of program, program of study, other requirements). These would also include course lists for POM concentrations at the undergraduate and graduate levels (e.g., MBA programs). I think this information will be invaluable as more programs try to set up concentrations in areas such as supply chain management.

**Working papers.** To help members stay abreast of current research topics, it would be nice to have a section where working papers can be posted, along with a discussion board linked to each paper.

**Salary survey.** This would follow the model used by ISWorld. Whenever a POMS member accepts a position (new graduate or switching jobs), this section would allow them to post (anonymously) information on items such as salary, summer support, type of school, etc. This would be a great way of letting everyone know the current state of the "market".

**POM resources.** This section would be a repository of information regarding POM resources that are useful, especially in classroom settings (e.g., Bob Jacobs' excellent set of resources at [www.pom.edu](http://www.pom.edu)). Another section would be a listing (and description) of all POM textbooks that are being used, possibly categorized by topic, course level, and/or type of course. This could even include an online discussion board where people can add helpful comments or questions for other users based on their experience with a text.

**Conference.** DSI has introduced a process this year where conference papers are refereed online. They also have a system that allows members to indicate "preferences" so that papers can be scheduled with minimal conflict. Ideas like these (and some more from other societies) are worth exploring for our conferences.

**Discussion Board.** We often get messages from colleagues asking for information regarding a POM related issue. Instead of communicating our ideas back and forth via E-mail, it would be good to establish discussion boards on various topics the POM website (somewhat like WebCT). Members can be allowed to establish new boards, and communicate this information to everyone to encourage active participation.

**Monthly E-mail update.** A monthly E-mail update would be sent to all POMS members informing them of new additions and changes to the website. The E-mail would contain summaries of each change along with a link to directly view that part of the website.

## POMS2002 CONFERENCE : UPDATE FROM SAVANNAH



**Rich Metters**  
**General Chair**  
**POMS2002 Savannah Conference**  
 Emory University  
 richard\_mettters@bus.emory.edu



**Mellie Pullman**  
**Program Chair**  
**POMS2002 Savannah**  
 Cornell University  
 melshome@mindspring.com

The 2003 annual POMS meeting in Savannah, Georgia was up against some tough competition: A newly started war in Iraq made international flyers nervous, a SARS health scare kept several potential attendees quarantined in Asia, and the international POMS conference in Lake Como, Italy, just two months away, caused some to choose between the two conferences. Despite the difficulties, we had 379 presentations in the program and 334 registrants. The registrant total has been surpassed in POMS meeting history only by the Orlando and San Francisco meetings.

Presenters faced some difficult competition for audience members as well. Savannah is a tourist town, and we found out why. The weather was beautiful and the conference hotel was situated in the heart of the tourist district – which led to a distraction or two. The Doctoral Consortium, led by Jovan Grahovac (Tulane), took advantage of this situation and had a dinner out on the town for its participants as part of the program.

The theme of the conference was “POM in the Service Economy,” and the plenary speakers gave us several practical examples of the importance of POM practices in the service sector. By all accounts, the star performer among the plenary speakers was Shane Evangelist, VP-Strategic Planning of Blockbuster, Inc. Shane had published some previous service operations work last year in *Journal of Service Research*. At the conference, he detailed the operational redesign that the 5,000-plus stores of Blockbuster are undergoing right now.

In almost every operations textbook, the quality control section features manufacturing examples. Executives from Infinity Property and Casualty gave a plenary talk on the use of the traditional quality tools in an insurance firm. Finally, Erez Goren, the co-founder/co-CEO/co-chairman of the board of Radiant Systems ([www.radiantsystems.com](http://www.radiantsystems.com)) presented the current technology assisting operations in retail outlets.

In keeping with the conference theme, the “Service Operations” track, chaired by Uday Apte (Southern Methodist University) was the most active, with 19 concurrent sessions devoted to that track. However, the “Supply Chain Management” and “Operations Planning, Scheduling, and Control” tracks (chaired by Srinivas Talluri – Michigan State – and Michael Pinedo – NYU – respectively), also saw significant numbers of presentations.

The Savannah conference witnessed the birth of two new Colleges within POMS: The College of Service Operations, and the College of Supply Chain Management. These Colleges will be dedicated to thought leadership in their fields. The first conference of the College of Service Operations is tentatively scheduled for New York City, October, 2003. Attendance at the initial College meetings was rather overwhelmingly large – but we suspect the free bar had something to do with that.

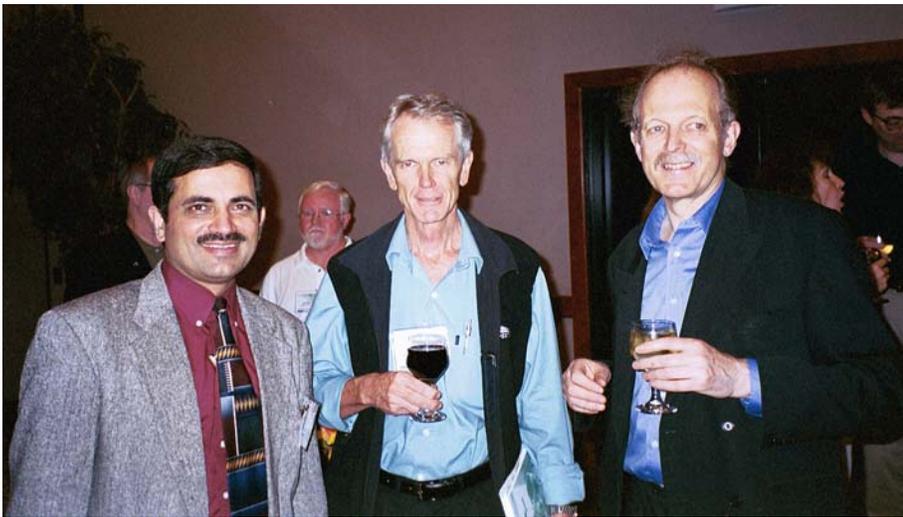


*Rich and Mellie at Savannah*

IMAGES FROM POMS2003 CONFERENCE AT SAVANNAH



IMAGES FROM POMS2003 CONFERENCE AT SAVANNAH



IMAGES FROM POMS2003 CONFERENCE AT SAVANNAH



**ACADEMIC POSITION ANNOUNCEMENTS**

Department of Management  
David Eccles School of Business  
University of Utah  
Salt Lake City, UT 84112

The David Eccles School of Business of the University of Utah anticipates an opening of an open rank tenure-track faculty position in Operations Management. Candidates should hold a Ph.D. in Operations Management or a related field, or show evidence that they will be awarded their doctorate by August 1, 2004. Filling this position is subject to University funding and approval.

This position will require high-levels of scholarship, teaching, and collegiality. The successful candidate will be able to work with established faculty in one or more of the department's research areas, which include Supply Chain Management, Service Operations, Product/Process Development & Innovation, Technology Management, and Quality Management. Teaching opportunities are available at the undergraduate, master's, and doctoral levels. The holder of this position can expect to teach one or more sections of a core course in his or her basic discipline and to have a variety of choices for electives at any level. Pre-tenure faculty members typically teach three semester-long courses each academic year.

The David Eccles School of Business (<http://www.business.utah.edu>) offers degree programs at the undergraduate, master's, and doctoral levels, plus non-degree executive programs. The University Research Park is home to more than 30 technology-oriented businesses with close research and operational ties to the University.

The University of Utah is located in Salt Lake City, at the foot of the Wasatch Mountains. Salt Lake City was the site of the 2002 Winter Olympics and offers excellent opportunities for outdoor recreation, including easy access to the Rocky Mountains, the red rock country of the Colorado Plateau, and eight national parks. Salt Lake City is the center of a metropolitan area with a population of approximately one million residents and has extensive arts and cultural activities and a major airport.

Interested individuals should send (1) a letter indicating interest, (2) a complete vita, (3) writing samples, (4) evidence of teaching ability, and (5) three letters of recommendation by DECEMBER 15, 2003 to:

Dr. Stephen B. Tallman  
Chair, Department of Management  
University of Utah  
David Eccles School of Business  
1645 E. Campus Center Dr., Room 106  
Salt Lake City, Utah 84112-9304  
[MGTSBT@business.utah.edu](mailto:MGTSBT@business.utah.edu)  
801/ 581-7415

Representatives from the DESB will be available to talk to potential candidates at the INFORMS and DSI conferences in October/November 2003. Preference will be given to applications received prior to these conferences.

The University of Utah is an Equal Opportunity/Affirmative Action employer, encourages applications from women and minorities, and provides reasonable accommodation to the known disabilities of applicants and employees.

## FEATURED BOARD MEMBERS



Gabriel R. Bitran  
**President-Elect POMS**  
MIT Sloan School of Management  
Email: gbitran@mit.edu  
Phone: 617-253-2652

Gabriel R. Bitran is a Chair Professor at M.I.T. Sloan School of Management. He has been Head of the Management Science area and Faculty Head of the Senior Executive Program. He was Editor-in-Chief of Management Science. Professor Bitran is a member of the editorial boards of several journals.

He has a M.Sc. and a Ph.D. in Operations Research from the Massachusetts Institute of Technology and a B.S. and a M.Sc. in Industrial Engineering from the "Escola Politenica" of the University of Sao Paulo, Brazil.

Professor Bitran's research interests lie in the field of operations management in manufacturing and the service industry. More recently he has been working on pricing for high tech services, fashion retail goods and services, design of bandwidth markets, as well as related revenue management problems. He has consulted with companies in banking, financial services, computer, telecommunications, semiconductor, electronics, steel, and automotive industries. He has published numerous articles on a wide variety of topics in operations management.



Robert H Hayes  
**Past President, POMS**  
Harvard Business School  
Email: rhayes@hbs.edu  
Phone: 617-495-6330

Robert Hayes is the Philip Caldwell Professor, *Emeritus* at the Harvard Business School. Prior to his appointment to the Harvard Business School Faculty in 1966, he worked for I.B.M. and McKinsey & Company. He received his B.A. from Wesleyan University, and his M.S. and Ph.D. degrees in Operations Research from Stanford University.

He has published widely; three of his articles won McKinsey Awards for the best articles published in the *Harvard Business Review* during various years. He has co-authored six books, including *Restoring our Competitive Edge: Competing Through Manufacturing* (with Steven Wheelwright), which won the Association of American Publishers' Award for the best book on business, management, and economics published in 1984; *The Uneasy Alliance: Managing the Productivity-Technology Dilemma* (with Kim Clark and Christopher Lorenz), published in 1985; *Dynamic Manufacturing: Creating the Learning Organization* (with Steven Wheelwright and Kim Clark) in 1988; and *Strategic Operations: Competing Through Capabilities* (with Gary Pisano and David Upton), in 1996. He is currently writing a new book with Pisano and Upton, tentatively titled *The Operations Edge: Competing in the Information Economy*, which should appear in mid-2003.

**2003 POMS BOARD MEMBERS AND OFFICERS**

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*Founder and Past President*

**Kalyan Singhal**, University of Baltimore (Founder of POMS)

*Past President*

**Robert Hayes**, Harvard University

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**Luk Van Wassenhove**, INSEAD

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**Cheryl Gaimon**, Georgia Institute of Technology

*Founder & Editor-In-Chief, POM*

**Kalyan Singhal**, University of Baltimore

*Chair, Council of POMS Presidents*

Martin Starr, Rollins College

*Executive Director*

**Sushil Gupta**, Florida International University

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Type of Membership:     Regular Member\* (\$70)                       Retired Member (\$20)  
 Student Member (\$20)    Please have a faculty member sign here \_\_\_\_\_

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Check for \$ \_\_\_\_\_ payable to POMS enclosed (payable through US banks; must accompany this invoice).

**Please mail to**

Professor Sushil K. Gupta, POMS Executive Director, College of Engineering, Florida International University,  
 EAS 2460, 10555 West Flagler Street, Miami, FL 33174, USA.

Dues include a subscription to the society's journal **Production and Operations Management** and newsletter **POMS Chronicle**

\* Persons of limited income may join at the \$20 rate by simply informing the society in writing that they seek this option.