

POMS

CHRONICLE

FIRST ISSUE 2014

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Upcoming Conferences

POMS 2014: 25th Anniversary Conference, May 9-12, 2014



See pages 5-9, & the POMS web site for more exciting details!

Co-organizers:

Hau Lee

Cheryl Gaimon



International Conference, Singapore, July 21-23, 2014



See page 4, & the POMS web site for more exciting details!

Co-organizers:

Robert De-Souza

Chung-Piaw Teo



Christopher S. Tang, POMS President

Edward W. Carter Professor of Business Administration

UCLA Anderson School, Los Angeles, CA

Welcome to 2014! POMS is celebrating its 25th anniversary this year. To mark 25 years of success and to make POMS more vibrant into the future, POMS is planning some exciting activities and initiatives for which we seek your support:

2014 POMS National Conference in Atlanta (May 9-12, 2014).

Our **2014 POMS conference** will be held in **Atlanta from May 9 to May 12, 2014**. We have enlisted Professors Cheryl Gaimon (Georgia Tech) and Hau Lee (Stanford) to co-chair this major event. We are very proud to have their support especially because they are former POMS Presidents and are POMS lifetime fellows. (Please see the short article in this issue of POMS Chronicle for details.)

2014 POMS International Conf. in Singapore (July 21-23, 2014).

On behalf of POMS, I would like to express my gratitude to Professor Chung-Piaw Teo of National University of Singapore (NUS) Business School for helping us to organize and chair the **2014 POMS International Conference in Singapore** (21-23 July 2014) at the brand new Marina Bay Sands Hotel, Singapore. This conference is co-organized by the Decision Science Department of NUS Business School and The Logistics Institute-Asia Pacific (TLI-AP). (Please see the short article in this issue of POMS Chronicle for details.)

2014 POM online initiative. In addition to the POMS Practice Leaders Forum that was launched in 2013 and POMS Applied Research Challenge chaired by Professor Felipe Caro of UCLA that is underway (Please see the short article in this issue of POMS Chronicle for details), Professor Kalyan Singhal (Editor-in-Chief of POM) is developing an online initiative that is intended to achieve two objectives: (a) Translate research findings, particularly those published in Production and Operations Management (POM) journal, to managerial implications and disseminate them to practitioners and MBA/Executive MBA students; and (b) Solicit real and emerging issues from practitioners and share them with academics. (Details will be provided in the upcoming issue of POM in 2014 and formal announcement will be made during our 2014 POMS National Conference in May.)

In 2013, there were two POMS International conferences held in India. First, POMS is grateful to the Indian School of Business (ISB), Hyderabad, for hosting the **POMS 2013 International Conference in India** in December 2013. Also, to celebrate NITIE’s 50th Anniversary and POMS’ 25th Anniversary, POMS is indebted to National Institute of Industrial Engineering (NITIE) for hosting the

(Continued on page 3)

EDITORIAL TEAM

Co-Editors: **Glen Schmidt** University of Utah, Phone: 801-585-3160. (glen.schmidt@utah.edu).

Mike Dixon Naval Postgraduate School, Phone: 831-656-2187 (mjdixon@nps.edu)

Associate & Feature Editors

Davis, Mark, Bentley College, mdavis@bentley.edu: **POMS College of Service Operations**

Feng, Annabelle, Krannert School of Mgmt, Purdue U. annabellefeng@purdue.edu : **POMS Coll. of Supply Chain Mgt.**

Goentzel, Jarrod, MIT Humanitarian Response Lab, goentzel@mit.edu: **POMS College of Humanitarian Ops and Crisis Mgt**

Niederhoff, Julie A., Syracuse University, jniederh@syr.edu: **POMS College of Human Behavior in Op's Mgt.**

Rhee, Bo van der, Nyenrode University, Netherlands, b.vdrhee@nyenrode.nl: **POMS awards.**

Sommer, Svenja, HEC Paris, sommers@hec.fr **POMS College of Product Innovation & Technology Mgt.**

Tiwari, Vikram, Vanderbilt University Medical Center, vikram.tiwari@Vanderbilt.Edu : **POMS Coll. of Healthcare Op's Mgt.**

Zhang, Jie, University of Vermont, jie.zhang@uvm.edu **POMS College of Sustainable Operations.**

The **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

Florida International University
11200 Southwest, 8th St., Miami, FL 33199, USA
305-348-1413 poms@fiu.edu
www.poms.org

POMS Membership Information:

Metin Çakanyıldırım, poms@utdallas.edu
The University of Texas at Dallas, Dallas, TX, USA

POMS Job Placement Information:

Metin Çakanyıldırım, metin@utdallas.edu
The University of Texas at Dallas, Dallas, TX, USA

POM Journal

Contact Wiley-Blackwell for an institutional subscription
of the POM journal at:

<http://www.wiley.com/bw/subs.asp?ref=1059-1478&site=1>

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

Mike J. Dixon; mjdixon@nps.edu
Glen Schmidt, glen.schmidt@utah.edu

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

POMS Atlanta, May 9-12, 2014



FROM THE EDITORS

**Co-Editor, Glen Schmidt**

David Eccles School of Business,
University of Utah
glen.schmidt@utah.edu

The Google Education System?

It is interesting to reflect on the fact that the “Toyota Production System,” which we often hold up as the preferred operating system, bears the name of a company, rather than the name of an academic (or set of academics). One might think that academic researchers should have been the first to identify a set of superior operational practices and codify these into a system, and that educators should have been teaching this system to industry and should have been partnering with industry in helping firms implement the system. Instead it seems to have happened almost in reverse – the Toyota Production System seems to have largely been developed in industry and then those of us who are academics spent years (and countless hours) trying to understand the system and dissect “why it works.”

Is there any possibility that we might find ourselves in the same situation with regard to teaching itself? That is, could a firm such as Google come up with “The Google Education System” – an education system that is superior to the one we are providing our students? I mention Google because it is reportedly increasing the number of non-college-educated hires – “now as high as 14 percent on some teams.”¹ I find it just a bit sobering that Google would find it preferable to hire non-college-educated people and train them themselves, as opposed to hiring graduates that we have trained academically. Admittedly, non-college-graduates still represent a relatively small fraction of Google’s hires, but the fraction is growing. What is it that Google finds so attractive in these non-college-educated hires? Laszlo Bock, the senior vice president of people operations suggests that “the No. 1 thing we look for is general cognitive ability, and it’s not I.Q. It’s learning ability. It’s the ability to process on the fly. It’s the ability to pull together disparate bits of information.”²

Is there something that those of us who are educators can do to help make our graduates more attractive to firms such as Google? That is, how can we further build the types of cognitive skills that Laszlo Bock seeks? I don’t know if I’m off-base here, but I perceive that over the past decade we may have even moved a bit in the wrong direction – in the direction of mostly rewarding students for spitting back what we have told them. Students are comfortable in such a system, and it is easy to measure how well they are performing in such a system – through multiple-choice exams and problem sets that duplicate a problem presented in class or in a book or in a video. But it seems to me that this is also exactly the type of education that can in turn be offered on-line or off-site. Maybe we should instead be spending more time teaching students to, as Laszlo Bock says, be able to pull together disparate bits of information – to process on the fly. Maybe this is where face-to-face education will continue to trump on-line education, and where we can even further enhance the competitive advantage that face-to-face education offers as compared to an on-line

experience. I am not sure exactly how we teach students to process on the fly—maybe this means that, rather than making students comfortable, we instead become a bit more like Jonah in *The Goal*, where our style is a bit more Socratic and students struggle and flounder a bit in the short run, so that they acquire the “learning ability” referred to by Google’s Bock. In *The Goal*, the character Alex was forced to pull together these disparate bits of information by himself—Jonah primarily helped guide him in asking the right questions. Shifting in this direction might require a bit of a shift in our view of who our customer is in our education system—typically we might view students as our primary customers but maybe there is an argument that says our key customers are the firms that hire our students.

Going back to the question of why it was practitioners rather than academics who came up with The Toyota Production System, let me offer a few comments in the defense of academics. It seems to me that the waste-reduction principles of the Toyota Production System largely equate to reducing process time, along with reducing variability (including variability in processes and in job arrivals). Since academics have long understood the benefits of reductions in process time and variability, the indictment of academics as described above may be a bit harsh. There is a saying, “in theory there is no difference between practice and theory, but in practice there is”³ – it is often a messy task to take theory and apply it in real life, and Toyota aptly gets the credit for actually implementing and achieving the benefits that researchers might have predicted.

My point here is to note that it is a two-way street between industry and academia – sometimes industry can humble us and teach us, rather than us teaching industry. In this spirit, I think it would be interesting and instructive for us to better understand exactly how to measure our performance as educators relative to what firms like Google want and need in their employees.

Footnotes:

¹ The quote is taken from “How to Get a Job at Google,” Thomas L. Friedman, *New York Times*, Feb. 22, 2014.

² *Ibid.*

³ Per Wikipedia, this quote is attributed to Jan L. A. van de Snep-scheut by Doug Rosenberg and Matt Stephens (2007), *Use Case Driven Object Modeling with UML Theory and Practice* p. xxvii).

(Continued from page 1)

POMS 2013 International Practice Leaders Forum in December 2013. This forum provided an opportunity for domestic and international faculty in OM area to engage with practice leaders in Micro, Small, and Medium Enterprises (MSME) in the manufacturing sector in India.

Moving forward, we will continue to enhance our web presence, and are working with our college presidents to develop blogs for each college so our members can continue their interactions. Ultimately, the success of POMS activities and initiatives relies on the support of academics and practitioners. We look forward to your reactions and suggestions and to working with you to build a more vibrant future for the OM community.

With strong support from POMS members, nothing is impossible!

FROM THE EDITORS



Co-Editor Mike Dixon

Graduate School of Business and Public Policy
Naval Postgraduate School
mjdixon@nps.edu

Value of Live Performance in Higher Education

In the book *Teaching Naked*¹, author Jose Bowen, a dean of a school of music, compares teaching with the evolution of music production. It used to be the case that if you wanted to hear music you had to go to large music venues in big cities. Innovations throughout the years made music more accessible, personalized, customized, varied, and private: a cheaper piano, the phonograph, the Walkman, the iPod and other innovations all allowed music to be enjoyed outside of live performance. Bowen suggests that higher education is going through a similar innovation; we can no longer insist that students must attend live performances in order to learn. The surging increase of online degrees, MOOCs, and, as Glen mentioned, employer-based education leads an academic question what the future will hold.

The digital age has brought with it the liberation of information; no longer does a student have to attend a lecture in a leafy campus taught by a tenured greybeard to learn about calculus, or chemistry, or biology, or even management. With a visit to websites like Khan Academy, Coursera, or Udacity students of any background can delve head first into these subjects and many more.

What is the value of the in-person faculty instructor when an alternative exists that is cheaper and allows students flexibility in when, where, and what they will learn?

As a fundamental, we teach that operations' job is to add value to some input and transform it to an output. In service operations, we teach that customers themselves are often the input.² Scott Sampson suggests³ that service innovation happens when a key aspect of the value transformation happens in different "domains", i.e. the value could happen in a traditional classroom or on a student's laptop with a Starbuck's internet connection. If the value transformation happens at the customer's domain it allows for more customization and is likely to require less resources from the service provider. However, if the value transformation happens in the service provider's domain the provider has more control over the delivery and subsequent quality of the value. Value that is created when both the customer and the provider are together allows for greater interaction, emotional connections, and immediate feedback.

Is there still room for traditional classrooms and lecturers in the future of higher education?

Author Garr Reynolds⁴ teaches that even after recording and playback technology has evolved, humans still prefer the raw energy and excitement of music performed live. There is something about live performances that gets us to spend money and commit to the time, even if the quality of recorded content is better. Bowen agrees and suggests that educators should consider aspect of a course that are best experienced as a live production and move everything else outside. This happens in flipped classrooms where teachers spend more time helping students practice in front of an expert. It happens in case-

based learning when students have prepared for argument before stepping into the classroom. It happens in experienced-based exercises in which class time is used to simulate or experience real life.

Time spent delivering power-point slide from the textbook publisher may not differentiate us enough from recorded online content. While I don't claim to have the solutions, may I suggest three things for us to consider:

Contribute. Asking ourselves how our courses contribute to the lives and future careers of our students will focus our efforts and help us identify content that is best suited for live performance. My best teachers have been those that have cared enough to want to contribute to my success. It's not enough to just act as a conduit of information; the internet is much better at that.

Inspire. At various times in my life I have tried my hand at being a musician and when I attend a live performance I am often inspired to rush home and pick up an instrument - I am again excited about music. Good live instruction can inspire students to think, create, design, and invent; inspire them to be excited about the topic. We must be excited about what we teach and inspire our students to seek out and find more.

Change. I've started recently to ask myself what changes I hope will happen in the lives of my students because of what they do today? It helps me to think about it in physical movement; if my students are here now, where will they be at the end of today, or the class, or the program? We are in the business of changing minds - we must consider what we want the mind to be changed to and focus our efforts to that end.

An effective live performer works on her craft not to become more *impressive*, but to be more *inspiring*; not to *confound* others, but to *contribute* to the learners' life; not to *chastise* ignorance, but to *change* the life of our students. Coincidentally (or not), these three principles should drive our research and writing as well; how does what I study contribute to society, how can it inspire others, and what change do I hope it will make in the lives of those who learn about it? In short, I challenge all of us to consider how we can add value to the lives of those around us.

Footnotes:

- ¹ Bowen, José Antonio, *Teaching Naked: How Moving Technology out of Your College Classroom Will Improve Student Learning* (John Wiley & Sons, 2012).
- ² Sampson, Scott E. and C. M Froehle, "Foundations and Implications of a Proposed Unified Services Theory," *Production and Operations Management* 15, no. 2 (2006): 329.
- ³ Sampson, Scott E., "Visualizing Service Operations," *Journal of Service Research* 15, no. 2 (2012): 182-198.
- ⁴ Reynolds, Garr, *The Naked Presenter: Delivering Powerful Presentations with or without Slides* (Pearson Education, 2010).

INTERNATIONAL CONFERENCE, SINGAPORE 2014

July 21-23, 2014, Singapore

Call For Papers

Submission Deadline Apr 1, 2014 (Final version due June 1).

Theme: Smart Operations in a Connected World

About the Conference

The world is experiencing increasing urbanization. According to the United Nations, more than half of the world's population lives in urban areas today. This trend will continue to increase. By 2050, the proportion of urban dwellers will exceed two-thirds of the world population. By 2020, the number of cities with more than 5 million residents will grow from 50 to 75. More than half of these cities will be in Asia and Africa. This, coupled with the growing pervasiveness of technology and easier access to the Internet, will lead to more online retail activities and more business opportunities. New business relationships are being formed whereby logistics and operations are becoming the main interface between the retailer and the customer. New delivery structures are needed when consignment size decreased from bulk shipments to individual packages. The rise of e-Commerce in Asia has resulted in a greater frequency and fragmentation of orders and deliveries, which subsequently calls for greater innovation in the services provided.

This International Conference in Singapore provides a leading forum for researchers, academics and practitioners to disseminate and share cutting-edge research and practice and gain insights into the challenges, opportunities, novel strategies, and analytic tools and techniques for dealing with important operational issues in this new era. Through a series of paper presentation and discussion, we hope to identify emerging issues, extend and integrate new knowledge that contributes to the improved understanding and practice of production and operations management (POM).

We invite submissions of completed papers, poster papers, and abstract presentations that advance knowledge of this area. The conference seeks a balance between workshops that address essential theory and principles, with those that address practical applications, current issues, and emerging trends and developments. More details about the submission types and formats can be found at the conference website.

About our Venue in Singapore: Marina Bay Sands, Singapore

One of the most iconic hotels of the world, Marina Bay Sands is where ultimate luxury meets spectacular architecture. Situated on top of the three majestic towers there is the Skypark at a height of 191 m, featuring a landscaped garden and a breathtaking infinity pool. The hotel's excellent features include a fantastic spa & wellness center, a museum, several shows and an impressive expo and convention center.

Who may participate

Researchers working in the area of OM from academia, government, industry and research establishments as well as students are invited to submit papers, proposals for symposia, tutorials, and/or workshops on current topics in OM.

Important Dates

Submissions Open: Saturday, November 30th, 2013

Notification to authors: Monday, April 14, 2014

Early Registration ends: Monday, June 2, 2014

Keynote Speakers

Hau Lee, Stanford University

Teck Ho, U. of California, Berkeley and National U of Singapore

Registration fees:

US\$600/S\$750 for POMS members (until May 1, 2014).

US\$660/S\$825, after May 1, 2014) or non-members of POMS.

US\$300/S\$375 for students/retirees.

CONFERENCE CO-CHAIRS



Robert De-Souza
The Logistics Institute Asia Pacific

Chung-Piaw Teo
National U of Singapore



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Qizhang Liu Department of Decision Sciences, NUS

Fee Seng Chou Department of Decision Sciences, NUS

Industry Site Visit

Mark Goh TLIAP and Decision Sciences

Keith Carter Decision Sciences

POM 2014 25th Anniversary Conference

25

Atlanta, GA, USA

May 9 - May 12, 2014

POMS Impact and Vision: Reaching New Heights

Conference Registration: Member fee=\$395 to Mar 15; \$445 to Mar 31; \$495 to Apr 15; \$545 on-site.

Conference Schedule to be posted March 29, 2014.



General Co-Chair
Cheryl Gaimon, GA Tech



General Co-Chair
Hau Lee, Stanford U



Local Arrangements Chair
Adrian Choo, GA State U



Doctoral Consortium Chair
Laurens Debo, U of Chicago



Vice President Meetings
Nagesh Murthy, U of Oregon



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Shailesh Kulkarni, U of N Texas

Register now for the 25th annual event!

List of Tracks

- Behavior in Operations Management BIOM
- Closed Loop Supply Chains CLSC
- Empirical Research in Operations Management EROM
- General Track GENT
- Healthcare Operations Management HLTC
- Humanitarian Operations and Crisis Management HOCM
- Information Systems INFO
- Inventory Management INVM
- Learning and Knowledge Management in OM LKOM
- Manufacturing Operations MANF
- Marketing and OM Interface MOMI
- OM and Economic Models OMEM
- OM practice OMPR
- Product Innovation and Technology Management PITM
- Production Planning and Scheduling PRPS
- Purchasing and Supply Management PRSM
- Retail Operations Management RTOM
- Revenue Management and Pricing RVMP
- Scheduling and Logistics SCHL
- Service Operations SERV
- Supply Chain Contracting SCC
- Supply Chain Management SCHM
- Supply Chain Risk Management SCRMP
- Sustainable Operations SUST



APPLIED RESEARCH CHALLENGE

Felipe Caro, Competition Chair (felipe.caro@anderson.ucla.edu)

How It Started

At POMS there is a strong belief that the interaction with practitioners is critical for idea creation. The current POMS President Chris Tang (UCLA) is particularly adamant about this and so are the POMS members that answered a survey carried out by Janice Carillo (U Florida). The survey showed that there was a need for POMS to encourage its members to conduct rigorous applied research that is relevant and innovative. In response to this need, the POMS Applied Research Challenge (POMS ARC) was launched in October 2012.

The Judges

The POMS ARC is somewhat unique in that it has two review panels. On the one hand, there is a Practitioner Judge Panel in which all members are former POMS Martin K. Starr Excellence in Practice Award Winners. On the other hand, there is an academic panel formed by academics with a track record in applied research (e.g., have published in *Interfaces/OR Practice* or have participated in other practice-based competitions such as the Edelman Award). The members of both panels are shown here below and POMS is grateful to have such a distinguished group of judges.

The Process

The POMS ARC begins with a list of research topics approved by the Practitioner Judge Panel. The goal is to have a short list of strategic and operational research topics that are specifically relevant to the current practice of production and operations management. The list of approved topics is posted on the POMS mailing list and website (see http://www.poms.org/ARC_process_v5.pdf). Authors can seek feedback from the panels before the final submission deadline (December 1st, 2013).

The paper submissions go through a two-step review process. First, the academic panel selects a small set of finalists. Second, the finalists are invited to present their work at the POMS Annual Meeting Conference and the Practitioner Judge Panel selects the winner. All the finalists get to publish an extended abstract of their work in the POM journal. The first prize is accompanied by a \$2,000 honorarium.

The Selection Criteria

True to its mission, the POMS ARC aims for innovative ideas, rigorous analysis (empirical, analytical, or behavioral), managerial insights, implementable ideas, and impact on practice/research. A paper with a mathematical model but without a convincing practice-based motivation and test bed does not fit in the competition. The purpose of the two-step review is to make sure that the work is relevant to practice and eventually could be published in a journal like POM or similar. This dual review differentiates the POMS ARC from other outlets that encourage applied research.

What to Look For

We invite all POMS members to attend the final presentations at the annual meeting in May. Come and show your support for applied research. Hopefully, the POMS ARC can become a centerpiece of our field and can help reshape its research focus.



Academics

Feryal Erhun,
Stanford U.



Nagesh Gavirneni,
Cornell U.



ManMohan Sodhi,
City U. London & ISB



Felipe Caro,
UCLA Anderson

Practitioners

Corey Billington
e3 Assoc.
Founding Partner

Edwin Keh
Walmart
Former COO

Dino Petrarolo,
CCI Inc. VP

Gang Yu
Yihaodian CEO



(Continued from page 9)

Eligibility Requirements.

The applicant must be a doctoral student who has not yet defended his/her dissertation prior to December 31, 2013. **Application Process.** Completed applications should be submitted electronically (as .pdf files) to the Chair of the Award Committee. The submission deadline for the competition is March 15, 2014 at midnight (EST).

A complete application includes two main components:

1. A cover document including: a) The doctoral student's name, current affiliation, e-mail address and phone number. **This information must not appear anywhere else.** B) The title of the student paper. c) A statement that all eligibility requirements have been met that is signed by the doctoral student and the student's supervisor.
2. A main document including: a) A separate title page with an abstract of no more than 300 words. b) A student paper of no more than 32 pages including references, tables and graphs (double spaced, 1-inch margins and at least 11-point font used throughout), with an appendix (if applicable) of 8 pages or less.

Contact. For more information, or to submit a completed application, please contact the Chair of the 2014 POMS College of Sustainable Operations Student Paper Competition Committee, Professor David Drake (ddrake@hbs.edu).

COLLEGE MINI-CONFERENCES IN ATLANTA

College of Behavioral Operations Management

Th, May 8, 2014 10AM to 6PM Atlanta Marriot Marquis

Held the day prior to the 25th Annual POMS Conference

The Human Element in Pricing / Revenue Management

Join us to explore various topics relevant to human behavior and operations management and to learn from both practitioners and academics. This is a great opportunity to meet with experts in this area that may inform and inspire your research. Hope to see you there!



Contact: Mirko.Kremer@psu.edu

Speakers and Panel Discussants Include...

Tammy Farley, President, Rainmaker Group

Rainmaker Group produces revenue management software for casino hotels and other organizations to use. It is one of the nation's fastest growing private companies.



Paul Snyder, VP of Corp Responsibility - Sustainability at IHG. InterContinental Hotels Group (IHG) is a leading hotel company that includes many world renowned hotel brands such as InterContinental Hotels and Resorts and the Holiday Inn.



Loren Williams, Executive Director, Advisory Services at EY At EY, Loren develops and optimizes customer response models to support pricing and inventory decisions for clients in travel and transportation, wholesale and retail trade, discrete manufacturing and consumer products.



Jon Higbie, Sr VP and Chief Scientist at Revenue Analytics. Formerly, Jon worked in several roles at various leading pricing software firms, such as Manugistics and Talus Solutions.

Dr. Robert Phillips, Professor of Professional Practice, Columbia Business School

Bob Phillips is the Director of the Columbia Center for P&RM and is also founder and chief science officer of Nomis Solutions.



Dr. Laurie Garrow, Associate Professor, Georgia Institute of Technology

Laurie's research enhance understanding of travel behavior, using advanced models of travel demand that integrate discrete choice, economic, and market research methods.



Joshua Dick, Director, Pricing Architecture and Bundling at Cox Communications. Formerly, Joshua worked in (strategic) pricing at Guitar Center and Home Depot.



Dr. Wedad Elmaghraby, Assoc Prof, U of Maryland. Wedad currently does research in B2B pricing markets, exploring the interface of price optimization tools and their users.



College of Healthcare Operations Management

Th, May 8, 2014 10AM to 6PM Atlanta

Held the day prior to the 25th Annual POMS Conference

Synapse: Applied Healthcare and Research

Just as in past years' conferences, we expect to generate lively discussions among healthcare practitioners and researchers. We look forward to seeing you there!

Linda LaGanga, Mental Health Center of Denver

Vikram Tiwari, Vanderbilt U. Medical Center.

Tentative program:

1:00-1:10 PM Welcome & Introductions

1:10-2:30 PM Panel Discussion

2:30-2:40 PM Break 1

2:40-3:10 PM Round Table Discussion

3:10-3:15 PM Switch Table Participants

3:15-3:45 PM Round Table Discussion

3:45-3:55 PM Break 2

3:55-4:25 PM Showcase Presentation 1

4:25-4:55 PM Showcase Presentation 2

4:55-5:00 PM Break 3

5:00-6:00 PM Governmental Agency Presentation

College of Humanitarian Logistics and Crisis Management

Th, May 8, 2014 10AM to 6PM Atlanta

Held the day prior to the 25th Annual POMS Conference

The College of Humanitarian Operations and Crisis Management will be hosting their third mini-conference on Thursday 8 May 2014 in Atlanta, Georgia, one day prior to the POMS 25th anniversary conference. Join us to explore new topics relevant to humanitarian operations and crisis management and to learn from both practitioners and academics. This is a great opportunity to meet with experts in this area that may inform and inspire your research!

COLLEGE MINI-CONFERENCES IN ATLANTA

College of Sustainable Operations Management

College of Supply Chain Management

Th, May 8, 2014

Held the day prior to the 25th Annual POMS Conference

The Colleges of Sustainable Operations and Supply Chain Management will be hosting a joint mini conference on 8 May 2014. Join us to discuss issues relevant to supply chain environmental sustainability and corporate social responsibility. We look forward to an interactive day with academic and industry representatives. A snapshot of our agenda is as follows.

- Pharmaceutical Industry Extended Producer Responsibility. Presented by Beril Toktay of Georgia Tech, and Paul Gardner, Executive Director of Recycling Reinvented.
- Visual Thinking Workshop. Presented by Cynthia Owens of Xplane. Learn how visual thinking can impact your teaching and consulting endeavors through this interactive session. Using examples from supply chain and sustainable operations, we will experience the benefits of this approach. Please come prepared to participate.
- Carbon and Water Footprinting. Charles Corbett, UCLA, and Greg Koch, Dir of Global Water Stewardship at Coca-Cola.
- Ph.D. Student Research Roundtable: An interactive exchange of research ideas between doctoral students and faculty.
- Challenges & Opportunities in the Apparel Supply Chain (labor practices).
- Corporate Social Responsibility in the Hospitality Industry.
- Omnichannel strategies & its repercussion for the supply chain (focus on transportation).

Sustainable Operations Student Paper Competition

Call for Applications

The Production and Operations Management Society (POMS) College of Sustainable Operations invites applications to the *2014 Student Paper Competition*.

The aim of the College of Sustainable Operations is to foster the creation and dissemination of knowledge to improve our understanding of the issues at the interface between sustainability and operations. The *Student Paper Competition* was started in 2010 to highlight the most promising doctoral student projects in the field of sustainable operations and provide visibility to the doctoral students carrying out this work.

The applications will be judged by the Award Committee. Up to four finalists will be selected. The proposals submitted for the competition will be evaluated based on the importance of the topic, the significance of the potential research contribution, and the appropriateness of the research approach. Up to two awards (a first place award and a runner-up award) may be given upon recommendation of the Award Committee. For the 2013 competition, first place carries a cash award of \$800 and the runner-up \$300. Winners will be announced at the 25th Annual POMS Conference in Atlanta, Georgia.

(Continued on page 7)

College of Service Operations Management

Th, May 8, 2014, 10 AM

Held the day prior to the 25th Annual POMS Conference

10:00-10:15 am Welcome.

10:15-11:00 am John Sparrow, Director, BoardWalk Consulting.

11:00-11:45 am Tammy Farley, President, Rainmaker Group.

11:45 am - 1:00 pm Lunch and talk by Paul Snyder, VP, IHG.

1:30 pm Bus departs for Delta's Engine Maintenance Services.

2:00-4:00 pm Delta's Engine Maintenance Services Tour.

5:00-6:30 pm Reception.

Add to your practical expertise by hearing engaging talks from three service executives.

John Sparrow is Director of BoardWalk Consulting, a company that recruits CEOs and other leadership positions for non-profit organizations and foundations. Previously, Mr. Sparrow was VP and General Manager of the Atlanta Symphony Orchestra from 2000 to 2012. He will talk about non-profit operations and the difficulties that arise when there are many stakeholders and when profit maximization is not the goal.

Tammy Farley is President of the Rainmaker Group, who produces revenue management software for casino hotels and other organizations. It is one of the nation's fastest growing private companies, jumping 31 percent in 2012 from its 2011 ranking on the Inc. 500|5000 list. Ms. Farley will discuss various revenue management applications.

Paul Snyder is VP of Corporate Responsibility - Sustainability at InterContinental Hotels Group (IHG). IHG includes many world renowned hotel brands such as InterContinental Hotels and Resorts and the Holiday Inn, and is doing leading work in the areas of corporate responsibility and sustainability. Mr. Snyder will speak about the integration of responsible platforms and activating these with hotel guests as well as colleagues.

In the afternoon we will tour Delta's Engine Maintenance Services Technical Operations Center and see firsthand the intricate operations at work. Delta TechOps is the maintenance division serving one of the world's largest fleet of planes. From their massive assembly shop to the multi-million dollar non-destructive testing facility where engine parts are inspected, the Center has many operational feats to observe. By employing the Theory of Constraints in their business processes, Delta TechOps' service focus delivers fast turn times, limiting the need for engine spares while reducing customer overall maintenance costs.

POMS DOCTORAL CONSORTIUM AND EMERGING SCHOLARS PROGRAMS

11th Annual Emerging Scholars Program

Sunday, May 11 – 7:00-11:00 am

To foster the development of new professionals pursuing academic careers, the emerging scholars program is targeted at untenured university faculty holding tenure-track teaching positions in the field of POM.

The half-day program's goal is to provide career-building advice in developing excellence in teaching, research, and service. The program is highly interactive and will feature internationally recognized senior OM scholars as discussion leaders.

The program will be limited to 16 participants. To apply you must hold a tenure track university position, be registered for the conference, and commit to attend. If you are interested, please register for the conference and send a short email describing what you hope to achieve through the program, stating your current academic position, along with a copy of your current vita on or before March 10, 2014.

Jack Kanet, University of Dayton, Chair

Mike Gorman, University of Dayton, Co-Chair

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between hospitals in the Chicago area (Shen et al. 2003). The bulk of later publications has focused on the supplier-distribution center-retailer chain structure.

- The literature on prepositioning strategies in humanitarian disaster relief has been growing rapidly (e.g., Salmerón and Apte 2010). However, prepositioning strategies for reacting to disaster demand spikes are still scarce for for-profit settings and they are inspired from most advanced OM work in humanitarian relief (Lodree et al. 2012).

Furthermore, there are specific issues exclusively pertinent to non-profit operations that require the development of new strategies and models, such as the management of donations (e.g., earmarked donations, gifts-in-kind, voluntary labor), the design of fundraising mechanisms, and the study of the fund allocation problem.

Is this just the beginning of a new stream of OM research?

Only the amount of this type of research published in the next few years will answer this question. However, we are already observing a variety of publications that represent a promising projection of this subfield of OM. During the past few years POMS has been one of the flagship outlets of this research and an example of this activity is the recent organization of a special issue in "Humanitarian Operations and Crisis Management" sharing the name with one of the POMS Colleges. Other Colleges (Healthcare OM, Supply Chain Management and Sustainable Operations) are directly connected to different areas in nonprofit operations fostering research linked to these topics. Additionally, a tutorial about "Nonprofit Operations" will take place during the 2014 POMS conference, where the potential of this type of research will be discussed. There seems to be a long way to go in the field of nonprofit operations, who wants to join the ride?

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Doctoral Consortium

Sunday, May 11 – 1:30-5:00pm, Room: TBA

The purpose of the Consortium is to help doctoral students maximize their chances of having a successful academic career in our globally competitive environment. Various perspectives on finding the right position and becoming an excellent researcher and teacher will be explored by having a mix of junior and experienced faculty provide their advice and direction. This year, we have again a **dynamite** panel. All speakers will have an interesting story to tell. With their combined experience, the panel will be able to answer all your questions about 'life after obtaining a PhD'. (Yes, there is one!)

Applications from Ph.D. students are now invited. To prepare to participate to the Doctoral Consortium, you must submit (1) your one-page resume and (2) a one-page non-technical summary of your thesis research. For both, the font should be 12 points, you should have letter format and margins of 1 inch to the left and right. For the summary of your research, you write should on top of the page your thesis title, name, e-mail and affiliation. You cannot have more than 33 lines, see below for the template. You should rigorously stick to the format described. Please do not write any confidential information in the summary. Writing a non-technical summary will be helpful for you to talk to potential employers, your peers and the panelists about your research. Please e-mail your summary and resume as a two-page pdf file to: Susan Compton, Susan.Compton@chicagobooth.edu, **by April 1st**. The name of the pdf file should be: FirstName_LastName.pdf. For example, Laurens Debo would submit the file Laurens_Debo.pdf.

Acceptance letters will be sent out by April 15th, 2014. There is no additional cost to students for attending the Consortium, but all participants must be registered for the POMS conference.

If you have questions, please contact the Chair of the 2014 POMS Doctoral Consortium:

Laurens Debo

University of Chicago Booth School of Business

Laurens.Debo@ChicagoBooth.edu

COLLEGE OF PRODUCT INNOVATION AND TECHNOLOGY MANAGEMENT



College of Product Innovation and Technology Management

(PITM) 2013 Conference

Submitted by Svenja Sommer, HEC Paris

The College of Product Innovation and Technology Management held its bi-annual mini-conference on Saturday, October 5th, 2013, at the Carlson School of Management, University of Minnesota. This year's conference benefited from its location in Minneapolis and the academic resources of the Carlson school.

The first part of the conference was dedicated to cutting edge thinking from practitioners and academics, outside of the PITM community. Simone Ahuja, co-author of the best-seller *Jugaad innovation* spoke a frugal, flexible and inclusive approach to innovation inspired by emerging markets.

This was followed by a talk on "The Importance of Play and Humor in Product Innovation" by Barry Kudrowitz, a product designer, inventor, and scholar at the forefront of design pedagogy and research from the College of Design at the University of Minnesota. The talk included humor based exercises which left the audience marvelling at both Barry's exceptional communication style and the power of humor in innovation.

After a short break, Lars Oddson, the Director of Research of Courage Kenny Rehabilitation Institute, discussed his institute's novel approach to innovation incubation and business development. In his presentation "Managing the Innovation Process" Andy Van de Ven, a pioneer in the field of management of innovation and change and the Vernon H. Heath Chair of Organizational Innovation and Change at the Carlson School of Management, drew on his extensive research of innovation processes within firms. Finally, Steven Chillsczyn, Vice President of Corporate Technology Development at Stratasys Ltd., a world leader in 3D Printing, offered his insights as to how "3D printing and Additive Manufacturing is Changing the Way We Innovate and Manufacture Products".

The conference closed with a panel of editors responsible for processing product innovation and technology management manuscripts. We thank Cheryl Gaimon, the Department Editor for the Management of Technology Department for Production and Operations Management, Stelios Kavadias, the Department Editor for the R&D, New Product Development and Project Management department of Production and Operations Management, and Moren Levesque, the Department Editor for the Technology & Innovation Management department of IEEE Transactions on Engineering Management, for their insights

Program Committee:

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College of Product Innovation and Technology Management (PITM) 2013 Best Student Paper Award



PITM is proud to announce the winner and runner-up for the 2013 POMS PITM Best Student Paper Award (recipients were honored at the PITM Mini-Conference in Oct, 2013).

• **Winner:** Joel Wooten (University of South Carolina)

Title: "The Impact of Visibility in Innovation Tournaments: Evidence from Field Experiments", co-authored with Karl Ulrich (Wharton School at University of Pennsylvania)



• **Runner-Up:** Katrin Eling (Eindhoven University of Technology) Title: "Performance Effects of Combining Rational and Intuitive Approaches in Making Fuzzy Front End Execution Decisions", co-authored with Fred Langerak (Eindhoven University of Technology), and Abbie Griffin (University of Utah)

The winners were announced, and presented their work, at the PITM mini conference in Minneapolis on Saturday, Oct. 5, 2013. Congratulations!

Sebastian Fixson, VP for Honors & Awards

(Continued from page 10)

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NONPROFIT OPERATIONS



Gemma Berenguer
Krannert School of Mgmt, Purdue U,
gemmbaf@purdue.edu

In recent POMS conferences a large number of sessions, plenaries and workshops have been devoted to nonprofit operations. As an example, one of the sessions in the 2013 College of Supply Chain Management miniconference was devoted to “health supply chains in developing countries”. It covered issues such as the slowness of diffusion of innovation in global health care (Ravi Anupindi), how to measure performance of different health programs via a benchmarking mechanism (Ananth Iyer), and how to deal with funding uncertainty in the delivery of ready-to-use therapeutic food (Jay Swaminathan). All these challenges are important since they are strongly linked to the ability of improving efficiency and responsiveness in the nonprofit operation at hand. In dealing with ways to improve these operations one might think of the following questions to determine the span of the issues:

- Can these nonprofit services be operated by for-profit organizations? If so, would the challenges and their causes be the same as the ones for nonprofit services?
- Are the challenges described unique in global health care or do they recurrently appear in other nonprofit settings?

Nonprofit operations are present in a variety of situations, from school feeding programs (Kretschmer et al. 2013) to the delivery of health products in developing countries referred to above. This article claims there is value in formally studying nonprofit operations as a distinctive type of operation, analyzing their major challenges and seeking strategies and tools to address these challenges. Let’s get started with an opening question:

Are nonprofit operations distinctive from for-profit counterparts?

In many aspects they are similar, but nonprofit operations have some important features that distinguish them from for-profit operations. The most obvious difference is the absence of the for-profit motivation to provide the good or service to the end beneficiaries. This lack of profitability can be enforced through the “nondistribution constraint”, which prevents the net earnings obtained from running the operation from being assigned to individual purposes (Hansmann 1980).

Another distinctive feature is described in “The law of nonprofit complexity” (Anheier 2000) which states that nonprofit operations tend to be more challenging than their for-profit counterparts. This is due to the more difficult environments in which they operate and their more complex internal components.

The market failure theory explains why nonprofit operations tend to be implemented in more difficult environments such as providing service to the socially excluded or to difficult to reach geographical areas. This theory claims that the for-profit sector fails to efficiently provide the service or good under these environments due to issues such as information asymmetry, non-competitive markets, high bargaining costs, capital market imperfections, and externalities. In response the public sector provides public goods and the third sector operates when these

public goods are scarce.

As for their more complex internal components, nonprofit operations are organized by a larger diversity of stakeholders (e.g., board members, staff members, volunteers, clients, and beneficiaries) and multiple revenue sources (e.g., donations, fees, charges, subsidies, and grants) than for-profit operations. Even in the simplest version of a nonprofit supply chain (Figure 1) one can observe some peculiarities compared to the supplier provider-customer structure of most for-profit supply chains. The upstream portion of the chain is composed of donors alongside the regular suppliers. The downstream portion is composed by beneficiaries who might be subject to particular pricing schemes that often set prices below the marginal cost of service. These unique stakeholders of the nonprofit supply chain trigger new relationships, challenges and solution strategies which are further described below.

Figure 1. Simplified scheme of a nonprofit supply chain.



Recurrent challenges and solution strategies

Nonprofit activities are common in areas such as health care, humanitarian relief, community services, and education. While each area has its own operational issues, there is value in studying all types of nonprofit operations together since they share similar particularities, challenges, and solution strategies. Recognizing this value, Berenguer et al. (2014), describes some of the most recurrent challenges in nonprofit operations and solution strategies to address them. The recurrent challenges this paper discusses are (Berenguer et al. 2014):

- Lack of a single performance measure.
- Limited or uncertain funds, supply, or resources.
- Allocation when demand exceeds supply.
- High value of loss and stockout costs.
- Lack of intra- and inter- organization collaboration.

A direct source of strategies and mathematical models to address nonprofit operational challenges are the tools originally developed to address issues encountered in the for-profit sector, but these tools are not always the best fit to address the nonprofit challenge at hand. Fortunately, the stream of nonprofit operations is expanding with the development of novel strategies and models genuinely motivated by nonprofit operations. In turn, some of this work is even motivating new ways to improve for-profit operations, for example:

- The joint inventory-location problem in supply chain design was motivated by the need to improve platelet distribution

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REMEMBERING LINDA SPRAGUE (1938-2013)

**Remembering Linda Sprague (1938 – 2013)**

On September 9, 2013, the field of operations management lost a unique and groundbreaking colleague and friend. Linda Sprague was a true pioneer, never accepting the status quo and always spiritedly pushing boundaries. Linda was one of less than 1% of women in her freshman class at MIT in the 1950s and was among the first three women to earn a DBA from Harvard

Business School in the 1970s. In 1982 she was the first woman elected President of the Decision Sciences Institute and in 1991 was the program chair for the first International DSI Meeting in Brussels. She held faculty positions at Rollins College, the China-European International Business School (CEIBS), the Whittemore School of Business & Economics at the University of New Hampshire, Cranfield University, Stanford University, IMD, and IESE, and was a Founding Professor of the National Center for Industrial Science & Technology Management (at Dalian), China.

Linda was never one to talk about her accomplishments; still, they shone through in many of the stories she told. And Linda was a great story teller. One of her favorites was about her freshman year at MIT. She had been elected by her classmates to represent her section at a dinner meeting for freshman held at the MIT Faculty Club. However, when she showed up, they didn't know what to do with her because at that time the Faculty Club was for men only. But Linda held her ground, stating that she was the duly elected representative of her section and therefore must be admitted. They capitulated and let her in – but put her at the back of the dining room at a table for one surrounded by a wall of curtains so no one could see her. That didn't stop Linda, though. She wrote her questions on slips of paper, which the waitress thoroughly enjoyed delivering to the head table.

In 1960 Linda married Chris Sprague, whom she'd met at freshman orientation at MIT. They had two children, James and Barbara. Chris died in 2005 from the long-term complications of the massive stroke he suffered in 1977.

As her career progressed and accomplishments grew, Linda continued to be the epitome of the OM thinker. She served tirelessly on committees in several professional organizations and never hesitated to roll up her sleeves and do the work. She was always the voice of the practical, insisting that academic OM should be helping industry solve real problems rather than writing esoteric papers full of complicated models intended to impress other academics but with little real world value. She did not suffer fools.

Linda was also always very generous with her time. For more than a decade she hosted an annual holiday dinner for colleagues at her home in Cambridge and loved showing off the latest cookbooks or kitchen gadgets she'd picked up. She always found time to meet with a student doing a research project or have lunch with a businessperson seeking advice on doing business in China.

When we were asked to write about Linda, we quickly realized that, to really honor her, we needed to involve more of her colleagues and friends. We knew there would be many who would also want to share their memories about both Prof. Sprague the

leader and Linda the person we loved and valued so much.

—— Mark Davis, Bentley U —— Janelle Heineke, Boston U

I first met Linda, in the mid-1970s when we drove down together to New York for the first IBM Conference on MRP. During the drive Linda talked about her upbringing as the daughter of a Vermont stone-cutter, her experiences as one of the few women in the programs at MIT and Harvard, and her aspirations to be both a good mother and academic.

At the conference, Linda was the only woman in a group of about 30 men. Her practical knowledge of manufacturing, great questions and wonderful sense of humor made the IBM conference an especially informative and memorable event. She led the discussions both during and after the conference to the point where she became the Capo of the MRP Mafia.

Throughout her career, Linda continued to do what she did at that IBM conference. She was there at every meeting of POMS, APICs or DSI, pushing new ideas along, reminding us of our roots in industrial engineering and of the need to be practical in all that we did as teachers and researchers.

Lillian Gilbreth, the Grand Dame of Industrial Engineering, was Linda's idol. Like Gilbreth, Linda contributed passion and an ability to bring people together around important ideas along with substantive contributions to the field. Linda will always be the Grand Dame of Operations Management.

Jeff Miller, *Pror Emeritus, Boston U School of Management*

Ah, Linda Sprague! Who can forget the white wine nights in some hotel bar, as she told of her adventures about one project or another. Or the look on her face when she described the antics of one of her students, clients, or even colleagues. She explained that her use of overhead transparencies in a presentation was simply an application of her "acoustic" PowerPoint capability. She proudly claimed that she and her husband Chris oversaw the demise of their fields (Operations Management and Information Technology) while they were both teaching at Stanford. A delightful colleague, generous friend, entertaining storyteller and creative contributor, Linda made a difference.

Clay Whybark, *Academic Advisor, Inst for Defense & Business*

Linda's impact on Operations Management research in the last few decades has been invaluable. Both her original and far-reaching ideas expressed in papers and conferences and her inimitable and tireless work in leading roles of academic communities profoundly influenced her favorite research areas. In ISIR she functioned in many different roles, including President, and was perhaps the most vibrant actor of our gatherings. Her particular humor and deep and sincere interest in other people put her in the center of every get together.

Attila Chikán, *Professor, Corvinus University of Budapest*

I had the greatest respect for Linda. She was always full of fun and great ideas. I particularly enjoyed her work on the evolution of operations management, which brought together a well-developed set of ideas about the history of OM.

—— Andy Neely, *Professor, University of Cambridge*

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ONE-MINUTE BOOK REVIEWS

(Continued from page 13)

Linda was forever the MIT engineer determined to put her stamp on the field. The Operations Management Assoc. was one example of her determination to raise the profile of the Operating Manager to a Sr. corporate level. Linda felt strongly that there should be an organization devoted to OM that was focused on its strategic aspects rather than the more quantitative tightly controlled works published in academic journals.

Linda's strong personality developed through her education at a time when women were rare in the field of engineering. She was proud of her achievements, often in the face of adversity. She had a very dry sense of humor that she used with great effect. Yet those of us who knew her often saw a softer side.

Above all, Linda was a great contributor to the field of Operations Management. She was a tireless worker who willingly and successfully took on a wide spectrum of leadership roles. She was the fuel that made things happen.

-----Ivor Morgan, Professor, Babson College
Although I had known Linda from the beginning of the MRP Crusade (I was with her, and the rest of the "new Copernicans" (her modest term) at IBM), my children had never met Linda before we moved to Dalian in 1980. As fate would have it, we lived across the hall from Linda. For my children, meeting her for the first time was a life-altering experience. She emanated smartness and discipline. For our kids, half intimidated and half fascinated, real rapprochement with Linda came when they accompanied us on our factory visits and, at ages 4, 7 and 9, asked questions that we really wanted to ask but were too discrete to attempt. They asked about productivity, efficiency, inventories & all the issues that made Linda's heart grow fonder. They took notes (at least the oldest one did) and we learned much. Out of such collaboration knowledge is generated.

My hope is that now, 35 years later, this brush with greatness reminds our children what one very-smart, very-determined woman could accomplish when all of the odds were against her! Linda was one of a kind and we all loved her for her uniqueness in a society where, at the time, uniqueness was woefully underrepresented.

----- Bill Fischer, IMD

We, of course, have our own favorite stories. We remember one where Linda had traveled to some international destination – but her luggage failed to join her. Not wanting to miss the opening dinner, she knocked on a colleague's door, asked to borrow a white dress shirt and tie, donned the shirt, belted it with the tie, put on her high heels and went to dinner!

Despite her sense of humor, Linda also had strong opinions on just about everything and she never hesitated to let them be known. However, even when we held opposing views (especially regarding politics!) it never affected our friendship.

We visited with Linda several times in the last couple of years. She knew she had Alzheimer's and, in typical Linda fashion, talked about it very openly and accepted it when it was time to leave her home and move into assisted living. Even as her memory failed she continued to tell those wonderful stories

that we all liked to hear.

Linda was a very special person who truly affected the lives of many of us within the operations management community – academics and practitioners alike around the world. Her presence, her sharp mind, her dry sense of humor, and especially her stories, will truly be missed.

----- Mark Davis, Bentley U ----- Janelle Heineke, Boston U



One-Minute Book Reviews

by Liam O'Neill

U of N. Texas Health Science Center

Review of: **Healthcare Management Engineering: What Does This Fancy Term Really Mean?: The Use of Operations Management Methodology for Quantitative Decision Making in Health Care Management and Economics**

This is a concise and pithy book at only 121 pages, yet it is chock full of good ideas. The author seems to have actually read and built upon the vast literature in this area. It may be too mathematical and concise to be used as a textbook. The examples are well-grounded based on the author's many years of practical experience in hospitals.

Overdiagnosed: Making People Sick in the Pursuit of Health

If you are considering having any cardiac procedure, you should first read this book! The authors argue persuasively that we are over-doing it with regard to screenings and treatment. The authors take a skeptical view and argue that all the "violence" done to our coronary arteries have produced limited benefits at best, as compared to the less aggressive course of diet and exercise. The authors cite numerous studies to support their arguments. After reading this book, women may choose to forgo getting mammograms without feeling guilty about it.

Review of: **Unaccountable: What Hospitals Won't Tell You and How Transparency Can Revolutionize Health Care.**



Here is the latest addition to the familiar genre of the "tell-all" books by physicians, to expose the hidden side of medicine. Fortunately, the author goes way beyond recounting war stories from medical school and residency training. Some of the material may be familiar,

such as New York state's publishing the mortality rate for CABG surgery during the 1990s. Throughout the book there is an exasperation that even a renowned surgeon and insider like Makary cannot bring about a change in the culture of secrecy. It is timely and a quick read, a persuasive plea for greater transparency in health care.

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