

POMS

CHRONICLE

SECOND ISSUE 2017

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Professor Manoj Malhotra, 2017 POMS President
Dean and Albert J. Weatherhead III Professor of Management
Weatherhead School of Management
Case Western Reserve University
Cleveland, OH, USA

Dear POMS Members:

As another year comes to an end along with my term as the President of our Society, I cannot help but look back at the intervening months. It has been a year of change and growth for both POMS and myself. The Annual Meeting in Seattle was a great success under the leadership of Asoo Vakharia as the General Chair. It is with great satisfaction that I note that every year we set records for attendance, papers presented, and special invited sessions and workshops held. The impact of POMS is global, and felt through its flagship journal and annual conferences. We are similarly looking forward to another great annual meeting in Houston in May 2018 with Subodha Kumar serving as the General Chair.

As many of you know, I myself transitioned this year to become the Dean of the Weatherhead School of Management at Case Western Reserve University after nearly 28 years at the University of South Carolina. It has been a great learning experience, and I have had an opportunity to meet several outstanding individuals both within and beyond my new school. I have also learned that my background in operations and supply chain management has been very useful to me in properly evaluating the strengths and weakness of my organization, identifying pathways to future growth opportunities, and better understanding the underlying processes that are critical to successful change and transformation. The study of operations management allows one to understand how different parts of any system relate to one another, and how managing the interfaces between them is as critical as managing the different parts themselves in achieving superior performance. Even as some operations management scholars continue to play prominent roles in leadership positions at top schools, I have often wondered why relative to other functional areas, more faculty from our field do not gravitate towards senior administrative roles in academic organizations. I would encourage us to do so. While our background does not guarantee success, it does give us enough experience and tools to potentially transform organizations.

It has been my honor and privilege to serve as the President of POMS. I intend to continue my involvement with the society and serve it in whichever capacity I can help. POMS has established great traditions, and we must continue to build upon them for the future. On a personal level, I am looking forward to meeting you in Houston next year. I also wish you much success and personal growth in the years to come. ■

2018 Annual Conference

POMS 29th Conference
May 4-7, 2018
Houston, Texas, USA



General Chair:
Subodha Kumar (Temple University, USA)

Program Chairs:



Emre Demirezen
(U. of Florida, USA)

Funda Sahin
(U. of Houston, USA)



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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.

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

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

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POM Journal

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

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

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POMS 29TH ANNUAL CONFERENCE

POMS 2018
H★USTON

Expanding Boundaries
 of POM

29th Annual Conference · May 4-7, 2018



FROM THE EDITORS



François Giraud-Carrier
POMS Chronicle Co-Editor

University of Illinois at Springfield, Springfield, IL



Karthik Ramachandran
POMS Chronicle Co-Editor

Scheller College of Business
Georgia Tech, Atlanta, GA

Dear fellow POMS member:

If you are planning to make the long flight to the land Down Under for the POMS 2017 International Conference in Sydney, why not take the POMS Chronicle with you to read on the plane? But if you are not making the long trip to Sydney, think of all the time you will have to read the Chronicle!

This issue is dedicated to the POMS 2017 Annual Conference in Seattle. As you know if you attended, the conference was a resounding success (as expected). The buffet dinners were at times a bit difficult to reach, but that's only because there were so many of us. It was sure nice to see everyone!

We have included in this issue several contributions from the program co-chairs, the officers of our various colleges (who have all been very busy) and even Ph.D. students who attended the doctoral consortium. (For many of us, it's been a long time since we attended a doctoral consortium.) These conference reports contribute to creating a record of the progress of our society. They also provide an opportunity to take stock. We hope they will be helpful in planning future events.

As in years past, several of our members received a variety of awards during the conference. They are recognized in this issue. We congratulate them warmly. As is customary, we publish in this issue the interviews of the 2017 POMS fellows, Kathryn E. Stecke from UT Dallas, and Asoo J. Vakharia from the University of Florida.

As we move forward, we are pleased to announce the creation of a new POMS college, the College of Operational Excellence, to provide a platform for POMS members interested in process improvement methodologies such as lean production, six sigma, quality management, and ISO 9000. The college held its inaugural mini-conference in Seattle the day before POMS Annual Conference. This delightful addition is the eighth member in the family of POMS colleges.

We are also very excited to announce the launch of a new general management magazine, the *Management and Business Review (MBR)*. Created by Wally Hopp (University of Michigan) and Kalyan Singhal (University of Baltimore), MBR is endorsed by 10 business schools from around the world. Do not miss the article by MBR's founding editors on page 16. The MBR can serve as a vehicle to disseminate your research to practitioners.

POM JOURNAL AWARDS



Kalyan Singhal
Editor, POM Journal
University of Baltimore



Subodha Kumar
Deputy Editor
Temple University

The POM Journal editorship recognized the following researchers for their outstanding contributions to the journal in 2016:

Best Senior Editor Award:

- **Gopesh Anand** (U. of Illinois at Urbana-Champaign): Global Operations Strategy
- **Kyle Cattani** (Indiana U.): Supply Chain Management
- **John Gray** (Ohio State): Industry Studies & Public Policy
- **Hans Sebastian Heese** (NC State): POM-Marketing Interface
- **Manpreet Hora** (Georgia Tech): Management of Technology
- **Brian Jacobs** (Michigan State): Sustainable Operations
- **Mirko Kremer** (Frankfurt School): Behavioral Operations
- **Nicos Savva** (London Business School): Healthcare OM
- **Arvind Tripathi** (University of Auckland): POMS-IS Interface

Best Reviewer Award:

- **Robert Batt** (U. of Wisconsin-Madison): Healthcare OM
- **Suvrat Dhanorkar** (Penn State): Sustainable Operations
- **Hong Guo** (Notre Dame): Management of Technology
- **Kinshuk Jerath** (Columbia): POM-Marketing Interface
- **Benn Lawson** (Cambridge): Industry Studies & Public Policy
- **Anton Ovchinnikov** (Queen's): Behavioral Operations
- **Liangfei Qiu** (U. of Florida): POM-IS Interface
- **Antti Tenhiala** (IE Business School): Global Operations Strategy. ■

In addition to submitting your work, you may also consider joining the editorial team.

In conclusion, we would like to recognize the efforts of the many contributors who work with us to produce each issue of the POMS Chronicle. No less than 20 contributors participated in this particular issue (excluding the editors and POMS VP for Publications, Haresh Gurnani from Wake Forest University). Their names are listed on page 2. Without them, there would be no Chronicle. We thank them for their excellent, dedicated work. ■

POMS 2017 CONFERENCE REPORT BY THE PROGRAM CO-CHAIRS



Apurva Jain
University of Washington



Masha Shunko
University of Washington

By the POMS 2017 Program Co-Chairs

The 28th Annual Conference of the Production and Operations Management Society (POMS) was held in Seattle, WA. As in the past, the conference continues to grow in size and reach. POMS Seattle continued this trend with a total of 2,083 abstracts submitted resulting in a schedule of more than 1,600 talks in 504 sessions organized under 31 tracks. 1,734 participants registered for the conference from over 40 countries, continuing the proud POMS tradition of attracting global participation.

The theme of POMS 2017 Conference was “Global Operations: Emerging Horizons, Social Good, and Technology.” The Conference General Chair in collaboration with the Program Co-Chairs defined this theme and designed a program around it. The theme highlighted the unique opportunity for the POM community to leverage its traditional strength in technology-driven decision making for the greater good of the people in emerging economies around the globe. The Seattle area, home to leading organizations in the fields of technology and philanthropy, was particularly suited to support this year’s theme.

The conference program was interspersed with four plenary sessions each of which addressed issues of technology, social responsibility and globalization. Based on his experiences around the globe, Professor Hau Lee of Stanford University shared examples to motivate discussion of operational themes in corporate boardroom discussions. Professor Jayashankar M. Swaminathan from UNC Chapel Hill drew lessons from his projects about how to orient OM research towards enabling a better world. Jerry Knobon, Corporate Vice President of Manufacturing at Microsoft, gave examples of how Microsoft is propelling digital transformation in its manufacturing operations. Robert Young, Group VP at Toyota, showed how Toyota is taking its unique The Toyota Way approach beyond its manufacturing and supply chain operations.

The real heart of the POMS conference is in its research sessions. Track chairs are the people who are responsible for inviting and organizing these sessions. Due to the efforts of the Program Co-Chairs, an excellent group of scholars were recruited as track chairs. These individuals not only represented a high degree of research accomplishment in their areas of expertise but also facilitated development of a program with an incredible diversity of topics. Track chairs were selected in close coordination with POMS colleges and we encourage the reader to check the complete list of track chairs at the [conference website](#).

POMS is always open to showcasing new and emerging areas of research. For the first time, the conference had tracks in OM and Sports Management, OM and Agriculture, and OM in the Public Sector. Some of the other unique sessions included presentations and discussions on Paradigms for Parity in Advancing Women Leadership in Supply Chain, Establishing Trust, and Trustworthiness in Global Supply Chains. This year’s e-debate, organized and moderated by Professor Sriram Narayanan (Michigan State) on the topic “Can supply chains do “social good” yet be efficient?”, was very well received. Other continuing program features included the Emerging Scholars Program organized by Professor Jack Kanet (University of Dayton) and the Doctorial Consortium organized by Professors Eve Rosenzweig (Emory University) and Diwas KC (Emory University).

The Seattle conference also embodied the spirit of dialogue between the academia and industry. The Practice Leaders Forum, organized by Professors Nicole DeHoratius (University of Chicago) and Mohan Sodhi (City University of London), featured speakers from Kaiser Permanente, Quantum Retail, HKRITA, CCI Inc., Toyota and Nestle. The Inventory Management track organized a session on practical issues featuring speakers from Amazon.com. The college mini-conferences too had opportunities to engage with speakers from a variety of local companies like Costco and REI, in addition to industry tours to Boeing and Microsoft.

Organization of POMS Seattle conference was a large-scale enterprise relying on collaboration of volunteers networking from all across the world. The success of this effort rests mainly on a set of core group of volunteers and processes that is maintained and led by Professor Sushil Gupta (Florida International University). None of this will be possible without his institutional knowledge and stewardship. Other individuals who also contributed extensively to the success of the meeting were Professors Bharat Kaku, VP-Meetings (Georgetown University); Shailesh Kulkarni, VP-Sponsorship (University of North Texas); Ken Klassen, Scheduling Chair (Brock University); and Karca Aral, Program Book Editor (Syracuse University).

It was a great pleasure to welcome the POMS community to Seattle. We are looking forward to seeing everyone in Houston in 2018 for the 29th Annual POMS Conference. ■

POMS 2017 AWARDS



Submitted by **Sushil Gupta**
POMS Executive Director
Florida International University

2017 POMS Fellows Award, the highest award that POMS bestows on its members, is intended to recognize POMS members who have made exceptional intellectual contributions to our profession and Society through their research and teaching. (Read the fellows' interviews in this issue):

- **Kathryn E. Stecke** UT Dallas
- **Asoo J. Vakharia** University of Florida

Martin K. Starr Excellence in POM Practice (E-POMP) Award

is given to recognize outstanding contributions by POM practitioners for making advances in the practice of POM, promoting the profession, producing exceptional impacts, and building a linkage between industry and academics.

- **Dr. Alexander (Alex) Brown**
Vice President of Supply Chain at Xilinx

Sushil K. Gupta POMS Distinguished Service Award

is given to recognize outstanding service to POMS.

- **Christopher (Chris) S. Tang** UCLA

Wickham Skinner Awards

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

2017 Best Paper Awards: The awards are given for the best paper published in Production and Operations Management during the previous year. Papers are judged on overall quality with careful attention given to both relevance and rigor.

Winner - Tie

- Information Reliability in Supply Chains: The Case of Multiple Retailers, Production and Operations Management, Vol.25, 548-567. **Eirini Spiliotopoulou** (Vrije Universiteit Amsterdam), **Karen Donohue** (University of Minnesota), **Mustafa Cagri Gurbuz** (Zaragoza Logistics Center)
- Interventions for an Artemisinin-based Malaria Medicine Supply Chain, Production and Operations Management, Vol.25, 1576-1600. **Burak Kazaz** (Syracuse University), **Scott Webster** (Arizona State University), **Prashant Yadav**, (University of Michigan)

Runner-Up

- Technology Choice and Capacity Portfolios under Emissions Regulation, Production and Operations Management, Vol.25, 1006-1025. **David F. Drake** (Harvard), **Paul R. Kleindorfer** (INSEAD), **Luk N. Van Wassenhove** (INSEAD)

2017 Early-Career Research Accomplishments Awards

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

- Winner: **Antonio Moreno-Garcia** Northwestern University
- Runner-up: **Vishal Agrawal** Georgetown University

2017 Teaching Innovation Award

The purpose of this award is to recognize impact and innovation in Production and Operations Management instruction. In their evaluation of the materials submitted, the judges give primary attention to: (1) evidence of pedagogical excellence, (2) evidence of creativity and/or innovation and (3) evidence of impact.

- **Christian Terwiesch** University of Pennsylvania

The Emerging Economies Doctoral Student Award

has been created to establish institutional linkages to future scholars in emerging economies, and to encourage their development and connection to the Production and Operations Management Society.

Winners

- **Yusuf Kiwala** University of Pretoria, South Africa
- **Shan Wang** Shanghai Jiao Tong University, China
- **Eduyn Lopez-Santana** Universidad Distrital Francisco José de Caldas, Colombia.

Finalists:

- **Anthony Tibaingana** Makerere University, Uganda
- **Andre Seidel** Universidade Federal do Rio Grande do Sul, Brazil
- **Zhaowei Hao** Peking University, China
- **Luis F. Macea** Universidad del Norte in Barranquilla, Columbia ■

2017 POMS FELLOW KATHRYN E. STECKE

Professor Kathryn E. Stecke from the University of Texas at Dallas, was elected as the 2017 POMS fellow based on her significant contributions to the POM field in terms of research, teaching, and service.



Dr. Kathryn E. Stecke teaches in the Naveen Jindal School of Management at the University of Texas at Dallas as the Ashbel Smith Professor of Operations Management. Previously she taught for 21 years at the University of Michigan Business School. She received an M.S. in Applied Mathematics, and an M.S. and Ph.D. in Industrial Engineering from Purdue University.

She has authored numerous papers on various aspects of Flexible Manufacturing Systems (FMS) planning and scheduling in numerous journals including *The FMS Magazine*, *Material Flow*, *International Journal of Production Research*, *European Journal of Operational Research*, *IIE Transactions*, *IEEE Transactions on Engineering Management*, *Annals of Operations Research*, *Performance Evaluation*, *International Transactions on Operational Research*, *Naval Research Logistics*, *Journal of Operations Management*, *Production and Operations Management*, *Manufacturing and Service Operations Management*, *Management Science*, *Operations Research* and several proceedings and book contributions. She is an INFORMS Fellow. She is/was the founding Editor-in-Chief of both the *International Journal of Flexible Manufacturing Systems* and *Operations Management Education Review*. She is on the Editorial Board, Area Editor, or Associate Editor of many journals. She was on the POMS Board of Directors (April 2006–April 2008 and April 2014–April 2016). She served on the Board of Directors of INFORMS as Vice President from January 2003 to December 2004 and also served on the Board of Directors of INFORMS from January 1999 to December 2001.

Purdue University's School of Industrial Engineering honored Dr. Kathryn Stecke, Ashbel Smith Professor of Operations Management, at a banquet April 27, 2016 with an Outstanding Industrial Engineer Award, a special recognition given to alumni who have "demonstrated exemplary accomplishments, leadership and service to community." The award is the second Purdue alumni laurel bestowed. In 2014, she was named a Distinguished Woman Scholar, an honor that recognizes doctoral alumnae who have made significant contributions in their academic and professional communities, and who, a spokesperson said, "serve as role models to all of our scholars in the making." As the first engineer to receive the Distinguished Woman Scholar Award, Kathy is the only person to have earned both alumni accolades. Kathy graduated from Boston State College (now part of University of Massachusetts Boston) with a bachelor's

degree in mathematics and earned its alumni Education for Service Award in 2015.

In February 2004, INFORMS compiled a list of 475 papers that have 50 or more citations from all papers published in the journal *Management Science* in the last 50 years. All of her *Management Science* papers are on this list. Then INFORMS selected 50 of these as those papers that "represented the most significant research published in *Management Science* the last ½ century". One of her papers is on that select list. ■

Interview of Kathryn Stecke

By the POMS Chronicle Editors

POMS Chronicle Editors (PCE): *Congratulations on being elected as a POMS Fellow. How do you feel about receiving this prestigious award?*

Kathryn Stecke (KS): Thank you. I am very honored as well as humbled by this selection for the POMS Fellow Lifetime Achievement Award in 2017. It obviously is very exciting and moving to have been selected by my esteemed POMS colleagues.

PCE: *Can you highlight some formative experiences you had as a scholar in Operations Management?*

KS: I initially had no idea about what I might want to do with my life. Indeed, I could have majored in most areas in undergrad school. All was interesting to me. Math was fun, and I had to choose something then. I started my graduate experience as a master's student (while in the Mathematics PhD program) at Purdue University. Early on, I felt an interest in solving real problems, so I chose "Applied Mathematics" as my area of interest there. Well the courses with that name were mostly proving theorems ... fun, but didn't seem like an application. I checked out other departments, and found my interest in Operations Research with Purdue's Industrial Engineering department. On to another master's and PhD focusing on actual problems in setting up, planning, and tooling flexible manufacturing systems. Early courses with some of my I.E. professors like Jim Solberg, Tom Morin, and Alan Pritsker helped to develop my applications interests and provided me with tools to solve these real problems.

Early on in my 1st job at the Michigan Business School, I took some OM faculty and PhD students to tour the FMSs at vendor Cincinnati Milacron. That's where I learned that my models and publications were being used and implemented by industry. A woman who prepared for our visit by reading my early *Management Science* papers and others took me aside early on. She

(Continued on page 7)

INTERVIEW WITH 2017 POMS FELLOW KATHRYN STECKE

(Continued from page 6)

said she had said to herself “this woman is going to think we plagiarized her work”. I was happy to see my models used and applied in industry. It motivated my further interest in applications.

PCE: *We know the highlights of your career. Are there any particular projects or events that you recall as your personal highlights?*

KS: After finishing my master’s thesis in Industrial Engineering studying and solving system setup and tooling problems for a particular FMS (Sundstrand/Caterpillar), I was trying to generalize that particular industrial experience. It was a day during a historical humongous blizzard in Indiana when I had an uninterrupted long time and structured the nonlinear integer formulations that would solve the FMS setup (tooling) problems for various objectives. No one could walk or drive and school was closed ... but I didn’t know that when I went there. I recently saw reference to that record midwest snow storm ... a memorable few days for me.

PCE: *What are you most passionate about your current work?*

KS: This century, I’ve worked on a variety of interesting problems in the operations/marketing interface area, with my former PhD students and junior colleagues. It’s been fun adding operations aspects into traditional marketing problems, like adding capacity constraints to bundling problems. Operations aspects have been brought into traditional marketing problems such as advance selling, lead time/price quotation, competition and cannibalization, defining new brand equity measures, bundling, and others. For this, I’d like to acknowledge some of my former PhD students and colleagues, such as Xuying Zhao, Qingning Cao, and Bo Huang, who taught me a lot about these important marketing issues.

A more recent topic has gotten me interested in manufacturing problems again. Seru production systems, like all production systems, are appropriate for certain types of products and processes. With shorter product lifecycles and various volume requirements, the Japanese electronics industry had a hard time assembling products using assembly lines and traditional systems like the Toyota Production System. So assembly lines were dismantled and production used serus instead. More about this shortly.

PCE: *Looking back, do you have any advice for PhD students or junior faculty who want to do impactful research? What skills and abilities should they develop to do high quality work?*

KS: It has been great that so much recent research focuses on solving real problems. But to do this right, one needs to fully and completely understand the potential application. I often (and recently) got asked about potential research projects and topics, and the conversation goes like this. “I want to solve a

real problem. I would like to use game theory.” Nope. You need to totally understand the application, define possible real scenarios, and then define a real problem. This should take a long time. After you are sure that the problem you define really exists, then appropriate means of solving the problem can be conjectured and tested.

Don’t ever forget that new theory is (eventually) very useful also. All types of new research can be or become quite important. Also, multidisciplinary research is, I think, the most important and the most difficult. To do it right, one needs to become an expert in several areas, not just one. There are now many examples of excellent new research on problems in the interface of operations with finance, with information systems, with marketing, and considering behavioral aspects.

Take care and time in determining your future PhD topic of interest. I tell my PhD students that selecting your topic is like a marriage. You have to love it. You will be living with it for over ½ a decade, and maybe decades longer (if you love it)! If you are not very interested in “it”, you will get bored, not want to work on it, not be excited about it ... and then might not finish. When you do select your topic, if you “do” it right, you are the future expert in your area of research. In general, selecting a topic in a newer area of research is much better than incremental improvements in well-known areas.

PCE: *What is your opinion about the future of our field? Is there anything we should change or try to improve?*

KS: There are discussions about the next generation of manufacturing, sometimes called Industry 4.0. Barack Obama and Donald Trump have mentioned the importance of bringing manufacturing back to the U.S. Services are important. But products need to be made. Manufacturing may be the value-added proposition of the new designs and new products that will be developed. There is research into relatively new technologies such as 3D printing, smart cities, future smart factories, internet of things, cloud computing, automation, electric vehicles, big data analytics, and seru production. Increased data volume and availability in real-time require new infrastructures and approaches to handle information. For example, the Toyota Production System is flexible and efficient, but its responsiveness is slow. Seru can respond to customer requirements fast with high efficiency and flexibility. Useful seru management and control principles need further development. A desire for customized products in combination with decreasing product life cycles begs for organizational structure changes from TPS to self-improving smart manufacturing systems that can utilize data to quickly react (e.g., reconfigure) to personalized customer orders.

■

2017 POMS FELLOW ASOO J. VAKHARIA

Professor Asoo J. Vakharia from the Warrington College of Business Administration at the University of Florida, was elected as the 2017 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service.



Asoo J. Vakharia is the McClatchy Professor and Director of the Supply Chain Management Center in the Warrington College of Business Administration at the University of Florida. He has Ph.D. in Operations Management from the University of Wisconsin-Madison.

Asoo is a Fellow of the Decision Sciences Institute, and the Production & Operations Management Society. His current research interests are in sustainability, channel selection, and green product design and his papers have been published in top academic journals. He serves as Department Editor for the Production and Operations Management Journal.

Asoo's teaching interests are primarily in Operations Management and he has taught courses in Planning and Control, Operations Strategy, International Logistics, Transportation and Logistics Systems, and MPC/ERP Systems Integration. He teaches extensively in the Executive UFMBA programs, and has taught industry specific Managerial Decision Analysis, Quality Analysis/Statistical Methods, and Operations/Financial Analysis.

Asoo has been successful in obtaining seed funding (through a substantial gift from an anonymous donor) for the Supply Chain Management Center at the University of Florida. The center not only coordinates internship and job opportunities for students but also offers an innovative executive development program in Supply Chain Analytics.

In addition to his academic experience, Asoo has been an entrepreneur and a management consultant. After joining academia, he has worked with several companies including AT&T Solutions Customer Care, e-Diets.com, Golden Eagle Distributors, Garrett Air Research, Motorola, Sweetheart Cups, Inc., University of Arizona Medical Center, and Vistakon, Inc. ■

Interview of Asoo Vakharia

By the POMS Chronicle Editors

POMS Chronicle Editors (PCE): *Congratulations on being elected as a POMS Fellow. How do you feel about receiving this prestigious award?*

Asoo Vakharia (AV): Thank you. I am honored and humbled to be elected a Fellow of POMS. I am honored to join such a distinguished group of leaders and pioneers, and humbled as my contributions to the field have been recognized by my peers. I would also like to acknowledge that this honor would not have been possible without the consistent support of my wife, Jayashree Mahajan.

PCE: *Can you highlight some formative experiences you had as a scholar in Operations Management?*

AV: The major formative experiences stem from my interactions with colleagues when I was a young academic. To start with, my friend and mentor Professor Urban Wemmerlöv had a significant impact on my development as a scholar. Not only did he expose me to the potential benefits of using a contemporary approach (group technology) to reorganize discrete manufacturing, but he also facilitated my efforts in developing a focused set of research contributions. As a doctoral student, he strongly supported my efforts in publishing a sole-authored paper. As an aside, I still follow his recommendation to "sell no wine before its time" by constantly challenging myself to improve the quality of each research project.

As an Assistant Professor, Professor Ron Askin reinforced my personal belief that practice driven research was of critical importance. Working with him as a co-PI on an NSF grant, I had the opportunity to observe the practical relevance and benefits of our theoretical research findings.

PCE: *We know the highlights of your career. Are there any particular projects or events that you recall as your personal highlights?*

AV: Although doing high-quality research is my first priority, I also believe in the importance of serving the community. My initial efforts were directed at serving the DSI, INFORMS, and POMS communities in various capacities. Since 2012, I have been a member of the POMS Board and was elected and served as POMS President in 2014-15.

PCE: *What do you enjoy most about your job?*

AV: Conducting relevant high-quality research, training and educating students, and serving the community is what I enjoy about my job. I tend to completely immerse myself in any activity associated with these dimensions.

INTERVIEW WITH 2017 POMS FELLOW ASOO VAKHARIA

(Continued from page 8)

PCE: *What are you most passionate about your current work?*

AV: Research addressing environmental concerns is a personal passion and has led me to pursue projects in the green product development, sustainability, and waste management. Since firms have started including green products in their portfolio of offerings, one project offers strategic insights into and tactical ramifications of expanding a brown product line with a new green (or environmentally “better”) product. We show that the negative consequences of product cannibalization can be alleviated by adopting a two-level pricing structure for green products. A second project explores whether increased profitability can be achieved only with lower levels of sustainability. Examining the reverse channel design strategy for a major US retailer of electronic products, we show that profitability and environmental good are not always orthogonal outcomes. In cases where such orthogonality does exist, we draw upon the non-cooperative bargaining literature to resolve the conflict. Finally, it is well known that landfill waste accounts for a significant portion of environmental abuse. In a project examining the integrated OEM-waste management supply chain for a local city, we encounter an interesting conundrum. While increased use of recycled materials by the OEM would result in extending the life of upstream virgin resources, the downstream waste management firm can generate lesser landfill waste by collecting more recyclable materials. Using a tax and subsidy scheme, we show how a city planner can resolve this issue.

PCE: *Looking back, do you have any advice for PhD students or junior faculty who want to do impactful research? What skills and abilities should they develop to do high quality work?*

AV: I believe that all young scholars have the necessary skills to conduct high quality research. Hence, the real question is what other attributes should a junior researcher possess and/or develop. I have found that successful young researchers share the following common four attributes. First, they are dedicated to each research endeavor and bring to the table a strong belief in the “value” of what they are pursuing. Most research projects require frequent re-assessment/evaluation and thus, dedication is key for research continuity. Second, they have learnt to enjoy the process rather than the outcome. Since the outcome (e.g., a publication) is a point in time event with limited spillover while the process of conducting research spans a significantly longer time interval, enjoying the latter is as (if not more) critical than the former. Third, they are persistent and recognize that the research process is one that rewards those with longer staying power. A straight forward suggestion is to pursue all possibilities for disseminating your research and do not let one negative outcome strip you of the motivation to do so. Finally, approach research projects with some degree of humility. This will facilitate the development of a positive mind-set when encountering

criticism from your peers. My experiences are that the final research output is always of a higher-quality if a researcher is able to constructively address negative comments.

PCE: *What is your opinion about the future of our field? Is there anything we should change or try to improve?*

I am an unabashed optimist for the future of our field. The plethora of operational problems in so many distinct areas/industries is incredibly exciting. We are also in the enviable position to expose, train, and educate future leaders and educators on these problems and how they can be addressed.

Looking ahead, I would like to offer the following suggestions. My first suggestion is that we aggressively pursue inter-disciplinary collaborations with researchers in other business and non-business disciplines. This suggestion is motivated by the fact that to substantively address emerging business problems, we need to integrate multiple perspectives. Although this will require us to be more accepting and open, it will also lead to more impactful research. My second suggestion is that we expand our cultural horizons to better understand and work with scholars across the world. This requires us to learn and respect distinctly different traditions and norms, but at the same time, will lead to contributions that span national boundaries.

My final suggestion is based on the observation that each one of us in POMS needs to recognize the impact of how we interact with others in our community. As individuals we are defined by our educational experiences, professional positions, and other accomplishments. If we only interact or pursue interactions with others who possess similar profiles, it could result in a schism in the community and potentially a longer-term splintering where each sub-group is less tolerant of the other. So my suggestion is each one of us will put aside our personal biases and instead be accepting of everyone who is part of our community. ■

POMS COLLEGE NEWS

The POMS Board authorizes the creation of the colleges in subject areas of importance to the POM discipline in order to facilitate member activities. Any ten or more members in good standing may apply for the creation of a College in a particular functional discipline. This year, **the board approved the creation of a new college titled “College of Operational Excellence.”** The college held its inaugural conference in Seattle the day before POMS 2017. With this new addition, POMS now has **eight** colleges in the following areas: *Behavior in Operations Management, Healthcare Operations Management, Humanitarian Operations and Crisis Management, Operational Excellence, Product Innovation and Technology Management, Service Operations, Supply Chain Management and Sustainable Operations.* In this section, we publish the annual reports prepared by the college officers. The reports are organized in alphabetical order of the colleges’ topical areas.



College of Behavior in Operations Mgt
Submitted by **John Aloysius** (U. of Arkansas)
Incoming College President

The POMS College of Behavioral Operations has seen exciting growth over the last few years with a current membership of over 200 thanks to the efforts of the office bearers over the last few years. We have a brand new committee this year, with the following elected office bearers for a two-year term: It is my honor to serve as President, and we have the able services of Tony Cui (Vice President, University of Minnesota), Kyle Hyndman (Secretary, University of Texas Dallas), and Nikolay Osadchiy (Treasurer, Emory University). In addition Arunachalam Narayanan (University of Houston) and Dina Ribbink (Oregon State University) accepted an invitation to serve as committee members. Moving forward we will plan staggered terms to ensure continuity in the leadership.

The Behavior in Operations Management track at the 2017 annual conference in Seattle was a great success. By the numbers there were 68 presentations in 17 sessions. The talks ranged from behavior in industries such as retailing, areas such as supply chain risk and sustainability, contexts such as behavior in teams, and a whole range of others. It was a sign that the field is beginning to mature, that there was perhaps for the first time in the track, a session on meta-studies. A big thanks to all those who organized sessions, those who made presentations and/or had co-authors present their work, and those who attended the presentations!

We have two primary initiatives planned for this year. The first is to make two awards that will help recognize excellence and spur further efforts. These are targeted toward our younger members as well as those who provide their valuable time in service of the all-important Behavioral Operations department of the POM journal. There is nothing more important to our field than the new entrants who will carry the profession in the future, as well as those who toil in (literal) anonymity! The behavioral operations community will soon receive notification of a best B-Ops student working paper award – details coming from Nikolay Osadchiy). Working with the editorial leadership (Elena Katok), we will also make an award for the best B-Ops reviewer.

The second planned initiative for the year is a behavioral operations mini-conference on Thursday 2nd May before the 2018 annual conference in Houston next year (3rd-7th May). We look forward to an event that will complement the behavioral track – Tony Cui is leading this effort and will publicize the details so that people can make plans. We look forward to keeping you posted as things develop! ■



College of Healthcare Operations Mgt
Submitted by **David Dobrzykowski** (Bowling Green State U.) Incoming College President

The POMS College of Healthcare Operations Management (CHOM) has been abuzz with activity. Here are some updates about recent events and information regarding the College’s future plans.

2017 CHOM Mini-Conference

The 2017 CHOM mini-conference, held on Thursday, May 4th in Seattle, was a great success. We had over 70 registered participants for the meeting, which started off with a fascinating panel discussion on the topic of “Innovation in Healthcare Design and Delivery.” Diwakar Gupta, an accomplished academic researcher from the University of Minnesota, David Dugdale, a medical director and professor of medicine in the UW Medicine Health System, Preston Simmons, Chief Operating and Administrative at Providence Health & Services, and Darcy Jaffe, Chief Nursing Officer and Senior Associate Administrator at Harborview Medical Center, offered their insights into the changing landscape of healthcare funding and accountability that is driving innovation service design to deliver greater value and more effective healthcare services. After that, participants engaged practitioners’ questions over two rounds of interactive roundtable discussions covering a variety of topics. The two Research in Practice presentations, “American Red Cross Uses Analytics-based Methods to Improve Blood Collection Operations” and “Real-time Scheduling Algorithms for Infusion Outpatients” featured research conducted by Georgia Tech in collaboration with the

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American Red Cross as well as research conducted by MIT in collaboration with Massachusetts General Hospital. The day's talks wrapped up with a compelling keynote presentation by Daniel Lessler, Chief Medical Officer for the Washington State Health Care Authority (HCA), which administers the state's Medicaid program and Public Employees Benefits.

Thanks to all the volunteers, speakers, roundtable leaders, and attendees for their effort and participation in yet another wonderful CHOM mini-conference. Planning for the 2018 mini-conference in Houston is underway (see below).

2017 CHOM Elections

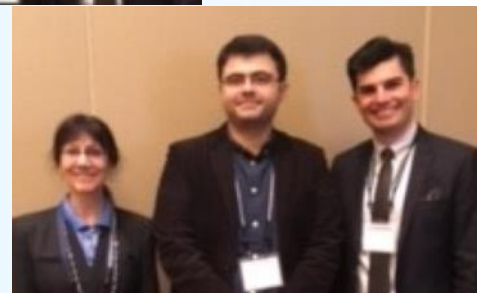
At the CHOM business meeting, the outgoing President, Linda LaGanga from Mental Health Partners in Boulder, shared the results from the online CHOM Board Elections. David Dobrzykowski from Bowling Green State University was elected as President, E. David Zepeda from Northeastern University as VP of Meetings, Nan Liu from Columbia University as Secretary, Rema Padman from Carnegie Mellon University as VP of Outreach, and Larry Fredendall from Clemson University as VP of Awards. Our deepest appreciation for your service to CHOM to the outgoing board members, Linda LaGanga (President), Craig Froehle (VP of Outreach), and Sarang Deo (VP of Awards).



CHOM Best Paper Competition

The competition received 23 submissions across a wide variety of topics and methodologies that reflect the issues and challenges faced by healthcare delivery systems today. The submissions were reviewed by a panel of 34 experts, each reviewing 1-3 papers. Based on this rigorous round of reviews 4 submissions were shortlisted for the second round of review. In the second round, 32 reviewers evaluated all 4 submissions and their ratings were used to decide on the first and second prize winners:

- First Prize - Discretionary Task Ordering: Queue Management in Radiological Services by Maria R. Ibanez, Jonathan R. Clark, Robert S. Huckman, Bradley R. Staats
- Second Prize - Data-Driven Management of Post-Transplant Medications: An APOMDP Approach by Alireza Boloori, Soroush Saghafian, Harini A. Chakkerla, Curtiss B. Cook
- Giving Away to Increase Profits? Price-Discrimination and the Effect of Free Goods by Jacob P Chestnut, Ravi Anupindi, Hyun-so Ahn
- The Effect of Online Reviews on Physician Demand: A structural model of patient choice by Yuqian Xu, Mor Armony, Anindya Ghose



Congratulations to all of them and a big note of gratitude to all the reviewers!

2018 CHOM Mini-conference

Planning for next year's mini-conference in Houston (May 3, 2018) has already begun. The planning committee is considering different meeting themes and looking for one or more healthcare organizations in Houston with which to partner; suggestions are encouraged and welcome. Also, any CHOM mem-

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ber looking for an opportunity to volunteer to help with planning would be appreciated; please contact David Zepeda (d.zepeda@northeastern.edu) if interested.

Planning for the 2018 POMS Conference

For a few years now, the Healthcare track has been among the largest single tracks at POMS. For POMS 2017, we recommended that POMS split the Healthcare track into three tracks: Healthcare Analytics & Medical Decision-making (HAMD), Healthcare Operations Management (HOM), and Healthcare Scheduling (HS). Each track had two co-chairs. Our gratitude to Rema Padman, Eva Lee, Anita Tucker, Carrie Queenan, Michele Samorani, and Nan Liu for managing the over 220 papers submitted. While the split into three tracks relieved some of the pressure on the track co-chairs, there was a disproportionate share of papers submitted to the HOM track. Therefore, we are asking that authors take special consideration when submitting their papers to a track. Papers that involve clinical decisions, medical data analysis, and issues related to patients' treatments and health policy would ideally be directed to the HAMD track. Papers on any form of scheduling in any healthcare context would be sent to the HS track. All other healthcare-related issues, such as hospital or clinic capacity planning, patient flow, healthcare technology, and strategy should be submitted to the HOM track. There may be papers that could easily reside in multiple tracks; authors would be welcome to direct their submissions as they see fit.

Finally, please make sure you select to join the College of Healthcare Operations Management when you renew your POMS membership! ■

College of Humanitarian Operations & Crisis Mgt.



Submitted by Miguel Jaller (U. of California Davis) Former VP of Communications and New VP of Meetings

The POMS College of Humanitarian Operations and Crisis Management (HOCM) started in 2011 with 35 members and has constantly grown year after year. In 2017, the College had 149 members and experienced the largest yearly increase from 101 members

in 2016. During these years, the College has been strongly supported by Professors Sushil Gupta, Martin Star, Luk van Wassenhove, and Clay Whybark.

The College is comprised of a group of researchers and practitioners with a common interest on studying operations management of systems under stress or severe resource constraints. Moreover, the group's objective is to share practices, research results, and/or relevant information to have a meaningful impact when solving or approaching humanitarian operations and crisis management.

The College had a great presence at the 2017 POMS annual meeting. Prof. Raktim Pal and I had the honor to serve as co-chairs of the HOCM track. We are very happy with this year's response from our community and members because we received 149 excellent abstract submissions, which is a significant increase considering that we had a superb number of 91 abstracts the previous year. With these numbers, the College ranked first among the other Colleges at POMS in terms of submissions. This large number of submissions translated into 31 sessions organized and chaired by HOCM members from diverse geographic locations.

Consistent with previous years, the presentations spanned from analytical work to practice-ready and case study applications. Topics included non-profit operations, humanitarian response capacities, service delivery, resilience, health operations, collaboration, leadership, humanitarian operations, and simulation, among other interesting themes. The sessions were a great success thanks also to the participation of the attendees. The questions, comments and discussions enriched each session.

In 2016, the college held elections for a new committee. The elections resulted in the following nominations:

- President: Alfonso J. Pedraza-Martinez (Indiana U.)
- Secretary: Laura Turrini (European Business School)
- Treasurer: Nathan Kunz (University of North Florida)
- Vice President of Meetings: Miguel Jaller (U. of California, Davis)
- Vice President of Awards: Marianne Jahre (Norwegian Business School)
- Vice President of Outreach: Mahyar Eftekhari (Arizona State)
- Vice President of Communications: Erica Gralla (The George Washington U.)

The new committee wants to thank the past board members for their outstanding job and leadership during the past years and the organization of the 2017 meeting. Specifically, former President Prof. Maria Besiou, Treasurer Raktim Pal, and VP of Awards Tina Wakolbinger.

In addition to the regular presentations and sessions, the College also organized a Mini-Conference with invited speakers and

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discussion panels. We want to express our gratitude to VP of Meetings Erica Gralla for making this a successful event. This year we had 75 attendees, up from 47 the year before. As the incoming VP of Meeting, I have big shoes to fill for the next years.

In 2017, the Guest Speakers of the Mini-Conference included:

- Daniel Dieckhaus, Regional Advisor for East Asia and the Pacific, USAID, Office of Foreign Disaster Assistance;
- David Sarley, Senior Program Officer, Bill and Melinda Gates Foundation;
- Grace Marx, Epidemic Intelligent Service, Centers for Disease Control and Prevention;
- Susan Cookson, Emergency Response & Recovery Branch, Centers for Disease Control and Prevention;

The Mini-conference also organized a panel on the important topic of Information Management with the following participants:

- Lauren Bateman, formerly Information Management Officer for IFRC & NetHope;
- Jason Schumacher, Program Manager, Tableau Foundation;
- David Tagliani, Emergency Responder, NetHope.

As it has been customary, the college also organized a HOCM Best paper Award. This year, the process was led by our VP of Awards Tina Wakolbinger. We received 12 excellent submissions which were reviewed by 9 of our community experts. The committee would like to thank the colleagues who helped refereeing papers for this competition. The competition resulted in:

Winner: A Policy for Managing Operational Assets to Minimize Deprivation Costs, by Milad Keshvari Fard, Mahyar Eftekhari and Felix Papier.

Runner-up: A set-partitioning formulation for community healthcare network design in underserved areas, by Marilene Cherklesy, Marie-Ève Rancourt and Karen Smilowitz.

For next year, we expect to continue growing and share our vision with our community and the new members. The HOCM Committee would like to invite you to participate in our college activities at POMS 2018 in Houston, and to join us for the Mini-Conference on the day before the main conference commences. It will be a special meeting for the College considering that the City was hit by Hurricane Harvey. We encourage you to submit your presentation abstracts to the HOCM track, which will be chaired by Prof. Mahyar Eftekhari.

If you are interest in knowing more about HOCM and our future activities, please visit our [website](#), or join our LinkedIn group "[POMS College of Humanitarian Operations and Crisis Management \(HOCM\)](#)." ■



College of Operational Excellence
Submitted by Rachna Shah (University of Minnesota)



Process improvement is a recurring, and arguably, the central theme in operations management. A quick scan of leading journals, POMS Annual Conferences, and POMS College Mini-Conferences shows the ubiquity of "improvement" related research, and yet there is no common platform for scholars studying it. Therefore, we are pleased to announce the formation of a new college titled "College of Operational Excellence" to create a community of researchers, educators and practitioners, who share a common interest in examining how improving processes help firms achieve superior performance.

The College embraces theoretical and empirical research, irrespective of the organizational context, theoretical approach or philosophical lens (such as lean production, six sigma, quality management, ISO 9000, among others). The primary objective is to provide a platform focused on operational excellence to 1) foster creation and dissemination of scholarly knowledge; 2) share teaching and pedagogical material; 3) exchange information about undergraduate, graduate and other specialized educational programs; 4) interact with leading practitioners to enrich research and teaching.

The college held its first mini-conference and business meeting at the Seattle conference. The college board members for 2017-2019 are:

- President: Rachna Shah (Carlson School of Management, University of Minnesota) shahx024@umn.edu
- VP Activities/Events: David Xiaosong Peng (C.T. Bauer College of Business, University of Houston) xpeng@bauer.uh.edu
- VP Meetings: Aravind Chandrasekaran (Fisher College of Business, The Ohio State University) Chandrasekaran_24@fisher.osu.edu
- Secretary and VP Finance: Torbjørn Netland (Department of Management, Technology and Economics, Swiss Federal Institute of Technology, ETH Zurich) tnetland@ethz.ch

Advisory Committee:

- Peter Ward (Fisher College of Business, The Ohio State University)
- Morgan Swink (Neeley Business School, Texas Christian University)
- Eric O. Olson (Orfalea College of Business, California Polytechnic)
- John Shook (CEO, Lean Enterprise Institute)

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- Rachna Shah (Carlson School of Management, University of Minnesota)

The date of the next mini-conference has been set to May 3, 2018 in Houston, the day before POMS 2018.

An "Operational Excellence" track has also been approved for POMS 2018. The track co-chairs are Gopesh J Anand (University of Illinois), Torbjørn Netland (Swiss Federal Institute of Technology, ETH Zürich) and Rachna Shah (Carlson School of Management, University of Minnesota). ■



College of Product Innovation and Technology Management

Submitted by **Gulru Ozkan-Seely** (University of Washington Bothell)

The POMS College of Product Innovation and Technology Management (PITM) organized a visit to the Microsoft Technology Center (MTC) on Friday, May 5, 2017 at Lincoln Square, Bellevue, WA in conjunction with the POMS 2017 Annual Conference. The visit was announced to POMS members prior to the 2017 POMS Annual Conference.

The visit to MTC allowed the attendees to tour an environment that provides rich interactive and immersive experiences for them to learn first-hand how Microsoft and partner technologies can help tackle difficult challenges. During the visit, the attendees were exposed to "the cutting edge" envisioning and interactive technologies, such as HoloLens and Azure Cloud Technology, and were led to gain insights into the challenges, opportunities, strategies and tools necessary for achieving sustained success in a rapidly changing technology space.

In addition, the College of PITM held its annual business meeting on Saturday afternoon, May 6, 2017, at the Hyatt Regency in Bellevue, WA. During the business meeting, several important announcements were made. First, information about the topics, keywords, number and diversity of talks included in the PITM Track of POMS 2017 Annual Conference were given.

Next, details about the next PITM mini-conference were shared by the President of the College of PITM, Anant Mishra. The mini-conference is scheduled to take place in Houston, Texas on Saturday, October 21 2017, immediately preceding the 2017 INFORMS Annual Meeting. The announcement regarding submissions for the 2017 PITM Student Paper competition was also made at the business meeting. The finalists for the award will be announced prior to the PITM mini-conference and the winner will be announced at the mini-conference. For details about the 2017 PITM mini-conference, and information on how to register, please visit the [college's website](#).

In addition, several other important pieces of information were shared at the business meeting. The Editor of the Management of Technology Department of POM Journal, Cheryl Gaimon, provided a brief overview and background on the special issue of POM Journal on Management of Technology, which came out on April 2017. She introduced the invited and contributed articles in the special issue. The Co-editor of New Product Development, R&D and Project Management of POM Journal, Jürgen Mihm, provided information about the vision for the department and emphasized the importance of topical and methodological variety within the innovation and R&D space as areas for future growth of the department.

College of PITM Board Members

- President: Anant Mishra (George Mason University)
- VP Awards and Honors: Morvarid Rahmani (Georgia Tech.)
- VP Meetings: Jennifer Bailey (Babson College)
- VP Outreach and Collaboration: Joel Wooten (U. of South Carolina)
- Secretary: Gulru Ozkan-Seely (U. of Washington Bothell) ■

College of Supply Chain Management



Submitted by **Vinayak Deshpande** (UNC Chapel Hill), President, and **Dorothee Honhon** (UT Dallas), VP of Communications



This year, the College of Supply Chain Management organized a mini-conference on May 4th. It started in the morning with a tour of the Everett Boeing facility in Seattle, WA. A group of very lucky 40 members of the College joined in for the trip which included an hour-long guided tour. The Everett facility is where the 747, 767, 777 and 787 (including the newest 787 Dreamliner) airplanes are manufactured and constitutes the largest manufacturing building in the world. More than 30,000 employees work at the facility which has delivered more than 3,600 airplanes to customers around the world since 1967. During the tour we learned that the airplanes are built on a moving assembly line, which moves at an average of 1.6 to 1.8 inches per minute and that this new way of building planes has reduced the total assembly time of the 777 airplanes from 26 to 17 days. Following the tour, we met with Vice President of Supplier Management Jody Franich who presented information about the Boeing Global Services division and answered questions very candidly. Note that, due to security reasons, our contacts at Boeing had limited the capacity of the tour to a strict maximum

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of 40 people, which meant that we unfortunately had to turn down a lot of people who had requested to take part in the visit. We take this opportunity to apologize one more time to the people who were highly disappointed they could not join in on the tour.

After traveling back by bus to the Hyatt Regency hotel in Bellevue and a quick boxed lunch, the afternoon sessions of the mini-conference started with a teaching panel devoted to the idea of "teaching supply chain management in the digital age". Our four panelists were Lauren Lu from the University of North Carolina-Chapel Hill, Ozalp Ozer from the University of Texas at Dallas, Chuck Munson from Washington State University and Ulrich Thonemann from the University of Cologne. The panel was moderated by VP of Communications Dorothee Honhon from the University of Texas at Dallas. The speakers shared tips and views on how to make the classroom environment more interactive through the use of clicker quizzes, Excel-based games and references to practical examples. They also shared elements of their teaching philosophy and reflected on the ultimate goals of higher education. Finally, they commented on how different today's technology-obsessed students are from previous generations and what this implies for the successful delivery of teaching materials.

Our second panel was an industry expert panel on the topic of "supply chain management in the digital age", which was moderated by College President Vinayak Deshpande from the University of North Carolina at Chapel Hill. Eric Ringer from the drone-manufacturing company Skyward (recently acquired by Verizon) talked about the use of drones for supply chain management purposes focusing on the many opportunities and challenges which lie ahead. Hernan Rubio from Costco Wholesale presented an overview of Costco's current performance on established and emerging business areas, such as sustainable sourcing and traceability and discussed some of the most recent challenges of their supply chain. Donovan True from Recreational Equipment Inc. presented a detailed analysis of the outdoor equipment company's omni-channel initiatives such as Buy-Online-Pick-Up-In-Store (BOPUS) and the challenges of sourcing unassorted inventory from stores. Finally, Deepak Bhatia from Amazon.com laid out some general principles from the online retailer's overall strategy such as the concept of "justifiable complexity".

At the end of the afternoon, the mini-conference participants who had signed up to take part in the POM Society's mentoring initiative, were invited to meet with their mentor or mentee and engage in a 30-minute long discussion centered around topics such as career advancement, research productivity, preparation for the job market, dual career management, etc.

The day concluded with a joint reception of all POMS colleges where speakers, attendees, mentors and mentees were seen socializing in a relaxed atmosphere while enjoying drinks and hors d'oeuvres.

In addition to the mini-conference, the College of Supply Chain Management also hosted its annual student paper competition which, this year, was chaired by Tunay Tunca from the University of Maryland. A total of 35 paper submissions were received this year and the papers were judged by 94 referees with at least five referees per paper. Based on the referee evaluations, six finalists were chosen. These finalists presented their paper at two sessions on Saturday May 6th at the POMS Annual Conference in Seattle. Each paper was allotted 20 minutes for the presentation, followed by a 10-minute Q&A session in front of a jury. Presentation quality was taken into account to decide the first and second prize winners, which were announced at the business meeting in the evening of the same day. The jury was composed of Goker Aydin from Johns Hopkins University, Rachel Chen from UC Davis, Karen Donohue from University of Minnesota and Rodney Parker from Indiana University.

All six finalists were awarded up to \$500 of support for out-of-pocket expenses and complementary conference registration for the 2017 Annual POMS conference. The first prize, which was accompanied by a \$600 honorarium, was awarded to Jiaru Bai from the University of California Irvine for her paper entitled "Coordinating Supply and Demand on an On-demand Service Platform: Price, Wage, and Payout Ratio" (written with Kut C. So). The second prize, which was accompanied by a \$300 honorarium, was awarded to Peter Yun Zhang from MIT for his paper entitled "Designing Response Supply Chain Against Bio-attacks" (written with David Simchi-Levi). Honorary mentions, which were accompanied by a \$100 prize, were given to the four remaining finalists: Negin Golrezaei, from the University of Southern California for her paper entitled "Real-time Optimization of Personalized Assortments" (written with Hamid Nazerzadeh and Paat Rusmevichientong), Bharadwaj Kadiyala from the University of Texas at Dallas for his paper entitled "Learning from Clickstream Data in Online Retail" (written with Dorothee Honhon and Canan Ulu), Zhe Zhang from Carnegie Mellon University for his paper entitled "Business models in the Sharing Economy: Manufacturing durable goods in the presence of Peer-to-Peer rental markets" (written with Vibhanshu Abhishek) and Yun Zhou from the University of Toronto for his paper entitled "Dynamic Type Matching" (written with Ming Hu).

This year, the annual business meeting of the College took place in the evening of Saturday May 6th. College President Vinayak Deshpande began with an update on the college membership, showing a sharp rise to over 900 members compared to last year's under 700 figure. He also reported on an increase in the college's current cash balance and the general healthy state of its finances. He thanked the people who served as track chairs for the 2017 POMS annual meeting under the five tracks which are the responsibility of our college. He then reflected on the success of the mini-conference, showing pictures from the Boeing tour and the afternoon panel sessions. The business meeting then proceeded with the election of Dorothee Honhon, from the University of Texas at Dallas as President-Elect and it was decided that the two other positions which are opening up in the coming year, namely Treasurer (currently held by Nitin Bakshi

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from the University of Utah) and VP of Meetings (currently held by Kyle Cattani from Indiana University) would be the subject of elections to take place in the near future. The rest of the board continues to serve for another year: Apurva Jain, from University of Washington as VP of Special Events, Brent Moritz from Penn State as Secretary and Vinayak Deshpande from the University of North Carolina at Chapel Hill as President. Finally, plans for next year's POMS Annual Meeting in Houston, TX were discussed, with the possibility of organizing a plant tour and an off-site dinner reception (but no mini-conference as these traditionally take place every other year).

For more information about the POMS College of Supply Chain Management, a list of past and upcoming events, please check our [webpage](#), and sign up to become a member of our [LinkedIn group](#). See you next year in Houston, TX! ■



College of Service Operations

Submitted by Joy Field (Boston College)

Past President

At its 2017 business meeting in Seattle, the college elected its new officers: President: Liana Victorino (U. of Victoria); VP Programs: Jie Zhang (U. of Victoria) and Barry Cross (Queen's University); VP Outreach/Awards: Mike Dixon (Utah State U.); Board

Members: Dick Chase (U. of Southern California), Panagiotis Repoussis (Stevens Institute of Technology), Aleda Roth (Clemson U.), and Rohit Verma (Cornell U.)

The college also held a mini-conference on Friday May 5, which included a tour of Amazon's fulfillment center in Kent, WA. The tour was arranged and led by Dr. Russell Algor Chief Scientist, Supply Chain at Amazon.com, for 25 members of the College of Service Operations. Although it was announced late, there was immediately very strong interest. The group left the hotel at 2 pm and the tour started at 3 pm. It comprised of a 1 hour guided walking tour in the 815,000 square foot facility. Our tour guide was Mr. Cedric Ross. Besides the enormous size, inside the facility there was novel sorting processes, robotic technology and logistics that need to be seen to be appreciated. For example, we saw how a customer orders is fulfilled, how the staff allocated in various working stations pick and put away items in storage racks or boxes. We followed the complex routes of spaghetti like conveyor belts. We saw how 4,900 robots handle and move around perfectly balanced 4-sided storage pods for more than 30M stock keeping units. Surprisingly, although everything is placed in random order, this significantly increases the overall efficiency and minimizes the handling costs. We came across bulletin boards promoting kai-zen, a Japanese management buzzword for employee teams that brainstorm workflow improvements, and the tour ended with a short presentation on initiatives for sustainability, safety, environmental protection and new eco-friendly features. ■

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Tour of an Amazon Fulfillment Center by Members of the College of Service Operations, Kent, WA, Friday May 5, 2017

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College of Sustainable Operations

Submitted by Michael Galbreth

(U. of South Carolina) President

The College of Sustainable Operations had another great year, full of events and activities. This year's College mini-conference, held prior to the 2017 POMS Annual Conference in Seattle, began with a tour of the Boeing manufacturing facility in Renton, WA. After the tour, we were joined by two leaders of Boeing's environmental strategies and initiatives, Mark Augustyniewicz and Wade Strange, who talked about how they measure and manage the environmental impact of manufacturing at Boeing. The mini-conference concluded with a presentation and Q&A session from Ravi Subramanian and Charles Corbett, the co-editors of the Sustainable Operations Department at POM journal. Overall, the mini-conference was a resounding success, thanks to the work of co-organizers Brian Jacobs (Michigan State University) and James Abbey (Texas A&M University).

As in previous years, the College also conducted a Student Paper Competition in 2017, the goal of which is to identify promising new research while providing visibility to doctoral students working in sustainable operations. This year's competition was co-chaired by Tim Kraft (University of Virginia) and Yannis Bellos (George Mason University). The initial call for entries was made in October 2016, and 25 high quality papers were received for the competition (an increase of over 50% compared with the previous year). Each submission was evaluated by multiple faculty members in the area of sustainability (thanks to the nearly 30 judges who handled one or more of these papers!), and the finalists went through two rounds of judging. We are pleased to announce this year's winner, Can Zhang from Georgia Tech (Faculty advisors: Atalay Atasu, Turgay Ayer, and Beril Toktay). In addition, a runner up award was presented to Karthik Balasubramanian from Harvard Business School (advisor: David Drake), and an honorable mention to Eric Webb from Indiana University (advisor: Owen Wu). These awards were presented on May 6, 2017 during our College of Sustainable Operations business meeting.

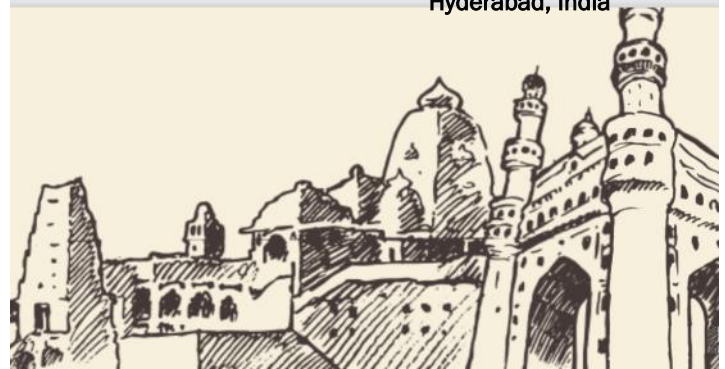
After the success of several new tracks sponsored by College of Sustainable Operations last year, we decided to continue with the same tracks for the 2017 POMS Annual Conference: Closed Loop Supply Chains (Chaired by Moritz Fleischmann and Luyi Gui) with 12 sessions (50 talks), Socially Responsible Operations (Chaired by Deishin Lee and Suvrat Dhanorkar) with 10 sessions (42 talks), Environmental OM (Chaired by Yannis Bellos and Ho-Yin Mak) with 26 sessions (106 talks), and Energy and Natural Resources (Chaired by Owen Wu) with 12 sessions (46 talks). We continue to see strong interest in each of these conference tracks, particularly Environmental OM and Energy and Natural Resources, which both grew substantially from the previous year.

Finally, in 2017 the board of our College has been busy updating our by-laws, with the following goals in mind: 1) updating board positions to better reflect the typical workload of board members 2) improving board continuity through the creation of a president-elect position and a transition to staggered board elections. These by-law changes were accepted by majority vote during the College business meeting in Seattle, and they have been submitted to the POMS VP of Colleges and Chapters, who will present them to the POMS board for approval. ■

ISB-POMS Workshop

December 14-15, 2017

Hyderabad, India



Steering committee: Janny M.Y. Leung (CUHK), Nagesh Murthy (U. of Oregon), Sridhar Seshadri (ISB) and Milind Sohoni (ISB)

Workshop co-Chairs: Sripad Devalkar (ISB), Manasa Mandava (ISB) and Narendra Singh (ISB).

For more information visit the conference website:
www.isb.edu/poms-workshop-2017 ■

The Ninth POMS-HK International Conference 6-7 January 2018



Sponsored by POMS—Hong Kong Chapter and the Asian Institute of Supply Chains & Logistics (AISCL)

General Chair: Sean Zhou, CUHK Business School

For more information visit the conference website:
pomshk2018.baf.cuhk.edu.hk ■

ANNOUNCING THE MANAGEMENT AND BUSINESS REVIEW



Wallace J. Hopp
University of Michigan



Kalyan Singhal
University of Baltimore

We are excited to announce the upcoming launch of a new general management magazine, *Management and Business Review* (*MBR*). The goal of *MBR* is to bridge management practice, education and research, and thereby enhance all three. With a targeted readership of managers, students, and professors, we expect *MBR* to facilitate conversations about the most important issues related to business. A detailed plan for *MBR* is posted on our web site www.mbrmag.com. We plan to post a call for papers on this site later this year.

Why we need another magazine

There are three fine academic-based business magazines, *Harvard Business Review* (*HBR*), *MIT Sloan Management Review* (*SMR*), and *California Management Review* (*CMR*), aimed at managers. So why do we need a fourth? We feel there are several reasons.

1. There are over 200,000 business school professors around the world who publish in 1,000-2,000 disciplinary journals. There are over 20 million managers, students and scholars who represent potential readers of general management magazines. But three magazines can provide a vehicle for publishing only a small fraction of the ideas generated by the scholars. So it is no surprise that more than 98 percent of business professors never even attempt to publish in these three magazines, and an even smaller fraction of business managers read them. To promote more and better exchanges of ideas between scholars and practitioners, we need more channels. *MBR* is a much-needed channel.
2. All three of the existing academic business magazines are sponsored by a single business school. In contrast, *MBR* is a grassroots initiative with an editorial board representing a broad cross-section of institutions. Unfettered by the need to burnish the brand of any school, *MBR* will be free to serve the broadest interests of the management community. Ultimately, we expect the shared identity of *MBR* to enable it to draw on a larger pool of academics who work on real-world problems than other publications do. By publishing academic authors who do not currently publish in *HBR*, *SMR*, and *CMR*, as well as authors from the consulting and practice communities, *Management and Business Review* will have the broadest base of contributors and the most diverse range of perspectives among the academic business magazines.

3. Business is global, but the three major academic business magazines are US based and managed. As a result, the content of these magazines is dominated by the business concerns of high-income industrialized countries, primarily the US. However, high-income countries now account for less than 50 percent of global gross product, and China has become the largest economy in the world based on purchasing power parity. This shift, combined with the continuing rise of global networks for production of goods and services, is creating new paradigms of managing organizations. To create sensitivity to the issues and opportunities of global business, *MBR* has been designed with an explicitly international mix of co-sponsor schools and the editorial board members.
4. Bridging the gulf between research and practice requires academics: The editorial board of *MBR* will rely on distinguished scholars who have shown an aptitude to write for a practice audience. It will be their responsibility to identify articles that contain truly important ideas and to help authors communicate these ideas in an accessible manner. *MBR* will also employ copy editors to ensure that articles are clear and succinct, so that readers get maximum value per minute for the time they spend reading.

Editorial Focus

The value proposition of *MBR* rests on the quality of its content. Articles must be interesting, relevant and readable for a wide audience. Although many of the ideas presented in *Management and Business Review* will be rooted in research, they must contain a clear management message. It is therefore vital that all articles address real-world business systems. Novel research results must be tied to concrete management practice. Hence, the overarching characteristic of *MBR* will be articles that are relevant to the practice of management, efficiently written, and enjoyable to read. To achieve this, articles will be concise, supplemented with visual graphics and rich in real-world connections.

It is possible, however, that an article is highly relevant to a narrow audience. To permit us to publish both broad interest articles and important specialty articles, *MBR* will make use of both print and online channels. Articles in the print journal will be held to a standard of broad interest, which generally means of interest to a senior management audience. Articles published online can be targeted at narrower audiences.

To help academic authors translate their research into accessible articles, *MBR* will conduct workshops led by outstanding scholars with strong track records of practitioner publications. Of course, we hope that this will increase the stream of publishable submissions to *MBR*. But if it also leads to scholars writing more for other practitioner-oriented publications, this will also

ANNOUNCING THE MANAGEMENT AND BUSINESS REVIEW (CONT'D)

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help achieve our goal of deepening the dialogue between business scholars and business leaders.

Sponsorship

The magazine is cosponsored by the following ten business schools whose names will be listed on the front cover of all issues.

1. Anderson School of Management at UCLA
2. China Europe International Business School
3. City University of Hong Kong
4. Darden School of Business at the University of Virginia
5. Indian School of Business
6. INSEAD
7. Johnson College of Business at Cornell University
8. Owen Graduate School of Business at Vanderbilt University
9. Ross School of Business at the University of Michigan
10. Tepper School of Business at Carnegie Mellon University

We are also inviting all business schools and companies to become partners. Like cosponsor schools, partner schools and companies will receive a 40 to 50 percent discount on the magazine's price for their constituents. They will also receive a similar discount on their advertisements in the magazine. Finally, any cosponsor or partner school may request a personalized edition of the magazine for its constituents (affiliated business community, alumni, students, and faculty). Personalized editions contain the regular content of the magazine, plus a special section dedicated to content of the institution. For example, business schools may use personalized editions to both build community and provide stimulating reading materials for their students.

Editorial Team Structure

The two of us will serve as the founding editors-in-chief. For the magazine's first few issues, we will invite a few selected people to write top-flight articles. Our editorial activities will support the general management scope of the journal by coordinating a multilevel editorial team consisting of:

- A. **Advisers:** Scholars and executives who will advise the editors on the strategic direction of MBR and the composition of its editorial team. At this point MBR has 76 advisers consisting of eight professors from Wharton; seven from Harvard; five from Carnegie Mellon, three each from Chicago, Columbia, Duke, Northwestern, Stanford, and UCLA; and two each from Cornell, Dartmouth, London Business School, NYU, and UC-Berkeley. Their names are posted on MBR's web site.
- B. **Department Editors:** Leading scholars with experience in practice-oriented scholarship and senior managers with

publishing experience will serve as autonomous departmental editors, to whom authors will submit papers. Department editors will have full authority to accept papers subject to copy editing. To provide timely feedback to authors without burdening these busy people, a department may have several departmental editors. Initially, we plan to have departments in traditional disciplinary domains (such as accounting, business analytics, finance, marketing, operations, organizational behavior, and supply chains) and in multidisciplinary domains (such as disaster management, digital transformation, energy sustainability, entrepreneurship, innovation, public policy, and strategy). But the mix of departments is likely to evolve to support emerging areas of interest to our readership. So far, the following colleagues have agreed to serve as departmental editors:

- Charles Corbett, UCLA
- Arnd Huchzermeier, WHU: Otto Beisheim School of Management
- Nirmalya Kumar, Singapore Management University
- Chris Ittner, Wharton School
- Eva Labro, University of North Carolina at Chapel Hill
- Sunil Mithas, University of Maryland
- Stefan Reichelstein, Stanford Business School
- Segei Savin, Wharton School
- Anil Shivdasani, U. of North Carolina at Chapel Hill
- David Simchi-Levi, MIT
- Jan-Benedict Steenkamp, University of North Carolina at Chapel Hill
- Jay Swaminathan, U. of North Carolina at Chapel Hill
- Asoo Vakharia, University of Florida
- Jeffrey R Williams, Carnegie-Mellon University
- Alan Scheller Wolf, Carnegie-Mellon University

C. **Associate Editors and the Editorial Review Board:** A wide range of business scholars and managers will review papers for content and contribution.

D. **Copy Editors:** A professional editorial staff will work with the authors of accepted papers to produce truly compelling articles.

The editorial board is still growing. We encourage you to nominate yourself or your colleagues for one or more editorial positions. Departmental editors and associate editors should have some of the following qualifications: published in the *Harvard Business Review (HBR)*, *Sloan Management Review (SMR)*, or *California Management Review (CMR)*; published books for practitioners; written full; and/or done consulting at senior levels of companies. Members of the editorial review board should have excellent publication records and one of two qualifications: authorship of a textbook or thorough familiarity with *HBR*, *SMR*, and *CMR*. Please send your nominations for MBR's editorial

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DOCTORAL CONSORTIUM 2017 HOW WAS IT?

Reflections on the POMS Doctoral Consortium 2017

From Ph.D. students who attended

The POMS Doctoral Consortium 2017 was held at the Hyatt Regency Bellevue in Seattle, WA, on Saturday May 6 from 10 am to 3 pm. We asked three of our student attendees to share a few words with us about their experience.



First we hear from two doctoral students at Georgia Tech.,

Priyank Arora and Can Zhang.



The first panel of the day, titled “The Job Market,” comprised of two junior and two senior faculty members who gave suggestions and tips related to preparations for the upcoming job market season.

The junior faculty on the panel were Luyi Yang (University of Chicago 2017, Johns Hopkins University) and Ioannis (Yannis) Stamatopoulos (Northwestern University 2016, University of Texas at Austin). The two senior faculty were Mark Ferguson (University of South Carolina) and Guillaume Roels (UCLA). We asked the students to summarize some key takeaways from this panel discussion.

Priyank Arora [PA]: At the outset, the topics outlined by panelists (such as job postings, application process, scheduling interviews and job fly-outs, and FAQs during interviews) seemed quite familiar to most of us owing to our previous conversations with advisors and faculty members at our university. However, the panel discussion significantly added to our view of the job market since the panelists provided practical (i.e., actionable) advice on each topic. The junior faculty members of the panel listed out clear and concise tips that would come handy during the job market season, which can be stressful and enigmatic. For instance, simple actions such as carrying water, cough drops, contact information of interviewers, and print-outs of resume and hotel layout could be very useful. The senior faculty members emphasized the value of displaying enthusiasm, intellectual curiosity, and genuine interest during interactions with every member of the prospect university. The two key words that remained with me were: (i) “practice” – to ensure that one is prepared well to the minutest detail; and (ii) “fit” – to ensure that one matches with the right school.

Can Zhang [CZ]: The panelists provided an overview on the full spectrum of the job seeking process, from job openings to application, conference interview, and fly-outs. Several suggestions that I found most helpful are: i) Make sure that we are included in the MSOM email list and have access to job posting platforms; ii) Start preparing research and teaching statements early so that we have time to revise and polish, and also make sure that they fit with the target school; iii) Communicate with faculty members and fellow students that we know from other schools to gain sufficient information about both the supply and demand sides of the job market; iii) Do a good job on “conference inter-

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team to Kalyan Singhal at MBR@ubalt.edu with the e-mail heading: Nominations for *MBR*. In half a page or less for each nominee, please list the names of the journals or magazines in which the nominee has published and other qualifications.

Your feedback

We welcome your questions, comments, and suggestions on any aspect of this plan. Please send them to Kalyan Singhal MBR@ubalt.edu. ■

view scheduling” so that we are able to schedule sufficiently many interviews and also make sure there is enough time to walk from one interview to another; and iv) Be interesting (and also be yourself) during the conference and fly-out interviews; people are looking for colleagues instead of paper generating machines.

The second panel, titled “Research and Publishing,” comprised of researchers who provided advice on various steps that are involved in taking one’s dissertation to publications.

The panelists were Ryan Buell (Harvard University), Hyoduk Shin (UC San Diego) and Beril Toktay (Georgia Tech).

What were some highlights of this panel discussion?

PA: This was an interesting session, wherein each panelist’s words can be termed as gems of advice on taking dissertation to publication as painlessly as possible. The panelists highlighted that it is important to: lay the right foundation, work on ideas that one is passionate about, proactively manage one’s research portfolio, be resilient, delicately manage relationships with members of academic community, and always aim high. Some of my favorite quotes from this session were – “Ideas are not scarce, mostly time is scarce,” “Never stop starting up,” “Can’t do everything in a referee report, but can address everything,” and “Be a survivor.”

CZ: The panelists provided several very useful tips on research and publication, including: i) Avoid identity crisis; it is important to find the connections among several projects that we have worked on, and be able to tell our own story (it is fine to have two or more different research streams, but finding a good storyline is always helpful); ii) Build our own community; having conversations with colleagues, friends or even family members and learn how to express our ideas in a simple and interesting way; iii) Writing is extremely important; we need to help reviewers to help us; and iv) When writing response letters, it would be nice to admit some value of each comment even if we may not agree with parts of it.

The third (or, final) panel, titled “Planning your career for the long run,” comprised faculty members who provided guidance and direction on becoming an excellent researcher, teacher, and

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DOCTORAL CONSORTIUM 2017 (CONT'D)

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reviewer.

The panelists were Atalay Atasu (Georgia Tech), Aravind Chandrasekaran (Ohio State University), Doug Thomas (Penn State University) and Carrie Queenan (University of South Carolina).

What were some of the most important learnings from this panel discussion?

PA: Every panelist added a disclaimer that there is no one ideal way to become an excellent researcher and teacher. Since all the panelists are prolific individuals, their words of advice definitely provided meaningful and actionable steps to help move in the direction of becoming an excellent researcher and teacher. (i) Realize your strengths and seize relevant opportunities (listen to firms and experts); (ii) Engaged scholarship is the way to go; (iii) Teaching is too big a part of our job to not love; and (iv) Follow a portfolio approach (e.g., have projects beyond dissertation, gradually distancing away from the advisor). Finally, everyone emphasized the importance of journal service by focusing on why put effort in a review, rather than on why review. Here, the key takeaways were 4Rs: respect, reasons, recommendation, and recognition.

CZ: This panel has focused on a broader set of topics, including how to shape your own research areas, how to balance teaching and research, and how to be a helpful and respectful reviewer. Several suggestions that I found very helpful are: i) A deep engagement with industry is important for identifying new research topics that are less studied in the literature; ii) Teaching is an important part of our career, and also provides a good opportunity for us to build our own network; iii) Processes such as learning students' names, collecting mid-term feedback, asking about their work and internship experience/plan are helpful for building a good relationship with students; iv) Recognize the efforts and values of every research and provide helpful and constructive comments when reviewing a paper.

Are there any final remarks that you would like to share based on your participation in the doctoral consortium?

PA: One remark that particularly stood out for me was: "[S]ince everyone around us is intelligent and smart, and is doing interesting work, it is crucial for us to focus on minute details, go that extra-mile, and invest in the last mile, to ensure that we have a long and successful career." All the panel discussions reaffirmed for me that this is a wonderful profession, and I have an exciting journey to look forward to!

CZ: The consortium has been a great experience to walk through a comprehensive set of topics on job market, research, teaching and the long-term career. A key takeaway is, as the job market is approaching, it is critical for us to do some deep thinking, identify our strengths and weaknesses, and be good at little things. ■



Finally we hear from **Sina Moghadas Khorasani**
Doctoral student at the University of Utah.

On May 6th, Seattle witnessed the 2017 POMS doctoral consortium, aiming to enlighten Ph.D. students in their academic journey. Organized in three sessions, the job market, research and publishing, and planning academic career for the long run, the meeting was co-chaired by Eve Rosenzweig and Diwas KC from Emory University and welcomed 66 excited Ph.D. students seeking counsel and advice for their scholarly endeavors.

Luyi Yang, soon to be an assistant professor, and Yannis Stamatopoulos, an assistant professor at UT Austin, were the first two presenters and they talked about how to get a job. Dynamic and multi-period is how the job market process was described, and in preparation for which the students should keep a close watch on the job openings. Careful preparation and on-time submission of the application is highly recommended. Conference interviews and flyouts need to be planned wisely and the final decision must only be made once the highest surplus is taken into consideration. They also listed several points to be considered by the students which go as follows: apply to multiple universities, schedule mock interviews and presentations with faculty and Ph.D. friends, be pleasant and professional as a colleague, and manage the time and energy during every step of the process. "Be very good at all the little things" abridged Mark Ferguson's speech about attributes of a successful candidate. A senior faculty with fifteen years of experience in recruiting, Mark defined a competitive candidate as one with legitimate ideas, enthusiasm, curiosity about research and scholarly endeavors and also an interesting colleague. Guillaume, his co-presenter, characterized a competitive candidate as being intellectually curious, a risk taker, an independent thinker, a great collaborator, a project manager, and a teacher-researcher who must be compatible with the hiring school. The epitome of his speech was practice, practice, and practice. Interestingly enough, all the speakers acknowledged, and even emphasized, the role of sociability and professionalism as determinant factors in the job market evaluation. (However, these will never substitute for competence in research and teaching.)

How to get from a dissertation to publications efficiently was the topic of Ryan Buell, who started the second section of the consortium. He depicted a roadmap of five steps: pick a project that fascinates you, aim high for the top journals, make progress all the time, get inspired by all means, and build your community, i.e. find people who come from a place of yes. Interestingly, Ryan pointed out that by explaining the research to non-experts, such as a parent or a friend, one can ensure the clarity of the findings. Hyoduk Shin told us the story of his first publishing experience which proved to be quite demanding with several rounds of revision and resubmission. He saw rejection as a usual experience in academia and urged students to fight for their papers. Finally,

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UPCOMING POMS INTERNATIONAL CONFERENCE

POMS 2017 International Conference in Australia

December 12-14, 2017, Sydney, Australia

www.poms-sydney2017.com



Welcome to Sydney during our Summer for the Production and Operations Management Society (POMS) 2017 International Conference! The conference is hosted by Macquarie Graduate School of Management (MGSM) and will be held at the Sydney central business district campus of Macquarie University.

Steering Committee: **Stephen Brammer**, Executive Dean (Macquarie University), **Norma Harrison** (Macquarie Graduate School of Management), **Sushil Gupta** (Florida International University), **Martin Starr** (Rollins College & Columbia University), **Janny M.Y. Leung** (CUHK) and **Nagesh Murthy** (U. of Oregon)

Conference Chair

Norma Harrison, MGSM, Macquarie University

Associate Program Chairs

- **Chris Voss**, Warwick Business School, University of Warwick
- **Lucy Taksa**, Macquarie University

Associate Program Chair and Proceedings Coordinator

Merhdokht Pournader, MGSM, Macquarie University

No longer accepting abstract submissions. Workshop and Panel Proposal submissions accepted until October 31, 2017.

Early bird rates for Conference Registration until November 3, 2017.

For more information visit the conference website: www.poms-sydney2017.com ■

(Continued from page 21)

Beril Toktay covered the technical aspects of successful submissions. The paper should be well-executed with a sufficiently interesting idea, i.e., a legitimate question in a new area or an existing area but a new trade-off. Her emphasis was mostly on the writing part and she elaborated on how to manage the reviews and how to handle the rejections. Our take-away lesson here can be that even top scholars have rejections and we should never get discouraged by it. It is a business and we should understand its rules.

After the lunch break, Atalay Atasu and Aravind Chandrasekeran shared with us their experiences about how to come up with new research ideas after graduation. The key message was to seize the opportunities to form problem-driven research. Atalay told us the story of how his attendance in a workshop on environmental regulations in France formed his recent research stream. Like Atalay, each of us are presented with opportunities of such nature which we do need to seize if we are to venture into blue oceans of the research domain. Next, Doug Thomas talked about the importance of effective teaching and how to achieve it. One might well encounter such research opportunities in the midst of the discussions in classes. However, he confirmed that the teaching experience is not the most influential part in the resume of a Ph.D. but still an important factor in the evaluation of the job market applicants. The final speaker of the program was Carrie Queenan who discussed the value of the effort put into a review and what describes a constructive review which can be summarized as the rule of 4 Rs: Respect, Reasons, Recommendation, and Recognition. And the best practice for doctoral students to gain experience in this regard is to review submitted papers in top journals and contrast their submission with the authentic reviews.

Attending the consortium was, in fact, a very valuable experience. And it is needless to say that this humble report cannot, by any means, encompass the depth of the information provided by the respected guests, as their experiences and tales granted us much-yearned-for insight and awareness. It offered a glimpse of how successful research questions are formed, how to manage one's time between research and teaching, and how to set milestones for research – I left yearning for even more insights in this regard but understand that this will be a lifelong learning experience. Furthermore, if feasible, I might suggest that the consortium be scheduled a day prior to the conference to avoid overlap of talks.

I am honored to be part of this elite OM community, and am fascinated by this exciting profession which requires us to be persistent in learning and creative in research, and like any other business has its own set of rules. I appreciated meeting many of my fellow Ph.D. students and wish them the best in their academic journeys. ■

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