

DECISION LINE

PRESIDENT'S LETTER



Transition and Transformation

by G. Keong Leong, President, DSI

The summer is upon us. Many will take the opportunity to recharge their system, work on their research, or travel. In my last letter the focus was on the board objectives for the coming year. One of the objectives was to continue to look for additional opportunities to grow internationally. The Asia Pacific DSI was the first international region of the Institute and was formed in the mid-1990s. After that we added the Mexico and India Sub-Continent regions. The latest addition to the DSI family is the European region. I would like to document the formation of the European region so we can better understand and appreciate the contribution made by so many members.

The wheels started turning in the summer of 2009 when a group of European scholars including Chris Voss (London Business School, U.K.), Christine Harland (University of Bath, U.K.), Richard Pibernik (EBS, Germany), Constantin Blome (EBS, Germany), Gyula Vastag (Corvinus University, Hungary), Jan Arlbjorn (Southern Denmark University, Denmark), Marc Sachon (IESEA, Spain), Paolo Barbieri (University of Bologna, Italy), Alesandro Ancarani (University of Udine, Italy), and Frank Moreax (University of Rennes, France) met with members of the DSI Board (Ram Narasimhan, Norma Harrison, Carol Latta, and me). We were on our way to attend the International DSI meeting in Nancy, France. It was an opportune time to start the process of forming the European region of the Institute. Ram was responsible for seeking out interested European scholars to attend the meeting in Paris. As a result of the meeting, a task force comprising of five scholars, Richard Pibernik, Constantin Blome, Marc Sachon, Gyula Vastag, and Jan Arlbjorn, was formed to work on the constitution and by-laws of EDSI.

I was fortunate to be able to attend the inaugural meeting of the European region in Barcelona, Spain, this year. Marc Sachon was the program chair, and he was well supported by Gyula Vastag,

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DECISION LINE

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■ KRISHNA S. DHIR, Editor, Berry College

In my last editorial column, I commented on the redeeming impact on the society of a single person making the right decision. Our times demand introspection by teachers and practitioners of decision sciences. In a recent *Bloomberg Businessweek* interview, Dean Nitin Nohria of Harvard Business School acknowledged that along with society's trust in business, its confidence in business education, too, was shaken. Nassim Taleb, the author of *The Black Swan*, is more scathing: "Humans can be extremely rational in ordinary circumstances. The minute you give them an MBA, though, they start using these forecasts and these financial tools in ways that contradict their own behavior." The students of decision sciences need to be taught more than how to use the various mathematical and financial tools and techniques. It is essential to instill in them a philosophy and an intuitive sense that informs humane decision making. We could begin with incorporating elements of humanities into our research agenda.

In the President's Letter, Keong Leong of the University of Nevada Las Vegas describes what the Institute is doing to become a global organization. For instance, he describes the formation of the latest addition to the DSI family, the European Decision Sciences Institute. He also describes how the Institute accommodates members from around the world.

The collection of essays offered in this issue begins with a feature article by Keith Ord of Georgetown University. In this article, he discusses the challenges of teaching statistics. He points out that "the first statistics course is typically taken before any of the functional area courses, except possibly accounting." He explains why statistics is "the Rodney Dangerfield of business school," and suggests how we might rejuvenate its role in the business administration research and curriculum.

In her essay, "Arriving by Consensus in Global Business," presented here in the International Issues feature column, Christyne Vachon of Northeastern University describes the evolution underway in intercultural interaction. "Significant

and slight differences in culture affect the ability of business people to arrive at consensus with their foreign counterparts." She offers specific dimensions of interactions to suggest ways of improving the efficiency of arriving at "intercultural consensus."

Ken Kendall of Rutgers University, the feature editor of the E-Commerce column, loved his iPhone. Then came the iPad! He explores whether the iPad will really change the way we live and work. Read the article to discover his conclusions.

In the Deans' Perspective feature column, Arvind Phatak and Amandeep Sandhu, both of Temple University, describe the distinct nature of Asian capitalism. They observe that "in Western capitalism when a company moves to a purely impersonal management, it is defined as mature." The Western commentators attributed the Asian crisis of 1997 to the "close connections between business families and the state." Yet, today "when most economic growth is forecast to come from emerging Asia, family-based capitalism of Asia is being reconsidered in a new light."

In the Bookshelf column, Amit Mitra of Auburn University brings us his take on *Managing for Quality and Performance Excellence*, authored by James Evans and William Lindsay.

We hope you will enjoy the news and views presented in this issue. We look forward to hearing from you. Happy reading! ■

Krishna S. Dhir



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Statistics in B-Schools: Millstone or Cornerstone?

by J. Keith Ord, Georgetown University

Scene: A social gathering

Me: Hi there, it's a nice get-together.

Interesting Other Party: Yes, it is always nice to meet people and to find out what they do. What's your line of work?

Me: I'm a faculty member in a business school.

IOP: Cool. What do you teach?

Me: Business statistics.

IOP: (*awkward pause*) Gee, that's—er—interesting. I wasn't very good at Stat in college. I worked really hard but I only got a B-minus. The professor was really weird. He kept talking about some central limit theme but I never knew what he meant. (*Looks anxiously around room, sees no familiar faces and then looks at watch*). Gee, is that the time already? Hey, it's been nice talking to you but I've got to run. Bye.

Well, maybe such conversations don't go downhill quite so quickly, but many of us have had interactions involving at least some of those elements. Why is statistics (or, more generally, quantitative methods) the Rodney Dangerfield of the business school? My aim in this essay is to explore possible explanations and then, in keeping with the theme of rejuvenation at the 2010 Decision Sciences Annual Meeting, to start to chart a way forward.

How Did We Get Here?

First, let us consider a brief history of quantitative studies in business schools; a more detailed account is provided by Benson (2004). In 1959, the Ford (Gordon & Howell) and Carnegie (Pierson) reports were sharply critical of the lack of rigor in business schools, both in teaching and in research. In the years that followed research programs developed along more scientific lines and course offerings im-

proved in quality and content, as well as embracing new pedagogy, notably the use of cases. However, as the emphasis on rigor increased, a communications gap opened up between academia and the world of business. Criticism of the direction that business schools had taken was most famously laid out in Porter and McKibbin (1988), in a report sponsored by the AACSB. These authors argued for greater emphasis on strategic thinking. Porter and McKibbin did not dismiss quantitative methods as unimportant, but in a degree program of fixed length, if topic A has more time devoted to it, topic B will get less. Unfortunately, statistics and quantitative methods fell in the "B" category.

Around the same time, the late 1980s and the '90s also saw the rise of the infamous rankings, notably those published by *Business Week*, *U.S. News and World Report* and *Financial Times*. We all love to hate these rankings and can provide reasons why our own schools deserve higher ratings, at the same time professing that we ignore such perverse measurements of academic quality. But, of course, we cannot ignore them; for better or worse, they represent almost the only widely available independent assessments of a school's quality, and prospective student choices are guided by this information. The primary focus of these published rankings has been MBA programs and arguably this emphasis has led to the diversion of resources away from undergraduate and doctoral programs and towards MBA programs. That shift is correlated with a relative reduction in quantitative course offerings; cause and effect may be unproven but the outcome has not been good for the "quant jocks."

To the extent that the rankings place weight on research, they tend to include few if any statistics journals and to list



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many more that focus on management and strategy. What are smart business school deans to do? They join the dots and cut back on the number of statisticians in the school by having non-statisticians within the school or adjunct faculty teach core courses, or by out-sourcing statistics teaching to our colleagues in the arts and sciences. In this way, deans release more resources for those areas that count in the rankings. It should also be noted that our colleagues have become much more statistically savvy, especially in finance and marketing, thereby making them available resources for the dean seeking to staff the introductory statistics course. Hey, we teach students about the virtues of outsourcing, so we can hardly complain if it happens when we are perceived as not providing sufficient added value. However, this strategy carries an inherent risk: when people from a functional area teach the statistics course, the emphasis tends to shift from an overview of statistics to the statistical methods used in the instructor's functional area.

What do these developments mean for statistics and quantitative methods? Many operations researchers have shifted in the direction of supply chain management, to the lasting benefit of that field. Statisticians had an opportunity in the 1990s in the area of quality management, but that fish swam away, either to engineering schools or to operations. As statisticians we must add value to both the research and teaching missions of the B-school. We now explore what might be done to reverse the tide.

Rejuvenating Teaching

We begin by examining some of the criticisms leveled at the teaching of business statistics and how such issues might be addressed, recognizing that in many cases the solutions exist, but that we sometimes fall short on implementation.

The statistics course is irrelevant. The first statistics course is typically taken before any of the functional area courses, except possibly accounting. Thus, teaching materials need to include examples or short cases that can illustrate the

value of statistical methods to managerial decision making. Our functional area colleagues can be a useful source of real data and stimulating mini-cases.

The course is all about techniques and not about understanding. It is all too easy to "teach" statistics by "plug and chug" or by "point and click" methods. The availability of test banks and the widespread use of non-specialist or adjunct faculty sometimes push statistics courses in one of those directions. Furthermore, (weaker) students often prefer the security of closed-form examination questions that allow rote learning to substitute for understanding. In turn, if faculty salaries are based in part on student evaluations, the high tech(nique) road is a tempting one to follow. Nevertheless, if students are to see value in studying statistics, we need to adopt a problem-solving approach to the subject, even though that may involve more preparation time and (groan) more difficult grading.

There are no good textbooks. This statement may have been true in the 1960s and '70s but it really does not hold up anymore. Even if you have not yet written the perfect text, there are plenty to choose from and abundant supporting materials, even test banks. Further, modern technology allows you to mix and match material from different books and to create a custom text. Careful selection of the right course text may be a tricky business, but it is worth spending time to get it right.

Classes are boring. The current generation of students is not noted for its long attention spans, but the advent of applets and clickers, combined with the availability of business statistics cases can all make for greater interest in the classroom.

We only get to teach introductory courses. Many lists of course offerings do indeed show a scant selection of upper-level electives in the quantitative area.

It has not always been so. The '80s and early '90s saw a focus on quality and this topic continues to attract con-

siderable attention under the label of six-sigma methods. Quality topics still appear in statistics textbooks, although the subject tends to be relegated to the "if there is time at the end of the course" category. Since many introductory courses have been reduced in length, time often runs out before the topic is addressed. We need to learn from this example and be innovative in the development of courses in emerging areas. Further, if we are going to sustain statistical interest in such areas, we need both to build the infrastructure and to collaborate with our functional areas colleagues to integrate such topics into their discussions.

Rejuvenating Research

Effective statistical research within a B-school requires both functional area expertise and the ability to be innovative in terms of statistical theory. When deans recruit faculty members with strong quantitative skills into the functional areas, the research effort can be sustained, provided these faculty members are able to interact with statisticians in the B-school or through joint appointments with statistics departments. Unfortunately, such opportunities are not pursued as vigorously as they should be, perhaps because leading statistics journals rarely "count" in the dreaded rankings. Thus, the net impact of all the factors just described is that the number of bona-fide statisticians within B-schools has diminished and the remaining population is graying.

Statistics gets no respect in a business school. There is an old adage that states "That which is measured will be honored." The complementary statement "That which is not measured will not be honored" also tends to be true in the present context. As we noted at the outset, statistical research tends to get short shrift in current ranking exercises. We also noted that the rankings are important to prospective students as they provide almost the only form of independent evaluation, however flawed. As statisticians we need both to demonstrate that we are creating added value and two ensure that these contributions are properly recognized. In particular we must grasp opportunities to

become more involved in program assessment exercises.

My functional area colleagues have strong statistical backgrounds. Improvements in statistical computing and in the statistical training in doctoral programs make this statement true, at least approximately. From one perspective, this development makes it easier to use other business faculty to teach introductory statistics courses. However, this development also provides a path to greater productivity in that it provides greater opportunities for jointly published research. Those recruiting new faculty members also need to keep in mind that a functional area specialist is unlikely to have the time to stay current with new developments in statistics.

Statistical research is not valued in the B-school setting. We need to demonstrate the added value that statisticians can bring. A search for successful paradigms in other disciplines naturally leads to the field of biostatistics, where biostatisticians are routinely members of research teams, in academia, industry and government. Some of their activities may involve the provision of technical advice to other researchers, an area that is also important in business research, albeit typically under-valued. But biostatisticians also publish quality theoretical papers relevant to the medical and biological sciences and statisticians in B-schools are, or should be, doing the same in the management area. Closer to home, the field of econometrics has succeeded in blending theory and applications quite well, which suggests financial econometrics as another fruitful area for joint activity.

What Needs To Be Done?

The first and perhaps most crucial step that needs to be taken is to nurture new (and not so new) areas of research and teaching that will provide added value. Notable opportunities that exist at the present time include:

- **Data mining**, which involves both the analysis of large data sets and their use in market research and other functional areas;

- **Business analytics**, which involves quantitative approaches to the analysis of business data in support of decision making; and
- **Risk analysis**, designed to identify and evaluate factors that may have an impact on the potential success of a business project.

If we are going to sustain activity in these areas we need both to build the infrastructure and to collaborate with colleagues to integrate such topics into their functional areas. To the extent that we are successful in such ventures teaching and research opportunities will expand.

The second component of our redevelopment strategy involves working with our B-school colleagues to ensure that promotion and tenure criteria are better at acknowledging contributions to statistical theory and methods that are germane to business research. Likewise, we need to lobby to correct the current imbalance in the rankings, both in terms of their lack of recognition of statistical research and their overemphasis on (full-time) MBA programs at the expense of undergraduate, doctoral and specialized masters programs.

Next on the agenda is the restructuring of the rankings system as a whole. Current rankings are produced by commercial publishers and, by all accounts, they attract a lot of interest. There is no harm in such endeavors, but they should not be the only source of independent information available to prospective students. Current AACSB (re)accreditations are essentially “pass/fail,” but it would not be impossible to convert these time-consuming and constructive activities into detailed evaluations of program performance. Since AACSB-accredited schools are re-evaluated every 10 years or so, such information could provide a platform on which to build objective ratings of a school’s programs. Annual updates could then account for new developments. At the very least, such an exercise would provide a second, and arguably much more reliable independent evaluation of program quality.

How Do We Move Forward?

There are various ways in which we could tackle these issues but, assuredly, we need to “hang together so that we do not hang separately.” One possible vehicle for such action is the group that goes under the mnemonic MSMESB (Making Statistics More Effective in Schools of Business). As the name suggests, the mission of MSMESB is to improve the teaching and practice of statistics in both B-schools and the business community. More specifically, MSMESB aims to encourage interaction between business faculty and others involved in teaching business statistics with professionals from industry and government.

The first MSMESB conference was held at the University of Chicago in 1986. The conference was organized by three professors at the Graduate School of Business: Harry Roberts, George Easton, and George Tiao. The motivation for the conference was that the practice and teaching of statistics in business schools left much to be desired. In particular, introductory textbooks and courses did not focus upon business issues, and faculty research often failed to identify themes important to the business community.

In the intervening years, considerable progress has been made in several directions:

- Textbooks are more innovative, relate better to business students and provide a better basis for active learning;
- Software packages have become much more user friendly and are integrated both into textbooks and most courses;
- The quality of statistical input into business research has improved considerably; and
- Computer simulations (e.g., via applets) enable more graphic presentations of statistical concepts such as sampling distributions.

MSMESB would certainly not pretend to be the sole source of these developments; however, the conferences have been a forum for continuing constructive discussions among academics, business

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■ JOHN DAVIES, Feature Editor, Victoria University in Wellington, New Zealand

Arriving at Consensus in Global Business: Globalization Meets Multiculturalism

by Christyne J. Vachon, Northeastern University

Airplanes, video conferencing, mobile phones, email, texting, and the Internet all represent players in the campaign to make the world a smaller place. Someone halfway around the world becomes as accessible, if not more accessible, than your neighbor. In both our personal and business lives, as we rush forward towards the future, our world shrinks. In the business world, globalization, whether you like it or loath it, must be factored into your program. While the world may seem to be getting smaller, there remain sizable differences in culture. With the advent of technology, we communicate more easily with people geographically far away from us, bringing all of our differences together more spontaneously and frequently. Significant and slight differences in culture affect the ability of business people to arrive at consensus with their foreign counterparts. Each of us exists in our own sphere of influence in the world with those elements of our environment with which we are familiar. The same is true for business. Knowledge of the differences and conscientious intercultural communication will enhance the ability to achieve consensus.

Globalization makes international business easier, if not a necessity, but one cannot overlook the fact that each country, while more accessible, still retains its individual identity and unique attributes and, so too, its business people. To achieve consensus among the diverse people of the globalized business community (whether they work in the same organization or at a business partner), we need to conscientiously make an effort to engage. Conceptually, you can build this approach in three aspects temporally

representing the before, during, and after: (1) Research; (2) W.H.A.T.T. (Watch, Hear, and then Think); and (3) Learn.

Before

Before entering into the intercultural interactions, first research the issues surrounding the topic of the international interaction. These issues are not just concerned about the hard facts, such as the tariffs, subsidies, and economic integrative units encountered in international business dealings. Instead, your research should also relate to the soft cultural variables such as behaviors, language, norms, goals, and values. From this concept, one may immediately rush to think "Yes! We should research what customs *they* have. Understand *their* habits. Anticipate what they will do and what *their* goals will be." Actually, you first need to articulate your own culture and goals. Know your own culture and goals *as well as* those of your foreign business counterparts in a foreign culture.

Determining your own culture and goals usually turns out to be more challenging than originally thought. Especially in certain places, like the U.S., often people assume they have no distinct culture. The euphemism that America is a "melting pot," by describing all cultures as coming together and melting into one, discredits all of the diverse cultures that dot the American landscape, leading many people, Americans included, to assume they do not have a distinct culture that would affect an international business communication.

Whether we know it or not, our perceptions of others and interpretations of what other people say or do is greatly affected by our own culture and goals.



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Among other things, your own values, priorities, motivators, norms, experiences and language abilities will affect how you perceive the messages others are or are not sending. For this reason, you need to articulate your own culture and goals in order to understand whether you are sympathizing or empathizing with your foreign business counterparts. "To sympathize" you consider what your business counterpart is saying or acting in light of your own culture and goals. "To empathize" you consider what your business counterpart is saying or acting in light of what you understand to be their culture and goals. Ideally, determine whether you are sympathizing or empathizing and migrate your thinking towards empathy. Through empathy, strategically, you will understand your international business counterpart better and avoid time and money lost due to unintentional, intercultural business blunders.

That brings us to the next part of our research before our intercultural business interaction. Research and understand your foreign business counterpart's culture and goals. Among the first issues contemplated when entertaining a decision to enter a foreign market, a venture will usually research and analyze the more obvious, yet important, international business considerations among which include the size of the market, consumer purchasing power, value-add, exchange rate, exchange controls, money market capabilities, rules governing foreign investment, and labor rules. The list is voluminous. Of equal importance, if not more, people building international business relationships must consider the specifically unique qualities of the country and culture with which they have decided to explore conducting business. In the battle to gain the business advantage and improve the chances for consensus and resulting success, the strategic business person needs to become familiar with the culture of the origin of the involved people and their goals. A few topics to start you off on your research path include: general values, time considerations, group dynamics, power dynamics, and gender differences. Culture includes reference

to the social, economic, and political norms as well.

General Values. Consider the values and priorities of the culture of your foreign business counterpart. How does the culture treat elders? Are there class differences? Necessary religious accommodations? Emphasis or de-emphasis on material wealth? Emphasis or de-emphasis on knowing one's business partner outside the proverbial conference room? In your research, it is helpful to keep the perspective that the age of your client may also affect adherence to traditional values and priorities. There could be generational differences.

Time Considerations. Understand whether the culture of your foreign business counterpart emphasizes punctuality or has a more flexible view of the clock. Is it a culture that views punctuality as essential, anything short of punctuality is an insult to the business counterpart? This analysis may also help you to anticipate a few additional traits, such as whether your foreign business counterpart will require strict adherence to deadlines for completion of projects. In the alternative, the foreign business counterpart may prefer to fully complete a project, no matter how long it extends past the intended due date. Moreover, this *Time* analysis may indicate whether you should anticipate starting your business meeting immediately or whether your foreign business counterpart will prefer to engage in informal preliminaries: a welcoming and extended dialogue, show you around the facility, introduce you to people, take you out to breakfast first, etc.

Group Dynamics. At the core of group dynamics, you seek to understand whether the culture is more individualist versus collectivist. If your foreign business counterpart comes from an individualist culture, the culture emphasizes the value of independence and individual freedom and successes. In an individualist culture, people speak for themselves. In a collectivist culture, on the other hand, the group tends to speak for the individual. The foreign business counterpart from a

collectivist culture may tend to place high importance on team building, team work, and unity in purpose. Decisions will be made by a group, probably an extended network, of members.

Power Dynamics. Determine whether the tone of the culture as applied in the business seeks to provide opportunities for all and the ability to improve all careers (egalitarian) or whether it is more rigid with clear differences in status and little room for improvement (hierarchical). This tone will indicate to you how your foreign business counterpart relates to authority and suggests how you should act as well. Are titles very important? Should you continue to refer to your foreign business counterpart as doctor? In another context: Will your foreign business counterpart challenge decisions made by upper management? Or, for instance, if the president of the foreign company makes an incorrect statement, should you remain silent or offer a correction?

Gender Differences. Analyze whether the culture of your foreign business counterpart is egalitarian, that is, where each person makes decisions for themselves about themselves, has access to education, has the right to own property, the ability to participate in business meetings. In the alternative, you may find that the culture of your foreign business counterpart is male-dominated. In a male-dominated culture, a female may not have access to higher education, the ability to own property, make decisions for herself about herself, or engage in a conversation with a male in business. Most notably, as a female approaching such a culture, you will have to realize that you will have greater challenges to make your voice heard to an audience of both men and women foreign business counterparts, and being heard does not necessarily mean speaking louder.

During

Next, we should consider the **W.H.A.T.T. factors:** *Watch, Hear, and then Think.* During your meeting, conference or due diligence, take the time to watch and hear what your foreign business counterparts

are communicating. Too often, we are already thinking of what we will do or say next while our counterpart is communicating so we miss important information and clues. Instead, *Watch* and *Hear*, and then slowly take the time to *Think*, particularly keeping in mind the research you have already conducted.

W.H.A.T.T.—Watch

When you meet with your foreign business counterpart, you watch for non-oral clues. By paying attention, you will learn what your foreign business counterpart is communicating without the use of words. In this sense, your preliminary research is very important as non-oral cues can differ significantly from culture to culture. Examples of types of categories of non-oral communicators are eye-contact, gestures, physical space, and body contact. For instance, a gesture of a shrug of the shoulder with a tip of the head to the side in the U.S. may mean that someone is indifferent or doesn't care about a topic. In Nepal, the same non-oral gesture signals assent and agreement. With your preliminary research, you will know that body language in the culture of your foreign business counterpart may differ from your own. *Watch* to learn from the body language of your counterparts. Understand what certain body language means in the cultures with which you are interacting. In this way, you can be aware of the non-oral communications of your counterparts as well as to *Watch* the unintended non-oral communications by yourself.

W.H.A.T.T.—Hear

Hear what your foreign business counterpart is saying. Moreover, listen to what they are saying. When you can repeat what the person said, you *heard*. When you understand what the person meant, you *listened*. When you listen, you attend to the words spoken and the message conveyed through pauses, tone, tempo, pitch, and volume. These are non-verbal cues. For example, volume and faster delivery may mean anger or perhaps enthusiasm in some cultures. On the other hand, if your foreign business counterpart is from Japan, they may speak softly

but be equally enthusiastic. For them, soft speaking and evenly spaced speech are signs of proper etiquette and education as well as fine breeding.

Similarly, if you are from a culture that speaks fast, and your foreign business counterpart is not, be aware that your foreign business counterpart may not understand you (language ability aside) and they may also interpret what they perceive as fast speech as evidence of poor education, nervousness, and/or lack of class. As a point of reference, cultures that are often accused of speaking too fast include Italian, Indian, Arabic, and parts of the U.S. Consequent to your preparatory research, you will anticipate communication needs and take steps to avoid certain business blunders.

Another aspect of *Hear* is to engage in active listening. Active listening incorporates the above *Hear* concepts and more. Active listening includes validation as well. Validation tells a speaker that you are listening to what they are saying. Validation may involve nodding your head, smiling or saying "I see," "Sure," "Yes," "Right," etc., as someone is speaking. Again, your prior research will help guide as to which forms of validations are suitable for your foreign business counterpart. For example, in some Asian cultures, smiling may be interpreted as an indication of embarrassment or lack of comprehension. Listen to what your counterpart is saying and pay attention to what your counterpart means. An example of this is when Western cultures meet Asian cultures and the Western culture complains that "yes" means "no" in the Asian culture. What usually happens is that the Western business person understands that "yes" means that her counterpart agrees to everything she has said. When, in fact, the Asian counterpart may be validating the speaker, indicating that they have heard, not that they agree.

W.H.A.T.T.—Think

Once again, digging into your library of prior research, you will know your own culture and goals. Once you have watched and heard your foreign business counterpart, determine whether

you are sympathizing or empathizing. If necessary, shift to a more empathetic approach.

Similarly, be aware that we each have mental models, assumptions that we make about cultures foreign to our own, sometimes referred to as stereotypes. Mental models are usually outside of our own awareness and are based on our own set of culture, experiences, and knowledge. Mental models serve as a lens through which we view these other cultures and affect the way we watch and listen to someone, our feelings toward that person and what they have communicated, and our own reaction (what we do or communicate back). As part of *Think*, challenge your mental models. First, it is important to not rush your thinking. Take the time to inspect your thoughts. Do you have a preconceived notion? Assumptions? Perhaps you may even ask your foreign counterpart a few questions to further explore your own thoughts. When you have taken the time to *Watch* and *Hear*, then you *Think*. Formulate your thoughts based on what you know now, not independent of what you watched and heard. Your prior research provides you a foundation upon which you analyze the "watched" and "heard" elements.

After

Third (but I will not say finally since our international interactions never quite end), learn from every interaction and action. Learn from your blunders and your successes. Make notes, write it down. *Note to self*: "Do not put the business card of a Japanese counterpart in back pocket of trousers. Perceived as an insult." Take note of the content results and, equally important, take note of the aspects of the soft variables that you learned so that the next time you will know what works and what does not work.

Through preparation with research of soft, cultural variables and cognizant communication and follow-up, intercultural consensus can be much more accessible as a destination in the global marketplace. ■

■ KENNETH E. KENDALL, Feature Editor, School of Business-Camden, Rutgers University

Apple Computer has sold over two million iPads within the last two months. Is the iPad really a game changer? I decided to start writing this month's column on a new iPad. I would prefer to take the iPad on trips because it weighs about one and a half pounds and fits inside a hotel safe. So I decided to purchase and test out the new iPad to determine if I can leave my notebook at home. In this month's column, I'll share my experiences with you.

Continually Emerging Technologies: Will the iPad Really Change the Way We Live and Work?

By Kenneth E. Kendall, Feature Editor, Rutgers University

I loved the experience I had with my iPhone for the past year and a half. I waited until the iPhone 3G came out, so I was not an early adopter of this technology. But since my experience was so positive, I decided to purchase the iPad as soon as it was available. Programs (also called "apps," which is short for applications) can be downloaded from the iTunes store. The apps described in this article cost from \$0.00 (free) to \$19.99.

So is the iPad truly a game changer as Apple touts? Does it change the way I conduct my customary business day?

The uniqueness of the iPad is having it at the ready in the office and house, anywhere you would like to pick it up and use it.

The iPad at Home

The iPad changed the way I get news. I didn't enjoy reading newspapers on a desktop computer screen, but I didn't appreciate the feel of messy ink on newsprint, either. I would typically turn on a TV and pick up the news that way, but with the iPad I like to browse stories using one of the news readers such as **The Early Edition**, **Pulse News Reader**, or **NewsRack**.

You need to set these apps up ahead of time (before you want to read the news) by entering a URL for their RSS feed. But once they're on your iPad, you just slide your finger to scroll through a story, or slide your finger to change sources.

There's something exciting about touching the screen and watching tiny thumbnail photos whiz by. The interface allows you to select the article you want to read, and since you invest the time in selecting the stories, you'll tend to read a little deeper into the story, rather than if you were just passively watching it on TV.

If I look up an item in Wikipedia, I prefer to use an app for that. **Articles for iPad** is a visually pleasing way to look up Wikipedia entries, but I like **Wikipanion Plus for iPad** because it allows you to assemble entries into a queue, so that you can easily find them and read them at a later time.

The iPad and Getting Organized

One app I cannot exist without is **1Password for iPad**, which securely stores all my many passwords in a vault. It is good practice to have unique passwords for everything and they should be "strong" enough so that an unauthorized person cannot easily deduce them. 1Password allows me to "synch" (synchronize) all of my passwords on all of my Mac desktops, iPads, and iPhones, so that no matter where I am, I have them with me and I no longer need to memorize them.

I no longer keep a paper "to-do list." Instead I use an app called **OmniFocus**. This program is a very powerful project management tool, and those familiar with Getting Things Done (GTD system) will be able to capitalize on all of these



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<http://www.thekendalls.org>

features. But OmniFocus can be simple too. While there are more aesthetically pleasing “to-do list” apps, OminiFocus has a notable advantage over these. I can synch it with all my desktops, iPads, and iPhones.

The iPad and Travel

The most essential app for travel is **FlightTrack Pro**.

After booking a flight, either over the Internet or using the **KAYAK Flights** app, I receive an email with the confirmation. I forward the email to **TripIt.com**, then TripIt.com communicates with FlightTrack Pro and continues to monitor the flight for any schedule changes or delays.

FlightTrack Pro was essential in my adventure getting home from England earlier this year. That story can be found in the May 2010 issue of *Decision Line*.

When I am visiting another city, I will choose a restaurant by reading a restaurant review on **Zagat To Go**. Ten years ago I bought the Zagat little red book. Later, I used www.zagat.com on my PC desktop, printed the reviews, and took them along. Recently, I used it on my Palm device, and then used an improved version on the iPhone (because of the GPS feature). Now, I’ll use it on the iPad, because this implementation is superior to all of the other platforms.

The iPad and Writing

When I travel, I can write a review for a journal, for example, using the iPad with the **Pages** app from Apple. Pages on the iPad is adequate to write columns such as this one, but I wouldn’t try to coauthor an article on it. This version of the iPad is missing a document management system as well as collaboration tools, making it more difficult to produce a collaborative piece than it should be. There is hope that Apple will remedy this in an update.

Many of my documents are stored in **Dropbox**, an online storage program that is, once again, accessible from any of my Macs, PCs, iPads, or iPhones. Dropbox is a wonderful addition to cloud computing. But the ability to take an app from Dropbox, edit it by Pages, and let others

view the document is not yet available. I can’t wait for that to happen.

The iPads in the Classroom

When I am away from my desk, I can prepare my lecture for the next day’s presentation using **Keynote**. Apple sells a cable that connects the iPad to a projector, but it is also possible to send Keynote to your notebook or desktop. Another useful app is **OmniGraph-Sketcher**, which allows me to quickly draw graphs.

When I want to give a more formal talk, I just paste my presentation into the **ProPrompter** app, and magically I have a teleprompter containing my lecture. In this way, I never have to worry about losing my place during my talk, and I can look directly at the audience as I speak, rather than at a monitor or projection.

What Can’t I Do on the iPad that I Can Do on My iPhone?

Well, for one thing, I can’t make a simple phone call. I can’t take a photo. And I

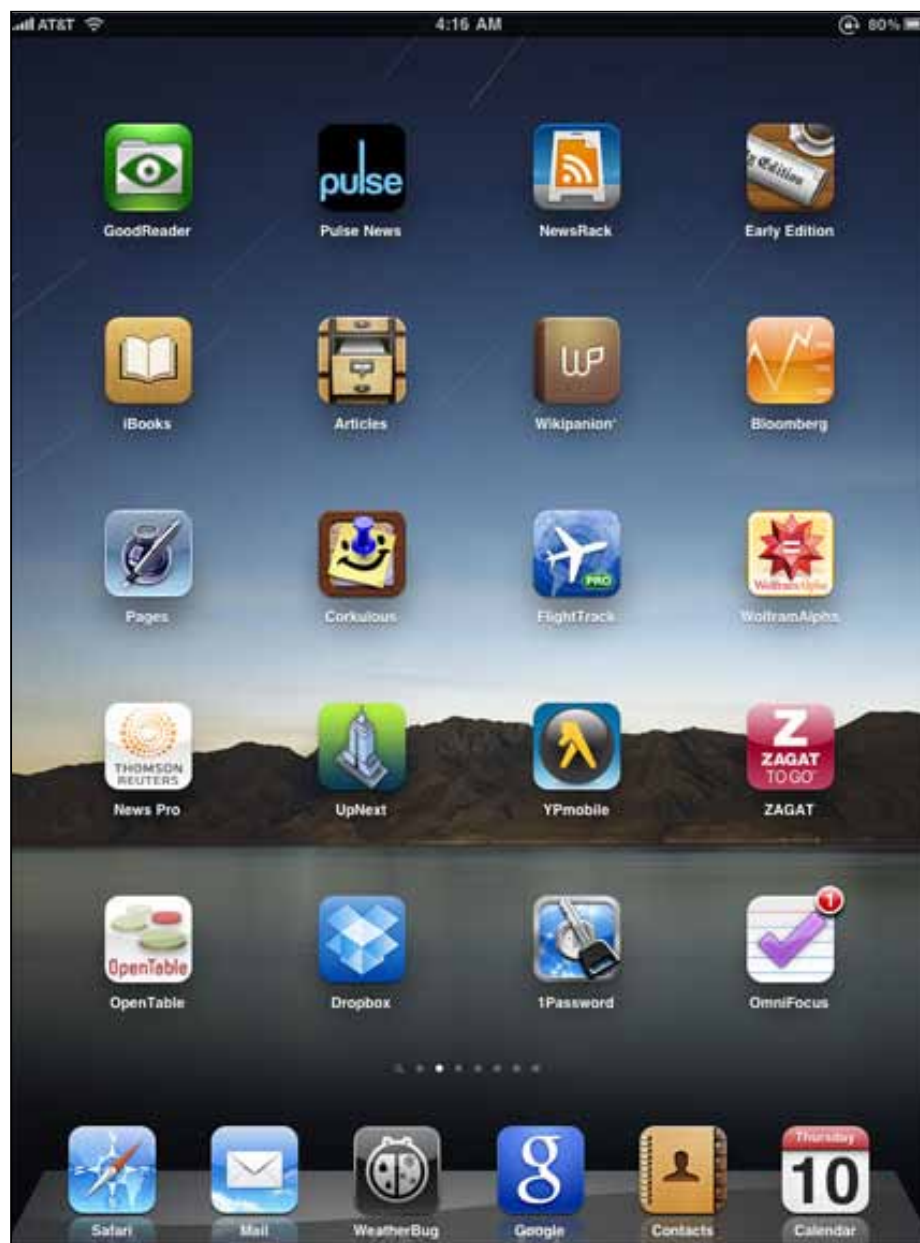


Figure1: Apple’s iPad has a large, appealing touch-sensitive screen.

can't take a picture of a barcode and do a price check to see whether I'm getting a bargain, or whether I can buy an item less expensively at a different local store or on the Internet.

It's still easier to pull out an iPhone and look at a subway map or an airport map than it is to take the iPad out of the case to complete those tasks. And when I use an app to hail a taxi (an app called **Taxi Hold 'em**), it would be awkward to hold up a big flashing sign on the iPad that says "Taxi," then fold it down and quickly jump into the hailed cab.

So is the iPad a Game Changer or Not?

When asking the question whether the iPad is a major advancement, columnists in the computer blogs have focused on e-mail, browsing the Web, and playing games. I have avoided these topics because they represent incremental

improvements, but not major changes, to how we conduct our lives (to be fair, my earlier discussion about Zagat To Go dealt with incremental changes).

One of the first things I did after setting up the iPad was use an app called **WeatherBug Elite for iPad** to check the weather before leaving the house. The opening screen on WeatherBug has an 8" x 8" visual depiction of full color radar. It was obvious that a powerful thunderstorm was heading my way and since my mission wasn't critical, I decided not to go out and brave the weather.

I later found out that there was a massive auto pileup on the main street just outside my neighborhood. That experience alone gave me the feeling that it was a good decision to purchase the iPad.

It is the convenience and the encouraging interface that makes me love the iPad. The iPad allows me to do many

different things faster than I can do them on a desktop. Secondly, I'm able to do more things at once. Thirdly, I do different activities than I typically would on a desktop. For example, I could always have a "to-do list" on my desktop, but it would remain on my desktop, not where I am when I need to consult it.

So, in the end, the iPad has, and will continue to change the way I do my normal routine, my travel, my writing, and my time in the classroom. ■

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professionals, book publishers, and software vendors. Unfortunately, progress has been uneven. Many courses in business statistics remain passive learning experiences.

As time progressed the MSMESB conferences hit a plateau. Familiar friendly faces appeared each year but there was an increasing sense that we were "preaching to the choir" and not reaching faculty who were perhaps isolated from statistical colleagues and practicing statisticians and therefore were unaware of recent research developments and current relevant applications. For a number of years MSMESB had arranged sessions at the DSI meetings (and also at the Joint Statistical Meetings) but it was felt that broader outreach was needed. Under the leadership of Bob Andrews of Virginia Commonwealth University, a one-day miniconference was organized at the 2008 DSI Annual Meeting in Baltimore. The sessions were well attended and evoked a strong positive response from participants, so a second miniconference was organized at the 2009 Annual Meeting in New Orleans.

A further round of positive reactions led to the establishment of MSMESB as a special interest group within DSI and a one-day miniconference for 2010 in San Diego (for details, see link below or *Decision Line*, March 2010, p. 30). The 2010 miniconference will address a number of the topics raised in this article.

Conclusions

Statistics has always been a core requirement in business degrees and the basic assumption underlying this article is that the field continues to hold much potential benefit for business research and practice. That assumption is not a "given" but it is worthy of more serious consideration than it has perhaps received in recent years. However, if the claim is to be sustained we as statisticians must be more effective both as teachers and researchers in a B-school setting. Further, we must make our case more proactively to our colleagues. Whether the proposals outlined in this article are the way to go remains to be seen, but hopefully they will at least

stimulate vigorous and constructive discussions. ■

Article Links

Details on MSMESB miniconference at the 2009 DSI Annual Meeting:

http://www.decisionsciences.org/DecisionLine/Vol41/41_2/dsi-dl41_2meet.pdf

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Family Matters: Explaining Asian Capitalism's Distinct Nature

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Asked about Indian workers distinguishing feature, Bob Hoekstra, who served six year as CEO of Philips India's Innovation Campus in Bangalore, responded by emphasizing their devotion to their family. For Hoekstra, working with Bangalore's software engineers, a substantial number of whom have returned after obtaining education and work experience abroad, an Indian family takes precedence over any other factor in explaining his employees' behavior. That these employees took unpaid days off to look after their sick parents was a revelation for Hoekstra. This centrality of family structures in these employees' lives, however, is just one part of a family's larger role in Asian capitalism.

There is extensive literature on capitalism's interaction with culture, and one significant line of inquiry holds culture as central to explaining capitalism's rise in the West. Max Weber explained the development of capitalism by referring to the Protestant ethic—a worldview emphasizing asceticism and frugality, devoted to securing afterlife by succeeding in this world; with success defined as capital accumulation. In Weber's view, however, Asia did not develop capitalism because it lacked cultural preconditions emphasizing a rational outlook on life. In other words, religious traditions of China and India, and their attendant family structures, did not provide grounds to believe that there could be an ethic that propelled capitalism forward in Asia. There was no need to seek a Confucian ethic or a Hindu ethic in Asia as these traditions, according to Weber, were caught in magic and mysticism.

Marx, against whom Weber is usually set up as providing a distinct read-

ing of the development of capitalism, also discounted the possibility of Asian social and family structures providing any evidence of support for capitalism. He in fact emphasized the inability of India to develop capitalism because of the petrified nature of the country's social relations. One version of Marxist interpretation blamed the presence in Asia of the so-called "Asiatic mode of production" to explain absence of capitalism. This version held that the centralizing structure of irrigation—i.e. the power of the state derived from control of a few select irrigation rivers, thus centralizing power in the hands of those few who controlled irrigation—impeded any possibility of development and produced a unique type of authoritarianism in Asia. This authoritarianism was simultaneously present in family structures.

And yet, today when Asia is identified with the most dynamic of economies, what we are seeing as the drivers of Asian economic growth are the very cultural explanations that once were supposed to stand in the way of Asia's phenomenal economic growth. The Asian family, albeit perhaps too hierarchical, today provides the elements of trust and cooperation amongst its members and between firms that are the basic building blocks of Asian economies. Across one end of Asia to the other we find companies and economies defined by family structures. Family-based structures dominate the world of business in Asia. Examples are the Korean *chaebols* such as Samsung, Hyundai, or LG; or Japanese *zaibatsus* such as Sumitomo, Mitsui, and Mitsubishi; Indian firms such as Tatas, Birlas, and Ambanis; Chinese firms such as Li and Fung, Li-Kai Shing's Cheung Kong; or Indonesian firms such as the

Salim Group and the Suharto Group. If one thinks about the old trading networks of middle and modern ages, those stretching from South India to Yemen to Morocco, or from European entre-pots to Curacao and other New World holdings, family networks played a prominent role in facilitating trade. Asian capitalism's emphasis on family as an organizing unit of business structures draws upon this long history.

Within Asian capitalism today, one can discern two different ethical versions. One centered on China focuses on maintaining societal balance by emphasizing Confucian values of order, respect for elders, and family devotion. Another centered on Hinduism in India also emphasizes respect for family. The enterprises resulting from these two differing cultural contexts nevertheless carry a similar cultural emphasis on family, which is reflected in the success of family-based firms in both the economies. The family-based firms provide for a higher level of trust—a concept otherwise known by its Latin form, *credit*, on which the whole system of capitalism is based—and coordination under a constantly changing economic environment.

Within Asian capitalism there are differences between the East Asian and Indian versions. The salient difference between the so-called East Asian values and Indian values is with the emphasis of the latter upon the pursuit of wealth or money. The *Vedas*, the oldest sacred scriptures of Hinduism, which date back to 1500 B.C., accept material existence to the fullest extent, *but subject them to the fundamental moral and spiritual laws*. Wealth in the holy scriptures was always regarded as a means to an end, and not as an end in itself. The holy scriptures view material wealth as a foundation towards the attainment of a higher goal in life, and do not consider the acquisition of wealth antithetical to achieving spiritual goals and supra-material aspirations of life.

In Western capitalism when a company moves to a purely impersonal management, it is defined as mature. During the Asian crisis of 1997, Western commentators blamed “crony capitalism”—what they defined as close connections between business families and the state—for the economic collapse. And yet, corporate scandals such as Enron, WorldCom, Parmalat, and most recently, Lehman Brothers—and the ongoing investigation

of Wall Street investment banks and ratings agencies—demonstrate that “crony capitalism” and corruption is not partial to only Asian companies. At precisely this point, when most economic growth is forecast to come from emerging Asia, family-based capitalism of Asia is being reconsidered in a new light.

Often family-based capitalism in Asia is criticized on a few specific grounds. Some argue that family-based firms tend to be dysfunctional. However, family-based firms work best in economic environments marked by uncertainty and constant shift as we see in emerging markets in Asia today. The familial bonds of trust work to anchor businesses in the fast-changing world. Some others oppose family-based firms because they block the development of large, complex businesses that enable economies of scale. However, the economic and social environment we find ourselves in today is one that requires more medium and small enterprises than large ones that often block innovation by controlling the market.

A need for a reduced emphasis on large enterprises also bodes well for the specific character of the demographic

The Dean's perspective
Krishna S. Dhir, Editor

This book shares the perspectives and insights of an impressive array of current and former deans, as well as faculty members, about the role of a business school dean in all its dimensions. The book is appropriate for sitting deans as well as for aspiring deans, and is an important addition to the literature on business school leadership.

Jerry E. Trapnell, Ph.D, CPA,
Executive Vice President &
Chief Accreditation Officer

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A publication of the Decision Sciences Institute

The Dean's perspective

Most of the skills and knowledge needed to recruit a successful dean can be learned and improved, and in that spirit, a business school dean must continuously seek to enhance his/her skills. This book shares the perspectives and insights of an impressive array of current and former deans, as well as faculty members, about the role of a business school dean in all its dimensions. The book is appropriate for sitting deans as well as for aspiring deans and to be important additions to the literature on business school leadership.

Jerry E. Trapnell, Ph.D, CPA,
Executive Vice President & Chief Accreditation Officer
AACSB International

This book brings together various essays published in the *Decision Perspectives* column of the *Decision Sciences Institute's newsletter, Decision Line*, from its inception in July 2003 to January 2008.

The Decision Sciences Institute (DSI) is a professional organization of academicians and practitioners interested in the application of quantitative and behavioral methods to the problems of society. Through national, international and regional conferences, symposiums, and publications, the Institute provides an international forum for presenting and discussing research in the areas of decision processes across disciplines. The Institute also offers a vital role in the academic community by offering professional development activities and job placement services.

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and economic environment that India and China find themselves in today. Both countries find themselves with large rural populations. It is the first time in modern history that the fastest growing economies are also home to the largest rural populations. It is estimated that 65 percent of India's GDP is derived from its villages. The narrative of Western capitalism sees the transition from rural to urban society as given during modernization. But at a point in world history when we face tremendous environmental, climate, and energy challenges, is it natural or sensible to expect that higher rates of urbanization are going to be better for everyone? In our world of finite nonrenewable energy, is it sensible to expect people to increase their energy footprint by consuming at the level of Western consumers? It is in this context that the possibility of the rural population staying in villages can provide a more balanced solution to serious challenges that we are facing. It might become a marker of the new form of economic organization in which the energy and environmental footprint is smaller than we have taken historically as a given.

Family-centered Asian capitalism is also marked by high saving rates, which then result in high investment rates driving economic growth. Asians have high saving rates—even Japan with its multi-decade deflation has a 3 percent savings rate (something that can be explained by the changes in the Japanese demographic profile with a large number of older people replacing a smaller younger population, resulting in retired people spending, as expected, rather than saving in their old age). India and China have savings rates in the 30–40 percent range. On the one hand, it could be argued that it results from the lack of a formalized social security system, which then makes people responsible for saving in order to take care of themselves in their old age. But, on the other hand, it is also related to the presence of family structures that provide for a cushion in case of distress and thus delay the development of a social security net. The great adjustment that is being bandied about now in the global economy is to somehow convert

Asians into consumers rather than savers so that they could consume products exported from the West, thus balancing the skewed trade deficits run by the U.S. and other Western consuming nations.

In Asian capitalism the relationship between family-derived business units and the state is also reflective of the drive toward greater cooperation. If one conceptualizes the state as an extension of economic arrangements that underpin the society, then the state in Asia reflects the prominence of family arrangements in politics as well. The primary focus of these relationships is the need to produce cooperation and trust rather than extreme competition. In Japan around 25 percent of seats in the Parliament are passed on in families—to second and third generation descendants. Dynasties dominate politics in Asian countries—for example, India's Nehru family, Pakistan's Bhutto family, Sri Lanka's Bandaranaike, Singapore's Yew, and Indonesia's Sukarnoputri. There are two striking exceptions to this in Asia: China and Vietnam both had communist revolutions which led to fundamental transformations in the sphere of politics, negating the familial link with society.

Under Asian capitalism the relationships of business firms to the state reflect the importance of cultivating social cooperation. The state in the Asian context has acted as an agent of development working closely with business. As opposed to the recent Anglo-American emphasis of state as an obstruction to business—with a concomitant need to sideline it to a minimal role—the state in Asia has played an important role as a source of planning, of credit and of mediating different interests. Recently, the specific forms of familiar problems inherent in family-centered firms were visible in the struggle between India's Ambani brothers after the passing of the patriarch. The state in the form of the prime minister of India stepped in to reconcile the brothers. As such, relationships between business and politics are not seen as inherently conflictual in Asian capitalism.

The first few decades of the twenty-first century will see us facing important social and economic challenges as we run up against the limits of economic

growth—whether in the form of unprecedented debt levels created by our financial systems, or in the limits to growth created by Peak Oil or by the challenges thrown up by global warming, or by the demographic transitions in the advanced industrial economies. Western capitalism is one particular solution that humanity has devised with its heavy emphasis on heightened individualism, dominance of contractual relationship and heightened insecurity resulting from uncertain patterns of employment. However, these new challenges require a rethink of a number of precepts of capitalism that we have taken for granted: the need for complete rationalization and impersonalization of all human relationships, and primarily including those in business. The new form of modernity on the rise in Asia provides a new way of thinking about the future, one that will require an increasing balance between business and the wider world. The complete impersonalization of relationships that has been taken as given for the development of capitalism, the need for disenchantment of the world, as Weber defined it, will give way to new ways of building trust and cooperation within and among business firms. Asian capitalism—with its emphasis on personal relationships of family and trust and cooperation along with competition—as that of Hoekstra's observation of Indian employees—suggests a more balanced way of undertaking this endeavor in the uncertain world coming our way in the next few decades. ■

Future DSI Annual Meetings

November 20-23, 2010

San Diego Marriott Hotel and
Marina
San Diego, California

November 19-22, 2011

Boston Marriott Copley Place Hotel
Boston, Massachusetts

November 17-20, 2012

San Francisco Marriott
San Francisco, California

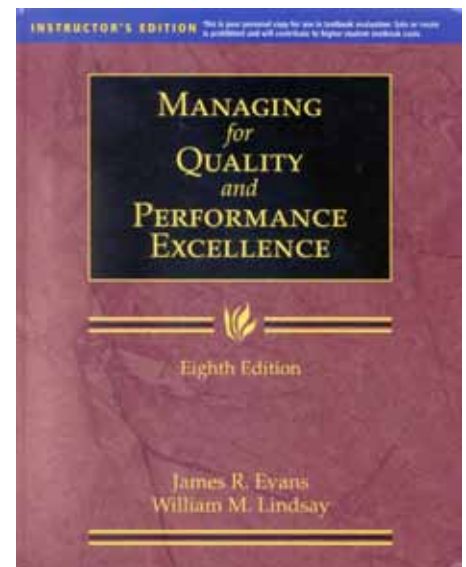
■ VIJAY R. KANNAN, Feature Editor, Utah State University

Book Review: *Managing for Quality and Performance Excellence*

by Amit Mitra, Auburn University

M*anaging for Quality and Performance Excellence* (8th ed.), by James Evans and William Lindsay, is a proven and time-tested book aimed at the qualitative aspects of quality management. It uses a systematic approach throughout the text, and some unifying and pedagogical themes, which assist in the assimilation of the material, and is presented in a methodical and logical sequence. The authors are to be commended for taking a disciplined approach in presenting the material. Introductions to each chapter are typically presented using real-world scenarios. Without getting into technicalities, these themes provide the motivation to the student for the material that is to follow in the corresponding chapter. They demonstrate the need for mastery of the particular concepts/techniques addressed in the chapter, and broaden the student's mind to seek applications in non-traditional settings. This is not to say that the techniques should not be used in the 'normal' context in which they have currently been applied. Rather they infuse the student with ideas about how to grapple with problems from a systems perspective.

Each chapter begins with a "Quality Profile," a description of best practices of organizations that are leading the effort on quality. These have typically been selected from previous winners of the Malcolm Baldrige National Quality Award and thus lend credibility to the practice of quality management. Students emerge from reading each chapter with a feel for 'where to' and 'how to' apply the concepts, tools, and techniques. From an undergraduate student's perspective, this is quite beneficial. Chapters



***Managing for Quality and Performance Excellence* (8th ed.)**

James R. Evans and William M. Lindsay
South-Western Cengage Learning
ISBN-10: 0324783205
<http://www.cengage.com>



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He has published numerous articles, some of which have appeared in journals such as Management Science, Decision Sciences, Journal of the American Statistical Association, International Journal of Production Research, Journal of the Operational Research Society, European Journal of Operational Research. He is also the author of the book entitled Fundamentals of Quality Control and Improvement (3rd ed., Wiley, 2008), which is used both nationally and internationally. He frequently conducts short courses and seminars for professionals in Six Sigma Black Belt certification.

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typically also have examples of "Quality in Practice," examples of published studies demonstrating, as before, applications of quality management principles. These are usually found at the end of the chapter and reinforce the usefulness and validity of the chapter contents. In addition to the above illustrations of applications in practice, there are usually also two or three case studies at the end of each chapter. These represent excellent examples of concept validation as they probe the student's understanding and their ability to seek out meaningful information from the available facts and figures. As is well known, problems in practice are often not well defined. The

challenge for the student is to define the problem in a manner so that it can be addressed, define strategies for handling the problem, develop possible solutions, and test action plans. Hence, the question of measurement and verification of quality improvement, in the context of a defined metric(s), is important. The book provides a foundation for taking such a systematic approach.

Another integrating theme found in the text is the discussion on comparing and contrasting the application of Malcolm Baldrige National Quality Award criteria, ISO 9000, and the Six Sigma quality methodology. While all three focus on quality improvement, the approaches are not necessarily the same. The authors provide discussion of the situations under which each could be relevant. It is also refreshing to see applications from not only the traditional manufacturing field, but also numerous examples from the service industry, health care, education, and small business. This is a desirable feature of the text. An aggregation of the various citations of businesses and organizations used in the text is found in a summary listing. This assists the student in identifying, at a glance, the depth of the variety of organizations cited. To aid the student outside the classroom, additional materials for study/consultation are available through a website. Let me now discuss some chapter-related specifics.

Chapter 1, an introductory chapter, provides definitional terms, a discussion of the manner in which quality influences competitiveness, and some achievements of Baldrige winners. The Quality Profile that discusses "Quality Profiles in Modern China" is a relevant addition from past editions of the book. A good feature of Chapter 2, which is organized around the theme of total quality in organizations, is the material on quality in services, health care, education (including higher education), and small business. With a large segment of the economy focused in the above sectors, the application of quality management principles must extend from the traditional grass-roots of manufacturing to these sectors. Moreover, the importance of healthcare

cannot be overstressed. There are numerous areas where quality can be designed into and used in the processes that are encountered in that sector. Chapter 3 concludes Part I of the text that provides an overview of the systems approach to quality with a discussion of the various quality philosophies, including Deming's 14 points for management.

Part II comprises the next six chapters (Chapters 4-9) and represents the backbone of the text. In following a structured approach that starts with planning and extends to defining customer needs, it adequately exposes the reader to create an effective and efficient workforce and processes to meet such needs, identify performance measures to monitor achievement, and sustain such accomplishments. In an applied course on quality management, these chapters should be covered, possibly with cases and or exercises that force the students to apply the corresponding concepts. One approach to use might be to have students identify organizations/companies and critique their quality management practices. Chapter 4 has a good discussion of the Baldrige criteria and its applications as referred to by previous winners. I would personally have preferred to see additional details of the "Seven Management and Planning Tools" in the chapter. While the "Bonus Materials" available via the website may very well provide these details, inclusion in the text would make the book more complete. Since Chapter 5 focuses on customers and how to determine their prioritized needs, it would have been preferable to include exposure to the "House of Quality" in this chapter. This concept is however discussed in a later chapter (Chapter 12).

The material on design of surveys in Chapter 5 is quite relevant. I also enjoyed the material on designing high performance work systems in Chapter 6, and the various references provided as supporting material via the website. Since the majority of the tasks in an organization are performed by teams, the treatment of the roles and responsibilities of team members in this chapter is also appropriate. The topics of process man-

agement and improvement are covered in Chapter 7. In this context, it would have been preferable to include some discussion of the basic "Seven Quality Tools" that are discussed later (Chapter 11). The flow chart in particular and perhaps the process map would be relevant in this chapter (there are some examples of this in the chapter, hence formally introducing these tools might do better justice to the examples). A good discussion of the PDCA cycle is found in the chapter. Since most processes involve the completion of certain tasks in predetermined sequences and are subject to constraints, a segment on project management that includes PERT (Program Evaluation and Review Technique) and CPM (Critical Path Method) should perhaps be considered for inclusion.

The topics of performance and information measurement are covered in Chapter 8. In the discussion of performance appraisal of human resources, it would have been helpful to have included a discussion of the notion of measures from the 'same system' and those from a 'different system.' This follows the logic advocated by Deming whereby variation in performance measures can be attributable to either common causes or special causes. While individuals themselves may not be empowered to make changes to the system, variation due to common causes may be considered part of the 'same system.' Hence even though numerical values may be assigned to the performance rating of different individuals, they could be from the same system thereby negating perceived performance differences between the individuals. On the contrary, for performance ratings that are outside the system, possibly due to 'special causes,' there are likely distinct differences between individuals. Since Chapter 8 also contains material on how to analyze performance data, this would be an appropriate place to introduce some of the basic tools (i.e., Pareto Chart, histograms, etc.) that are discussed in a later chapter. In the treatment of quality costs, it would have been useful to include a discussion of 'hidden quality costs,' for example, the cost of management and engineering time associated

with identifying the cause of failures and determining remedial actions. A good treatise on the various theories of leadership can be found in Chapter 9. The chapter also includes references to various organizations through the “Quality Spotlight” supplementary material available via the web. The diversity of organizations included in the supplementary material, such as those in the fields of healthcare, finance, manufacturing, and education is welcome.

Part III deals with Six Sigma and the technical system and is contained in Chapters 10–13. Statistical foundations and methodology are introduced in this section. The discussion of probability distributions in Chapter 10 refers the reader to the “Bonus Materials” on the companion website. However, given the importance of the normal distribution in quality control, it would have been helpful to have included, at least minimally, discussion of the normal distribution within the chapter itself, particularly since there are examples in the chapter that use the standard normal distribution. It would also be helpful to include a table of t-distribution values in the Appendix since an example in the chapter uses the t-distribution. It should be noted that in Figure 10.14 (Illustration of the Central Limit Theorem), the labels “Actual Distribution” should be replaced with “Sampling Distribution of the Sample Mean.” Since the authors included a discussion on hypothesis testing, it would also be appropriate to introduce the concept of the probability value (p-value). If students are going to use a statistical software to conduct hypothesis testing, such software usually reports the p-value. Since confidence intervals are also included in the discussion, the equivalency of confidence intervals and hypothesis testing also merits some discussion. The chapter includes a brief description of ANOVA, and regression and correlation. Some discussion of the assumptions underlying the use is merited. Since conclusions derived from the use of these models hinge on satisfying the assumptions, some treatment of how to address violations of assumptions would also be relevant. Without

such a discussion, students may make inappropriate use of the methodologies. Moreover, in the discussion of regression analysis, measures of “goodness of the model” should also be stated, and precautions to be taken when using models for prediction addressed.

Six Sigma and process improvement tools and techniques are presented in Chapter 11. This chapter has a good discussion of the DMAIC (Define, Measure, Analyze, Improve, and Control) approach. It also presents the “Seven Basic Tools for Quality Control” and “Lean Tools.” The presentation of the applications in health care and service organizations is particularly valuable. It should be noted that in discussing the theoretical basis for Six Sigma, the authors use the shift in the process mean by one and a half standard deviations. However, the 1.5 standard deviation shift from the target value is not really a theoretical justification but is based on empirical evidence. At Motorola, one of the pioneers of the Six Sigma methodology, it was believed that their processes could drift by up to this amount and not be detected. In the example applying Six Sigma to reduce medical errors, the use of the Failure Modes and Effect Analysis (FMEA) methodology is suggested. However, FMEA is not introduced until later in the book in Chapter 12. It would thus be appropriate to either include discussion of FMEA in this chapter, or use another example that does not use this methodology, moving the current example to Chapter 12. In the discussion of run charts, it would also be helpful to discuss patterns of non-randomness, for example clustering, trends, and oscillation, and how to detect such occurrences.

Design for quality and product excellence is the topic of Chapter 12. There are several good features of this chapter. First, it covers the Quality Function Deployment (QFD) tool which translates customer requirements to product features, to part requirements, and eventually to scheduling production. The QFD example presented in the chapter is quite thorough. Issues such as Design for Manufacturability (DFM), which ensures whether a designed product

Submitting articles to *Decision Line*

Members are invited to submit essays of about 2,000 to 2,500 words in length on topics of their interest, especially articles of concern to a broad, global audience. Please send essays (including brief bio and photo) to either the respective feature editor or to Editor Krishna Dhir.

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can be manufactured feasibly, Design for Environment (DFE), and Design for Excellence (DFX) are also included. As the concern for environment and sustainability grows, these are topics that will see expanded coverage in the coming years. Since the ANOVA technique has been introduced in a previous chapter, it might have been useful to use the application of ANOVA in the discussion of Gage Repeatability and Reproducibility.

Statistical process control is the final chapter (Chapter 13) in the text. The chapter provides an overview of the commonly used control charts for variables and those for attributes. One possible improvement in the chapter would have been to move those topics in the “Designing Control Charts” section, which is currently towards the end of the chapter, to precede the section on construction of control charts. This would motivate the student to place adequate emphasis on those issues that affect decision making from the control chart prior to constructing the charts themselves. One

reason for doing this is the discussion of the concept of rational subgroups. This forms a key basis for selecting samples when control charts are constructed. If such issues are not clarified up-front, decisions arising from the control charts may not be as meaningful as they could be. In the discussion of inferences from control charts, some comments on the operating characteristic (OC) curve and average run length (ARL) for detecting out-of-control conditions merits consideration. Similarly, in the section on interpreting patterns in control charts, it might be appropriate to state some specific rules for detecting out-of-control patterns and the criteria that they are governed by, instead of stating general rules. For example, the rules proposed by Western Electric and/or found in software packages (such as Minitab) could be included. Some of these rules are however shown in an illustration. Further, some comments on the overall Type I error would be appropriate when using multiple rules. In the discussion

of the c-chart, the Poisson distribution is used as the basis. It would be desirable to include the necessary assumptions that must be satisfied, in the context of control charts, to validate the use of the Poisson distribution. Along these lines, it should be noted that the p-chart is based on the Binomial distribution. Here again, discussion of the inherent assumptions and how they relate to control charts, would be desirable. Instances of where such assumptions related to either the p-chart or the c-chart would not be satisfied will also prevent the reader from making wrongful applications of the appropriate control charts.

Overall, the text provides a sound foundation of the principles of quality management. Given the numerous references to applications of the methodology in practice, the reader emerges convinced of the utility of the exposed material. It further provides a sense of confidence to seek new areas of application. ■

NAMES IN THE NEWS

CAROL LATTA, Executive Director, Decision Sciences Institute



Jatinder (Jeet) N. D. Gupta, University of Alabama in Huntsville, has received the 2010 Outstanding Graduate Teaching Award from the College of Business Administration for his outstanding design, development, and teaching of graduate courses in Information Systems, Operations Management, and Supply Chain Management. This award is based on the nominations and selection by the graduate students and approved by the College Executive Committee. Jeet is Eminent Scholar of Management of Technology, Professor of Management Information Systems and Professor of Industrial and Systems Engineering and Engineering Management.

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Ken Kendall, a distinguished professor of management at the Rutgers School of Business–Camden, has been named 2010 Educator of the Year by the Education Special Interest Group, a national organization that devotes itself to information systems education. He was recognized for his efforts to lead the field of information systems (IS) education in terms of teaching, research, and service. He will receive his honor at the Information Systems Educators Conference in Nashville, Tenn., in the fall. Ken is a past president and Fellow of DSI, and he is the author of *Systems Analysis and Design* (8th ed., Prentice Hall, 2010), which he co-wrote with his wife, Julie Kendall.

<http://www.thekendalls.org>



Tom Foster, Marriott School of Management–Brigham Young University, has been named to the Board of Overseers for the Malcolm Baldrige National Quality Award. The Board provides oversight relative to the Baldrige process and helps to ensure the integrity of the award. Tom is an area leader and professor of global supply chain management at the Marriott School. He has consulted for a number of companies including Hewlett-Packard, Trus Joist Macmillan, and Cutler-Hammer/Eaton Corp. He served on the 1996 and 1997 Boards of Examiners for the Malcolm Baldrige National Quality Award.

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Wrapping up the 2010 SWDSI Annual Meeting in Dallas

by Roderick B. Posey, 2010 SWDSI Program Chair

This spring, the Southwest Decision Sciences Institute had another successful conference in historic Dallas, Texas. There were a total of 120 papers presented and seven specialty workshops. The social hour to promote more networking among peers was sponsored by Hawkes Systems, and we are grateful for their generous support. Our sincere congratulations to the recipients of the following prestigious awards:

- Distinguished Service Award: **Lynn Heinrichs**, Elon College
- Outstanding Educator Award: **David E. Douglas**, University of Arkansas



Heinrichs

- McGraw-Hill/Irwin Distinguished Paper Award: **Sinan Yildirim**, Texas Wesleyan University
- Alpha Iota Delta Innovative Education Paper Award: **Don N. Pope**, Abilene Christian University
- Best Graduate Paper Award: **Daniel Cernas Ortiz**, University of North Texas
- Honorable Mention Graduate Paper Award: **Michael Magro**, University of North Texas
- Best Undergraduate Paper Award: **Alvine Sangang**, Stephen F. Austin State University

In closing, a number of individuals have made this meeting possible. I would like to thank **SWDSI President Kai Koong** for his guidance and sup-

port. I would like to thank all the SWDSI officers, the track chairs, and reviewers for their hard work in making a high-quality program possible. My thanks to **Orlando Posey** for his expertise and management of the Proceedings. I also want to thank all the session chairs for their participation. My special thanks to **Michelle McEachern** of FBD for her overall guidance and detail review of the program. ■

DSI Announces Decision Line Editorship Vacancy

Nominations are being solicited for the editorship of *Decision Line* for a four-year term of service to officially begin on January 1, 2011, renewable for another two years. A description of the position and the responsibilities of the editor are presented below.

Decision Line is published five times per year with January, March, May, July, and October issues. It is the official news publication of the Decision Sciences Institute. It provides a channel through which members are informed of the activities of the Institute; it is a method of notification of administrative and organizational actions; and it provides an opportunity to call for papers for various meetings. It provides articles in areas of general interest to the members, including promoting innovation in teaching, research and scholarship, professional development, globalization, and interdisciplinary activities. It also includes annual meeting

notes and details, briefs on placement activities, and recognizes achievement of individual members.

The objectives of *Decision Line* are to: (1) serve as a means of communication among the members of the latest developments in the Institute; (2) serve as a formal notice of the Institute's activities; (3) provide a forum for opinions, discussions, and philosophical statements regarding goals; (4) be a means of keeping abreast of the latest developments within the discipline; (5) be a research clearinghouse to encourage participation among members of unpublished research; (6) and cover news of a personal nature regarding the members, i.e., promotions, retirements, etc.

The editor of *Decision Line* serves at the pleasure of the Board of Directors of the Institute for a four-year term and may be reappointed by the Board of Directors for an additional two-year

term. The editor is responsible for the editorial content of *Decision Line*, subject to monitoring by the Publications Committee of the Institute.

At present, in addition to informational news items, announcements, advertisements, and the regional news columns, *Decision Line* has a number of regular feature columns, including "President's Letter," "From the Editor," "Deans' Perspective," "Doctoral Student Affairs," "E-Commerce," "From the Bookshelf," "From the Regions," "In the Classroom," "Information Technology Issues," "In the News," "International Issues," "Membership Roundtable," "Production/Operations Management Issues," and "Research Issues." Articles published are not limited to these columns. From time to time, issues also carry Feature articles of general interests at the discretion of the Editor. The intent/

See **EDITORSHIP**, page 39



SWDSI PROFILE

Brian Reithel (“I Am a Racer!”)

by Michael E. Hanna, University of Houston, Clear Lake

Many of us in the Southwest Region of the Decision Sciences Institute have gotten to know and respect Brian Reithel for his dedication to the profession and his dedication to the Decision Sciences Institute. Brian joined the faculty at the University of Mississippi in 1991 and quickly moved into several important administrative and leadership positions including MIS/POM department chair and dean of the School of Business Administration. Also in the early 1990s, he became active with SWDSI and was elected to several officer positions including VP of programs, VP of student liaisons, VP of member services, and president. He has actively participated on many DSI committees and has served the organization with distinction in a variety of ways. Evidence of his commitment is seen in his receipt of the SWDSI Distinguished Service Award in 2006 and the SWDSI Outstanding Educator Award in 2007.

When asked to describe Brian Reithel, many of his colleagues will use such terms as brilliant, hard-working, self-assured, committed, forthright, patient, laid back, and soft-spoken. Given these descriptors, very few people would guess Brian’s alter ego—motocross racer! On any weekend you are likely to find

Brian flying over a jump in a motocross race, fine tuning his bike for an arenacross race, or simply riding one of his many motorcycles along the rugged trails of Mississippi and surrounding states.

For those who have never seen a motocross race, it is truly an exciting event. Motocross races are held on outdoor tracks that are typically one to two miles long, with a natural terrain of slopes, hills, gullies, and other challenging features. A motocross track is enhanced by adding a variety of jumps, bumps, tight corners, and other man-made obstacles. An arenacross race has similar obstacles, but it is held indoors on a man-made track, often in an arena used for basketball or hockey. Both types of racing involve maintaining control of a 200-pound machine while continually accelerating and decelerating, flying through the air, making hairpin turns while ricocheting off berms, and bouncing over all sorts of terrain.

To better understand the passion that Brian Reithel has for motorcycles, I questioned him about his hobby. Here is what he had to say.

Question: *How did you get started in motocross?*

Reithel: My father, who was a physicist at Los Alamos National Laboratory, loved motorcycles, so he helped me get started. I began to ride when I was 11 years old. I grew up in New Mexico, where they allowed us to obtain a driv-

er’s license for a motorcycle with a motor of 100cc or less at age 13. Once I received my license, I took off and never looked back. As a boy, I raced on motocross tracks, ran in some desert races (similar to the infamous “Baja 1000,” although I never made it to that particular race), and rode “trials” bikes for awhile. (See the Wikipedia article on “Motorcycle trials” if you’re not familiar with that particular sport.) I’ve been riding for more than 35 years now, although I don’t ride on the streets much these days. That just seems too dangerous to me. We currently have nine motorcycles at home, including four motocross race bikes.

Question: *Would you tell us a little about your experiences with motocross?*

Reithel: One of the best things about motocross is the entire “motocross family” experience. My son and I spent approximately 30 weekends on the road

Top left: Brian Reithel; Bottom: Brian Reithel with his son.





together over the past two years, which is great with a teenager! At this age, it's generally difficult to get a teenager to do anything with a parent, much less spend this much time together. I feel blessed to get to travel with him so much and to be able to watch him mature as a competitor. Plus, we often see the same amazing friends and families almost every weekend as we all travel across five states in several different outdoor and indoor series to race against local riders in various cities. These folks that are "on the tour" with us are some of the kindest and most generous people I've ever met!

My son (age 15) and I have ridden together for countless hours on both trails and motocross tracks. Last year, he was the Mississippi State Champion in the 2008-2009 Arenacross Tour Championship Series in his age group (12-15). He might just be a little faster than me now.

Question: *Have you had any recent success in racing?*

Reithel: This February (2010), I was able to finish in 4th place overall in two different age classes (both Vet 30+ and Vet 40+) in the 2009-2010 Arenacross Tour Championship Series (racing in various civic centers across Mississippi and Tennessee). I'm just glad to be able to race against others my same age in the Vet

classes. Those young guys, similar to the motocross racers shown on television, are just so incredibly fearless and amazingly fast! Our motto, as vet racers, is: "The older I get, the faster I used to be!"

Question: *Have you had any injuries while racing?*

Reithel: Four fractures (left tibia, left collarbone, and both bones in my right forearm) from three different wrecks during the last two years of racing (2008 to the present). During the time that I occupied a variety of administrative posts over the period 1995-2007, I had to refrain from competitive racing because of the high likelihood of injury and the incompatibility between significant institutional leadership responsibilities and a sport like motocross. However, since returning to full-time faculty status a couple of years ago, I've been on my motorcycle as often as possible.

Question: *Aside from racing, have you had any interesting experiences on a motorcycle? Is there anything else you would like to do?*

Reithel: I'll take any opportunity to get on a motorcycle. During a study abroad course in South Africa, I met some local fellows who loaned me their dirt bike to ride through one of the townships, near the Addo Elephant Park.

One of my motorcycle-related dreams is to ride the "Trans-America Trail." It is a 4,800-mile back-roads route across our beautiful nation using dirt trails, dirt roads, gravel roads, jeep roads, forest roads, and farm roads. More infor-

mation about that particular trail is available at <http://www.transamtrail.com>.

Question: *Would you share with us how you perceive the sport of motocross?*

Reithel: Motocross is a challenging, and constantly evolving real-world exercise in just-in-time dynamic optimization. We are constantly fine-tuning our suspensions, tire pressure, protective gear, and riding style to fit a variety of different track obstacles and racing conditions. It is one of the most physically demanding sports on the planet!

There are no "time outs" in this sport. It demands extensive practice, intensive preparation, and unwavering focus to succeed. The consequences of failure are often immediate, dramatic, and unforgiving. There is also an element of elegance and beauty to the sport. To understand the rhythm of the track, to comprehend the staggering difficulty of certain types of obstacles, and to see a gifted rider momentarily achieve a harmonious and flowing blend of energy, speed, and physics can be truly inspirational! The opportunity to experience that momentary realization, as much as anything else, is probably what continues to draw me back into this amazing and challenging sport. Someday, I know that I will have to settle for just being a spectator again; however, until that day arrives, *I am a racer!* ■



Michael E. Hanna

Michael E. Hanna is a Professor of Decision Sciences at the University of Houston, Clear Lake. He has a BA in economics, an MS in mathematics, and a PhD in operations research from Texas Tech University. For over 25 years, he has been teaching courses in statistics, management science, forecasting, and other quantitative methods. He is a former president of SWDSI and has been awarded both the SWDSI Distinguished Service Award and the SWDSI Outstanding Educator Award. He has served on numerous DSI committees including the Development Committee for Excellence in the Decision Sciences. On two occasions he was elected as a vice president of DSI and as a member of the DSI Board of Directors. He is a co-author of *Quantitative Analysis for Management* and is currently working on the 11th edition of this textbook.

The Decision Sciences Journal: As We Move Forward

by Asoo J. Vakharia, Editor, University of Florida

It is a privilege and honor to be chosen as the new editor for the *Decision Sciences* journal (DSJ). I would like to express my sincere thanks to the Board of Directors of the Decision Sciences Institute (DSI) for their unanimous decision in my appointment and acknowledge the hard work and dedication of the Editor Search Committee members—Manoj Malhotra (Chair), V. Sambamurthy, Peter Ward, and K.K. Sinha.

Prior to communicating some thoughts on the future of *DSJ*, I would like to start by reviewing the current status of the journal. The success enjoyed by the journal is reflected in the 2008 ISI and Thompson Reuters Journal Citation Report for management journals which reported that *DSJ* has an impact factor equivalent/superior to leading journals in Information Systems & Operations Management (e.g., *Journal of Operations Management*, *Management Science*, *Information Systems Research*, *Production and Operations Management Journal*, and *Manufacturing & Service Operations Management*). I would like to recognize former editor **Vicki Smith-Daniels** who has worked tirelessly and with extreme dedication in the past several years to make this possible. She also made significant contributions in designing, implementing, and maintaining the first on-line submission processing system for *DSJ*. This system forms the backbone of the new on-line submission currently under development at the University of Florida.

Although my term as editor started July 1, 2010, Professor Smith-Daniels and I began working earlier together to ensure a seamless transition which will best serve the needs of the research community. All journal contributors should

be aware of the following:

To submit a new manuscript, please go to

<http://decisionssciencesjournal.org>

and you will be directed to the new journal website.

If you have already submitted a paper:

All papers submitted **on or after March 23, 2010**, have been jointly handled by both the previous and incoming editors. Assuming a paper submitted during this period was accepted for review, all author enquiries on these submissions should be directed to **dsjmgeditor@warrington.ufl.edu**. Reviewers, editors, and authors of all such papers should have received an individual email with this same information.

All papers submitted **prior to March 23, 2010**, are being processed by Professor Smith-Daniels. If your paper (or a paper you are reviewing) falls into this category, please contact Professor Smith-Daniels' editorial team at **decisionssciences@asu.edu**. Please note that you will not be able to log in and submit your reviews or check the status of your paper via the ASU system since it is not available.

In the rest of this article, I will detail the journal's mission, editorial statement of purpose, and describe future changes. I welcome any thoughts and suggestions on these and other aspects.

Journal Mission

DSJ, as the flagship publication of the DSI, is well recognized as a top-quality, refereed journal which publishes scholarly research on contemporary strategic, tactical, and operational decision prob-



Asoo J. Vakharia

is the Beall Professor of Supply Chain Management and director of the Center for Supply Chain Management in the Warrington College of Business Administration at the University of Florida.

He has a PhD in operations management from the University of Wisconsin-Madison. His research primarily focuses on contemporary issues in Supply Chain Management (such as disruption management, new product introduction, and mass customization). He has published papers in several academic leading journals including *Decision Sciences*, *European Journal of Operational Research*, *IIE Transactions*, *Journal of Discrete Applied Mathematics*, *Journal of Operations Management*, *Naval Research Logistics Journal*, among others. He is the editor for *Decision Sciences* and a senior editor for *Production and Operations Management Journal*.

asooov@ufl.edu

lems that are inter-organizational, group-based, and/or technology-enabled. The mission of *DSJ* is to disseminate research on the art, science, and practice of decision making within and across organizational boundaries.

Editorial Statement of Purpose

In reviewing the historical focus of the journal and categorizing published manuscripts in the past five years, it is apparent that *DSJ* is the publication of choice for established and emerging researchers in Operations/Supply Chain Management (SCM) and Information Systems/Technology (IT). Thus, research papers which address contemporary business problems and simultaneously provide novel managerial and/or theoretical insights in the broad areas of SCM and IT and their interface are ideal for publication in the journal. This will enable the journal to focus its research contributions and provide a differentiated grounding for *DSJ* in comparison to other respected business journals with a decision making focus (e.g., *Organizational Behavior and Human Decision Processes* and *Decision Analysis*). Additionally, research articles addressing problems in established and emerging interdisciplinary fields (such as Entrepreneurship, Innovation, Healthcare Systems, New Product Development and Introduction, Network Security, and Project Management) are also encouraged.

The problem of interest can be addressed using one or more methodological research tools (analytical, conceptual, and/or empirical). Articles which extend existing and established approaches are appropriate provided they demonstrate a substantial impact on current practice and/or theory. Thought-provoking and controversial research efforts which propose new paradigms, and/or conceptual frameworks are especially encouraged. The journal will also publish comprehensive reviews of prior research within a specific domain and continue to publish notes focusing on technical and methodological issues. All papers accepted for publication must meet high scholarly research standards, demonstrate managerial and theoretical relevance, and facilitate and enhance decision making practice.

As we move forward

Given that *DSJ* is a well positioned and mature journal, the strategies which will enable us to make an even greater impact are obviously those that apply to journals in this phase of the life cycle. From a technology perspective, the journal publishers are already implementing a system which will allow electronic access to the journal for subscribers. Currently, an online submission system is under development at the University of Florida and will be available by July 1, 2010. Over and above these aspects, there are certain other changes which will be implemented and these are described next.

Editorial Structure and Anonymity Issues

Effective July 1, the journal will implement a revised editorial structure as follows.

Senior Editors (SE's): Four SE's (see Exhibit 1) have agreed to join the journal in this role. These individuals are accomplished research scholars in their respective fields of expertise, have interdisciplinary research interests, and also disseminated their research through *DSJ* (the current research interests of each SE will be made available on the online submission system). Each paper submitted to the journal will be handled by one SE whose primary responsibility is to coordinate its entire review process.

Associate Editors (AE's): The number of AE's who will serve the journal has been substantially increased and individuals who have accepted the invitation to serve in this position are also listed in Exhibit 1. The role of the AE has been modified slightly as they will directly recruit referees for a paper.

Editorial Review Board (ERB): In the past the ERB was a listing of regular reviewers for the journal. Since reviewers will now be selected and recruited by the AE's, there will be no formal ERB for the journal. Instead, the critical and invaluable service of all reviewers to the journal will be recognized on an annual basis.

In line with current *DSJ* policy, referees will not know the identity of the author(s) and vice versa. However,

an AE will be provided the information on the identity of author(s) for a specific submission so that they can choose appropriate referees, and the SE will be provided information on the identity of author(s), referees, and the AE providing a recommendation.

Focused Issues of *DSJ*

As in the past, focused issues of the journal (a maximum of two every year) will be encouraged. At this time, I have already received some initial requests for special issues on "Innovation and Technology Management in Supply Chains" and on "Network Security." I encourage the research community to contact me with their proposals and ideas for other focused issues of *DSJ*.

Review Process and Cycle Time

Assuming a submission falls within the general focus of the journal, the review process for a manuscript should be completed within 60-65 days of the submission date. This target can be achieved provided all the parties in the process are diligent and meet their deadlines. Several mechanisms/tools will be utilized to meet this target. First, each referee will be given at most six weeks (i.e., 42 days) to complete a review. Assuming that an individual agrees to review a paper, we should be able to achieve this target. Second, the AE's will be given a maximum of 10 days to recruit referees and also formulate their final report/recommendation based on the referee reports. If for some reason a referee is late in submitting their report, the AE will be encouraged to act as a reviewer and provide a separate report for the manuscript. Finally, the online system will be designed to provide complete information to the editor, the SE, and AE, and author(s) as to the current status of their paper. This should be another incentive for all interested and involved parties to adhere to their assigned timelines. It is my personal opinion that cycle times are of critical interest to the academic community and if each of us is willing to put in some effort, we can achieve the targeted deadlines for *DSJ*.

Annual Recognition

On an annual basis, the outstanding service of *two* associate editors and *three* reviewers will be recognized. In addition, for all manuscripts published in each volume of the journal, two papers will be recognized as the (a) Best Theoretical Research paper; and (b) Best Application Research paper.

Concluding Thoughts

The focus of *DSJ* will be to publish exemplary and rigorous research addressing business decisions primarily in the areas of SCM and/or IT. It is my belief that by focusing the journal on these areas and their interface, we will be able to find a “home” for an emerging body of rigorous research. It will also provide a unique identity for the journal in comparison to other established journals with a decision making focus. In addition, with the

changes in editorial structure outlined above, I believe we will be able to provide quicker feedback on submitted papers. Of course, since the community at large will not only be submitting papers but also refereeing them, I ask for your help in accomplishing this objective. *DSJ* is an excellent outlet for disseminating both theoretical and practical research, and I hope that we can work together to maintain and enhance its reputation within our community. ■

Exhibit A

Senior Editors (SE's) for DSJ

Kurt M. Bretthauer, Indiana University
<http://www.kelley.iu.edu/ODT/Faculty/page11362.cfm?ID=8836>

Paulo Goes, University of Arizona
<http://mis.eller.arizona.edu/faculty/pgoes.asp>

Kingshuk K. Sinha, University of Minnesota
<http://www.csom.umn.edu/Page2075.aspx?type=faculty&eid=84184084>

Cheri Speier, Michigan State University
<http://broad.msu.edu/accounting/faculty/member?id=59>

Associate Editors (AE's) for DSJ

Soon Ang, Nanyang Technological University
Indranil Bardhan, University of Texas at Dallas
Elliot Bendoly, Emory University
WC Benton, Ohio State University
Janice Carrillo, University of Florida
Kyle Cattani, Indiana University
Dilip Chhajed, University of Illinois
Patrick Y.K. Chau, University of Hong Kong
Rachel Chen, University of California-Davis
H. Kenneth Cheng, University of Florida
Thomas Choi, Arizona State University
Maqbool Dada, Johns Hopkins University
Nicole DeHoratius, University of Portland
Vinayak Deshpande, Purdue University
Joy Field, Boston College
Barbara B. Flynn, Indiana University

Cipriano Forza, Univerita de Padova
Jan Fransoo, Technische Universiteit Eindhoven
Srinagesh Gavirneni, Cornell University
Soumen Ghosh, Georgia Institute of Technology
Susan M. Goldstein, University of Minnesota
Ram Gopal, University of Connecticut
Varun Grover, Clemson University
V. Daniel R. Guide, Jr., Pennsylvania State University
Greg Heim, Texas A&M University
Apurva Jain, University of Washington
Norman Johnson, University of Houston
Vijay Kannan, Utah State University
Xenophon Koufteros, Texas A & M University
Michael Ketzenberg, Texas A & M University
Clayton Looney, University of Montana
Manoj Malhotra, University of South Carolina
Anne Massey, Indiana University
Larry Menor, University of Western Ontario
Nagesh Murthy, University of Oregon
Ram Narasimhan, Michigan State University
Jan Olhager, Linkoping University
Rich Metters, Emory University
Ray Patterson, University of Alberta
Anand Paul, University of Florida
Nicholas Petruzzi, University of Illinois
Edieal Pinker, University of Rochester
Robin Poston, University of Memphis
Elliot Rabinovich, Arizona State University
Aleda Roth, Clemson University
Cliff Ragsdale, Virginia Polytechnic & State University
Sudha Ram, University of Arizona
Jacqueline Rees, Purdue University
Johnny Rungtusanatham, University of Minnesota

Nada Sanders, Lehigh University
Fabrizio Salvador, Instituto do Empresa Business School
Enno Siemsen, University of Minnesota
Rachna Shah, University of Minnesota
Hojung Shin, Korea University
Vicki Smith-Daniels, Arizona State University
Greys Sosis, University of Southern California
Gil Souza, Indiana University
Sri V. Sridharan, Clemson University
Chelliah Sriskandarajah, University of Texas at Dallas
Kathryn E. Stecke, University of Texas at Dallas
Nallan Suresh, University at Buffalo
Mani Subramani, University of Minnesota
Srinivas Talluri, Michigan State University
Giri Tayi, SUNY Albany
Rohit Verma, Cornell University
Visvanath Venkatesh, University of Arkansas
Peter Ward, Ohio State University
Scott Webster, Syracuse University
Urban Wemmerlov, University of Wisconsin-Madison
Yunzeng Whang, University of California-Riverside
Xiande Zhao, Chinese University of Hong Kong

ANNOUNCEMENTS

(see more information on related conferences and publications at <http://www.decisionsciences.org>)

Institute Meetings

The 41st Annual Meeting of the Institute will be held November 20-23, 2010, at the San Diego Marriott Hotel and Marina in San Diego, California. The submission deadline for refereed research papers was extended to April 8th. The submission deadline for the Elwood S. Buffa Doctoral Dissertation Competition has been extended to May 15, 2010. Contact Program Chair Morgan Swink at swink@bus.msu.edu.

<http://www.decisionsciences.org/annualmeeting/>

The Asia Pacific Region held its 2010 Annual Meeting jointly with the International Conference on Operations and Supply Chain Management in Hong Kong and Guangzhou from July 25-30, 2010. Check back for more details on the 2011 conference.

<http://lf-scml.baf.cuhk.edu.hk/icoscm>
<http://www.apdsi.org>

The European Region held its inaugural 2010 Annual Meeting on July 2-3, 2010, at the IESE Business School, University of Navarra, Barcelona, Spain. Contact Program Chair Marc Sachon at msachon@iese.edu.

<http://www.e-dsi.eu>

The 4th Annual Meeting of the Indian Subcontinent will be held at Management Development Institute, Gurgaon (Suburb of New Delhi), India, December 28-31, 2010. This also includes a special one day conference/workshop on Design and Management of Services. Abstracts of papers are due by August 15, 2010, while full-length papers for presentation can be submitted by September 15, 2010. In addition, if you wish to propose some special sessions, please contact one of the conference co-chairs: Professor B.S. Sahay, Management Development Institute, Gurgaon, India; Jatinder (Jeet) N.D. Gupta, University of Alabama in Huntsville, USA; Mark M. Davis, Bentley University, USA. For more details, contact Virender Kumar or N.S. Ganapathy Subramanian, ISDSI 2010 Conference Secretariat, Gurgaon, India,

isdsi2010@mdi.ac.in, phone : + 91-124-4560000/4560002.

<http://www.mdi.ac.in/isdsi/cfp.htm>

The Mexico Region. For more information, contact Antonio Rios, Instituto Tecnológico de Monterrey, antonio.rios@itesm.mx.

The Midwest Region held its 2010 Annual Meeting on April 22-24, 2010, in Toledo, Ohio. For more information, contact Program Chair Udayan Nandkeolyar, University of Toledo, unandke@utnet.utoledo.edu.

<http://mwdsi2010.utoledo.edu>

The Northeast Region will hold its 2011 Annual Meeting on April 14-16, 2011, at the Montréal Marriott Château Champlain in Montréal, Canada. A fantastic gala dinner (as part of the registration fee) is scheduled for Saturday night at 6:00 pm to midnight. Deadline for paper submissions and special session proposals is December 1, 2010. For more information, contact Program Chair Mino Tehrani, Roger Williams University, mtehrani@rwu.edu.

[http://www.neds11.org/](http://www.neds11.org)
<http://www.neds1.org/>

The Southeast Region will hold its 2011 Annual Meeting on February 23-25, 2010, at the Savannah Marriott Riverside in Savannah, Georgia. Deadline for paper submissions and special session proposals is September 27, 2010; students papers are due October 29, 2010. For more information, contact Program Chair George S. Lowry, Randolph-Macon College, glowry@rmc.edu.

http://www.seds1.org/2011_SE_DSI_Call_for_Papers.pdf

<http://www.seds1.org>

The Southwest Region will hold its 2011 Annual Meeting on March 1-5, 2011, at the Hyatt Regency in Houston, Texas. Deadline for paper submissions is October 1, 2010. For more information, contact Program Chair Carl M. Rebman, Jr., University of San Diego, carlr@sandiego.edu.

<http://www.swdsi.org>

The Western Region will hold its 2011 Annual Meeting on April 5-8, 2011, at the Embassy Suites-Downtown in the Historical Multnomah Hotel. Portland, Oregon. Deadline for paper submissions is October 1, 2010. For more information, contact Program Chair Sheldon R. Smith, Utah Valley University, WDSI2011@uvu.edu.

<http://www.wdsinet.org>

Call for Papers

Conferences

6th International Conference on Evolutionary Multi-Criteria Optimization will be held April 5-8, 2011, in Ouro Preto/MG, Brazil. A special MCDM Track will blend ideas from EMO and Multi-Criteria Decision Making. Papers on all aspects of multiobjective optimization and/or multicriteria decision making are invited for submission to the MCDM track, including those not related to evolutionary multiobjective optimization.

<http://www.mat.ufmg.br/emo2011/>

Publications

International Journal of Production Research plans to publish a special issue titled *Supply Chain Design: Issues, Challenges, Frameworks and Solutions*. Manuscripts must be submitted by **September 30, 2010**. This special issue aims to publish a set of papers that will shed greater insights into how supply chain design can help describe, explain, and predict supply chain activities and outcomes at both the corporate and supply chain levels. From the perspective of content, this special issue hopes to solicit a broad spectrum of papers. Papers should be submitted to one of the guest editors: Steven A. Melnyk (Melnyk@msu.edu) or Ram Narasimhan (narasimh@bus.msu.edu). Please contact either guest editor should you have any questions regarding the special issue or the potential suitability of topics for the issue. ■

2010 Program Chair's Message

MORGAN SWINK, Michigan State University



A little revolution is a good thing now and then. In 2009 the Decision Science Institute (DSI) celebrated its 40th year of existence as one of the leading academic societies. The annual conference in 2010 marks the beginning of the next 40 years, in which we expect to break new ground, try new ideas, and create new value for all participants.

Join us in San Diego as we launch a new chapter in the life of the DSI. We invite basic, applied, theory, and case study research in any field related to decision-making, as well as proposals for panel discussion, symposia, workshops, and tutorials dealing with research or pedagogical issues.

As a participant in the 2010 conference you can expect to enjoy the following:

- A warm welcome with numerous opportunities to meet new people, to consider new research and teaching approaches, and to enjoy the sights and sounds of San Diego
- High quality invited and sponsored sessions featuring highly respected researchers, educators, and practitioners
- A variety of venues in which you can present and receive constructive feedback on your research and teaching innovations

- Opportunities to scout out the job market and/or the talent pool
- More than 20 discipline-based and interdisciplinary tracks that address research, pedagogy, educational technologies, and more
- Three new special interest groups addressing health care, project management, and innovation
- Conference innovations that put new twists on an already successful formula

The 41st DSI Annual Meeting will be held November 20-23, 2010, at the San Diego Marriott Hotel and Marina in San Diego, California.

The venue for the 2010 DSI Annual Meeting is the Marriott Hotel and Marina. This location offers excellent weather, great access to restaurants, tours, and entertainment, and scenic view of the beautiful bay and port of San Diego. For more information visit

www.sandiego.org

www.marriott.com/hotels/travel/sandt-san-diego-marriott-hotel-and-marina/.

If you have any questions, suggestions, or requests, feel free to email Program Chair Morgan Swink at swink@bus.msu.edu. ■

2010 Annual Meeting Coordinators

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Miniconference on Hospitality Mgmt.

This miniconference examines emerging issues facing the hospitality industry, which is one of the fastest growing sectors worldwide. However, the current economic and political global climate means the industry has to deal with new challenges such as increased competition, declining revenues, and global terrorism. The miniconference will feature both invited and submitted

papers on the salient issues that are impacting the hospitality industry. Submission deadline was May 1, 2010. ■

G. Keong Leong
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Keong.Leong@unlv.edu

Natasa Christodoulidou
California State University Dominguez Hills
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2010 Doctoral Student Consortium

Creating successful career paths for students

Co-sponsored by McGraw-Hill/Irwin, Alpha Iota Delta, Emerald Group Publishing, and the Decision Sciences Institute

DSI's 28th annual Doctoral Student Consortium is an engaging, interactive professional experience designed to help participants successfully launch their academic careers. We are pleased to have the co-sponsorship of McGraw Hill/Irwin with contributions from Alpha Iota Delta and Beta Gamma Sigma for this important event. The Consortium will take place on Saturday, November 20, 2010, at the 2010 DSI Annual Meeting in San Diego.

Who Should Attend?

The Doctoral Consortium is offered to individuals who are at least into their second year of doctoral studies. The Consortium welcomes students from all subject areas within the decision sciences. A variety of students with backgrounds in operations management, management information systems, management science, strategy, organizational behavior, marketing, finance, accounting, and other areas will increase the vitality of the sessions. This year's program will focus on basic preparation for an academic career, job search issues, the interview process, research strategies, effective teaching, among others. Students who are interested in addressing these subjects in a participative, interactive way will enjoy and benefit from the Consortium.

Why Should You Attend?

1. Networking. Get to know some of the leading researchers and educators. Getting a job, finding collaborators, and gaining advantages in the career you are about to enter are all related to "who you know." This Consortium is your chance to meet some of the leading researchers and educators in the field.

2. Skill development. Learn from veterans. Excellent teaching and research require practical skills in addition to

content knowledge. Veterans will share their secrets to success.

3. Furthering your research. Engage with your peers and outstanding researchers. The research incubator will give you a chance to engage in a discussion of your research ideas with both your peers and outstanding researchers.

4. DSI exposure. The Consortium is a chance to "test-drive" DSI, learn about its people, its processes (such as placement services), and its opportunities.

5. Fun! Come socialize with your current and future colleagues in a city that has retained its sense of history and tradition, while carefully blending in cosmopolitan progress.

Program Content

The Doctoral Student Consortium involves seasoned, world-class research faculty from a variety of schools, junior faculty just beginning their careers, and key journal editors. All will help guide discussions in the following sessions.

Preparing NOW for an Academic Career. What can doctoral students do now to gain an advantage in the job market and lay the foundation for a successful academic career.

The Job Search Process. Should you target your job search on research-oriented schools? Teaching schools? Private? Public? What's the best way to market yourself? What is the proper format for your vita? This session will help participants answer these questions through insights drawn from a panel of faculty experts.

The Interview Process. Dos and Don'ts. How should you prepare for an initial interview or an invited on-campus interview? What questions should you ask? What can you expect? What factors should you consider when making a final decision?

Teaching Effectiveness. Professor Harvey Brightman, a DSI Fellow and past president, will return to the Doctoral Consortium for another post-retirement workshop in 2009. His sessions are simply not to be missed. Even experienced faculty members sit in on these dynamic and inspiring sessions.

Being a Professor. Professor Ira Horowitz, also a DSI Fellow and past president, will share his insight and secret for success as a professor in academia.

Information About Specific Research Areas. World-class research faculty from a variety of specific subject areas (e.g., supply chain management, MIS, educational research) will meet with students whose specific research area matches that of the faculty. This faculty 'mentor' will offer advice and guidance on appropriate journals, current popular topics of research, potential co-authors and suggestions for focusing on a specific research topic area.

Join Us

The Doctoral Student Consortium does more than prepare individual students, it creates a community of colleagues you'll know throughout your career. Please plan to attend the Consortium and also encourage your student colleagues to participate in this important program. Although many participants will be entering the job market for this year, others will appreciate the opportunity to get a better understanding of an academic career and how to approach the job market the following year.

Application Process

Students in all areas of the decision sciences are encouraged to apply for the DSI Doctoral Student Consortium. Those wishing to be included should submit:

A current curriculum vita, including contact information (e-mail in particular), your major field (accounting, finance, marketing, management, operations management, MIS, management science, strategy, and so on), the title of your dissertation proposal or the title of a current research paper.

Interested students are encouraged to apply early if they wish to ensure themselves space in the Consortium. Materials should be sent electronically to Doctoral Consortium Coordinators Sarv Devaraj or Rajiv Kohli.

Participants must pay the regular student DSI member registration fee of \$80 (or \$105 for non-DSI member student) for the annual meeting, but there will be no additional charge for

the Consortium. This fee includes the Consortium luncheon and reception on Saturday, the DSI luncheons on Sunday and Tuesday, and the CD-ROM of the conference proceedings. Although students will be responsible for all of their own travel and accommodation expenses, it is customary for participants' schools to provide monetary support for these purposes.

Consortium participants will be recognized in Decision Line, the Institute's news publication. They also receive special recognition in the placement system, special designation on their name badges, and an introduction to the larger DSI community at the breakfast and plenary session. ■

Doctoral Consortium Coordinators

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Phone 574.63.5074
sdevaraj@nd.edu

Rajiv Kohli
Department of MIS
College of William & Mary
Phone 757.221.3267
rajiv.kohli@mason.wm.edu

2010 Discipline-based Tracks

Accounting: Assurance and Public Accountability

Robert Hutchinson, University of Detroit-Mercy, hutchirl@udmercy.edu

Information Systems Economics

Debabrata Dey, University of Washington, ddey@uw.edu

Vidyanand (VC) Choudhary, University of California Irvine, veecee@uci.edu

Information Systems Strategy and Design

Jeff Stratman, The University of Utah, jeff.stratman@business.utah.edu

T. Ravichandran, Rensselaer Polytechnic Institute, ravit@rpi.edu

Hospitality Management

G. Keong Leong, University of Nevada Las Vegas

Keong.Leong@unlv.edu

Natasa Christodoulidou, California State University Dominguez Hills

nchristodoulidou@csudh.edu

Logistics, Distribution, and Order Management

DaeSoo Kim, Korea University, kimd@korea.ac.kr

Marketing and Management Strategy and Policy

Derrick D'Souza, University of North Texas, dsouza@unt.edu

Manufacturing Operations Management

Jan Olhager, Linkoping University, jan.olhager@liu.se

Martin Rudberg, Linkoping University, martin.rudberg@liu.se

Organizational Behavior/Organizational Theory

Mike Lewis, University of Bath, M.A.Lewis@bath.ac.uk

Service Operations Management

Larry Menor, The University of Western Ontario

Supply Management

Tom Choi, Arizona State University, thomas.choi@asu.edu

Murat Kristal, York University, mkrystal@schulich.yorku.ca

2010 Topical/Interdisciplinary Tracks

Cross-functional Interfaces (Marketing/OM/Finance/IS/Accounting)

Elliot Bendoly, Emory University, elliott_bendoly@bus.emory.edu

Decision Making and Problem Solving (MS/OR/Statistics)

Shaw K. Chen, University of Rhode Island, chenshaw@uri.edu

Product/Process Innovation and Project Management

Mohan Tatikonda, Indiana University, tatikond@iu.edu

Process Quality and Productivity Management

Matthias Holweg, University of Cambridge, m.holweg@jbs.cam.ac.uk

Risk Analysis and Crisis Management

Kathy Steckle, The University of Texas at Dallas, ksteckle@utdallas.edu

Thomas Schmitt, University of Washington, glennsch@u.washington.edu

Sanjay Kumar, The Pennsylvania State University, sxk89@psu.edu

Social Responsibility, Ethics, and Sustainability

R.D. (Robert) Klassen, The University of Western Ontario, rklassen@ivey.uwo.ca

2010 Special Tracks

Fellows Track

Sang Lee, University of Nebraska-Lincoln, slee1@unl.edu

Innovative Education

David Chou, Eastern Michigan University, david.chou@emich.edu

New Talent Showcase - Student Presentations

Susan Meyer-Goldstein, The University of Minnesota, meyer033@umn.edu

2010 Special Interest Groups

Innovation and Entrepreneurship

Roger Calantone, Michigan State University, rogercal@msu.edu

Healthcare Decision-Making and Policy

Rachna Shah, University of Minnesota, shahx024@umn.edu

Susan Meyer-Goldstein, The University of Minnesota, meyer033@umn.edu

Project Management

Gary Klein, University of Colorado at Colorado Springs, gklein@uccs.edu

Overview of DSI Annual Meeting Activities

Best Paper Awards Competition

Categories include Best Theoretical/Empirical Research Paper, Best Application Paper, Best Interdisciplinary Paper, and Best Student Paper.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/competition.asp>

Best Teaching Case Studies Award Competition

Serves an active role in the dissemination of new ideas with respect to case studies topics.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/competition.asp>

Curricular Issues Miniconference

A forum to learn from those at the forefront of curriculum innovation and improvement, and to share experiences and lessons.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/curricula.asp>

Doctoral Student Consortium

A unique opportunity for doctoral students from across the U.S. and world to interact with one another and with distinguished scholars in a one-day program devoted to career development.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/doctoral.asp>

Elwood S. Buffa Doctoral Dissertation Award Competition

Encourages and publicizes outstanding dissertation research by selecting and recognizing the best dissertations written in the past year in the decision sciences.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/dissertation.asp>

Global/International Research Miniconference

A forum for the discussion of the many issues influencing global strategy and network design.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/global.asp>

Hospitality Management Miniconference

Examines emerging issues facing the hospitality industry, which is one of the fastest growing sectors worldwide.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/hospitality.asp>

IT/SCM Interface Miniconference

Focuses on research at the nexus of information technology and supply chain management, highlighting current and emerging trends in the area.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/miniconferences.asp>

Instructional Innovation Award Competition

Recognizes outstanding contributions that advance instructional approaches within the decision sciences. The focus of this award is on innovation in college- or university-level teaching.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/innovation.asp>

Miniconference on Making Statistics More Effective in Schools and Business

Encourages interaction between business faculty and others involved in teaching business statistics with professionals from industry and government, with publishers, and with software vendors.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/miniconferences.asp>

Miniconference on Successful Grantsmanship

Develop interests among DSI members in obtaining external research grants and to sharpen their skills to write grant proposals so that their endeavors may be more fruitful.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/miniconferences.asp>

New Faculty Development Consortium

Deals with research, teaching, publishing, and other professional development issues for faculty who are beginning their academic careers. (Open to faculty members who have a Ph.D. degree and are in the first two years of their teaching career.)

<http://www.decisionsciences.org/annualmeeting/meetinginfo/new-faculty.asp>

Professional and Faculty Development Program

Provides insight into the challenges and opportunities in today's rapidly changing academic environment.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/miniconferences.asp>

Technology in the Classroom Miniconference

A forum for participants to share novel or innovative applications of technology in the classroom that enhance the student's learning experience.

<http://www.decisionsciences.org/annualmeeting/meetinginfo/technology.asp>

2010 New Faculty Development Consortium

The New Faculty Development Consortium (NFDC) is a program for faculty who are in the initial stages of their academic careers and who would like to gain insights about teaching, research, publishing and professional development. Faculty members who have earned their doctoral degrees and are in the first three years of their academic careers are eligible to apply.

The consortium will be held on Saturday, November 20, 2010, as part of the DSI conference. The day-long agenda for the consortium will consist of interactive presentations and panel discussions led by business faculty at varying stages of their careers. The program will also provide opportunities for interaction and networking with experienced faculty as well as with co-participants in the consortium.

The program will include sessions on a variety of topics such as:

- Tenure and promotion
- Building a successful research program
- Excellence in teaching
- Institutional citizenship—Service toward your institution and toward the academic community

To participate in the consortium, please send an email providing the information listed on the DSI annual meeting website at

<http://www.decisionsciences.org/annualmeeting/meetinginfo/new-faculty.asp>

along with your current vita to one of the coordinators listed below. To be eligible for participation, your application must be received by the end of the day

on Friday, October 1, 2010. Early applications will be appreciated. The first 50 qualified applicants will be selected for participation. Although each NFDC participant will be required to register for the DSI 2010 Annual Meeting, there will no additional fees for participating in this consortium. ■

New Faculty Development Consortium Coordinators

Rohit Verma, Cornell University, (607) 255-2688, rohit.verma@cornell.edu

Gopesh Anand, University of Illinois at Urbana Champaign, (217) 244-8051, gopesh@illinois.edu

2010 DSI Global Miniconference

With a gross domestic product (GDP) of over \$14 trillion, the U.S. is the largest economy in the world. However large this number may seem, it represents only about 23% of the total world GDP of over \$61 trillion. What does this mean to today's business decision makers? If we look to Hollywood, we can gain a little insight.

- On May 19, 1999, "Star Wars Episode 1: The Phantom Menace" was released for U.S. domestic audiences. The global rollout was to proceed during the following weeks. Yet, the very next day, bootleg versions of the film appeared on overseas screens. Digitization had changed the rules of the global game.
- On December 18, 2009, "Avatar" was released to a global audience. Within three weeks, the film topped the \$1 billion mark in ticket sales. Amazingly, two thirds of the revenues came from global markets.

Today, regardless of the country of origin, corporate success increasingly requires that managers learn to use worldwide

resources to meet the needs of global consumers. The mission of this miniconference is to help us better understand the rules of a global economy via cutting-edge research as well as to explore ways in which we can better teach the nuances of global decision making to today's students, regardless of where they hail from.

Indeed, globalization raises many challenges for decision makers everywhere—not just for transnational firms operating in culturally and geographically diverse environments. For academic researchers, globalization has generated many fruitful avenues of inquiry regarding (1) competitive strategy, (2) the design of global networks including the coordination of activities within the firm, and (3) the ability to build appropriate relationships among the various actors external to the focal firm. These avenues include, but are not limited to, the role of culture, knowledge development, innovation, supply chain networks, market relationships, and others. We look forward to provocative discussion of the

many issues influencing global strategy such as country, social structure, politics, economics, human resources, supply chain management (services and manufacturing), foreign direct investment, and information technology. Our hope is to stimulate creative thinking regarding the challenges facing firms, society, the environment, and various institutions (government and non-government) in the context of globalization.

We invite DSI members to submit research papers, forums, tutorials, and other creative submissions for this event. ■

Global Miniconference Coordinators

Anthony Ross
Broad School, Michigan State University
rossant@bus.msu.edu

Stanley E. Fawcett
Marriott School, Brigham Young University
stan_fawcett@byu.edu

2010 Doctoral Dissertation Competition

Searching for the best 2009 dissertation in the decision sciences

Co-sponsored by McGraw-Hill/Irwin and the Decision Sciences Institute

McGraw-Hill/Irwin and the Decision Sciences Institute are co-sponsoring the Elwood S. Buffa Doctoral Dissertation Competition. The purpose of the competition is to identify and recognize outstanding doctoral research in the development of theory and/or application of decision sciences completed during 2009. A monetary award of \$1,500 will be presented at the 2010 Annual Meeting. The submission deadline was May 15, 2010.

The dissertation must deal with the development of methodology for, and/or application of, decision sciences. The dissertation research could be based on analytical and/or empirical research methods.

The dissertation must have been accepted by the degree-granting institution within the 2009 calendar year. It is not necessary for the degree to have been awarded by the end of 2009. In addition, the dissertation may not have been submitted previously to a Decision Sciences Institute dissertation competition.

The following are the requirements:

1. A nominating letter on university letterhead submitted by the student's major professor. This letter introduces the student, the supervisor of the dissertation, and the degree-granting institution. It also certifies the acceptance of the dissertation by the institution within the required time frame. All contact information for both the author and the major professor should be provided in the letter. This letter should be emailed as a PDF file to <ncsuresh@buffalo.edu>. The file should be named "Student Last Name_Nomination.pdf". (For example, if the student's last name is Wang, the file should be called "Wang_Nomination.pdf".)

2. A separate statement by the major professor about why the dissertation deserves special recognition. This letter should be emailed as a PDF file to the e-mail address given above. Please name this file "Student Last Name_Recommendation.pdf".

3. A summary of the dissertation. This five-to-ten page, double-spaced overview should include a description of the problem, the methodology, and the major findings and conclusions. At the top of the first page, the dissertation's major and minor fields should be identified. Major fields typically are accounting, economics, finance, information systems, organizational behavior, design, theory, operations management, supply chain management, and strategy/policy. Minor fields are often simulation, optimization, service sector, quality, quantitative analysis, artificial intelligence, expert systems, experimental design, etc. The summary should include a 250-word abstract. This letter should be emailed as a PDF file to the e-mail address given above. Please name this file "Student Last Name_Summary.pdf".

4. Three (3) copies of the complete dissertation in hard copy format should be mailed to the Coordinator.

Important: Because of the blind-review process, it is essential that the author, degree-granting institution, and supervising professor not be identified within the contents of items 2, 3, and 4 above. All acknowledgments or other references that would identify the author, institution, or professors must be removed from the dissertation and all accompanying documents except the nominating letter. The coordinator will change the names of

files before they are distributed to the reviewers so that the names of files are not identifiable with a particular student.

In ALL email communications, please make sure that the doctoral student's full name appears in the subject line of the email message. ■

Elwood S. Buffa Doctoral Dissertation Competition Coordinator

Nallan C. Suresh
Department of Operations Management & Strategy
School of Management, State University of New York, Buffalo
326 F Jacobs Management Center
Buffalo, NY 14260, USA
ncsuresh@buffalo.edu
716-645-3279

Book your reservations early for the DSI conference hotel . . .

San Diego Marriott Hotel and Marina



The 2010 DSI Annual Meeting will be held at the San Diego Marriott Hotel and Marina. Offering spectacular waterfront settings in the heart of America's Finest City, the San Diego Marriott Hotel & Marina truly represents the best location for business and pleasure. It is conveniently located adjacent to the San Diego Convention Center and within walking distance to downtown San Diego and the Gaslamp District.

For reservations, please refer to the guidelines below. Note that check-in time is 4:00 pm of the day of arrival and check-out time is 12:00 pm, day of departure.

Group room rate reservations may be available based on occupancy of the hotel from November 17-26, 2010.

There are two ways to make reservations (hard-copy forms are no longer used*). Information and online registration is available at

<http://www.decisionsciences.org/Annualmeeting/travel/hotel.asp>

<https://resweb.passkey.com/go/decisionsciences>

Passkey's Phone Number:
800-266-9432

Hotel Room Types

- One king-size bed in room
- Double/double bed in one room

Single/Double occupancy

Cityview: \$177

Bayview: \$197

Triple occupancy

Cityview: \$197

Bayview: \$217

Reservations by Phone

When booking via phone on the Marriott Reservation line, please be sure to reference the "Decision Sciences Institute Meeting" in order to secure the special group room rates.

800-266-9432

To guarantee your reservations at the San Diego Marriott Hotel and Marina and to receive the special offered group rate, your reservations must be made by Friday, October 31, and you must supply a credit card with the expiration

date available from the following list: Visa, Master Card, American Express, Discover, Diners Club.

Note that the Decision Sciences Institute special group rate may not be available if the group room block becomes full, or after October 31, which is the cut off date for making reservations to receive the special group rate.

If for some reason your plans change, you may cancel your reservation up and until 6pm of date of arrival. Should you not cancel your reservation, you will be billed for one night room charge and tax.

**At previous Decision Sciences Institute meetings, Marriott hotels have permitted attendees to reserve rooms by faxing or mailing a hard-copy form.*

* * *

Need a roommate? Doctoral students, faculty and business leaders are often looking for someone to share a room with during the annual meeting. For online assistance, fill out our roommate match form at the url below and submit your information to DSI:

<http://www.decisionsciences.org/annualmeeting/meetinginfo/roommates.asp>

San Diego Marriott® Hotel & Marina
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**2010 DSI Annual Meeting
Website**

www.decisionsciences.org/annualmeeting/

DSI Placement Services have a proven track record of bringing together job applicants and school representatives in the decision sciences. The online placement listings, which are now being accepted for 2010-11, are available to applicants and recruiters throughout the year. At the fall annual meeting, the Institute operates a placement service located conveniently near the conference registration area and exhibits that allows attendees to meet in an informal, yet public atmosphere.

Listing fees are a great value at \$350 for each position listed, \$25 for applicant listings, and no charge for student members. DSI membership must be current for all applicants (membership is not required for submitting a position listing).

Most new listings are received prior to the Decision Sciences Institute's Annual Meeting. At the conference, those who list with us are entitled to use the placement services, including the message center. Reserved interview tables are also available to recruiters at a \$200 fee for the entire conference.

Notes to Using the Upgraded System

The placement services options are available in the normal placement systems website: <http://www.decisionsciences.org/placement>. You will see a paragraph starting with a red **NEW!**—and the link below it (saying “more...”) will take you to the new placement services page.

There are three options under “View DSI Job Placement Listings”: search for positions, search for applicants, and advanced options. In addition, at the bottom of all the new pages, you will find a link saying “Send feedback/Report problems.” Any time something seems to not work or malfunction, please use this link to send us a problem report. The more reports we get from you, the faster we can get all the issues taken care of.

The search form is designed such that you do not need to flip back and forth between the search and the result

screens to change any criteria. The search results show up directly underneath the form. You can switch between the brief and detailed views, as well as change the sort order without having to re-post the search. You can also view your results page by page instead of scrolling through all the results using the “Allow Paging” checkbox. Want to print the results but don't want to see the form? No problem! Just click on the “Hide form” link above the form, and you will be able to print the search results without any forms.

Some of the functionalities of the placement system include contrasted checkbook-style outputs to make result browsing easier on the eye, paging and quick sorting. In addition, to preserve privacy of our patrons, email addresses of employer contacts or applicants are not displayed in the public viewing mode. To see the email addresses, you must register and log in with your user ID and password.

If you select the “Advanced options,” or follow the link under the “Add/Change Listings” in the home page, you will get to the new login screen. If you are registered already, even if it is from last year, you can log in using your previous credentials, or register yourself as a new applicant or employer. Remember though, the database is cleared every May, so while you will be able to log in, your information will need to be re-entered. That is the way we ensure that all the information is current. The login screen will allow you to retrieve your password if you do not remember it. Once you authenticate, you will get into a context-sensitive menu, depending on your level of access. If you are an applicant, you will be able to do standard searches, as well as edit your information. If you are an employer, you can add more positions under your account, and edit/delete your existing position listings.

As always, we appreciate your support and welcome your comments and questions regarding this service. Every page has a “Send Feedback/Report Problems” link at the bottom that you can use

to send any issues with the system to the developers, and we will definitely take a look at it as soon as possible.

Helpful Tips

1. If paying by credit card online, please have the information ready. Payment by check will also be accepted, although it may delay your listing. The address for mailing payments is shown on the website.
2. Be sure to record your password for future use. If you do not remember your password, DSI can send it to your login email address upon request through a link on the login screen.
3. If you would like to link to your web presence elsewhere, have the URL ready. If you do not have a web presence, you might want to look into setting one up with your university, ISP, or websites such as www.dice.com or geocities.com. If a URL for your web presence is not yet available, it can be added to your listing later.

Questions and suggestions should be directed to:

Arijit Sengupta
Wright State University
271 Rike Hall
3640 Colonial Glenn Highway
Dayton, OH 45435
voice: (937) 775-2115
fax: (937) 775-3533
mobile: (574) 210-8084
e-mail: arijit.sengupta@wright.edu

Richard Pibernik, and Constantin Bloom. The meeting went very well. There was a wide variety of topics covered and quality in the presentation topics. The meeting was held in the new business building on the campus of IESE, a fitting location with a fantastic view of the city. At the meeting, Marc Sachon was elected president, Bart MacCarthy as president-elect, and Constantine Bloom as secretary general/treasurer. Congratulations to all the new officers of EDSI. We are very excited at the future of the European region and hope for bigger and better things to come in the future.

Gyula had raised the issue of membership dues and the impact this has on members from very diverse countries in Europe. While the cost of DSI membership represents only a small percentage of a faculty member's salary in the U.S. and other developed countries, the same cannot be said for those working in emerging economies. How best to equitably address this issue has been raised previously. Gyula spearheaded the charge of coming out with a workable solution to this issue. The new structure, which has been approved by the Board is based on the per capita GDP of the country where the member is teaching. For example, if a member is from a country belonging to the top quartile in terms of per capita GDP, he/she will pay the full membership fee. If a faculty is teaching at an institution in a country with per capita GDP in the 50-75 percentile range, the membership fee is 75 percent of the regular dues. Finally, members in a country with per capital GDP in the bottom quartile will pay 25 percent of the regular fee. While this membership due structure was proposed by the European region, it is applicable to all members of the Institute. We believe this is an excellent solution to an issue that has been raised previously.

Today we are witnessing a global economy that is more connected than ever. However, it does not mean that the economies of all countries will be affected similarly. The report on global forces in the June 2010 issue of *McKinsey Quarterly* predicts that in the next decade emerging economies will experience higher economic growth than developed economies for the first time in 200 years.¹ We are already seeing the early start of this trend. For example, growth in

Singapore for the first half of this year is reported at a staggering 18 percent. This is the fastest growth in Singapore since 1975. One must note that Singapore is a relatively small country with few natural resources and yet able to achieve great success with its economy. While the developed economies in the U.S. and many Western countries are in a severe downturn, the same is not true for several emerging economies in Asia. Countries such as China and India are currently concerned about increasing inflation and prices due to a growing economy. We can learn much from McKinsey's advice for business executives on emerging trends in the economy:

Systematically spotting and acting on emerging ones helps companies to capture market opportunities, test risks, and spur innovation. Today, when the biggest business challenge is responding to a world in which the frame and basis of competition are always changing, any effort to set corporate strategy must consider more than traditional performance measures, such as a company's core capabilities and the structure of the industry in which it competes. Managers must also gain an understanding of deep external forces and the narrower trends they can unleash. In our experience, if senior executives

wait for the full impact of global forces to manifest themselves at an industry and company level, they will have waited too long.²

Aside from a growing economy, we would expect that education is the number one priority for many emerging countries and that growth in higher institutions will only increase. More than ever, many institutions outside the U.S. are seeking AACSB accreditation. At the same time, institutions in emerging economies are requiring their faculty to engage in high-quality research to be published in international journals. This trend represents great opportunity for the Institute to increase its global presence but we cannot afford to wait too long to act.

Have a great summer! ■

Endnotes

1. Peter Bisson, Elizabeth Stephenson, and S. Patrick Viguerie, "Global forces: An introduction," *McKinsey Quarterly*, June 2010, McKinsey & Company.
2. Ibid



San Diego, the site of the 2010 DSI Annual Meeting, features a stunning skyline and fascinating neighborhoods such as the Gaslamp Quarter.

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Norma J. Harrison, China Europe International Business School (CEIBS)
Minoos Tehrani, Roger Williams University

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Chair: Krishna Dhir, Berry College

Members:

G. Keong Leong, University of Nevada, Las Vegas ■

(See more listings at <http://www.decisionsciences.org/placement>)

■ **INDIANA UNIVERSITY**
Kelley School of Business
Operations & Decision Technologies
Department
Operations and Supply Chain
Management Visiting Faculty
Openings

The Operations and Decision Technologies Department of the Kelley School of Business invites applications for visiting faculty positions in Operations and Supply Chain Management to begin Fall 2010 or Spring 2011. The openings are at a non-tenure-track level (Lecturer or Assistant Clinical Professor). To qualify at the Clinical level a Ph.D is required. A strong teaching record is required and industry experience is desirable.

The major teaching responsibilities involve Operations and Supply Chain Management with a special emphasis in the Logistics area. An interest in teaching Data Analysis and Spreadsheet Modeling would be a plus. Courses would be taught at the undergraduate and graduate levels and an 18 credit hour teaching load would be required.

Faculty will be available to meet with candidates at the POMS conference in Vancouver, and individual arrangements will be made for those not attending the conference. To ensure consideration, applications should be received by May 4, 2010, however the

search will continue until positions are filled. Interested applicants should send a cover letter, vita, evidence of strong teaching, and the names and addresses of three references to:

F. Robert Jacobs
(jacobs@indiana.edu)
Chair of Faculty Search Committee
Department of Operations & Decision
Technologies
Kelley School of Business
Indiana University
Bloomington, IN 47405-1701

Indiana University is an Affirmative Action Equal Opportunity Employer committed to excellence through diversity. The University actively encourages applications from women, minorities, and persons with disabilities.

■ **INDIANA UNIVERSITY**
The Kelley School of Business
Bloomington, Indiana University
Decision Sciences Faculty Openings

The Operations and Decision Technologies Department of the Kelley School of Business invites applicants for tenure-track faculty positions to begin Fall Semester of 2011. The openings are in Decision Sciences and are targeted at the Assistant Professor level, but exceptional candidates at other levels will be considered. Strong records or

promise in both research and teaching are required.

Research on any specialization within the broad framework of decision sciences, management science, and operations research is of interest. The major teaching responsibilities of these positions involve decision sciences, management science, and business analytics courses across all levels of the curriculum.

Faculty will be available to meet with candidates at both the INFORMS and DSI conferences. To ensure consideration, applications should be received by November 1, 2010, however the search will continue until the positions are filled. Interested applicants should send a cover letter, vita, select research papers and the names and addresses of three references to:

Chair of Faculty Search Committee
Department of Operations and
Decision Technologies
Kelley School of Business
Indiana University
Bloomington, IN 47405-1701

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EDITORSHIP, from page 21

objective of these columns is to provide a mechanism for exchanging information within the different functional areas of the decision sciences and to foster more interdisciplinary communication. These feature columns (and their feature editors) may be continued, discontinued, or replaced at the discretion of the new editor.

A reminder notice is mailed to all feature editors and annual meeting coordinators by the publications coordinator. The notice informs them of the deadline for the upcoming issue and provides information for guest writers. All new items are submitted to the publications

coordinator, who is responsible for proofing and assembling the articles into their final camera-ready form.

Most of the editor's duties center on handling article submissions from members, recruiting (and keeping) feature editors, writing the regular "From the Editor" feature article, and being available (by phone and e-mail) to the publications coordinator during the final proofing/assembling stages.

All placement and book advertisements are handled by the home office executive director. However, each year the editor may be asked to formulate and

submit recommendations for advertising rates to the Board of Directors of the Institute.

The Institute provides no supplemental funding to the editor of Decision Line. However, expenses are minimal and consist primarily of postage, copying, and telephone expenses, which would probably be no more than \$200 annually.

Send nominations no later than August 15th, 2010, to Rhonda Lummus, Indiana University, rlummus@indiana.edu. ■

DECISION SCIENCES INSTITUTE

2010 Annual Meeting Registration Form • San Diego, California • November 20-23, 2010

All attendees must register for the meeting. Conference registrations must be postmarked by November 1, 2010, to avoid a late fee of \$50. After November 1, requests for cancellation refunds will not be accepted. **Mail form and payment for registration to:** Decision Sciences Institute, 35 Broad Street, Suite 414, Atlanta, GA 30303, fax 404-413-7714.

Last Name
First Name & Middle Initial
First Name for Badge
Organization/Affiliation
Mailing Address (<input type="checkbox"/> New <input type="checkbox"/> Home <input type="checkbox"/> Business):
City, State, Zip and Country
Telephone (<input type="checkbox"/> Home <input type="checkbox"/> Business) Fax
Cell phone (to receive text message updates during the conference)
E-mail

We would appreciate your answers to the following questions, which will help us plan this and future meetings.

1. Where will you stay in San Diego?
 - a. Conference hotel
 - b. Other (please specify)
2. Type of accommodation:
 - a. Single b. Double
3. Date of arrival:
 - a. Fri. (11/19)
 - b. Sat. (11/20)
 - c. Sun. (11/21)
 - d. Mon. (11/22)
 - e. Tues. (11/23)
4. Do you plan to attend:
 - a. Sunday's luncheon?
 - b. Monday's reception?
 - c. Tuesday's luncheon?
 - d. All?
 - e. None?
5. Interest Area (check one):
 - a. Academic Administration
 - b. Accounting
 - c. Economics
 - d. Finance
 - e. Health Care Systems
 - f. Innovative Education
 - g. International Business
 - h. Marketing
 - i. Microcomputer Systems & Apps.
 - j. IS/DSS
 - k. Managerial Problem-Solving
 - l. Organizational Behavior
 - m. Organizational Theory
 - n. Manufacturing/Service Management
 - o. Public/Nonprofit Management
 - p. Quantitative Techniques & Meth.
 - q. Stats, Decisions & Fore.
 - r. Strategic Management & Policy
 - s. Technology and Innovation
 - t. E-commerce
 - u. Other
 - z. None
6. What is your primary regional affiliation:
 - a. Asia-Pacific Region
 - b. European Region
 - c. Indian Subcontinent Region
 - d. Mexico Region
 - e. Midwest Region
 - f. Northeast Region
 - g. Southeast Region
 - h. Southwest Region
 - i. Western Region
 - j. At-Large
 - k. None
7. What is your interest in Placement?
 - a. As employer and employee
 - b. Employee only
 - c. Employer only
 - d. None
8. What was the primary reason you decided to attend the annual meeting?
 - a. Annual Meeting in general
 - b. Job Placement
 - c. Doctoral Student Consortium
 - d. New Faculty Development Consortium
 - e. Program Miniconferences
 - f. Professional Devel. Program
9. Please check if you are a member of **Alpha Iota Delta** and would like to be identified as such at the Annual Meeting.

Member and non-member fees for all registration categories include Sunday's luncheon, Monday's reception, Tuesday's award luncheon, and the CD-ROM Proceedings (see information below about the Proceedings).

The Annual Meeting Proceedings will be produced in CD-ROM format and is included in the conference registration fee for all registered attendees. If you **DO NOT** wish to receive the Proceedings, please indicate below. Additional CD-ROM Proceedings can be purchased at a cost of \$25 each, but must be ordered by **October 1, 2010** (see form below).

I DO NOT wish to receive the Annual Meeting Proceedings.

Member registration	\$325.00	
2010-11 Member dues renewal (For the exact amount owed, please refer to the dues renewal notice previously mailed to you.)	160.00	
(Outside U.S. & Canada add \$5)	5.00	
Non-Member registration (<input type="checkbox"/> Please check if you desire membership benefits. This fee entitles you to one year of membership in the Institute.)	485.00	
(Outside U.S. & Canada add \$5)	5.00	
Student member registration	80.00	
2010-11 Student dues renewal (For the exact amount owed, please refer to the dues renewal notice previously mailed to you.)	25.00	
(Outside U.S. & Canada add \$5)	5.00	
Student Non-Member registration (<input type="checkbox"/> Please check if you desire membership benefits. This fee entitles you to one year of membership in the Institute.)	105.00	
(Outside U.S. & Canada add \$5)	5.00	
Emeritus Member registration	80.00	
(Outside U.S. & Canada add \$5)	5.00	
Emeritus Non-Member registration	115.00	
(Outside U.S. & Canada add \$5)	5.00	
Extra Sunday's luncheon(s) @ \$40.75 each		
Extra Tuesday's awards luncheon(s) @ \$40.75 each		
Extra CD-ROM Proceedings @ \$25.00 each		
After November 1, 2010 (LATE FEE)	50.00	
TOTAL		

CREDIT CARD INFORMATION: Visa MC American Express
 Discover

Total Amount \$ _____

Card No. _____ Expires: ____/____

Card Holder's Name _____
(Please Print)

Signature _____

Billing Address _____

City/State/Zip _____

OFFICERS' NOMINATIONS

The Institute's 2010-11 Nominating Committee invites your suggestions for nominees to be considered for the offices of President-Elect, Treasurer, and Vice Presidents elected at-large to serve on the Institute's Board of Directors, beginning in 2012.

Your recommendations should include the affiliation of each nominee, the office recommended for the nominee, and a brief statement of qualifications of the nominee. If you would like to recommend persons for the offices of regionally elected Vice Presidents from the Asia-Pacific, European, Mexico, Midwest, and Northeast regions, please indicate so on the form below. These names will be forwarded to the appropriate regional nominating committee chair.

Please send your recommendations by no later than October 1st to the Chair of the Nominating Committee, c/o the Decision Sciences Institute, Georgia State University, J. Mack Robinson College of Business, University Plaza, Atlanta, GA 30303. There are no exceptions to the October 1st deadline.

The Nominating Committee is most appreciative of your assistance.

Office _____

Nominee's Name & Affiliation _____

Statement of Qualifications _____

Nominator's Name & Affiliation _____

FELLOWS' NOMINATIONS

The designation of Fellow is awarded to active supporters of the Institute for outstanding contributions in the field of decision sciences. To be eligible, a candidate must have achieved distinction in at least two of the following categories: (1) research and scholarship, (2) teaching and/or administration (3) service to the Decision Sciences Institute. (See the current list of DSI Fellows on this page.)

In order for the nominee to be considered, the nominator must submit in electronic form a full vita of the nominee along with a letter of nomination which highlights the contributions made by the nominee in research, teaching and/or administration and service to the Institute. Nominations must highlight the nominee's contributions and provide appropriate supporting information which may not be contained in the vita. A candidate cannot be considered for two consecutive years.

This information should be sent by no later than October 1st to the Chair of the Fellows Committee, Decision Sciences Institute, Georgia State University, J. Mack Robinson College of Business, University Plaza, Atlanta, GA 30303. There are no exceptions to the October 1st deadline.

Decision Sciences Institute Fellows

- | | |
|---|---|
| Adam, Everett E., Jr., Univ. of Missouri-Columbia | Malhotra, Naresh K., Georgia Institute of Technology |
| Anderson, John C., Univ. of Minnesota | Markland, Robert E., Univ. of South Carolina |
| Benson, P. George, College of Charleston | McMillan, Claude,* Univ. of Colorado at Boulder |
| Beranek, William, Univ. of Georgia | Miller, Jeffrey G., Boston Univ. |
| Berry, William L., The Ohio State Univ. | Monroe, Kent B., Univ. of Illinois |
| Bonini, Charles P., Stanford Univ. | Moore, Laurence J., Virginia Polytechnic Institute and State Univ. |
| Brightman, Harvey J., Georgia State Univ. | Moskowitz, Herbert, Purdue Univ. |
| Buffa, Elwood S.*, Univ. of California-Los Angeles | Narasimhan, Ram, Michigan State Univ. |
| Cangelosi, Vincent*, Univ. of Southwest Louisiana | Neter, John, Univ. of Georgia |
| Carter, Phillip L., Arizona State Univ. | Nutt, Paul C., The Ohio State Univ. |
| Chase, Richard B., Univ. of Southern California | Olson, David L., Texas A&M Univ. |
| Chervany, Norman L., Univ. of Minnesota | Perkins, William C., Indiana Univ. |
| Clapper, James M., Aladdin TempRite | Peters, William S., Univ. of New Mexico |
| Collons, Rodger D., Drexel Univ. | Philippatos, George C., Univ. of Tennessee-Knoxville |
| Couger, J. Daniel*, Univ. of Colorado-Colorado Springs | Ragsdale, Cliff T., Virginia Polytechnic Institute and State Univ. |
| Cummings, Larry L.*, Univ. of Minnesota | Raiffa, Howard, Harvard Univ. |
| Darden, William R.*, Louisiana State Univ. | Rakes, Terry R., Virginia Polytechnic Institute and State Univ. |
| Davis, K. Roscoe, Univ. of Georgia | Reinmuth, James R., Univ. of Oregon |
| Davis, Mark M., Bentley College | Ritzman, Larry P., Boston College |
| Day, Ralph L.*, Indiana Univ. | Roth, Aleda V., Clemson Univ. |
| Digman, Lester A., Univ. of Nebraska-Lincoln | Sanders, Nada, Texas Christian Univ. |
| Dock, V. Thomas, Maui, Hawaii | Schkade, Lawrence L., Univ. of Texas at Arlington |
| Ebert, Ronald J., Univ. of Missouri-Columbia | Schniederjans, Marc J., Univ. of Nebraska-Lincoln |
| Edwards, Ward, Univ. of Southern California | Schriber, Thomas J., Univ. of Michigan |
| Evans, James R., Univ. of Cincinnati | Schroeder, Roger G., Univ. of Minnesota |
| Fetter, Robert B., Yale Univ. | Simone, Albert J., Rochester Institute of Technology |
| Flores, Benito E., Texas A&M Univ. | Slocum, John W., Jr., Southern Methodist Univ. |
| Flynn, Barbara B., Indiana Univ. | Sobol, Marion G., Southern Methodist Univ. |
| Franz, Lori S., Univ. of Missouri-Columbia | Sorensen, James E., Univ. of Denver |
| Glover, Fred W., Univ. of Colorado at Boulder | Sprague, Linda G., China Europe International Business School |
| Gonzalez, Richard F., Michigan State Univ. | Steinberg, Earle, Touche Ross & Company, Houston, TX |
| Grawoig, Dennis E.*, Boulder City, Nevada | Summers, George W.*, Univ. of Arizona |
| Green, Paul E., Univ. of Pennsylvania | Tang, Kwei, Purdue Univ. |
| Groff, Gene K., Georgia State Univ. | Taylor, Bernard W., III, Virginia Polytechnic Institute and State Univ. |
| Gupta, Jatinder N.D., Univ. of Alabama in Huntsville | Trouitt, Marvin D., Kent State Univ. |
| Hahn, Chan K., Bowling Green State Univ. | Uhl, Kenneth P.*, Univ. of Illinois |
| Hamner, W. Clay, Duke Univ. | Vaszonyi, Andrew*, Univ. of San Francisco |
| Hayya, Jack C., The Pennsylvania State Univ. | Voss, Christopher A., London Business School |
| Heineke, Janelle, Boston Univ. | Wasserman, William, Syracuse Univ. |
| Hershauer, James C., Arizona State Univ. | Wemmerlöv, Urban, Univ. of Wisconsin-Madison |
| Holsapple, Clyde W., Univ. of Kentucky | Wheelwright, Steven C., Harvard Univ. |
| Horowitz, Ira, Univ. of Florida | Whitten, Betty J., Univ. of Georgia |
| Houck, Ernest C.*, Virginia Polytechnic Institute and State Univ. | Whybark, D. Clay, Univ. of North Carolina-Chapel Hill |
| Huber, George P., Univ. of Texas-Austin | Wicklund, Gary A., Capricorn Research |
| Jacobs, F. Robert, Indiana Univ. | Winkler, Robert L., Duke Univ. |
| Jones, Thomas W., Univ. of Arkansas-Fayetteville | Woolsey, Robert E. D., Colorado School of Mines |
| Kendall, Julie E., Rutgers Univ. | Wortman, Max S., Jr.*, Iowa State Univ. |
| Kendall, Kenneth E., Rutgers Univ. | Zmud, Robert W., Florida State Univ. |
| Keown, Arthur J., Virginia Polytechnic Institute and State Univ. | |
| Khumawala, Basheer M., Univ. of Houston | |
| Kim, Kee Young, Yonsei Univ. | |
| King, William R., Univ. of Pittsburgh | |
| Klein, Gary, Univ. of Colorado, Colorado Springs | |
| Koehler, Anne B., Miami Univ. | |
| Krajewski, Lee J., Notre Dame Univ. | |
| LaForge, Lawrence, Clemson Univ. | |
| Latta, Carol J., Georgia State Univ. | |
| Lee, Sang M., Univ. of Nebraska-Lincoln | |
| Luthans, Fred, Univ. of Nebraska-Lincoln | |
| Mabert, Vincent A., Indiana Univ. | |
| Malhotra, Manoj K., Univ. of South Carolina | |

*deceased

CALENDAR

AUGUST

August 15

Abstracts due for the **4th Annual Meeting of the Indian Subcontinent**, to be held at Management Development Institute, Gurgaon (Suburb of New Delhi), India, December 28-31, 2010. Full-length papers for presentation can be submitted by September 15, 2010.

<http://www.mdi.ac.in/isdsi/cfp.htm>

SEPTEMBER

September 27

Paper submissions and special session proposals due for the **Southeast Region's 2011 Annual Meeting**, to be held February 23-25, 2010, at the Savannah Marriott Riverside in Savannah, Georgia. Students papers are due October 29th.

http://www.sedsi.org/2011_SE_DSI_Call_for_Papers.pdf

OCTOBER

October 1

Submission deadline for the **Doctoral Student Consortium**, to be held at the 41st Annual Meeting of the Institute (November 20-23, 2010, at the San Diego Marriott Hotel and Marina in San Diego, California). See page 26 for details.

October 1

Application deadline for the **New Faculty Development Consortium**, to be held at the 41st Annual Meeting of the Institute (November 20-23, 2010, at the San Diego Marriott Hotel and Marina in San Diego, California). See page 29 for detailed information.

October 1

Paper submissions and special session proposals due for the **Southwest Region's 2011 Annual Meeting**, to be held March 1-5, 2011, at the Hyatt Regency in Houston, Texas.

<http://www.swdsi.org>

October 1

Paper submissions and special session proposals due for the **Western Region's 2011 Annual Meeting**, to be held April 5-8, 2011, at the Embassy Suites-Downtown in the Historical Multnomah Hotel. Portland, Oregon.

<http://www.wdsinet.org>

NOVEMBER

November 20-23

41st Annual Meeting of the Decision Sciences Institute, to be held at the San Diego Marriott Hotel and Marina in San Diego, California.

<http://www.decisionsciences.org/annualmeeting>

Decision Sciences Institute Application for Membership



Name, Institution or Firm _____

Address Home Business _____

Phone Number _____

Dues Schedule: ___ Renewal ___ First Time ___ Lapsed

(circle one) U.S./Can. International

Regular Membership \$160 \$160

Student Membership \$25 \$25

(Student membership requires signature of sponsoring member.)

Emeritus Membership \$35 \$35

(Emeritus membership requires signature of member as a declaration of emeritus status.)

Institutional Membership \$160 \$160

(You have been designated to receive all publications and special announcements of the Institute.)

Please send your payment (in U.S. dollars) and application to:
Decision Sciences Institute, Georgia State University, J. Mack Robinson
College of Business, University Plaza, Atlanta, GA 30303. For more
information, call 404-413-7710 or email dsi@gsu.edu.

CREDIT CARD INFORMATION: Visa MC AmEx Disc.

Total amount \$ _____

Card No. _____ Expires: ___/___

Card Holder's Name _____

Signature _____

(Please Print)

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J. Mack Robinson College of Business
University Plaza
Georgia State University
Atlanta, GA 30303