

DECISION LINE

Vol. 48, No. 2

March 2017

PRESIDENT'S LETTER

2016-2017 DSI Board's Accomplishments



Funda Sahin, University of Houston

Dear DSI Family,

It has been a great honor to serve as the President of DSI over the last year; an experience that I found to be very rewarding. During my tenure, I had the privilege of working with

an outstanding Board of Directors, regional officers, DSI Home Office Staff and many volunteers, who served in various roles and capacities. Despite all the challenges, the hard work and dedication that these individuals showed over the last year is a testament to a brighter future for DSI.

As many incoming Presidents do, transitioning into my new role back in April 2016, I developed very ambitious goals to elevate DSI's stature through major initiatives, only to find out that one-year term is too short to accomplish them all. However, I believe that the Board of Directors last year was able to address many difficult strategic and operational issues, and plant the seeds for a more progressive DSI. My successor, Jeet Gupta, is already on board to follow through and execute these initiatives along with some new ones.

In the remainder of this (and my last) letter, I'd like to summarize the Board of Directors' accomplishments from last year and the ongoing initiatives.

The 2016-2017 Board of Directors' focused on strategic issues; namely evaluating DSI's current mission and strategies and aligning the Institute to mirror 2020 realities. To this end, we engaged a professional non-profit organization auditor to evaluate DSI's organizational structure, operations and related issues. The audit highlighted the lack of a clear strategy to support the mission and vision of the Institute. In response to this finding, the Board of Directors held a facilitated Strategic

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DECISION LINE

DECISION LINE is published five times a year by the Decision Sciences Institute to provide a medium of communication and a forum for expression by its members, and to provide for dialogue among academic and practitioner members in the discipline. For more information about the Institute, please call 713-743-4815.

News Items: Send your news items and announcements to the editor at the address below.

Advertising: For information on agency commissions, annual contract discounts, and camera-ready copy, contact the managing editor. Market-place classifieds (job placement listings) are \$60 per 50 words.

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DEADLINES: May 2017 issueApril 10th
July 2017 issue.....June 10th
October 2017 issueSeptember 10th

Vision Statement

Decision Sciences Institute creates, develops, and fosters knowledge to improve managerial decisions for global progress.

Mission Statement

Decision Sciences Institute develops scholars, who produce, use, and disseminate knowledge primarily within and across information systems, analytics, and supply chain management to improve decisions involving systems, technology, and processes.

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This issue of Decision Line contains two articles written by our members as well as the results of the DSI election.

Congratulations to the newly elected officers: Johnny Rungtusanatham (Ohio State University), President-Elect; Anand Nair (Michigan State University), Secretary; Sri Talluri (Michigan State University), VP-Marketing; Jennifer Blackhurst (University of Iowa), VP -Publications; Natalie Simpson (State University of New York at Buffalo), VP -Technology; Vijay R. Kannan (Utah State University), VP - Americas Division; Ravi Kumar Jain (Symbiosis Institute of Business Management-India), VP -Asia Pacific Division. CONGRATULATIONS!

Funda Sahin's final letter details her accomplishments as President of DSI. Much has been done during Funda's tenure and DSI is in a better position than before. Her letter summarizes the accomplishments of DSI during her presidency, including the hiring of a new Executive Director, Ms. Vivian Landrum. We welcome Ms. Landrum to our organization and wish her success in helping DSI move forward. As you will see, the result of the election has been included in this issue. Congratulations to our new officers. We are happy to see very capable people continuing to lead the changes of DSI to make it a more efficient and highly respected organization.

Marc Schneiderjans, Vicky Ching Gu, and Ray Qing Cao, in their article titled "IT project performance: Organizational culture and environmental pressures," discuss factors impacting IT projects and the role of culture in project performance. The results of their study suggest that environmental pressures plays an important role between four dimensions, "collectivism, tolerance for risk, positive work environment, and results oriented."

In her article titled "Technology and the Future of Jobs," Silvana Trimi discusses how technology impacts jobs. She discusses how technology enabled and Internet-based applications such as IoT, IoB, IoE, smart

sensors, smart robots, 3-D technologies and other applications are redefining jobs and impacting job performance. Furthermore, she argues that the role government policies play will reshape how corporations operate in order to be under the boundaries of law - which might have major implications for their profitability.

Cheri Speier-Pero, editor of Decision Sciences Journal (DSJ), provides us with a list of articles along with their abstracts that will appear in the upcoming issue of DSJ. In this issue, several DSI regions share with you information about their conferences and various activities within each region.

In member news, Ken and Julie Kendall where honored by the PHD Project for their commitment to diversity in higher education. They were inducted into the PHD Project Hall of Fame. Congratulations to both Ken and Julie for their commitment. In addition, Kathy Steckle has been honored by Purdue University and was the recipient of the Outstanding Industrial Engineer Award. Nominations are being accepted now for the Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar. Eligibility criteria, deadline and submission information are offered. Please nominate any DSI member who is in the early stages of their profession and is already an active member of DSI.

I encourage you, our reader, to share your opinions, ideas with us by writing and sending it to me at mebrahimpour@uri.edu.

I am looking forward to reading your articles for inclusion in Decision Line.

Maling Ebrahimpour, PhD
 Editor

BY VIVIAN LANDRUM, EXECUTIVE DIRECTOR, DECISION SCIENCES INSTITUTE

Election Results Decision Sciences Institute

Thank you to all who participated in this year's DSI election process. We had a strong slate of candidates which made for difficult decisions on your part. My thanks to everyone who volunteered to put their name on the slate and commit themselves to a higher level of participation within our Institute.

The results are in. The following have been elected to serve on the DSI Board. All but the President-Elect will serve a term beginning April, 2017 and ending March, 2019. The President-Elect will serve a one-year term before serving as President.



President-Elect

Johnny Rungtusanatham, Ohio State University



Secretary

Anand Nair, Michigan State University



VP Americas Division

Vijay R. Kannan, Utah State University



VP Asia-Pacific Division

Ravi Kumar Jain, Symbiosis Institute of Business Management-India



VP Marketing

Sri Talluri, Michigan State University



VP Technology

Natalie Simpson, State University of New York at Buffalo



VP Publications

Jennifer Blackhurst, University of Iowa

They will join these Board members continuing their terms on April 1:

President

Jeet Gupta, University of Alabama

Immediate Past President

Funda Sahin, University of Houston

Treasurer

Joy Field, Boston College

VP European Division

Markku Kuula, Aalto University

VP Global Activities

Eldon Li, National Chengchil University

VP Member Services

Kathy Zuckweiler, University of Nebraska at Kearney

VP Professional Development

Soumen Ghosh, Georgia Institute of Technology

KENNETH E KENDALL, FEATURE EDITOR, Rutgers University



Marc J. Schniederjans is the C. Wheaton Battey Distinguished Professor of Business in the College of Business Administration at the University of Nebraska-Lincoln and has served on the faculty of three other universities. Professor

Schniederjans is a Fellow of the Decision Sciences Institute (DSI) and served as DSI's president in 2014-2015. Professor Schniederjans has taught and researched extensively in operations management and management science. He has won numerous teaching awards and is an honorary member of the Golden Key honor society and the Alpha Kappa Psi business honor society. He has published more than a hundred journal articles and has authored or coauthored twenty books in the field of management. The title of his most recent book is *Reinventing the Supply Chain Life Cycle* and his research has encompassed a wide range of operations management and decision science topics. Dr. Schniederjans serves on five journal editorial review boards including *Production and Operations Management*.



Dr. Vicky Ching Gu is an assistant professor of Decision Sciences at the University of Houston – Clear Lake. She has more than a decade of managerial experience from

major pharmaceutical firms. Her current research interests include new product performance, supply chain management, project management, technology adoption, and organization alignment. She has published her research in journals such as *International Journal of Production Research*, *International Journal of Project Management*, *Decision Support System*, and among many others.



Dr. Ray Qing Cao is a Professor of Supply Chain Management in the Davies College of Business, University of Houston –

Downtown. His research interests include supply chain management, social media, and strategic alignment. He has published more than 56 research papers in top business journals such as *Journal of Operations Management*, *Decision Sciences*, *Journal of Association for Information Systems*, and among many others. He served as the Associate Program Chair at 2008 DSI Annual Meeting.

IT project performance: Organizational culture and environmental pressures

by Marc J. Schniederjans, University of Nebraska-Lincoln,
Vicky Ching Gu, University of Houston Clear Lake, Qing Cao,
University of Houston-Downtown

Success or failure of IT projects is a pressing matter for corporations and nonprofits alike. Project failures are costly; whereas IT project successes can produce industry leaders. Security of corporate data is at stake, including trade secrets; privacy and confidentiality of consumer data, which are the lifeblood of companies, are also at risk if IT projects fail. It is little wonder that demand for project managers is at an all time high and is projected to continue well into the next decade. Despite excellent strides in professionalizing project management, IT projects still fail at high rates. In this insightful study, the authors reveal, for practitioners and researchers alike, the importance of paying close attention to the entire context of IT project performance and the organizational culture in which IT projects unfold. Kenneth E. Kendall, Feature Editor

Project management research is usually focused on why some projects succeed while others fail leading researchers to explore potential determinants that might lead to project success or failure. Despite recent advances in project management knowledge under the leadership of the Project Management Institute during the last two decades, the majority of projects still fail (Yazici, 2009). Research has shown by the Standish Group International (2009) that overall project failure rate to be 72% in the US. Gray and Larson (2003) also found software development projects are often completed over budget and behind schedule.

Project management failures are not without cost. Although it is difficult to quantify the financial cost arising from low success rates associated with information technology (IT) projects, a 2003 review estimated a phenomenal \$150 billion from IT failures in the United States with a further \$140 billion in wastage in the European Union (Dalcher and Genus, 2003). Reasons for this high level of wastage may stem from IT projects being unique relative to other types of projects due to several factors identified in a 2004 report

from the Royal Academy of Engineering.

Factors Impacting IT projects

A unique factor associated with IT projects is the rapid pace of technological progress in IT. This rapid pace of change makes it difficult for expertise in a particular technique or language to become mature and established, as well as creating an environment where unproven tools and solutions are acceptable. There is also a tendency in IT projects to start from scratch each time a new project is started, with software continually being reinvented (The Royal Academy of Engineering, 2004).

In another study, Nielsen and Michailova (2007) identified key success factors in the implementation of IT projects, specifically in the implementation of knowledge system IT projects. They were environmental factors, corporate culture and pressures such as following industry norms which could lead to success or failure of IT projects.

Culture and project performance

In the last twenty years, researchers have identified elements of culture that are believed to be critical to the success of an organization and its projects. Pfeffer

and Viega (1999) identified high-involvement in practices, such as sharing information, careful hiring, and employing self-managed work teams reflect successful organizational cultures. Also, research suggests strong organizational culture enables people to identify what an organization expects and how they must perform to get the work done (Deal and Kennedy, 1982). Kendall and Kendall (1994) proposed that organizational metaphors can be studied to determine whether the organizational culture is able to support the development of certain information systems.

Badri et al. (2000) found that factors such as addition to competitive pressures, different government regulations or policies can affect firms and their IT projects. So when comparing project performance in different countries, this aspect of business environment should be considered. This research is supported by Darnall (2009) who found regulatory pressures constrain an organization's financial opportunities, while other regulations can spur product and technology innovations, and operational efficiencies.

In this work we examined how environmental pressures moderate the relationship between organizational culture and IT project performance. We developed hypotheses about the relationships between organizational culture, environmental pressure, and IT project performance. Figure 1 shows the variables we looked at.

Implications

Our results (see Gu, Hoffman, Cao, and Schniederjans, 2014 for the complete study on which this article is based) suggest that environmental pressures moderate the relationship between four dimensions of organizational culture and IT project performance (i.e., collectivism, tolerance for risk, positive work environment, results oriented). Also, environmental pressures moderate the relationship between organizational culture and IT

project performance, such that as environmental pressures increase the relationship between increased collectivism and IT project performance becomes more positive; the relationship between being more results oriented and IT project performance becomes more positive; the relationship between a more positive work environment and IT project performance becomes more positive; and the relationship between more tolerance for risk and IT project performance becomes more positive.

The results demonstrate the importance of exploring moderating variables in IT project management research. Without exploring the moderating variables as presented in this study, the unique relationships between different dimensions of organizational culture and environmental pressures would not have been revealed. It is by exploring the impact of the one or more moderating variables that the significant relationships reflected in them can be observed. This is especially true when environmental pressures increase, institutional collectivism becomes more important, and leadership tolerance for risk becomes more important.

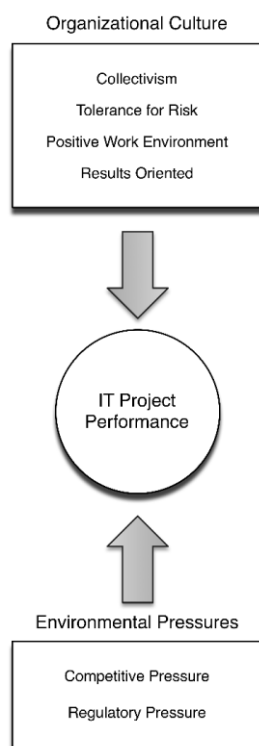


Figure 1: Organizational culture and environmental pressure on IT project performance

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Carol Latta Memorial Award for Outstanding Early Career Scholarship

Deadline: August 31, 2017

Award Information

The *Carol Latta Memorial Award for Outstanding Early Career Scholarship* recognizes a scholar in the early stages of his or her career in the field of Decision Sciences and who has contributed to the Institute and its goals over the recent past. The award is presented at the Annual Meeting of the Decision Sciences Institute in November 2016. The awardee will receive a plaque and a \$500.00 honorarium.



From Left: Funda Sahin, President, DSI, Alan Mackelprang, 2016 Carol Latta Award Recipient, and Morgan Swink, Immediate Past President, DSI

Eligibility

To be eligible:

- A candidate being nominated must be a current member of the Institute in good standing who received his or her terminal degree (e.g., Ph.D., DBA, etc.) within the past five (5) years.
- The nomination should come from a faculty member or academic administrator who are also members of the Institute in good standing (no self-nominations).
- The nomination must include a recommendation letter on official university letterhead and a current curriculum vita (CV) of the candidate.
- The recommendation letter (no

more than five pages) should explain why the candidate deserves to be recognized in terms of (a) impact of scholarship on the field of Decision Sciences, (b) excellence in teaching in the field of Decisions Sciences, and/or (b) contributions and service to the Institute.

Submissions

The nomination letter and candidate CV should be emailed to info@decisionsciences.org with *Carol Latta Memorial Award for Outstanding Early Career Scholarship* in the subject line. Once received, a confirmation email will be sent to both the nominator and

the candidate to acknowledge receipt.

Deadline

All nominations must be received by August 31, 2016.

Selection Committee

The Selection Committee includes the:

- Immediate Past President (Selection Committee Chair)
- VP for Member Services
- VP for Professional Development
- VP for Global Activities
- Recipient of the previous year's award

Decision Sciences Institute 48th Annual Meeting

Washington D.C., • Washington Hilton Hotel • November 18-20, 2017

Make plans now to attend the DSI 2017 Annual Meeting taking place November 18 – 20 at the historic Washington Hilton Hotel! The theme this year is Innovative Decision-Making: Research to Practice. Our three-day format will be packed from morning to night with innovative sessions, informative workshops, merited recognition and, of course, lots of networking. Registration check-in will open on Friday, Nov. 17 and the conference will close with the President's Reception and Awards Dinner on Monday evening, Nov. 20. Be sure your travel plans allow you to experience all the conference has to offer.

The Washington Hilton is located in the heart of the most vibrant neighborhoods in Washington, D.C. This Embassy Row hotel provides access to Dupont Circle, Adams Morgan, U Street Corridor, Embassy Row and Georgetown where you'll find exciting restaurants, trendy bars and chic boutiques. Exploring the sites in D.C. is easy with Metro stops close by to take you anywhere in the city.

We are excited to offer two keynote speakers this year. Sridhar R. Tayur, Ford Distinguished Research Chair and Professor of Operations Management at Tepper School of Business, Carnegie Mellon University offers "MI6: Math, Money, Merriment, Matching, Mortality and Moonshots." He will "celebrate our vibrant and versatile field by discussing six of my interests (MI6)" while highlighting seven startups.

Also on the program is Ralph L. Keeney, Research Professor Emeritus at The Fuqua School of Business at Duke University. Dr. Keeney's keynote, entitled "Value-Focused Decision-Making," will discuss procedures to enhance decision-making skills and then apply them to address five key issues in decision making utilizing common sense,



focused effort and practicality.

Details on Call for Papers are included below. This year our tracks will focus on (1) research and (2) education & professional development. Full papers, abstracts and panel proposals are invited for submissions. The full paper submission deadline is May 15, 2017 and abstracts, panel proposals, workshop proposals and Award Competitions are due by May 30. There will be no extensions.

Research Tracks welcome submissions focusing on developing new knowledge across all functional areas of business. Papers in these tracks are ideally positioned for publication consideration by Decision Sciences Journal or other high impact business journals. Panels in these tracks focus on identifying emerging research topics and methodologies.

Education Tracks invite full papers, abstracts, and panel proposal submissions focusing on developing new knowledge pertinent to the design, delivery, and evaluation of business curricula. Papers in these tracks are ideally positioned for publication consideration by Decision Sciences Journal of Innovative Education or other business education journals. Panels for these tracks focus on identifying leading edge issues and topics.

The 2017 DSI Annual Meeting also offers many professional development workshops



intended to help attendees become better researchers, teachers, administrators, and professional service volunteers. In addition to submitted workshops, here are a few of the exciting workshops being offered:

How to Review to Become an Editor for a Journal

How to Publish in Top Tier Journals

Meet the Editors of DSI Journals

Meet the Editors of Non-DSI Journals

Publishing in DSJ

Successful Strategies for Online Course Development in OM/SCM

Presenting Business Analytic Results to Senior Managers

Workshop leaders have been asked to make these sessions as interactive and hands-on as possible. You do not want to miss these!

Awards Competitions allow us to celebrate the best and the brightest each year. We offer five Awards Competitions – Best Paper, Best Teaching Case Studies, the Elwood S. Buffa Doctoral Dissertation Award, Instructional Innovation Award and new this year thanks to our sponsor, Project Management Institute, the Project Management Institute Case Competition.

The Best Paper Awards finalists will be chosen by the 2017 Track Chairs. Four winners from each of the following categories will be announced at the Annual Meeting:

Best Theory-Driven Empirical Research Paper

Best Analytical Research Paper

Best Application Paper

CALL FOR PAPERS

Best Student Paper

CALL FOR PAPERS

We are now accepting submissions for the 48th Annual Meeting of DSI at the following URL...

<https://convention2.allacademic.com/one/dsi/dsi17/>

A new account for the Conference Management System will be needed in order to submit.

Full Paper Submission Deadline: May 15, 2017

Abstract, Panel Proposal, Workshop Proposal, and Award Competition Submission Deadline: May 30, 2017

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WORKSHOPS

How to Review to Become and Editor for a Journal

Cheri Speier-Pero
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How to Publish in Top Tier Journals

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CALL FOR PAPERS

Meet the Editors of DSI Journals

Matthew Drake
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Cheri Speier-Pero
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Meet the Editors of Non-DSI Journals

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Publishing in DSJ Workshop

Ram Narasimhan
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Successful Strategies for Online Course Development in OM/SCM

Kaushik Sengupta
Kaushik.Sengupta@hofstra.edu

Presenting Business Analytic Results to Senior Managers

Subhashish Samaddar
s-samaddar@gsu.edu

AWARDS COMPETITIONS

- Best Theory-Driven Empirical Research Paper
- Best Analytical Research Paper
- Best Application Paper
- Best Student Paper

Other Awards are directly submit-able. Please visit <http://dsi-annualmeeting.org/competitions/> for more general information and detailed submission criteria for each award competition listed below:

Best Paper Awards

David Peng
Xpeng@bauer.uh.edu

Best Teaching Case Studies Award

Nallan Suresh
ncsuresh@buffalo.edu

Elwood S. Buffa Doctoral Dissertation Award

Amrou Awaysheh
awaysheh@iu.edu

Instructional Innovation Award Competition

Pedro M. Reyes
Pedro_Reyes@baylor.edu
Mirjeta Beqiri
beqiri@gonzaga.edu

Enjoy Washington, D.C.!

While in the Capitol City, why not book a few extra days before or after the conference to take in some local sights? Suggestions for touring on your own include these popular visitor attractions:

The National Zoo

Just ½ mile from the hotel, the Smithsonian's National Zoo is one of DC's most popular tourist destinations. Free of charge, the Zoo employs a commitment to conservation, research and education. Covering 163 acres, it is home to more than 1,500 animals across 300 different species.

Smithsonian Museums

In addition to the Zoo, the Smithsonian Institution includes 19 museums and galleries. Favorites in DC include African American History and Culture Museum, Air and Space Museum, American History Museum, Natural History Museum, Portrait Gallery, Postal Museum and the Hirshhorn Museum and Sculpture Garden.

The United States Capitol

The meeting place of the nation's legislature, the U.S. Capitol is a symbol of the American people and their government. It has housed the Senate and the House of Representatives for two centuries. The U.S. Capitol is among the most architecturally impressive buildings in the nation. It is strongly suggested to book reservations in



advance for a guided tour via the U.S. Capitol Visitor Center website.

The White House

While touring inside requires a bit of a process, viewing the building from the street is still quite impressive. Public tour requests for US citizens must be made through your Member of Congress. For citizens of a foreign country, it will require contact with your embassy in D.C.

The Phillips Collection

Located just blocks from the hotel, encounter superb works of modern art in an intimate setting. Paintings by Renoir, Rothko, Bonnard, O'Keeffe, Van Gogh and Diebenkorn are among the works that fill this distinctive building. During our stay in November, The Phillips Collection will feature *Renoir and Friends*, a special exhibit focusing on the circumstances leading up to the creation of his masterpiece, *Luncheon of the Boating Party*.

Stay tuned for more details on DSI planned receptions and off-site excursions. Our DSI website, decisionsciences.org will be updated frequently as more details are finalized.

See you in D.C.,

Kathryn Steckle, Ph.D.
Program Chair

Xuying Zhao, Ph.D.
Associate Program Chair and
Proceedings Editor

Venice and Udine (Italy) Will Host the 9th Annual Conference of the European Division of DSI in 2018

While the 2017 annual conference of the European division (EDSI) is rapidly approaching (29 May-2 June 2017, Granada, Spain), preparations are already underway for the 2018 EDSI conference, which will be organized by the University of Udine and the Free University of Bozen-Bolzano, in the North-East of Italy. The conference will be hosted in two extremely attractive locations, the old town of Udine itself and world-famous Venice.

The EDSI board is currently at work to define the scientific program of the conference and organize the social events. On a wet January 31st, the board met in Udine to visit the conference facilities and discuss conference issues with the local organizing committee. We are pleased to update the DSI community on our progress.

The conference theme

The chosen conference theme is "Decision Sciences for the New Global Economy". Few decades of rapid globalization have dismantled previous business and institutional landscapes without proposing new effective orders. The horizon in front of us is confused: high disparities in wealth distribution, vulnerability of real economies to the movements of the financial markets, instability of location advantages, and a generalized unemployment problem with relevant social sustainability consequences. The difficulty of governing processes beyond the sovereignty of individual countries explain why protectionist temptations are resurfacing not only in the West. We



live a transition phase where companies and institutions are urged to rethink the conceptual models and the decision patterns used so far. The theme of the conference aims at exploring the future of globalisation as we know it today, re-assessing the underlying theories and the relevant practises in both institutional and business environments, and providing innovative guidance to managerial and policy issues.

The general program welcomes contributions not related to the conference topics and addressing relevant issues in all areas of decision sciences.

The hosting institutions

University of Udine - A relatively young public teaching and research institution, University of Udine was founded in 1978 with the purpose to create an independent center for advanced training in humanities and sciences. Since its creation, the University has rapidly earned a high standing reputation and acquired a position among the leading research universities in Italy. Today, the University of Udine represents indeed one of the cultural reference points in the North-East, an area that has always been one of the fastest growing in Italy, and a hub of both traditional (e.g. furniture, food, textile) and high-tech



industries. Geographically situated close to the borders with Austria and Slovenia, a meeting place and crossroad of different cultures, the University of Udine is committed to sharing its knowledge and ideas, actively developing a network of relations with business and with the institutions of the neighbor countries.



From left: Guido Nassimbeni, EDSI 2018 co-chair; Marco Sartor, EDSI 2018 chair; Sukran Atadeniz, Gyula Vastag, Markku Kuula, EDSI board members; Guido Orzes, EDSI 2018 co-chair; Carmela Di Mauro, EDSI board member

CALL FOR PAPERS FROM AROUND DSI

The University offers excellent conference facilities in the city center of Udine at the Toppo Wasserman, a historical palace, and the main location of EDSI 2018 conference activities.

Free University of Bozen-Bolzano - Located close to the border between Italian and German-speaking economies and cultures, the Free University of Bozen-Bolzano is a public research and teaching institution funded by the Autonomous Province of Bolzano. It is organized in five faculties (Economics and Management, Education, Computer Science, Design and Arts, Science and Technology, Regional History) and offers more than 30 bachelor, master, and doctoral degrees. What makes the Free University of Bozen-Bolzano unique is its trilingualism in teaching and research, its high level of internationalization compared to the Italian average (around 35% of lecturers and 17% of students come from abroad) as well as excellent facilities. The Free University of Bozen-Bolzano is ranked among the top 300 universities worldwide (6th among Italian Universities) in the 2016 Times Higher Education World University Rankings.

Conference chairs

Conference Chair will be Marco Sartor, associate professor in Management Engineering at Udine, and currently Secretary/Treasurer to EDSI. There will be two co-chairs: Guido Nassimbeni, full professor in Management Engineering at Udine, and Guido Orzes, assistant professor at Free University of Bozen-Bolzano. Marco, Guido and Guido form a highly engaged and successful research team, specializing in global sourcing, supply chain management, reshoring and social and environmental sustainability.

Program

The Conference will take place from

the 3rd to the 6th of June 2018. The preliminary programme features:

June 3 (Sunday)	Doctoral consortium
June 4 (Monday)	Parallel sessions
	Keynote speaker from academia
	Udine city sightseeing
	Italian dinner at the Udine castle (garden)
June 5 (Tuesday)	Parallel sessions
	Live case studies
	Keynote speaker from business
	Italian wine tasting experience
	Conference Gala dinner
June 6 (Wednesday)	Transfer from Udine to Venice (by bus)
	Plenary Session in Venice
	Free time in Venice
(optional program)	Gondola experience
(optional program)	Light Lunch in Venice
(optional program)	Venice guided tour
	Transfer from Venice to Udine (by bus)

organization includes the (round trip) connection from Udine to Venice on June 6.

More information will be available immediately after EDSI 2017. Prior to the opening of the conference website you may contact the conference chair Marco Sartor marco.sartor@uniud.it for information.

Logistics

Reaching Venice and Udine is easy. The nearest Airports are Venice Airport, Treviso Airport, and Trieste Airport. Venice airport has direct flights to many American, European and Asian cities.

Both rail and bus connections are available from all these airports to Venice and Udine. The conference



22nd Asia Pacific DSI Conference

July 21-25, 2017
Seoul, South Korea



Conference Theme: “Technology Convergence, Innovation, and Decision Sciences”

We face unprecedented technological advances, which is recently coined as the Fourth Industrial Revolution by the World Economic Forum. Unlike prior industrial revolutions, the Fourth Industrial Revolution is characterized by the convergence and fusion of various technologies that effectively blurs boundaries between the physical, digital, and biological spheres. Mobile connectivity, Internet accessibility, ever increasing processing power, and cheap storage capacity in unison facilitate fast accumulation of big data and increase market transparency. Advances in artificial intelligence, the Internet of Things (IoT), autonomous vehicles, 3D printing, advanced robotics, nanotechnology, biotechnology, material sciences, and quantum computing provide unlimited possibility of innovation and disruption at the same time. The World Economic Forum declares that the interaction of technologies will unlock dramatic shifts in customer expectation, product development, collaborative innovation, and market competition. Such ever-increasing speed of innovation and the velocity of market disruption will create both opportunities and challenges for business enterprises worldwide. It becomes imperative for business leaders to understand the changing landscapes of markets and environment, and to prepare for the emergence of the Fourth Industrial Revolution. At this critical juncture,

decision science academics should play an important role in providing business leaders with insightful guidance and effective solutions. The 22nd conference of the Asia-Pacific Decision Sciences Institute (APDSI) will provide an exciting forum where academic scholars and industrial experts share their knowledge and experiences and discuss future directions.

Conference Tracks

Papers, abstracts, and proposals for symposia, tutorials, workshops and panels are invited for submission. Submissions will be blind refereed and accepted papers will be published in the Conference Proceedings. By submitting the manuscript, the author certifies that it has not been previously published in a journal or conference proceeding. At least one of the authors certifies that he/she intends to register for and attend the conference to present the paper if it is accepted.

Tracks are as follows:

Accounting
Big Data & Business Analytics
Behavioral Operations Management
Decision Models in Operations
Decision Models in Supply Chain Management
E-commerce Technologies & Strategies
Entrepreneurship
Ethics
Finance & Economics
Health Care Management
Humanitarian Operations and Logistics
Human Resource Management
Information Security
Information Systems Strategy & Design
International Business
Knowledge Management
Lean Manufacturing & Quality
Logistics and Transportation Management
Manufacturing Management
Marketing & Social Media
Organization Behavior & Organization Theory
R&D and New Product Development
Service Design and Systems
Social Issues & Sustainability
Sourcing Decisions and Relationship Management
Statistics & Decision Analysis
Strategic Management

Supply Chain Design & Networks
Supply Chain Strategy
Technology & Innovation Management

Important Dates

Full paper and abstract submission deadline: May 7, 2017
Notification of full paper & abstract acceptance: May 25, 2017
Last day for early registration: June 16, 2017
Last day for presenting authors' registration: June 23, 2017
Last day for regular on-line registration: July 1, 2017
APDSI Seoul Conference: July 21-July 25, 2017

Conference Co-Chairs

Youn Sung Kim, Inha University, KOREA
(President of the KOPOMS)
Daesik Hur, Yonsei University, KOREA
(President of the APDSI)
Dae Soo Kim, Korea University, KOREA
Kilsun Kim, Seogang University, KOREA
Chang Won Lee, Hanyang University, KOREA
Soo Wook Kim, Seoul National University, KOREA
Soonhong Min, Yonsei University, KOREA
Ho Jung Shin, Korea University, KOREA
Sunmee Choi, Yonsei University, KOREA
Seong Am Moon, Korea National Defense University, KOREA
Yong Won Seo, Chung-Ang University, KOREA
Su Yol Lee, Chonnam National University, KOREA
Jung Hoon Lee, Yonsei University, KOREA

Hosted By

The Korea Production & Operations
Management Society (KOPOMS)
Yonsei University School of Business

Contact Information

Visit the conference homepage for more information: www.apdsi2017.com
If you have any other question regarding the conference, please contact us at apdsi2017@gmail.com



PRESIDENT'S LETTER

From PRESIDENT'S LETTER, page 1



Fundu Sahin, 2016-2017 President, Decision Sciences Institute

Planning Meeting in June 2016. The meeting was quite productive in laying out the changing landscape, DSI's strengths and weaknesses as well as opportunities and threats for DSI in the future. Several primary issues emerged during this meeting, which the Board members felt were keeping the organization from moving forward.

While the Board recognizes the important role that DSI regional sub-divisions play in positioning DSI as a premier organization, the relationships between the Institute and its regional subdivisions have not been the most productive for the past few years. This has been an ongoing concern for the Institute. A primary contributor to the problem is that for some time, the DSI Americas regional subdivisions have been accepting as members those that are not DSI members, which is a violation of the current DSI Constitution. While the practice encourages attendance of critical mass at the regional conferences, it has negative implications for DSI's business practices along with many other hidden potential problems. The issue has been a major source of conflict between DSI and the US regional subdivisions for many years, which

the Board struggled with in finding a win-win solution.

After a year of intense discussions among DSI Board members and regional sub-division officers, during January 2017 Board meeting, the DSI Board unanimously decided to reaffirm and enforce the DSI Constitution requiring all officers and members of the regional subdivisions to be DSI members. In order to address concerns about regional conference attendance, the DSI Board decided to allow non-DSI members to attend regional sub-division conferences, as 'regional conference attendees' by paying a conference registration surcharge to help offset DSI expenses in delivering the regional meetings. However, the regional conference attendees do not have DSI membership rights, such as holding national or regional offices or voting on any DSI matters. In order to encourage regional subdivisions to increase DSI membership, the DSI Board also decided to allocate a specified amount of the surcharge to the associated region, for each regional conference attendee that is a DSI member. These new policies will be implemented beginning with the 2018 regional sub-divisional conferences. The Board anticipates that these actions will bring closure to an on-going, counter-productive issue and enable the Board to focus on strategic initiatives to make DSI a better organization for all.

Another challenge that has hampered DSI's development is the lack of a permanent DSI Executive Director and high Home Office staff turnover. This has resulted in the DSI Home Office operating in a 'now' rather



2016-2017 Board of Directors, Decision Sciences Institute

than a 'strategic' mode with many basic operations being handled in a fire-fighting mode. We took major steps to resolve this problem, by hiring Ms. Vivian Landrum as DSI's permanent Executive Director. During her short-time with DSI, Vivian has already made tremendous improvements in the Home Office processes and re-assignment of responsibilities among staff members. She is laying a solid foundation for the long-term success of the Institute.

The success of DSI's journals is critical for DSI's strategic positioning. Decision Sciences (DS), the Institute's flagship research journal, is in good hands with the Editor-In-Chief, Cheri Speier. Last year, Cheri did a great job of handling many immediate critical issues (e.g. backlog, turnaround times, Editorial Review Board, etc.) facing DS. We are grateful for her dedication and relentless effort to get the journal back on track. Currently, Cheri is developing a strategic plan to elevate DS' stature in the academic community. An ad-hoc committee is assisting her with the long-term planning. You will soon see some changes and with the successful execution of the strategic plan, I'm hopeful these efforts will strengthen DS'

PRESIDENT'S LETTER

position as a premier journal of the decision sciences.

Last summer, the DSI Board appointed Matthew Drake, as the new Editor-In-Chief of the Decision Sciences Journal of Innovative Education (DSJIE). Matt's term started on November 1st after a smooth transition between Matt and the outgoing Editor, Vijay Kannan. Matt will be developing a strategic plan for DSJIE.

Governance documents provide guidance for the activities of an organization and provide an overall representation of an organization's general compliance and projected sustainability. The organizational audit indicated that the Institute's governance documents (i.e., constitution, by-laws, policies and procedures) require major revision to incorporate Board decisions, eliminate redundancies, simplify and clarify language, etc. so that each document performs its purpose. This is a major, but much needed undertaking. The initial drafts are already prepared.

Several years ago, DSI invested in new information systems after conducting an extensive evaluation of system vendors and their product offerings. Today, we face serious limitations with the systems due to inadequate integration across system components, cost and complexity. VP of IT, Bob McQuaid, and The Home Office staff noted the performance limitations and are exploring alternatives that may more effectively serve DSI's needs. Bob is finalizing his report on alternative systems, an implementation plan, timelines and projected benefits. We expect to transition to a more effective



2016-2017 Board of Directors, Decision Sciences Institute

and seamless system that will better meet DSI's needs and financial objectives in the near future.

Finally, The Board strongly believes and supports establishing Colleges in focused interest areas and considers it a priority initiative. However, the large number of critical issues facing the Board postponed the implementation of Colleges until incoming President Jeet Gupta's term. Jeet is expected to establish an ad-hoc committee that will develop an implementation plan and bring it to reality.

Overall, the 2016-2017 Board of Directors made substantial progress on resolving several structural issues that have been holding the Institute back. While much still remains to be accomplished, I'm positive that DSI has a brighter future ahead. With that, I welcome the new Board of Directors that consists of highly accomplished, experienced individuals, who are dedicated to DSI. I invite the membership to support the new Board in their efforts and by staying engaged to make DSI a stronger organization.



From Left: Funda Sahin, Jeet Gupta, and Vivian Landrum, Decision Sciences Institute

Again, thank you for all your support throughout the year. I look forward to seeing you at future DSI events for many years to come.

Best Wishes,
Funda Sahin
President, Decision Sciences
Institute

The PHD Project Honors Two Members of Decision Sciences Institute

The PhD Project has honored Decision Sciences Institute (DSI) members Dr. Kenneth E. Kendall, Distinguished Professor of Management, and Dr. Julie E. Kendall, Professor of Management, both of Rutgers-Camden School of Business for their national commitment to championing diversity in higher education. Both were inducted into the PhD Project Hall of Fame in recognition of their 20 years of volunteer work mentoring African American, Hispanic American, and Native American doctoral students from all over the country. Ken and Julie are two of only 21 members in the Hall of Fame established by the PhD Project in 2011 “to recognize a select few who have inspired many.” Both of the Kendalls teach and research in information systems. The PhD Project is a nonprofit organization founded in 1994 by the KPMG Foundation to increase workplace diversity by increasing the number of minority faculty teaching in business schools.

The PhD Project asks successful business professionals to forgo their industry careers to take the time to earn a Ph. D. in business. Ken and Julie noted that once a professional

becomes committed to the PhD Project, they receive support every step of the way: from applying to graduate school, throughout their doctoral program, and into an academic career. They become part of a network and “They also become part of our family,” Ken and Julie said. When the initiative began there were fewer than 300 minorities serving as business school faculty, today, more than 20 years later, there are well over 1,000 according to the PhD Project website. The PhD Project organizes annual doctoral student association conferences in accounting, finance, management, management information systems, and marketing in addition to holding an annual recruiting meeting in Chicago.

Ken is a Fellow and Past President of the Decision Sciences Institute. Julie is a Fellow of DSI who served as both Treasurer and



From Left: Dr. Kenneth E. Kendall and Dr. Julie E. Kendall, Rutgers University. Members of Decision Sciences Institute

Vice President. Together the Kendalls presented the strategic planning workshop portion of the DSI doctoral consortium in ten different consortia. Many of the Institutes’ current members say they benefited from Ken and Julie’s mentorship over the years. When the Kendalls take a break from work, they attend theatre and opera in New York and count many playwrights, directors, and actors as their friends.

Purdue University Honors DSI’s Steckle

In April 2017, Kathy Steckle will receive Purdue University’s *Outstanding Industrial Engineer Award*. In 2014, Kathy was the first engineer to receive the Purdue University Distinguished Woman Scholar Award. She is the only person to ever receive both of these Purdue alumni awards. In December 2015, Kathy received the alumni award from her undergraduate school, Boston State College (now University of Massachusetts Boston), the Boston State College “*Education for Service*” Award.



Dr. Kathy Steckle, University of Texas Dallas, Members of Decision Sciences Institute

Technology and the Future of Jobs

Technology and Job Creation

globe.



Dr. Silvana Trimi earned her Ph.D. in management information systems from the University of Nebraska – Lincoln. Her expertise is in the areas of business/big data analytics, global information systems

and supply chain, electronic and mobile commerce; and data communications and networks. Her research interests are on Social Networking, E/M-government/commerce, Organizational and IT Innovation, Digital Convergence, Big Data, Machine Learning and Neural Networks, International Business, Security and Privacy, ERP, and Knowledge Management. She has published more than 55 articles in such journals as Communications of the ACM, International Journal of Production Research, Journal of World Business, Communications of the AIS, Information and Management, Journal of Computer Information Systems, Industrial Management and Data Systems, International Journal of Public Administration, International Journal of Knowledge Management, Decision Sciences Journal of Innovative Education, Management Decision, and others. She is an Associate Editor of International Journal of IT Service and on the Editorial Board of seven journals.

Work is the most important part of human life. Having a job is not just for making money to support the family. It provides human dignity and also helps develop social relationships with others. Throughout human history, new ideas and technologies have helped improve productivity and work quality. However, by reducing the labor requirement and therefore displacing people, technology may also bring social turmoil. Even though many of the displaced workers, would find new and sometimes better paying jobs in other areas of the economy, transition is a long and difficult process. For example, in the 1900s, the agriculture sector had about 41% of all the jobs in the US, but it now occupies less than 2% of jobs, while its productivity has increased at least several thousand times over. Other sectors have also seen mass reduction of workers, such as construction, manufacturing, transportation, communications (no more switch board operators), retailing, financial services, and many other industries (Autor, 2015).

Currently, enabled by advances in robotics, artificial intelligence (AI), and machine learning, and computing and communication technology, we are in a new job revolution era, that of automation. Technology-enabled automation is already helping organizations improve performance by reducing errors and improving quality and speed, streamlining operations, and saving cost from reduced workforce. The MGI (2017) estimates that automation could raise global productivity growth by 0.8 to 1.4% annually. Automation can also offset the impact of decrease of the working-age population, and also provide support for ailing aged population, which is not anymore the issue only for the developing world, but for many countries across the

As it has always been, while there is much optimism, there is also a big fear about the digital age. There is the fear of impact, extend, and the pace of automation. Some of the fears could be realistic: Brynjolfsson and McAfee (2014) for example reported that the four major indicators of the US economy (national income, productivity, number of jobs, and household income) have risen together up until about 1996. Since then, however, there has been a major decoupling, especially between productivity and the number of jobs during the past 20 years. While productivity has improved, there has been almost no significant increase in American jobs and the median wage has not risen. For the current job revolution, there are different impact estimates of automation: Frey & Osborne (2013) suggested that currently available technology could automate about 47% of all job activities; MGI (2017) believes 5% of all occupations as of now can be entirely automated, while 60% of them can have 30% of activities automated. Half of all paid activities that people do, worldwide, could be automated right now. The main fear is potential mass unemployment, surplus of human labor, and therefore, decrease in wages.

Currently, there are roughly 3 billion people who are working or wanting to work globally, while there are only about 1.8 billion jobs available. The 2011 Arab Spring Uprising that started in Tunisia was not due to any religious or political conflicts but due to jobs shortage (Clifton, 2011). The technology-enabled automation for job activities exacerbates this current global labor market. The fast evolving information and communication technologies (ICT), global market, demographic changes, and numerous social and political concerns (environment, social justice, devastating

economic divide, etc.) have created a dramatically different new environment that is much more complex, dynamic and challenging. Job creation is the top priority of almost every nation. At the global level, automation can affect 1.2 billion jobs/employees, half of which are in the four largest economies – the US, China, Japan, and India (MGI, 2017). In addition, what is different about the current job revolution of automation, compared to previous jobs revolutions, is that it is a threat to not just low educational-level/blue collar jobs, but to white-collar/highly educated professional jobs.

Thus, the conventional wisdom of "automation is a net job creator" in the legacy world may not apply any longer. In fact automation may actually be "a net job destroyer" in the digital age. Of course, there are many positive thinkers about the impact of technology: automation will create more new jobs for every one destroyed. In sum, the impact of new digital revolution on the job market is difficult to predict.

The Digital Age

Several major megatrends are changing the way people live, behave, and work. Globalization has accelerated, among other factors, because of digitization and rapid technological advances. Massive volumes of data, communication, transactions, and funds flow globally at the speed of light. Global e-business, sourcing, supply chains, talent searching, and financing all have become routine business activities. Network-enabled operations and management have been accelerating because of new Internet-based applications, such as Internet of Things (IoT), Internet of Everything (IoE), and Internet of Brains (IoB). Smart sensors (about 1 trillion by 2025), smart robots, 3-D technologies, cloud-based services, virtual reality (VR), and augmented reality (AR) all have contributed to digital transformation. Artificial intelligence and smart self-learning machines are opening a whole new era of technological advancement: IBM Watson, Google's DeepMind (AlphaGo), Facebook's DeepFace etc. greatly surpass the performance of human experts.

There are other megatrends that have brought compounding effects of the digital age. The extreme longevity and the decreasing birth rate have resulted in the aging population in many countries (e.g., about 25% of Japan's population are people 60 years or older). In these countries, digital technology helps offset the impact of the shortage of working-age population, as well as in caring for elderly and ailing people (Manyika et al., 2017). Another megatrend is sustainability and environmental concern: people as well as organizations, both business and government, have initiated numerous green movements, where technology has become not only an enabler and supporter of green operations, but also a big platform for sharing ideas and innovation.

Innovation is no longer just the domain of corporate R&D: collective intelligence, crowd sourcing, collaborative and open innovation, sharing economy and open source work are all familiar practices. The new powerful source of innovation today is using social technologies as "free and democratizing innovation" based on the ideas of self-rewarded grassroots innovators (prosumers, user generated content, user reviews, SNS, Wikipedia, etc.) (Von Hippel, 2017). The most recent significant impact in the innovation megatrend is "convergence innovation" (Lee & Olson, 2010). There are numerous new value creating ideas based on convergence of product and service (Uber), technologies (Da Vinci surgical robot), industries (medical tourism), reality and virtual world (VR, AR), product and artificial intelligence (self-driving cars), organization and non-organization (crowd funding), and humans and machines (gene slicing). It is not only the power of convergence of seemingly heterogeneous matters but also convergence of difference convergences that may create quantum innovation. Such convergence innovation may help create highly efficient but cheap smart robots that can handle an entire assembly line operation, autonomous cars and trucks that can be at service on demand, AI which can easily replace radiologists and legal researchers, smart sensors that can predict medical problems several weeks in advance, and the like. Robots, not only are highly efficient (fast, cheap, super accurate,

and don't get tired) at performing jobs, but they also can achieve outcomes that go beyond human capabilities (MGI, 2017). They need neither payroll nor psychological nurturing, career development advice, or healthcare insurance. Thus, in the digital age, technology and innovation could destroy many more jobs than it would create.

Another impact of such technological and innovation developments is the rise of the new economic model: new type of organizations with a small number of employees that serve a huge number of customers (Instagram). They emphasize agility over scale. They seek the economies of network, which brings no marginal cost rather than cost minimization. They create value through access rather than ownership. Those entrepreneurs who created such new ventures have accumulated enormous wealth, tremendously increasing the economic divide in the world. A popular medium reported that 8 richest people in the world have the same wealth as one half of the world population (3.6 billion people).

Off-Shoring to Re-Shoring and Now No-Shoring?

Many recent reports suggest that most of the mid-skilled jobs would be vulnerable to be reduced or eliminated by automation, while low-skilled and personal service jobs (hairstyling, elderly care, nursing), and highly creative work would be relatively safe. Another effect of automation is that many jobs now have relatively short life cycles. As new advances in smart sensors, robots, AI, and machine learning algorithms will progressively take over some (or entire) of job activities, many jobs will disappear much sooner than people expect. This trend of short job life cycles has a profound impact on human resource management (HRM). The conventional best practices of HRM, recruiting talented people through extensive search, providing effective job and leadership training, making heavy investments in human resources for the entire career in the organization, and the like, will not make sense when many jobs would disappear or become obsolete in a couple of years or less.

The Trump administration's battle cry of

bringing back our outsourced jobs from Mexico, China, and other countries has induced some large firms to pledge re-shoring their operations. US firms outsourced and/or off-shored operations as manufacturing products overseas would be more economical than doing it domestically in terms of the total cost, including logistics. In the process, many foreign supplier firms developed factories, global supply chains, and trained their employees, and have become leading global firms. For example, Samsung Electronics is now the largest electronics firm in the world, with its annual revenue being greater than that of Sony, Matsushita, Toshiba and Sharp combined. Foxconn, where most Apple products are produced, is the world's most sophisticated electronics plant. These factories have not only the leading-edge digital technologies to produce top quality products but they also have the most skilled workers at relatively low wages. If Apple wants to build its own factory in the US, to keep the cost down and quality high, it will need to apply the most advanced technologies, using advanced robots, sensors, AI applications, etc. Thus, it may not create too many new jobs to operate the plant. Otherwise, Apple's iPhone may be simply too expensive to compete in the global market-place. Therefore, the final result could be basically no-shoring.

Perhaps we are being too pessimistic here about the impact of automation on future jobs. Maybe an extended interpretation of "Say's Law" could save us: automation will bring cost savings, which will benefit some people, who in turn will spend that money to create new demand for other goods and services (Avent, 2017). Thus, new jobs will be created, and technology will make society richer, thus displaced workers will eventually be able to find other jobs. We hope that will be the case. However, when smart robots cost only \$10,000 to handle all welding operations in a plant, new precision text mining software takes over the entire legal contract team, and Watson does most of oncology diagnosis, etc., then the situation will be untenable.

Governments, scientists, economists, philanthropists, and society at large need to think well ahead on how to avoid social

disturbances, and on how to take full advantage of digital technology as an augmentation to human mind and work, and not a substitute and threat. The transition of retraining and placing unemployed workers will be a long and painful process, not only for the individual workers involved but for the entire society. Today we should start thinking about what, how, and where to start this transition process. Eventually, many organizations may be forced to reduce the workforce, laying off some employees. However, they can ameliorate the job reductions by reducing the work week of workers (e.g., to 24 to 32 hours) while getting full week's pay instead of laying off people. At the same time, new jobs may be created to help people spend their extra time for entertainment, hobbies, physical well-being, or volunteer work for social entrepreneurship. Perhaps, the universal basic income (UBI) system that provides citizens a guaranteed income need to be considered. Elon Musk, the founder and CEO of Tesla Motors and SpaceX, suggested earlier that "There is a pretty good chance we end up with a UBI due to automation" (Clifford, 2016). Education will need to support this process: vocational schools (German style) need to be created to educate high-skilled workers to operate automated lines; provide improved basic skills in the STEM fields; new emphasis on creativity, critical reasoning and design thinking; developing agility, resilience, and flexibility on students for the future job market that will be constantly and dynamically changing.

In this fast changing digital age, then, what should we be doing with the new normal: the ever increasing degree of uncertainty and low rates of economic growth around the world? Many people think we should be more future smart, better prepared for the dynamic future. I personally believe we should be doing better than that. We should be audacious enough to become dream makers of a future where people are smart enough to cope with the coming jobs war, co-create shared value, and pursue happiness in harmony (Hunt, 2017). This sounds like a utopia but we can all collaborate to build such a bright sustainable future. At least I do hope so.

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CHERI SPEIER-PERO, FEATURE EDITOR, Michigan State University

Preview of Articles in Upcoming Decision Sciences Journal

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LINKING ELECTRONIC MEDICAL RECORDS USE TO PHYSICIANS' PERFORMANCE: A CONTEXTUAL ANALYSIS

Electronic Medical Records (EMR) studies have broadly tested EMR use and outcomes, producing mixed and inconclusive results. This study carefully considers the healthcare delivery context and examines relevant mediating variables. We consider key characteristics of: (i) interdependence in healthcare delivery processes, (ii) physician autonomy, and (iii) the trend of hospital employment of physicians, and draw on theoretical perspectives in coordination, shared values, and agency to explain how the use of EMR can improve physicians' performance. In order to examine the effects of physician employment on work practices in the hospital, we collected 583 data points from 302 hospitals in 47 states in the USA to test two models; one for employed and another for non-employed physicians. Results show that information sharing and shared values among healthcare delivery professionals fully mediate the relationship between EMR use and physicians' performance. Next, physician employment determines which mediating variable constitutes the pathway from EMR use to physicians' performance. Finally, we highlight the impact of shared values between the hospital and physicians in enhancing information sharing and physicians' performance, extending studies of these behaviors among network partners in industrial settings. Overall, our study shows that EMR use should be complemented by processual (information sharing), social (shared values), and structural (physician employment) mechanisms to yield positive effects on physicians' performance.

MITIGATING THE IMPACT OF FUNCTIONAL DOMINANCE IN CROSS-FUNCTIONAL PROCESS



Dr. Cheri Speier-Pero is Professor of Information Systems and currently serves as the faculty director for MSU's Masters in Business Analytics

program. She has also served as the Associate Dean for MBA and MS Programs at The Eli Broad College of Business, Michigan State University. Dr. Speier-Pero received her Ph.D. in Management Information Systems from Indiana University in 1996.

IMPROVEMENT TEAMS

Manufacturing process improvement teams often draw upon cross-functional expertise. However, teams dominated by a single or few functions often do not achieve the desired interdisciplinary learning and cooperation, which in turn could negatively affect the performance of that cross-functional team. Through an empirical analysis of 149 manufacturing process improvement teams in six SIC industrial categories, we show that even after controlling for several factors such as team size, number of functions, gender diversity, ethnicity, number of management levels, and geographic dispersion of team members, psychological safety of work environment fully mediates the relationship between functional dominance and team performance. We also confirm that a team leader possessing high interpersonal justice mitigates the deficiency of dominated teams and improves team performance by fostering a psychologically safe work environment. Our recommendation therefore is that when a dominated team is unavoidable due to the needed skill sets or other organizational considerations, to ensure success it is imperative that the firm chooses a team leader who can promote psychological safety by being just, and who can effectively encourage input from all functional team members and give them objective feedback.

THE IMPACT OF SWITCHING COSTS ON THE OUTSOURCING OF KNOWLEDGE-INTENSIVE BUSINESS PROCESSES

This study examines the impact of switching costs on vendor selection and contract efficiency in the outsourcing of knowledge-intensive business services (KIBS). We show that under most plausible scenarios in KIBS outsourcing, there is an intrinsic tension between vendor selection and contract efficiency: in the process in which the winning vendor's bid constitutes the terms of the contract between client and vendor (e.g., competitive bidding), there is good selection but contract inefficiency (positive information rent paid by the client). If, by contrast, the client establishes the contract terms, then its performance

yields contract efficiency but poor selection. We also highlight the implications of performance metrics for contract design in KIBS outsourcing.

MECHANISMS FOR INCREASING SOURCING FROM CAPACITY-CONSTRAINED LOCAL SUPPLIERS

The fresh produce supply chain is characterized by large (mainstream) farms that are located far from consumers, and capacity-constrained (local) farms that are located close to the consumer. In this setting, we study: (i) how lead time and capacity asymmetry between mainstream and local farms affect a retail grocer's order policy for fresh produce, and (ii) how various operational mechanisms can increase the amount sourced from local farms. We show that this supply chain structure is disadvantageous for local suppliers (farms) because it induces the retailer to treat the local supply as a de facto responsive supply without paying a premium for the responsiveness. This disadvantage is exacerbated when the retailer's objective is to achieve a high service level. We study three mechanisms that can improve conditions for local farms: working with an intermediary, backhauling, and a retail order policy, purchase guarantee, that explicitly supports local farms. The intermediary and backhauling mechanisms help the local farm by making local supply more attractive to the retailer, inducing her to order more locally sourced produce. The intermediary reduces the retailer's overstock and stockout costs whereas backhauling increases the average margin. The purchase guarantee order policy helps local farms at the expense of retail profit. However, we show that purchase guarantee and backhauling are complementary mechanisms that together can benefit the retailer and local farms.

THE ECONOMICS OF PUBLIC BETA TESTING

A growing number of software firms now rely on public beta testing to improve the quality of their products before commercial release. While the benefits resulting from improved software reliability are well recognized, some important market-related

benefits have not been studied. Through word-of-mouth, public beta testers can accelerate the diffusion of a software product after its release. Additionally, because of network effects, public beta testers can increase users' valuation of a product. In this study, we consider both reliability-related and market-related benefits, and develop models to determine the optimal number of public beta testers and the optimal duration of testing. Our analyses show that public beta testing can be profitable even if word-of-mouth and network effects are the only benefits. Furthermore, when both benefits are considered, there is significant "economies of scope"—the net profit increases at a faster rate when both word-of-mouth and network effects are significant than when only one benefit is present. Finally, our sensitivity analyses demonstrate that public beta testing remains highly valuable to software firms over a wide range of testing and market conditions. In particular, firms will realize greater profits when recruiting public beta testers who are interested in the software but unable to afford it.

PROJECT PORTFOLIO SELECTION: A NEWSVENDOR APPROACH

We consider the problem of balancing the penalties associated with budgetary slack (being under budget) and cost overruns in the project portfolio selection problem by addressing randomness in project costs and making individual project budgets decision variables. Setting the budget for a single project is shown to be analogous to the newsvendor problem. For related versions of the project portfolio selection problem we provide optimal and heuristic procedures. Numerical experiments are used to test the procedures and provide managerial guidelines. We show project budgets should be set so that each project in the portfolio has the same probability of running over budget, it is better to have a larger number of projects with less than ideal funding compared to a smaller number of projects with ideal funding, and substantial opportunities to select more projects with a higher expected profit are available if an aggregate portfolio budget is used.

Northeast Decision Sciences Institute Conference

Springfield, MA • Marriott Springfield Hotel • March 22-25, 2017

The NEDSI 2017 Annual Conference has been finalized. This year there are 176 accepted submissions by 302 authors from 127 different universities and organizations across 16 countries. The conference will focus on 30 tracks with 59 track chairs from nine countries.

Colleague and friend, Dr. Richard Briotta from Bay Path University, was scheduled to be the NEDSI Program Chair for 2017. Unfortunately, Dr. Briotta passed away last year. This conference is dedicated to his memory. An award has been established

his memory for best paper in the field of Knowledge, Management and Strategy.

Honor guest speaker is Dr. Charles Manz, Nirenberg Chaired Professor of Leadership in the Isenberg School of Management at the University of Massachusetts Amherst. He will speak on "Twisted Leadership: How to Engage the Full Talents of Everyone." Dr. Manz is formerly a Marvin Bower Fellow at the Harvard Business School. He has published more than 200 articles and scholarly papers and is the author of more than 20 books. Dr. Manz is the recipient of



numerous awards and prizes.

With the diversity of countries, universities, organizations and academic disciplines represented at the NEDSI 2017 Conference, there will be ample opportunities for knowledge sharing and networking.

Western Decision Sciences Institute Conference

Vancouver, BC Canada • Pan Pacific Hotel • April 4-8, 2017

TRACKS

Accounting
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Member Dinner Reception at the Top of Vancouver – a revolving restaurant featuring panoramic views of Vancouver, the coastal mountains and the ocean.

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Several tours are available for members before or after the conferences, including Vancouver City Highlights, Victoria & Butchart Gardens, and Whistler Mountains

Midwest Decision Sciences Institute Conference

Grand Rapids, MI • Grand Valley State University • April 6-8, 2017

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