

DECISION LINE

Vol. 45, No. 4

July 2014

PRESIDENT'S LETTER

Hello DSI Members!



Marc J. Schniederjans, University of Nebraska-Lincoln

The DSI Board recently approved a proposal for our first ever participation in the Decision Sciences World Congress, which will be held in the late summer of 2015 in Rio de Janeiro, Brazil. The World Congress is a collection of co-sponsoring academic organizations in multiple disciplines located on multiple continents. The proposal was developed by Profs. Barbara M. Flynn and Jeet N. D. Gupta (representing the International DSI organization). Prof. Flynn is a co-chair of the 2015 meeting along with her counterpart from SIMPOI (Simpósio de Administração da Produção, Logística e Operações Internacionais) in Brazil.

This is another example of how DSI is transforming into a new organization better able to grow and expand globally. We believe participation in this meeting will further DSI's international reputation, help to further faculty networks internationally, augment DSI's global recognition as a top tier decision science organization, and encourage international membership growth.

Further information on this important meeting will be forthcoming to DSI members.

Best wishes,

Marc
President, Decision Sciences Institute ■

Inside This Issue

FEATURES

From the Editor. Decision Line Editor Maling Ebrahimpour provides an overview of feature articles.	3
Decision Sciences Journal: An Update, by Asoo J. Vakharia	4
Production/Operations Management, "Bridging the disciplines of POM and IS/IT," by Daniel A. Samson	6
In Memorium, Dwight Smith-Daniels	9

SPECIAL REPORTS

2014 Program's Chair Message	12
44th Annual Conference of the Western Decision Sciences Institute	13
Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar	14

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 404-413-7710.

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.

Membership Information/Change of Address: Contact the Decision Sciences Institute (DSI), University of Houston, 334 Melcher Hall, Suite 325, Houston, TX 77204-6021; Phone: 713-743-4815, Fax: 713-743-8984, dsi@bauer.uh.edu.

Website: Decision Line feature articles and more information on the Decision Sciences Institute can be found on the DSI website at www.decisionsciences.org.

Editor: Maling Ebrahimpour, College of Business, University of South Florida St. Petersburg, 140 7th Ave. South, St. Petersburg, FL, 33701; 727-873-4786; mebrahimpour@usfspb.edu

President: Marc Schniederjans, College of Business, University of Nebraska-Lincoln, Lincoln, NE 68588-0491; 402-472-6732, fax: 402-472-5855; mschniederjans1@unl.edu

Interim Executive Director: E. Powell Robinson, Jr., University of Houston, CT Bauer College of Business, Dept of DISC, Melcher Hall, Houston, TX, 77204; eprobinson@uh.edu

DEADLINES: October 2014 issue September 10th
 January 2015 issue December 10th
 March 2015 issue February 10th
 May 2015 issue April 10th
 July 2015 issue June 10th

Vision Statement

The Decision Sciences Institute is dedicated to excellence in fostering and disseminating knowledge pertinent to decision making.

Mission Statement

The Decision Sciences Institute advances the science and practice of decision making. We are an international professional association with an inclusive and cross-disciplinary philosophy. We are guided by the core values of high quality, responsiveness and professional development.

2014-2015 Decision Sciences Institute Officers

President

Marc Schniederjans, *University of Nebraska-Lincoln*

President Elect

Morgan Swink, *Texas Christian University*

Functional Vice Presidents:

Vice President for Global Activities

Gyula Vastag, *Szechenyi University*

Vice President for Marketing

Xenophon Koufteros, *Texas A&M University-College Station*

Vice President for Member Services

Hope Baker, *Kennesaw State University*

Vice President for Professional Development

Kenneth K. Boyer, *Ohio State University*

Vice President for Publications

Merrill Warkentin, *Mississippi State University*

Vice President for Technology

'Jon (Sean) Jaspersen, *Texas A&M University-College Station*

Vice President for the Americas Division

Janet L. Hartley, *Bowling Green State University*

Vice President for the Asia-Pacific Division

Stuart C. Orr, *Deakin University (Australia)*

Vice President for the European Division

Constantine Blome, *Louvain School of Management (LSM)*

Secretary

Funda Sahin, *University of Houston*

Vice President for Finance (Treasurer)

Janelle Heineke, *Boston University*

Interim Executive Director

Powell Robinson, *University of Houston*

Placement Services Coordinator

Vivek Shah, *Texas State University*

Decision Sciences Journal Editor

Asoo Vakharia, *University of Florida*

Decision Sciences Journal of Innovative Education Editor

Vijay R. Kannen, *Utah State University*

Decision Line Editor

Maling Ebrahimpour, *University of South Florida St. Petersburg*

Program Chair

Johnny Rungtusanatham, *Ohio State University*

Executive Program Chair

Joy Field, *Boston College*

Proceedings Coordinator

Joy Field, *Boston College*

Annual Meeting Webmaster and CMS Manager

Stephen Ostrom, *Arizona State University*

Associate Program Chair for Local Arrangements

Varol Kayhan, *University of South Florida-St. Petersburg*

Regional Presidents

- **Asia-Pacific**
Ja-Shen Chen, *Yuan Ze University*
- **European Subcontinent**
Jan Stentoft Arlbjörn, *University of Southern Denmark*
- **Indian Subcontinent**
Bhimaraya Metri, *International Management Institute, New Delhi*
- **Mexico**
Antonio Rios-Ramirez, *ITESM/University of Houston*
- **Midwest**
Anand S. Kunnathur, *University of Toledo*
- **Northeast**
John Affisco, *Hofstra University*
- **Southeast**
Shanan Gibson, *East Carolina University*
- **Southwest**
Peggy Lane, *Emporia State University*
- **Western**
Debbie Gilliard, *Metropolitan State University of Denver*



As you are aware, DSI is still going through changes and the board is updating processes and procedures for an organization that will be posed to attract new members. As one step toward serving our membership better, there is a plan in progress to hold the first DSI World Congress in Rio de Janeiro in 2015. This is announced in the President's letter.

DSI lost a valuable member. DSI received the news in early July that Dr. Dwight Smith-Daniels passed away. Dwight was a long time member of DSI and served at many capacities in DSI organizations. We send our condolences to Dr. Vicki Smith-Daniels and may Dwight Rest-In-Piece. **In Memorium for Dwight Smith-Daniels**, you will read many stories about Dwight that his colleagues and friends at DSI wrote about him.

The announcement for Carol Latta Award is published in this issue. If you know qualified candidates, please inform them of the Carol Latta Award and encourage them to apply for this prestigious award.

Dr. Asoo Vakharia, Chief Editor of Decision Sciences Journal, in his article provides the annual updates to the membership. He highlights the success and progress of DSJ during the last year. Under his leadership, compared to 2012, the DSJ's Impact Factor increased in 2013. In addition, the number of citations has increased as well. ON behalf of the membership and the board, we thank Asoo for a job well done.

Danny Samson, in his very interesting and provocative article titled "Bridging the Disciplines of POM and IS/IT," under the Production/Operations Management section, argues that although there are differences in research focus between the POM and IS/IT researcher, there are more common ground for research than one might think. Enjoy reading it and please do send me your comments. I would be more than happy to review and publish it in the next issue.

M. Johnny Rungtusanatham, the 2014 program chair, and his team are putting together a great conference for you. I hope that you can join us for this very interesting conference and not only learn about the latest research in your area and to meet your friend. I encourage you to stay a few days longer and enjoy the weather and what Tampa Bay and surrounding areas have to offer.

Please let me know if you have an idea that you like to share with the rest of DSI members. Put them in writing and send it to me at mebrahimpour@mail.usf.edu. I will be more than happy to review and if appropriate publish it in Decision Line. ■



Maling Ebrahimpour
is professor of management at the College of Business at the University of South Florida Saint Petersburg. He is an active researcher and has authored or co-authored over 100 articles that have been published in scientific

journals and proceedings. Most of his work focuses on various issues of quality in both service and manufacturing companies. He received his PhD in business administration from the University of Nebraska-Lincoln and has served on the editorial review board of several journals, including Journal of Quality Management, Journal of Operations Management, and International Journal of Production Research.

mebrahimpour@mail.usf.edu



Asoo J. Vakharia
is the McClatchy Professor
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 Uni-

versity of Wisconsin-Madison. His research focuses primarily on contemporary issues in supply chain management (such as disruption management, new product introduction, and mass customization). He has published papers in several leading academic journals including the *Decision Sciences Journal*, *European Journal of Operational Research*, *IIE Transactions*, *Journal of Discrete Applied Mathematics*, *Journal of Operations Management*, *Naval Research Logistics Journal*, and *Production and Operations Management*. He is a Fellow of DSI and the current President of the Production and Operations Management Society. He serves as Editor for *Decision Sciences* and as a Senior Editor for *Production and Operations Management*.]

asooov@ufl.edu

Decision Sciences Journal: An Update

by Asoo J. Vakharia, Editor, University of Florida

Editorial Team

We currently operate with a team of seven Senior Editors: Professor Ram Gopal (University of Connecticut), Professor Subodha Kumar (Texas A&M University); Professor Manoj Malhotra (University of South Carolina), Professor Cheri Speier-Pero (Michigan State University), Professor Nallan C. Suresh (University at Buffalo), Professor S. Viswanathan (Nanyang Technological University, Singapore); and Professor Jyrki Wallenius (Aalto University, Finland). In addition to these individuals, the team of Associate Editors is available at <http://warrington.ufl.edu/departments/isom/dsj/team.asp>. It is only through the support and dedication of these individuals that we have been able to maintain and enhance the quality of the review process for the journal while providing detailed and constructive feedback for each paper reviewed by the editorial team. Finally, as in the past, the service of reviewers to the journal has been outstanding.

Journal Submissions and Outcomes

In addition to articles being processed, we received a total of 501 submissions (381 original submissions and 120 revised submissions) to the journal between August 20, 2013 and August 8, 2014. The following is a breakdown of the decisions we returned during the same period:

- Accepted for publication: 49 articles (9.4%)
- Revisions Invited: 124 articles (23.7%)
- Rejected: 212 articles (40.5%)
- Desk Rejected by Editor: 51 (9.87%)

- Rejected for Review by Senior/ Associate Editors: 87 (16.6%)

The primary reason for a desk reject decision by the Editor is the fit between the journal focus (i.e., Information Systems, Operations, and Supply Chain Management) and the focus of the article. On the other hand, the articles rejected for review by the Senior and/or Associate Editor are in general judged to provide an insignificant contribution and/or are methodologically weak.

Review Process and Cycle Time

For the 381 original submissions we received from August 20, 2013 to August 8, 2014, the cycle time statistics for first-round feedback (excluding desk rejections) are as follows:

- Average cycle time: 81 days
- Percentage of papers processed within 75 days: 45%
- Percentage of papers processed within 90 days: 85%.

Given our targeted cycle time of 75 days for a first-round feedback, we are only meeting that for 45% of the submitted articles. However, we provided first-round feedback within 90 days for 85% of all submissions and this is a marked improvement from last year.

Focused Issues of DSJ

At this point in time, we will have published and will publish the following focused issues in 2014 and 2015:

This is my annual update on the *Decision Sciences Journal (DSJ)*. I would like to start out by acknowledging the continuing support of the Board of Directors of the Decision Sciences Institute, our publisher Wiley-Blackwell, and the Warrington College of Business Administration at the University of Florida for the journal. In addition, with the dedicated service of the Senior and Associate Editors, and an outstanding set of reviewers, we have been able to continue to build and maintain the journal as an outlet of choice for active researchers in operations and supply chain management (O&SCM) and information systems and technology (IS&T). As a reminder, the journal is now published six times each year (previously we were publishing quarterly) and hence, we are now be able to disseminate research articles more quickly.

- **Responsible Purchasing and Supply Practices** (Co-Senior Editors: Christopher Seow, Joseph Sarkis, Martin Lockström, and Thomas Callarman): This has been published as Vol 45, No 4 (August 2014).
- **Management of Innovation Within and Across Borders** (Co-Senior Editors: Janice Carrillo, Cheryl Druehl, and Juliana Hsuan): This issue has been processed and the tentative target date for publishing it is Vol. 46, No. 2 (March 2015).
- **Supply Chain Decisions in Governmental Organizations** (Co-Senior Editors: Geraldo Ferrer, Gyula Vastag, and Gyu M. Lee): Manuscripts submitted for this focused issue are currently being processed.
- **The Interaction of Product Modularity and Supply Chain Management** (Wolfgang Kersten, John Khawam, and Stefan Spinler): Manuscripts submitted for this focused issue are currently being processed.
- **Novel Advances in Applications of the Newsvendor Model** (Co-Senior Editors: Rachel Chen, T. C. Edwin Cheng, Tsan-Ming Choi, and Yulan Wang): Manuscripts submitted for this focused issue are currently being processed.
- **Exploring Innovations in Global Supply Networks** (Co-Senior Editors: Jan Stentoft Arlbjörn, Anthony Paulraj, and Ram Narasimhan): The deadline for manuscripts to be submitted for this focused issue is September 15, 2014.

I would like to extend my appreciation to all individuals who have taken the lead in this endeavor.

Annual Recognition

At the 2013 Annual Meeting of the Decision Sciences Institute (held in Baltimore, MD), the following associate editors and reviewers were recognized for their service to the journal:

- Nallan Suresh was recognized for his

outstanding service as Senior Editor.

- Jennifer Blackhurst, Patrick Y.K. Chau, Christopher W. Craighead, Fred F. Easton, and Mani

Subramani were recognized as Outstanding Associate Editors.

- Gopesh Anand, Xiuli He, Sriram Narayanan, Carrie Queenan, Tobias Schoenherr, and Qinghua Zhu were recognized as Outstanding Reviewers.

In addition, the Best Paper Award was jointly awarded to the following two papers published in DSJ in 2013:

1. "Using Electronic Medical Records in Admission Decisions: A Cost Effectiveness Analysis," by Ofir Ben-Assuli & Moshe Leshno (published in Vol. 44, No. 3, pp. 463-481, June 2013); and
2. "Competition and Sustainability: The Impact of Consumer Awareness" by Michael R. Galbreth and Bikram Ghosh (published in Vol. 44, No. 1, pp. 127-159, February 2014).

	2012 IF	2011 IF	2010 IF
OPERATIONS & SUPPLY CHAIN MANAGEMENT			
Journal of Operations Management (JOM)	7.718	7.130	6.012
Manufacturing & Service Operations Management (M&SOM)	2.692	2.561	2.356
Production & Operations Management Journal (POMS)	2.378	2.316	2.259
INFORMATION SYSTEMS & TECHNOLOGY			
MIS Quarterly (MISQ)	8.157	7.474	7.497
Information Systems Research (ISR)	2.655	3.638	4.131
Journal of Management Information Systems (JMIS)	3.305	2.780	2.945
CROSS DISCIPLINARY			
Management Science (MS)	3.251	3.057	3.304
<i>Decision Sciences (DSJ)</i>	3.025	2.993	3.146

Impact Factors and Journal Quality

In addition to a One of the many factors which can be used to validate the quality and/or impact of a journal is the impact factor (IF) determined by the ISI Web of Knowledge based on the journal citation reports (JCR). Although we all recognize that measures of quality based on citations are subject to debate, this IF is frequently used by external constituencies

In addition to the increase in our one-year IF from 1.484 (2012) to 1.561 (2013), the total citations to all journal content also

increased in 2013, as compared to 2012. The 5-year IFs for the leading O&SCM and IS&T journals for the last 3 years are as follows:

This table reflects the remarkable consistency in the ranking of *DSJ* among the set of peer journals. It is worth noting that we are well positioned relative to *Management Science*; in O&SCM, we are consistently ranked second, while in IS&T, we are consistently ranked third.

CONCLUDING THOUGHTS

As you have probably heard by now, my term as Editor of *DSJ* will end on December 31, 2014 and the search process is underway to identify the next Editor for the journal. I plan to work with the new Editorial team to attempt a seamless transition. The current plan it to have the new Editor identified by October 15, 2014 and hence, after this date, new submissions to the journal will be processed by the incoming Editorial team.

At the discretion of the new Editor, I will continue to handle papers under revision prior to October 15 2014.

It has been a pleasure to work with all of you in making *DSJ* a success over the past 4+ years and I hope you will continue to work with the journal in the years to come. My special thanks to the Ram Narasimhan, G. Keong Leong, Krishna Dhir, and E. Powell Robinson (all past-DSI Presidents) for the outstanding support provided to *DSJ* during my tenure as Editor of the journal. ■

Bridging the disciplines of POM and IS/IT

by Daniel A. Samson, University of Melbourne, Australia

The research and practical issues of IS/IT (Information Systems and Technology) and POM (Production and Operations Management) are closely aligned, but we know relatively little about each others' fields and research orientations. Having had the experiences of going to a few IS/IT academic conferences in the last couple of years (and decades of POM conferences), I have been struck by how relatively vast the gap is between IS/IT folks' mindset, and that of POM researchers. Of course there are many exceptions to this observation, but in the main, we are not well aware of the major research and professional issues in the other field. Yet in practice, operations are becoming more and more information dependent and rich, and information systems and technologies are having more and more to contribute directly to operations' effectiveness.

In POM, we conduct research in areas such as production scheduling, quality management, flexibility, capacity, facility location and layout, process choice, inventory, queues, lean, re-engineering, technology management/innovation, and of course the broader issues of procurement and supply chain management. We also examine strategic aspects of production, known as manufacturing/operations strategy, and we increasingly adapt our concepts to services, small businesses and many other nuances of research and application.

Generally, we have delved deeply

inside the operations function, but less so at the boundaries of operation's traditional topics with the rest of what makes organizations successful. We have done a mediocre job of researching how the operations management system design can be jointly optimised with the marketing mix of the organisation. We have also only dabbled in researching the interfaces between operations management and the behavioural sciences, despite the importance of the workforce in making the operations work effectively. This comes to the fore in areas such as motivation and job/work design, and in spurring on continuous improvement, which we know to be so important in the survival and prosperity of all organizations. Similarly, there is only a little high quality research considering how operations can best interface IS/IT functions.

The challenges discussed at the IS/IT conferences focus of course on information systems and processes, and on the technical capabilities behind those. Examples of research themes are digitization, virtualization, security, knowledge management, cloud computing, human-computer interfacing, artificial intelligence, web and mobile technology software design, and big data, with some rudimentary discussions on business models. Little consideration of operations management is generally included in IS/IT research projects.

From conference agendas and some journal key topics of focus, I conclude that explicit overlaps between what



Danny Samson

Danny Samson is Professor of Management at the University of Melbourne, Australia. He conducts teaching programs, research and consulting in operations and supply chain management, and is particularly interested

in strategic aspects of operations and innovation.

is discussed and researched in these disciplines are relatively few. Yet POM is where we 'make stuff' (goods and services), and IS/ IT is how we control and measure the processes of making said 'stuff'. In IS/IT, there is indeed research on 'business process management' (BPM), however those who conduct it are often not well informed about the complexities of the operations that lie beneath the information and measurement aspects of them. I have searched and found little definitive work about how and why the success rates of BPM are anecdotally said to be low. In POM, we also are aware of business process reengineering initiatives, with similarly low success rates and not much definitive work about how and why.

Project management is a field of strong overlap and interest to both fields. In POM, project work is a foundational area of how we organise certain work processes, such as construction, research and development, consulting, and we have researched it exhaustively. In IS/IT, all organizations do projects of developing, upgrading, implementing of IS and IT systems, yet we have done little to transfer knowledge from one field to the other on lessons learned about what works across these domains. This assertion applies to knowledge transfer between fields in both directions.

Similar has occurred in fields of quality management and innovation. In POM, we have exhaustively researched quality, yet not transferred much knowledge to challenges of software quality, whether it is quality assurance, control or quality improvement. Clearly there have been some fine exceptions to this, but in the main, we don't have much intersection across the disciplines. And quality is a major challenge in software fields.

I can think of three positive and powerful reasons for better connecting the fields of POM with IS/IT. No doubt

there are more, and we as a POM profession should debate and achieve as much motivation as possible to build connections between these fields.

First, in its early days, computerised information systems, such as MIS (management information systems), EIS (executive information systems) and DSS (decision support systems) were created and used to serve managerial decision-making and other needs. IS/IT was in place to serve the business and its operational and strategic decision processes. It enacted the core principle of 'measurement and reporting' where managers at all levels require information on how their operations are performing in order to guide present and future decisions. IS/IT was part of business efficiency and effectiveness, a necessary part of doing business effectively for us all, and it still is. In this regard, as businesses have become more complex, so have the supporting information needs. In order to do a good job in providing relevant, timely and accurate information to POM executives, managers and operating staff, it is important for IS/IT managers to understand the business' operations, in terms of goals and priorities.

This point morphs directly into the second reason for IS/IT and POM folks to link up, both in professional practice and therefore in how we research these matters collectively. The choice of the IS/IT approach needs to be aligned to the competitive positioning of the business and the rest of the resource base that mostly resides in the POM resources and investments. The common driving factor is the 'whole of business strategy' and positioning in the market. Both the choice and design of the POM assets and the IS/IT assets ought to be strongly fitted to the overall business strategy and positioning, hence the need for matching of production system design and IS/IT capabilities. For example, if the business is positioned in its market as low cost, and the POM system is designed to deliver a no frills/ low cost service, then it would not normally be

sensible to build or buy a gold plated 'bells and whistles', fully featured IS/ IT system.

The third compelling reason for POM to much more closely integrate the organization's IS/IT capabilities into its heart is because those IS/IT capabilities have accelerated so fast in recent years, moving in many cases way beyond initial uses (see point one above), to now be able to empower POM capability and indeed whole of business strategies like never before. New ways to coordinate production schedules become possible through advances in IS/IT. Warehouse and distribution centres are now information intense assets, with key capabilities being inclusive of the choices of IS/IT for processes like order picking. The 'factory of the future' as it was once called is here today, principally because of advancements in IS/IT. The facility design and layout of a distribution centre is highly dependent on the IS/IT to be used. It is similar in manufacturing and in a range of services. In financial services, from ATMs to Internet banking to mobile device banking, these service operations are competing on IS/IT capability and the POM issues are intricately connected to IS/IT. The same applies to production and distribution of very many services. Even within our universities (which are often not the fastest adopters of new technologies), we are redesigning our degrees' delivery methods and facilities to incorporate newly IS/IT enabled teaching and learning. Looking forward, 3D printing has started to and increasingly will change the way some physical manufacturing takes place! IS/IT capability is critical to this development. Similar has happened to health, where many services are now being delivered over the internet, and e-health is moving forward and delivering real benefits.

Many real time applications of IS/ IT combine to determine the system design, for example 3PL transport system is being transformed by dynamic routing of supply to meet real time demand,

all on the back of IS/IT systems. Further new forms of IS/IT such as social media, information enabled dynamic pricing and big data itself are dependent on IS/IT capabilities and are strongly influencing POM designs. In the 50 or so years since the computer was introduced to us, IS/IT has moved from a relationship of serving the business' data needs to now leading the business' opportunities set in many cases. We all know that many industries have been transformed, created or destroyed because of IS/IT, and yet our POM models and strategic frameworks often examine the set of variables much as we did before the information systems revolution (basically the internet and now mobile computing).

Isn't it time to consider IS/IT opportunities as fully integrated into POM system design as a mainstream POM variable? And our IS/IT colleagues could make their research much better if they grasped this opportunity to connect their research and professional practice quite directly to the rest of operations system design: as part of the mainstream, and no longer as a separate topic. There will always be separate, specialist issues, such as data and computer security, but the centrality and power of IS/IT and its influence on POM configurations is compelling and will continue to be so. It's even so in the military, where operations choices and opportunity sets are now strongly influenced by IS/IT capabilities (eg pilots versus drones). In the public sector, operations and even the design of systems and the policies behind them are influenced by what is technically feasible, namely in regards to the IS/IT capability to deliver services (e-Government). With the video rental store gone along with most physical bookshops, IS/IT advancement is 'doing over' physical newspapers, journals, magazines and even libraries, and so many other services. IS/IT enabled businesses such as AirBnb and Uber are transforming public accommodation and transport sectors. Postal service companies all

over the world are in crisis and rethinking their services, newspaper printers are fooling themselves if they aren't running scared and seeking new strategies, and its all IS/IT related.

What does all this mean for POM? We ought to rewrite the business models, operational system designs and the textbooks too (now e-books!) with IS/IT capability increasingly moving into the frame as a central parameter/ resource in the mix of how POM systems are to be configured. Not only is the factory and the distribution centre of the future very different from that of the past because of IS/IT, but the changes will continue and likely accelerate, so we need to preserve flexibility in our resource designs. IS/IT has made it easier to move from push production to real-time controlled pull production and supply chains.

Project management for large and reasonably complex projects is changing too, thanks to IS/IT capabilities. A fine example of how IS/IT has moved the 'efficient frontier' of project management forward is in using distributed systems to manage project data with: two graduates from my university started a business 12 years ago called Aconex that has made it possible to use IS/IT anywhere in the world to better organise and implement large projects, ranging from building public infrastructure to oil refineries, and indeed any complex project. Many billions of dollars of projects are now more effectively coordinated and managed using such software.

Mass customisation rests on economically viable IS/IT. Both our research and our teaching programs should reflect the new world we have rushed into.

For IS/IT academics, a much stronger understanding of POM will help them to catch up with and stay up with the fast moving world of operations and business practice, and hopefully help them to realise more powerful theories

that connect their technology developments to business theoretic frames such as theory of the firm, resource based view, and transaction cost economics, that underpin POM. By better understanding POM's core business concepts such as quality management, process choice characteristics, supply chain, lean, etc, IS/IT researchers will be better able to focus their research and teaching programs on valuable themes. Might the time come when the fields of POM and IS/IT are essentially indistinguishable, or at least when their overlaps are recognised as so large and valuable, that when we attend each others' research conferences we don't feel like we are almost on a different planet, and certainly listening to a foreign language? ■

*"I don't trust anyone who doesn't laugh.",
Maya Angelou*

*"Common sense and a sense of humor are
the same thing, moving at different speeds. A
sense of humor is just common sense, danc-
ing.", William James*

*"Live as if you were to die tomorrow. Learn as
if you were to live forever.", Mahatma Gandhi*



*University of Michigan, BA; University of
Arizona, PhD; Professor: Miami University,
University of St. Thomas, Arizona State
University, Wright State University.*

*Father, son, brother, husband. Professor,
scholar, teacher, leader. Friend, comedian,
technology freak.*

*Dwight Smith-Daniels was all of these
things, and so much more. Words can never
express the true sum of a human being, but
these are a good beginning. The depth of
love expressed by his many family members,
friends and colleagues is a testimonial to his
generous, empathetic and cheerful spirit. We
have lost a true friend. Below are memories
and stories shared by some of Dwight's
friends from the DSI community. We miss
you And know that you are making
some amusingly wry observation in heaven
Dwight.*

Dwight Smith-Daniels: A Memorial

November 7, 1952 – July 2, 2014

Recollections and Remembrances

I always enjoyed talking to Dwight whether it be on the phone or at DSI or POMS. He always had some new idea for the classroom, a new twist on his project management simulation exercise, or a new video clip that related well to some classroom concept. And what a gadget freak, he was tough to keep up with!

Dwight always wanted to contribute something new and innovative, and was a great supporter of Operations Management fundamentals and understood the roots of the field well. He was a true Operations Management professor with a practical, applied focus but certainly embraced the most advanced technology if it fit the problem at hand.

Dwight's love of Vicki and his son Matt were always evident. He always wanted to share their accomplishments and the topic of conversation always came around to them. The relationship he had with his son Matt was deep and personal.

Dwight will be missed by us all. He passed way too soon.

—Bob Jacobs, Indiana University

I spent many wonderful years at Minnesota with Dwight and Vicki Smith-Daniels. Dwight was easy to talk with and lots of fun; as a matter of fact it was hard not to talk with him. He had many good ideas and was always interested in what you thought. His personality was engaging and he was easy to work with. There was never a dull moment when Dwight was there.

After Dwight and Vicki left Minnesota I would see them every year at national DSI meetings and POMS. Seeing them both was like they had never

left. We just picked up where we left off last year. It was a time to catch up with Dwight and Vicki on the latest news and ideas. Not only that, I got to see Matt at these meetings almost every year from a child as he grew up to be a wonderful young man. I could see the pride in Dwight's eyes when he talked of Matt. Dwight made important and lasting contributions to project scheduling and management. He offered fresh insights and novel ideas in his research publications. He also taught a variety of courses on operations management and project management. Dwight often talked about his enjoyment in teaching not only undergraduate and graduate students, but also executive courses.

It was with a heavy heart that I heard of Dwight's passing. I will certainly miss seeing him again. He was a unique personality and a genuine good friend. My heart goes out to Vicki and Matt at this sudden loss.

—Roger G. Schroeder, University of Minnesota

When I think of Dwight I think of dozens of conversations we had at meetings over the years on everything from project management to university bureaucracy to politics to raising kids. Dwight usually had a clear and strong opinion on things, but he was always friendly, respectful, and even empathetic. Most of all, Dwight was interesting - it was a pleasure to talk with him. I will miss him.

—Morgan Swink, Texas Christian University

Dwight was a great colleague and a wonderful friend to Jim and me. We always looked forward to seeing Dwight and Vicki at conferences. In fact, my first

recollection of speaking with Dwight was on the beach in Hawaii, during a DSI conference. Our younger son hadn't yet adapted to his jet lag, so I finally gave in and took him for a walk on the beach at about 4:30 am, in the dark, while we waited for the restaurant to open for breakfast at 6:00 am. Who should I run into but Dwight, who was there walking around with Matt, who was having similar issues with jet lag. We had lots of fun comparing notes in the issues related to jet lag with little boys.

Dwight came to Indy to teach the Bridge Game to my Project Management course several times. The students loved working with him, and I could see what a master teacher he was. His students were very lucky.

As friends, we shared many wonderful experiences. One of the best was when the four of us went to a conference in China that included a cruise on the Yangtze river. Dwight's dry sense of humor helped us laugh at some of the unexpected situations that we found ourselves in, and we enjoyed his company throughout the entire trip.

Dwight and Jim shared a love of sports. We had season tickets to Indiana University football and basketball with Dwight and Vicki. In addition, we went to several NCAA tournament regional games with them, as well as the Indy 500 every year. When I think about Dwight, I think of him at this year's NCAA regional game in Indy, decked out from head to toe in his Michigan gear.

We will really miss Dwight's sense of humor, his love of sports and music, and his presence at the many events that we participated in together. He was so proud of Matt, and he would be very proud to see the way that Matt has stepped up to help Vicki. He was a great friend, and I wish that we could have had more time together.

—Barb Flynn, *Indiana University, Indianapolis*

Dwight and Vicki kind of adopted me as a younger brother when I started the PhD program in the early 1990s. I fondly



Above: Matt, Vicki and Dwight

remember Dwight driving me around on a recruiting visit, with Matt in the backseat navigating. We enjoyed one of the better meals I have ever had in a restaurant on a mountain overlooking Phoenix. That was the beginning of a long-term friendship that evolved and deepened over many years.

Dwight was a huge sports fan, with a deep Michigan connection – so of course we made a few bets on the big game. I lost 6 or 7 times since the Buckeyes could not beat Michigan in the 1990s. One year, luck was on my side and we had bet a bottle of “good” wine – hurray, the Buckeyes never won. Well, despite the fact that Dwight and I have talked deep into the night many, many times over a beverage or two, that bet never exactly got paid off. Of course, there was a lot of good-natured ribbing over the years. Hanging with Dwight was always fun,

he could calm you down when you were upset about something – which he often did for Vicki – while offering a quip that poked fun at the problem and put things in perspective.

Well, Dwight, while I won't exactly be rooting for the Wolverines this year, I will be having a glass of very good wine while watching this year. DSI won't be the same without you. Hail to the Victors, my friend.

—Ken Boyer, *Ohio State University*

I met Dr. Dwight Smith-Daniels, 10 years ago when I had the privilege of being in his Project Management course during my MBA. At that time he was just another professor, but the wisdom he shared during his classes stayed with me. A few years later, somehow Dwight and I both ended up in Dayton Ohio, and fate again brought us together.

It has been an honor to work for Dwight these past few years at Wright State University and really get to know him. He has a sense of humor that not everyone got, but he was always open and honest. He inspired us to look for ways to improve, ourselves, the program, anything.

I have never met someone that had so much empathy for people. He showed it in such subtle ways, but he was always willing to give his time or advice, or even play devil's advocate. He would provide hours of brainstorming with faculty whether about their research, or an idea they had. In speaking with faculty and staff, it was a comfort to hear everyone say, as they reflected on their last conversation with Dwight, how happy he was and how he had shared some tidbit of knowledge, advice, friendly joke, or just a kind word.

The world has lost a great man, and I am honored that we have been able to set up the Dwight Smith-Daniels Memorial Scholarship in his honor at Wright State. Dwight you will be greatly missed but never forgotten.

—Valerie Stueland – WSU Director for the Information Systems & SC Management Department

Dwight and I were pretty close . . . this friendship grew out of being colleagues at Arizona State University and continued as we went our separate ways – him to Wright State University and me back to the University of Minnesota and now at The Ohio State University. His friendship meant a lot to me and to my wife, Lynn. It does not seem that way but others have not been in the midst of our on conversations about polo shirts, gadgets, and Tumi products.

Back when we were at Arizona State University, Dwight frequently wore “Façonable” polo shirts; I used to tease him about being able to pronounce it. Dwight loved gadgets. Whenever a new product, embracing the latest technology, comes on the market, he will be one of the first possess it. Tumi products . . . for a

while when we were both at ASU, we had a “whose got the latest Tumi bag?” affair going on. We both have a leather Tumi briefcase and a Tumi backpack. When we bump into each at DSI conferences, we would kid around about getting our backpacks mixed up . . . that he will take mine and I will take his. Of course, this never happened because his was always heavier (with all the gadgets)! I know I will miss seeing him at DSI conferences.

—Johnny Rungtusanatham, Ohio State University

I remember Dwight Smith Daniels warmly as I think back on all the good times we shared over the course of years, whether in Taiwan or at numerous DSI and POMS conferences throughout USA. I came to know him through Vicki, and then we too became friends as I began to appreciate his calm demeanor and sense of humor. Many an OSU night dinner at DSI had us laughing together and having a good time. Michigan jokes were a standard fare, which he always took gamely with a wry smile. On the serious side, those who knew Dwight well also knew how he could present many complex issues with a balanced sense of perspective and

always with a touch of humor.

—Manoj Malhotra, University of South Carolina

Memorial contributions may be made to the Dwight Smith-Daniels Memorial Scholarship, c/o Wright State University Foundation, www.wright.edu/advancement/foundation. ■

Below: Dwight, Vicki, Jim Flynn, Adrian Liu (Wuhan University), Ken Boyer, Barb Flynn



2014 Program Chair's Message

Program Chair, 2014 Annual Meeting of the Decision Sciences Institute

rungtusanatham.1@osu.edu

<http://dsi-tampa2014.org>



The technologies that we now take for granted today – WEB 2.0, Twitter, DNA sequencing, MOOCs, the Internet of Everything, iPads, etc. – once existed only in the imagination of a few visionaries. Today's technological innovations, with many more to come, are transforming business models and business education. What are the opportunities, challenges, and implications of the technologies already here or on the horizon . . . for DSI, individuals, creators and transmitters of knowledge, organizational leaders, and policy makers? The theme of the 2014 Annual Meeting of DSI, **Technology and the Rapidly Changing Global Business Landscape**, aims to stimulate conversations around this broad question.

To this end, the Program team has been working diligently to put together a conference agenda that, I trust, moves these conversations and our collective learnings forward. So, make plans to join us for:

What?	More information where?
• Over 850+ full papers and abstract presentations across 30+ tracks	Forthcoming in September 2014
• 27 workshops and 20 panels to learn new research skills or ideas and new teaching skills	http://dsi-tampa2014.org/program/professional-development/
• Provocative keynote "fireside chat" sessions with leaders who influence the destiny of business education, healthcare system design and delivery, and legal interpretations of the good and bad of technologies	http://dsi-tampa2014.org/program/

DSI annual meetings have always been a place to not only learn but also to make new friends or reconnect with old ones. To foster these friendships, the 2014 DSI Annual Meeting in Tampa is augmenting traditional social activities with more food and investing in new social events. Join old and new friends for:



A visit to the world-renowned Dali Museum for a ridiculous cost of \$13.00 per person to include transportation to-and-from the conference hotel, a small reception, and two hours of exclusive-to-DSI attendees access to the exhibits. Purchase this option as part of registering for the conference. Limit: 250 persons.

Competitive bowling! Ideal for first-time DSI attendees and doctoral students who wish to make new friends. Cost to DSI attendees = \$0.00. Limit: 40 persons. More information forthcoming at <http://dsi-tampa2014.org/keynotes-special-events/>.



Jog for health, jog for competition, jog for fun . . . Enjoy a 3-mile jog-a-thon, led by Colonel (Retired) Terry Klinker as he shares his knowledge of the local celebrities (and scandals). Perfect way to start the day and, to top it off, breakfast is on DSI. Limit: 25 persons.

DSI has always been a friendly crowd. Join DSI leaders and come say "hi" and welcome new members and first-time attendees.



Forty-Fourth Annual Meeting of the Western Decision Sciences Institute – March 31st to April 3rd, 2015 - Westin Maui Resort & Spa, Lahaina, Hawaii

Thank you for joining us for the 2015 WDSI Conference in Maui, Hawaii!

WDSI 2015 provides you the opportunity to share your research and teaching ideas with colleagues and enjoy the wonderful beauty of the island of Maui. Below is a list of information to help you plan your journey to Hawaii.

Hotel Information:

The 2015 conference is being held at the Westin Maui Resort and Spa Ka'anapali

in Lahaina, Hawaii. <http://www.westin-maui.com>. Group hotel room rates for the conference are \$240 per night for a mountain view room or \$260 per night for an ocean view room. You may book your room online or call 1-866-716-8112 for Westin reservations. Be sure to mention WDSI 2015 to get the group room rate. Reservations must be made no later than 28 February, 2015. The room rate includes wireless Internet connection in the guest room, self-parking at the resort, and shuttle services to shopping in the

nearby town of Lahaina.

Transportation

The majority of major airlines flying into Maui land at the Kahului airport and only smaller commuter airlines connect to the smaller Kapalua airport on the Ka'anapali coast. From the main airport in Kahului, shuttle service currently costs \$40 one way to the hotel, and rental cars are also available there for hire. For those who connect into the Kapalua airport, complimentary shuttle service is provided to the hotel. For additional shuttle and transportation information please feel free to contact the Westin by phone or refer to their shuttle page on their website.

Conference Fees:

Conference registration is \$320 through March 1, 2015. The late registration fee is \$370 (after March 1, 2015). Student registration is \$95. Registration fees include WDSI dues, conference presentations, 2 receptions, Thursday dinner, and Friday lunch.

At least one author must register for the conference by January 15, 2015, in order for the paper to be scheduled for presentation and included in the conference proceedings.

See the style sheet under 'Submission Instructions' for details on how to format the paper for the conference proceedings. The camera-ready paper must be uploaded no later than January 15, 2015. Papers are limited to 6 pages and any additional pages are subject to extra page charges. ■

Western Region by John E. Bell, University of Tennessee,

2015 WDSI Program Chair

The upcoming Western DSI Annual Meeting will be held from 31 March to 3 April 2015 on the beautiful island of Maui, at the Westin Maui Resort & Spa Ka'anapali (www.westinmaui.com), in Lahaina, Hawaii. The meeting will include sixteen decision sciences tracks that include a variety of business research areas and other topics including innovative education, hospitality management, student papers, and cases & workshops. Visit the WDSI website (www.wdsinet.org) to download the Call For Papers and to get more information about attending the 2015 WDSI annual meeting. The WDSI online registration system is now open and accepting both papers and research abstracts for the 2015 meeting. We hope to see you in Maui!

If you plan to attend the WDSI annual meeting in 2015, you can find additional information about Hawaii and the Island of Maui at www.gohawaii.com/maui



Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar

To be awarded annually at the Decision Sciences Institute (DSI) annual meeting (each November) to one early career scholar in the Decision Sciences who has served the Institute and its goals.

The recipient will receive a plaque and a token financial award to be funded by DSI and its Carol J. Latta Memorial Fund (donations welcome to honor Carol).

To be eligible for consideration of this award you must be nominated by a faculty or an administrator. Nominators must submit a nomination letter detailing why the nominator is recommending candidate along with the candidate's curriculum vita by October 3, 2014 to the DSI home office. Materials are to be addressed to Dr. Maling Ebrahimpour (selection committee chair) and submitted electronically to:

DSI@bauer.uh.edu

Subject: Carol Latta Memorial Award

The selection committee chair is composed of the immediate past President of DSI plus the VP of Member Services, the VP of Professional Development, VP for Global Activities, and the recipient of the previous year's award.

Criteria for Award

This award shall go to a scholar in the decision sciences disciplines who has earned his or her terminal degree (e.g. PhD, DBA, etc.) in the previous five (5) years. Evidence of excellence in research, teaching, and service to DSI may be provided as an appendix to the letter of application (limited to five pages). Such

evidence may include documentation regarding Institute-related professional service (DSI committees, reviewing, session chair, track chair, etc.), teaching evidence (teaching award, new course development, etc.), and Decision Sciences related scholarly research (publications in Decision Sciences, Decision Sciences Journal of Innovative Education, and other highly-regarded journals in the decision sciences disciplines and presenting at DSI meetings). The award-ee must be a member of the Institute in good standing.

These criteria will be reviewed annually by the Awards committee, and recommendations will be provided to the board for revisions to these criteria. ■

INSTITUTE CALENDAR

■ AUGUST 2014

August 1 - 30

Weekly reminds sent to all authors about registration for the 2014 Annual Meeting of the Decision Sciences Institute

■ SEPTEMBER 2014

September 15

Final date for all authors to register for 2014 Annual Meeting of the Decision Sciences Institute
Submissions whose authors have not registered by this date will not be scheduled for presentation

■ October 2014

October 1

Submission deadline for papers for the WDSI annual conference

October 30

Final Program (with rooms information) available on 2014 Annual Meeting of the Decision Sciences Institute website

■ NOVEMBER 2014

November 22 - 25

The **45th Annual Meeting of Decision Sciences Institute** will be held in **Tampa, Florida**, at the Tampa Marriott Waterside Hotel and Marina.
Submission deadline May 1, 2014

INSTITUTE CALENDAR

■ FEBRUARY 2015

February 25 - 27

The **45th Annual meeting of SEDS** will be held in Savannah, Georgia

■ MARCH 2015

March 11 - 14

The **46th annual meeting for SWDSI** will be held in Houston, Texas

March 20 - 22

The **2015 Annual Meeting of the Northeastern DSI Region** will be held in Cambridge, MA

March 31 - April 3

The **45th Annual meeting for WDSI** will be held in Lahaina, Hawaii at the Westin Maui Resort and Spa

■ OCTOBER 2015

October 25

All papers and proposals must be submitted electronically on or before this date for the 2015 NEDSI conference in March

■ NOVEMBER 2015

November 21 - 24

The **46th Annual Meeting of the Decision Sciences Institute** will be held in Seattle, Washington at the Sheraton Seattle Hotel

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\$0.....\$0

(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, University of Houston, 334 Melcher Hall, Suite 325, Houston, TX 77204-6021. Phone: 713-743-4815, Fax: 713-743-8984, or email dsi@bauer.uh.edu.

CREDIT CARD INFORMATION: Visa MC AmEx Disc.

Total amount \$ _____

Card No. _____ Expires: ____/____

Card Holder's Name _____

Signature _____

(Please Print)

DECISION SCIENCES INSTITUTE
University of Houston
334 Melcher Hall, Suite 325
Houston, TX 77204-6021