A News Publication of the Decision Sciences Institute

DECISION LINE

Vol. 42, No. 5 October 2011

2012 Officers' Nominees Selected

President-Elect
Soumen Ghosh, Georgia Institute of Technology
Maling Ebrahimpour, University of South Florida St. Petersburg

At-Large Vice Presidents
Constantin Blome, European Business School, Wiesbaden, Germany
M. "Mo" Adam Mahmood, University of Texas at El Paso
Ceyhun Ozgur, Valparaiso University
Marc Sachon, University of Navarra, Barcelona, Spain
Brooke A. Saladin, Wake Forest University
Subhashish (Sub) Samaddar, Georgia State University
John Seydel, Arkansas State University
Minoo Tehrani, Roger Williams University
Gregory W. Ulferts, University of Detroit Mercy

Regionally Elected Vice Presidents—Asia-Pacific, European, Midwest, Northeast—TBD

The 2010-11 Nominating Committee, chaired by Ram Narasimhan, Michigan State University, has completed the slate

See **BALLOTS**, page 55

PRESIDENT'S LETTER

Congregating in Boston

By Krishna S. Dhir, Berry College

Soon we will be packing our bags for travel, in anticipation of renewing our friendships and making new ones in Boston. One of the oldest cities in the United States, Boston is regarded by many as the capital of New England. While the city was founded by the Puritans from England, today it is a highly diverse community representing every part of the world.

Program Chair Ken Boyer of Ohio State University has been hard at work to ensure a superb experience for us all. He is developing an excellent program, promoting decision sciences as a catalyst for interdisciplinary exchange and cultural change. I hope the members of the Institute will respond to this effort

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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 404-413-7710.

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FROM THE EDITOR

■ **KRISHNA S. DHIR, Editor, Berry College**

This is my last letter to you, the readers, as the editor of *Decision Line*! Serving the Institute as the editor of this publication has been a very rewarding experience! Over the last four years of my tenure, *Decision Line* has been read extensively, has grown steadily, and has been included in *Cabell's Directory of Journals* as a 'Commendable Journal.' EBSCOhost has invited *Decision Line* for inclusion in their data base. Also, we introduced color, as it transitioned into the electronic media. Its progress reflects the superior quality of creative and stimulating articles contributed by the authors, outstanding support provided by an excellent team of feature editors comprising the editorial board, and the indispensible dedication of Managing Editor Hal Jacobs and unstinted support from Executive Director Carol Latta. I am most grateful to each of these individuals. Subsequent to a search, the Board of Directors has approved the appointment of Maling Ebrahimpour of the University of South Florida St. Petersburg as the next editor. Our members are well conversant with Maling's distinguished record of service to the Institute. Congratulations, Maling, on your appointment!

This issue of the *Decision Line* provides important information about the upcoming 42nd annual meeting of the Institute in Boston. It also carries the vision statements of the two excellent candidates for the office of president-elect: Maling Ebrahimpour and Soumen Ghosh of Georgia Institute of Technology. These statements will help our members decide on their votes, scheduled to be cast during January elections.

A number of exciting articles are included in this issue, including the 2010 Instructional Innovation Award Competition finalist on "Puzzle-Based Learning," by Zbigniew Michaelewicz and Nickolas Falkner, both of University of Adelaide, and Raja Sooriamurthi of Carnegie-Mellon University. This article describes a pedagogical experiment designed "to foster general domain independent reasoning and critical thinking skills that can lay a foundation for problem-solving in future course work."

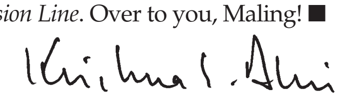
In the International Issues feature column, Ying Sai of Loyola Marymount University provides us with "An Overview of Management Information Systems in China." When computers arrived in China three decades behind the United States, the demand for information spread "like an unstoppable wild fire." In 2010 alone, 73 million individuals were added as Internet users, bringing the proportion of the country's population using the Internet to 35 percent. However, 300 million Chinese are farmers are still working their small plots of land, unable to afford computers. The challenge of education in the field of information systems remains enormous.

In the E-Commerce feature column, Julie Kendall of Rutgers University discusses 2D barcodes and compares them with alternatives. She advises that we should "expect to see more 2D barcodes in the future . . . . But for now don't bet on any code winning out over any other code."

In the Research Issues feature column, Aruna Apte of the Naval Postgraduate School discusses "Research Opportunities for Supporting Humanitarian Operations." These opportunities exist in prepositioning for humanitarian operations, assessment of needs, management of information and knowledge, and collaboration among diverse agencies. She points out that "humanitarian logistics will benefit more if the focus of the research is on "[solving models] to 'near optimality' and not necessarily to optimality," and advises that emphasis be placed on "robust models, grounded in real data, and solution approaches…be implemented by those working in the field . . . ."

In "From the Bookshelf" we have a review by Katherine Chudoba of Utah State University of *Convergenomics*, a book by Sang Lee and David Olsen, both of the University of Nebraska and long-time members of our Institute. This book is about megatrends shaping modern organizations. It discusses the 'convergenomics' of knowledge, technology, industry, open-source networking and bio-artifical integration, and their impact on how organizations function in the society today.

I thank you for your readership and for a delightful experience of serving you as the editor of this fine publication. Please welcome Maling Ebrahimpour as the new editor of *Decision Line*. Over to you, Maling! ■



Krishna S. Dhir
is the Henry Gund Professor of Management at Berry College in Mount Berry, Georgia. He earned his PhD from the University of Colorado at Boulder, MBA from the University of Hawaii, MS in Chemical Engineering from Michigan State University, and a BTech from the Indian Institute of Technology, Bombay. He has published in numerous journals, including Applied Mathematical Modeling, Corporate Communications: An International Journal, Decision Sciences, IEEE Transactions on Engineering Management, International Journal of the Sociology of Language, *and* Journal of Information and Optimization Sciences. *He has received various DSI awards, including Dennis E. Grawoig Distinguished Service Award in 2008, WDSI's Jimmy D. Barnes Distinguished Service Award in 2009, Best Theoretical/Empirical Research Paper Award at the 1993 Annual Meeting in Washington, DC, and Best Application Paper Award at the 1999 International Meeting in Athens, Greece. The Penn State Harrisburg awarded him its 2001 James A. Jordan Jr. Award, and 2000 Provost's Award, both for teaching excellence.*

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The two candidates for the position of DSI president-elect—Maling Ebrahimpour of the University of South Florida and Soumen Ghosh of the Georgia Institute of Technology —provide their vision statements for the 2012 election of officers.

Maling Ebrahimpour

I joined the Decision Sciences Institute nearly three decades ago. The Institute was then known as the American Institute of Decisions Sciences. At the start of my professional career in academics, little did I imagine that this organization was to become the primary focus of my professional activities and the Institute was to become my professional home! I joined several other organizations. However, after merely a couple of years, it was evident to me that I would devote my professional life to DSI. DSI helped me to grow professionally, find great many friends and colleagues, and channeled my research throughout its evolutionary process. DSI is a friendly organization where professional colleagues help you to crystalize and nurture an idea, and provide you with creative advice and energy to make your work better. DSI has continued to help my professional growth. At DSI, I have become acquainted with other professionals like me and have continued to learn from gurus in our disciplines.

DSI has afforded me a full range of opportunities for service, from reviewing papers annually for various conferences to organizing the historic 2009 Annual Meeting as the program chair for the Institute's 40th anniversary in New Orleans. I have had hands-on experience of almost every function and activities of DSI. My involvement with the Institute's functioning has not been limited to the parent Institute level, but has extended to regional subdivisions as well. I have served the Northeast Region at various levels, including as president of NEDSI.

Why is this important for you to know? I think you should know that my focus is on DSI and there is no other organization to which I devote my time. DSI and its members helped me to grow to be a successful academician. I would like DSI to continue to be a beacon of hope for doctoral students. I would like DSI to be a place where we can disseminate our latest scholarly work and have scholarly discussions about different ideas and research topics. I want DSI to grow as a haven to which we come frequently and eagerly, for renewal and intellectual nourishment, sustained by the fellowship of old friends and new.

My vision for DSI is for it to be an organization of choice for scholars in the field of decision sciences from around the world who want to share their research work and want to learn from others. I envision DSI as an organization that attracts young as well as seasoned researchers.

This is an ambitious goal that requires a flow of new ideas and a rethinking of who we are and how we can serve our current constituencies while attracting new ones. The world has changed and so must we. Our past successes will not guarantee our future growth.

We need to identify what is required to make DSI sustain and grow. In many cases, we do not need to reinvent the wheel. We can use successful and best practices from other organizations and implement them in ours. I would like to capitalize on the very qualities of DSI that make it attractive to our members: the cordial nature of DSI members; involvement of young professionals in the Institute; emphasis in the Institute on global issues; and the Institute as an organization that values not only specialization, but also multidisciplinary inquiry. Please allow me to elaborate on what I mean.

DSI was, has always been, and remains today the most welcoming organization I know. Its members are most cordial and supportive of one another. It is a place where one can freely share her or his latest ideas and receive constructive advice on how to make a project better and ready for publication. We need to nurture this single unique trait and make it a market-winning point to attract fellow researchers.

DSI is an excellent organization to join to start your professional life. However, we need to involve our young members, who are at the start of their careers, across geography in a more meaningful ways, in all affairs of DSI. We do a great job with running such programs as the New Faculty Development Consortium, but we do not develop follow-up activities. Why not have one or more positions on DSI's Board designated for young professionals? I believe having young professionals involved who are in their early stage of their careers will be very beneficial to DSI. First, the Board will know the real needs of this group of constituencies rather than guessing them. Thus, we will be able to provide services and products that are specifically desired and will attract these individuals to DSI. Second, by serving as Board members, these individuals will get to know the inner working of DSI early and be ready to take over additional duties. Furthermore, these young professionals are much more technology savvy than most of us were at the early stages of our professional life. We need to be at the cutting edge, and I believe having them involved will change the nature of DSI for better and will not only sustain the organization, but also make it thrive.

If you look at the planet Earth from a distance, you will see no lines identifying boundaries of countries. DSI and its members should look at the world the same way. While we speak different languages, we get together for a common purpose. In our specific case, it is our research, interest in networking, and a few other tangibles and intangibles that bring us together. We need to look at DSI (ourselves) differently. Do we want to be a U.S.-centric organization with international activities or a global organization? I believe the very nature of this organization lends itself to be a

EBRAHIMPOUR VISION STATEMENT, see page 56

Soumen Ghosh

The Decision Sciences Institute (DSI) has been a long-standing and prominent establishment for academics and professionals in the decision sciences area. Over the years, the Institute has built a prestigious reputation for the quality of its products and services, such as its annual and regional conferences, faculty and students' development activities, placement services, and of course, its erudite journals of high academic repute. A long line of able presidents of the Institute have endeavored hard to provide a continued ascent towards excellence and success. However, the Institute also has to operate in a very challenging environment where the competition keeps getting stronger (e.g., INFORMS, POMS, ICIS/AIS, AOM, just to name a few), and hence the pressure to continuously improve is unrelenting. We have to recognize that our members have other choices, and if we are not able to keep improving our products and services, we have the clear and distinct danger of losing our membership to competitor organizations. Thus, we have to keep our strategic vision and priorities aligned to not only meet our competitive challenges, but at the same time to also drive continued growth, enhance global reputation, and keep improving the "delivered value" of our products and services. Therefore, my overall vision for the Decision Sciences Institute is to be the ***pre-eminent Institute of global repute for scholars and professionals in the multidisciplinary area of decision sciences.***

Qualification

I have now been a member of the Decision Science Institute for 25 years, right from my days as a doctoral student during the mid-eighties! During this time, I've missed attending DSI annual conferences only twice! I've also held several offices in the Institute, from being track and session chair, to being a member as well as chair of several standing committees (Programs and Meetings Committee, Member Services Committee, Publications Committee, Doctoral Student Affairs Committee), and coordinator of several DSI services (Professional Development Program, Doctoral Student Consortium, Doctoral Dissertation Competition). Perhaps most importantly, I've had the opportunity to serve on the DSI Board of Directors for three terms, twice as at-large vice president, and most recently as secretary. Consequently, I have been the beneficiary of considerable cumulative knowledge and understanding of the workings of the Institute, as well as its policies and procedures. It is an absolute honor and privilege to be nominated as a candidate for the position of DSI president-elect. Given my considerable history of involvement and knowledge about the Institute, I feel quite well-qualified, confident, and ready to lead the Institute on its continuing pursuit of excellence.

Priorities

To keep improving in the face of challenging competition and strategic threats from competing organizations, we need to consider ways in which we can strengthen the strategic position of the Institute. In addition to leveraging our existing strengths, it also entails focusing on our multidisciplinary strength, and even discovering new ways to exploit this strength in order to solidify our competitive advantage. This requires us to make careful strategic moves that can be effective in creating a more positive and high-quality image for the Institute, enhancing our responsiveness to changing demands/requirements from our members and their universities, having a diversified portfolio of offerings to create better "delivered value," attracting the top scholars around the world in the broad area of decision sciences to be our most ardent ambassadors, and being proactive in exploiting new opportunities of interest to the Institute. However, we are not going to be able to accomplish these goals unless we embrace a collaborative mindset and work together diligently towards a common agenda for the pursuit for excellence. I see the following priorities and imperatives as being important to achieve the vision and goals I have stated above.

Reputation and Growth Priority. We have to drive continued growth and the reputation of DSI by engaging top-tier schools and eminent scholars in our Institute affairs. This can provide us with a key competitive advantage. But we cannot engage them unless we are able to attract them through the "delivered value" of our products and services. In addition, managing external perceptions, reputational rankings, and the quality of our journals and publications warrant dedicated efforts from our membership, the editorial team, along with the editorial office of the publisher. Maintaining and further *building* upon the stellar reputations of our journals would need to be a key priority for us. This is a particularly critical imperative because several of our closest competitors have already built their reputations based on their flagship journals, for example, INFORMS, POMS, AOM, etc. We need to redouble our efforts in this regard, which will also serve to fuel further growth in the Institute membership.

Delivered Value Priority. The Institute provides value through its product and service offerings delivered to its members. Along with maintaining and further enhancing the reputational quality of our products, that is, our journals and publications, we also need to keep building better value in our service offerings via our conferences, placement services, service to the regions, professional development service via our Doctoral Student Consortium, Doctoral Dissertation Competition, New Faculty Consortium, professional development workshops, instructional innovation activities, etc. We have a lot going for us, and already provide high quality value to our members, but we need to strive

GHOSH VISION STATEMENT, see page 56

Today's marketplace needs skilled graduates capable of solving real problems of innovation in a changing environment. Puzzle-Based Learning (PBL) is a new and emerging model of teaching critical thinking and problem-solving. We have run courses and workshops on PBL in the United States, Australia, and the Middle-East (Qatar and Abu Dhabi) in a range of formats. Preliminary assessment indicates that the PBL approach is assisting students by providing a framework to explore critical thinking, as well as being fun and engaging. In addition to our home institutions, several universities world-wide have introduced courses on PBL based on our curriculum or have introduced PBL themes in existing courses. Companies and organizations are also finding PBL as an effective way of exposing their executives (managers and engineers) to an innovative approach towards honing their problem-solving skills. In this paper we discuss our experience of the past three years and outline PBL's effectiveness with our preliminary evaluations.

Puzzle-Based Learning: An Introduction to Critical Thinking and Problem Solving

by Zbigniew Michalewicz and Nickolas Falkner, University of Adelaide; and Raja Sooriamurthi, Carnegie Mellon University

While students are trained to recognize familiar problems with known solutions, they may not be sufficiently prepared to address novel real-world problems. What is missing in many of the curricula that we have examined is coursework focused on the development of *general* problem-solving skills. Further, courses that introduce elements of problem-solving skills often do so at the third or fourth level of the programs after students have already faced the majority of their in-academy intellectual challenges. While some courses with a design content emphasis may meet this requirement, many students do not learn how to think about solving problems in *general*. Throughout their education they are often constrained to concentrate on textbook questions at the end of each chapter, solved using material discussed earlier in the chapter. This constrained form of "problem solving" is not sufficient preparation for addressing real-world problems—on entering the real world, students find that problems do not come with instructions or guidebooks.

As a step towards addressing this situation, we have created and experimented with a new approach, *Puzzle-Based Learning*, that is aimed at getting students to think about how to frame and solve unstructured problems. The pedagogical goal is to increase students' analytical awareness and general problem-solving skills by employing puzzles, which are educational, engaging, and thought provoking.

What is Puzzle-Based Learning?

Consider the following puzzles:

- Given two eggs, for a 100-story building, what would be an optimal way to determine the highest floor above which an egg would break if dropped?
- Suppose you buy a shirt at a discount. Which is more beneficial to us: apply the discount first and then apply sales tax to the discounted amount or apply the sale tax first and then discount the taxed amount? What do stores do?
- If you have a biased coin (say, it comes up heads 70 percent of the time and

Zbigniew Michalewicz *is a professor at the University of Adelaide, Australia, and serves as chairman of the Board for SolveIT Software. He has published over 200 articles and 15 books including* How to Solve It: Modern Heuristics, Adaptive Business Intelligence; *as well as* Puzzle-Based Learning: An Introduction to Critical Thinking, Mathematics, and Problem Solving; *and* Winning Credibility: A Guide for Building a Business from Rags to Riches. *Currently he is involved in designing and teaching puzzle-based learning courses at the University of Adelaide.*

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Nickolas Falkner *is a lecturer at the University of Adelaide, Australia. His research interests include knowledge representation, network taxonomy, data models, wireless sensor networks, computer science education, data stream management and semantic annotation for data management. He lectures in a range of courses, including Puzzle Based Learning, advanced C/C++ programming, computer networking and distributed systems, and has presented a number of public seminars for business and academia in puzzle-based learning.*

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Raja Sooriamurthi *is an associate teaching professor with Carnegie Mellon's Information Systems Program and also has a faculty appointment at Carnegie Mellon's Heinz College. His research interests are in artificial intelligence, case-based reasoning, system development, decision support, and CS/IS pedagogy. His pedagogical efforts have been recognized with several awards for distinguished teaching. He has taught courses and made a number of presentations on puzzle-based learning to audiences ranging from middle-school to industry practitioners.*

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tails 30 percent), is there a way to work out a fair 50/50 toss?

- A farmer sells 100kg of mushrooms for $1 per kg. The mushrooms contain 99 percent moisture. A buyer makes an offer to buy these mushrooms a week later for the same price. However, a week later the mushrooms would have dried out to 98 percent of moisture content. How much will the farmer lose if he accepts the offer?

What is common to all of the above? Apart from being fun to ponder, solutions to these puzzles exemplify several problem-solving heuristics. What general problem-solving strategies can we learn from the way we solve these puzzles? As entertaining and engaging puzzles inherently are, they are just a means to our pedagogical end of fostering general domain-independent reasoning and critical thinking skills that can lay a foundation for problem solving in future course work.

Pedagogical Innovations

The puzzle-based learning approach aims to encourage students to *think* about how to frame and solve problems that are not encountered at the end of some textbook chapter. Our goal is to motivate students, and also to increase their mathematical awareness and problem-solving skills by discussing a variety of puzzles and their solution strategies. In this course we concentrate on *educational puzzles* that support problem-solving skills and creative thinking. These educational puzzles satisfy most of the following criteria:

1. *Independence:* The puzzles are not specifically tied to a single problem-solving domain.
2. *Generality:* Educational puzzles should explain some universal mathematical problem-solving principles.
3. *Simplicity:* Educational puzzles should be easy to state and easy to remember.
4. *Eureka factor:* Educational puzzles should initially frustrate the problem solver, but with the promise of resolution. A puzzle should be interesting because its result is not immediately intuitive. Eventually a *Eureka!* moment is reached (Martin Gardner's *Aha!*), when the correct path to solving the puzzle is recognized.
5. *Entertainment factor:* Educational puzzles should be entertaining and engaging. Entertainment is often a side-effect of simplicity, frustration, the Eureka factor, and an interesting setting.

Many real-world problems can be perceived as large-scale puzzles. As William Poundstone discusses in his exposition of the famous Microsoft / Silicon Valley interview puzzles (Poundstone, 2000), companies perceive a strong connection between the ability to solve puzzles and the ability to solve industry/business problems.

Puzzle-based Learning vs. Problem-based Learning vs. Project-based Learning

The ultimate goal of puzzle-based learning is to lay a foundation for students to be effective problem solvers in the real world. At the highest level, problem solving in the real world calls into play three categories of skills: dealing with the vagaries of uncertain and changing conditions; harnessing domain specific knowledge and methods; and critical thinking and applying general problem-solving strategies. These three skill categories are captured in the three forms of learning depicted in Figure 1.

In this continuum, each layer of skills builds upon the layers below it (Blumenfeld et al., 1991; Bransford et al., 1986). The focus of puzzle-based learning is on domain independent, transferable skills. In addition, we aim to foster introspection and reflection on the personal problem-solving process. What was I thinking? What is the solution? Why did I not see it?

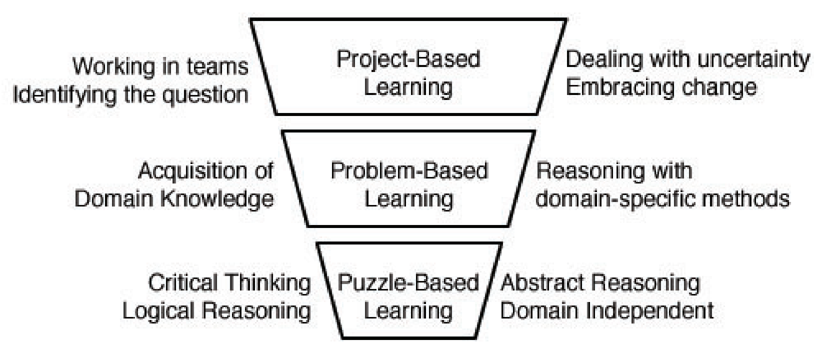
Course Structure: Content and Style

There are a few different versions of the puzzle-based learning course being taught currently. The course can be offered as a full-semester (three units) elective course (typically three contact hours per week, split into lectures and tutorials), a full-semester (three units) freshman seminar (three contact hours per week), one unit freshman seminar, and one unit core module as part of some other course.

One of the important points about puzzle-based learning courses is that the course is not about presenting and discussing a variety of puzzles but rather about presenting, discussing, and understanding problem-solving principles and some mathematical principles in the context of puzzles that serve as entertaining illustrations of the presented concepts. Also, the process of understanding problem-solving principles leads students through a variety of topics, exposing them to many important concepts at early stages of their college education.

Despite a variety of possible offerings of puzzle-based learning, the structure of

Figure 1. A continuum of learning and skills needed for problem solving in the real world.



the course is very much the same. The topics listed below correspond to a 12-week semester regardless whether each topic is allocated one hour or three hours.

1. **Introduction:** What it is all about?
2. **The problem:** What are you after?
3. **Intuition:** How good is it?
4. **Modeling:** Let's think about the problem
5. **Some mathematical principles:** Do you see it?
6. **Constraints:** How old are my children?
7. **Optimization:** What is the best arrangement?
8. **Probability:** Coins, dice, boxes, and bears
9. **Statistically speaking:** What does it mean?
10. **Let's simulate:** Can we generate the answer?
11. **Pattern Recognition:** What is next?
12. **Strategy:** Shall we play?

Each topic is illustrated by a variety of puzzles presented in an interactive manner. The course introduces a few simple problem-solving rules that we refer to in every class. Every week students are presented with homework assignments: one or more puzzles on the topic covered in the class. The following week, at the beginning of a class, the solutions are presented and discussed.

The University of Adelaide Experience. The initial implementation of puzzle-based learning was a one-unit course set up as a component of a three-unit first-year course. A three-unit first-year course for students planning to major in computer science was launched simultaneously in 2009 and made available to all non-engineering students in the University. We refer to the one-unit offering as PBL-E (PBL for engineers) and the three-unit offering as PBL Main. The courses cover the same material, at different levels of depth.

Lectures in PBL follow a set pattern. The first lecture of the week presents the solution to the previous homework, identifies the key points for this week's lectures, and then builds on the topic area. The lecture concludes with the next assignment. PBL Main has a second lecture that develops the themes of the week's topic. Lecture materials are developed in parallel, with the single PBL-E lecture derived from a revision and abridgement of the two PBL Main lectures for that topic to maintain currency between the two courses.

Tutorials are offered for PBL Main and allow students to take part in collaborative problem-solving exercises, with a tutor to provide assistance and guidance. Tutorial groups are up to 25 students, with sub-group formation of five to eight students for problem solving. During these sessions, we introduce fundamental mathematical concepts that are useful in the later course, including counting and the bases of probability, including factorials, combinations, and permutations.

The Carnegie Mellon University Experience. Puzzle-based learning was offered as a three-credit freshman seminar in Spring 2009 and 2010. Given the seminar nature of the spring course, enrollment was capped at 15 but it was encouraging to see that the wait list was longer than the class enrollment. The class had an interdisciplinary mix of students majoring in Information Systems, Computer Science, Psychology, Statistics, Cognitive Science, Economics, and Physics. The class met twice a week for 80 minutes. Given the smaller size of the class we were able to experiment with several alternative themes. For example, after the introductory classes, each session started with a puzzle-of-the-day. One student would present a puzzle of their choice. The class as a whole would try to solve the puzzle with hints and guidance provided by the puzzle poser. Student chosen puzzles ranged across the gamut of logic puzzles to diagrammatic reasoning to physical puzzles. Students had to submit a one-page write-up of their puzzle, solution, and most importantly, their reflection on the puzzle: what did they find interesting in the puzzle, variations, how does the solution tie into the general class discussions, etc.

During our discussion of scientific induction and mathematical induction, given the smaller size of the class, we played Robert Abbott's inductive game of Eleusis that models the process of scientific method. To introduce students to some of the problem-solving thoughts of leaders in the field we watched a few videos. These included Polya's "Let us teach guessing" wherein Polya beautifully illustrates several problem-solving heuristics (Polya, 1945) (that are embraced by puzzle-based learning) in the process of deriving a solution to the five-plane problem; an interview with Nobel-prize-winning economist Herb Simon on being a researcher, with advice to undergraduates; Nobel-prize-winning physicist Richard Feynman on problem solving and induction. We also visited a local Super Computing Center open house to get a glimpse of problem solving in the real world. To emphasize the link between the thought processes involved in solving puzzles and addressing open real-world problems, we examined a few case studies including the recently cracked Netflix Prize (**www.netflixprize.com**) and the classic work of Mosteller in resolving the authorship of some of the disputed Federalist papers.

Evaluation

Early student response shows that students enjoy the course material and that it does develop their thinking skills. The first implementation of PBL as a three-unit course has shown a consistent development of student puzzle-solving skills, culminating in excellent examination performance that outstripped our initial expectations. Figures 2a and 2b show the overall improvement of the students during the semester as we provided personalized feedback as well as overall assignment solutions.

Following are some sample quotes from our students in their end-of-term evaluations (reproduced verbatim): "I think the topic is very interesting. I enjoy coming to class because it is very hands-on and allows me to use critical thinking." "This course seems to be expanding my mind by giving me new ways to interpret and solve problems

Figure 2a. Student results for assignments over the semester.

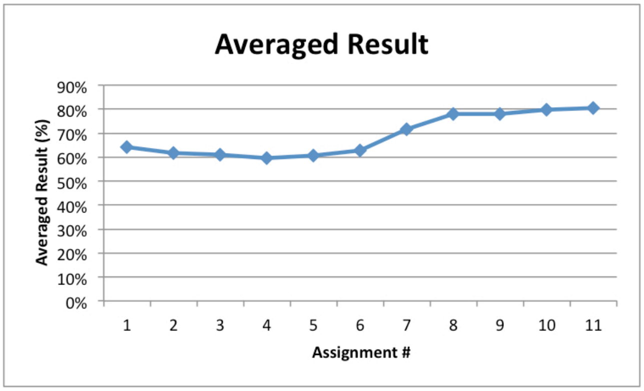
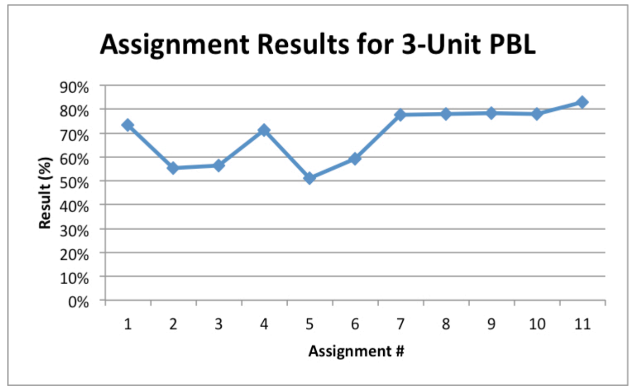


Figure 2b. Averaged student results for assignments over the semester.



that I would be completely lost on." "I like that the course opens my eyes to independent critical thinking and learning new ways to approach problems." "The way you are taught a new way about attempting problems, helps in all courses, not just this one."

Effectiveness and Transferability

Puzzle-based learning originated with the goal of enhancing the general problem-solving and critical-thinking skills of freshmen college students. This student demographic group continues to be our primary focus, and we have personally offered such semester-long courses in the United States, Australia, and Qatar. Our curriculum is supported by a 328-page textbook (Michalewicz, 2008) that details our approach. Sample syllabi, slides, assignments, exams, simulation software are all available off of our website (www.puzzlebasedlearning.edu.au) dedicated to puzzle-based learning. This educational material has been (or is in the process of being) translated to French, Polish, Japanese, and Hebrew to be offered to local communities. Currently, approximately 20 universities worldwide are in the process of offering PBL-themed courses.

In addition, since our original conception, PBL has transferred both downwards, upwards, and outwards from the college freshman curriculum. Two high schools are currently experimenting with PBL courses for their students. A graduate version of PBL targeting Information Systems majors was designed and delivered in the summer of 2010. We have offered several workshops on PBL at conferences to other faculty to introduce them to our approach. We have also delivered training workshops to government and industry employees.

Apart from a full puzzle-based-learning-themed course, portions of these ideas have also been blended into courses on intelligent systems, decision support, system development, and high-school outreach efforts to highlight various problem-solving strategies.

Conclusions

Puzzle-based learning is a pedagogical experiment in progress. The goal is to foster general domain independent reasoning and critical thinking skills that can lay a foundation for problem-solving in future course work (as depicted in Figure 1). As fun as puzzles inherently are, they are just a means to this pedagogical end. Our preliminary experience in different instantiations of the course and educational contexts has been encouraging and well received as we continue to explore this approach. We are in the process of collecting relevant data to demonstrate the benefit of our approach. Early results (Falkner, 2009) indicate that students perceive an improvement in their thinking and general problem-solving skills.

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An Overview of Management Information Systems in China

by Ying Sai, Loyola Marymount University

As an area of research, Management Information Systems (MIS) has been established in the United States since the early 1960s, with the fascination about business decision-making fueled by the introduction of mainframe computers (Power, 2003; Cash et al, 1977). As technology advanced, not only the cost of collecting, processing, and storing information has been significantly reduced, but at the same time, large amounts of data can be accessed through high-speed Internet by millions of people simultaneously. The dot.com boom generated huge demand for MIS major in all levels from undergraduate to MBA to doctoral (Huang et al, 2003). Along with high-speed networks, the development of the mobile device has led to a much more mobile view of MIS in 1990s. The latest evolution in social networking and cloud computing has pushed MIS into a new level.

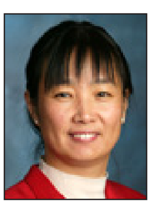
In China, however, Management Information Systems is a relatively new area. In the early 1990s, when PCs were replacing typewriters as standalone business machines throughout government agencies, computers started to enter businesses, universities, and individuals' homes. Since 1995, the government has invested heavily in building telecommunication infrastructure, TV networks, computer networks, and cell phone coverage networks (Xin, 2005). Only then, has Management Information Systems as an area on its own begun to take hold in China. A few universities, such as Beijing University, Wuhan University, and Remin University, renamed their Departments of Library Science to Departments of Information Management. This was the landmark moment of MIS in China.

Demand for information spread like an unstoppable wild fire in China. According to a government study published in April 2004, there were 600,000 websites in China and 17,000 databases were accessible through the Internet, doubling the number recorded the previous year. In addition, the horrifying epidemic of SARS in 2003 frightened a population ready to try anything new. The chaos generated from the lack of credible, trustworthy information forced the government to reevaluate its telecommunication and information distribution policies. In May 2004, Business Management Information Systems, for the first time, was officially recognized as one of the critical components of national information resources along with Government Information Systems and Public Information Systems (Yan, 2005).

MIS in Higher Education

The establishment of MIS in China in higher education can be summarized in three phases (Cai et al, 2001):

1. From 1990 to 1997, Management Information Systems was offered to managers as part of on-the-job training programs. The content of the course was more focused on basic concepts of MIS and introduction to MIS applications in industry.
2. From 1998 to 2000, Management Information Systems was offered to undergraduate students who majored in Management and Operational Management. The content



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of the course basic concepts of Management Information Systems, business applications and operational processing systems.
3. From 2001 to today, Management Information Systems has been offered to undergraduate students who majored in Management Information Systems in addition to being offered as a core class to students in other business majors.

Among some popular textbooks, translated versions of *Information Systems Essentials* by Steven Haag and Maeve Cummings, and *Management Information Systems* by Kenneth C. Laudon and Jane P. Laudon are the popular textbooks by American authors (Guangxi University of Technology, 2011). The new copies of these textbooks are available to students through Amazon.cn (a branch of Amazon.com in China) for about $6-$7 each.

Based on a brief survey of courses offered in business schools in China, all programs offer some MIS courses. The following table provides a sample of them.

Table 1. Sample MIS college course offerings in China.

University Name	MIS Courses Currently Offered
Remin University (2009)	Management Information Technology Computer in Management Information Systems Overview of e-commerce
Beijing Economic Institute (2010)	Management Information Technology Computer in Management Information Systems Overview of e-commerce
Jiang Xi University (2011)	Computer in Management Information Systems Fundamentals of Computer Applications Principle of Computer Systems Object-Oriented Computer Programming Overview of Operation Management Principle of Database Management Information Systems
Shenzhen University (2011)	Management Information Technology

MIS in Industry

Before the 1980s, all businesses in China were state owned. There were no legitimate private enterprises in the country. Not only did the government own the large steel mills, chemical plants, oil refineries, universities, hospitals and radio stations, but also the ice cream shop or the vegetable stand down the street. Just the idea of a market-driven free economy was considered outlandish or even derogatory. All business data was collected and recorded manually—if they were collected at all. It was a common practice that accounting offices kept two separate books: one was real and the other was fake.

Highly centralized government control created layers upon layers of bureaucracy, corruption, and terrible inefficiency. Only by the late 1980s, when the "opening-up" policy was introduced, did business management ideas and practices along with foreign investments start to pour into the country. Having to upgrade its business management practices to match with the business partners overseas, the government invited exports from all over the world and from all business disciplines to make recommendations. As a result, accounting roles, operational management, and management information systems were among the earlier intellectual imports.

The development of MIS in industry can be divided into five stages (Pan, 2008):

1. The time period before 1990, when DOS was the basic operating system and most common applications was simple accounting systems, such as payroll systems.

2. The 1990s, when local area networks were established and several simple applications, such as account payable/receivable, payroll, cost management, purchasing, and reporting were available. Corporations started to use MIS knowledge with local area network to manage their business.

3. The mid-1990s, when data was collected through accounting and business processes. Since then, database queries and accounting analysis have become part of Management Information Systems.

4. By the late 1990s, isolated corporate systems no longer met the need of networked global business. Comprehensive Enterprise Resources Planning systems (ERP) have been implemented to integrate internal and external management information across an entire organization, embracing finance/accounting, manufacturing, sales and service, CRM, and automated business processes with an integrated software application.

5. Since 2005, global competition was no longer limited to one firm versus

Figure 1. Number of Internet users and respective percentage of the population.

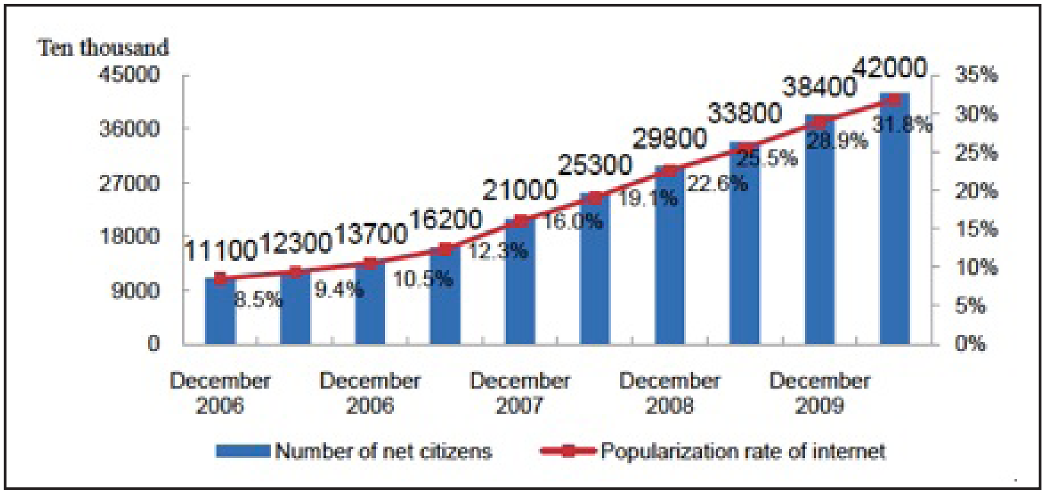

Figure 2. Locations where Chinese users log on to the internet.

Home	Workplace	Internet Cafe	School	Public Place	Other
76%	33.4%	32.3%	12.6%	.9%	.2%

another, but one vertical supply chain against another. The ability to efficiently allocate all possible resources throughout the entire vertical integrated supply chain became the wining ticket. Supply Chain Management and e-commerce management applications have been adopted. This is the fifth stage of MIS in industry in China.

With the advances of MIS in industry, more businesses are offering e-commerce services. By June 2010, the number of people who have shopped online increased to 142 million. Utility companies, such as telecommunications, electric, water and gas companies, are among the first group of businesses to provide online payment capabilities.

As businesses become ever more dependent on the stability and reliability of their information systems, information security has been identified as the most important and most common issue to face enterprise application systems. Among the most pressing information security issues, disaster recovery, business continuity, and protection of critical business assets are on the top of the chart (China Telecom presentation, 2009).

MIS in Society

Increasingly connected through the Internet and cell phone networks, people in China are enjoying the convenience and freedom of telecommunications that earlier generations never could have imagined. By the end of 2010, the number of Internet users reached 457 million, increasing 73.3 million compared to a year ago. Now Internet users are about 35 percent of the country's population. (See Figure 1.) It is projected that this number will increase to 52.7 percent by the end of 2013 (Xin, 2005).

Baidu is the leading search engine, with a 54.7 percent share of searches. Google takes 17.7 percent of the share, followed by Alibaba 8.7 percent, Yahoo 7.9 percent, and Sohu 7.9 percent. Most Interest users get online via home connections, with workplace and Internet cafés as second and third most common locations (see Figure 2) (Zhu, 2010).

Cell phones have surpassed computer e-mail, instant messaging, and landline telephones as the most preferable way of communicating at work or with friends. Comparing the rates of $0.16 per call minute to the rate of $0.02 per message, texting is very attractive to the Chinese population. Almost all cell phone owners, old or young, regularly send text messages to each other. It is estimated that a cell phone user in China sends, on average, 80 text messages per month. Texting is believed to be the fifth mass media after newspapers, radio broadcasting, television, and Internet. Taking advantage of the fact that texting to a group of people is well accepted in the society, many writers distribute and publish their short novels or poems through text messages (Li, 2009).

It is forecasted that close to 50 percent of the population will own a cell phone by the end of 2013 (CNNIC, 2010). Such high cell phone ownership has opened new ways for businesses to market their product. In recent years, assisted by location information systems (GIS), marketers are aggressively taking advantage of the high cell phone ownership to promote their product (Zhang, 2010). Along with the boom of social networking and data mining, it is likely that, in the future, targeted marking and mass customizing production systems incorporated with faster turn around time will bring MIS in China into its new territory.

Future of MIS in China

There is a vast potential for MIS development in China. Switching from the pre-1980s centralized planned economy to today's market-driven economy, every part of society is establishing its management information systems. From high-speed train management, airline ticketing systems to snail-mail postal services system, from power distribution to healthcare resource allocating systems, from disease reporting and control systems to land and forest management systems, they all need to be built from scratch. For example, only five years ago, China began transitioning from a cash-based society to a credit-based society. Along with this transition, individual credit history and the loan application market is just start to take shape. How to incorporate credit history into business decision making or marketing will be a great business opportunity in the next decade.

Another opportunity will be in the farming community, which is quite different from the U.S. version. Most of the 300 million farmers in China still work their small plots of land with hand tools. Needless to say, they often are unable to afford any computers or Internet services. How to bridge the digital divide and build the information system that they can benefit from will be an enormous task (Liang et al, 2009).

In conclusion, regardless of what the new frontier for MIS in China is, one thing is for certain—all new technology will need more educated people to develop, to implement, and to manage. The future success will depend on the capability of highly educated individuals to formulate their vision, identify the problem, take bold initiative, and lead the industry to become more productive and more efficient. In short, the future will demand more individuals that are better educated and better trained in the field of Management Information Systems.

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■ **KENNETH KENDALL, Editor, Rutgers, The State University of New Jersey**

Have you noticed those small black-and-white squares that are beginning to appear in magazines? Or maybe you have observed those small multi-colored triangles inside of a ¾″ square? This month Julie Kendall of Rutgers University will explain what they mean. Julie touches on a bit of barcode history, and then describes four of the many 2D codes that are beginning to appear in many places. She explores some of the imaginative uses for these codes, but warns that we have seen unsuccessful attempts to use barcodes in ads before. Read further to find out if you or your business should be embracing the 2D craze. ***[Kenneth E. Kendall, Feature Editor]***

2D or Not 2D: That Is the Barcode Question

by Julie E. Kendall, Rutgers University

Barcodes are machine-readable optical codes. We are all familiar with the Universal Product Code, or UPC, widely used on products and the International Standard Book Number (ISBN) code found on books. These are linear codes, or one-dimensional codes. Both UPC codes and ISBN codes were first used in 1974.

Linear codes required scanners to read them, but recently the camera in mobile phones or the camera built into iMacs has become capable of reading UPC codes. In last month's column, Ken Kendall used software called Delicious Library 2 to scan in one-dimensional barcodes and create a DSI Fellow's textbook collection.

I'm sure that lately you've been seeing strange little barcodes appearing in magazines and newspapers. These barcodes are square and take up much less space than the older linear barcodes. The new codes are called matrix barcodes.

Instead of one-dimensional or linear barcodes, these matrix barcode squares are two-dimensional barcodes. They are still optical, machine-readable codes, so they are cheaper than RFID tags and can appear in print. There are over 30 different types of these barcodes in existence. These different codes are known generally as 2D barcodes.

Are these 2D barcodes the next greatest thing or are they just a craze?

In this article I describe some of the

Table 1. Four of the many types of 2D barcodes. You can get apps for your mobile phone that will read them and direct you to their respective Web pages.

Barcode Explanation	
This QR code sends the reader to thekendalls.org website.	**This Microsoft Tag sends a professor to the resources page for Kendall & Kendall MIS books on the Pearson Prentice Hall website.**
This Datamatrix code sends the reader to the Wikipedia page for DSI.	**This Bee Tagg sends the reader to the Decision Sciences Institute website that contains the DSI Logo.**

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www.thekendalls.org

more common 2D barcodes, explain how they are useful, and then explain why the time may be right for 2D barcode acceptance and use. Examples of each code can be found in Table 1.

QR Codes

QR codes were first created in 1994 by DENSO WAVE, which was a Toyota subsidiary at that time. QR codes have been used in Japan and South Korea for some time. They are beginning to show up in the U.S. and have the potential of becoming the dominant 2D barcode in the world.

The QR (for Quick Response) code is easily identifiable because it has a position marker (it looks like three nested squares) in three of its corners. QR codes are completely free and they are in an open format.

2D code readers will feature a couple of codes, but all (with the exception of the Microsoft Tag Reader—explained later in this column) will most likely read a QR code. You can easily find more QR creators available.

One example of a QR user is Rutgers School of Law-Camden, a leading law school in the U.S., whose Web and Information Technology Development Team has implanted the use of QR codes in innovative ways by using the codes to expand the use of mobile technology by law faculty and students. QR codes are being generated for all school events and placed on the school's digital signage system. Each code provides the user with a link to the event's Web page, giving them a way to easily view event data, register for an event, and will soon allow them to add the event to their mobile calendar.

QR codes are also being placed outside of student study rooms, allowing students to self-schedule reservations and activate videorecording capabilities. Study room recordings are then sent to the student's mobile device and can be viewed instantly (DiVito & Ryan, 2011).

DataMatrix Codes

DataMatrix codes have the advantage of being readable even though they are very small ($2cm^2$). They will be in use for the foreseeable future because the U.S. Department of Defense has adopted the system and plans to permanently mark critical components with a unique identifier using the DataMatrix code.

Microsoft Tags

Microsoft tags, formerly called the High Capacity Color Barcode (HCCB), now use four colors, making the code more aesthetically appealing than black and white codes. Microsoft tags will work if they are printed monochromatically, but this appears to be discouraged by Microsoft.

Microsoft tags differ from other 2D codes in another way. Suppose that you wanted to create a code that directed the user to your website. The Microsoft system requires that the code be read by a server. Therefore, the code is really just a web link. Once the code is read and the reader app reaches the server, it is redirected to the intended website.

This redirection has the advantage of collecting and storing analytics. It is possible to get information about the tag usage from the Microsoft tag site.

A drawback is that there is only one reader app, the official one from Microsoft. Of course, some may point out that then there is no confusion about the quality of the reader. So far, creating, publishing, and using Microsoft tags is free.

One of the leaders in quality winemaking in the U.S. is Shafer Vineyards in Napa, California. Recently they began to place Microsoft tags in their literature. While they considered QR codes, their marketing design team liked the smaller size of the Microsoft tag. They also praised the easy sign up and creation processes, as well as the basic tracking of responses that is provided. Shafer Wines said the Microsoft tag is a perfect tool to create a bridge between their print and web-based efforts including video. They also have an obvious link to their online store (Kavish, 2011).

Bee Tagg Codes

Another coding system trying to break into a crowded market (there are over 30 different types of 2D barcodes) is Bee Tagg. I included it because it shows an example of a 2D code that can include a company logo. The example in this article shows the DSI logo in the middle of the Bee Tagg.

Uses of 2D Codes

If you scan a 2D code you can, among other things:

- Go to a web page
- Adopt a book for your course
- Find the item you want to purchase at a lower price
- Initiate an email, SMS text message, or make a phone call
- Link to a mobile app
- Get a digital coupon
- Use a digital coupon
- Read more about the art gallery painting you are gazing at
- Get information about the time and place of an event
- Watch a promotional video for a movie, play, or concert
- View or extend the amount of money on a transit card
- View text

A Word of Caution

I should caution the reader of this article not to get too excited yet. Here is the story of a proprietary barcode that had its own reader, shaped like a cat (to be alongside your mouse, presumably). CueCat debuted sometime in 2000. Many were given away free.

The CueCat seemed like a good idea at the time. One could simply hook it up to a PS/2 keyboard (this was before USB ports) and read the unique barcodes in magazines like *Wired*, *Forbes*, and some newspapers. CueCat could also read UPC codes, in case you had a can of beans on your desk and wanted to scan it in.

In the end a liquidator put up two million CueCats for sale at $.30 each. I never acquired one.

In 2009, Gizmodo proclaimed CueCat to be the worst invention of the decade.

2D or Not 2D?

We have pointed out that printing barcodes, like CueCat codes, in magazines may not be successful, but since 2000, the world has changed.

- The device used as a scanner doesn't need to be tethered to a computer
- Everyone already owns and uses a device (a mobile phone, for example)
- The 2D codes are either non-proprietary or free
- The 2D codes can be generated using a Web-based creator or a stand-alone app
- 2D codes take up less room and are easier to scan than liner codes like UPC codes
- More people are aware of barcodes and understand what they can do
- The acceptance and use of NFC (near field communication) for transactions will make more people aware of the potential of optical 2D codes

All of the above contribute to the argument that 2D codes will be widely used soon.

For now you can download an app for your phone. I've used QuickMark, i-nigma, and TapReader with much success. Other apps like quiQR, Winq, and Bee Tagg will undoubtedly improve. I have also used the Microsoft Tag Reader, which only reads Microsoft tags.

The opposite argument that 2D codes may not be widely accepted arises from observations about company behavior. In March 2011, Google stopped offering QR codes to businesses (Gohring, 2011). Prior to that they would send stickers bearing codes to the most popular businesses that updated their Google Places pages. Businesses were then to place the stickers on their store windows so that customers could scan them to go to their Google Places page.

Speculation is that Google is experimenting with using Near Field Communication (NFC) in place of QR codes, so that people can use their phones to pay by waving it over a sensor, or download more information by waving the phone over an ad.

In my opinion we may need to wait until code readers are pre-installed in all of our phones and assigned a button or an icon like Dial, SMS, or Maps. Then we will actually see the adoption of 2D barcodes take off. Some Android phones are indeed coming with pre-installed QR readers today.

Expect to see more 2D barcodes in the future. You may begin to find 2D barcodes in magazines and newspapers, on business cards, on websites, on posters—even on t-shirts. You may find them on products or key components.

But for now don't bet on any code winning out over any other code. There were many authors who predicted that Betamax would become the videotape standard instead of VHS, and others predicted that HD DVD would win over Blu-Ray as the successor to DVDs. They were wrong. It will probably be a little time before we have a dominant code that is universally accepted.

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See **2D or Not 2D**, page 27

Research Opportunities for Supporting Humanitarian Operations

by Aruna Apte, The Naval Postgraduate School

In 2009 there were "335 natural disasters reported worldwide that killed 10,655 persons, affected more than 119 million others, and caused over $41.3 billion in economic damages" (Vos et al., 2009). The back-to-back disasters in 2010 (Haiti and Chile earthquakes, Pakistan floods, and the Icelandic volcano eruption) have had significant impact on the academic interest in the area of humanitarian operations and disaster response. The recent triple disasters in Japan and the subsequent crises have added further interest to the topic of crisis management as well. Some of the reasons behind this heightened level of interest are: a genuine wish to help in some way; the research opportunities presented by these complex and messy problems involving conflicting objectives through all the phases of the response supply chain; realization of the gravity of the situation amongst humanitarian as well as military communities; and, more importantly, the need to squeeze the last drop of value for humanitarian assistance from ever-diminishing budgets.

In response to the challenges faced in mitigating the disaster impact, and due to the interest of the academics as well as practitioners in private and public sectors, several research articles and case studies have been written describing different situations, challenges, and decisions. An informal survey including a list of citations can be found in Apte (2009). It offers a contrast between the somewhat theoretical and simplified but specific concepts of the prescriptive academic research and the broader and complex situations through the descriptive case studies in the field.

The case studies help uncover the processes underlying humanitarian logistics and the lessons learned. They also describe the response to the disasters by various organizations. But equally importantly they direct us towards the needs of the community for more effective and efficient response. Analytical models try to simplify the real-world situations and quantify the tangible as well as intangible impacts of the disasters in order to offer solutions for better outcomes. However, by describing the actual practice and events, the case studies present what works and what does not. These case studies of the past and the challenges of today as experienced by the humanitarian officials set an agenda for research in the field of humanitarian logistics. Arguably, the knowledge about the realities of humanitarian assistance and disaster relief in the academic world is somewhat limited. Therefore, by grounding the research in 'real' data, academics can play an important role in addressing the challenges and issues in humanitarian operations and disaster response. Before suggesting a way forward for research in this area we provide some background information.

Challenges in the Lifecycle of a Disaster

It is believed that being prepared in the pre-disaster phase will lead to better response operations during and after the disaster. In fact, the United Nations estimates that for every dollar spent in prepositioning, seven dollars can be saved in disaster response. However, the specific strategies will differ based on the type of the disaster since the nature of a disaster influences the operational difficulty of the entire humanitarian assistance.

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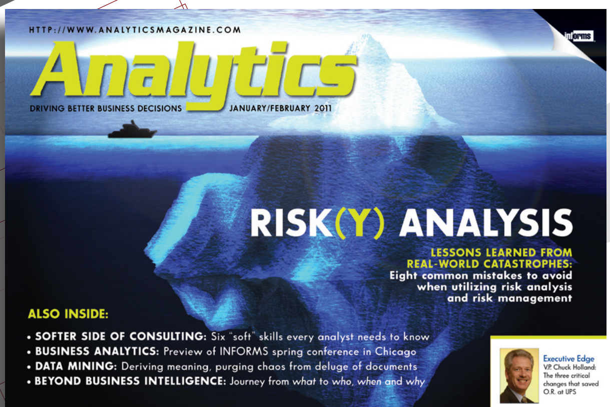


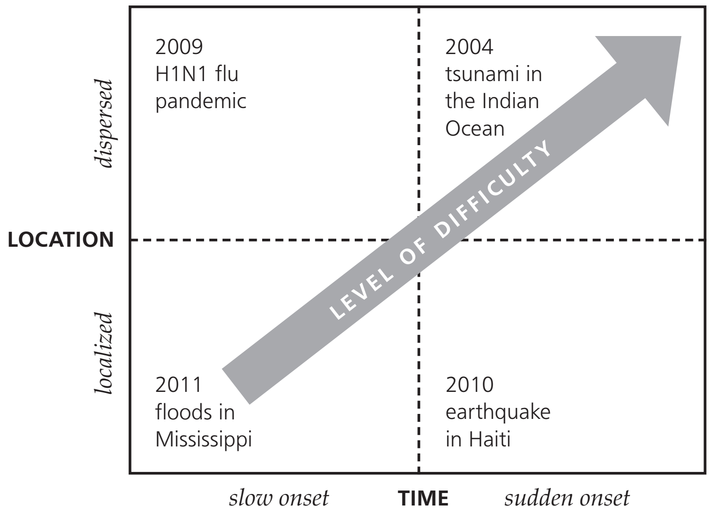
Analytics

Analytics is a bi-monthly, digital magazine providing a comprehensive look at the analytics profession through news articles, features, columns, and departments. It provides a window into the applications of mathematics, operations research and statistics and how they drive business decisions.

The digital format allows readers to easily page through the magazine, preview an entire issue at once, and zoom in on any page at will. This versatile option also allows readers to email individual pages, both editorial and advertisements and share information with colleagues or contact vendors as well as click on internet links to gather more information.

Analytics is published by INFORMS the Institute for Operations Research and the Management Sciences. INFORMS is the world's largest membership society dedicated to the analytics profession. The society publishes 12 scholarly journals and a membership magazine, organizes national and international conferences, bestows awards and prizes, and arranges for efficient communication and networking among analytics professionals.

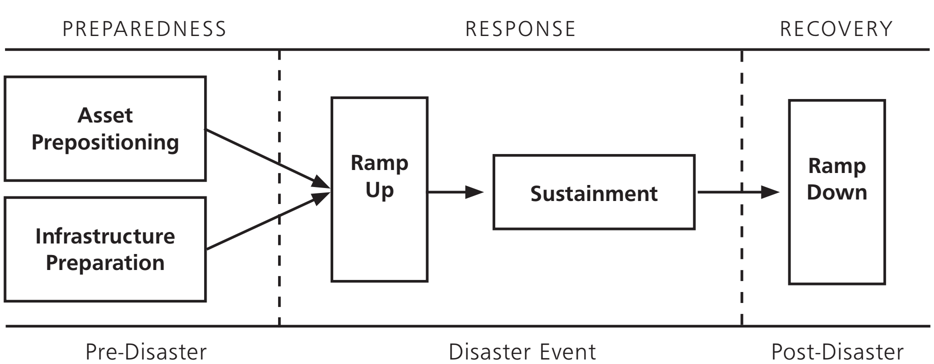
Figure 1: Classification of disasters.
(Source: Adapted from Apte 2009)



A classification of disasters based on manmade versus natural disasters does not offer substantial inference for research in humanitarian operations. However, a classification based on time and location can be very helpful in assessing the operational difficulty (Apte 2009). As seen in Figure 1, disasters can be classified as localized versus dispersed in terms of location and slow-onset versus sudden-onset in terms of time. Some examples of recent disasters are provided in the resulting 2x2 matrix in the figure. Effectiveness and efficiency of transportation and distribution of critical supplies and services suffer if the disasters are dispersed and sudden-onset, such as the 2004 tsunami in the Indian Ocean which affected many countries. On the one hand, we have localized and slow-onset disasters (such as the 2011 floods of Mississippi), and on the other hand, there are dispersed and sudden-onset disasters. In between are the rest, localized and sudden-onset (such as the 2010 earthquake in Haiti) or dispersed and slow-onset (such as the 2009 H1N1 flu pandemic).

The other concept particularly useful for conducting research in humanitarian operations is Lifestyle of a Disaster (Apte 2009). The lifecycle of a disaster can be divided into three phases (Figure 2): *preparedness* in the pre-disaster phase, *response* immediately after the disaster strikes, and *recovery* in the post-disaster phase.

Figure 2: Lifecycle of a disaster.
(Source: Apte 2009)



Being prepared is the first step in the right direction for mitigating the impact of a disaster or conflict. Therefore, readiness is rated high in any military operation where uncertainty is the name of the game. Some of the principal challenges in being prepared are planning for and establishing adequate capacity and resources, installing critical infrastructure, and investing in technology that will enable the flow of information.

Military organizations routinely face many such challenges and therefore they have policies and procedures in place that have been tested through events of war or other disasters. Commercial supply chains have also been dealing with similar challenges. Some of the effective policies utilized in the private sector enterprises such as agility, adaptability, and alignment of the global supply chains (Van Wassenhove 2006) can help in meeting the challenges of the response operations in a disaster. In the pre-disaster phase, critical issues such as location of emergency facilities and allocating resources can frequently be dealt with using classic analytical models such as facility location, capacity constrained network optimization models proven to be useful in military and private sector. However, certain challenges associated with needs assessment and information management require innovative methodologies due to their unique nature and place in a humanitarian response supply chain.

There exist many other challenges in a response supply chain. Varying demand in scope and scale, as well as mixed sourcing of supplies contributing to lack of visibility into the supply flows are some of the more formidable obstacles in effective and efficient distribution of critical supplies and services. Throughout the response phase, managing relations and developing trust to facilitate collaboration in the supply chain is a key to achieving smooth flow of relief to the affected population. Even if the infrastructure exists, a phenomenon commonly observed in case studies is that if the host community is not willing to collaborate, humanitarian operations cannot succeed. The collaboration may be within the local community or among the players in the supply chain, but it can be improved by building trust. Trust may be especially harder to achieve in a response supply chain of transient suppliers and volunteers. The existing infrastructure may consist of the actual roads and utility networks, or distribution and transportation processes of the supply chain. Infrastructure can also be in the form of education of the community and awareness within the community towards disaster leading to the swift formation of trust and collaboration.

Post-disaster phase predominantly involves recovery operations. After the recovery, the state of the affected community may or may not reach or exceed the initial condition of the community before the disaster. One of the key points in the recovery phase is acquiring the knowledge, maintaining it, and learning from the lessons. The information gathered in the post-recovery phase enables being prepared and responsive for future disasters. In general, information and knowledge management facilitate all phases of the disaster.

Research Opportunities

Having discussed issues related to different types of disasters and different phases of the response supply chain, we now propose four specific research opportunities: prepositioning for humanitarian operations, needs assessment, information and knowledge management, and collaboration.

Prepositioning for humanitarian operations. Until recently, emergency planners and researchers have primarily focused on tactical and operational aspects of humanitarian logistics. However, agility and adaptability, which are vitally important characteristics of the humanitarian response supply chain, cannot be supported without being prepared or pre-positioned for adequate capacity and resources. Being prepared in anticipation of a disaster entails prepositioning of assets and resources in addition to ensuring adequate capacity. In the absence of adequate capacity and resources, rapidly increasing capacity, such as expanding warehouses or creating infrastructures such as ramp-space at airports, becomes extremely difficult. In private sector as well as in military logistics, prepositioning is one of the most important strategies. Readiness translates to prepositioning and planning of resources and having sufficient capacity at the organizational level. Prepositioning of war reserves and contingency stocks has always been important in case of a conflict in the military. Positioning of spare parts and reserve equipment in post-sales support at conveniently located warehouses and distribution centers is a standard operation process in private sector and so is the placement of seasonal inventory. There are substantial commonalities and differences among all these supply chains—humanitarian response supply chains, military as well as commercial supply chains—that need to be studied and analyzed further.

Researchers have available fairly rich set of issues to study in the context of humanitarian operations. For example, one of the complexities in humanitarian operations is facility location. This topic has been studied extensively for warehousing and to some extent for locating emergency services in the past. However, the uncertainty, scope, and classification of the disaster (Figure 1) add further complexities to the classic facility location problem. Another example could be incorporating different objectives of minimizing 'cost' (definition of cost is in itself an interesting challenge) or monetary budgets for a desired level of performance. Adding the context of public policy and ethics to the constraint of budget offers a realistic perspective in the humanitarian space (Tomasini & Van Wassenhove, 2009). This is especially relevant for prepositioning budget. Organizations are hesitant in allocating funds for prepositioning since the results are not immediate. On the other hand, investing in prepositioning can save large expenditures in response operations.

Needs assessment. Even if prepositioning has been accomplished by considering all possible scenarios of the response, understanding the needs on the ground after the disaster constitutes one of the critical factors for the 'success' of humanitarian operations. The relief items in demand are normally from a short list and yet they can be diverse in kind and quality based on the type of disaster. In addition, different Non-Government Organizations (NGO) have different means of measuring the demand. World Food Program measures food in terms of size and scope of the affected population whereas International Federation of Red Cross believes that such assessment cannot be done, in the beginning phase, without the involvement of the donors. Which one has the right idea? Can both be integrated to assess the correct needs? What is the 'correct' need? How should it be defined? The military generates needs for deployment or a conflict to provide a better *operational* picture. Can the processes utilized in such situations better evaluate the requirements at remote locations? Private sector also estimates forecasted demands remotely and this has proven to be effective in converting a forecasted demand into a customer order for the supply chain. Humanitarian operations in a response supply chain will benefit significantly if research is carried out to answer such questions, perhaps by drawing on the practices of private sector as well as military organizations.

Another important issue is to assess the capabilities of the entity which is going to fulfill the demand. Suppliers come in different shapes and sizes, local or global, pre-contracted or donors, private enterprises or military agencies. Among these, donors are the tricky bunch. The donors, most of the time, do not have access to the inventories of the humanitarian organizations. Moreover, they do not know what items may or may not be of use to the affected population (Apte 2009). There are many challenges to resolve concerning supplies and suppliers, from securing the supplies to establishing contingency contracting and from information on virtual distribution to the ever so challenging 'last mile' distribution.

Information and knowledge management. Two prerequisites of understanding and assessing the needs are managing information to track demand and supply, and having the knowledge to understand the system. They both are critical through the entire life cycle of the disaster. During the lifecycle of a disaster the information also becomes available in phases, pre-disaster (a slow-onset disaster), during disaster, and post-disaster as in disaster phases (Figure 2). A well-managed information system should lead to clarity in demand, visibility in supply flows, transparency in inventory, efficiency in distribution and transportation, and accountability among the players in the response supply chain. Research in all these issues will improve humanitarian operations and will add to the quality of relief provided to the affected population.

Lessons learned in disasters can be documented and discussed through case studies (Tomasini & Van Wassenhove, 2009). Moreover, the recent disasters in different geographic areas can facilitate the comparative analysis of diverse characteristics of the host countries in disaster response and relief sustainability. Capture and retention of such knowledge is critical especially since the high stress situation in this extreme supply chains bring high turnover among relief staff. Research in knowledge management will benefit the future planning of humanitarian operations.

Collaboration. A disaster brings response from numerous diverse agencies from the military to governmental agencies to NGOs. To accomplish smooth humanitarian operations the responding communities need to acknowledge their interdependencies in the highly uncertain and constantly transforming environment of a disaster. Though collaboration is a generally accepted goal, achieving this objective has proved to be extremely difficult if not practically impossible. Interagency collaboration has numerous challenges and is another one of the fertile research areas for research from operational and decision-making perspective.

The military often engages in the essential activity of providing security and assets during humanitarian operations. Although there has been some discussion on the topic of civil-military collaboration, there is much that needs to be researched in terms of their synergy. Organizational structures and governance are corollaries of collaboration which also need to be studied.

Final Thoughts

The research opportunities discussed above—prepositioning for humanitarian operations, needs assessment, information and knowledge management, and collaboration—have resulted from my discussions with emergency planners and first responders, military and humanitarian logisticians, and esteemed colleagues working in this area. In addition to these, there exist two broad issues that need to be pointed out: data for the research and usability of the research. There have been many articles written on the general situation of a humanitarian crisis. However, to really support humanitarian operations researchers must make an effort to learn from the actions and activities of those working in the field.

Analytical models and systems form a critical methodology to support the operational issues in case of a disaster. However, contribution of such models to practice has been limited due to the lack of validation. Having said this, it is true that in certain topics of this field such as crisis management and catastrophe theory, models need to be developed whether the data is available or not. But analytical models and empirical research are of significant use only if they are based on realistic data. Therefore having 'clean,' 'accurate,' and 'relevant' data is critical. However, information gathering during the event or after the fact is difficult enough for the organizations involved. Hence, for researchers to have access to such data is even more difficult. Due to this limitation, researchers are sometimes forced to estimate parameters and related data. More often than not, such estimates are done by consulting with subject matter experts in the field which can be a good surrogate for field data. In this context, one of the immediate needs is for the researchers to create and populate accessible database containing all types of data (real and surrogate) as a disaster occurs. Creating a database like this is necessary and yet is a difficult task. One of the reasons is the lack of time and resources, and sometimes the will on the part of the players involved. Their participation is essential to obtain the information and collect the data. A caveat here is that a significant number of disasters take place in poor countries with little infrastructure and negligible resources where communication access is at best limited.

Another significant concern arises from the fact that robust models that incorporate the reality of disasters tend to be large and hard to solve. Therefore solution approaches tend to be quite sophisticated. This is a double-edged sword. Sophisticated solution approaches require specialized software, which increase computational burden. Such computational complexity can move the focus from the real objective of supporting the humanitarian operations. "Computational analysis is a vital part of some other fields but humanitarian logistics will benefit more if the focus of the research is on developing models and solving them to 'near optimality' and not necessarily to optimality" (Apte 2009). In the interest of supporting humanitarian operations, academic research has a better likelihood of being applicable if it is based in robust models, grounded in real data, and the solution approaches can be implemented by those working in the field in readily available software.

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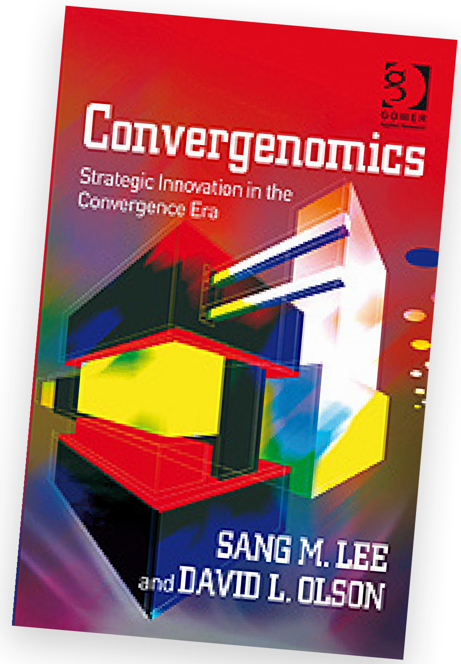
Book Review: *Convergenomics*

by Katherine M. Chudoba, Utah State University

In an era of rapid technological development that facilitates new ways to communicate and collaborate, it is not uncommon for authors to try to make sense of how work is changing. Friedman's *The World is Flat* looked at the flattening global economy and how this is being enabled by workers around the world collaborating across supply chains. In *Wikinomics,* Tapscott and Williams examined how the nature of collaboration has changed as people engage in open source development and use Web 2.0 technologies to work together. The latest in this literary genre is *Convergenomics.* Sang Lee and David Olson identify 10 megatrends that describe how organizations and people work: globalization, digitization, changing demographics, changing industry mix, deregulation and privatization, commoditization of processes, new value chains, emerging new economics, deteriorating environment, and cultural conflicts. They posit that together, these trends form a "convergence revolution" that offers a wealth of opportunities and challenges for innovation. It is incumbent on organizational members to understand these trends and develop strategies to take advantage of them in order to succeed in today's marketplace.

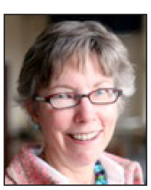
The authors are accomplished scholars and bring their extensive understanding of industry to an examination of the global business environment. Both Lee and Olson have published a prodigious number of articles and books, and have been recognized by organizations such as the Academy of Management and Decision Sciences Institute for their contributions to theory and practice. James Clifton, chairman and CEO of The Gallup Organization, notes in the forward:



Convergenomics: Strategic Innovation in the Convergence Era
Sang M. Lee and David L. Olson
Surrey England: Gower Publishing Company, 2010

> *Convergenomics: Strategic Innovation in the Convergence Era,* is a futuristic book that is written to shed light on the dynamics of the global economy. Two distinguished scholars . . . present a very readable book which is based on thorough research and real world examples to make their points . . . [and describes] a new approach or environment where new value can be created through a convergence process.

Chapter 3 provides the overarching structure for Lee and Olson's thesis in which they differentiate between evolutionary and revolutionary convergence. Figure 3.1, Evolution of Business Environment, Strategies, and Convergence, provides a succinct conceptualization that illustrates how multiple factors are



Katherine M. Chudoba
is an associate professor of MIS at Utah State University. Her research focuses on virtual teams and how they integrate Information and Communication Technologies (ICTs) into work practices to accomplish goals effectively and efficiently. She brings a multi-disciplinary approach to her research, melding ideas from MIS, management, communication, and information studies/library science, and a multi-method approach through the use of both quantitative and qualitative analytical methods. Her research has been published in MIS Quarterly, Organization Science, Information Systems Journal, Journal of AIS *and others. She was a systems analyst and manager at IBM before joining academe.*
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layered and suggests that we are indeed in a time of revolutionary convergence. The first two layers, industry development and economic structure, illustrate that much of human history can be characterized as evolutionary convergence, with changes from an agricultural to an industrial society, and from a national to a regional economy, taking us to the middle of the 20th century. They argue that since then, the rate of change has increased and show what many others have argued, that the 21st century is characterized by a knowledge service industry that operates in a global economy. The authors begin to add value to this foundation by explaining how the source of competitive advantage has evolved from economies of scale through economies of scope and expertise to today's economies of convergence that take advantage of the changes across domains. They also argue that the primary focus of innovation has changed from a heavy emphasis on exploitation of existing competencies to an emphasis on exploration of new competencies. These changes, exemplified by the 10 megatrends, present both challenges and opportunities.

> There has been a fundamental change in how business is done in the 21st century. The driving force for the change is convergence in a number of areas. Science continues its progress, although each advance seems to bring with it concerns about control. Information systems have converged allowing global exchange of data, information, and knowledge. Technology has advanced allowing greater compatibility between components produced across the globe. These convergences allow cooperative efforts for business and industry systems throughout the world. (p. 43)

As an MIS professor with an interest in Operations Management, several chapters were especially interesting. Chapter 8, Information Technology Supporting Convergence, looks at the topics of supply chain convergence and technology equality. The chapter begins with a brief overview of value chains in a global context that includes the principles of adaptation or maximizing local relevance, aggregation to a globally consistent organizational strategy, and arbitrage by leveraging regional differences and local competitive advantages. The authors draw on examples from companies like Procter & Gamble, Nike, and Apple Computer to illustrate how to develop a cohesive global strategy by leveraging local competitive advantages in value chain alliances.

For example, Procter & Gamble focuses on its strength in product development and outsources manufacturing to other organizations because manufacturing is not a source of competitive advantage for them. Convergence occurs because of the need for shared data and coordination, usually achieved through shared software systems. At the same time, a period of technology equality has emerged as countries in Southeast Asia have grown into technological powerhouses, leading to a relatively level competitive environment across the globe. In a time of technology equality, competitive advantage "will come not from using the technology to do the conventional business functions, but rather from creating and selling new knowledge and ideas . . . [opening] doors of possibilities of accomplishing things never dreamt of before" (p. 113).

Chapter 9, Innovation through Open Systems, examines open Internet systems, service-oriented architecture (SOA), enterprise information systems (EIS), convergence, and Web 2.0 business models by both explaining the history of each type of innovation and discussing how organizations can take advantage of them. For example, service-oriented architecture is described as a "design approach for technology convergence" (p. 127) that unifies business processes by structuring large applications as an ad hoc collection of smaller modules called services. The loosely coupled design provides a standardized architecture that reduces service development life cycles and increases flexibility.

The authors continue by suggesting how organizations can use SOA to innovate and react to changes quickly. For example, different business partners in a value chain can be dynamically added or removed, and information systems can be updated much more quickly than by using other technologies. Other examples from practice are included to support their recommendation such as IBM's On Demand Business, Hewlett-Packard's Adaptive Enterprise, and Dell's blade computing.

Highlights from some of the other chapters include the following:

- **Chapter 4: E-Globalization Strategy—** Disruptive and sustaining technology
- **Chapter 5: Technology Convergence—** Neural science and nanotechnology
- **Chapter 6: Industry Convergence—** Extended example of the news industry
- **Chapter 7: Molecular Economy—** Miniaturization and visualization
- **Chapter 10: Strategic Innovation—** Brief case study of TVS Electronics, an Indian manufacturer of printers and computer keyboards.

The authors' ideas are intriguing. I agree with their central thesis that economic, political, social, business, and technology systems are changing rapidly and being increasingly integrated in ways that could not have been anticipated even a few short years ago. Further, successful organizations must be poised to take advantage of this new and somewhat uncertain environment. Still, the authors left me wanting more. Sometimes the book reads as a mash-up of ideas that are mentioned almost superficially. Many examples in support of their thesis would have benefited from drilling down and providing a more comprehensive set of arguments. Some issues were only examined on a superficial level. For example, the chapter on industry convergence was a brief nine pages, with not nearly enough detail to fully illustrate that the extent and speed of industrial convergence is revolutionary and not evolutionary.

One suggestion that would have helped the authors convey their ideas more effectively is the use of a consistent organizing principle throughout the book. While ideas are repeated within and across chapters, the overarching logic underlying the titles of Chapters 4-10 and the selection of topics covered in them is not always clear. There are several ways the authors could have addressed this. One would have been to devote a chapter to each of the 10 megatrends identified in Chapter 2 and then write a concluding chapter that synthesized these trends to demonstrate how they are converging to create a new way of working. I am glad the authors resisted this temptation because it could have shortchanged attention given to their central thesis that multiple factors are converging to create the equivalent of a new economic world order.

A better solution would have been to use the ideas synthesized in Figure 3.1. Subsequent chapters could have been devoted to an examination of changes in industry development, economic structure, sources of competitive advantage, and primary innovation focus, drawing on the 10 megatrends to illustrate each topic. The final chapter could have synthesized these ideas into an expanded discussion of the convergence revolution. Instead, the final chapter offers a confusing conclusion. It is titled, "Convergence Evolution" rather than the expected "Convergence Revolution." In addition, figures and tables use a mixture of issues raised in Chapter 3 and issues associated with a subset of the chapters. This organizing scheme is not applied consistently, however, so it is not clear why some topics and chapters are included and others excluded.

Despite this shortcoming, *Convergenomics* is a worthwhile addition to the library of anyone interested in how organizations can develop innovative strategies to take advantage of the confluence of political, economic, and technological trends in the 21st century. Both academics and practitioners will gain a deeper appreciation of the relationships and reciprocal influence between these trends after reading Lee and Olson's book. ■

FROM THE REGIONS

EDSI 2011 Meets at the European Business School in Weisbaden

The second annual meeting of the European Subdivision of the Decision Sciences Institute (EDSI 2011) was held in Wiesbaden, Germany, on June 24 and 25, 2011. The staff of EBS Business School in Wiesbaden, Germany, including Local Program Chairs: Richard Pibernik, Michael Henke, Constantin Blome; and Organizing Committee Members: Petra Ernst, Polina Abrashkina, Hannes Hofmann, helped by the EDSI Executive Board and Associate Program Chairs Marc Sachon, Bart MacCarthy and Gyula Vastag, put together an outstanding program that included, as special guests and keynote speakers, Krishna Dhir (DSI President), Keong Leong (Immediate Past President of DSI), John C. Anderson (Founding Member and Past President of DSI), Ram Narasimhan (Past President of DSI), Jan Stentoft Arlbjørn (Founding Member of EDSI), and Thomas J. Schriber (Past President of DSI). There were 64 paid participants (3.2 fold increase from last year) and eight guests, representing 18 countries. The 62 paper presentations, out of 107 submissions, were presented in 19 sessions. Christoph Bode (ETH Zurich) was voted to receive the Best Paper Award with Margarita Protopappa-Sieke (EBS Wiesbaden) being the runner up. At the end of the conference, Marc Sachon formally handed over the presidency of EDSI to Bart MacCarthy, President-Elect. Bart thanked Marc for his efforts and contributions over the previous year and expressed his desire to continue to develop EDSI over the coming year. On behalf of the Search Committee, Gyula Vastag recommended Sukran N. Kadipasaoglu, Professor and Dean of Istanbul Kemerburgaz University, as President-Elect of EDSI and Program Chair of the 2012 Annual Meeting in Istanbul, Turkey. Sukran has had a long involvement with DSI and now, as dean and professor of a new upcoming school in Istanbul (Turkey), is in the best position to help EDSI to move toward higher goals. This recommendation was unanimously accepted. Ms. Kadipasaoglu ensured the participants that she and her staff would work hard to contribute to the growth of EDSI. ■

Some participants of EDSI 2011 in Wiesbaden included Gyula Vastag (left), Sukran Kadipasaoglu, and Keong Leong.

Alpha Iota Delta, the International Honor Society in the Decision Sciences and Information Systems

by Mehmet Ulema, Manhattan College, NY

It has been a while since an article about Alpha Iota Delta appeared in *Decision Line*, so I think it is time to revisit the salient features and facts about this international honor society in our fields.

Alpha Iota Delta is the international honor society, sponsored by the Decision Sciences Institute (DSI), in decision sciences and information systems. It was formed by a group of members of the DSI, 40 years ago in 1971. The purposes of the honor society (as stated in its by-laws) are:

- To confer distinction for academic excellence in the decision sciences and information systems
- To promote the infusion of the functional and behavioral areas of business with the tools, concepts, and methodologies of the decision sciences and information systems
- To promote professional fellowship among students, faculty and administrators, and others in the larger community who share a common interest in the development of the decision sciences and information systems.

The goals and vision of DSI and Alpha Iota Delta are intertwined. DSI was established to provide a focus on the integration of research in the art and science of managerial decision making across traditional functional academic disciplines. Alpha Iota Delta's interest in the integration of research in decision making can be found, in part, in an excerpt from an Alpha Iota Delta Initiation Ritual which addresses the meaning of the Greek letters (Alpha), (Iota), and (Delta):

- ALPHA represents the beginning. It not only signifies the beginning of a career in the decision sciences and/or information systems but also it signifies a commitment to leadership. A leader develops guiding ideas and articulates them deliberately, demonstrating philosophical depth and recognizing the process as ongoing. The meaning, and sometimes the expression, of these guiding ideas evolve as people reflect and talk about them, and as they are applied to guide decisions and actions.
- IOTA represents integration, both of knowledge and also of concept. The synergy between theories, methods, and tools lies at the heart of any field of human endeavor that truly builds knowledge. The continuous cycle of creating theories, developing and applying practical methods and tools based on the theories, leading to new insights that improve the theories—is the primary engine of growth in decision sciences and computer information systems.
- DELTA is the universal symbol for change. It signifies that the initiate will respond to change with rationality and logic.

Alpha Iota Delta continues to be linked to DSI and supports those activities of DSI, which are aimed at student involvement in the disciplines of interest to the Institute. An annual meeting of Alpha Iota Delta is held each November in conjunction with the annual meeting of DSI.

Alpha Iota Delta also publishes the *International Journal of Applied Decision*

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is a professor of computer information systems at Manhattan College and is currently First Vice President on the Alpha Iota Delta Board. Previously, he held management and technical positions AT&T Bell Labs, Bellcore, Daewoo Telecom, and Hazeltine Corporations. He holds two patents and has more than 30 years of experience as a professor, director, project manager, researcher, systems engineer, network architect, and software developer. He received M.S. & Ph.D. in computer science at Polytechnic University (now NYU-Poly) New York. He also received BS & MS degrees at Technical University of Istanbul, Turkey. He has published in various international journals and conferences. He has been on the editorial board of a number of leading journals including Springer Journal of Network and System Management, IEEE Transactions on Service and Network Management, and ACM Wireless Network Journal.

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Sciences (IJADS) in cooperation with Inderscience Publishers in the United Kingdom. The flagship journal of Alpha Iota Delta, *IJADS* is a double-blind refereed international journal whose focus is to promote the infusion of the functional and behavioral areas of business with the concepts and methodologies of the decision sciences and information systems. The editorial board of *IJADS* is comprised of over 80 renowned scholars and researchers from 20 different countries. The Editor-in-Chief of *IJADS* is Madjid Tavana (for more details, see **www.inderscience.com/ijads**).

When an invitation to membership arrives, it truly is a matter of honor, reflecting exceptional academic achievement and, perhaps, outstanding campus leadership and service. It is an honor typically bestowed upon students by faculty, and it provides lifetime distinction. Through the society and DSI, the member can maintain currency in fields of interest through conferences, publications, and other services. There are four classes of membership:

- Undergraduate students
- Graduate students
- Members of a sponsoring institution's faculty, research or administrative staff
- Honorary

To be eligible for election as a student by a chapter of the international honor society, the nominee must have completed the equivalent of four (4) decision sciences and information systems courses and have evidence of high academic scholarship, have evidence of service to the institution and/or community, and have high ethical and moral ideals.

Chapters of Alpha Iota Delta can be established, maintained, or reactivated only in U.S. colleges and universities that grant baccalaureate or advanced degrees and that are accredited by one of the regional accrediting agencies. In addition, international chapters may be established according to uniform criteria determined by the Board of Directors. At present, the honor society has 54 chapters at universities all across the United States and Canada, with a total membership in excess of 6,000.

For more information about Alpha Iota Delta, please visit the **alphaiotadelta.com** or contact Gregory Ulferts, Executive Director, University of Detroit Mercy, 4001 W. McNichols Road, Detroit, MI 48221 ((313) 993-1219, **gulferts@alphaiotadelta.com**). ■

Decision Sciences Journal: An Update

by Asoo J. Vakharia, Editor, University of Florida

It has been an outstanding year for the *Decision Sciences* Journal *(DSJ)*. The journal has received extensive support from the Board of Directors of the Decision Sciences Institute, the publisher Wiley-Blackwell, and the Warrington College of Business Administration at the University of Florida. In addition, with the strong support of the senior and associate editors, we have been able to continue to build and maintain the journal as an outlet of choice for leading researchers in operations/supply chain management (O/SCM) and information systems/technology (IS/T). One of the many factors which can be used to validate this contention is the impact factor (IF) of a journal (published by the ISI Web of Knowledge and based on the journal citation reports). Although we all recognize that measures of quality based on citations are subject to debate, this IF is frequently used within business schools as an indicator of journal quality. In this context, given below in Table 1 is the IF for the last three years based on the JCR Social Science Edition.

The IF for *DSJ* did drop slightly for 2010 as compared to 2009. On the other hand, it is obvious that on a relative basis, *DSJ* is still within the top five journals based on the IF (second in O/SCM; and fourth in IS/T).

The remainder of this article will provide the reader with an update of the journal activities for the past year. This will be followed by some concluding thoughts on new initiatives for the next year and as always, I encourage members of the Institute to share with me their thoughts and suggestions for moving the journal forward.

2010-2011: An Update

The transition between the previous editorial offices at Arizona State University (ASU) and the current editorial office at

Table 1. Impact factor of leading O/SCM and IS/T journals.

	2010 IF	2009 IF	2008 IF
Decision Sciences (DSJ)	***2.233***	***2.38***	***2.318***
OPERATIONS/SUPPLY CHAIN MANAGEMENT			
Journal of Operations Management (JOM)	5.093	3.238	2.42
Management Science (MS)	2.221	2.227	2.354
Manufacturing & Service Operations Mgt (M&SOM)	2.048	2.149	1.214
Production & Operations Management Journal (POMS)	1.851	2.08	1.933
INFORMATION SYSTEMS/TECHNOLOGY			
MIS Quarterly (MISQ)	5.041	4.485	5.183
Information Systems Research (ISR)	3.358	1.792	2.261
Journal of Management Information Systems (JMIS)	2.662	2.098	2.357
Decision Support Systems (DSS)	2.135	2.622	1.873

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 University 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* Decision Sciences, European Journal of Operational Research, IIE Transactions, Journal of Discrete Applied Mathematics, Journal of Operations Management, *and* Naval Research Logistics Journal, *among others. He is the editor for* Decision Sciences *and a senior editor for* Production and Operations Management Journal.

asoov@ufl.edu

the University of Florida is complete. Journal submissions prior to March 23, 2010, are being handled offline by the previous editor (Professor Vicki Smith-Daniels—**vsmithda@iupui.edu**) and according to author requests and information we have available, there are approximately 18 papers in this category. A recent update from the previous editor mentions that by the end of August 2011, 2 of these 18 papers will still be in the pipeline and the authors of the other 16 submissions will be receiving a decision letter from her. Although submissions between March 23, 2010, and June 14, 2010, were uploaded through the ASU manuscript processing system, these were jointly handled by both editors and all such submissions have been completely processed.

Current Manuscript Submission System

Initially, beginning June 15, 2010, manuscripts were processed through e-mail. The primary reason for this was that although we had been offered the use of Manuscript Central by Wiley-Blackwell, it required significant training effort for the entire editorial team. The system was set up for testing in September 2010 and training was completed in January 2011. Effective January 15, 2011, the system is handling the submission, review, and feedback process for all papers. Not only does this system allow us to generate detailed reports on the review process for each manuscript, it will also be very useful for editorial transitions since the system can be seamlessly adopted by a new team and technical support and training are always available.

If you are interested in submitting a manuscript to *DSJ*, the link is: **mc.manuscriptcentral.com/dsj**. However, prior to submitting a manuscript, it is critical that a submitting author review the following information:

1. The mission of the journal and a detailed editorial statement of purpose are provided at **decisionsciencesjournal.org/mission.asp**. We strongly urge all authors to review this information to ensure that the paper fits with the mission and editorial statement.
2. Detailed instructions on how to prepare a paper for submission are available at **decisionsciencesjournal.org/authors.asp**.

Finally, those interested in serving as potential reviewers for the journal are welcome to create a new user account using the new user link on the login page (**mc.manuscriptcentral.com/dsj**). Please remember that you will be required to provide information on your topic/methodological interests which will be maintained in our database of potential reviewers.

Editorial Team

As you may recall, in a previous article in *Decision Line* (Vol. 41, No. 3, July 2010, pp. 24-26), changes to the editorial board structure were outlined that would be implemented effective July 1, 2010. For 2010-2011, we operated with a team of four senior editors: Kurt Bretthauer (Indiana University); Paulo Goes (University of Arizona); K.K. Sinha (University of Minnesota); and Cheri Speier (Michigan State University). In addition to these individuals, we expanded the team of associate editors to include other eminent researchers (Table 2 **here** lists each AE who served in 2010-2011 and their affiliation). 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 and at the same time provide detailed and constructive feedback for each paper reviewed by the editorial team. Finally, the service of reviewers to the journal has been outstanding and it will be recognized in the last issue of each calendar year (i.e., all reviewers for all papers submitted between March 23, 2010, and June 30, 2011, will be recognized in Volume 42, No. 4, of the *DSJ*, to be published in November 2011).

Journal Submissions and Outcomes

Between June 15, 2010, and July 22, 2011, there were a total of 369 submissions to the journal. As of July 22, 2011, the statistics of relevance related to these submissions are as follows:

- Accepted (or conditionally accepted) for publication: 31 articles (8.40%);
- Revisions invited (in process with authors): 28 articles (7.59%);
- Rejected: 232 articles (62.87%); and
- Currently in the review process: 78 articles (21.14%).

The number of rejected papers includes papers which were rejected without a complete review. The most typical reasons for such a rejection decision are a lack of fit with the mission of the journal, a lack of substantive contribution, or methodological shortcomings.

Review Process and Cycle Time

Our initial target was to provide first-round feedback on a submission within 65 days. For the 369 submissions received through July 22, 2011, the cycle time for first-round feedback is as follows:

- Average cycle time: 70 days;
- Percentage of papers processed by target time of 65 days: 43%;
- Percentage of papers processed within 80 days: 57%; and
- Percentage of papers processed within 100 days: 72%.

Although we have been unable to meet the target turnaround times overall, more recent data is encouraging. For papers submitted using Manuscript Central, our average cycle time is 48 days and the percentage of papers processed within 100 days is 91%. The journal will continue to prioritize a reasonable review cycle time, and I am sure that with the support of the editorial team and the DSI community, we will achieve our targets.

Focused Issues of *DSJ*

At this point in time, we are planning to publish two focused issues:

- ***Managing innovation in supply chains*** (Co-Senior Editors: Barbara Flynn, Aleda Roth, and Xiande Zhao): We made final decisions on these manuscripts September 30, 2011. Papers that are accepted for publication for this focused issue will be published during 2012.

- (Co-Senior Editors: Ram Gopal and Prabhudev Konana): We hope to make final decisions on these manuscripts by April 30, 2012. Papers that are accepted for publication in this focused issue will also be published during 2012.

Annual Recognition

At the 2010 Annual Meeting of the Decision Sciences Institute (held in San Diego, CA), the following individuals were recognized:

- V. Daniel R. Guide, Jr. of Pennsylvania State University was recognized as the Outstanding Associate Editor for 2009-2010.
- The best paper award for 2009-2010 was awarded to G. Tomas M. Hult, Christopher W. Craighead, and David J. Ketchen, Jr. for their article "Risk Uncertainty and Supply Chain Decisions: A Real Options Perspective" (Vol. 41, No. 3, pp. 435-458).

Concluding Thoughts

The focus of the *DSJ* will continue to be the publication of exemplary and rigorous research addressing business decisions primarily in the areas of IS/T and O/SCM. At this point in time, I do not see any reason to implement major editorial changes for the journal. Of course, there have been minor changes in the group of associate editors since a few did make the decision to take a break from their duties to *DSJ*. We were able to recruit additional AE's to replace these individuals effective July 1 and the revised list of AE's is available at **decisionsciencesjournal.org/team.asp.**

Another priority of the journal is to continue to expand the reach of *DSJ* internationally. As editor, I have already represented the journal at the 11th Annual International Meeting of the Decision Sciences Institute in Taiwan held in July 2011 and also participated in journal-related panel discussions at another international conference. Obviously, other relevant information for the journal was disseminated at both these international meetings, and I was also able to recruit additional international scholars to serve as Associate Editors for the journal. I will continue with these initiatives and will share the outcomes in my journal update next year.

I look forward to sharing more information on the journal with the DSI community at the upcoming DSI Annual Meeting in Boston. I do hope you will continue to provide the strong support to the journal not only by submitting your best work but also by helping to referee submitted manuscripts. *DSJ* continues to be an excellent outlet for disseminating both theoretical and practical research, and I hope that we can work together to maintain and enhance its reputation within our community. ■

2D or Not 2D, from page 14

Kendall, K. E. (2011). Walled garden or virtual prison: What you need to know about the app store's new approach to selling software. *Decision Line*, *42*(3), May. Accessed at: **www.decisionsciences.org/decisionline/Vol42/42_3/default.asp**

Related Links

interactivesnack.wordpress.com/2010/01/10/2d-codes-qr-code-datamatrix-code-microsoft-tag-bee-tag-and-resources/

tag.microsoft.com/consumer/index.aspx

uk.gizmodo.com/5431759/worst-gadgets-gallery/gallery/

www.boingboing.net/2005/06/12/two_million_cuecats_.html

www.cuecat.com/

www.imediaconnection.com/content/28604.asp ■

Submitting articles to *Decision Line*

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

Institute Meetings

■ **The 42nd Annual Meeting of the Institute** will be held November 19-22, 2011, at the Boston Marriott Copley Place Hotel in Boston, Massachusetts. Submission deadlines have passed. For more information, contact Program Chair Kenneth K. Boyer, Ohio State University, Fisher College of Business, (614) 292-4605 Boyer_9@fisher.osu.edu.

■ **The 43rd Annual Meeting of the Institute** will be held November 17-20, 2012, at the San Francisco Marriott Hotel in San Francisco, CA. Submission deadlines: refereed papers and competitions: **April 1, 2012**; abstracts and proposals, **May 1, 2012**. For more information, contact Program Chair Thomas Choi, Arizona State University.

■ **The 11th Annual International DSI and 16th Annual APDSI Joint Meeting** was held July 12-16 in Taipei, Taiwan.

idsi.nccu.edu.tw/idsi2011/

■ **The Asia-Pacific Region** will hold its next meeting **July 22-26, 2012**, at The LeMeridien Chiang Mai Hotel, Chiang Mai, Thailand.

www.apdsi.org

■ **The European Region** will hold its 3rd annual conference June 24-27 in Istanbul, Turkey, at Istanbul Kemerburgaz University. Submission deadline is **February 15, 2012.**

www.edsi2012-kemerburgaz.com/siccom.html

■ **The 5th Annual Meeting of the Indian Subcontinent** will be held January 4-6, 2012, at the Great Lakes Institute of Management, Chennai, India.

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

■ **The Midwest Region** will hold its 2012 Annual Meeting on April 12-14, 2012, in Grand Rapids, MI.

www.pom.edu/mwdsi/

■ **The Northeast Region** will hold its annual meeting March 21-23, 2012, at the Hyatt Regency Newport Hotel and Spa in Newport, Rhode Island. Paper submission deadline is **November 5, 2011.**

www.nedsi.org/

■ **The Southeast Region** will hold its 2012 meeting February 29 - March 2 in Columbia, SC.

www.sedsi.org

■ **The Southwest Region** will hold its 2012 Annual Meeting on February 29-March 3, 2012, in New Orleans at the New Orleans Sheraton. Submission deadline was **October 3, 2011.**

www.swdsi.org

■ **The Western Region** will hold its 2012 Annual Meeting on April 3-6, 2012, at the Hilton Waikoloa Village on Big Island, HI. Submission deadline was **October 1, 2011.**

www.wdsinet.org

Call for Papers

Conferences

■ **The Association of Global Management Studies** will hold its 2012 international conference at the Harvard Faculty Club, Harvard University, Cambridge, MA, on March 5-6, 2012. The theme is Global Strategies and Sustainable Innovation Across Disciplines. Submission deadline is **December 15, 2011.**

www.association-gms.org/conferences/index.html

■ **The 2012 IEEE Conference on Computational Intelligence for Financial Engineering and Economics (CIFEr 2012)** will be held at Credit Suisse in New York City on March 29-30, 2012. It is sponsored by the IEEE Computational Intelligence Society and is the major collaboration between the professional engineering and financial communities. Submission deadline is **November 1, 2011**.

www.ieee-cifer.org

■ **The 2nd International Workshop on Model-Driven Approaches for Simulation Engineering** will be held in Orlando, FL, March 26-29, 2012. Submission deadline for papers is **November 15, 2011.**

www.sel.uniroma2.it/Mod4sim12

■ **The 2012 International Conference on Electrical Engineering (ICEENG'8)** will hold its international conference in Cairo, Egypt, on May 29-31,2012. Submission deadline is **January 13, 2012.**

www.mtc.edu.eg/all-conf.htm

■ **The Project Management Institute** will hold its Research and Education Conference at the University of Limerick, Limerick, Ireland. Call for submissions closes **December 1, 2011.**

www.PMI.org/Knowledge-Center/Research-Conference.aspx

Publications

■ The ***Management Research Review*** will publish a Fall 2012 Special Issue on Strategic Directions for Innovation Management. The aim of this special issue is to promote new theoretical and empirical research on the developments within the field and practice of innovation management. A more complex view of the emerging branches of innovation offers new directions for research. Submission deadline is **November 20, 2011.**

www.emeraldinsight.com/products/journals/author_guidelines.htm?id=mrr

■ The ***International Journal of Vocational and Technical Education (IJVTE)*** is a multidisciplinary peer-reviewed journal to be published monthly by Academic Journals. We invite you to submit your manuscript(s) for publication to ijvte.manuscript@gmail.com. IJVTE is an open access journal. For more information:

www.academicjournals.org/IJVTE

More conferences and calls for papers are listed on our website:
www.decisionsciences.org/conferences/default.asp

Boston
Decision Sciences Institute
42nd Annual Meeting
November 19-22, 2011

2011 Program Chair's Message

KENNETH K. BOYER, Ohio State University

DSI 2011 Meeting Update

As the air becomes cooler and the trees lose their leaves (at least in the northern hemisphere), plans for the upcoming annual meeting our being finalized. There are over 350 different sessions scheduled for presentation, with a mix of topics, authors, and formats. In addition to our normal, academic fare, there will be some informal entertainment. Specifically, a performance by the Bostonians, Boston College's co-ed a capella singing group, outside Salons F/G before the Annual Welcome Reception on November 19. The group performs pop, rock, and r&b music—and should not be missed. For a preview, please see the following link:

www.bcbostonians.com/

Second, a custom webpage has been created to highlight over 75 featured sessions for the conference. These sessions have been selected by track chairs to include cutting-edge research and leading experts in various topics. All featured sessions will occur in the same set of seven large rooms with special signage to make navigating easy. One of the featured sessions involves a revised approach to the long-established Buffa Doctoral Dissertation Competition. This year, four finalists have been announced, with each being invited to to present their arguments as to why their dissertations merit being the winner. Join us for this exciting event (9:30 - 11:00 AM, Sunday, November 20) and see if your evaluations match those of the judges in attendance.

Please preview the sessions at:

www.decisionsciences.org/annualmeeting/meetinginfo/overview.asp

Third, the budget for food has been enhanced this year. In addition to the Fellow's lunch on November 20, continental breakfast will be offered at 7:30 - 8:30 AM on November 20 prior to the plenary talks by Dean Oliver and Steven Eppinger. Another continental breakfast will be offered from 7:30 - 8:30 AM in conjunction with many of the scheduled Interactive Sessions. So, please join us for a morning pick me up and attend one of these sessions to engage with authors and offer constructive suggestions on their research.

> **The 2011 DSI Annual Meeting**
> features seven exciting plenary talks by leading professionals and academics in the decision sciences.
> **www.decisionsciences.org**

Finally, there will be seven different plenary sessions spaced throughout the conference. While the early registration deadline is still a month away, it is a good idea to book a room now at the Marriott and look into airfares before they increase substantially.

As always, more complete information on the conference as a whole can be found at:

www.decisionsciences.org/annualmeeting/

Specific schedule information for individuals, tracks or times can be found via the preliminary schedule at:

dsi.byu.edu/dsis/view.pl

I look forward to seeing you in Boston—spread the word, bring a friend or colleague. ■

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Boston
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2011 Keynote Presentations

The 2011 DSI Annual Meeting will feature seven exciting plenary talks by leading professionals and academics in the decision sciences.

November 19, 2:00 - 3:30 pm

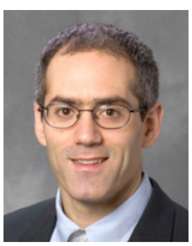
Toussaint

John Toussaint, MD, CEO Emeritus of Thedacare, is a lean healthcare expert and co-author of *On the Mend: Revolutionizing Healthcare to Save Lives and Transform the Industry.*

Van Wassenhove

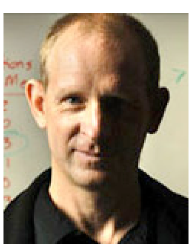
Luk Van Wassenhove is Henry Ford Chaired Professor of Manufacturing at Insead, France, and will examine sustainable and humanitarian operations.

November 20, 8:00 - 9:30 am



Eppinger

Steven D. Eppinger is General Motors LGO Professor of Management at MIT. He will speak on "Gen Y and Design Thinking and Decision Making."



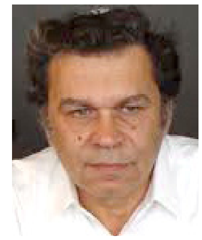
Oliver

Dean Oliver is Director of Production Analytics at ESPN and formerly Director of Quantitative Analysis with the Denver Nuggets. He has been called the "dean of basketball statistical analysts." He earned a PhD from the University of North Carolina in 1994 on using statistics to make forecasts and is the author of *Basketball on Paper: Rules and Tools for Permormance Analysis.*

November 21, 12:00 - 1:00 pm

Scheinkopf

Rhind



Goldratt

Lisa J. Scheinkopf and **Bill Rhind** of Goldratt Consulting will review Dr. Eli Goldratt's many contributions to the management of organizations. Goldratt was an educator, author, scientist, philosopher, and business leader. But he was, first and foremost, a thinker who provoked others to think. His bestselling book *The Goal*, first published in 1984, was recently named by *Time* magazine as one of the top 25 best business books.

Halamka

John D. Halamka, MD, is Chief Information Officer of the Beth Israel Deaconess Medical Center, Chief Information Officer and Dean for Technology at Harvard Medical School, Chairman of the New England Health Electronic Data Interchange Network (NEHEN), CEO of MA-SHARE (the Regional Health Information Organization), Chair of the US Healthcare Information Technology Standards Panel (HITSP), and a practicing Emergency Physician.

von Hippel

Eric von Hippel, T. Wilson Professor in Management, MIT, is an expert in open innovation. In his most recent book, *Democratizing Innovation* (MIT Press/ April 2005), he shows how communities of users are actually becoming such powerful innovation "engines" that they are increasingly driving manufacturers out of product development altogether—a pattern he documents in fields ranging from open source software to sporting equipment.

2011 Best Papers and Paper Award Winners

BEST THEORETICAL/ EMPIRICAL PAPER

Track: Supply Chain, Logistics, and Quality Management
Synergistic Use of Experiment and Survey for Cross-Level Behavioral OM Research
Kuo-Ting Hung (Suffolk University), Chanchai Tangpong (North Dakota State University)
SC-11 Saturday, Nov. 19th, 2011, 12:00 – 1:30 PM

BEST APPLICATION PAPER

Track: Decision Making and Problem Solving
Who Can We Trust? : The Influence of Insider Threats on IS Security Investments
Jian Hua (The University of the District of Columbia), Sanjay Bapna (Morgan State University)
DM-22 Tuesday, Nov. 22nd, 2011, 8:00-9:30 AM

BEST INTERDISCIPLINARY PAPER

Track: Management Strategy and Organizational Behavior
Do Supportive Human Resource Practices Mediate the Effect of Entrepreneurial Orientation on Firm Performance?
Cheng-Chieh Hsiao (National Chengchi University), Carol Yeh-Yun Lin (National Chengchi University)
MO-14 Monday, Nov. 21st, 2011, 10:00-11:30 AM

BEST ENVIRONMENTAL ISSUES PAPER

Track: Service and Manufacturing Operations Management
Is Remanufacturing Environmentally Friendly
Wenjun Gu (University of Illinois Urbana Champaign), Dilip Chhajed (University of Illinois at Urbana-Champaign), Nicholas C. Petruzzi (University of Illinois at Urbana-Champaign)
SM-18 Monday, Nov. 21st, 2011, 10:00-11:30 AM

BEST CASE STUDY PAPER

Track: Service and Manufacturing Operations Management
RFID-enabled Track and Traceability in Job-Shop Scheduling Environment
Jongsawas Chongwatpol (Oklahoma State Univ), Ramesh Sharda (Oklahoma State Univ), Naruamol Benmard (TMA Systems, LLC)
SM-12 Sunday, Nov. 20th, 2011, 1:30-3:00 PM

BEST STUDENT PAPER

Track: Service and Manufacturing Operations Management
The Link between Purchasing Strategies and Purchasing Structure
Melek Akin Ates (Rotterdam School of Mgt., Erasmus University)
AD-33 Sunday, Nov. 20th, 2011, 3:30-5:00 PM

BEST TRACK PAPERS

Track: Accounting and Finance
Internal Control Requirements for Public Corporate Managers Are Not Being Addressed in the Current Management Literature
Judith Anne Kamnikar (Auburn University Montgomery), Edward G. Kamnikar (Troy University Montgomery), Beverly Strachan (Troy University Montgomery)
AF-2 Saturday, Nov. 19th, 2011, 8:00-9:30 AM

Track: Decision Making and Problem Solving
Using Demand Patterns of Related Products in Improving the Forecast Accuracy of Intermittent Demand
Matthew D. Lindsey (Stephen F Austin State University), Robert J. Pavur (University of North Texas)
DM-9 Sunday, Nov. 20th, 2011, 1:30-3:00 PM

Track: Healthcare Management
Markov Decision Process Model for Asymptomatic Intracranial Aneurysm Treatment Selection under Risk Aversion
Vera Tilson (University of Rochester), David Tilson (University of Rochester)
HM-20 Monday, Nov. 21st, 2011, 10:00-11:30 AM

Track: Information Technology
Testing Alternative Models of User Involvement and Satisfaction in the Social Media Context
Jeen-Su Lim (University of Toledo), John H. Heinrichs (Wayne State University), Kee-Sook Lim (The University of Toledo)
IT-6 Saturday, Nov. 19th, 2011, 10:00-11:30 AM

Track: Innovative Education
Gender and Student Outcomes
Tuncay Bayrak (Western New England University)
IE-4 Saturday, Nov. 19th, 2011, 10:00-11:30 AM

Track: Management Strategy and Organizational Behavior/Theory
Six Sigma strategy and Absorptive Capacity: The Effects of Technical, Psychological and Contextual Factors
Arumugam Velaayudan (University of Strathclyde, Glasgow, UK)
MO-6 Sunday, Nov. 20th, 2011, 1:30-3:00 PM

Track: Marketing and Cross-Functional Interfaces
A Cross-Cultural Study of Symbolic Meanings of Product and Services
Kemal Buyukkurt (Concordia Univ), Wei Zhang (Caisse Desjardins)
MC-8 Monday, Nov. 21st, 2011, 1:30-3:00 PM

Track: Product/Process Innovation and Project Management
Socio-Cognitive Dynamics of Entrepreneurial Ideation
Robert M. Gemmell (Case Western Reserve University), Richard Boland (Case Western Reserve University), David A. Kolb (Case Western Reserve University), Sheri Perelli (Case Western Reserve University)
PI-7 Monday, Nov. 21st, 2011, 8:00-9:30 AM

Track: Service and Manufacturing Operations Management
Managing a Service System under the Influence of Social Interaction
Xuchuan Yuan (National University of Singapore), H. Brian Hwarng (National University of Singapore)
SM-2 Saturday, Nov. 19th, 2011, 8:00-9:30 AM

Track: Supply Chain, Logistics, and Quality Management
Comparison of Collaborative Cost Reduction Strategies in a Supply Chain
Seung Ho Yoo (Sunmoon University), Hosun Rhim (Korea University, Seoul, Republic of Korea), Myung-Sub Park (Korea University)
SC-31 Sunday, Nov. 20th, 2011, 3:30-5:00 pm

Track: Sustainable Operations
Is Safe Production an Oxymoron? Evidence from Ten Case Studies
Mark Pagell (York University), David A Johnston (Schulich School of Business, York University), Robert Klassen (University of Western Ontario), Markus Biehl (York University)
SO-1 Saturday, Nov. 19th, 2011, 4:00-5:30 PM

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2011 New Faculty Development Consortium

Covering teaching, research, publishing, and other professional development issues

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

The consortium will be held on **Saturday, November 19, 2011,** as part of the DSI conference. The day long agenda for the consortium will consist of interactive presentations and panel discussions led by business faculty at varying stages of their careers. The program will also provide opportunities for interaction and networking with experienced faculty as well as with co-participants in the consortium.

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

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

To participate in the consortium, please send an email providing the information listed on the DSI annual meeting website under NFDC along with your current vita to the coordinator listed below. To be eligible for participation, your application must be received by the end of the day on **Friday, September 30, 2011.** Early applications will be appreciated. The first 50 qualified applicants will be selected for participation. Although each NFDC participant will be required to register for the DSI 2011 Annual Meeting, there will no additional fees for participating in this consortium. ■

Application for 2011 New Faculty Development Consortium
November 19, 2011 · San Diego, California

Check with the Coordinator (see below) for availability.

Name: ____________________

Current institution and year of appointment:

____

Mailing address:

____

Year doctorate earned & Doctoral institution: ____________________

Phone | Fax | E-mail:

____

Research interests:

____

Teaching interests:

____

Major concerns as a new faculty member and/or topics you would like to hear discussed

____

Have you attended a previous DSI Doctoral Student Consortium? ___ **yes** ___ **no**

If so, when? ____________________

New Faculty Development Consortium Coordinator:

Elliot Rabinovich
W. P. Carey School of Business
Arizona State University
(480) 965 5398
Elliot.Rabinovich@asu.edu

New Faculty Development Consortium

The New Faculty Development Consortium, co-sponsored by Alpha Iota Delta and Beta Gamma Sigma, is for faculty in the beginning of their careers who would like to learn more about teaching, research, publishing and other professional development issues. Attendance at this consortium is by application and is open to faculty members who have earned their doctoral degree and are in the first three years of their post-doctoral teaching career.

■ NF-1: Continental Breakfast and Registration

Saturday, Nov. 19th, 2011, 7:30-8:00 am

Session Facilitator: Elliot Rabinovich (Arizona State University, Main Campus)

■ NF-2: Building a Successful Academic Career: Insights for Promotion and Tenure

Saturday, Nov. 19th, 2011, 8:30-10:00 am

Session Facilitator: Kyle Cattani (Indiana University)

Participants: Thomas Y. Choi (Arizona State Univ), Kingshuk K. Sinha (Univ of Minnesota)

■ NF-3: Developing a Productive Research Agenda: From Dissertation to Publications

Saturday, Nov. 19th, 2011, 10:30-12:15pm

Session Facilitator: Curtis Grimm (University of Maryland)

Participants: Manoj K. Malhotra (Univ. of South Carolina), Anand Nair (Univ. of South Carolina), Rohit Verma (Cornell University)

■ NF-4: Luncheon

Saturday, Nov. 19th, 2011, 12:15-1:30 pm

■ NF-5: Publishing Papers at Top Journals: Panel Discussion with Editors

Saturday, Nov. 19th, 2011, 1:30-2:45 pm

Session Facilitator: Elliot Rabinovich (Arizona State University, Main Campus)

■ NF-6: Teaching Philosophies and Approaches: Proven Techniques, Do's and Don'ts

Saturday, Nov. 19th, 2011, 3:30-4:00 pm

Session Facilitator: Elliot Rabinovich (Arizona State University, Main Campus)

Participants: Thomas J. Goldsby (The Ohio State University), A. Michael Knemeyer (The Ohio State University)

■ NF-7: Professional Citizenship and Work-Life Balance

Saturday, Nov. 19th, 2011, 4:15-5:00 pm

Session Facilitator: Craig Carter (University of Nevada)

Participants: Janelle Heineke (Boston University), Vijay R. Kannan (Utah State University)

■ NF-8: Closing Remarks

Saturday, Nov. 19th, 2011, 5:00-5:15 pm

Session Facilitator: Elliot Rabinovich (Arizona State University, Main Campus)

■ NF-9: Reception

Saturday, Nov. 19th, 2011, 5:15-6:00 pm

■

Technology in the Classroom Miniconference

■ TM-1: Excel in Office 2010—New Display and Analysis Features

Saturday, Nov. 19th, 2011, 8:00-9:30 am

Session Facilitator: Jason K. Deane (Virginia Tech)

- **Excel in Office 2010—New Display and Analysis Features**

  Authors/Presenters: Wilma M. Andrews (Virginia Commonwealth University), Robert L. Andrews (Virginia Commonwealth University)

■ TM-2: Instructional Software to Enhance Learning—Brief Overviews

Saturday, Nov. 19th, 2011, 10:00-11:30 am

Facilitator: Amy Phelps (Duquesne University)

Session Description: This session will provide brief overviews of several software products currently available for courses to enhance learning. Participants will be invited back for hands-on tutorials of these products plus JMP in the last session of the day (4:00 pm).

- **Cengage Tools**

  Authors/Presenters: Adam Marsh (Cengage Learning)

- **WileyPLUS**

  Authors/Presenters: Franny Kelly (John Wiley & Sons, Inc.), Dean Karampelas (McGraw-Hill/Irwin)

- **MyStatLab**

  Authors/Presenters: Erin Lane (Pearson)

■ TM-3: Applications of Technology in the Classroom

Saturday, Nov. 19th, 2011, 12:00-1:30 pm

Facilitator: Mrs. Cindy Randall (Georgia Southern University)

- **Teaching Business Technologies through the Internet—Some Lessons**

  Authors/Presenters: Purnendu Mandal (Lamar University)

- **Introduction to Mobile App Development using Apple iOS SDK**

  Authors/Presenters: Esther Klein (St Francis College)

- **Visual Analytics with JMP**

  Authors/Presenters: Mia L Stephens (SAS Institute: JMP Division)

■ TM-4: Interactive Demonstrations of Applications

Saturday, Nov. 19th, 2011, 4:00-5:30 pm

Session Facilitator: Barbara A. Price (Georgia Southern University)

Session Description: This session will provide a small group of computers dedicated to each of the software products introduced in the earlier sessions: JMP from SAS, CengageTools, MyStatLab from Pearson, WileyPLUS, and McGraw-Hill's Connect. Participants will be given the opportunity to have a lengthy hands-on tutorial in a small group. The session will be divided into two timed sessions to allow each participant to interactively work with two different products. ■

2011 Doctoral Student Consortium

Creating successful career paths for students

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

Funda Sahin, Doctoral Consortium Coordinator

DSI's 29th annual Doctoral Student Consortium is an engaging, interactive professional experience designed to help participants successfully launch their academic careers. We are pleased to have the sponsorship of McGraw Hill/Irwin, Alpha Delta Iota, Emerald Group Publishing, and the Decision Sciences Institute for this important event. The Consortium will take place on Saturday, November 19, 2011, at the 2011 DSI Annual Meeting in Boston, Massachusetts.

Who Should Attend?

The Doctoral Consortium is offered to individuals who are well into their doctoral studies. The Consortium welcomes students from all subject areas within the decision sciences. A variety of students with backgrounds in operations management, management information systems, management science, strategy, organizational behavior, marketing, accounting, and other areas will increase the vitality of the sessions. The program will focus on career goals, job search issues, placement services, research strategies, teaching effectiveness, manuscript reviewing, and promotion and tenure. Students who are interested in addressing these subjects in a participative, interactive way will enjoy and benefit from the Consortium.

Why Should You Attend?

There are several important reasons why you should attend.

1. **Networking—**getting a job, finding collaborators, and gaining advantages in the career you are about to enter are all related to "who you know." This is your chance to meet and get to know some of the leading researchers and educators in the field.
2. **Skill development—**excellent teaching and research require practical skills in addition to content knowledge. You will learn from veterans who will share their secrets to success.
3. **Furthering your research—**the research incubator will give you a chance to engage in a discussion of your research ideas with your peers and with outstanding researchers.
4. **Learn about DSI—**this is a chance to "test-drive" DSI, learn about its people, it processes (such as placement services), and its opportunities.
5. **Fun!—**come socialize with your current and future colleagues in a city that has retained its sense of history and tradition, while carefully blending in cosmopolitan progress.

Program Content

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

- **Teaching Effectiveness**. Harvey Brightman will return to the Doctoral Consortium for another post-retirement workshop in 2011. His sessions are simply not to be missed – even experienced faculty members sit in on these dynamic and inspiring sessions.
- **Research Strategy Workshop**. In this hands-on workshop, tenured faculty mentors help participants to develop a strategic research plan for moving from the dissertation to a research program that will put them on a strong trajectory for tenure. Working in small breakout groups and with the advice and guidance of the faculty mentor, participants will identify their areas of expertise, target appropriate journals, find suitable co-authors, and plan a mix of publications.
- **Meet the Editors and Academic Reviewing**. Editors from journals in the decision sciences and related fields will describe the missions of their publications and will discuss how to craft strong manuscript submissions, how to improve the chances of getting a journal article accepted, and how to respond to reviews. Participants will also learn about how to be a constructive reviewer of manuscripts.
- **Job Search Seminar**. Should I target my job search on research-oriented schools? Teaching schools? Private? Public? What's the best way to sell myself? What are the ingredients of a good job interview? This session will help participants answer these questions through insights drawn from a panel of faculty experts.

Join Us

The Doctoral Consortium does more than prepare individual students; it creates a community of colleagues you'll know throughout your career. Please plan to attend the Consortium and also encourage your student colleagues to participate in this important program. Although many participants will be entering the job market for 2011- 2012, others will appreciate the opportunity to get a better understanding of an academic career and how to approach the job market the following year.

Application Process

Students in all areas of the decision sciences are encouraged to apply for the DSI

Doctoral Consortium. Those wishing to be included should submit:

1. A current curriculum vita, including contact information (e-mail in particular), your major field (operations management, MIS, management science, strategy, and so on), the title of your dissertation proposal or the title of a current research paper.
2. Interested students are encouraged to apply early if they wish to ensure themselves space in the Consortium. Materials should be emailed to Funda Sahin, Doctoral Consortium Coordinator at fsahin2010@gmail.com, by July 29, 2011. Those who apply by this date and meet the criteria listed above will be accepted for participation. Applications received after July 29th will receive consideration on a space-available basis.

Participants must pay the regular student registration fee for the annual meeting, but there will be no additional charge for the Consortium. This fee includes the luncheon and reception on Saturday, the networking luncheon on Sunday, and the CD-ROM of the proceedings. Although students will be responsible for all of their own travel and accommodation expenses, it is customary for participants' schools to provide monetary support for these purposes.

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

Doctoral Consortium Coordinator

Funda Sahin
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C. T. Bauer College of Business
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fsahin@uh.edu
713-743-4135 (office)

Doctoral Student Consortium Schedule

Continental Breakfast and Registration

Saturday, Nov. 19th, 2011, 7:30-8:00 am

■ DC-2: Welcome and Introductions

Saturday, Nov. 19th, 2011, 8:00-8:30 am

■ DC-3: How to Identify and Interview for a Job

Saturday, Nov. 19th, 2011, 8:30-9:30 am

Session Facilitator: Janelle Heineke (Boston University)

Participants: Gokce Esenduran (The Ohio State University), Arunachalam Narayanan (Texas A&M University), Tobias Schoenherr (Michigan State University)

■ DC-4: Managing the Tenure Years

Saturday, Nov. 19th, 2011, 9:30-10:30 am

Session Facilitator: Powell Robinson (University of Houston)

Participants: Jennifer V. Blackhurst (Iowa State University), Norman Johnson (University of Houston), Burcu B. Keskin (University of Alabama), Wendy L. Tate (University of Tennessee)

■ DC-5: Best Teaching Practices

Saturday, Nov. 19th, 2011, 10:45 am - 12:15 pm

■ DC-6: Joint Luncheon with New Faculty Development Consortium

Saturday, Nov. 19th, 2011, 12:15 - 1:30 pm

Participants: Krishna S. Dhir (Berry College), Kenneth Boyer (The Ohio State University), Gregory W. Ulferts (University of Detroit Mercy)

■ DC-7: Writing Publishable Articles and Navigating the Review Process

Saturday, Nov. 19th, 2011, 1:30 - 2:45 pm

Session Facilitator: Manoj K. Malhotra (University of South Carolina)

Participants: Asoo Vakharia (University of Florida), Chetan S. Sankar (Auburn University), Thomas Y. Choi (Arizona State University), Daniel Guide (Pennsylvania State University)

■ DC-8: Strategic Research Planning Workshop

Saturday, Nov. 19th, 2011, 3:00 - 4:30 pm

Participants: Funda Sahin (University of Houston), Kurt M. Bretthauer (Indiana University), Soumen Ghosh (Georgia Institute of Technology), Gregory R. Heim (Texas A&M University), F. Robert Jacobs (Indiana University), Xenophon Koufteros (Texas A&M University), G. Keong Leong (University of Nevada, Las Vegas), Ram Narasimhan (Michigan State University), Powell Robinson (University of Houston), Marion Sobol (Southern Methodist University), Morgan Swink (Texas Christian University), Srinivas Talluri (Michigan State University)

■ DC-9: Closing Remarks

Saturday, Nov. 19th, 2011, 4:30 - 4:45 pm

Session Facilitator: Funda Sahin (University of Houston)

■ DC-10: Joint Reception with New Faculty Development Consortium

Saturday, Nov. 19th, 2011, 5:15 - 6:00 pm

Curricular Issues Miniconference

The Decision Sciences Institute Curricular Issues Miniconference features diverse sessions that address broad curriculum issues, including assurance of learning, international opportunities for faculty and students, cutting-edge pedagogical research, and an overview of the strengths, weaknesses, challenges, and opportunities facing business schools. Sessions focused more on the classroom-level include hands-on demonstrations of techniques presented in recently published *Decision Sciences Journal of Innovative Education* Teaching Briefs.

■ CI-1: Curricular Issues in POM and MIS

Saturday, Nov. 19th, 2011, 12:00-1:30 pm

Session Facilitator: John Davies (Victoria University of Wellington)

- **Do Enterprise Resource Planning Certification Courses Influence IS Enrollment?**

  Authors/Presenters: Huilien Tung (Auburn University), Hsiang-Jui Kung (Georgia Southern University)

- **Quantitative Reasoning in the Operations Management Curriculum: Measuring Student Achievement**

  Authors/Presenters: Mary J. Meixell (Quinnipiac University)

- **The Role of Quantitative Courses in a Fast-track MBA Program**

  Authors/Presenters: Nicole Koppel (Montclair State University), Kimberly Killmer Hollister (Montclair State University)

■ CI-2: Featured Session: Best Teaching Briefs

Sunday, Nov. 20th, 2011, 1:30-3:00 pm

Session Facilitator: Susan K. Williams (Northern Arizona University)

- **Teaching Design Thinking Through Case Analysis: Joint Analytical Process**

  Authors/Presenters: Shouhong Wang (University of Massachusetts Dartmouth), Hai Wang (Saint Mary's University)

- **Promoting Effective Decision Making Using Analytics in a Virtual Technology Lab**

  Authors/Presenters: Mary Gros (Teradata Inc.), Michael Goul (Arizona State University), Haluk Demirkan (Arizona State University)

- **Teaching Utility Theory with an Application in Modern Portfolio Optimization**

  Authors/Presenters: Lihui Bai (Valparaiso University), Paul Newsom (University of Louisville), Jiang Zhang (Adelphi University)

■ CI-3: Newer Curricular Developments and Learning Outcome Assessment

Sunday, Nov. 20th, 2011, 3:30-5:00 pm

Session Facilitator: Hsin-Ginn Hwang (National Chiao Tung University)

- **A Comparative Study of Asia and U.S. Healthcare Information Management Systems Curriculum**

  Authors/Presenters: Cho-Hsun Lu (National Chung Cheng University), Hwai-En Han (National Chung Cheng University), Hsin-Ginn Hwang (National Chiao Tung University)

- **Measurement and Assessment of Learning**

  Authors/Presenters: Rajesh Srivastava (Florida Gulf Coast University), Elias T. Kirche (Florida Gulf Coast University)

- **A Meta Analysis of Core Liberal Arts Courses and Business Administration Courses: Shifts Due to New University Requirements**

  Authors/Presenters: Cynthia Knott Eck (Marymount University), Donna M. Schaeffer (Marymount University)

■ CI-4: Featured Session: DSJIE Best Empirical Papers

Monday, Nov. 21st, 2011, 3:30-5:00 pm

Session Facilitator: Chetan S. Sankar (Auburn University)

- **Examining the Impact of Pedagogy on Student Application of Learning: Acquiring, Sharing, and Using Knowledge for Organizational Decision Making**

  Authors/Presenters: Alice C. Stewart (North Carolina A&T State University), Jacqueline Williams (North Carolina A&T University), Karen Smith-Gratto (North Carolina A&T University), Sylvia Sloan Black (Black Star Strategies, Inc.), Betty Turner Kane (Guilford College)

- **Does the MBA Experience Support Diversity? Demographic Effects on Program Satisfaction**

  Authors/Presenters: J. B. Arbaugh (University of Wisconsin Oshkosh), Regina Bento (Harvard Business School), Alvin Hwang (Pace University)

- **Applying Mass Customization Concepts to Core Courses: Increasing Student-Centered Customization and Enabling Cross-Functional Integration**

  Authors/Presenters: Darryl D. Wilson (Old Dominion University)

Curricular Issues Miniconference Coordinators

David C. Yen, Miami University
yendc@muohio.edu

Shin Yuan Hung, National Chung Cheng University
syhung@mis.ccu.edu.tw

Teaching Case Studies Award Competition

The Teaching Case Studies Workshop serves an active role in the dissemination of new ideas with respect to case studies topics. Cases may be methodological in nature (i.e., crafted to support the learning of a specific technical skill) or integrative (i.e., designed to foster the integration of scientific approaches and analyses with real-world decision making.

■ TC-4: Teaching Case Award—Finalists

Monday, Nov. 21st, 2011, 3:30-5:00 pm

Session Facilitator: Alistair Brandon-Jones (University of Bath)

- **Dwarf Buys Giant: Spyker's Acquisition of Saab**

Mignon van Halderen (Rotterdam School of Management), Irma Bogenrieder (Rotterdam School of Management)

This case presents the takeover of Saab by Spyker Cars (Spyker)the Dutch boutique sports carmaker. On 24 November 2009, Victor Muller, CEO of Spyker noticed Saab owned by General Motors (GM) was for sale Muller grabbed the opportunity. He wrote an email to GM vice president Bob Lutz and eight minutes later got a positive reply. After 93 days, the deal was closed. Muller was confident he could make Saab profitable by 2012 and restore its once iconic status, which GM let sink.

- **Ballis's Benchmark**

Yael Grushka-Cockayne (Darden School of Business, University of Virginia)

This is the case of Margeret Ballis, a she begins her job in investment management. Ballis is trying to asses her ability to consistently outperform the stock market; she questions whether it is even possible to achieve consistent performance as a fund manager. Using data downloaded from Morningstar, Inc on 2852 mutual funds, students are prompted to investigate whether funds that beat the S&P 500 Index benchmark during a 5-year period are more likely to beat the Index over the next 5 years.

- **Narragansett Brewing Company: The Rebirth of a Brand**

Christopher J. Roethlein (Bryant University), John K. Visich (Bryant University)

Four years into the rebirth of the once popular Narragansett beer, Mark Hellendrung, President of Narragansett Brewing Company (NBC),has to decide on the long-term strategic direction of NBC from the following four major options: 1) continue with the current outsourced brewing and logistics system; 2) continue with the current outsourced brewing arrangement, but change the distribution system; 3) switch production to a large national brewer; 4) build a brewery in Rhode Island. ■

2011 Instructional Innovation Award Competition Finalists

Co-sponsored by Alpha Iota Delta and Pearson Prentice Hall

The Instructional Innovation Award Competition (II-1) seeks to recognize outstanding contributions that advance instructional approaches within the decision sciences. Four finalists have been chosen to present their papers as part of the competition on Monday, November 21, 8:00 - 9:30 am in the Suffolk room. The award will be announced at the President's Lunch.

■ Improving Students' Writing Competency through Online Writing Groups/Studios

Jamison V. Kovach (University of Houston), **Michelle Miley** (University of Houston), **Miguel Ramos** (Universtity of Houston)

Communication skills contribute to success in the workplace. Unfortunately, people often have trouble expressing their ideas in writing. This research investigates the impact of online writing studios (i.e., peer feedback groups) on students' writing competency. Results show that students who participated in online writing studios performed better on the final written assignment for a course and improved their perceptions about the writing process compared to students who did not.

■ Incorporating SCOR Scholar Training and Certification into Supply Chain Management Curricula: An Exploratory Study of Suitability and Approach

Scott C. Ellis (University of Kentucky)

SCOR Scholar training and certification promotes the understanding and application of the SCOR model which integrates supply chain processes, metrics, best practices, and improvement methodologies into a holistic conceptual framework. Though widely adopted, the utility of the SCOR model as a pedagogical instrument remains relatively unexplored. This study addresses the suitability, method, and utility of providing SCOR Scholar training and certification within supply chain management curricula

■ Expeditionary Learning in Information Systems: Definition, Implementation, and Assessment

Alan S. Abrahams (Virginia Tech)

Expeditionary learning—where students collaboratively discover, catalogue, and compare rapidly evolving information system specimens—is an innovative and effective approach for learners in the IS field. Our results indicate that learning by expedition has a strong, positive community impact and compares favorably to conventional experiential and service learning styles.

■ Introducing Geographic Information Systems in the Business School Curriculum with Business Analyst Desktop

David Bradbard (Winthrop University), **Barbara Fuller** (Winthrop University)

This paper describes a teaching module that uses Business Analyst (BA) Desktop to develop a marketing strategy for a retail store where GIS technologies are used for managerial decision making. Students must manage geographic data for managerial decision making and produce maps, reports, and marketing strategy recommendations based on their analyses.

Instructional Innovation Award Competition Coordinator

Karen Papke-Shields,
Salisbury State University
■

Making Statistics More Effective in Schools of Business Miniconference

■ ST-1: Changing Perceptions of Introductory Business Statistics: Steps for Reducing Anxiety and Increasing Relevance

Saturday, Nov. 19th, 2011, 4:00-5:30 pm

Session Facilitator: Robert L. Andrews (Virginia Commonwealth University)

Participants: Robert A. Stine (Wharton School, Univ. Penn.), Kathryn A. Szabat (La Salle University), David Levine (Baruch College)

Session Description: Introductory business statistics has the unenviable reputation among most business students as a hurdle to overcome rather than a course that is integral to their major. This session will discuss approaches that increase the relevance of the course and also help students use statistics in occupational situations in the workplace. Particular focus will be given to the importance of the first day of class and the strategies that can be used to make the impression of the course a positive one.

■ ST-2: Featured Session: One-on-One with Dean Oliver

Sunday, Nov. 20th, 2011, 9:30-11:00 am

Session Facilitator: Kellie B. Keeling (University of Denver)

Session Description: Moderated interactive dialogue regarding the future of statistics with the Director of Production Analytics, ESPN and formerly the Director of Quantitative Analysis with the Denver Nuggets, who has been called the "dean of basketball statistical analysts."

■ ST-3: Enhanced Methods for Teaching Statistics

Sunday, Nov. 20th, 2011, 9:30-11:00 am

Session Facilitator: Norean R. Sharpe (Georgetown University)

- **Homework for Learning Statistics: Online Technology Enhanced or Offline with Pen, Pencil, Calculator, and Computer Software—Is One More Effective than the Other?**

  Authors/Presenters: Mrs. Cindy Randall (Georgia Southern University), E. James Randall (Georgia Southern University), Barbara A. Price (Georgia Southern University)

- **Is there a Positive Correlation Between Students' Performance in Business Statistics and their Judgmental and Sensing Personality Traits?**

  Authors/Presenters: Joseph S. Mollick (Texas A&M University-Corpus Christi), Robert Cutshall (Texas A&M University-Corpus Christi)

- **Is It Good to Combine Two Quantitative Methods Courses into One? A Longitudinal Study**

  Authors/Presenters: Jesus Tanguma (University of Texas Pan American), Jun Sun (University of Texas-Pan American), Jie Ke (Texas A&M University)

- **Dynamic Word Problems Using Excel**

  Authors/Presenters: Mark E. Eakin (The University of Texas at Arlington)

- **Do Planned Mistakes in Study Material Increase Student Focus and Scores?**

  Authors/Presenters: David W Weltman (University of Texas at Arlington), Mark E. Eakin (The University of Texas at Arlington)

■ ST-4: Analytics in Practice: What Academics Need to Know

Sunday, Nov. 20th, 2011, 1:30-3:00 pm

Session Facilitator: Michael J. A. Berry (TripAdvisor, Boston College)

Participants: Anne Milley (JMP), Curt Hinrichs (JPM), Robert L. Andrews (Virginia Commonwealth University), Michael J. A. Berry (TripAdvisor, Boston College)

Session Description: Speakers with extensive experience consulting with organizations that have adopted analytics in their decision making lay out the areas of analytics and skills most important for graduates to understand and possess. Session will present the challenging areas for companies as they implement analytics and the knowledge gaps they need to address, as well as the important soft skills that analytics requires in practice in addition to quantitative tools. Discussion of implications for academics.

■ ST-5: Moving from the Sage on the Stage to the Guide on the Side for Statistics Education

Sunday, Nov. 20th, 2011, 3:30-5:00 pm

Session Facilitator: Robert L. Andrews (Virginia Commonwealth University)

Participants: Lisa C. Dierker (Wesleyan University), Stephen Custer (Virginia Commonwealth University)

Session Description: Classical teaching of statistical methods presents a method, demonstrates it with data and finally applies it to a situation. This session will present approaches that fit with business analytics. Starting with a business or research question creates a need for data and an analysis method that can answer the question. Experiences will be shared from this type approach in business and multi-disciplinary classes. A goal is to show value and inspire further pursuit of statistics education.

■ ST-6: Improving the Status of Statistics in B-Schools

Monday, Nov. 21st, 2011, 10:00-11:30 am

Session Facilitator: John D. McKenzie, Jr. (Babson College)

Participants: Keith Ord (Georgetown University), John D. McKenzie, Jr. (Babson College), Dominique M. Haughton (Bentley University and Université Toulouse I)

Session Description: Statistics is the driving force behind business analytics and empirical research in business, yet business schools are reducing both quantitative requirements and the number of statisticians on their faculty. Consequences include less effective research and graduates who are not prepared for careers in the fastest growing areas of the economy. Presenters will briefly give three different approaches to improving the status of the discipline before opening the floor to the audience.

■ ST-7: Introducing Social Responsibility/Financial Concepts into Business Statistics

Monday, Nov. 21st, 2011, 1:30-3:30 pm

Session Facilitator: Keith Ord (Georgetown University)

Participants: Keith Ord (Georgetown University), Richard Bliss (Babson College), Norean R. Sharpe (Georgetown University)

Session Description: Most statistics educators agree that our courses should include topical examples. Also, the concept of corporate social responsibility (CSR) is becoming more central to business education. One challenge is that there is no clear statistical relationship between CSR and financial performance. The presenters will discuss the role of CSR, metrics that exist for CSR, and the difficulty in distinguishing between correlation and causation when comparing social and financial performance. ■

2011 Elwood S. Buffa Doctoral Dissertation Competition

The DSI Doctoral Dissertation Award Competition is named in honor of Professor Elwood S. Buffa, UCLA, for his many contributions to the decision sciences. The purpose of the award is to encourage and publicize outstanding research by selecting and recognizing the best dissertations written during 2010 in the decision sciences. This year, the identification of the winner will take place—LIVE—at the annual meeting on **Sunday, November 11, 9:30-11:00 am**. Over 40 judges evaluated nine submissions of Ph.D. dissertations completed by the end of December 2010. Four finalists have been selected to present their arguments as to why their dissertations merit being the winner. Join us for this exciting event and see if your evaluations match those of the judges in attendance.

■ **David D. Dobryzkows,** Eastern Michigan University

- Dissertation: *Linking Antecedents and Consequences of Value Density in the Healthcare Delivery Supply Chain*
- Advisor & Degree-granting Institution: T. S. Ragu-Nathan and Mark A. Vonderembse, University of Toledo

■ **Gökçe Esenduran,** The Ohio State University

- Dissertation: *Role of Environmental Legislation and Firm-Level Strategies on Product Take Back*
- Advisor & Degree-granting Institution: Jayashankar M. Swaminathan and Eda Kemahlioglu-Ziya, University of North Carolina

■ **Emily J. Kohnke,** Iowa State University

- Dissertation: *Health Care Supply Chain Design for Emerging Economies*
- Advisor & Degree-granting Institution: Kingshuk K. Sinha, University of Minnesota

■ **Brent B. Moritz,** Pennsylvania State University

- Dissertation: *Cognition and Heterogeneity in Supply Chain Planning: A Study of Inventory Decision Making*
- Advisor & Degree-granting Institution: Arthur V. Hill, University of Minnesota

Coordinator

Johnny Rungtusanatham
The Ohio State University

■

Placement Services Coordinator Vacancy

Submit applications by**:**
January 15, 2012

The Decision Sciences Institute annually operates a web-based placement system, which provides recruiting information for both applicants and academic institutions searching for faculty. The Institute is seeking a new placement coordinator for a three-year term beginning after the 2011 Annual Meeting in November. At the present time, all placement activities are conducted by Dr. Arijit Sengupta with the support of Wright State University, Raj Soin College of Business, Dayton, Ohio, with the accounting aspects conducted by Institute staff.

The current placement system provides a fair number of automation capabilities, including self-posting of information by candidates and employers, many different ways of searching and viewing information, and report generation capabilities. The duty of the placement coordinator includes maintaining this system (minimal work involving clearing the data at the beginning of the year, and generating occasional reports), responding to emails from prospective employers or candidates, and take an occasional phone call asking for help with using the system.

A final critical duty is the coordination of the placement activities at the annual meeting. Such duties include working with the local arrangements coordinator to secure equipment and space, working with the DSI staff to arrange times and supplies, and ensuring the smooth operations of the placement area.

Items to submit: (1) Curriculum vita, (2) Statement of activities and service provided to the Institute, (3) Statement of interest and availability to serve a three-year term, (4) Statement of qualifications and experience related to the position, and (5) Description of institutional commitment for the support of the coordinator's job functions for a three-year period. Additional information may be secured from the current coordinator, Arijit Sengupta, at 937-775-2115 or **arijit.sengupta@wright.edu**.

All interested parties should submit the items listed above by January 15, 2012, to:

Carol Latta
Decision Sciences Institute
J. Mack Robinson College of Business
Georgia State University
75 Piedmont Ave, Suite 340
Atlanta, GA 30303

phone: 404-413-7711
clatta@gsu.edu

■

Boston
Decision Sciences Institute
42nd Annual Meeting
November 19-22, 2011

All Featured Sessions

Saturday, Nov. 19, 2011
ALL DAY SESSIONS
8:00 am - 5:00 pm

■ Doctoral Student Consortium

Chairperson: Funda Sahin, University of Tennessee

■ New Faculty Development Consortium

Chairperson: Elliot Rabinovich, Arizona State University

Saturday, Nov. 19, 2011
8:00 am - 9:30 am

■ AF-1: Ethics and Corporate Responsibility

Chairperson: Omid Sabbaghi, University of Detroit Mercy

- **Corporate Social Responsibility and Corporate Performance**

  Shou-Lin Yang, National Cheng Kung University; Yung-Ming Shiu, National Cheng Kung University
- **ROE: Return on Ethics**

  Omid Sabbaghi, University of Detroit Mercy; Min Xu, University of Detroit Mercy
- **Shareholdings of Board Members and Corporate Performance: A Panel Quantile Regression Analysis in China and Taiwan**

  Hsin-Hong Kang, National Cheng Kung University; Shu Bing Liu, National Cheng Kung University

■ IT-1: Perspectives on IT Design

Chairperson: Rathindra Sarathy, Oklahoma State University

- **The Security of Interval Responses to Queries Involving Confidential Data**

  Rathindra Sarathy, Oklahoma State University; Krish Muralidhar, University of Kentucky
- **BI Factors for Competitive Advantage**

  Michael L. Gonzales, University of Texas at El Paso; Somnath Mukhopadhyay, The University of Texas at El Paso; Leopoldo L. Gemoets, University of Texas at El Paso
- **Decision Support and Knowledge Management Systems: A Study in Emerging Industry Practices**

  Richard M. Kesner, Northeastern Univ

■ IT-4: IS Security #2

Chairperson: Eric Johnson (Dartmouth College)

- **Measuring the Dependent Variable for Research into Secure Behaviors**

  Merrill Warkentin (Mississippi State University, Detmar Straub (Georgia State University)
- **Usability Failures and Patient Data Hemorrhages**

  Eric Johnson (Dartmouth College)

■ MO-1: Positive Employee Behaviors and Organizational Performance

Chairperson: Min Shi

- **Proactive Personality, Stress and Organizational Citizenship Behavior**

  Ozgun Burcu Rodopman, Bogazici University
- **Choices In Alliance Partner Selection: When Do They Create Value?**

  Yu Liu, Saginaw Valley State University
- **Assessing the Use and Effect of Entrepreneurial Leadership**

  Kathleen E. McKone-Sweet, Babson College
- **Toward a More Humanistic Ethos in Contemporary Organizations: Challenges for Research and Practice**

  Mzamo P. Mangaliso, University of Massachusetts, Amherst, MA; Jann-Marie Culhane, The Culhane Group, St. Augustine, FL; Bradford J. Knipes, Westfield State University, Westfield, MA

■ SC-1: Pricing and Distribution

Chairperson: Shad Dowlatshahi, University of Missouri-Kansas City

- **A Novel Approach to Pricing and Distribution Plan: A Case Study Approach**

  Shad Dowlatshahi, University of Missouri-Kansas City
- **Center Relocation: A Case Study**

  Charles G. Petersen, Northern Illinois University; Gerald R. Aase, Northern Illinois University; Daniel R. Heiser, DePaul University
- **Wholesale Pricing in Decentralized Supply Chains: The Case of Uniform vs Buyer-Specific Pricing Policies**

  Asoo Vakharia, University of Florida; Lan Wang, University of Florida

■ SM-1: Outsourcing and Offshoring

Chairperson: Sriram Narayanan

- **Typology of Extent of Outsourcing in Professional Service Firms**

  Subhajit Chakraborty, The University of Texas-Pan American
- **Directive and Egalitarian Relational Approaches in Offshore Outsourcing of Services**

  Ismail Golgeci, The University of Tennessee; Wendy L. Tate, University of Tennessee
- **Onsite Managers/Offshore Teams**

  Linda Boardman Liu, Boston University; Janelle Heineke, Boston University

Saturday, Nov. 19, 2011
10:00 am - 11:30 am

■ DM-2: Data Envelopment Analysis

Chairperson: Andrew L. Johnson, Department of Industrial and Systems Engineering, Texas A&M University

- **Rationalization of DEA Efficiencies Under Input Output Specialization**

  Amarnath Bose, Birla Institute of Management Technology; Gokulananda Patel, Birla Institute of Management Technology
- **Proactive Data Envelopment Analysis: Effective Production under Stochastic Environment**

  Chia-Yen Lee, Department of Industrial and Systems Engineering, Texas A&M University; Andrew L. Johnson, Department of Industrial and Systems Engineering, Texas A&M University
- **Environmental Assessment by Using DEA Radial and Non-Radial Models**

  Toshiyuki Sueyoshi, New Mexico Institute of Mining & Tech; Mika Goto, Central Research Institute of Electric Power Industry
- **Data Envelopment Analysis (DEA) Equipped With DEA-Discriminant Analysis (DA)**

  Mika Goto, Central Research Institute of Electric Power Industry; Toshiyuki Sueyoshi, New Mexico Institute of Mining & Tech

■ IE-3: Journal Editors' Panel — Research Trend in Innovative Education

Chairperson: Chetan S. Sankar (Auburn University)

Participants: Chetan S. Sankar, Auburn University; J. B. Arbaugh, University of Wisconsin Oshkosh; Binshan Lin, Louisiana State University-Shreveport

A group of prominent editors from business education journals attend this panel to discuss various issues in innovative education. Publication opportunities and research trend will also be discussed in this panel.

■ PI-1: Service Innovation

Chairperson: William H.A. Johnson, Pennsylvania State University-Erie

- **Service Innovation under Resource Constraints**

  David A Johnston, Schulich School of Business, York University; Linda Boardman Liu, Boston University; Larry J. Menor, The University of Western Ontario; Diane H. Parente, Pennsylvania State University-Erie; Marie-Pierre Spooner, Universitie du Quebec, Montreal; William H.A. Johnson, Pennsylvania State University-Erie

  This session involves research into the practices of service innovation that create strategic and operational value under conditions of resource constraints. While we will have a panel of researchers discussing their work, the session is open to all interested in this research area and interactive discussion will be encouraged.

■ SC-5: Configurations of Supply Chains

Chairperson: Heather Lutz, University of St. Thomas

- **Managing Value in Supply Chain - Case Studies on the Sourcing Hub Concept**

  Anupam Agrawal, University of Illinois at Urbana Champaign; Arnoud De Meyer, Singapore Management University; Luk N. Van Wassenhove, INSEAD

- **Global Supply Chain Configurations and Management: Evidences From The Electric Motors Industry**

  Federico Caniato, Politecnico di Milano; Ruggero Golini, Universita di Bergamo; Matteo Kalchschmidt, Universita di Bergamo

- **Disaster Relief Supply Chains: Taming the Bullwhip**

  Heather Lutz, University of St. Thomas; Laura Birou, Louisiana Tech University; Nezih Altay, DePaul University

■ SM-3: Environmental and Social Issues 2

Chairperson: Amrou Awaysheh, Instituto de Empresa (IE) Business School

- **The Impact of Supply Chain Structure on Social Issues in Buyer-Supplier Relationships**

  Amrou Awaysheh, Instituto de Empresa (IE) Business School; Asad Shafiq, University of Western Ontario; Robert Klassen, University of Western Ontario; Fraser Johnson, Ivey School of Business, University of Western Ontario

- **The Influence of Organizational Support in ERP System Integration**

  Arun Madapusi, Drexel University; Daniel Cernas Ortiz, University of North Texas

- **Audit Process Quality in Voluntary Industry Standard Audits: Knowledge-Based Antecedents and the Moderating Effect of Clients—Top Management Commitment**

  Ying Fan, University of Colorado at Colorado Springs; Carol Prahinski, Michigan State University; Robert Klassen, University of Western Ontario

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Saturday, Nov. 19, 2011
12:00 pm - 1:30 pm

■ HM-5: Cost/Quality Trade-offs and Patient-Centered Healthcare

Chairperson: Justin Ren, Boston University

- **Analyzing the Relationship Between Cost and Quality Using a Bayesian Shrinkage Composite Measure of Quality**

  Jim Burgess, Boston University; Michael Shwartz, Boston University

- **Measuring Cost Efficiency: Is There a Best Method?**

  Justin Ren, Boston University; Carol Theokary, Boston University School of Management

- **Patient-Centered Care Practices and Quality in Department of Veterans Affairs Nursing Homes: Is There a Relationship?**

  Michael Shwartz, Boston University

■ HM-6: Theory of Constraints of Healthcare

Chairperson: Lisa Ferguson, Illuminutopia

Participants: Antoine Gelder (University of Pretoria), Rafael Conde, Gary Wadhwa (Albany Memorial Hospital)

Authors will present the top of the Strategy and Tactics tree (implementation plan) for dramatically improving performance in hospitals, followed by Dr. van Gelder's experiences and results achieved implementing TOC in public and private hospitals in South Africa. Dr. Wadhwa shares his experience implementing TOC, Lean and Six Sigma in an Oral Maxillofacial private practice. Dr. Conde shares some content regarding the TOC in healthcare programs he developed with his team in the countries of Columbia, Ecuador and Chile.

■ HM-7: Improving Healthcare Safety and Outcomes: Leadership and Lean

Session Chair: Debra Thompson, University of Pittsburgh

Participants: Mimi Falbo (Carnegie Mellon Univ), Naida Grunden (Naida Grunden LLC)

Although targeted efforts have resulted in improvements in healthcare quality and safety, progress to date has been insufficient. Industrial models applied in healthcare show great promise; however, the quality of leadership appears to be the limiting factor in how well and thoroughly those models become part of everyday work. This three-part session will present (1) new findings regarding leadership's relationship to the safety climate; (2) a "deep dive" into how lean principles can improve patient flow and healthcare outcomes; and (3) a look at how those same principles, when fused with the leadership culture, can drive institution-wide change.

■ IT-9: Organizational IS and External Environment

Session Facilitator: Jose Benitez-Amado (University of Granada)

- **Impact of Management Role, Gender, and Level of Project Involvement on Corporate Governance in A Role-Based Enterprise Portal Environment**

  Bih Ru Lea (Missouri University of Science & Technology), Sequeira Daniel (Missouri University of Science & Technology)

- **Information Technology and Firm Performance: Is the Capability of Proactive Corporate Environmental Strategy a Missing Link? Yes**

  Jose Benitez-Amado (University of Granada), Rita Walczuch (Maastricht University)

- **All Hell Breaks Loose: A Brittle DSS Meets A Discontinuous Environment**

  Darin A Ladd (Air Force Institute of Technology), Joe S Valacich (Washington State University)

■ MO-3: Employee and Work Policies

Session Chair: Mehdi Sagheb-Tehrani (Bemidji State University)

- **Employee Perceptions of Operations Strategy**

  Ahmad Karim (Indiana University / Purdue University at Fort Wayne), Amer Karim (Northwestern University)

- **The Effect of Shyness, Affiliation Motive, and Self-monitoring on OCB Expectation**

  Yutaka Ueda (Seikei University)

- **Effect of Work Values on Work Outcomes: Investigating Differences between Job Categories**

  Yutaka Ueda (Seikei University), Yoko Ohzono (Seikei University)

- **The Relation Between Self-Efficacy and The Three Dimensions of Employee Engagement: An Empirical Investigation in a Non-Western Country**

  Grace K Dagher (Lebanese American University), Nora Junaid (Lebanese American University)

- **Insider Threats to Systems, Networks, and Data by Involuntary Lame-Duck Employees**

  David T. Green (Governors State University), Christopher O'Hara (Governors State University)

- **Identification of New Strategies to Motivate Employees: A Management Challenge**

  Joshua Rosenthal (Argosy University), Sylnovie Merchant (Lynchburg College)

PLENARY TALKS
Saturday, Nov. 19, 2011
2:00 pm - 3:30 pm

■ AD-14: Plenary Talk: Applying Lean in Healthcare—The Thedacare Journey

Session Description: John Toussaint, MD is CEO Emeritus of Thedacare, a lean healthcare expert and co-author of *On the Mend: Revolutionizing Healthcare to Save Lives and Transform the Industry* will deliver this plenary talk on lean applications at Thedacare. A new system of management/leadership is required for the ailing health systems around the country. We will show specific examples of what great leaders are doing to change the culture of their healthcare organization to support building a community of healthcare workers focused on solving problems every day. This requires heavily change of leaders and we will outline what leaders need to change in their existing leadership practices.

■ AD-15: Plenary Talk: An Overview of Humanitarian (Operations) Research

Session Description: Luk N. Van Wassenhove, Henry Ford Chair of Manufacturing, Insead, will present this plenary talk regarding humanitarian operations research. The world of humanitarian disasters is fundamentally changing and the humanitarian organizations have a hard time coping. At the core of this challenge are some fundamental supply chain management problems (network design and prepositioning of relief supplies, bottlenecks, procurement issues, tracking and tracing problems) within heavily decentralized organizations with agency problems. This presentation will introduce supply chain management in the humanitarian context, and outline the need for better preparedness and response to disasters. We also discuss opportunities for more effective collaboration among humanitarian organizations, as well as between humanitarians and private organizations. The presentation uses a number of examples from our 10 years of close collaboration with humanitarian organizations.

Saturday, Nov. 19, 2011
4:00 pm - 5:30 pm

■ IT-14: IS Quality

Chairperson: Jack S. Cook, Rochester Institute of Technology

- **Assessing Data and Information Quality Research Methods**

  M. Pamela Neely, SUNY College at Brockport; Jack S. Cook, Rochester Institute of Technology

- **System Frame Erasure Rate and its Relationship to Perceived Call Quality in a Wireless Network: A Quantitative Investigation**

  Mary R. Lind, North Carolina A&T State University; Michael Irizarry, Colorado Technology University

- **Investigating Service Quality Factors of Korean Mobile Telecommunication Industry: An Integrated Approach**

  Mincheol Kim, Cheju National University; Chengqi Guo, James Madison University; Jongtae Yu, Mississippi State University

■ SC-14: Role of Organizational Knowledge

Chairperson: Jennifer Shang

- **Examining the Role of Knowledge and Innovation in Supply Chain**

  David E Cantor, Iowa State University; Jennifer V. Blackhurst, Iowa State University; Michael R. Crum, Iowa State University; Qazi S. Kabir, Iowa State University

- **Is Supply Chain Knowledge a Firm's Most Valuable Resource?**

  Kaitlin S. Dunn, The Pennsylvania State University; Christopher W. Craighead, The Pennsylvania State University; David J. Ketchen, Auburn University; Tomas Hult, Michigan State University

■ SO-1: Emerging Issues in Sustainable Operations

Chairperson: Mark Pagell, York University

- **Environmental Sustainability Strategy for Hotels: A Cluster Analysis Approach**

  Jie Zhang, Boston University; Nitin Joglekar, Boston University; Rohit Verma, Cornell University

- **Is Safe Production an Oxymoron: Evidence from Ten Case Studies**

  Mark Pagell, York University; David A Johnston, Schulich School of Business, York University; Robert Klassen, University of Western Ontario; Markus Biehl, York University

- **Role of POM in Crisis/Disaster Management**

  Sushil K. Gupta, Florida International University; Martin K. Starr, Rollins College

■ HM-10: Panel Discussion on Theory of Constraints in Healthcare

Session Chair: Victoria J. Mabin, University of Wellington

Participants: Lisa A. Ferguson (Illuminatopia), James F. Cox (University of Georgia), Antoine Gelder (University of Pretoria), Rafael Conde, Gary Wadhwa (Albany Memorial Hospital)

This panel involves three physicians with direct experience applying theory of constraints in healthcare and two business experts with similar experience. The discussion starts with each of the panelists providing a brief overview of their work regarding TOC in healthcare.

■ HM-11: Community Level Approaches to Reforming the Healthcare System

Session Chair: Dennis Scanlon, Pennsylvania State University

Participants: Jessica Mittler (Pennsylvania State University), Jeffrey Beich (Pennsylvania State University)

Dennis Scanlon is a member of a research team at Pennsylvania State Univ. that has a grant to conduct impartial research and evaluation expertise regarding The Aligning Forces for Quality (AF4Q) initiative. The AF4Q is a long-term, comprehensive effort to provide resources, expertise and training focused on accelerating quality improvement of healthcare in 17 communities across the nation and is the signature program in the Robert Wood Johnson Foundation's $300 million commitment to improve the quality of U.S. health care. Dr Scanlon will discuss issues including public good, free rider problems, public v. private investments, ability of competitors to cooperate on community/social issues and medical professionalism.

Saturday, Nov. 19, 2011
6:00 pm

■ Annual Meeting Welcome Reception

The Decision Sciences Institute's Program Chair welcomes you to the Institute's 42nd Annual Meeting. This event will be an excellent opportunity to connect with your colleagues early in the Annual Meeting. The reception will be a cash bar with complimentary hors d'oeuvres.

PLENARY TALKS
Sunday, Nov. 20, 2011
Continental breakfast served
7:30 am - 8:30 am

■ AD-20: Plenary Talk: Gen Y Design Thinking, Decision Making

Session Description: Steven D. Eppinger, General Motors LGO Professor of Management at MIT is an expert on Product Design and Development and the author of two books: Product Design and Development, McGraw-Hill, 5th Edition, 2012 and Design Structure: Matrix, Methods and Applications, forthcoming, MIT Press, 2012.

■ AD-21: Plenary Talk: The Statistics of Dividing Credit in Sports

Session Description: Dean Oliver, Director of Production Analytics, ESPN and formerly the Director of Quantitative Analysis with the Denver Nuggets, has been called the dean of basketball statistical analysts. He earned a PhD from the University of North Carolina in 1994 on using statistics to make forecasts and is the author of Basketball on Paper: Rules and Tools for Performance Analysis. Talk Subject: Among a group of teammates all working together on a team, dividing the credit has to be done for the purpose of paying salaries. This division of credit is a hot topic in sports with more and more individual data to analyze it. These are some of our experiences.

Sunday, Nov. 20, 2011
9:30 am - 11:00 am

■ AD-22: Elwood S. Buffa Doctoral Dissertation Competition—LIVE

Session Chair: Johnny Rungtusanatham (Ohio State University)

Every year, the Decision Sciences Institute (DSI) and McGraw-Hill/Irwin proudly co-sponsor the Elwood S. Buffa Doctoral Dissertation Competition. This year, the identification of the winner will take place - LIVE - at the annual meeting. Over 40 judges evaluated nine (9) submissions of Ph.D. dissertations completed by the end of December 2010. Four finalists have been selected to present their arguments as to why their dissertations merit being the winner. Join us for this exciting event and see if your evaluations match those of the judges in attendance.

- David D. Dobryzkowski (Ph.D. University of Toledo), Dissertation: Linking Antecedents and Consequences of Value Density in the Healthcare Delivery Supply Chain
- Gökçe Esenduran (Ph.D. University of North Carolina), Dissertation: Role of Environmental Legislation and Firm-Level Strategies on Product Take Back
- Emily J. Kohnke (Ph.D. University of Minnesota), Dissertation: Health Care Supply Chain Design for Emerging Economies
- Brent B. Moritz (Ph.D. University of Minnesota), Dissertation: Cognition and Heterogeneity in Supply Chain Planning: A Study of Inventory Decision Making

■ HM-14: Lean and Quality

Chairperson: Chris M. McDermott, Rensselaer Polytechnic Institute

- **Improving Quality through the Lean Practice: A Case Study of a Hospital**

  Woosang Hwang, Universidy of Toledo; Pauline J. Hwang, University of Toledo

- **Measuring Multidimensional Quality in Hospitals Using DEA**

  Chris M. McDermott, Rensselaer Polytechnic Institute; Liam O'Neill, Univ of North Texas; Gregory N. Stock, University of Colorado-Colorado Springs

- **Preparing Health Care for Six Sigma: Systems Thinking Approach**

  Gouri Gupte, Boston University; Vickie Cox Edmondson, Morehouse College; Leslie Garth, University of Nebraska-Lincoln

■ IE-9: Developing Entrepreneurial Leaders Who Shape Social and Economic Opportunity: A Panel Discussion

Chairperson: Kathleen E. McKone-Sweet, Babson College

Participants: Kathleen E. McKone-Sweet, Babson College; Sadik Sinan Erzurumlu, Babson College; Sebastian Fixson, Babson College; Danna Greenberg, Babson College

As management educators we have the responsibility to develop entrepreneurial leaders—individuals who act on and shape social and economic opportunity. We introduce three principles of entrepreneurial leadership: cognitive ambidexterity, social, environmental and economic sustainability and responsibility, and Self—and Social Awareness—and discuss approaches for modifying management education programs.

■ MC-3: Panel Discussion: Revisiting the Globalization Debate: Issues, Trends, and Realities

Chairperson: Syed T. Anwar, West Texas A&M University-Carbondale

Participants: Terry Clark, Southern Illinois University-Carbondale; Saeed Samiee, Univ of Tulsa; Sushil Vachani, Boston Univ

This panel will encompass three topics: history and current issues of globalization, consumers and globalization, and ethics and globalization. These topics are timely and will be discussed within the perspectives of interdisciplinary issues.

■ PI-3: Learning, Exploration, and Exploitation

Chairperson: Aravind Chandrasekaran, Ohio State University

- **Generalized Learning by Experimentation**

  Roger Bohn, University of California, San Diego; Michael Lapr, Vanderbilt University

- **Managing the Trade-off between Science and Art of Care**

  Claire Senot, The Ohio State University; Aravind Chandrasekaran, Ohio State Univ.

- **See the Forest for the Trees: Adaptive Learning within Product Development Scenarios**

  Nitin Joglekar, Boston University

- **Users as Service Innovation**

  Pedro Oliveira, Cat¢lica-Lisbon School of Business and Economics; Eric Von Hippel, MIT

■ SC-18: Extending the State of the Art in Logistics Research

Session Chair: Thomas J. Goldsby (Ohio State University)

Participants: Chad Autry (University of Tennessee), A. Michael Knemeyer (The Ohio State University), Elliot Rabinovich (Arizona State University, Main Campus), Nada Sanders (Lehigh University), Stephan M. Wagner (Swiss Federal Institute of Technology Zurich)

Is it possible to enhance rigor and maintain relevance to industry practice? This session features prominent researchers from logistics management who will examine this question, commenting on the state of the art in logistics research, and offering perspectives on methods of research and pressing topics calling for research attention.

■ ST-2: One-on-One with Dean Oliver

Session Chair: Kellie B. Keeling, Univ of Denver

Moderated interactive dialogue regarding the future of statistics with the Director of Production Analytics, ESPN and formerly the Director of Quantitative Analysis with the Denver Nuggets, who has been called the "dean of basketball statistical analysts."

Sunday, Nov. 20, 2011
1:30 am - 3:00 pm

■ AD-27: Meet the Editors

Session Chair: Stephanie Eckerd, University of Maryland

Come meet the editors of leading journals in the Decision Sciences field. Editors will be at separate tables and audience members will have the opportunity to sit with individual editors and interact one-to-one with audience members rotating every 15 minutes. Participating editors include *Business Horizons*, Mark Dollinger, Indiana University-Bloomington; *Decision Sciences*, Asoo Vakharia, University of Florida; *Decision Sciences Journal of Innovative Education*, Chetan Sankar, Auburn University; *Information Systems Research*, Ritu Agarwal, University of Maryland; *Journal of Operations Management*, Thomas Choi (Arizona State University) and Daniel Guide (Pennsylvania State University); *Journal of Purchasing and Supply Management*, George Zsidisin, Bowling Green State University; *Journal of Supply Chain Management*, Craig Carter (Arizona State University) and Lisa Ellram (Miami University).

■ AD-28: New Talent Showcase—Environmental Management and SC/Customer Issues

Chairperson: Robert Klassen

- **The Re-organization of Global Coffee Supply Chains due to Stakeholder Pressure**

  Kate Hughes, Macquarie Graduate School of Management

- **Environmental Management and Financial Performance: An Event Study**

  Ram Narasimhan, Michigan State University; Tobias Schoenherr, Michigan State University; Myung Kyo (M.K.) Kim, Michigan State University

- **Environmental Coordination on the Joint Economic-Lot-Size Model**

  Zhi Tao, Kent State University

■ CI-2: Best Teaching Briefs

Chairperson: Susan K. Williams

- **Teaching Design Thinking Through Case Analysis: Joint Analytical Process**

  Shouhong Wang, University of Massachusetts Dartmouth; Hai Wang, Saint Mary's University

- **Promoting Effective Decision Making Using Analytics in a Virtual Technology Lab**

  Mary Gros, Teradata Inc.; Michael Goul, Arizona State University; Haluk Demirkan, Arizona State University

- **Teaching Utility Theory with an Application in Modern Portfolio Optimization**

  Lihui Bai, Valparaiso University; Paul Newsom, University of Louisville; Jiang Zhang, Adelphi University

■ DM-9: Inventory Innovations

Chairperson: Robert J. Pavur

- **Using Demand Patterns of Related Products in Improving the Forecast Accuracy of Intermittent Demand**

  Matthew D. Lindsey, Stephen F Austin State University; Robert J. Pavur, University of North Texas

- **Shape of Power Yield Distribution: Impact on Wilson's Formula with Random Quantity**

  Javad Paknejad; Farrokh Nasri, Hofstra Univ; John Affisco, Hofstra Univ

- **Two Heuristics for the Basic EOQ and EPQ with Partial Backordering**

  David W. Pentico, Duquesne University; Matthew J. Drake, Duquesne University; Carl Toews, Duquesne University

■ SM-11: Operations Strategy

Chairperson: Aravind Chandrasekaran

- **Manufacturing Outsourcing: The Dark Side**

  Venugopal Gopalakrishna Remani, Kent State University; Kuntal Bhattacharyya, Kent State University; O. Felix Offodile, Kent State University

- **A Refinement of the Sand Cone Model: A Contingency Framework**

  Erlinda Yunus, Southern Illinois University Carbondale; Suresh K. Tadisina, Southern Illinois University-Carbondale

- **Operations Strategy in Small Business: Fast Food Restaurants**

  Amer Karim, Northwestern University

■ SM-10: Manufacturing Performance 2

Chairperson: John V. Gray

Boston
Decision Sciences Institute
42nd Annual Meeting
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- **Revisiting Common Simulation Assumptions**

  Kevin J. Watson, Iowa State University; Anthony L. Patti, Macon State College

- **Understanding Configuration Process Performance: Interactive Effects of Information Provisioning and Learning**

  Fabrizio Salvador, Instituto de Empresa

- **Capacity Position and Financial Performance: Longitudinal Evidence from the U.S.**

  Carol J. Cagle, University of Texas at Arlington

Sunday, Nov. 20, 2011
3:30 am - 5:00 pm

■ AD-33: New Talent Showcase—Sourcing and Supply Chain Theory/Integration

Chairperson: Janet L. Hartley

- **A Social Network Perspective of Demand and Supply Integration**

  Hannah J. Stolze, University of Tennessee

- **The Link between Purchasing Strategies and Purchasing Structure**

  Melek Akin Ates, Rotterdam School of Management, Erasmus University; Erik van Raaij, Rotterdam School of Management, Erasmus University; Finn Wynstra, (Rotterdam School of Management, Erasmus University

- **Toward a Conceptual Framework of Supply Chain Integration and Operational Performance: A Transactions Cost Economics and Stakeholder Theory Perspective**

  Somayeh Dehghan Najmabadi, Univ of Melbourne; Damien Power, Univ of Melbourne; Prakash J. Singh, Univ of Melbourne

- **Assessing the Effects of Information Integration in Service Operations under Market Fluctuation**

  Guanyi Lu, Texas A&M University; Christina W.Y. Wong, The Hong Kong Polytechnic University; Kee-hung Lai, The Hong Kong Polytechnic University; Xenophon Koufteros, Texas A&M University

■ AD-34: From Goal Programming to Convergenomics: A Tribute

Session Chair: Maling Ebrahimpour, University of South Florida-St. Petersburg

Professor Sang M. Lee is currently the University Eminent Scholar, Regents Distinguished

Professor, and Executive Director of the Nebraska Productivity and Entrepreneurship Center. He is both a Past President and a Fellow of DSI. Dr. Lee has authored or co-authored 57 books, mostly in the field of management. He has published more than 260 journal articles, and 750 original papers, and has presented over 2,000 speeches.

■ MO-8: Knowledge and Decision Making

Chairperson: Myung Kyo (M.K.) Kim

- **Linking Organizational Memory and Knowledgebase for Business Performance**

  Ganesh Bhatt, Morgan State University; Erastus Karanja, Morgan State University

- **Cognitive Factors Shaping Entrepreneur's Strategic Decision Making: Evidence form Real Estate Brokerage Industry**

  Oleksiy Osiyevskyy, Haskayne School of Business, University of Calgary; Jim Dewald, Haskayne School of Business, University of Calgary

- **Entrepreneurial Orientation and Performance Effectiveness: An Examination of the Mediating Role of Knowledge Acquisition and Creation in Customer Alliances**

  Vishal Gupta, State University of New York-Binghamton; Suman Niranjan, Savannah State University

■ PI-5: Innovation Tradeoffs

Chairperson: Elliot Bendoly, Emory University

- **Architectural Mismatches in Complex Product Development: Problems and Counterstrategies**

  Sebastian Fixson, Babson College; Benjanim Dawson, MIT; Daniel Whitney, MIT

- **Comparison of Product Rollover Strategies in the Presence of Strategic Customers**

  Chao Liang, Univ of Texas-Dallas; Metin Cakanyildirim, University of Texas-Dallas; Suresh P. Sethi, Univ of Texas-Dallas

- **The Dynamics of Increasing Profits through Improvement, Innovation, and Cost Reduction**

  Elliot Bendoly, Emory University

■ SC-25: Green Supply Chain: Myth or Reality

Session Chair: Diane A. Mollenkopf, University of Tennessee

Participants: Paul D. Cousins (Manchester Business School), Lisa Ellram (Colorado State Univ), Thomas F. Gattiker (Boise State Univ), Wendy L. Tate (Univ of Tennessee)

Practitioners seem to understand what it means to be green, but don't really know what it means to have a green supply chain. Panelists will discuss the challenges of developing green supply chains, and directions for research and teaching.

■ SC-26: Supply Chain Security—Business, Government, and International Programs: Current Status and Challenges

Session Chair: Johnny Rungtusanatham, Ohio State University

Participants: Xenophon Koufteros (Texas A&M University), Yossi Sheffi (MIT)

Supply chain security is a current topic but yet very little has surfaced in the form of empirical studies and subsequent publications in top journals. The panel will address current issues such as threats and challenges as well as programs instituted by private industry and government to prevent security breaches, to build resilience and agility, or to build restoration capability.

■ SM-14: Quality in Service Operations

Chairperson: Evelyne Vanpoucke

- **An Examination of Service Design and Service Loyalty**

  Gary Salegna, Illinois State University; Farzaneh Fazel, Illinois State University

- **Illuminating The Service Provider's Mandate on Realizing Apt Quality and Value through Service Innovation**

  Larry J. Menor, The University of Western Ontario

- **A Review of Continuous Improvement Activities in the Public Sector**

  Jeremy D. Cleversey, NW Christian Univ; Timothy M. Bergquist, NW Christian Univ

- **The Influence of Service Variety Strategy on Service Level and Market Performance: A Longitudinal Moderated Mediation Study**

  Xiang Wan, University of Maryland

Monday, Nov. 21, 2011
8:00 - 9:30 am

■ AD-38: New Talent Showcase—Healthcare IT, Operations and Leadership

Chairperson: Susan Meyer Goldstein

- **IT Leveraging Competence in Primary Care: Electronic Health Record Utilization as a Moderator of Performance Effects**

  David Zepeda, Univ of Minnesota; Kingshuk K. Sinha, Univ of Minnesota

- **Healthcare Learning Networks and Competitive Priorities**

  John W. Gardner, Ohio State University; Kenneth Boyer, Ohio State University; Peter T. Ward, Ohio State University

- **First and Foremost, Physicians: The Clinical Versus Managerial Identities of Physicians as Leaders**

  Joann Farrell Quinn, Case Western Reserve Univ Weatherhead School of Mgt; Sheri Perelli, Case Western Reserve Univ; Richard Boyatzis, Case Western Reserve Univ Weather School of Mgt

- **Analysis of (Q,R,S) Inventory Policy and the Comparison of Continuous and Periodic Review Inventory Policies**

  Ozden E Cakici, University of Rochester

■ PI-7: Collaboration & Ideation

Chairperson: Kevin Dooley

- **Communication and Goal Structures in Buyer-Supplier Joint Product Development**

  Tingting Yan, Wayne State University; Kevin Dooley, Arizona State University

- **Socio-Cognitive Dynamics of Entrepreneurial Ideation**

  Robert M. Gemmell, Case Western Reserve Univ; Richard Boland, Case Western Reserve Univ; David A. Kolb, Case Western Reserve Univ; Sheri Perelli, Case Western Reserve Univ

- **Thinking Style and Group Performance**

  John Ettlie, Rochester Institute of Technology

■ SC-32: Managing Supply Chain Relationships

Chairperson: Carol Prahinski

- **External Integration in Demand Networks: Does It Always Work?**

  Pietro Romano, University of Udine; Pamela Danese, University of Padova; Marco Formentini, University of Udine

- **Relational Supply Chain Management Strategy: A Supply Chain Mix Perspective**

  Amit Arora, Georgia Southern University

- **Strategic Buyer-Supplier Relationship Dissolution as Divorce: Metaphorical transfer and Metaphorical Equivalence**

  Yi-Su Chen, Univ of Minnesota; Johnny Rungtusanatham, Ohio State Univ; Ascan Koerner, Univ of Minnesota; Susan Meyer Goldstein, University of Minnesota

■ II-1: Instructional Innovation Award Competition Finalist Presentations

Chairperson: Karen E. Papke-Shields, Salisbury University

- **Improving Students' Writing Competency through Online Writing Groups/Studios**

  Jamison V. Kovach (Univ of Houston), Michelle Miley (Univ of Houston), Miguel Ramos (Univ of Houston)

- **Incorporating SCOR Scholar Training and Certification into Supply Chain Management Curricula: An Exploratory Study of Suitability and Approach**

  Scott C. Ellis (University of Kentucky)

- **Expeditionary Learning in Information Systems: Definition, Implementation, and Assessment**

  Alan S. Abrahams (Virginia Tech)

- **Introducing Geographic Information Systems in the Business School Curriculum with Business Analyst Desktop**

  David Bradbard (Winthrop University), Dr. Barbara Fuller (Winthrop University)

■ MC-6: Instant Messaging, Diffusion of Online Shopping, & Social Media Opinion Leadership

Session Chair: Victor R. Prybutok (University of North Texas)

- **Effect of Instant Messaging Based Trust Building Systems**

  Bo Han (Univ of North Texas), Victor R. Prybutok (Univ of North Texas)

- **Modelling Diffusion of Online Shopping in Australia Using Market Growth Curves**

  Bakher Naseri (Macquarie University), Gregory Elliott (Macquarie University)

- **Impact of Social Media Opinion Leadership and Affect on Product Purchase Decisions**

  Jeen-Su Lim (University of Toledo), John H. Heinrichs (Wayne State University), Kee-Sook Lim (The University of Toledo)

■ HM-17: Featured Session: Research Opportunities in Health Services Delivery

Session Chair: Claire Senot, Ohio State Univ

Participants: Teresa Zayas-Cabán (Agency for Healthcare Research and Quality), Hari Balasubramanian (University of Massachusetts, Amherst)

This panel discussion will include a representative of the Agency for Healthcare Research and Quality (AHRQ) and an AHRQ-funded grantee. It will provide a summary of currently funded research related to healthcare operations, and discuss priority funding areas and opportunities for the future. It will also showcase research being done by a current grantee investigating how primary care practices can dynamically manage physician panels to improve timeliness of access and continuity. Panel includes Teresa Zayas Caban, Senior Manager Health IT, AHRQ and Hari Balasubramanian,University of Massachusetts, Amherst.

■ SM-16: The Offshoring vs. Onshoring Decision: Barriers to Effective Analysis

Session Chair: John V Gray, Ohio State Univ

Participants: Harry Moser (Reshoring Initiative), Barb Flynn (Indiana University), Robert Hayes (Harvard University), Jennifer Blackhurst (Iowa State University)

The decision to locate a source onshore or offshore relative to the point of sale or assembly is important. Nevertheless, the prevailing evidence indicates that managers often fail to incorporate many hard-to-measure benefits and costs of each alternative—that is, they fail to evaluate the total cost of ownership of the choices. In this panel, we will first hear a presentation by Harry Moser of the Reshoring Initiative, whose mission is to ensure that American manufacturers consider total costs of offshore vs. domestic sources. In spite of this goal, the tool itself seems objective. Further, it appears superior to approaches typically taken in industry. This initiative has received substantial attention in the popular and industry press. After the presentation, a panel of academics will discuss how academic research has informed and can continue to inform offshoring-reshoring decisions.

Monday, Nov. 21, 2011
10:00 am - 11:30 am

■ AD-39: New Talent Showcase—Financial Models, Experiments and Survival Models

Chairperson: James A. Hill

- **A Discrete Transformation Survival Model with Application to Default Probability Prediction**

  Adam Ding, Northeastern Univ; Shaonan Tian, Univ of Cincinnati; Yan Yu, Univ of Cincinnati; Hui Guo, Univ of Cincinnati

- **An Experimental Investigation on a Buyer's Perceived Risk in "E-Garage Sales" with Uncertainty**

  Bo Han, University of North Texas; Lucian Visinescu, University of North Texas; John Windsor, University of North Texas

- **A Financial Case for RFID in Grain Transport and Storage**

  David Sikolia, Oklahoma State University; Mark Weiser, Oklahoma State University; David P. Biros, Oklahoma State University

■ AD-40: Meet the DSI Leaders

Session Chair: Tobias Schoenherr, Michigan State University

Participants: Keong Leong (Univ of Nevada Las Vegas—Past President), Krishna Dhir (Berry College President), Powell Robinson (Univ of Houston—President Elect), Maling Ebrahimpur (Univ of South Florida-St. Petersburg—Candidate for President), Soumen Ghosh (Georgia Institute of Technology—Candidate for President)

Have you ever wanted to share some thoughts with the leaders of DSI, but not wanted to interrupt a conversation? Join us for speed discussions at roundtables that move. Rather than have a panel of experts at the front of the room and an audience in the back, this session will have a series of tables with one or more of DSI's past, current or future presidents, as well as the two candidates for President in the election to be held in January, 2012. Audience members (visitors) are invited to sit at any table and have a conversation on a subject of shared intellectual interest. Every 15 minutes, a bell will ring and visitors will rotate to the next table.

■ AF-10: Education in Accounting and Finance

Chairperson: Seleshi Sisaye, Duquesne Univ

- **An Ecological Approach for the Integration of Sustainability into the Accounting Education and Professional Practice**

  Seleshi Sisaye, Duquesne University

- **Hyperbolic Browser for Knowledge Management of an ERP Undergraduate Accounting Curriculum**

  Zane L Swanson, University of Central Oklahoma

- **Intraportfolio Correlation: An Application for Investments Students**

  Lynda S. Livingston, School of Business and Leadership, University of Puget Sound

■ DM-15: Teaching Innovations

Chairperson: Mark L. Berenson, Montclair State University

- **Spreadsheet Regression Enhancements: Part 9**

  Frank G. Landram, West Texas A&M University; Suzanne Landram, University of Northern Colorado; Jeffry Babb, West Texas A&M University

- **A Story Is Worth a Thousand Graphs?**

  Joseph G. Van Matre, University of Alabama at Birmingham

- **Business Statistics Bloopers: How Bad Business Decisions can be Made Without Really Trying**

  Erol A Pekoz, Boston University; Mark L. Berenson, Montclair State University

■ IT-23: IT In Healthcare

Chairperson: Ritu Agarwal, University of Maryland

- **How do Business Models Influence the Sustainability of Health Information Exchanges?**
  Jiban Khuntia (University of Maryland), Sunil Mithas (University of Maryland), Ritu Agarwal (University of Maryland)
- **And the (Heart) Beat Goes on: Tracing the Mechanisms through which Self-Service Technology Improves Healthcare Costs in Heart Failure Patients**
  Carrie Queenan (University of Notre Dame)
- **Performance Impacts of IT in Hospitals: A Configurational Approach**
  Pankaj Setia (University of Arkansas), Nirup Menon (George Mason University), Sankara Subramanian Srinivasan (University of Arkansas)
- **If We Offer it Will They Accept? Factors Affecting Patient Use Intentions of Employer-Sponsored Personal Health Records and Secure Messaging**
  Ritu Agarwal (University of Maryland), Catherine Anderson (University of Maryland), Col. Jesus Zarate (Air Force Medical Service), Claudine Ward (Air Force Medical Service)

■ MO-14: Strategy, Structure, and Collaboration

Chairperson: Yuh-Jia (Mike) Chen

- **A Structure, Strategy and Industry Performance: Exploring the Link**

  Patti Collett Miles, University of Maine; Grant Miles, University of North Texas; Jason A. Harkins, University of Maine
- **Entrepreneurial Orientation as Organizational Identity: A Discussion of Fortune 500, Inc. 500 and Franchise 500 Group Differences**
  Erin McLaughlin (Nova Southeastern University)
- **Do Supportive Human Resource Practices Mediate the Effect of Entrepreneurial Orientation on Firm Performance?**

  Cheng-Chieh Hsiao, National Chengchi University; Carol Yeh-Yun Lin, National Chengchi University

■ SC-38: Supplier Commitment

Chairperson: A. John Verghese, Texas A&M University

- **A Model for Assessing Supply Chain Partner's Commitment**

  Jeng-Chung Chen, National Cheng Kung University; Chang-tesh Hsieh, University of Southern Mississipi
- **How to Control Buyer-Supplier Relationships for Better Supplier Integration**

  A. John Verghese, Texas A&M University; Xenophon Koufteros, Texas A&M University
- **Supplier Termination: An Empirical Examination of Its Determinants**

  Rachna Shah, University of Minnesota; Gensheng (Jason) Liu, University of Memphis

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PLENARY TALKS
Monday, Nov. 21, 2011
12:00 pm - 1:00 pm

■ AD-46: Plenary Talk: Eli Goldratt Memorial

Participants: Lisa J. Scheinkopf (Global Processes Director, Goldratt Consulting Ltd.) and Bill Rhind (Director, USA & Canada, Goldratt Consulting Ltd.)

This session will review the many contributions of Dr. Eli Goldratt to the management of organizations. He was an educator, author, scientist, philosopher, and business leader. But he was, first and foremost, a thinker who provoked others to think. His bestselling book *The Goal*, first published in 1984, was recently named by Time Magazine as one of the top 25 best business books. Several of his students and colleagues will review his work, his impact on areas of society as diverse as business, government, health care and academia.

■ AD-43: Plenary Talk: Freeing Data from Electronic Medical Records

In this presentation, Dr. Halamka will review the current and emerging technologies that liberate data from electronic health records and hospital information systems in ways that empower users to manage population health, make strategic business decisions, and measure quality. He'll present his experiences from Beth Israel Deaconess Medical Center, Massachusetts state-level health information exchange activities, and Federal Advisory Committees recommending technologies and policies.

■ AD-44: Plenary Talk: The Paradigm Shift from Producer to User and Open Innovation

Eric von Hippel, T. Wilson (1953) Professor in Management, MIT,is an expert in open innovation. In his most recent book, *Democratizing Innovation* (MIT Press, April 2005), von Hippel shows how communities of users are actually becoming such powerful innovation engines that they are increasingly driving manufacturers out of product development altogether-a pattern he documents in fields ranging from open source software to sporting equipment.

Monday, Nov. 21, 2011
1:30 pm - 3:00 pm

■ AD-46: New Talent Showcase—Phishing and Production Inventory Systems

Chairperson: F. Robert Jacobs

- **Protection Motivation Theory: A Phishing Expedition**

  Deanna House, Univ of Texas-Arlington; M. K. Raja, Univ of Texas-Arlington
- **The Effect of Arrival Rate Ratio and Demand Lead-time on Production-inventory Systems with Advance Demand Information**

  Sourish Sarkar, Virginia Polytechnic Institute and State University; John P. Shewchuk, Virginia Polytechnic Institute and State University
- **Cost of Equity in Defensive Resource Allocations in the Face of a Possibly Non-strategic Attacker**

  Xiaojun Shan, Univ at Buffalo, The State Univ of New York; Jun Zhuang, Univ at Buffalo, The State Univ of New York

■ AD-47: Meet the Fellows

Session Chair: John R. Olson, University of St. Thomas

Participants: Jim Evans, Univ of Cincinnati, Barb Flynn, Indiana Univ-Indianapolis, Manoj Malhotra, Univ of Southern California, Marc Schniederjans, Univ of Nebraska, Peter T. Ward, Ohio State Univ, Maling Ebrahimpour, Univ of South Florida-St. Petersburg

Have you ever wanted to share a conversation with DSI Fellows, but not been comfortable introducing yourself or wanted to interrupt a conversation? Join us for speed discussions at roundtables that move. Rather than have a panel of Fellows at the front of the room and an audience in the back, this session will have a series of tables with one or more of DSI's Fellows. Audience members (visitors) are invited to sit at any table and have a conversation on a subject of shared intellectual interest. Every 15 minutes, a bell will ring and visitors will rotate to the next table. Please join us for the entire session or part of the session, as well as to congratulate this year's inductees—Peter Ward (Ohio State University) and Maling Ebrahimpour (University of South Florida, St. Petersburg).

■ IT-25: In Sickness and in Healthcare: Limiting Unintended Consequences of Healthcare IT

Chairperson: John V. Gray, Ohio State Univ

Ross Koppel, PhD is a sociologist who has long studied healthcare IT and has published articles in the Journal of the American Medical Association, Journal of the American Medical Informatics Association and Health Affairs, among others. In this session, Professor Ross Koppel, one of the eminent scholars on HIT, offers a balanced analysis of HIT's advantages and dangers, including a discussion of outcomes, medical malpractice insurance, liability and computer decision support.

■ IT-26: IS Security 1

Chairperson: Merrill Warkentin

- **Motivations for and Deterrents to Insider Computer Abuse: An Empirical Investigation**

  Clay Posey, University of Arkansas at Little Rock; Tom L. Roberts, Louisiana Tech University; Ross T. Hightower, University of Central Florida

- **Security Profiling in the Organization: Examining Employment Relationship Effects on Information Security**

  Scott Boss, Bentley University

- **The Impact of Personality and Other Individual Characteristics on Security Policy Compliance**

  Merrill Warkentin, Mississippi State Univ; Maranda McBride, North Carolina Agricultural & Technical State Univ; Lemuria D Carter, North Carolina A & T State Univ

■ MO-17: Team Dynamics and Human Capital

Chairperson: Tingting Yan

- **Empower to Lead: Conditions and Mechanisms Behind Shared Leadership Emergence in Teams**

  Ivana Milosevic, University of Nebraska; A. Erin Bass, University of Nebraska

- **The Role of Cultural Intelligence in Reducing Interpersonal Conflict in Multicultural Team**

  Peerayuth Charoensukmongkol, Texas A&M International University

- **Does Management Experience Matter? A Meta-Analytical View of the Relationship between Management Experience and Entrepreneurial Firm Performance**

  Whitney O. Peake, Univ of North Texas

■ SO-10: Consumer Preferences and Design for the Environment

Chairperson: Cheryl T. Druehl, George Mason University

- **Consumer Perceptions of Remanufactured Products**

  James D. Abbey, The Pennsylvania State Univ; Daniel Guide, Pennsylvania State Univ; Meg G. Meloy, The Pennsylvania State Univ; Selin Atalay, HEC Paris

- **Design for the Environment: Life Cycle Approach Using a Newsvendor Model**

  Gal Raz; Cheryl T. Druehl, George Mason University, School of Management; Vered Doctori Blass, Tel Aviv University

- **The Missing Link: Connecting the Structures of Products? Technological Process Networks to Their Environmental Performance**

  Surya Dev Pathak, Univ of Washington, Bothell; Kevin Dooley, Arizona State Univ; Thomas J Kull, Arizona State Univ; Christopher Mackenzie, Arizona State Univ; Elliot Rabinovich, Arizona State Univ; Zhaohui Wu, Oregon State Univ

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Monday, Nov. 21, 2011
3:30 pm - 5:00 pm

■ CI-4: DSJIE Best Empirical Papers

Chairperson: Chetan S. Sankar

- **Examining the Impact of Pedagogy on Student Application of Learning: Acquiring, Sharing, and Using Knowledge for Organizational Decision Making**

  Alice C. Stewart, North Carolina A&T State Univ; Jacqueline Williams, North Carolina A&T Univ; Karen Smith-Gratto, North Carolina A&T Univ; Sylvia Sloan Black, Black Star Strategies, Inc.; Betty Turner Kane, Guilford College

- **Does the MBA Experience Support Diversity? Demographic Effects on Program Satisfaction**

  J. B. Arbaugh, University of Wisconsin Oshkosh; Regina Bento, Harvard Business School; Alvin Hwang, Pace University

- **Applying Mass Customization Concepts to Core Courses: Increasing Student-Centered Customization and Enabling Cross-Functional Integration**

  Darryl D. Wilson, Old Dominion Univ

■ HM-23: Hospital Operations

Chairperson: Anita L. Tucker, Harvard Business School

- **Applying Process Analysis and Discrete Event Simulation to Improve Access and Customer Service at the Ronald Reagan UCLA Medical Center**

  Catherine I. Duda, Department of Health Services, UCLA School of Public Health; Kumar Rajaram, UCLA Anderson School of Management; Christiane Barz, UCLA Anderson School of Management; Thomas J. Rosenthal, David Geffen School of Medicine at UCLA; Jack Needleman, Department of Health Services, UCLA School of Public Health

- **Encouraging Healthful Dietary Choices in a Hospital Cafeteria: Intervening at the Point-of-Purchase through Cognitive Biases**

  Mary Carol Mazza, Harvard Business School

- **The Impact of Task Sequence on Outcomes of Hospital Inpatients**

  Jillian A. Berry, Harvard Business School; Anita L. Tucker, Harvard Business School

■ IT-29: Mobile IS

Chairperson: Stephanie A. Watts, Boston University School of Management

- **Mobile Technology-mediated Ethical Consumption: Cognitive Processes and Technical Design Choices**

  Stephanie A. Watts, Boston University School of Management

- **Issues and Concerns with Mobile Device Management**

  Mark Schmidt, St. Cloud State University; Stanley L Kroder, University of Dallas

- **A Comparative Study of iPhone Users: Selection of Service Providers**

  Kai Kyujang Kim, Univ.of Nebraska

■ IT-30: IS and Knowledge Management

Chairperson: M. Pamela Neely

- **Technology and Behavioral Based Incentives to Encourage Knowledge Documentation**

  Jack S. Cook, Rochester Institute of Technology; M. Pamela Neely, SUNY College at Brockport

- **Cataloging, Measuring, and Analyzing Organization Knowledge Requirements and Knowledge Resources**

  Theodore J. Randles, Eastern Kentucky Univ; William Johnson Miller, Georgia College & State Univ; Christopher D. Blades, American Univ of Afghanistan

- **Knowledge Sharing in Virtual Communities: A Research in Progress of the Case of Wikipedia**

  Elham Mousavidin, Univ of St. Thomas, Houston; Leiser Silva, Univ of Houston

■ SC-44: Supply Chain Security: An Academic Discussion and Future Research

Session Chair: Xenophon Koufteros, Texas A&M University

Participants: David J. Closs (Michigan State Univ), Johnny Rungtusanatham (Ohio State Univ), Jim Rice (MIT), Jason Lueg (Mississippi State), Zachary Williams (Central Michigan)

Supply chain security (SCS) is a topic that received considerable attention on the aftermath of the events of September 11. However, the domain of SCS is much broader than just terrorism. It includes theft, the injection of counterfeit products in the market, the use of supply chains for drug or people trafficking, attacks against information systems, and sabotage among many other threats. Supply chain security breaches are widespread and cause serious disruptions and financial distress to companies around the globe. However, little in the form of empirical research has surfaced and evidence of the efficacy of practices and standards is rather scant. The panel will discuss the current status of research in this domain and will address opportunities for research and challenges that pertain to the collection of relevant data. At the conclusion of the panel session, we will discuss the formation of a special interest group for supply chain security and potential future activities.

■ SM-23: Manufacturing Performance 1

Chairperson: Manoj K. Malhotra

- **The Manufacturing Quality Implications of Collocating R&D and Manufacturing**

  John V. Gray, The Ohio State University; Enno R. Siemsen, Univ of Minnesota; Gurneeta Singh, Univ of Minnesota

- **Performance Effects of Using an ERP System for Manufacturing Planning and Control in a Dynamic Environment**

  Antti Tenhiala, IE Business School; Pekka M. Helki, Aalto University

- **The Impact of Social Issues Management on Firm Performance**

  Amrou Awaysheh, Instituto de Empresa (IE) Business School

■ TC-4: Teaching Case Award—Finalists

Chairperson: Alistair Brandon-Jones

- **Dwarf Buys Giant: Spyker's Acquisition of Saab**

  Mignon van Halderen, Rotterdam School of Management; Irma Bogenrieder, Rotterdam School of Management

- **Ballis's Benchmark**

  Yael Grushka-Cockayne, Darden School of Business, University of Virginia

- **Narragansett Brewing Company: The Rebirth of a Brand**

  Christopher J. Roethlein, Bryant Univ; John K. Visich, Bryant Univ

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Tuesday, Nov. 22, 2011
8:00 am - 9:30 am

Chain Quality Management

Chairperson: Barbara B. Flynn, Indiana University

- **Impact of Product Recalls on Shareholder Wealth**

  John Z. Ni, Indiana Univ; Barbara B. Flynn, Indiana Univ; F. Robert Jacobs, Indiana Univ

- **Experimental Study of Product Recall Strategies: A Service Recovery Perspective**

  Barbara B. Flynn, Indiana Univ; Hu Haiju, Chinese Univ of Hong Kong; Lakeisha Cross, Indiana Univ; Gabrielle Rayner, Indiana

- **Product Recalls in China: Systems and Practices—Cases from China's Automobile, Food and Toy Industries**

  Xueyuan Liu, Wuhan Univ; Xiande Zhao, The Chinese Univ of Hong Kong

■ SC-49: Multiple Perspectives of Supply Coordination

Chairperson: Sriram Narayanan, Michigan State University

- **A Comparative Study on Predictive Validity of Single-item and Multiple-item Measures in JIT Research**

  Cigdem Ataseven, University of South Carolina; Anand Nair, University of South Carolina; Marco Habermann, University of South Carolina

Interdependent Spending Within Firms in the High Technology Industry: Implications for Profitability

Sriram Narayanan, Michigan State Univ; Shrihari Sridhar, Michigan State; Raji Srinivasan, University of Texas-Austin; Gary L Lilien, Pennsylvania State Univ

- **Managing Hospital Supplies—Impact of Technology in the Supply Chain**

  Claudia Rosales, Michigan State; Michael Magazine, University of Cincinnati; Uday Rao, University of Cincinnati

■ SC-50: Modularity and Mass Customization

Chairperson: Dara G. Schniederjans

- **A Product-Centric View on the Linkage Between New Product Development and Supply Chain Management: Beyond Simple Models of Strategic Fit and the Dichotomy of Modular and Integral Product Architecture**

  Dirk J Primus, Bentley University; Stavrulaki Euthemia, Bentley College

- **An Investigation of Academic-Practitioner Co-Authorship in Supply Chain Management Academic Journals**

  Shona D. Morgan (North Carolina A&T State University), Carin Lightner (North Carolina A&T State University)

- **Modularity Based Manufacturing Practices, Supply Chain Responsiveness, and Competitive Advantage of a Firm**

  Ashish A. Thatte, Gonzaga University; T. S. Ragu-Nathan, The University of Toledo; S. Subba Rao, University of Toledo

- **The Impacts of Mass Customization on Supply Chain Integration**

  Chang Yue Luo, Univ of Minnesota; Debasish N. Mallick, Univ of St. Thomas

■ SC-51: Responsiveness

Chairperson: Xun Li, University of Kentucky

- **A Conceptual Model of The Relationships Among Market Responsiveness, New Product Development Advantage, Supply Chain Advantage and Business Performance**

  Jeen-Su Lim, University of Toledo; Chao Miao, University of Toledo; Jui-Lin Chien, National Cheng Kung University

- **An Extended Model Of Supply Chain Agility**

  Xun Li, University of Kentucky; Pengtao Li, California State University, Stanilaus

- **Strategic Agility in Financial Services: Defence Mechanism in Turbulent Times**

  Maneesh Kumar, Edinburgh Napier Univ; Niraj Kumar, Univ of Sheffield

Tuesday, Nov. 22, 2011
10:00 am - 11:30 am

■ IT-33: IS Pedagogy and Researcher's Interactions

Chairperson: Ravi S. Behara, Florida Atlantic University

- **An Analysis of the Invisible College in MIS Research**

  Robert P. Cerveny, Florida Atlantic University; Ravi S. Behara, Florida Atlantic University
- **The Effects of Informal Faculty-Student Interaction and Use of Information Technology on Non-traditional Students' Persistence Intentions and Educational Outcomes**

  Morgan Shepherd, Univ of Colorado-Colorado Springs; Tsong Shin Sheu, Nan Kai University of Technology, Taiwan
- **Web 2.0: Opportunities and Risks for Higher Education**

  Christopher J. Sandvig, Western Washington University; Peter Haug, Western Washington University

■ IT-34: IS Security

Chairperson: K. Ramamurthy

- **Stick or Carrot: Compliance with Organization's Security Policy**

  Yan Chen, University of Wisconsin-Milwaukee; K. Ramamurthy, University of Wisconsin at Milwaukee
- **Analyzing Information Security Failure in a Healthcare Organization: A Case Study**

  Derek J. Sedlack, Nova Southeastern University; Gurvirender P. Tejay, Nova Southeastern University
- **A Semantic Approach to Finding the Major Topics and Trends in Information Systems Security Research**

  Ramakrishna Ayyagari, University of Massachusetts Boston; Roger H. Blake, University of Massachusetts Boston

■ MO-22: Organizational Identity, Change, and Conflict

Chairperson: Barbara A. Price

- **Reviewing the Factors Influencing the Success of Organizational Change**

  Yisan Chen, Taiwan Shoufu University/ National Cheng Kung University
- **The Effect of Relationship Conflict and Conflict Management on Team Performance: The Mediating Role of Team Collaboration and Team Goal Setting**

  Dmitriy A. Nesterkin, Coastal Carolina University; Xiaolin Li, Towson University; Tobin Porterfield, Towson University
- **Entrepreneurial Orientation as Organizational Identity: A Discussion of Fortune 500, Inc. 500 and Franchise 500 Group Differences**

  Erin McLaughlin, Univ of North Texas

■ MO-21: Role of Resources in Managing Organizational Change

Chairperson: Gregory D. DeYong

- **The Factors Influence of Knowledge Sharing Intention of Medical Service Personnel: The Theory of Planned Behavior Perspective**

  Tsai Ming-Tien, National Cheng-Kung University; Jui-Lin Chien, National Cheng Kung University; Kun-Shiang Chen, National Cheng Kung University
- **The Turning Point: The Impact of Firm Resources on Firm Performance Before and After the Crisis**

  Liang Wang, University of Western Ontario; Chaozheng Zhang, University of Texas Southwestern Medical Center at Dallas; Ming Wang, Shanghai Maritime University
- **The Other Side of RBV: From the "Gensei" (Checking Competitors) Perspective**

  Seunghoon Jang, University of Nebraska-Lincoln; Lester A. Digman, University of Nebraska-Lincoln; A. Erin Bass, University of Nebraska

Boston
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■ SC-56: Coordination through Contacts

Chairperson: Jinfeng Yue, Middle Tennessee State University

- **Coordination in Cooperative Advertising and Pricing inManufacturer-Retailer Supply Chain when Both Parties Offer Discounts**

  Jinfeng Yue, Middle Tennessee State Univ; Jill Austin, Middle Tennessee State Univ; Zhimin Huang, Adelphi Univ; Bintong Chen, Univ of Delaware
- **Order Management with Renegotiated Customer Due Dates and Penalty Costs in an Integrated Supply Chain**

  Rajesh Srivastava, Florida Gulf Coast Univ; Elias T. Kirche, Florida Gulf Coast Univ
- **The Newsvendor's Optimal Incentive Contracts for Multiple Advertisers**

  Zhengping Wu, Singapore Management

For more details on the 2012 DSI Annual Meeting featured sessions, see

http://www.decisionsciences.org/annualmeeting/documents/dsi-2012-features.pdf

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There are two ways to make reservations. Information and online registration is available at

www.decisionsciences.org/Annualmeeting/travel/hotel.asp

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

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

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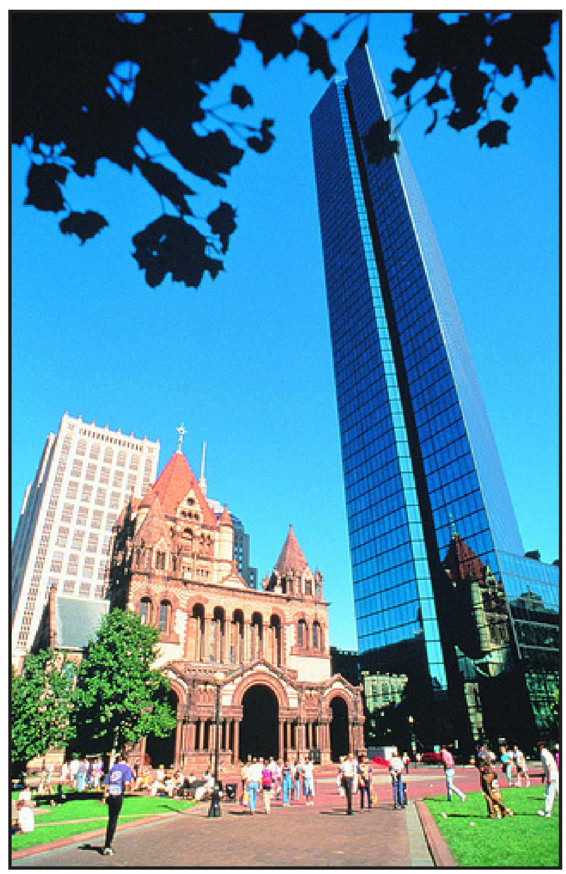


EDITOR VACANCY

Nominations are being solicited for the editorship of *Decision Sciences Journal of Innovative Education (DSJIE)* for a four-year term of service to officially begin on January 1, 2012, renewable for another two years. Chetan Sankar's term as editor ends December 2011. *DSJIE* is being increasingly recognized as a Category I journal by colleges of business and the new editor has the opportunity to take the journal to the next level. A description of the position and the responsibilities of the editor are presented below. Inquiries and nominations should be addressed to Rhonda Lummus, Chair of the Publications Committee, at **rlummus@indiana.edu.**

The basic responsibility of the *DSJIE* Editor is to produce, through Wiley-Blackwell Publishing, four quality issues of the journal in January, April, July, and October of each year. The four issues must appear on schedule. The exact manner in which the Editor's office operates will obviously vary according to the Editor; however, the major tasks required in the position can be summarized as follows:

1. Become well trained with the Editor and Production Coordinator functions of the Scholar One manuscript system.
2. Select and appoint Associate Editors with a two-year renewable term, along with Senior Associate Editors and members of the editorial review board.
3. Assign manuscripts to either Senior Associate Editor or Associate Editors so that they can determine whether it is appropriate for the Journal.
4. Monitor the articles that are in the system and work with the Associate Editors and reviewers so that timely reviews are obtained.
5. Flag overdue reviews and decide when and how to nudge the tardy Associate Editors and referees.
6. Evaluate reviews and make publication decision. The Editor may make the decision to accept, revise, or reject the article.
7. Invite revision of manuscripts that are promising, providing the authors with copies of the reviewers' comments and an overview of an appropriate revision strategy.
8. Make a publication decision on the paper and inform the author(s) of the Editor's decision.
9. Process all decisions according to standard practice, including copyrights, an electronic copy of the paper, bios, and contact information from the authors.
10. Assign accepted papers to particular issues and to a particular place within each issue. Coordinate journal production with Wiley-Blackwell Publishing.
11. Meet publication deadlines. Each issue should be assembled with enough time allotted to meet the publication schedule, as coordinated with Blackwell Publishing.
12. Work with Wiley-Blackwell so that DSJIE is included in the Science Citation Index and make necessary policy changes so that it is recognized as a top-tier journal.
13. Maintain good relations with the public and the membership in particular, through two to three speaking engagements each year at various professional meetings.
14. Publish a "Special Issue" on an occasional basis. This will typically be done in response to a special interest of the membership.
15. Maintain a good working relationship with the Institute's Publications Committee.
16. Maintain the current website www.dsjie.org and innovate by incorporating Web2.0 technologies so that the authors, reviewers, and readers can interact and exchange views.
17. Maintain a good working relationship with the Institute's Board of Directors, reporting to them on a regular basis, requesting a budget, and responding to their suggestions and requests.

The *DSJIE* Editor should have familiarity with the functional and methodological areas related to innovative education in the decision sciences. Equally important, the Editor must be willing to put aside personal preferences in favor of the interests represented by the membership of the Institute. The Editor must also be able to work under time constraints resulting from publication deadlines, author requests, and a steady flow of manuscripts (approximately 100 to 120 new manuscripts annually). Acceptance of the Editor's position should be accompanied by a willingness to devote a considerable amount of personal time to its duties over a three to six-year period.

The Editor also coordinates the selection of the best published teaching briefs and empirical manuscripts for presentation at the annual conference. A cash award of $2,000 for the best empirical papers is available from Wiley-Blackwell publishers and an award of $500 for the best teaching briefs from Alpha Iota Delta.

An interested candidate for the Editorship position should provide the following information:

1. Current curriculum vita that includes information about education, academic and administrative positions, publications, honors and awards, professional affiliations and activities, and other relevant items.
2. Description of editorial experience with scholarly journals or other publications.
3. Statement of interest and availability to serve as Editor, including a description of anticipated academic and professional responsibilities for the next three years.
4. Statement of editorial philosophy, including directions the publication should take, and approach to working with Associate Editors and the Editorial Review Board.
5. Description of institutional commitment for the support of the editorial office for the next four years. The commitment of support should include release time for the Editor, adequate local secretarial/ graduate student support, sufficient funding for development of websites and Web2.0 technologies, telephone charges, and computing and other related expenses.

The policy of the Institute regarding the timing of the appointment of an Editor is as follows. The appointment of the new Editor by the Board of Directors shall be finalized at least three months before the new term of editorship is to begin, so as to allow the newly appointed Editor to work with the outgoing Editor for familiarization with the editorial procedures and processes and for the replacement of Editorial Review Board members and Associate Editors. To meet this objective, the due date for nomination/application for the position will be **November 1, 2011.** The new Editor would assume this position effective January 2012. The new editor and his/her staff will have to begin the transition process working with the current editor during the first half of 2012 to assume the editorial responsibilities. ■

Direct inquiries and nominations to:

Rhonda Lummus, Kelley School, Indiana University-Bloomington, **rlummus@indiana.edu**.
Chair, DSI Publications Committee

PRESIDENT'S LETTER, from page 1

and develop decision aids and technologies for significant societal impact.

Eliyahu Goldratt, the originator of the Optimized Production Technology, the Theory of Constraints, and a number of other decision tools, had committed to speak at the Boston meeting in a plenary session, prior to his untimely passing. To recognize his many contributions to our field, Lisa Scheinkopf and Bill Rhind of Goldratt Consulting Limited will provide us the Goldratt Memorial plenary session, reviewing Goldratt's many contributions to the management of organizations and discussing his vision for collaboration between academia and business.

Six additional plenary sessions with outstanding invited speakers are planned for the Boston meeting. Speakers include:

- **Steven Eppinger,** General Motors LGO Professor of Management at Massachusetts Institute of Technology: How does Gen Y think and make decisions?

- **Dean Oliver,** Director of Production Analytics at ESPN: How does one allocate performance credit (and salary adjustments) among individual members for achievements of a team?

- **John Halamka, MD,** Chief Information Officer of the Beth Israel Deaconess Medical Center: How do emerging technologies liberate data from electronic health records and hospital information systems in ways that empower users to manage population health, make strategic business decisions and measure quality?

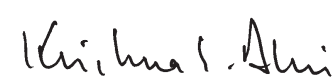
- **Eric von Hippel,** Wilson Professor of Management at Massachusetts Institute of Technology: How are communities of users becoming powerful innovation engines, driving manufacturers out of product development altogether?

- **John Toussaint,** Lean healthcare guru and CEO Emeritus of ThedaCare: What are effective leaders doing to change the culture of healthcare organization? What do they need to change in existing practices?

- **Luk Van Wassenhove,** Henry Ford Chaired Professor of Manufacturing at INSEAD: How to better respond to human disasters through supply chain management adapted to the humanitarian context?

Last year, a new format of "Speed Discussion" sessions was introduced to provide participants with an opportunity to interact in small groups with officers of the Institute. Discussants rotated on to a different discussion group every 20 minutes, allowing a number of participants an opportunity for an effective discussion on a range of issues. These sessions proved highly effective, and are planned again: one to provide an opportunity to speak in a small group format with journal editors including editors of Decision Sciences, Decision Sciences Journal of Innovative Education, and Journal of Operations Management; another to provide an opportunity to interact with DSI Fellows, including incoming inductees for 2011; and yet another to interact in a similar format with the current leaders of the Institute, including the members of the Board of Directors. Speed discussions facilitating interactive research and teaching exchange are also planned to provide opportunities for researchers to engage in small groups as opposed to the usual stand-and-present sessions.

The Institute continues to incorporate technologies to improve the transactions of its meetings. Twitter will be used in several featured sessions to encourage a backchannel of discussion and to complement the presentations. The DSI Annual Meeting in Boston promises to provide our members with the best conference experience to date. The momentum generated through innovations of the past few years continues to offer enhanced learning opportunities. High quality interactions with researchers presenting their best works will be interspersed with the excellent cuisine of Boston and the music of The Bostonians of Boston College, the famed co-ed a capella group, singing pop, rock, and rhythm & blues. Come and join us in Boston! ■



BALLOTS, from page 1

of nominees for the 2012 DSI election of officers. The Nominating Committees for the regional subdivisions are also compiling the names of nominees, who are running this year for the office of vice presidents elected by the regional subdivisions.

Ballots will be e-mailed in January 2012. Additional nominations may be made by **November 30, 2011**. Each additional nomination must be made by petition signed by at least five percent of the members and submitted to the Institute's Secretary, c/o the Institute's Home Office, 75 Piedmont Avenue, Suite 340, Atlanta, GA 30303, **dsi@gsu.edu** or **clatta@gsu.edu**.

Additional nominations for vice presidents elected by the regional subdivisions may be made upon petition signed by at least five percent of the regional subdivisions' members.

Please be sure that the DSI Home Office (dsi@gsu.edu) has your current e-mail address! ■

EBRAHIMPOUR VISION STATEMENT, from page 4

global organization. Change is difficult and changing ourselves from a more regional view to global view is difficult. Previous and current wise leaders of DSI have started the process of crafting DSI as a global organization. However, much work is ahead of us and is needed to make DSI a truly global organization.

Decision making by its very nature cuts across many disciplines. We are a multidisciplinary organization. However, at the same time most of our colleagues write works based on their primary area of expertise and knowledge of a specific area. They are heavily influenced by the requirements set by their institutions for advancement in their workplace. To be truly at the forefront as a multidisciplinary organization, we need to re-evaluate ourselves and discover new ways to encourage multidisciplinary research that helps our membership to not only advance their research but their career as well.

These are the issues that will serve as my platform if I am honored by being elected by membership as the president of DSI.

Maling Ebrahimpour

University of South Florida,
St. Petersburg

bizdean@usfsp.edu

GHOSH VISION STATEMENT, from page 5

to keep improving and innovating, and keep creating, building, and delivering better value to our members via the quality of our product and service offerings.

Collaboration Priority. In order to leverage and further strengthen the "multi-disciplinary" focus of our Institute, we need to foster collaboration across disciplines, other professional organizations/societies, and universities. This issue gets to the very core of "Decision Sciences"—while there are several professional societies that are mostly focused on individual disciplines, such as POMS, AIS, AOM, etc., DSI has the unique competitive position of being able to create innovation, customer value, and competitive advantage through its multidisciplinarity. This can only be enhanced through meaningful collaborations and team building, and can continue to provide a sound way to strategically differentiate DSI from our key competitors, thus creating significant competitive advantage for the Institute.

Globalization Priority. We live in an era of globalization where the notion of domestic dominance is ephemeral. Most organizations today compete in global markets and need to develop appropriate global strategies in order to drive their global competitiveness. DSI is no exception—we cannot be a great organization simply based on our domestic activities. We need to embark on a significant globalization drive to dramatically increase our global membership base (which will also drive growth), as well as substantially enhance our global reputation. We do lag behind our key competitors in our global reputation, memberships, and conference attendance (for example, compared to INFORMS, POMS, AOM, AIS, etc.). This is another important imperative: to keep building global linkages and significantly increase our global activities, and the membership and involvement of colleagues from around the world.

In summary, based on my vision and goals for DSI mentioned above, my immediate priorities for action would be as follows.

1. Place high strategic emphasis to further enhance the stature, reputation, image, profile, and competitive strength of the Institute in the global arena.
2. Drive continued growth, both domestically and globally, and significantly increase the involvement of global top-tier schools and leading scholars in the decision sciences area.
3. Significantly enhance the delivered value of the Institute's products and services, particularly the quality of the conferences, the scholarly reputation of all the journals/publications, and the mentoring of new faculty and doctoral students.
4. Maintain strategic and operational stability in the Institute towards the pursuit of excellence and competitive success.

Finally, I want to reiterate that I am absolutely privileged, honored, and humbled to be nominated for the position of DSI president-elect. I pledge my strong commitment to furthering the DSI core values, and I feel confident that I can provide effective leadership in continuing to lead DSI towards further greatness and success.

Soumen Ghosh

Georgia Institute of Technology

sghosh@gatech.edu

2011-2012 DSI Committees

Development Committee for Excellence in the Decision Sciences

Chair: Norma J. Harrison, Macquarie Graduate School of Management

Chair Designate: Peter Ward, Ohio State University

Members:

Crister Carlsson, IAMSR/Abo Akademi University
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Chair Designate: TBA

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Jung P. Shim, Mississippi State University
Kwei Tang, Purdue University (?)
Minoo Tehrani, Roger Williams University
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E. Powell Robinson, Jr., University of Houston
Rachna Shah, University of Minnesota-Twin Cities ■

OFFICERS' NOMINATIONS

The Institute's 2011-12 Nominating Committee invites your suggestions for nominees to be considered for the offices of President-Elect, Secretary, and Vice Presidents elected at-large to serve on the Institute's Board of Directors, beginning in 2013.

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

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

The Nominating Committee is most appreciative of your assistance.

Office ____

Nominee's Name & Affiliation ____________________________

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Statement of Qualifications____________________________

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Nominator's Name & Affiliation__________________________

____

FELLOWS' NOMINATIONS

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

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

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

Decision Sciences Institute Fellows

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

**deceased*

DECISION SCIENCES INSTITUTE

2011 Annual Meeting Registration Form ▪ Boston, Massachusetts ▪ November 19-22, 2011

All attendees must register for the meeting. Conference registrations must be postmarked by October 31, 2011, to avoid a late fee of $50. After October 31, requests for cancellation refunds will not be accepted. **Mail form <u>and payment</u> for registration to:** Decision Sciences Institute, 75 Piedmont Avenue, Suite 340, Atlanta, GA 30303, fax 404-413-7714.

Last Name

First Name & Middle Initial

First Name for Badge

Organization/Affiliation

Mailing Address (❑ New ❑ Home ❑ Business):

City, State, Zip and Country

Telephone (❑ Home ❑ Business) Fax

Cell phone (to receive text message updates during the conference)

E-mail

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

1. Where will you stay in Boston?
❑ *a. Conference hotel*
❑ *b. Other (please specify)*

2. Type of accommodation:
❑ *a. Single* ❑ *b. Double*

3. Date of arrival:
❑ *a. Fri. (11/18)*
❑ *b. Sat. (11/19)*
❑ *c. Sun. (11/20)*
❑ *d. Mon. (11/21)*
❑ *e. Tues. (11/22)*

4. Do you plan to attend:
❑ *a. Sunday's luncheon?*
❑ *b. Monday's reception?*
❑ *c. Tuesday's luncheon?*
❑ *d. All?*
❑ *e. None?*

5. Interest Area (**check one**):
❑ *a. Academic Administration*
❑ *b. Accounting*
❑ *c. Economics*
❑ *d. Finance*
❑ *e. Health Care Systems*
❑ *f. Innovative Education*
❑ *g. International Business*
❑ *h. Marketing*
❑ *i. Microcomputer Systems & Apps.*
❑ *j. IS/DSS*
❑ *k. Managerial Problem-Solving*
❑ *l. Organizational Behavior*
❑ *m. Organizational Theory*
❑ *n. Manufacturing/Service Management*
❑ *o. Public/Nonprofit Management*
❑ *p. Quantitative Techniques & Meth.*
❑ *q. Stats, Decisions & Fore.*
❑ *r. Strategic Management & Policy*
❑ *s. Technology and Innovation*
❑ *t. E-commerce*
❑ *u. Other*
❑ *z. None*

6. What is your primary regional affiliation:
❑ *a. Asia-Pacific Region*
❑ *b. European Region*
❑ *c. Indian Subcontinent Region*
❑ *d. Mexico Region*
❑ *e. Midwest Region*
❑ *f. Northeast Region*
❑ *g. Southeast Region*
❑ *h. Southwest Region*
❑ *i. Western Region*
❑ *j. At-Large*
❑ *k. None*

7. What is your interest in Placement?
❑ *a. As employer and employee*
❑ *b. Employee only*
❑ *c. Employer only*
❑ *d. None*

8. What was the primary reason you decided to attend the annual meeting?
❑ *a. Annual Meeting in general*
❑ *b. Job Placement*
❑ *c. Doctoral Student Consortium*
❑ *d. New Faculty Development Consortium*
❑ *e. Program Miniconferences*
❑ *f. Professional Devel. Program*

9. ❑ Please check if you are a member of **Alpha Iota Delta** and would like to be identified as such at the Annual Meeting.

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

The Annual Meeting Proceedings will be produced in CD-ROM format and is included in the conference registration fee for all registered attendees. If you **DO NOT** wish to receive the Proceedings, please indicate below. Additional CD-ROM Proceedings can be purchased at a cost of $25 each, but must be ordered by **October 1, 2011** (see form below).

❑ ***I DO NOT*** *wish to receive the Annual Meeting Proceedings.*

Member registration	$325.00	
2011-12 Member dues renewal (For the exact amount owed, please refer to the dues renewal notice previously mailed to you.)	160.00	
Non-Member registration (❑ Please check if you desire membership benefits. This fee entitles you to one year of membership in the Institute.)	485.00	
Student member registration	80.00	
2011-12 Student dues renewal (For the exact amount owed, please refer to the dues renewal notice previously mailed to you.)	25.00	
Student Non-Member registration (❑ Please check if you desire membership benefits. This fee entitles you to one year of membership in the Institute.)	105.00	
Emeritus Member registration	80.00	
Emeritus Non-Member registration	115.00	
Extra Sunday's luncheon(s) @ $46.07 each		
Extra Tuesday's awards luncheon(s) @ $43.43 each		
Extra CD-ROM Proceedings @ $25.00 each		
After October 31, 2011 (LATE FEE)	50.00	
TOTAL		

CREDIT CARD INFORMATION: ❑ Visa ❑ MC ❑ American Express ❑ Discover

Total Amount $__________

Card No. ___________________________________ Expires: ___/___

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INSTITUTE CALENDAR

NOVEMBER

November 17 - 22
42nd Annual Meeting of the Decision Sciences Institute, to be held in Boston, MA.
www.decisionsciences.org/annualmeeting

JANUARY 2012

January 4 - 6
The 5th Annual Meeting of the Indian Subcontinent will be at the Great Lakes Institute of Management in Chennai, India.
cba.uah.edu/guptaj/isdsi_2012_cfp.pdf

FEBRUARY 2012

February 29 - March 3
The Southwest Region will hold its 2012 annual meeting at the New Orleans Sheraton. Submission deadline: Oct. 3, 2011.
www.swdsi.org

February 29 - March 2
The Southeast Region will its annual meeting in Columbia, SC.
www.sedsi.org

MARCH 2012

March 21 - 23
The Northeast Region will hold its annual meeting in Newport, RI. Deadline is November 5, 2012.
www.nedsi12.org

APRIL 2012

April 3 - 6
The Western Region will hold its 2012 annual meeting on Big Island, Hawaii. Deadline has passed.
www.wdsinet.org

April 12 -14
The Midwest Region will hold its annual meeting in Grand Rapids, Michigan.
www.pom.edu/mwdsi

JUNE 2012

June 24 - 27
The European Region will hold it annual meeting at Istanbul Kemerburgaz University in Istanbul, Turkey. Submission deadline: February 15, 2012.
www.ebs.edu/smi/edsi-home.html

JULY 2012

July 22 - 26
The Asia-Pacific Region will hold its 2012 annual meeting at the Le Meridien Chiang Mai Hotel, Chiang Mai, Thailand.
www.apdsi.org

For current news and activities, visit the DSI Web site at http://www.decisionsciences.org

Decision Sciences Institute Application for Membership

Name, Institution or Firm

Address (☐ Home ☐ Business)

Phone Number

Dues Schedule: ___ Renewal ___ First Time ___ Lapsed

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

Regular Membership ....$160 .... $160
Student Membership ....$25 .... $25
(Student membership requires signature of sponsoring member.)
Emeritus Membership ....$35 .... $35
(Emeritus membership requires signature of member as a declaration of emeritus status.)
Institutional Membership ....$160 .... $160
(You have been designated to receive all publications and special announcements of the Institute.)

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

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