

## Panels, Workshops, and Tutorials

<b>6</b>	Friday, May 4, 8:30-10:00 <b>Room:</b> Garden <b>Session:</b> Workshop: Teaching Supply Chain Management in the Core Operations Management Course	<b>Track:</b> Education, 1	<b>Chair:</b> F. Robert Jacobs
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**007-0021: Teaching Supply Chain Management in the Core Operations Course**

*F Robert Jacobs, Indiana University, United States*

Over the past few years, we have seen an increase in interest in covering supply chain management concepts in the core operations course. In this session, we give our thoughts on what topics to include in this type of course and how to organize a 13 week core course. A new book that concisely covers these topics is now available from McGraw-Hill.

<b>11</b>	Friday, May 4, 8:30-10:00 <b>Room:</b> Patio <b>Session:</b> Panel Discussion	<b>Track:</b> Mass Cust, 1	<b>Chair:</b> Joel Goldhar
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**007-0382: Profit Impacts of Investments in FMS/CIM Technology - A Panel Discussion**

*Joel Goldhar, Illinois Institute of Technology, United States*

*Kathryn Stecke, University of Texas at Dallas, United States*

Many manufacturing firms made large investments in Robotics and Flexible Manufacturing Centers and Systems tools and technology/Advanced Manufacturing and CAD/CAM/CIM software during the 1990's. Sufficient time has elapsed to accurately judge the impacts of those investments on business profitability and on a variety of strategic and organization variables. This Panel will invite Executives from firms that have a history of major investments in manufacturing flexibility technology to join with Academics who have studied the economic, process design, strategic, and organizational issues impacted by investments in Advanced Manufacturing Technology. With participation from all attendees, the goal will be to develop a retrospective look at the original justification and expectations of the investments when they were made, the subsequent impacts, and some ideas for future research in this area.

<b>36</b>	Friday, May 4, 1:30-3:00 <b>Room:</b> Garden <b>Session:</b> Workshop: Teaching Masters Level Service Operations Management course	<b>Track:</b> Education, 3	<b>Chair:</b> Gary Thompson
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**007-0503: Teaching Masters-Level Service Operations Management**

*Gary Thompson, School of Hotel Administration, Cornell University, United States*

*Richard Metters, Emory University, United States*

We present our approaches for teaching masters-level Service Operations Management courses. Syllabi and other course materials will be available. Audience participation, through questions and sharing of personal experiences, is encouraged.

<b>52</b>	Friday, May 4, 3:30-5:00 <b>Room:</b> French <b>Session:</b> A Sustainable Perspective on Sustainable Operations	<b>Track:</b> Sustain Ops, 1	<b>Chair:</b> Luk Van Wassenhove
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**007-0267: A Sustainable Perspective on Sustainable Operations**

*Luk Van Wassenhove, INSEAD, France*

*Jo van Nunen, Erasmus University Rotterdam, Netherlands*

In this presentation, we build upon more than 15 years of experience working on different facets of sustainability in operations and supply chains. We discuss some of our earlier work with industry in Europe. We then move into a more recent and encompassing perspective on sustainability which creatively explores synergies between different facets like safety, security, environmental and social impact in global operations and the enabling role of modern ICT.

<b>53</b>	Friday, May 4, 3:30-5:00 <b>Room:</b> Garden <b>Session:</b> Workshop: Teaching Executive MBA	<b>Track:</b> Education, 4	<b>Chair:</b> Nicole DeHoratius
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**007-0411: Workshop Session: Teaching Executive MBA**

*Nicole DeHoratius, University of Chicago, United States*

We discuss executive education offerings at ASU, Babson, Cornell, and the University of Chicago. These offerings include executive short programs as well as degreed programs. In addition to highlighting the OM curriculum within these programs, we address a number of other topics pertinent to teaching executives. Topics include cultural challenges when delivering programs abroad, motivating students to care about OM, offering an integrated curriculum, managing diversity in the skill level of participants, incorporating real world examples, and the design of custom programs. Panel members include Tom Choi, Nicole DeHoratius, Paul Mulligan, and Rohit Verma.

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<b>63</b>	Saturday, May 5, 8:30-10:00 <b>Room:</b> Brasserie <b>Session:</b> The Past, Present, and Future of Quality Management: A Panel Discussion	<b>Track:</b> Qual Mgmt, 1	<b>Chair:</b> Barbara Flynn
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**007-0590: The Past, Present, and Future of Quality Management: A Panel Discussion**

*Barbara Flynn, Indiana University, United States*  
*S. Thomas Foster, Jr., Brigham Young University, United States*  
*Hale Kaynak, University of Texas, Pan American, United States*  
*Roger Schroeder, University of Minnesota, United States*  
*Chris Voss, London Business School, United Kingdom*

It seems that the focus in both academia and practice is shifting from implementation of quality management to implementation of Six Sigma, a shift that indicates a widespread belief that the time for quality management has come and gone. This panel will discuss where the research and practice in quality management have been and where they currently are. It will also reflect on the future of quality management both in terms of research and practice. The panel will consider such questions as: how can managers integrate Six Sigma into a quality management system to make their quality management efforts more effective? What kind of research, in terms of both scope and method, in quality management should academicians engage in to facilitate the effective implementation of quality management in practice?

<b>67</b>	Saturday, May 5, 8:30-10:00 <b>Room:</b> Florentine <b>Session:</b> Designing for Remanufacturability	<b>Track:</b> Sustain Ops, 6	<b>Chair:</b> Andrew King
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**007-0613: Designing for Remanufacturing/Continuous Upgrade: Understanding and Overcoming the Technical Design Challenges**

*Andrew King, University of Bristol, United Kingdom*  
*Steve Barker, University of Bristol, United Kingdom*

Remanufacturing is a process that returns used products back to an as new condition for resale into useful service. The reason for this strategy is based on the fact that it preserves both the embodied energy of virgin production (thus reducing the environmental impact) and the intrinsic value adding process of the producer (thus increasing the manufacturer's profitability). However, whilst in certain conditions it may be socially, economically and environmentally advantageous, can it be practically achieved? In the remainder of the paper a more in-depth consideration of the main technical barriers is given. A number of examples are used to illustrate the way products can be designed to better suit remanufacture. However, the main focus of the paper explains how a design platform approach can more strategically address many of these technical issues.

<b>70</b>	Saturday, May 5, 8:30-10:00 <b>Room:</b> Garden <b>Session:</b> Workshop: A Course in Revenue Management	<b>Track:</b> Education, 5	<b>Chair:</b> Chris Anderson
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**007-0270: A Course in Revenue Management**

*Chris Anderson, Cornell University, United States*

Revenue Management has been taught at the Cornell Hotel School for numerous years given the necessity of its application in the industry. In this interactive workshop we will cover the basics of RM and how they are organized into a full semester long lecture and Excel based course. Additionally we will discuss a few cases used to teach RM concepts that have been used as part of other OM courses.

<b>84</b>	Saturday, May 5, 10:30-noon <b>Room:</b> Florentine <b>Session:</b> Green Supply Chains Tutorial	<b>Track:</b> Sustain Ops, 7	<b>Chair:</b> Rob Klassen
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**007-0656: Greener Supply Chains: Design to Logistics**

*Robert Klassen, University of Western Ontario, Canada*

Building stronger course pedagogy for our students can range from a strategic level, emphasizing such aspects as product design and supply chain structure, to a more tactical level, with a focus on supplier review, logistical timing and quality. The implications of such a broad spectrum will be explored and suggestions for possible course integration will be offered.

<b>86</b>	Saturday, May 5, 10:30-noon <b>Room:</b> French <b>Session:</b> How to Work with Industry but Publish in Academia	<b>Track:</b> Sustain Ops, 3	<b>Chair:</b> Dan Guide
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**007-0539: How to Work with Industry but Publish in Academia**

*Luk Van Wassenhove, INSEAD, France*  
*V. Daniel Guide, Jr, The Pennsylvania State University, United States*

We discuss our experiences in working with industry on relevant problems and how to leverage these experiences into academic research and teaching cases.

## Panels, Workshops, and Tutorials

<b>87</b>	Saturday, May 5, 10:30-noon <b>Room:</b> Garden <span style="margin-left: 100px;"><b>Track:</b> Education, 6</span> <span style="float: right;"><b>Chair:</b> Srinagesh Gavirneni</span> <b>Session:</b> Workshop: Semester in Strategic Operations: Cornell Example
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**007-0239: Semester in Strategic Operations - Immersion Learning Prepares Cornell MBA's for the Real World**

*Jan Suwinski, Cornell University, United States*

*Srinagesh Gavirneni, Cornell University, United States*

Semester in Strategic Operations (formerly Semester in Manufacturing) is a 15.5-credit immersion program targeted to the first year MBA students in the Johnson School at Cornell University. Taught by a team of professors with business and academic experience, SSO effectively combines classroom learning with plant visits and guest speakers. We will discuss the evolution of this immersion course, curriculum design, the learning objectives, and the results achieved from this popular program. A formal presentation will be followed by a panel discussion, and a question and answer session.

<b>94</b>	Saturday, May 5, 10:30-noon <b>Room:</b> State <span style="margin-left: 100px;"><b>Track:</b> Games, 6</span> <span style="float: right;"><b>Chair:</b> Marty Lariviere</span> <b>Session:</b> Tutorial: Operational Economics
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**007-0296: Tutorial: Operational Economics**

*Martin Lariviere, Northwestern University, United States*

This is a tutorial on Operational Economics.

<b>104</b>	Saturday, May 5, 1:30-3:00 <b>Room:</b> Garden <span style="margin-left: 100px;"><b>Track:</b> Education, 7</span> <span style="float: right;"><b>Chair:</b> Dana Johnson</span> <b>Session:</b> Workshop: Curriculum Model for Service Systems Engineering
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**007-0096: Curriculum Model for Service Systems Engineering**

*Dana Johnson, Michigan Tech, United States*

*Leonard Bohmann, Michigan Tech, United States*

*Kris Mattila, Michigan Tech, United States*

*John Sutherland, Michigan Tech, United States*

*Sheryl Sorby, Michigan Tech, United States*

*Nilufer Onder, Michigan Tech, United States*

Demand for undergraduates emphasizing service industry engineering, sciences, and management greatly exceeds the supply. Current trends in the service sector account for more than 80% of the GDP and more than 85% of the workforce. Michigan Tech is launching a new undergraduate degree offering in 2007. Service Systems Engineering (SSE) will be coupled with the Bachelor of Science in Engineering program. The curriculum development efforts are being funded by a \$500,000 NSF grant. Interdisciplinary emphasis of engineering, sciences, and business allow for the development of curriculum to match the needs of industry. The team has worked closely with service industry representatives through a Delphi study and follow-on curriculum development.

<b>120</b>	Saturday, May 5, 3:30-5:00 <b>Room:</b> French <span style="margin-left: 100px;"><b>Track:</b> Hum Log, 2</span> <span style="float: right;"><b>Chair:</b> Luk Van Wassenhove</span> <b>Session:</b> Panel Discussion: Setting a Research Agenda for Research on Humanitarian Disaster Logistics
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**007-0467: Panel Discussion: Setting a Research Agenda for Research on Humanitarian Disaster Logistics**

*Luk Van Wassenhove, INSEAD, France*

*Jo van Nunen, Erasmus University Rotterdam, Netherlands*

The panellists will first present their views on the research issues in humanitarian disaster logistics. This will be followed by a Q&A session with the audience. The objective is to exchange ideas and materials on the subject and to come to an agreement on the priorities for research in this emerging field. The discussion will also touch upon the opportunities for teaching and pedagogical material development.

<b>125</b>	Saturday, May 5, 3:30-5:00 <b>Room:</b> Patio <span style="margin-left: 100px;"><b>Track:</b> OAG, 3</span> <span style="float: right;"><b>Chair:</b> Rafael Menda</span> <b>Session:</b> OAG Industry-Academia Panel Discussion
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**007-0686: Operational Advantage Group's Fourth Annual Panel Discussion**

*Rafael Menda, McNeil Consumer Healthcare, United States*

As in the previous three years, OAG will again bring together a panel of POM academics and practitioners. The discussions will focus on industry-academia collaboration, its pitfalls as well as its rewards. The contributed papers presented earlier in the day as part of the OAG track will have illustrated several recent examples of collaborative research, while reflecting the experiences of the researchers. The panelists will be asked to comment on those presentations and offer recommendations on future direction of OAG in fulfilling its mission more effectively.

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<b>127</b>	Saturday, May 5, 3:30-5:00 <b>Room:</b> Royal <b>Session:</b> OM Topics in Emerging Economies	<b>Track:</b> Tutorial, 8	<b>Chair:</b> Mei Xue
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**007-0113: OM Topics in Emerging Economies**

*Mei Xue, Boston College, United States*  
*Aleda Roth, Clemson University, United States*  
*Thomas Choi, Arizona State University, United States*  
*Sridhar Seshadri, New York University, United States*

The rapid growth of emerging economies (e.g. China, India and Korea offers many opportunities while pose new and old challenges for operations managers and scholars. This panel session examines the special issues facing emerging economies that are particularly relevant to the OM profession. The panel includes Aleda V. Roth (Burlington Industries Professor of Supply Chain Management, Clemson University), Thomas Y. Choi (John G. & Barbara A. Bebbiling Professor, Arizona State University), and Sridhar Seshadri (Toyota Motor Term Professor of Operations Management and Information Systems, New York University). The panelist will share findings from their individual research projects about operations management in China, India and Korean and their insights about some common OM issues facing emerging economies.

<b>133</b>	Sunday, May 6, 10:30-noon <b>Room:</b> Executive <b>Session:</b> Educating Business School Students in Supply Chain Management using Microsoft AX	<b>Track:</b> Tutorial, 4	<b>Chair:</b> Carsten Dittrich
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**007-0086: Educating Business School Students in Supply Chain Management Using Microsoft AX: Sharing Experience in an Engineering Program**

*Carsten Dittrich, University of Southern Denmark, Denmark*  
*Janelle Daugherty, Microsoft Dynamics Academic Alliance, United States*  
*Christian Gierahn, University of Southern Denmark, Denmark*

At the University of Southern Denmark, the Faculty of Engineering, a new project organized education was established in 2003. The Faculty is using Microsoft Axapta fully integrated in the SCM education of Manufacturing and Management Engineers and of Global Manufacturing and Management Engineers. This presentation is bringing the experiences from the initial years of this teaching, as the first engineers, exposed to this method, now have their bachelors degree. They have met the live running Axapta in three semesters, where they have hands on as part of their project work. To support the SCM courses further, the students meet Axapta at a special ERP course at the end of the education. The ERP course has the purpose of preparing students for taking up the management role of handling a business ERP implementation in corporation with the external supplier. Future perspectives of the use of Axapta at the University of Southern Denmark, including the new Life Science solution, will be mentioned in the presentation.

<b>143</b>	Sunday, May 6, 10:30-noon <b>Room:</b> Patio <b>Session:</b> COO Roundtable	<b>Track:</b> OAG, 4	<b>Chair:</b> Joel Goldhar
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**007-0374: 4th Annual Chief Operating Officers (COO) Roundtable**

*Joel Goldhar, Illinois Institute of Technology, United States*  
*Rafael Menda, McNeil Consumer Healthcare, United States*

The COO is the true 'missing link' in organizational effectiveness and the profitable implementation of busines and corporate strategy. A panel of COO's and Academics will discuss: the role of the COO; the nature of the job; the definition of a 'good/successful' COO; the skills and knowledge set required; and the impact of various organization structure alternatives. The session will end with a discussion of interesting/needed research on the COO position and successful strategy implementation.

<b>151</b>	Sunday, May 6, 1:30-3:00 <b>Room:</b> Executive <b>Session:</b> Pannel Discussion: Editors of POM Journals	<b>Track:</b> Tutorial, 2	<b>Chair:</b> Johnny Rungtusanatham
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**007-0707: Pannel Discussion of Editors of POM Journals**

*Johnny Rungtusanatham, University of Minnesota - Twin Cities, United States*

Editors from journals of Production and Operations Management, Journal of Operations Management, Manufacturing and Service Operations Management, and Decision Sciences will dicuss directions and policies about their journals, and answer questions.

<b>153</b>	Sunday, May 6, 1:30-3:00 <b>Room:</b> Florentine <b>Session:</b> Building the Triple Bottom Line in POM - A Panel Discussion	<b>Track:</b> Sustain Ops, 11	<b>Chair:</b> Rob Klassen
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**007-0057: Building the Triple Bottom Line in POM**

*Robert Klassen, University of Western Ontario, Canada*

## Panels, Workshops, and Tutorials

**Markus Biehl**, York University, Canada

**David Johnston**, York University, Canada

**Olga Kaminer**, York University, Canada

Historically, environmental and social issues have been treated as peripheral concerns for business. However, managers now must wrestle with a variety of pressures and make difficult choices for how to best social and environmental dimensions in business models and management systems. In a nutshell, sustainable development focuses on the inter-relationships between financial, social and environmental performance, also termed the triple bottom line. There is the very real potential for competitive advantage to be increasingly rooted in such new capabilities as pollution prevention, design for environment, worker safety, and social responsiveness. This interactive panel session will overview prior POM research along these lines, summarize current directions, and explore avenues for future research.

<b>161</b>	Sunday, May 6, 1:30-3:00 <b>Room:</b> Patio <b>Session:</b> Teaching Project Management to MBA's: Panel Discussion	<b>Track:</b> Proj Mgmt, 1	<b>Chair:</b> Dwight Smith-Daniels
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### 007-0641: Project Management and MBA's: Beyond the Basics

**Dwight Smith-Daniels**, Arizona State University, United States

**Karen Brown**, University of Washington, United States

**Ted Klastorin**, University of Washington, United States

A number of recent industry studies have illustrated that the majority of business organizations are still far short of their desired levels of Project Management performance, despite their efforts to educate their workforce in the basics of Project Management. In this session, our panel, all of whom have taught Project Management to MBA's for many years, discuss innovations that they have used in the classroom to develop skills that MBA's can use to manage in the "World of Projects," required to execute change in business organizations.

<b>162</b>	Sunday, May 6, 1:30-3:00 <b>Room:</b> Pavilion <b>Session:</b> Responsive Learning Technologies	<b>Track:</b> Tutorial, 6	<b>Chair:</b> Sam Wood
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### 007-0290: Responsive Learning Technologies

**Samuel Wood**, Responsive Learning Technologies, United States

In 2004 POMS awarded the Wickham Skinner Award for Teaching Innovation for the Littlefield Technologies web-based software. The online games are used to engage students in Operations Management courses at the undergraduate and graduate levels in more than 100 institutions around the world. This 90-minute session has three objectives for attendees: (1) A general understanding of what online games are available to teach operations and supply chain management; (2) A sufficient understanding of Littlefield Technologies to use it in a course; (3) Exposure to techniques for effectively using online simulations in courses. The session will be highly interactive, allowing attendees to play an accelerated Littlefield Technologies game during part of the session. Although not required, attendees are encouraged to bring a laptop to the session.

<b>163</b>	Sunday, May 6, 1:30-3:00 <b>Room:</b> Royal <b>Session:</b> What Hath Holt, Modigliani, Muth and Simon Wrought?	<b>Track:</b> Tutorial, 7	<b>Chair:</b> Martin K. Starr
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### 007-0018: What Hath Holt, Modigliani, Muth and Simon Wrought?

**Linda Sprague**, China Europe International Business School (CEIBS), China

**Martin Starr**, Rollins College - Crummer GSB, United States

In 1959 the Carnegie Foundation and the Ford Foundation independently evaluated business schools. Each concluded: standards were too low; foundation courses in math, statistics, social sciences, and the humanities were needed. Faculty research and teaching were second-rate. These critiques forced business schools to change. Rapid introduction of "scientific" materials into POM courses followed. Holt, Modigliani, Muth and Simon's Planning Production, Inventory and Workforce (Prentice Hall, 1960) became the science flagship in MBA curricula. Bennis and O'Toole published "How Business Schools Lost Their Way" (Harvard Business Review - May 2005). They criticize business schools for inappropriate goals and suggest that professional schools' models are more appropriate.

<b>166</b>	Sunday, May 6, 1:30-3:00 <b>Room:</b> Vista <b>Session:</b> Charting the Course of Lean Enterprise - A Panel Discussion	<b>Track:</b> JIT & Lean, 7	<b>Chair:</b> Rachna Shah
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### 007-0611: Charting the Course of Lean Enterprise - A Panel Discussion

**Rachna Shah**, University of Minnesota, United States

**Peter Ward**, The Ohio State University, United States

## Panels, Workshops, and Tutorials

Despite enormous practitioner interest, studying the lean phenomenon has been slow to take root in the academic community. This unique and interactive panel session is organized to help us identify extant theories that can be used to explain the phenomenon underlying lean thinking using a scientific lens. The added focus will hopefully move us towards bridging the gap between the practitioner and the academic views. Our hope is to help lean production move beyond its faddish nature and to help it become more established in the OM field and the OM journals. Our panel consists of experts in lean thinking including Rachna Shah, Morgan Swink, Chris Voss, and Peter Ward. The tentative questions for the panel discussion are as follows What are the underlying theories with a potential for application? How does lean interact with other improvement approaches? What specific methods should be used to study lean?

<b>168</b>	Sunday, May 6, 3:30-5:00 <b>Room:</b> Continental <b>Session:</b> Panel: Teaching Management of Technology	<b>Track:</b> Prod Innov, 5	<b>Chair:</b> Gary Scudder
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### 007-0596: Panel on Teaching Management of Technology

*Gary Scudder, Vanderbilt University, United States*

The topic of Management of Technology is taught at many schools in their MBA programs, but the content and coverage is often quite different. In most programs, these courses are electives, but at Tuck, there is a required core course on this subject. The panelists will share how they approach this important topic in the classroom, along with the learning objectives they are trying to achieve in their courses. These brief presentations will be followed by discussion and questions and answers.

Participants: Cheryl Gaimon, Georgia Tech; Eric Johnson, Tuck School, Dartmouth; Alan MacCormack, Harvard Business School; Debasish Mallick, College of St. Thomas; Gary Scudder, Owen School, Vanderbilt (Moderator)

<b>169</b>	Sunday, May 6, 3:30-5:00 <b>Room:</b> Executive <b>Session:</b> Supply Chain College Best Student Paper Competition	<b>Track:</b> Tutorial, 3	<b>Chair:</b> M. Eric Johnson
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### 007-0047: Supply Chain College Best Student Paper Competition

*M. Eric Johnson, Dartmouth College, United States*

Feature presentations of the four finalists.

<b>180</b>	Sunday, May 6, 3:30-5:00 <b>Room:</b> Pavilion <b>Session:</b> Discrete Forecast Horizons: Analysis and Computations	<b>Track:</b> Tutorial, 1	<b>Chair:</b> Srinagesh Gavirneni
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### 007-0744: Discrete Forecast Horizons: Analysis and Computations

*Milind Dawande, University of Texas at Dallas, United States*

*Srinagesh Gavirneni, Cornell University, United States*

*Sanjeeva Naranpanawe, SAS Institute, United States*

*Suresh Sethi, University of Texas at Dallas, United States*

We present structural and computational investigations for a class of minimal forecast horizons obtained under the assumption that future data are integer multiples of a given positive real number. Apart from being appropriate in most practical situations, the discreteness assumption offers a significant reduction in the length of a minimal forecast horizon over the one using the classical notion of continuous future data. The discreteness assumption also allows an easy characterization of such forecast horizons as feasibility/optimality questions in 0-1 mixed integer programs. Through an extensive computational study of dynamic lot-size models, we demonstrate that integer programming can provide an effective approach to compute and analyze discrete horizons. We believe that our approach can be extended to investigate forecast horizons for a wide variety of multi-period dynamic decision problems.

<b>199</b>	Monday, May 7, 8:30-10:00 <b>Room:</b> Vista <b>Session:</b> Workshop: Using Excel Visual Basic for Applications in Teaching Operations Management and Management Science Courses	<b>Track:</b> Education, 2	<b>Chair:</b> Weiyu Tsai
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### 007-0041: Using Excel Visual Basic for Applications in Teaching - An Introductory Workshop

*Weiyu Tsai, University of Utah, United States*

*Don Wardell, University of Utah, United States*

This session is for faculty who are interested in how to write/incorporate Excel Visual Basic for Applications (VBA) programming in teaching Excel-related courses. We start with a brief introduction to what Excel VBA is and how to write basic VBA code. We provide three Excel VBA examples that we use to teach several statistics concepts, simulation, and Bayes theorem, and also to facilitate exam and assignment automation for large classes. Please come to meet other like-minded faculty and bring comments/questions that you may have about using Excel VBA in teaching OR/MS.