

Panels, Workshops, and Tutorials

1	Friday, May 1, 8:30-10:00 Room: Cloister North Session: Panel on Logistics Research in the Public Sector	Track: LAPS, 1	Chair: Stephen Swartz
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011-0007: Panel on Logistics Research in the Public Sector

Jeffrey Ogden, Air Force Institute of Technology, USA
Stephen Swartz, University of North Texas, USA
Wesley Randall, Auburn University, USA
Pamela Donovan, Air Force Institute of Technology, USA
Stephen Brady, Pennsylvania State University, USA

Transportation Research Opportunities at Local, State, and Federal Levels This panel will bring together academics who have experienced success (and difficulties!) in conducting transportation related research for governmental agencies. Issues to be discussed include: finding appropriate problems, lining up sponsors, executing funded projects, and finding outlets beyond the required government reports.

2	Friday, May 1, 8:30-10:00 Room: Cloister South Session: Panel Discussion: Emerging Research Directions in Service Supply Chains	Track: SCM, 1	Chair: Rohit Verma
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011-0450: Emerging Research Issues in Service Supply Chains

Rohit Verma, Cornell University, United States
Ken Boyer, Ohio State University, United States
Ananth Iyer, Purdue University, United States
Glen Schmidt, University of Utah, United States
Rachna Shah, University of Minnesota, United States

The panelists in this discussion session will address their views about emerging research issues in service supply chains. They will also discuss the similarities and differences between supply chains for tangible goods and intangible services.

72	Friday, May 1, 3:30-5:00 Room: Senate Session: Academic Opportunities with APICS	Track: GENL, 3	Chair: Rhonda Lummus
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011-0230: Academic Opportunities with APICS

Rhonda Lummus, Indiana University, United States
Vincent Mabert, Indiana University, United States
Robert Vokurka, Texas A&M University - Corpus Christi, United States

APICS, The Association for Operations Management, provides education and certification to practitioners working in the field of operations management. During the past 52 years it has worked closely with the academic community to meet the needs of the practicing professional and college students. This 90 minute workshop will cover a number of APICS initiatives which can be beneficial to academics. The discussion will include:

- A discussion by the editor of Production & Inventory Management Journal on the Journal's mission, submission requirements and review process
- Information on the opportunity to interact and see important presentations from practicing managers at the 3-day International APICS Conference
- Insight into research funding and scholarship opportunities from the APICS Educational & Research Foundation.

While the presentation will focus on the topics listed above, the speakers will reserve time for a discussion on how APICS can better provide value to academics.

84	Saturday, May 2, 9:30-11:00 Room: EC-E Session: Panel on Public Sector Supply Management – Supply and Quality Risk Mitigation	Track: LAPS, 2	Chair: Aleda Roth
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011-0801: Panel on Public Sector Supply Management – Supply and Quality Risk Mitigation

Aleda Roth, Clemson University, United States
Greg Schlegel, VP Business Development, SherTrack LLC, United States
Lawrence Fredendall, Clemson University, United States

Panelists will cover various topics in mitigating supply and quality risks in multiple industries. The session will cover several projects across multiple industries, profiling how supply chain & six sigma teams leverage digital modeling, discrete event simulation, lean/six sigma methods and design of experiments to test hypotheses associated with extremely complex supply environments, to develop supply chain strategies. Other topics include a discussion of research issues on lean operations in the health care and supply chain complexity issues.

90	Saturday, May 2, 9:30-11:00 Room: Senate Session: Lean/6 sigma tutorial	Track: GENL, 5	Chair: Uday Apte
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011-0850: Lean Six Sigma for Services

Uday Apte, Naval Postgraduate School, United States

Penchant for process improvement is inherent in human nature. Two major process improvement methodologies, "Lean" and "Six Sigma", emerged separately in the 20th century. Lean improvements focus on process speed and waste removal, while Six Sigma, like its predecessor Total Quality Management (TQM), focuses on the removal of process defects and reduction of process variability. Ironically, Six Sigma and Lean have often been regarded as rival initiatives. However, recent experience has convinced practitioners that these two approaches are synergistic, and there is benefit to be realized by blending the two. Therefore, in the new millennium, we are witnessing the emergence of Lean Six Sigma. In this tutorial, we will provide an introduction and an overview of Lean Six Sigma with a specific emphasis on its application to service industries. The tutorial should help researchers and practitioners alike in teaching, consulting and the practice of OM.

CLSC

Saturday, May 2, 11:15-12:45 **Room:** Scribe
Session: Special Session: Tutorial on CLSCs

Track: SUST, 10

Chair: Gil Souza

011-0040: An Investigation of the Structural Efficiency of EPR Legislation

Atalay Atasu, Georgia Institute of Technology, United States

Oznur Ozdemir, Sabanci University, Turkey

Luk Van Wassenhove, INSEAD, France

We investigate the differences between two commonly implemented forms of product take-back legislation from an economic perspective. In the tax model (common in the U.S.), the social planner undertakes the take-back task but requires the manufacturer(s) to pay a unit tax for each product sold. In the rate model (implemented in E.U.), the social planner decides on a take-back rate and assigns the take-back task to the manufacturer(s). We measure the efficiency of the two models from the perspectives of consumers, manufacturer(s), and the social planner for monopolistic and competitive environments and extend our analysis to possible scenarios with an externality of take-back rate assurance. Our results are useful in identifying the circumstances under which the environment, the manufacturers, or the consumers benefit more from one of the two models commonly used in practice.

011-0277: Capacity Planning and Cash Flow Management in a Reverse Logistics Environment with Remanufacturing Capability

Ernest Benedito, Universitat Politècnica de Catalunya, Spain

Albert Corominas, Universitat Politècnica de Catalunya, Spain

Sergio Rubio, Universidad de Extremadura, Spain

Reverse logistics has a considerable influence both on production planning and management and on the determination of optimal production and storage capacities. Few studies, however, have developed models that take account of reverse logistics when calculating optimal production capacities and policies. This article describes such a model and shows its use in guiding strategic decisions in the field of production management.

011-0513: The Alignment of Socially Responsible Practices with Stakeholder Expectations and Its Impact on Performance

Amrou Awaysheh, Instituto de Empresa - IE Business School, Spain

Robert Klassen, University of Western Ontario, Canada

Business sustainability has grown beyond the natural environment to include socially responsible practices that involve individuals and society. Through its operations, a firm can engage in a number of socially responsible practices that can impact various stakeholders. If operations managers work to align their plant's socially responsible practices with the expectations of different stakeholder groups, the plant is expected to perform better across multiple business metrics. Two data sources are combined to test this hypothesis: a cross-sectional survey of Canadian manufacturing plants, and archival data from a Canadian Social Responsible Investing Index (SRII). As a third-party examiner, the SRII offers an objective measure of stakeholder expectations. Moreover, expectations are likely to vary by stakeholder group; thus, two stakeholder groups are examined in depth: front-line employees and the local community.

011-0565: The ESCO Model for Sustainable Energy Investments

Sam Aflaki, INSEAD, France

Paul Kleindorfer, INSEAD, France

An Energy Service Company (ESCO) is a business that develops, installs, and finances projects designed to improve the energy and/or carbon efficiency for facilities over a five to twenty-year time period. We address the problem that is faced by an ESCO considering (a) the proper inclusion of carbon-leveraged investments in a real options framework (b) the uncertainties (both market and regulatory) associated with ESCO projects and (c) related competitive and technology strategy issues. In the context of an illustrative case study, we propose a stylized model of risk/profit sharing between the ESCO and potential customers using a bargaining approach. The results highlight key issues to be addressed in developing a realistic framework for measurement and decision making for carbon-leveraged investments in energy efficiency and renewable energy technologies under an ESCO model.

011-0579: Valuing Emissions Flexibility

David Drake, INSEAD, France

Paul Kleindorfer, INSEAD, France

Luk van Wassenhove, INSEAD, France

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Many European firms now make capital investment decisions under the realities of carbon regulation and a volatile carbon allowance market, and the likelihood is that this setting will expand to the US and other regions in the future. Within such an environment, investment decisions not only determine a firm's capacity and operating cost profiles, they also determine the firm's emissions profile. Within this paper we extend the diverse technology literature (pioneered in electric power) to investigate the conditions under which firms should adopt emissions flexibility, and to explore the ensuing capacity, profit and emissions implications. This research is intended to provide a theoretical foundation to help firms make capacity decisions in the face of emissions regulation and to provide a framework for the design of management metrics for the measurement of firm emissions performance.

97	Saturday, May 2, 11:15-12:45 Room: EC-D1 Session: Connecting OM-SCM Research with Other Disciplines	Track: EMPR, 8	Chair: Ken Boyer
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011-0817: Empirical Research in OM and SCM: An Editor's Panel on Connecting with Associated Disciplines

Ken Boyer, Fisher College of Business, The Ohio State University, United States

Vicki Smith-Daniels, W.P. Carey School of Business, Arizona State University, United States

Vinod Singhal, Georgia Institute of Technology, United States

Morgan Swink, The Eli Broad College of Business, Michigan State University, United States

Vishal Gaur, Johnson Graduate School of Management, Cornell University, USA

Numerous authors have written that operations and supply chain management (SCM) form the core of a business by managing the process of providing goods and services. As such, much of the research in the field touches on other disciplines including marketing, management, information technology, finance and accounting. For example, the literature on supply chain is multi-disciplinary, including a great deal of work on channels in marketing and information exchange between companies in IT. Similarly, research on strategy includes work on the resource based view of the firm, resources that are managed as part of operations. While there is good cross-disciplinary research, we have noticed as editors that the literature in operations and SCM journals is not as widely disseminated as it could or should be. This panel will present approaches and strategies for increasing the impact of our research – both as a field and as individuals.

99	Saturday, May 2, 11:15-12:45 Room: EC-C Session: Teaching with Technology: Three Authors' Perspectives (Invited)	Track: EDUC, 6	Chair: Roberta Russell
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011-0001: Incorporating Sustainability in Operations and Supply Chain Management Courses

F. Robert Jacobs, Indiana University, USA

Although sustainability is not a particularly "new" topic it has recently been gaining significant interest in the Operations and Supply Chain Management community. Many companies have embraced "green" initiatives that often significantly impact processes related to the Operations and Supply Chain knowledge domain. We will share ideas on how this might be incorporated in our courses, particularly the core operations course. Using a "scorecard" type framework key concepts and measures will be developed. Ideas for incorporating this into the "strategy", "lean", "quality" and "supply chain" modules in a course will be discussed.

011-0002: Teaching with Technology: an Update on Advances in Connectivity, Collaboration and Assessment

Roberta Russell, Virginia Tech, USA

The technology of teaching has taken a giant step forward in recent years with dramatic advances in connectivity, collaboration and assessment. Three years ago, we presented a technology-in-the-classroom workshop on podcasts, blogs, wikis, inking and clickers. This year we'll give an update on those technologies and introduce you to the latest teaching and learning tools -- from podcasting to lecture webcasting, from clickers to DyKnow, from blogs to twitter, from wikis to Scholar, from YouTube to Second Life. Join us for an exciting session on the possibilities of truly engaging your students in the learning process through the enlightened use of technology.

100	Saturday, May 2, 11:15-12:45 Room: Gallery Session: Teaching human behavior in operations-related courses - panel	Track: BDOM, 1	Chair: Urban Wemmerlov
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011-0315: Teaching Human Behavior in Operations-Related Courses

Peter Ward, ,

Kevin Linderman, ,

Urban Wemmerlov, University of Wisconsin, United States

While OM scholars continue to promote the importance of behavioral considerations in research, we have another critical obligation to demonstrate this criticality in the classroom and ultimately to practice. In this session we motivate why and explain how we integrate human behavioral phenomena into operations-related courses on lean/six sigma, project management, and change management.

108	Saturday, May 2, 11:15-12:45 Room: Senate Session: Panel Discussion: Frontiers in Procurement Research for the Global Economy	Track: PRCH, 1	Chair: Tobias Schoenherr
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011-0906: Frontiers in Procurement Research for the Global Economy

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Sachin Modi, *University of Toledo, United States*

Tobias Schoenherr, *Michigan State University, United States*

This panel discussion of invited distinguished academics in the procurement field will provide new perspectives and opportunities for purchasing research in today's globalized economy. Panelists include the following individuals (in alphabetical order):

W.C. Benton (Ohio State University),
 Thomas Choi (Arizona State University),
 Lisa M. Ellram (Miami University),
 Paul D. Larson (University of Manitoba),
 Vincent A. Mabert (Indiana University),
 Ram Narasimhan (Michigan State University),
 Aleda V. Roth (Clemson University), and
 Stephan M. Wagner (Swiss Federal Institute of Technology Zurich).

The panel discussion will be lead by the purchasing track co-chairs, Sachin Modi (University of Toledo) and Tobias Schoenherr (Michigan State University).

115	Saturday, May 2, 1:30-3:00 Room: EC-D1 Session: Fundamentals of the Empirical Toolkit	Track: EMPR, 7	Chair: Kamalini Ramdas
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011-0888: Fundamentals of the Empirical Toolkit

Kamalini Ramdas, *London Business School, United Kingdom*

Marshall Fisher, *Wharton School, University of Pennsylvania, United States*

Jonathan Williams, *Department of Economics, University of Virginia, United States*

In this tutorial we will discuss the key elements of empirical research. We'll start with problem definition, data collection, sample selection and sample size issues and move on to common problems such as omitted variables and endogeneity. Using real life examples and visuals, we will highlight the basic intuition behind these problems and how to deal with them via methods such as instrumental variables and experiments. Along the way we hope to debunk some commonly held misconceptions about empirical methodology. The intended audience is any researcher who is interested in starting to do empirical work but who lacks formal training in this field. We will share from our own experience in trying to bridge the gap between the typical Operations skill set and the methods and theory of empirical research, with the intention of stimulating a conversation on how researchers in our field can effectively acquire the empirical skill set.

117	Saturday, May 2, 1:30-3:00 Room: EC-C Session: Panel Discussion: Teaching Operations Management in an International Environment (Invited)	Track: EDUC, 7	Chair: Daniel Heiser
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011-0770: Panel Discussion on Teaching Operations Management in an International Environment

Daniel Heiser, *DePaul University, United States*

Rhonda Lummus, *Indiana University, United States*

Roger Schmenner, *Indiana University Kelley School of Business, United States*

What is it like to teach operations management to a global audience? How culture-bound is OM? In this session, the panelists will discuss their experiences teaching operations management and related topics in Europe, Asia, and the Middle East, as well as online to an international audience. Topics of discussion will include teaching across cultures when visiting in a program outside North America and leading short-term seminars of American-based students to an international locale. The initial discussion will be followed by an open forum for discussing best practices and common problems.

118	Saturday, May 2, 1:30-3:00 Room: Gallery Session: Human behavior in operations management - practitioner's panel	Track: BDOM, 2	Chair: Robert Prescott
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011-0396: Practitioner Session

Robert Prescott, *Rollins College Crummer GSB, United States*

This is a session which will have a panel of local Orlando industry leaders discussing Human Behavior issues in Operations Management. It will be led by Professor Robert Prescott of Rollins College.

119	Saturday, May 2, 1:30-3:00 Room: EC-A Session: Researching Operations Management - Routledge 2009 Book	Track: EMPR, 16	Chair: Christer Karlsson
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011-0520: Researching Operations Management - Routledge 2009 Book

Christer Karlsson, *Copenhagen Business School, Denmark*

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Most important empirical research approaches used in Operations Management are presented and discussed. The session is based upon and introduces the just-published book "Researching Operations Management" (Routledge 2009). A couple of the authors present key issues on what is good research. It provides a platform for choosing appropriate and complementary approaches. Subjects are: characteristics of good OM research; planning the research; surveys using questionnaires but also general issues on sampling, validity, reliability; case research both for studies with a few or multiple cases; longitudinal field studies in single or few organizations; action research where the researcher enters the organization with the combined aim of making changes in the organization while studying it; modelling and simulation with the possibilities of analysing rather holistic perspectives and trying out "what if" analyses; and a brief reflection on important basic values, combining methods, and on quality, ethics and morality of research.

130	Saturday, May 2, 3:30-5:00 Room: Yeoman Session: College of SCM Student Paper Award Finalists	Track: SCM, 34	Chair: Saif Benjaafar
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011-0011: College of SCM Student Paper Award Finalists

Saif Benjaafar, ,

169	Sunday, May 3, 11:15-12:45 Room: EC-D1 Session: Panel on Empirical Research in OM	Track: EMPR, 11	Chair: John Gray
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011-0816: Panel on Empirical Research in Operations Management

Aleda Roth, Clemson University, United States

Enno Siemsen, University of Minnesota, United States

John Gray, Ohio State University, United States

This panel will cover a variety of special issues in conducting empirical research, including common methods bias, secondary data applications, and approaches to measurement and scale development. Once critical methodological concern that frequently arises in empirical studies pertains to how common methods variance (CMV) influences the evaluation of parameter estimates. We will show how statistical theory can provide insights pertaining to the conditions under which CMV may influence empirical results in regression models. Another emerging area of interest is the use of secondary data in operations management. We will discuss data sources and issues that must be considered when using data from other sources. Other areas of measurement and scale development will be evaluated.

198	Sunday, May 3, 1:30-3:00 Room: Senate Session: Responsive Learning Technologies	Track: GENL, 8	Chair: Samuel Wood
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011-0004: Play an Award-Winning Online Game Used to Teach Operations Management

Samuel Wood, Responsive Learning Technologies, USA

In 2004 POMS awarded the Wickham Skinner Award for Teaching Innovation for the development of a competitive online simulation-based assignment named Littlefield Technologies. Last year the game was used in introductory operations courses at the undergraduate, graduate, and executive level in hundreds institutions around the world. In this highly interactive session, participants will play an actual game compressed to 45 minutes. The session will also include discussion of how online games can be used effectively. Although not required, attendees are encouraged to bring a laptop to the session.