

Panels, Workshops, and Tutorials

↶	Friday, 8:30-10:00, Finback Session: Service Quality	Track: SOM, 1	Chair: Mingang Fu
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015-0114: Past Powerpoint: Engaging Students in Operations

Alistair Brandon-Jones, University of Bath, United Kingdom

Carrie Queenan, U. of Notre Dame, United States

Do you struggle to get students really excited about Operations? Do they sometime seem to switch off after your first few slides? And are there topics that you have difficulty bringing alive in the class? Inventory Management, anyone?! In this session we'll explore the use of "hooks" as a way of engaging students, generating excitement, and enriching understanding of Operations. Come and listen to others, share your own experiences, and generate new ideas in this interactive session. Whilst we will touch on some teaching theories in relation to sensory learning, the focus of the session is on applications that you can bring back to the classroom and directly incorporate in your teaching. Everyone attending will be expected to participate.

↷	Friday, 8:30-10:00, Junior Ballroom D Session: Teaching Sustainability	Track: SOHL, 1	Chair: Madeleine Pullman
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015-0078: Teaching Sustainable Business Practices

Robert Klassen, University of Western Ontario, Canada

Robert Sroufe, Boston College,

The triple-bottom line, encompassing financial, environmental and social performance, is a great starting point for many business students. Drawing from this, my teaching focuses on the very real potential for competitive advantage to be increasingly rooted in such new capabilities as pollution prevention, design for environment, and social responsiveness. The course emphasizes a general management viewpoint, whereby students are pushed to confront difficult challenges, balance multiple stakeholder agendas and make decisions despite scientific uncertainty. Definitive answers do not always emerge, and the class is designed to explore directions and opportunities for more sustainable business models. The primary pedagogical vehicle is business cases that capture both leading firms and struggling companies.

015-0064: Teaching Sustainability

Madeleine Pullman, Portland State University, United States

The next great challenge in the evolution of Operations Management is toward Sustainable Operations. How can we transform our conventional business approach from "manipulating abstract quantitative variables" in blind allegiance to maximizing profits into a learning organization approach that reshapes business operations into a means of creating wealth that fits our finite planet? Toward this end, this course provides an overview of issues facing operations managers in service and manufacturing companies with a sustainability focus. The course uses Toyota as a model but incorporates other cases with a sustainable operations and supply chain focus.

32	Friday, 10:30-12:00, Pavilion Ballroom C Session: Logistics and IT	Track: LM, 2	Chair: LI Liu
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015-0881: The State of Empirical Research in Logistics

Thomas Goldsby, University of Kentucky, United States

Craig Carter, University of Nevada, United States

Stanley Griffis, Michigan State University, United States

Michael Knemeyer, The Ohio State University, United States

The examination of logistics research questions by empirical means has gained a strong foothold over the past twenty years. This panel session will explore the current state of empirical research in logistics with an eye toward future developments. Panelists will present the merits and challenges associated with using empirical methods and the prospects for achieving publication of works featuring these methods.

34	Friday, 10:30-12:00, Port Alberni Session: Service Performance Measurement	Track: SOM, 2	Chair: James Fitzsimmons
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015-0133: Servitization of Manufacturing and Product-Service Integration

Martin Spring, Lancaster University Management School, United Kingdom

Andy Neely, University of Cambridge, United Kingdom

Novel approaches to configuring, trading and accessing combinations of products and services are increasingly important in practice, and are attracting scholarly interest, notably from OM and marketing. An increasing number of firms who have hitherto been devoted to manufacturing are combining manufacturing with service provision - so-called 'servitization'. Meanwhile, firms in service sectors are reconfiguring their service offerings to make them more reproducible and, in some ways, 'product-like'. Performance-based operation and procurement has become widespread, with capital equipment in many sectors such as aerospace being accessed under a 'rental/access paradigm' rather than being bought outright. This invited session will explore these phenomena, building on the enthusiastic discussion of this subject in the Service Operations track at POMS 2009. It will take the form of a panel discussion comprising – depending on attendance at POMS 2010 – Profs Neely, Baines, Swink, Sampson, Voss and, hopefully, one or two practitioners.

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41	Friday, 1:30- 3:00, Granville Session: Emergency Medical Services	Track: HOM, 6	Chair: Armann Ingolfsson
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015-0026: Evaluating Lean Healthcare Programs: A Panel Discussion

Martin Puterman, Sauder School of Business, University of British Columbia, Canada
Jennifer MacKenzie, PHSA, Canada

Development of a rigorous approach to measuring the impact and cost of lean health care initiatives is challenging but necessary. Little has been published on this topic so we believe what we have developed is original and timely. In this session, panelists will provide an overview of the lean program at a British Columbia health authority and describe how we went about developing and executing an evaluation framework. There will be ample opportunity for audience impact and feedback.

52	Friday, 1:30- 3:00, Port Alberni Session: New Service Development and the Customization of Services	Track: SOM, 3	Chair: Pedro Oliveira
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015-0173: Designing and Executing an Effective Services Operations Management Course

Randall Chapman, LINKS-simulations.com, United States
Terry Harrison, Pennsylvania State University, United States
John Dischinger, IBM Global Integrated Supply Chain, United States

IBM has been a thought and action leader in championing services sciences. This special session explores IBM's initiatives in services sciences education, with particular attention to its recent launch of a distance-learning mode services supply chain course. Program and teaching strategies and tactics are discussed, as well as progress to date, initial participant feedback, and likely future initiatives in services operations management education.

67	Friday, 3:30- 5:00, Pavilion Ballroom B Session: Teaching Sustainability and Project Management	Track: GENL, 4	Chair: Karen Brown
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015-0134: Workshop - Integrating Sustainability in the Core Operations and Supply Chain Management Course

F. Robert Jacobs, Indiana University/Kelley School of Business, United States

In this workshop, we describe how sustainability can be woven into major topics. Strategy, Sourcing, and Value-chain analysis are specific areas where topics such as triple-bottom-line, total-cost-of ownership, and carbon footprint analysis can be integrated. The structure of classes, useful exercises, and cases will be discussed in the session.

015-0034: Cinematic Ticklers for Project Management: A Workshop

Karen Brown, Thunderbird School of Global Management, United States
Nancy Hyer, Owen Graduate School of Management, United States

Instructors can find useful and memorable lessons for project management in many commercially- and web-available films. Keys to success in using what we call 'Cinematic Ticklers' are: 1) find the right clip, 2) edit it to the essential content, 3) place it in the appropriate spot, and 4) build on it through discussion to deliver a point.

During this workshop, we will discuss the rationale for using video clips, highlight ideas for their most effective use, show a few of our favorites, identify potential pitfalls, and welcome audience input.

69	Friday, 3:30- 5:00, Pavilion Ballroom D Session: Panel Discussion	Track: HBOM, 4	Chair: Neil Bearden
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015-0957: Reviewing Behavioural Operations: A Panel Discussion

Neil Bearden, INSEAD, Singapore
Elena Katok, Penn State University,
Christoph Loch, INSEAD,
Karen Donohue, University of Minnesota,
Brent Moritz, University of Minnesota,
Enno Siemsen, University of Minnesota,

Research in behavioural operations seems to be growing at an increasing rate. The field is still quite new, and researchers from quite diverse backgrounds have started to do work and publish on behavioural issues. This session will involve a panel discussion of a number of issues than any new field or area (normatively speaking) ought to think through. For example: What have we learned so far from doing behavioural operations? What are the appropriate criteria for reviewing and evaluating a behavioural operations paper? Are there strategies for increasing the impact of behavioural work? Our panel will be quite diverse – in terms of experience, editorial responsibilities, training, etc. – and we will encourage audience participation.

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03	Saturday, 11:15-12:45, Grand Ballroom A Session: Workshop on Bargaining Models in Supply Chains	Track: SCM, 37	Chair: Mahesh Nagarajan
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015-0997: Workshop on Bargaining Models in Supply Chains

Bill Lovejoy, University of Michigan, United States

Real b-to-b supply chain negotiations (especially in tiers 1 and 2) involve a series of offers and counteroffers between buyers and sellers in a mutual search for acceptable terms of trade. Especially in tier 1 negotiations (furthest from commodities) both supplier and buyer often have some bargaining power. Bargaining theory is attuned to the practical reality of such negotiations, yet this theory has scant presence in our current POM literature. Instead, most supply chain papers invoke leadership (e.g. principal-agent or Stackelberg) models wherein one party is designated a leader and is granted power to make irrevocable take-it-or-leave-it offers to the other, who has no opportunity to propose a counter-offer. Bargaining theory appears to have more face validity representing many real supply chain negotiations and has an edge in experimental support, as well. Consequently, it is of interest to ask whether the replacement of leadership models with bargaining models changes the results, and our intuition, for managing supply chains. This session will cover the current status of bargaining models in supply chains, the resulting intuition for supply chain management, and the challenges and opportunities in bringing bargaining theory more robustly into our mainstream POM literature.

114	Saturday, 1:30- 3:00, Junior Ballroom A Session: Meet the Special Issue Editors	Track: PITM, 7	Chair: Nitin Joglekar
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015-0634: Meet the Special Issue Editors

Nitin Joglekar, Boston University, United States

Geoffrey Parker, Tulane University, United States

Moren Levesque, York University, Canada

Edward Anderson, University of Texas at Austin, United States

Gil Souza, Indiana University, United States

Three special issues of POM are due after this conference. The themes for these issues are: Integrating Innovation in Distributed Environments; Science & Technology Commercialization/ Startup Operations; and New Product Development, Innovation and Sustainability. This session will feature short presentations by the editors on their vision behind each issue, followed by an interactive discussion with the audience through questions and answers. This session is jointly sponsored by the College of PI&TM and the College of Sustainability.

131	Saturday, 3:30- 5:00, Granville Session: How Toyota Lost Its Lean: Lessons on How to Make Lean Sustainable	Track: PRF, 4	Chair: James Gilbert
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015-1002: How Toyota Lost Its Lean: Lessons on How to Make Lean Sustainable

Richard Schonberger, Schonberger & Associates, United States

Toyota's plunge in inventory turns—from 23 to 12 in the past 16 years—is symptomatic of lost leanness and declining attention to process improvement and quality. Judging by similar negative trends at its dominant affiliates and suppliers, Toyota's woes appear to have been visited upon its supply chains as well.

Based on data from global research (the "leanness studies"), Richard Schonberger had begun reporting on Toyota's decline by 2000. Now, in 2010, reasons for Toyota's worsening performance have clarified. Richard will cite several causal factors: a strategic shift from conservative to all-out for global growth; years of industry and general-public adulation, leading to complacency; an apparently strong but actually fragile culture due to decades of insularity in its Toyota-City home base; closed-mindedness with regard to best practices developed elsewhere; loss of customer focus, etc. He explains how to forestall the tendency of lean-based process improvement to fade.

181	Sunday, 1:30- 3:00, Finback Session: Workshop on Humanitarian Supply Chain Management	Track: SCM, 27	Chair: Steven Alexander Melnyk
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015-0937: Humanitarian Supply Chain Management - Issues, Challenges, Obstacles and Research Opportunities

Steven Melnyk, Michigan State University, United States

W. Whybark, University of North Carolina at Chapel Hill, United States

Edward Davis, University of Virginia, United States

Jamison Day, Louisiana State University, United States

In recent years humanitarian supply chains have increased in visibility and importance, as evidenced in the USA after Hurricanes Katrina and Ike and now in Haiti. While experience with humanitarian supply chains has increased, the body of knowledge dealing specifically with this type of supply chain (as compared with the demand-driven supply chain) is surprisingly limited. This is especially surprising given that, in many disaster efforts, the supply chain and its performance have been cited by one academic as "the most expensive part of any relief operation, and the part that can mean the difference between a successful or failed operation." This panel workshop explores the issues, challenges and research opportunities present when studying humanitarian supply chains (which can be viewed as the most extreme form of a responsive supply chain). The goal is to create awareness of this type of supply chain and to increase research into it.

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188	Sunday, 1:30- 3:00, Junior Ballroom C Session: Special Corporate Sponsored Session by Responsive Learning Technologies	Track: GENL, 16	Chair: Sam Wood
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015-1004: Play an award-winning online game used to teach Operations Management

Sam Wood, *Responsive Learning Technologies, United States*

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.

219	Monday, 7:00- 8:30, Grand Ballroom A Session: Session 3	Track: PRF, 3	Chair: Rafael Menda
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015-1000: CURRENT REALITIES Panel Discussion: What is Happening to Toyota? Is There Such Thing as Too Lean?

Rafael Menda, *Johnson & Johnson Consumer Products Co., United States*

Rachna Shah, *University of Minnesota, United States*

It is hard to escape recent news about Toyota and its troubles. Popular press has been quick to attribute those troubles to various reasons from "trying to grow and overtake Detroit too fast," to "obsessively focusing on costs," "not testing newly designed parts sufficiently" and "insufficient training of new employees." The comments seem to converge around "abandoning their traditional principles." Do they mean the Lean principles? Do Lean principles not stand the test of fast growth or intensive cost focus? There are a lot of other questions we can ponder which have implications on lean practice and research, with stakeholders in the academia, consultancy and industry. This panel will include members of academia and practitioners, who will explore the causes of Toyota's current difficulties from a Lean Manufacturing point of view. Implications for future research and practice will also be discussed.

224	Monday, 7:00- 8:30, Junior Ballroom C Session: Improving Teaching and Learning with State-of -the-Art WEB Based Software	Track: GENL, 15	Chair: Jay Heizer
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015-1001: Improving Teaching and Learning with State-of -the-Art WEB Based Software

Barry Render, *Graduate School of Business, Rollins College, United States*

Jay Heizer, *Tezas Lutheran University, United States*

Sophisticated state-of-the-art technology now allows us to provide students individualized instruction with immediate feedback. Pearson/Prentice-Hall now has available such an Internet based system referred to as MyOMLab. The system contains homework/exam problems that algorithmically change problem variables. The problems are instantly graded. MyOMLab contains a large database of end of chapter problems with algorithmically generated 1000's of test bank True/False, Multiple-choice, and Short Answer questions that can be assigned for on-line work. For supplemental instruction, the system includes additional help in the form of a similar problem, multiple attempts, online relevant pages from the text, and worked out video tutorials. All are instantly available. This session is designed as an opportunity for examining this technology and exchanging ideas about how it can be best used.

250	Monday, 10:45-12:15, Port Alberni Session: Servitization	Track: SOM, 10	Chair: Andy Neely
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015-0774: Co-production and Service Disruption in the Business Telecommunication Industry: A Numerical Taxonomy of B2B Buyer Network Structure Complex

Rafael Teixeira, *Clemson University, United States*

Aleda Roth, *Clemson University, United States*

This research addresses the issue of complexity in service supply chains. We characterize service complexity terms of the nature of the services (standard versus customized) and geographic characteristics. Using a sample of 227 B2B buyers in the largest Brazilian telecommunications company, we develop a numerical taxonomy of B2B buyer network structure using cluster analyses. We show that service complexity is multi-dimensional, as represented by the cluster types; some types are more prone to supply disruptions and the average down time varies considerably. This paper contributes to the service strategy literature by exploring the dimensions of service complexity in the context of network structures, and offers ways that B2B service firms may mitigate against risk.

015-0659: Operations Strategy in B2B Services: Case Study Evidence

Martin Spring, *Lancaster University Management School, United Kingdom*

This paper is concerned with the development of operations strategy (OS) thinking and practice to reflect the increasingly inter-organizational, technology-intensive and service-based nature of B2B operations and supply. A framework developed from theoretical synthesis is briefly presented. This draws on technology strategy, evolutionary economics, modularity theory and service strategy, as well as OS. Then, results from case studies in various sectors, including aerospace, software and publishing, are presented. In particular, these draw attention to the design of what is termed the 'offering' – the various ways of combining product and service elements – and the dynamic inter-dependencies between this aspect of the proposed framework and the other two, namely, technology and the architecture of the inter-organizational network. The paper

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concludes by outlining a proposed OS development method based on these empirical studies.

015-0928: Competitive Alignment of the Tourism Network

Angela Flecha, Federal University of Ouro Preto, Brazil

José Paulo Fusco, São Paulo State University, Brazil

Américo Bernardes, Federal University of Ouro Preto, Brazil

The basic assumption is that the transactions between economic actors should occur in an equilibrated environment. Cohesion of the network and the convergence of the interests of its participants require the achievement of a balanced relationship and the settlement of governance principles. In this paper, we present the results of the mapping of a touristic network in the Ouro Preto, the best preserved baroque city in Brazil. We mapped the flux of tourists between places and the influence of this movement on the formation of the sector competitive bases. The substrate for this analysis is that provided by the theory of Business Networks and Supply Chain Management (SCM), which is also revised. We show that the actors' level of significance can be obtained from the tourists choice criteria to create their pathways. This movement can reinforce existent networks.

015-0560: Service Productivity and Stakeholder Theory

Ruth Taylor, Curtin University, Australia

Amrik Sohal, Monash University, Australia

Globally there is significant growth in service industries across developed and emerging economies; however, various studies have indicated that service sector productivity is less than that of manufacturing. Acknowledging that previous research has primarily focused on manufacturing productivity, this paper seeks to investigate service productivity. With simultaneity of production and consumption in services, the potential for influence from a range of stakeholders needs to be given consideration when exploring service productivity. Using stakeholder theory as a framework, we investigate service productivity in the hotel industry. Face-to-face interviews were conducted with managers in 13 different hotels. Results show that simultaneity, intra-stakeholder heterogeneity, and variability of stakeholder dependency impact on service productivity, creating a non-linear, dynamic service productivity environment. A model of service productivity has been developed and is currently being validated through quantitative research. Results of our research have implications for emerging economies in terms of service productivity strategy and sustainability.