## Panels, Workshops, and Tutorials

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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.

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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.

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### 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 reshapess 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.

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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.

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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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**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.

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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.

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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.

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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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#### Workshop on 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.
**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
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.