

# Don't Miss These Sessions at the 1999 DSI Annual Meeting

## DSS/AI/ Expert Systems/ Multimedia Systems

### *Past, Present, and Future of Decision Support Tools*

J. P. Shim, Mississippi State University

James F. Courtney, Texas A&M University

Daniel J. Power, University of Northern Iowa

Ramesh Sharda, Oklahoma State University

Merrill E. Warkentin, Northeastern  
University

George M. Marakas, Indiana University

The purpose of this special session is to present "the past, present, and future of decision support tools." Invited panelists will deliver their views on decision support tools including latest advances in tools. Jim Courtney, Tenneco Professor at Texas A&M, will give the evolution of DSS technology issues including knowledge management. Other panelists and moderator will deliver various topics including technology issues (e.g., data warehouse technologies, web-based DSS technologies), collaborative support systems, virtual teams, general trends about solution technologies and modeling, latest advances in optimization tools, user interfaces linkages to databases, and other issues.

### *Past, Present, and Future of Decision Support Systems*

David Olson, Texas A&M University

James Courtney, Texas A&M University

Efraim Turban, City University of Hong Kong

Loren Rees, Virginia Polytechnic Institute  
and State University

Traci Hess, Virginia Polytechnic Institute and  
State University

Terry Rakes, Virginia Polytechnic Institute  
and State University

This session will discuss the development of decision support systems in academic and practice. Jim Courtney will give his historical perspective, drawing upon his many, many years in the field. Efraim Turban will discuss the potential of DSS implementation using the internet. Loren Rees, Traci Hess, and Terry Rakes will discuss the potential of software agents as tools to implement DSS. David Olson will conclude the session with a discussion of the variety of forms of decision support systems, ranging from management

science modeling through systems support to intelligent agents, OLAP, data warehousing, and data mining.

## Educational Issues

### *The Baldrige Award for Education*

Susan West Engelkemeyer, Babson College

Congress expanded The Malcolm Baldrige National Quality Award to educational institutions beginning in 1999. This workshop will explore the Award Criteria and the systemic nature of the Baldrige framework. Participants will conduct a mini assessment of their institution's progress with respect to the Baldrige criteria. These results will be shared among the participants and compared to scoring results from the Malcolm Baldrige Award 1995 Education Pilot applicants in order to determine institutional readiness and priority areas for improvement with respect to the Baldrige Criteria.

*Goals for the Workshop:* This session is designed to provide participants with:

- an understanding of the 1999 Malcolm Baldrige National Quality Award Education Criteria,
- the insight, knowledge, and skills necessary to perform an internal self-assessment using the Baldrige framework and criteria,
- and an understanding of the scoring system used by Baldrige Award Examiners.

### *Technology in Support of Education: A Publisher and Educator Forum—Session One: Within the Classroom*

Larry Meile, Boston College

Technology is playing an ever-increasing role in how we teach, both inside and outside of the classroom. The publishers are the primary suppliers of the tools we use to ply our trade and are taking an expanding role in determining which ones are at our disposal. What is the nature of these tools? What are their strengths and weaknesses? How are they chosen? What forces frame which ones are elected? Do you have any say in their selection and development? This panel of three publisher representatives will address these questions as they relate to the *support of teaching within the classroom*. Each panelist will spend fifteen minutes presenting their views on the issues. The remaining half of the session will be opened up to the audience for

their questions and comments. Topics will include CD-ROM based courseware and supplements, active learning aids, and interactive presentation formats.

### *Technology in Support of Education: A Publisher and Educator Forum—Session Two: Outside the Classroom*

Larry Meile, Boston College

Technology is playing an ever-increasing role in how we teach, both inside and outside of the classroom. The publishers are the primary suppliers of the tools we use to ply our trade and are taking an expanding role in determining which ones are at our disposal. What is the nature of these tools? What are their strengths and weaknesses? How are they chosen? What forces frame which ones are elected? Do you have any say in their selection and development? This panel of three publisher representatives will address these questions as they relate to the *support of teaching outside the classroom*. Each panelist will spend fifteen minutes presenting their views on the issues. The remaining half of the session will be opened up to the audience for their questions and comments. Topics will include course management software and distance learning.

## Environmental Issues

### *Environmentally Responsible Manufacturing: Summarizing the Research Efforts at Michigan State University*

Steven A. Melnyk, Michigan State  
University

Roger Calantone, Michigan State University

Robert Sroufe, Michigan State University

Frank Montabon, Michigan State University

Rob Handfield, North Carolina State  
University

This research workshop will cover the following topics:

- Define the concept of Environmentally Responsible Manufacturing,
- Identify the paradoxes, obstacles and factors influencing the growth and acceptance of ERM,
- Examine ERM-related developments in design, planning/scheduling and metrics,

- Explore the status of ISO 14000 in American industry,
- Summarize research and teaching tools and cases for use in teaching ERM-related concepts in the MBA classroom, and
- Identify fruitful areas for future ERM-related research.

***Environmental Research Needs in the Decision Sciences: Perspectives From the US EPA Environmental Accounting Project and the World Resources Institute***

Robert Handfield, North Carolina State University

Susan McLaughlin, Program Manager of the US Environmental Protection Agency Accounting Project

Jennifer Finlay, Senior Associate, World Resources Institute's Management Institute for Environment and Business (MEB)

The session will bring insights from two major government organizations, the Environmental Protection Agency and the World Resources Institute, on current and emerging research needs in the Decision Sciences on environmental issues. Both of the presenters have significant experience in working in the environmental arena, and are seeking to increase their research contacts in the business school community.

***The US EPA Environmental Accounting Project***

Speaker: Susan McLaughlin

The Environmental Accounting Project is a five-year-old voluntary program that works with industry and professional associations to advance business practices that are efficient, economical, and environmentally sound. Specifically, the project promotes *managerial accounting* practices that enable businesses to identify opportunities for simultaneously improving financial and environmental performance. This presentation will focus on the EPA Accounting Project, and will discuss research needs and opportunities for academics in the decision sciences.

***World Resources Institute***

Speaker: Jennifer Finlay

In 1998 and 1999, World Resources Institute has published major studies reviewing integration of environmental and sustainability topics into business school

curricula. These studies find that the vast majority of environmental content is oriented toward bottom-line environmental management (compliance, risk management, operational efficiency, cost accounting, etc.), with little attention given to "top-line," strategic topics such as sustainability. The DSI presentation will overview general management education trends, focus on innovative programs and courses developed by particular business schools, and review themes in recently published research in the various management disciplines. The presentation will also relate education efforts to current corporate environmental performance, social and sustainability initiatives, to better establish what skills and knowledge employers will seek in future business school graduates.

**Global Issues**

***Strategic and Tactical Issues in the Development of International Research in Operations Management—Session 1 and Session 2***

Barbara Flynn, Wake Forest University

John Wacker, Iowa State University

Jim Flynn, Wake Forest University

Mikko Junttila, University of Minnesota

Chris Voss, London Business School

Clay Whybark, University of North Carolina-Chapel Hill

The objective of these two panel sessions will be to share some research findings and experiences of an international panel of scholars with the audience, encourage others to do research in this arena, and finally provide some guidance that can increase the chances of knowledge creation in international operations. Experienced researchers from both USA and abroad representing a diverse set of research groups and projects comprise the panel. Issues surrounding the validation of survey instruments across countries will be discussed. Unique approaches to gathering data will be presented, along with the funding process for meeting substantial resource requirements of international research projects. In particular, grant writing for NSF funding will be addressed. Finally, some experiences from conducting collaborative research projects with groups of researchers located in different universities and continents will be presented.

***Globalization of Services: Research Implications From the International Service Study***

Aleda Roth, University of North Carolina-Chapel Hill

Richard Chase, University of Southern California

Chris Voss, London Business School

There are two complementary forces that are leading to the globalization of management practices in operations, and in particular to service operations. First, there is the development and diffusion of service management practices through multiple means. As the diffusion of best practices increases, services are under pressure to use resources efficiently and effectively on a global scale. Second, behind much of this diffusion lies the increasing globalization of services. Increased global competition, opportunities made available by digital technologies and the need for growth are influencing service value chains. For example, the explosion of electronic commerce and e-services are opening up entirely new operations issues on a global scale. The rapid emergence of cross-border trading highlights how quickly the Internet is gaining acceptance among financial service customers. On the other hand, studies are also showing that customer service shortfalls on the Internet dramatically cut into the overall sales potential. The impact of this phenomenon intensifies when operating on a global scale. Clearly, global service markets enabled by instantaneous communications, changing political climates and deregulation, have raised the performance bar for all. Consequently, service providers in local markets are increasingly governed by global standards. The International Service Study (ISS) was established in 1996 to research the linkages between the best practices of service firms and superior performance. The operating hypotheses are that traditional models relating practices and performance were insufficient in explaining global leadership in services. The panelists will present the most recent findings of the ISS, including:

1. measurement of practices and performance,
2. a new model of leadership in global services,
3. organizational learning in services,
4. the role of e-services and technology, and
5. the differences in customer cultures and customer behaviors in explaining business performance.

The panel will conclude with a discussion of future research directions in the globalization of services.

### **Development and Exploration of Pedagogical Issues Through the Medium of International Field Studies**

G. Keong Leong, Ohio State University  
K. Ravi Kumar, University of Southern California

Mark M. Davis, Bentley College

Manoj K. Malhotra, University of South Carolina

Today, companies are aggressively expanding beyond national boundaries and seeking to develop products and services that appeal to customers from different countries. In response to an increasing focus on globalization, business schools are seeking to prepare students to be global managers. One approach is to increase the international content of the business curriculum. To supplement this approach, many business schools have begun to offer a course involving a research trip abroad to provide students with the opportunity to study and assess the business environment and management practices there. The international field trip also allows students to explore the social, cultural, and political environment of businesses in foreign markets. Students visit selected companies (both domestic and multinational) and governmental institutions to widen the students' global perspective on business. The panel will discuss the pedagogical issues involved in conducting these courses at a variety of institutions all over the world. n

## **Health Care Issues**

### **How Graduate Programs Are Addressing the Needs of Health Care Leaders**

Rodney G. Alsop, Kennesaw State University

Margret O'leary, Benedictine University

Steven Baumgarten, University of South Florida

Alan Cohen, Boston University

As the pace of change in the health care environment intensifies, leader development becomes more critical. Today's health care professional can choose from many development options given the proliferation

of health care focused graduate business programs. Many of these programs focus on one subset of health care professional such as physicians or nurses. In this session, learn how four graduate programs are addressing the needs of health care leaders in this rapidly changing environment.

### **Application of State Based Population Modeling to Issues of Health Care Management**

Douglas Fuller, University of Virginia

William T. Scherer, University of Virginia

Hamilton Moses, Boston Consulting Group / Harvard University

Douglas Smith, Organomics, Inc.

Christopher Zobel, Virginia Polytechnic Institute and State University

State-based population modeling exhibits many attributes of the type of dynamic allocation models required for the new environment of health care. At the same time, there is the underlying issue of defining an appropriate state space and classifying the population to those states. Most research monographs and texts concentrate on solving the resource allocation problem GIVEN the state definition. Definition of the states is the most critical part of the problem solving process and drives the selection of other parameters and the solution approach.

Topics to be discussed include:

- Current state of the art of health care population classification and resource allocation models,
- Potential uses and benefits of state-based population models in health care,
- Verification and validation of state definitions,
- Issues of classification, and
- Approximate state definitions and sufficient statistics-types of errors and associated bounds.

### **Strategically Managing Health Care Benefits**

Ronald F. Green, East Tennessee State University

B. Wayne Rockmore, East Tennessee State University

Allen E. Smith, East Tennessee State University

The purpose of this symposium is to provide insight into the issues facing management as they make informed health benefit decisions with respect to their employees' needs and

preferences. While the presentation will be directed towards practitioners who must make health benefit decisions, those conducting research in health care quality, human resource management, and consumer satisfaction will find the symposium useful. The three presenters will make brief presentations concerning their individual areas of expertise. Dr. Wayne Rockmore will provide an overview of health benefits as part of the total compensation package. He will emphasize the increasing influence of health care costs with respect to providing benefits. Dr. Ronald Green will describe the changing nature of health benefits with respect to quality issues facing those in decision making roles. Dr. Allen Smith will conclude with a brief presentation on the use of information systems in monitoring employee satisfaction with health benefits, as well as ensuring that overall health care quality is being maintained. Upon completion of the presentations, a roundtable discussion of the evolving role of health benefits will be held with participant questions and observations directing the content.

## **Innovative Education**

### **Teaching Roundtable**

Hope Baker, Kennesaw State University

This session provides a forum for informal discussion of general pedagogical issues in MS/OR. Participants will determine the focus of the session by sharing their ideas and experiences with respect to topics such as team teaching, cooperative learning, distance learning, uses of the Internet, hands-on experiences, interdisciplinary approaches, innovative approaches to teaching, and other topics of interest.

### **A Workshop on Visualizing Statistical Concepts: An Extension of the Making Statistics More Effective in Schools of Business Conferences**

P. George Benson, University of Georgia

John D. McKenzie, Jr., Babson College

Betty M. Thorne, Stetson University

This workshop will report on the Making Statistics More Effective in Schools of Business Conferences that have been held between 1986 and 1999. The organizers of this workshop are all members of the Planning Committee of the Making Statistics More Effective in Schools of Business Conferences.

In addition to providing a brief summary of past conferences, this workshop will describe the upcoming 2000 Conference. During the second half of this workshop, panel members will lead a discussion on the visualization of statistical concepts. Attendees will break into small groups to discuss how to visualize such concepts as risk. This portion of the workshop should appeal to business school statisticians and other academics that use statistics in their teaching and research.

### ***Using Movie Clips to Stimulate Classroom Discussion About Operations Management Issues***

Karen A. Brown, Seattle University

Nancy Lea Hyer, Vanderbilt University

Dwight Smith-Daniels, Arizona State University

Linda G. Sprague, University of New Hampshire

A four-person panel of operations management faculty members from four different universities will lead this workshop. All of these individuals are actively engaged in the use of "cinematic ticklers" or short movie clips in their classrooms, and each one is very enthusiastic about the extent to which this instructional innovation has enhanced student learning. During the session we will provide background information about the use of these video clips, show some tickler examples (e.g., Lucy and Ethel in the candy factory), describe methods for engaging classroom discussion related to ticklers, and draw on the audience for additional suggestions regarding good video materials. Following the session, panelists will compile the results of participant input and add these ideas to a pre-existing website on cinematic ticklers. This will allow us to continue in the development of an international network of educators who have interest in this approach to teaching and learning.

### ***Improving Content Delivery Using Multimedia PowerPoint***

Dwight Smith-Daniels, Arizona State University

M. Johnny Rungtusanatham, Arizona State University

Thomas Y. Choi, Arizona State University

Students, as individuals, learn in different ways. As professionals engaged in the role of instruction, we are constantly seeking ways to improve the delivery of relevant content materials to our students, irrespective of their

individual learning styles. Over the years, the panel members have sought to create a fun learning environment that would engage students and maintain their learning attention span during their time in class. More specifically, they have sought to enhance their delivery of content materials by incorporating relevant humor and multimedia material into their in-class presentations. In this workshop, the panel members will discuss how individual learning takes place in a classroom setting and identify different strategies for helping students learn, compare and contrast slides that are effective and those that are ineffective, discuss pitfalls and potentials of using a multimedia approach to teaching, demonstrate how to search the Internet for relevant multimedia materials for use in class and how to download such materials from the Internet, and demonstrate how to embed video clips, sounds, and text into PowerPoint slides. Because of the hands-on approach of the workshop, participants are strongly encouraged to bring along a laptop with the PowerPoint 97 software loaded.

### ***Computers in the Classroom***

Shahdad Naghshpour, The University of Southern Mississippi

Lari H. Arjomand, Clayton College & State University

There is very little argument with regard to the usefulness of computers and the advantage of incorporating them into the curriculum. The extent of utilizing them, however, is of great controversy. Presently, the spectrum of integration of computers into courses ranges from zero to almost 100%. This panel will present two cases of computer integration into the business curriculum. The first case represents a virtual classroom approach, where the saturation rate is close to 100%. The second case reflects a selective integration and a mixture of the traditional classroom with innovative applications of multimedia.

### ***Graduate Course in Interdisciplinary Decision-Making***

William C. Keller, Webb Institute

This is a show, tell, and share workshop. It is designed to provide (1) an opportunity to see how one professor offered an interdisciplinary course in decision-making, (2) an airing of views on this approach, and (3) an exchange of ideas for teaching decision-making. What can happen when traditional boundaries are ignored and an

interdisciplinary course is offered? Dr. Keller had an opportunity to integrate concepts and tools from finance, economics, management science, psychology, and information management. The course also included a dose of insight into the application of Emotional Intelligence in decision-making. Participants in this workshop will be able to visit displays and experience reading material, class activities, and student projects from the course. After people have had a chance to play with each display, participants will assemble for a discussion to exchange thoughts and ideas.

### ***La Tierra Trading Co., Inc.—A Student Centered Business at Roanoke College: Evolution on the Concept and the Planning Process***

Christina McCart, Roanoke College

Carol Cissel, Roanoke College

Elisabeth Gilster, Roanoke College

Larry Lynch, Roanoke College

La Tierra Trading Company is a proposed student-centered internationally oriented import business. La Tierra is envisioned as an ongoing student/faculty team project, which will be integrated into various BBA courses over the course of the business. The concept of a student-centered import business is, based on our preliminary research, a new and innovative concept. We believe that the development of such a distinctive and creative interdisciplinary program will truly allow Roanoke College to differentiate itself in an increasingly competitive environment. It is our belief that the project will have a positive impact on student learning across the business curriculum, involving students in real-world and collaborative business research—the planning, implementation, and operation of an import business. Eventually, we believe the project will involve various departments outside the business administration department (foreign language, history, art, religion, and literature are some departments that come to mind).

### ***A Forum on Important Issues for Faculty Entering the New Millennium***

Robert L. Andrews, Virginia Commonwealth University

William B. Carper, The University of West Florida

Kurt E. Olmosk, Marshall University  
Graduate College

**Carl Gooding, Georgia Southern University**  
**Douglas Woundy, Averett College**

Most organizations have strategic plans to guide the way they conduct business and allocate resources. These plans depend on the vision the organization has for the future environment. As individual faculty, it is equally important to have a strategic plan. Developing an effective plan depends on how accurately one can predict the environment of the future. The purpose of this session is to have an open discussion among the panel members and session attendees relative to the issues to be faced as faculty prepare to move into a new millennium. The panel members will set the stage with introductory remarks and the session will finish with an open dialogue that is designed to include those in attendance. The remarks and subsequent discussion will focus on visions of what the future holds for conventional schools of business and what today's faculty member needs to do to be prepared for the future.

### **Teaching the MIS Capstone Course**

**Craig Van Slyke, Ohio University**

**France Belanger, Virginia Polytechnic  
Institute and State University**

**J. Ellis Blanton, University of South Florida**

**Marcy Kittner, The University of Tampa**

The capstone course in the MIS curriculum represents an important opportunity for students to synthesize what they have learned during their tenure as MIS students. In addition, it provides an opportunity to fill in knowledge gaps that may exist in the curriculum. Unfortunately, teaching this course can be a challenge. The students enrolled in the capstone course are generally seniors in their last term. Because of this, many suffer from the dreaded "senior-itis." As a result, it is sometimes a challenge to entice their participation in class discussions. Also, some are less than faithful in completing outside assignments. This panel will discuss ideas on how to design and implement the capstone course in ways that increase students' engagement in the learning process and in ways that better prepare them for the "real" world. Each panel member will give a short talk on a particular aspect of, or approach to, teaching the MIS capstone course. This will be followed by an open discussion among the panel members and the audience.

## **Management Information Systems**

### **A Model for Developing a Web-based Research Center**

**Mark M. Misic, Northern Illinois University**

**Kelsey L. Johnson, Northern Illinois  
University**

**David K. Graf, Northern Illinois University**

**Larry W. Jacobs, Northern Illinois University**

One gap that exists within the university research environment is a resource that organizes, disseminates, and supports the unique research activities of those individuals affiliated with a particular school. Recognizing the need for this resource, the College of Business at Northern Illinois University has developed a model for implementing a web-based research center (WBRC). The WBRC incorporates a database of all faculty and staff professional research, provides an easy mechanism for searching the information, and includes specialized components designed to foster and encourage research. This panel discussion will present some of the technological, administrative, organizational, and cultural issues related to the development and implementation of the WBRC.

### **Pedagogical Issues in Object Orientation**

**Someswar Kesh, Central Missouri State  
University**

**Sam Ramanujan, Central Missouri State  
University**

**Catherine Murphy, Central Missouri State  
University**

**Sridhar Nerur, Central Missouri State  
University**

Object oriented technology is now gaining increasing acceptance in the corporate world. Along with corporate acceptance, the need for professionals trained in object oriented tools and technologies have grown. However, object orientation requires a mind set that is different from structured analysis and design tools and technologies, creating unique problems of its own. This workshop is intended to be a forum for discussing the problems of teaching object oriented technologies. The goals of this workshop are:

- to discuss the problems of teaching object oriented design and programming to students,

- to discuss alternative teaching approaches related to the background of the students, and

- to discuss corporate involvement in teaching object oriented design and programming.

Different papers related to these issues will be presented. The workshop will be interesting for anyone involved with teaching object oriented programming and design whether in an academic setting or in the industry.

### **The Impact of ERP (R/3) on Higher-Education: A Panel**

**Ed Watson, Louisiana State University**

**Judy Scott, University of Texas - Austin**

**Iris Vessey, Indiana University**

**Gail Corbitt, California State University at  
Chico**

**Amelia Maurizio, SAP America**

**Klaus-Dieter Gronwald, SAP AG**

The panel members each share their experiences of implementing an ERP University Alliance program (namely the SAP Alliance) at their respective universities. Panelists will discuss costs, benefits, and future perspectives. A discussion of SAP's Global Higher Learning Initiative will also take place.

## **Marketing: Theory, Models, and Applications**

### **Electronic Commerce: From Myths and Realities to Organization and Implementation**

**John O'Malley, State University of West  
Georgia**

**Don Cook, Louisiana Tech University**

**William Lankford, State University of West  
Georgia**

**Lance Matheson, Virginia Polytechnic  
Institute and State University**

Electronic Commerce (EC) is the "hot" new topic in marketing and business. As with many new concepts, there is a lot of hype regarding EC, some of which is correct and much of which is misleading or incorrect. This session will clarify some of the issues regarding EC while introducing new issues that are often overlooked or missed in the sensationalism surrounding EC. The session will discuss four important topics: Electronic Commerce—Myths and Realities!, EC—Do We Need Channel Partners?, Legal and

Ethical Dimensions of EC, and Integrating EC into an Organization.

## MS/OR: Techniques, Models, and Applications

### *Visualization Tools: Taylor ED as the Next Wave in Enterprise Solutions*

Cliff King, F&H Simulations, Inc.

Given the tremendous volume of data experienced in organizations as a result of successful IT implementations and the increasing complexity of processes, there is an increasing need for tools designed to make sense of our systems. As suggested in the research literature, visualization represents an important tool for making this complexity understandable. In this tutorial a new, visual modeling tool, Taylor ED, will be demonstrated. More than a simple simulation package, Taylor ED is an object-oriented animated modeling tool with the ability to monitor, simulate and control business, engineering, and manufacturing processes in real-time. From a visualization perspective, it allows an unlimited number of dynamically displayed graphs, schematic-2D windows, and solid-3D animation windows with fly-through mouse navigation. From a modeling and training perspective, it allows fully nested and embedded multi-level processes with user interaction capability. As an IT solution, it integrates at the enterprise level and can trigger automatic messaging, e-mail and voice mail for notification and alarm purposes.

## Organizational Behavior/ Organizational Theory

### *The Impact of Cultural Differences on International Negotiations*

Jake Shafai, Dalhousie University

Toby J. Kash, Pittsburg State University

Communications in organizational behavior play a major role within and without human organizations. While communications within a company lead to consensus building and team formation, it is an important instrument in negotiating with various constituent groups. For instance, negotiations take place with suppliers to strike a deal and with customers through advertising, promotions, and public relations to increase sales. As today's organizations are becoming multicultural, and international trade and

business is constantly on the rise, it becomes imperative to probe the impact of cultural differences on communications in general, and negotiations in particular. This Roundtable Session will focus on the dynamics of intercultural negotiations, the negotiation process, and investigates the differences in negotiating styles of various cultures. The aim of the discussion would be to develop an effective negotiation strategy that may be appropriate for today's diverse organizations.

## Strategy and Policy

### *Strategy, Supply Chain Management, and Competitive Advantage*

Karen Fowler, University of Northern Colorado

Dave Anderson, Arizona State University

Thomas Callarman, Arizona State University

John Fowler, Arizona State University

This panel will discuss Supply Chain Management's role in developing an organization's distinctive competencies. Various aspects of organizational strategy processes and industry environments will be discussed in terms of their impact on the design of SCM systems and processes. Factors which enable organizations to sustain competitive advantages will be applied to SCM.

### *Measuring Corporate Social Performance: Beyond the Bottom Line*

John Mahon, Boston University

Steve Wartick, University of Northern Iowa

Jeanne Logsdon, University of New Mexico

Donna Wood, University of Pittsburgh

As the study of strategy begins to accept the validity of the stakeholder model of the firm, financial measures become just one way of measuring corporate performance. This symposium brings together a group of leading scholars from the fields of Strategy, Business and Society, and Stakeholder Management to examine issues relating to measuring non-financial corporate performance. The objective is to bring to light alternative methods for measuring corporate performance.

## *E-Commerce Effects on Business*

Lester A. Digman, University of Nebraska - Lincoln

Jim Clapper, Belmont University

Fred Luthans, University of Nebraska - Lincoln

Chan K. Hahn, Bowling Green State University

This panel will discuss the transforming effects E-commerce is having and likely to have on business from four key perspectives: business strategy, markets and marketing, operations, and human resources. Four primary types of E-commerce will be targeted: intra-business, business-to-business, business-to-consumer, and value/supply chain management.

## Production and Operations Management: Manufacturing

### *Scale Development for Theory Building and Testing In Operations Management*

Aleda V. Roth, University of North Carolina-Chapel Hill

Craig M. Froehle, University of North Carolina-Chapel Hill

Larry J. Menor, University of North Carolina-Chapel Hill

Eve D. Rosenzweig, University of North Carolina-Chapel Hill

Jeff K. Stratman, University of North Carolina-Chapel Hill

Roger Schroeder, University of Minnesota

Kristy Cua, University of Minnesota

Mikko Junttila, University of Minnesota

Theory building in operations management (OM) research is increasingly focused on topics that are complex and abstract. Examples of these topics receiving greater empirical attention in OM include the study of supply chains, operations strategy, quality management, services, and knowledge management. Conventional wisdom in empirical research states that good theory testing follows from valid and reliable measures. Therefore, more guidance is necessary for the field of OM to progress in developing good measures in these important research areas. The purpose of this workshop is to provide an in-depth assessment and approaches for the state of scale development

in OM research. First, the workshop will address traditional measurement prescriptions primarily drawn upon research in the social sciences, marketing, strategic management, and organizational behavior. We will discuss a number of approaches to scale development for theory building and testing in OM. Second, we provide relevant examples of scales that have been developed and reported in OM studies, and comment on scale utility in terms of validity and reliability. Finally, using recent efforts to develop scales for emerging areas of studies, for example in new service development or enterprise resource planning systems, we will encourage active audience participation in developing a useful paradigm for OM scale development in order to build and test theory.

### ***Rethinking the Operations Management MBA Course***

**Timothy Smunt, Wake Forest University**

This panel discussion will examine the structure of the first course in Operations Management (OM) in the MBA curriculum, including the topic coverage, pedagogy, and relationships to the other functional introductory courses. A panel of noted discussants will discuss their institutions' current course and plans for changes in the near future.

A number of issues and questions will be addressed, including:

1. Which topics can and should be covered in a semester-long course?
2. To what degree, if any, should the traditional topics of inventory theory and production control be covered in an introductory course?
3. How can service applications be added to the course design considering the fact that service operations tend to be industry specific?
4. Should service applications be centered more on administrative processes vs. operations of service firms?
5. From a pedagogical perspective, should the first course focus on theory building or technique mastering?
6. Should the OM course introduce the field of consulting to the first-year MBA students?
7. To what degree can computer simulation models be introduced in order to reinforce or introduce theory?
8. Which "games" are best to use? and
9. How can the "oldies, but goodies" cases be updated to current day environments? Do we need to wait for Harvard Business School to do this for us?

## **Quality and Productivity**

### ***Current Status and the Future of Comparative International Quality Management Practices Research***

**Luis E. Solis, Instituto de Empresa (Spain)**

**S. Subba Rao, University of Toledo**

**Hale Kaynak, University of Texas - Pan American**

**Gustavo Vargas, Instituto de Empresa (Spain)**

**Marvin Gonzalez, Southern Illinois University - Carbondale**

**Amrik Sohal, Monash University (Australia)**

In this panel, the focus is on the assessment of the current status of international quality management practices research as well as the future directions for the field. We intend to discuss the following questions:

- What does international quality management practices research mean?
- What is the current geographical scope in the literature?
- What is the current content scope in the literature?
- What types of research approaches and tools have been used in this research?
- What do we know about international quality management practices? and
- What are future directions for research?

### ***Using the Baldrige Award Criteria as a Teaching Tool***

**Timothy M. Bergquist, Northwest Christian College**

**Stefan Bloomfield, Oregon State University**

**James R. Evans, University of Cincinnati**

**Larry Weinstein, Wright State University**

The first Malcolm Baldrige National Quality Award (MBNQA) was presented in 1988. Since then 36 states have developed quality awards based on the MBNQA. A major purpose of these awards is to promote quality management practices, based on the MBNQA criteria, in all types of organizations. Many colleges and universities in the United States have also incorporated classes on quality management into their undergraduate and graduate curriculum. A key teaching tool in these classes and programs is the use of the MBNQA criteria to facilitate learning among students, either using case studies or actual field experience with companies. In this panel discussion, several instructors will describe how they use the MBNQA criteria in their

classes to help students better understand the concepts, theories, and practices of quality management. Plenty of time will be made available for questions and answers.

### ***Workshop on Strategy and Compliance Based Assessments***

**Curt W. Reimann, Tennessee Technological University and former director of the Malcolm Baldrige National Quality Award**

**R. Nat Natarajan, Tennessee Technological University**

The objective of the workshop is to present the issues involved in developing: (1) a capability for strategy based assessment and (2) the performance measurement systems to support strategy based assessment. During the past decade, performance requirements—defined broadly in terms of quality, speed, and cost have become increasingly difficult to achieve and likely to change more often and more significantly than in the past. The reconciliation of overall requirements poses many new challenges, including the need for managers, students of business, and others to be able to assess how well diverse requirements have been operationalized and how well a company is progressing towards its key goals. There is now a need to develop a capability to perform integrated, strategy based assessments and analysis of overall performance.

### ***Quality Function Deployment for Software Development: A Workshop***

**Chao-Hsien Chu, Iowa State University**

The workshop will be organized in four sections. The first section will provide an overview of software/information systems quality. In the second section, a review of past efforts in improving quality will be presented. In the third section, details about quality function deployment's use in improving software quality will be discussed. In the fourth section, a case study on using quality function deployment will be presented.

## Small Business, Entrepreneurship, and Industry Applications

### ***How the Virtual University is Redefining Teaching and Learning Techniques***

**Don B. Bradley III, University of Central  
Arkansas**

The Internet is used as a teaching tool by utilizing other web sites as examples in business development and advertising. In course development, it took a lot more time and energy to create the needed verbiage to make the various business points come alive. It literally took a team approach to develop the needed curriculum so that a person without a strong business background could fully understand the various business concepts. These courses were developed for the Virtual University for Small- and Medium-sized Enterprises. VUSME was created to help businesses learn these techniques. This on-line resource offers courses and certificates to individuals wishing to learn more about the Internet.

### ***Using the Internet to Inform, Counsel, and Teach the Small Business and Entrepreneurial Spirit With the Help of the Small Business Advancement National Center***

**Don B. Bradley III, University of Central  
Arkansas**

The Small Business Advancement Electronic Resource has instant up-to-the-moment electronic small business information that is provided to small business clients in the United States, as well as around the world. This connection serves as an extensive electronic link among small business owners, entrepreneurs, foundations, educational institutions, associations, international partners, and local, state, and federal government. The World Wide Web site offers an endless supply of valuable information that is geared towards helping both already established businesses, as well as those just beginning. At the present time, the electronic resource is servicing the United States and its protectorates, as well as over 70 nations worldwide.

### ***Forward to the Future: The Impact of Technology on Small Business in the 21st Century***

**Kenneth J. Lacho, University of New Orleans**

**Don B. Bradley III, University of Central  
Arkansas**

The purpose of this symposium is to examine the impact of technology on the operations of the small business in the 21st century. Our panelists will discuss the future in terms of "Trends to Bet On" as presented by Nelson D. Schwartz in the February 15, 1999, issue of *Fortune*.

### ***Self-Employment for Persons with Disabilities: The Role of Assistive Technology***

**Kenneth J. Lacho, University of New Orleans**

**William P. Galle, University of New Orleans**

**Kenneth D. Lacho, University of New  
Orleans**

**Rose M. Angelocci, University of New  
Orleans**

New research and design in assistive technology are rapidly removing physical barriers and providing significant opportunities for disabled entrepreneurs to pursue their goals of self-employment. The purpose of this workshop is to examine the latest developments in assistive technology and how they can be used by disabled entrepreneurs in running a business. An on-site demonstration of computer technology available for use by visually-impaired or paralyzed persons will be provided. One of the presenters who is visually impaired will be a demonstrator. Members of the audience will be encouraged to take part in using the technology to experience the actual use of it by a person with a disability.

## Statistics, Decision Analysis, and Forecasting

### ***What Does the Future Hold for Statistics and Forecasting in Schools of Business?***

**Robert L. Andrews, Virginia Commonwealth  
University**

**Nadia R. Sanders, Wright State University**

The world is changing rapidly especially in the area of technology. Vast amounts of information are readily available and the tools

to mine and analyze the data are becoming more powerful. The panelists and the audience will discuss issues that they believe will have an impact on faculty teaching statistics, forecasting, and related topics in schools of business. The topics will range from trends in higher education to industry advancements, such as ERP systems, and analysis methods, such as neural networks and resampling methods.

### **CPE Credit Available at the 1999 Annual Meeting of the Decision Sciences Institute**

Continuing Professional Education (CPE) credit will be available to all CPAs attending the 1999 Annual Meeting. CPE forms will be available at the conference registration desk in New Orleans. Copies also can be obtained after September 1 either by visiting the Program Chair Web Page on the Internet at:

*<http://comp.uark.edu/~finnell/dsi99/>*

or by sending an e-mail to the Accounting Track Chair (Lynn Griffin) at:

*[griffinl@ncat.edu](mailto:griffinl@ncat.edu)*

The forms will be similar to those used at AAA national and regional meetings.