

■ G. Keong Leong, Management Department, University of Nevada, Las Vegas

Before we realize it, the fall semester will be upon us. We have many interesting feature articles in this issue of *Decision Line*, but we are most excited about the article that Professor Krishna S. Dhir, dean of the Campbell School of Business, Berry College, is writing as feature editor of the new *Deans' Perspective* column.

In her letter as president of the Decision Sciences Institute, Professor Barbara Flynn, Wake Forest University, discusses the introduction of a new feature to this year's annual meeting in Washington, DC. The Capitol Steps will be providing entertainment following the president's reception on Monday evening. She also announced the creation of two new positions within DSI to better serve its members: Director of Professional Development Programs and Director of Development and Corporate Relations.

In the *International Issues* column, Professor Cipriano Forza of Università di Modena e Reggio Emilia (Italy) and Professor Christer Karlsson of the Stockholm School of Economics (Sweden) investigate changes in the European doctoral programs in Operations Management over the last 10 years. In 1988, the EDEN (European Doctoral Education Network) program was created by the European Institute for Advanced Studies in Management to serve as a resource for improving doctoral education in Europe. This development may have an impact on faculty interested in building joint E.U.-U.S. initiatives.

In the *E-Commerce* column, Professor Jack D. Becker, University of North Texas, examines whether "technology" or the "team" is more critical for understanding virtual teams. He developed a Virtual Teaming Grid to position organizations based on their virtual team effectiveness and collaborative technology tool pervasiveness score. A measure for team effectiveness is defined to allow virtual teaming organizations to be reasonably compared.

Professor Rohit Verma, University of Utah, in the *Doctoral Issues* column, provides one possible strategy for developing a successful academic career. He feels that it is important for doctoral students to develop a multidisciplinary foundation early

in their program and provides several ideas on how to achieve this. However, he does not recommend that "doctoral students spend most of their time enhancing their multi-disciplinary knowledge at the cost of weakening their major's functional foundation."

Professor Krishna S. Dhir discusses the issue of academic leadership in the *Deans' Perspective*. He observes that very few first-time deans or department chairs have been provided adequate training or have an understanding of the challenges that confront them. He quotes Dean Stevens, who said, "Academic leadership is the single most important issue facing higher education and management education as we approach the 21<sup>st</sup> century." Dean Dhir writes, "Academic leadership is as much a responsibility of the faculty as it is that of the administrators."

In *The Specialist with the Universal Mind* column, Professor Andy Vazsonyi suggests that the science of negotiations can be part of mainstream decision sciences. The challenge is to develop additional material to solve a variety of problems, apply existing theory to more situations, increase the number of researchers in the field, and collect more data on scenarios that can enhance the theory base.

We conclude with the *From the Bookshelf* feature. Professor Peter Ittig, University of Massachusetts, examines the major implications of the U.S. Supreme Court's decision on the University of Michigan's case involving the use of racial criteria in law school admission decisions. He also reviews the book entitled *Diversity: The Invention of A Concept*, by Peter Wood. In the book, Wood outlines the birth and evolution of diversity and explains how it has affected the educational system, legal system, and business world.

Enjoy the rest of the summer!

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<http://www.decisionsciences.org>



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is professor and chair of the Management Department in the College of Business, University of Nevada, Las Vegas. He holds a Bachelor of Engineering from the University of Malaya, an MBA and a Ph.D. from the University of South Carolina. Professor Leong has held leadership positions in Decision Sciences Institute such as at-large vice president, Doctoral Student Consortium coordinator, Instructional Innovation Award Competition coordinator, and POM track chair. He has published articles in *Decision Sciences*, *Journal of Operations Management*, *Interfaces*, *Journal of Management*, and other journals. His current research interests include international operations, operations strategy, technology management, and supply chain management. Professor Leong has co-authored two books, won teaching and research awards, and received the Educator of the Year award from the Asian Chamber of Commerce in Las Vegas.