

■ Barbara B. Flynn, Babcock Graduate School of Management, Wake Forest University

As we get ready to go to Orlando, this issue of *Decision Line* provides last minute information, as well as a focus on e-issues. In the President's Letter, Mike Showalter, of Florida State University, provides a special thanks to all the members who have been involved in putting together the conference. In addition to Gary Ragatz, the program chair, there are numerous other people involved, from track and theme chairs, to the organizers of special programs, to all the paper reviewers and discussants. Gary also thanks the many committees and committee chairs that deal with issues that are important to the membership of DSI and encourages us all to volunteer to get involved with committees.

This issue contains the usual interesting features in "Specialist with a Universal Mind" and "In the Classroom ("Resampling Calculations in a Spreadsheet," by W.J. Hurley of the Royal Military College of Canada). In "Doctoral Student Issues," Larry Ritzman of Boston College, Anne Koehler of Miami University, Walter VanBuskirk of Sullivan and Worcester LLP, and Jim Hershauer of Arizona State University tackle the issue of changing expectations for doctoral education. Using the DSI placement list, they surveyed both customers (faculty recruiting new Ph.D.s) and suppliers (directors of Ph.D. programs). Interestingly, they found that both still valued classroom training in specific disciplines very highly, but that the customers had added teaching ability, cross-functional ability and attention to global issues to research proficiency as criteria in differentiating between faculty recruits. This is particularly important given recent enrollment trends in business schools. Interestingly, when the authors surveyed the suppliers, they found a reluctance to make substantial changes in doctoral education.

The rest of the features in this issue are related to e-issues. In the "E-Commerce" feature, Eric Turner of George Washington University discusses security issues in "Public Key Infrastructure: Is This Digital ID System Having an Identity Crisis of Its Own?" He describes the digital certificate of identification, digital signature,

encryption, and client identification features of PKI technology, which has been available for a surprisingly long time. In addition to describing these technologies, he discusses issues with their use, including standards, the tradeoff between security and user-friendliness and government support, including the recent Congressional legislation that recognized digital signatures as legally binding.

In the Instructional Innovation Award Finalist feature, "Managing in a Global Environment," Robert Eng and Ashok Rao of Babson College discuss their use of the Internet to help graduate students learn about issues in managing internationally. They developed a cross-cultural business simulation dealing with a variety of managerial issues that they use with teams of graduate students from U.S. and French universities. What is particularly interesting is that these are virtual teams working together to make decisions. The authors discuss how they have incorporated this approach into their classrooms, focusing on the unique learning experiences of the students in both countries.

In "From the Bookshelf," Maryam Alavi of Emory University reviews a book entitled *Web-Based Learning and Teaching Opportunities: Opportunities and Challenges*, by Anil Aggarwal. This book deals with a variety of topics for using the Web in the classroom, including Web-based learning, Web-based enhancing technologies and course development, Web-based environment, and Web-based case studies. It sounds like an excellent resource for both faculty who are just starting to learn about using the Web in their classroom, as well as those who are looking for more ways to incorporate Web-based learning experiences into their classroom.

I think you will find these to be very interesting articles. I look forward to seeing you in Orlando! ■



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D.B.A. in operations management from Indiana University. Professor Flynn has held leadership positions in the Decision Sciences Institute, the Academy of Management and The Institute of Management Science. Her publications have appeared in *Decision Sciences*, *Management Science*, *Journal of Operations Management*, *International Journal of Production Research*, and other journals. Her current research interests include quality, JIT and operations strategy. Professor Flynn's research has been funded by the National Science Foundation, the Center for Innovation Management Studies, the Japan-U.S. Friendship Commission and the U.S. Department of Education.

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