

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

We have lots of interesting articles and features in this issue's *Decision Line*. We start with the President's Letter from our new president, Bob Jacobs of Indiana University. Bob discusses his goals for the Institute for the coming year.

Our featured Instructional Innovation finalist paper, "Teaching Network Management Hands-On: Experiences with a Student-Run Internet Service Provider," is described by Robert Minch and Sharon Tabor of Boise State University. They discuss their development and use of a self-contained and fully functioning Internet service provider that teaches students about network management concepts, both concrete software technologies and more abstract business considerations. This project has been operational at Boise State University since 1996 and has provided a hands-on experience for a large number of students, many of whom have gone on to a career in network management.

The Research Issues feature focuses on information systems to provide weather information to airline pilots. Jagannathan Iyengar of the University of Wisconsin, Whitewater describes such issues as the need for pilots to consult with first-class passengers with laptops because of antiquated on-board weather information systems in "The Role of Risk in Aviation Under Adverse Weather Conditions." He goes on to describe what we will see in the next generation of weather information systems for pilots, and how it will provide them with a means to conduct effective risk assessments.

In the Doctoral Issues feature, Varun Grover of the University of South Carolina describes "Ten Mistakes Doctoral Students Make in Managing Their Program." He describes the success of doctoral students as a function of motivation and competence, as well as the ability to manage their doctoral education. He provides excellent advice about common traps doctoral students tend to stumble into, as well as a set of tangible actions they can take to improve their chances for success, both in their doctoral programs and later in their careers.

The e-Commerce feature focuses on paradoxes inherent in this emerging area. Peter Ping Li of California State University, Stanislaus describes "The Paradoxes of e-Business and the Network Paradigm." Knowledge of these paradoxes, as well as recommendations for their resolutions, may help e-businesses avoid the fate of many of their peers.

The final two features deal with the concept of understanding. In "The Specialist with a Universal Mind," Andy Vaszonyi describes personal knowledge of a phenomenon, which comes from internalizing knowledge, rather than rote learning. Concrete examples are provided in "From the Bookshelf," where Andrew Ruppel of the University of Virginia describes several books which help to separate the message from the mass of information we are bombarded with. *How to Use Your Eyes* contains 33 lessons about how to look at various things, for example, when scale differences are important. *Information Anxiety 2* deals with classifying and cataloging from the perspective of graphical design, while *Understanding USA* presents the perspectives of 16 different designers to present data traditionally seen in the U.S. Statistical Abstracts. *Understanding Global Cultures* describes the cultures of 23 nations/cultures, with an emphasis on their business aspects, presenting unifying metaphors for each.

I have really enjoyed my two terms as editor of *Decision Line*. This issue contains an announcement of the search for a new editor, and I encourage you to think about applying for the position. I also encourage you to get in touch with me if you have any questions or would like to talk about what is involved. It's an interesting and enjoyable position and a great way to get more involved in the activities of the Institute. ■



Barbara B. Flynn

is a professor of operations management at the Babcock Graduate School of Management, Wake Forest University. She holds an A.B. in psychology from Ripon College, an M.B.A. from Marquette University and a

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.

Barbara B. Flynn

Babcock Graduate School of Management
Wake Forest University
P.O. Box 7659 Reynolda Station
Winston-Salem, NC 27109-7659
Voice: 336-758-3672
Fax: 336-758-4514
Barb.Flynn@mba.wfu.edu