

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

I am sure that many of you will be looking forward to the Institute's annual meeting in Boston. This issue of *Decision Line* provides information about the conference as well as several interesting articles. In the President's letter, Professor Gary Ragatz, Michigan State University, expresses his appreciation to the annual meeting program committee headed by Ken Kendall (Rutgers University) for a job well done. He also notes there will be a comedy show by the Improv Asylum following the President's Reception on Monday evening.

In the International Issues column, Professor Honggeng Zhou, University of New Hampshire, and Professor M. Johnny Rungtusanatham, Arizona State University, present the challenges that non-U.S. citizens with U.S. doctoral degrees face as they look for academic employment in the U.S. The article suggests that Optional Practical Training (OPT) can be used as an option to be legally employed while waiting for the work permit (H1-B) to be approved. OPT is a work training program that allows foreign students, upon completion of a US educational degree (bachelors, masters, or doctorates), to work in the U.S. for up to one year.

Professor Ajay Das, Baruch College, examines research opportunities in offshoring—outsourcing of manufacturing and service jobs to overseas locations. Trends, risk evaluation, and implementable metrics for performance evaluation in offshoring are discussed. Outsourcing is a hotly discussed topic today and research in this area is greatly needed.

Professor Rick Hesse, Pepperdine University, provides a tutorial on how to apply array formulas and range functions in Excel. The tutorial will enable students and faculty to broaden their knowledge of Excel and effectively use spreadsheets in their work. The Excel file is available in the online version of *Decision Line* article on the DSI Web site.

In his article on Ecommerce, Professor Kenneth E. Kendall, Rutgers University, reflects on the use of the conference management system developed by Professor Scott Sampson (Brigham Young University) to electronically manage the 2004 DSI annual meeting. The conference management system is the result of extreme programming, a "development process that is more similar to prototyping than it is to the systems development life cycle (SDLC) or to object-oriented programming."

In the feature article on information technology, Professor Samir Chatterjee, Claremont Graduate University, cautions us that the Information Systems discipline is at a crossroad. He notes that e-Science will play an important role in determining the future of information technology. According to Hey and Trefethen (2004), "e-Science is about global collaboration in key areas of science, and the next generation of infrastructure that will enable it." Information systems faculty can play an important role in the evolution of e-Science both in shaping the research agenda and teaching curricula.

Professor Doyle Z. Williams, dean of the Sam M. Walton College of Business, University of Arkansas, shares his perspective on being a dean. He ob-



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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.

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### Correction to July 2004 issue

In the July 2004 issue of *Decision Line* (v35n4), the Ecommerce article by J. P. Shim and Mark G. Simkin ("The Roles of Universities in Ecommerce and Ebusiness Growth and Expansion") was inadvertently missing the reference below. Table 4 was adapted from the Wetherbe article.

Wetherbe, J. C. (2001). Research center models for attracting corporate funding. *Communications of the Association for Information Systems*, 7.

	A	B	C	D	E	F	G
1				Worst	Best		
2	MBA 656		10%	35%	45%	10%	
3	Group Name	Student	Hmwk	Test1	Test2	Case	SEM
4	Quantinators	Adriano	90.3%	81.0%	84.0%	100%	85.2%
5	Excelists	Brian	89.9%	92.0%	93.0%	86%	91.6%
6	Excelists	Jose	95.4%	94.5%	99.0%	86%	95.8%
7	Spreadheads	Kavita	83.2%	90.0%	84.0%	100%	88.2%
8	Optimists	Mark	82.1%	80.0%	89.0%	82%	84.5%
9	Spreadheads	Monica	82.9%	79.0%	81.0%	100%	82.4%
10	Spreadheads	Rachelle	86.2%	85.0%	94.0%	100%	90.7%
11	Optimists	Sara	82.4%	84.0%	93.0%	82%	87.7%
12	Optimists	Scott	82.0%	88.0%	84.0%	82%	85.4%
13	Excelists	Sol	93.9%	89.0%	96.0%	86%	92.3%
14	Quantinators	Sophala	91.2%	82.0%	76.0%	100%	82.5%
15	Quantinators	Sylvia	100.0%	96.0%	91.0%	100%	95.1%
16	Excelists	Wade	88.1%	87.5%	93.0%	86%	89.9%
17	Optimists	Wren	82.8%	88.0%	84.0%	82%	85.5%

Figure 6: Grade sheet by group.

doesn't have to be sorted by Group Name, and the individual scores are kept confidential when showing the group averages.

Using these functions also averts having to use the more clumsy DATA-BASE functions for lists (DAVERAGE) or Pivot Tables. I have used SUMIF and COUNTIF formulas before for simpler situations, but with just two arguments

rather than three. For instance, =COUNTIF(A4:A17,"Quantinators") returns the value 3 for the number of students in that group.

### Conclusion

The functions demonstrated in this short tutorial should open up some new vistas for students as they apply spread-

sheets to their jobs and companies. As always, the Excel file for this column is on the *Decision Line* website. ■

### Related Link

Excel file for this column at [http://www.decisionsciences.org/DecisionLine/Vol35/35\\_5/35\\_5classroom.xls](http://www.decisionsciences.org/DecisionLine/Vol35/35_5/35_5classroom.xls)

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serves that successful deans have the attributes of passion, the ability to create a culture for success, willingness to risk failure, patience, trust, leading by example, and vision.

Professor Varun Grover, Clemson University, provides a preliminary model for examining doctoral success. He describes the case of a student who did not have great GMAT scores but was eventually admitted to the doctoral program without financial aid only because a faculty member had "good feelings" about the candidate. It turned out that this student became one of the best

in the program and graduated to become a contributing member of the academic community. He believes that motivation and competency, together with good program management abilities, are likely to be key ingredients for doctoral success.

Professor Miranda Lam, Salem State College, reviews several texts on financial modeling, a critical component of the finance curriculum in many schools. The reviewed books vary greatly in style and pedagogical approach.

I look forward to seeing you in Boston in a few weeks! ■

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<http://decisionsciences.org/directory/auth.asp>

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