



EurOMA Newsletter #40

Spring / Summer 2012

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LETTER FROM THE PRESIDENT



Dear EurOMA Associates,

It is a great pleasure to introduce this issue of the Newsletter. We have recently enjoyed the exciting experience of the 4th World Production & Operations Management Conference (held in Amsterdam this past July 1-5). The event was jointly organized by EurOMA, POMS and JOMSA, and also served as the 19th International Annual EurOMA Conference.

The World P&OM Conference came back to Europe after 12 years, and we can honestly say that this is now a consolidated initiative of the three associations. Looking at the extraordinary figures of the Amsterdam Conference, we can easily confirm that it is an extremely successful initiative. The Conference has provided an exceptional opportunity for meeting, networking, and starting new collaborations with fellow colleagues around the world. The three societies and their members bring their own distinctive perspectives, approaches, methods and focuses, thereby significantly enriching the exchange of ideas.

Through this and other initiatives, the three groups are consolidating their co-operation and we look forward to further developing our relationships in the coming years. Together we will be facing many similar challenges, and in particular the challenge of globalization. We aim at joining efforts to attract scholars from emerging countries where the discipline is becoming increasingly important, thus facilitating networking and joint research in the new world of OM.

Besides this important effort and special relationship with our global partners, I would like to direct your attention to two other directions towards which the EurOMA Board is working.

First of all, a Special Interest Group has been established to develop initiatives aimed at strengthening the ties between EurOMA and OM practitioners. In particular, the goals are to increase the relevance of OM research for practice, and to improve the visibility of OM research for practitioners. The team, coordinated by Jan Olhager and composed also of Jaume Ribera, Rui Sousa, and myself, developed proposals for a number of new initiatives that will be discussed and hopefully implemented by the Board in the near future.

Furthermore, the Board is committed to developing, in collaboration with its partners, new initiatives for teaching OM, in order to support its associates in this critical and challenging task.

It will be a pleasure to report on these and other new developments of our Association in due course.

For the moment, I would like to invite you to enjoy reading this Newsletter!

Raffaella Cagliano
EurOMA President 2010-2013
raffaella.cagliano@polimi.it

Editor:

Jaume Ribera
Professor, Production & Operations Management
IESE Business School
Barcelona / Madrid / New York
Av. Pearson 21
08034 - Barcelona, SPAIN

Proofreading:

Ene Kannel
EurOMA Executive Secretary

Please send any news, articles, suggestions, comments, photos, etc. to be included in the EurOMA Newsletter to:
jribera@iese.edu

EDITOR'S COMMENTS



Welcome to Issue #40 – the Spring / Summer 2012 edition of the EurOMA Newsletter! The newsletter is a complement to the EurOMA website www.euroma-online.org where regularly updated and time-critical items are found.

We had a small delay in the publication of this edition of the newsletter, as we wanted to include the report on the 4th World P&OM Conference, held in Amsterdam at the beginning of July.

As presented in the last EurOMA Newsletter (#39), the new format is organized around several sections or columns, covering distinct aspects of the life of an OM professor:

- President's Letter
- Editor's Comments
- Featured Article
- Research News – thesis presented awards, interesting published papers, working papers from different institutions, etc.
- Teaching Corner – new cases, exercises, hooks to get the attention of students

(movie clips, props, etc.), role-playing, simulations, articles, etc.

- Practitioner's Insight – articles written by practitioners reflecting on OM applications or on our own experiences as faculty when doing consulting jobs in the "real" world.
- News from the EurOMA Board Teams – the Board members are grouped into teams: Funding and Membership (F&M), Education and Meetings (E&M), Communications, and Finance. The chairs of these teams will share their news, decisions and concerns.
- Conferences and Events
- Employment Opportunities
- IJOPM Editor
- Country Representatives
- EurOMA Board

Many of these columns need input from members!

The Newsletter must be a vehicle for communication among EurOMA members, including Board members. Please contribute by sending us your news, views, experiences, photos, etc. You can send input to jribera@iese.edu, your EurOMA Newsletter Editor.

FEATURED ARTICLE

SUSTAINABLE OPERATIONS

Cristina Giménez, ESADE Business School



The most widely-adopted definition of sustainability is that of the World Commission on Environment and Development (1987, p.8): "development that meets the needs of the present without compromising the ability of future generations to meet their needs". This macroeconomic definition is usually operationalised through the triple bottom line, a concept developed by Elkington (1998), which simultaneously considers and balances economic, environmental and social issues from a microeconomic point of view. Economic sustainability is usually well understood. However, what is sometimes not so clear is the defi-

inition of environmental and social sustainability. Environmental sustainability refers to the use of energy and other resources and the footprint companies leave behind as a result of their operations whereas social sustainability shifts the focus to both internal communities (i.e., employees) and external ones (Pullman et al., 2009). Social sustainability means that organisations provide equitable opportunities, encourage diversity, promote connectedness within and outside the community, ensure the quality of life and provide democratic processes and accountable governance structures (Elkington, 1994).

Studying sustainability from the Operations Management (OM) field is essential for two fundamental reasons: First, firms have to account for the footprint they leave behind, being Operations (mainly through manufacturing and transportation) one of the areas

contributing most to this footprint (Kleindorfer et al., 2005). Second, Operations is also one of the areas employing the most personnel and having the highest impact on the external community, contributing, therefore, to the sustainability's social performance of the firm. However, as firms are held responsible not only for the impact of their operations but also for the impact of their supply chains, the integration of sustainability into the Supply Chain Management (SCM) arena has become a key issue.

There has been a rising concern about sustainability both among managers and researchers. About 80 per cent of the world's largest 250 companies reported on their social and environmental performance in 2008, up from about 50 per cent in 2005 (KPMG, 2008). The concept has also begun to appear in the literature of business disciplines such as Operations and SCM (Carter and Rogers, 2008). Our last EUROMA conference in Amsterdam is not an exception: Sustainable operations was the third most covered theme (representing around 10% of the papers presented). Also, the two keynote addresses of this year conference covered this topic: Professor Luk Van Wassenhove (INSEAD) highlighted that policy making in the future would be centered on sustainability. Thus, OM as an applied science that add value to managers will have something to say about sustainability. He also pointed out socially responsible operations as a promising topic for the future. Similarly, Marie-Christine Lombard (CEO of TNT Express NV) addressed what type of safe, efficient and zero emission solutions TNT offers to their customers and the humanitarian sector.

Corporate Social Responsibility (CSR) and sustainability topics have also arrived to our classrooms. They are covered in the Business Ethics or CSR courses but also in many courses of our discipline. For example, many OM textbooks offer a section on sustainability in the introduction to operations or operations strategy (e.g. Krajewski et al., 2010; Heizer and Render, 2011) or devote one full chapter to operations and CSR (e.g. Slack et al., 2009) or to globalization and CSR (e.g. Jones and Robinson, 2012).

Our newsletter aims to contribute to raise the concern of our discipline regarding this topic. Both the feature article and the practitioners' insights focus on this topic. While this article was an introduction to the topic, the practitioners' insights summarises the

results of an European project in the tannery industry to redesign the supply network to make production processes both efficient and environmentally friendly.

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BOOK REVIEW

THIS IS LEAN: RESOLVING THE EFFICIENCY PARADOX – MODIG & ÅHLSTRÖM

“This is Lean: resolving the efficiency paradox”
Niklas Modig and Pär Åhlström

– Rheologica Publishing, Stockholm, 2012

Drawing on examples from services and manufacturing, this book explores the lean phenomenon which, despite many years of research effort, continues to defy universal definition and understanding. A major stumbling block for academics and practitioners alike is the lack of a single generally accepted definition – a situation which the book argues arises in large part from three factors. Firstly, it is common for different levels of abstractions to be used; secondly lean is often viewed as a means to an end rather than as a goal in itself; and finally because of a view that lean is everything that is good. The book authors are clear that “lean is not everything that is good and everything good is not lean”, but they are equally clear that – despite the inconsistencies and confusion - it is one of the most widespread management concepts.

The book is underpinned by a comparison of the alternative organisational objectives of resource efficiency and flow efficiency. In the first part, chapters 1 to 4 define and examine the two efficiency types describing how flow efficiency focuses on the process of adding value to a focal unit (e.g. a customer, manufactured item or piece of information). This contrasts with the more traditional rival system whereby the focus is on fully utilising the resources which perform the processes on a unit, i.e. on resource efficiency. Using clear accessible examples, and illustrated with a number of engaging hand-drawn graphics, the two approaches are compared such that the reader is left in no doubt about the drawbacks of a focus on resource efficiency from the perspective of both the organisation and the customer. There is nothing particularly new in the concepts and ideas that are presented in this part of the book, but the message is startlingly clear: for an organisation to focus exclusively on resource efficiency at the expense of flow efficiency is a route to wasteful and overly complex operations and to dissatisfied customers. The efficiency paradox articulated shows that by adopting a focus on the utilisation of resources, whilst an organisation may believe that it is highly efficient, it is in fact inefficient. Aiming for resource efficiency has the result of creating superfluous work and non-value adding activities that a focus on flow efficiency would avoid. This sets the scene for the second part of the book which considers the links between flow efficiency and a lean operations strategy.

Chapters 5 to 11 further explore the efficiency paradox and, in particular, examine the lean phenomenon, beginning with an explanation of how Toyota’s focus on flow efficiency derived from resource shortages in Japan following the Second World War. Innovative approaches that focused on perfectly satisfying customers’ needs using minimal resources, formed the backdrop for the development of the Toyota Production System (TPS), which itself formed the starting point for developments in the West which came to be known under the umbrella of “lean”.

The efficiency matrix that is introduced in the book offers a simple means to visualise an organisation’s resource and flow efficiencies, with a “perfect state” achieved only when both efficiency types are high. At the opposite corner of the matrix is the undesirable, but not uncommon, “wasteland”. The book explains how the limiting factor for achieving perfection is variation – in terms of both demand (customer needs) and supply (organisational resources). The efficiency matrix, which forms a framework for visualising improvement patterns, together with the associated efficiency frontier is used to illustrate the links between variation, business strategy, and operations strategy. In this way, the authors introduce us to lean, which they depict as an operations strategy that prioritises flow efficiency over resource efficiency. They argue that lean means, first and foremost, focusing on flow efficiency to reduce and manage variation. The end result of so-doing is the elimination of non-value adding activities and superfluous work, and the consequential improvement in system resource efficiency. Successful lean means continuous improvement such that an organisation wins on both fronts.

In describing how standardisation and visualisation are the cornerstones of a flow efficient (lean) system that satisfies the needs of its customers, the book also suggests that lean leads to less stressful work and easier management control, thereby implying improvements to the working lives of employees. The not uncommon view that the loss of autonomy over work processes and negative experience of being part of a regimented standardised system can increase worker stress and reduce job satisfaction is not explored. The potentially undesirable consequential effects of a lean flow efficient system on its employees is perhaps the subject for a different book?

Modig and Åhlström write in an engaging and accessible style. They present complex ideas in a way that

makes them seem simple, and the book will undoubtedly have appeal to a range of audiences. It's easy narrative and appealing presentation makes it an easy read for experienced academics and professionals in the fields of business and operations management. In a world often characterised by complicated problems and sophisticated solutions it reminds us of basic truths, values and principles. This book will be of benefit to executive officers and managers in organisations of all genres – manufacturing and services, private, public and third sector. It could well become the next “must-have” of the savvy modern manager. The book will also be of value to those who seek to learn about business, operations strategy and lean, whether as undergraduate, post-graduate or post-experience students. For all, it introduces and examines fundamen-

tal ideas in such a way as to engender a balanced and grounded view of the foundational concepts.

One final point: I would really like to know the end of the naïve foreigner story – did he eventually ask the right question (p. 139)?!



Margaret Taylor

Professor of Operations and Technology Management
University of Bradford School of Management, UK

July 2012

RESEARCH NEWS

BEST PAPER AWARDS – 19TH EUROMA ANNUAL CONFERENCE, AMSTERDAM, NL

At the end of the 4th World Production & Operations Management Conference / 19th International Annual EurOMA Conference, several best paper awards were announced:

THE CHRIS VOSS BEST PAPER AWARD



For the best paper presented at the conference:

Winner

• Benn Lawson (University of Cambridge, UK), Daniel Krause (Colorado State University, USA), and Antony Potter (University of Manchester, UK), for their paper:

“Managing Supplier Performance during Collaborative New Product Development”.

Runners-up (ex aequo)

• Melek Akin Ates (Erasmus University Rotterdam, Netherlands), Guido Ianniello (Luiss Guido Carli University, Italy), and Jan van den Ende (Erasmus University Rotterdam, Netherlands), for their paper:

“An Exploratory Model for Coordination Approaches in Buyer-supplier-supplier Triads in NPD projects”.

• Emanuele Lettieri, Giovanni Radaelli, Nicola Spiller (Politecnico di Milano, Italy), and Matteo Mura (Università di Bologna, Italy), for their paper:

“Innovating Healthcare Operations: lessons from a micro-level investigation”

THE HARRY BOER BEST STUDENT PAPER AWARD



For the best paper presented at the conference authored by a PhD student.

Winner

• Andrea Stefano Patrucco, Davide Luzzini, and Stefano Ronchi (School of Management, Politecnico di Milano, Italy), for their paper:

“Supplier and Purchasing Function involvement in NPD: what are the effects?”

Runner-up

- Andreas Wieland (Technische Universität Berlin, Germany), and Carl Marcus Wallenburg (WHU – Otto Beisheim School of Management, Germany). for their paper:

“Strategies to Cope with Uncertainty: The moderating role of the supply chain position”.



THE JOSÉ A. D. MACHUCA WORLD P&OM CONFERENCE BEST PAPER AWARD

The World Conference on Production and Operations Management began in Seville in 2000 and is co-organized every 4 years by EurOMA, POMS and JOMSA. The second event was held in Cancun (2004), the third in Tokyo (2008), and most recently the fourth in Amsterdam (2012).

To further encourage members of the OM community to make global contributions to their field through research, and conduct worldwide joint research collaborations by people from different continents (including emerging and industrializing regions), EurOMA, POMS and JOMSA decided to create and to sponsor for each World P&OM Conference one Best Paper Award to a research paper of superior quality and global impact.



To recognize the depth of commitment and enthusiastic contributions to the OM community made by José A. D. Machuca – who had the original idea for the event in 1996 and laid the foundations and concepts for ever-growing successful P&OM World Conferences, co-organized by EurOMA, POMS and JOMSA – the name given to this award is “The José A. D. Machuca World P&OM Conference Best Paper Award.”

The requirements for this award include global and widespread attention by multidisciplinary audiences, as well as superior scientific and writing quality. The following criteria apply:

Global Attention by Multinational Audiences:

(1) The paper considers an important topic of interest to the global OM community and has widespread implications for OM practitioners around the world.

(2) The paper has an international focus and provides international comparisons reflecting cultural differences or the application of universal concepts to global settings.

(3) The paper is written by co-authors from different regions.

Superior Scientific Quality

(1) The paper explores new territories and offers creative visions, thoughts and analytical methods leading to new interpretations and understandings of OM concepts.

(2) The paper is equipped with rigorous logic and deliberate analysis.

Superior Writing Quality

The writing is logical, coherent, clear, well-supported, and understandable to multi-disciplinary audiences.

2012 JOSÉ A. D. MACHUCA AWARDS



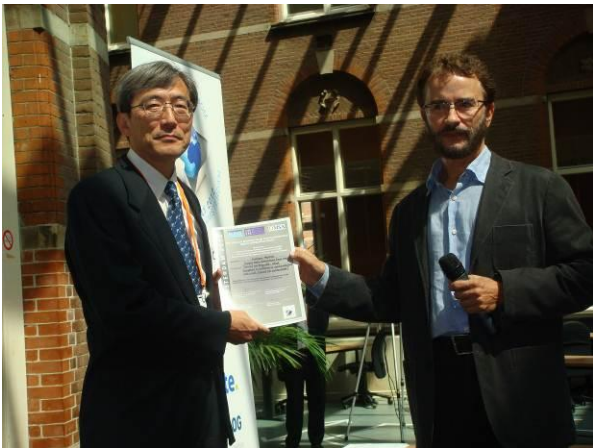
Winners (ex aequo)

- Barbara B. Flynn (Indiana University, USA), Thomas Bortolotti, Pamela Danese (University of Padova, Italy), and Pietro Romano (University of Udine, Italy), for their paper: “Cumulative Capabilities and Lean: A test of the sandcone model”.

- Robert D. Klassen (University of Western Ontario, London, Canada), Su-Yol Lee (Chonnam National University, Korea), Andrea Furlan & Andrea Vinelli (University of Padova, Italy): for their paper: “The Green Bullwhip Effect: Transferring environmental obligations along a supply chain”.

Runners-up (ex aequo)

- Reza Zanjirani Farahani (Kingston University, UK), Hoda Davarzani (Lund University, Sweden), and Hazhir Rahmandad (Virginia Tech, USA), for their paper: “Sanction as an Econo-Political Risk to Supply Chains”



- Hirofumi Matsuo (Kobe University, Japan), for his paper “Supply chain disruptions from the Tohoku Earthquake: What happened to automotive semi-conductors and what should be researched?”.

EMERALD AWARDS FOR EXCELLENCE

There were also some Emerald awards presented by Lucy Sootheran at the conference in Amsterdam, in conjunction with the 2012 EurOMA Annual General Meeting (AGM).

International Journal of Operations & Production Management

Highly Commended Award

Mattias Hallgren, Jan Olhager & Roger Schroeder
“A hybrid model of competitive capabilities”/



International Journal of Contemporary Hospitality Management

Highly Commended Award

Usha Ramanathan and Ramakrishnan Ramanathan,
“Guest perceptions on factors influencing customer loyalty: An analysis of UK hotels”.



Journal of Quality in Maintenance Engineering

Highly Commended Award

Jasper Veldman, Hans Wortmann, and Warse Kingenberg,
“Typology of condition based maintenance”.



Supply Chain Management: An International Journal

Outstanding Reviewer Award

Holger Schiele



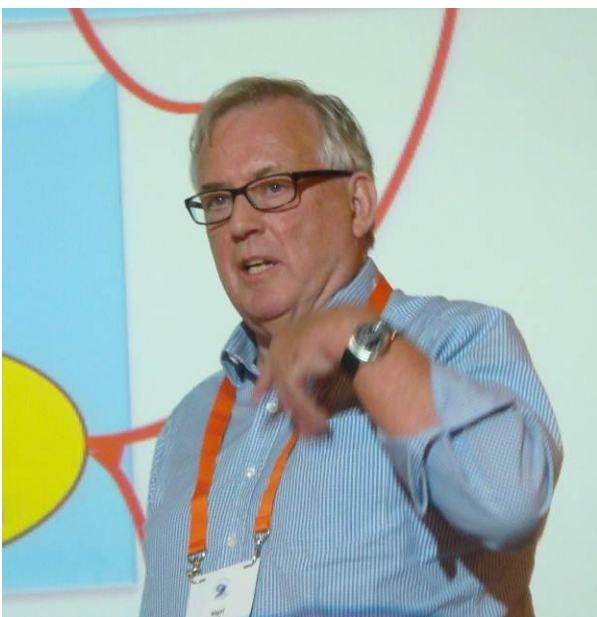
TEACHING CORNER

FIRST IMPRESSIONS – RELEVANCE, IMPORTANCE AND INTEREST

*"First impressions –
relevance, importance and interest"*

– A personal view by Nigel Slack

Nigel Slack is a EurOMA Fellow, Professor Emeritus at Warwick University, and an Honorary Professor at Bath University. He is the lead author of the market leading European texts in Operations Management.



The first session of any course is important. It establishes the ‘feeling’ of the course; it sets students’ expectations and it defines the scope of what’s to come in subsequent sessions. So how should you start? Well the first rule is, ‘don’t try to be something that you aren’t’. Your personal style of teaching is yours; don’t try to copy someone else’s style. The front of the class is an exposing place – students can see when you are pretending. But (and it’s a big but), irrespective of your personal style, there are some things that I believe (remember this is a personal view) need to be established right at the beginning of a course. They are:

- Operations management is **relevant to you**.
- Operations management is **important generally**.
- Operations management is **exciting**.

How you convince students that OM is relevant, important and exciting will depend on a number of things, the formal objectives of the programme, the position of the course within the programme, what personally motivates you as a teacher, and so on. But, for me, the key factor is how much experience of business life the students have. The table summarises how I see the experience of students influencing how we can convey a sense of relevance, importance and excitement.

Degree of work experience	Relevance – <i>it means something for me</i>	Importance – <i>it has value generally</i>	Interest – <i>it involves me</i>
Relatively little – e.g., undergraduate students	What - operational, process level content. Examples – processes where they are customers. Style – 1 paragraph local cases and 2 minute video clips of local queues.	Consequences of operations success and failure focus on what they can see are obviously important. For example disaster response supply chains, poor or good University processes	Quirky / unusual examples. Exploit feelings as customers, ‘what infuriates you? What delights you?’
	↓	↓	↓
Experienced -e.g., Executive MBS students	What – Introductory models, but move quickly on to the strategic. Examples – A wide range of sectors. Style – Topical examples from business/financial press.	Again, the consequences of operations success and failure (‘OM can make or break your business!’). Distinguish between operations that are ‘different’ and those that are ‘better’	Quirky / unusual also works for experienced students Emphasise the challenges facing Operations managers.

Relevance

Relevance means selecting ideas and using examples that have evident meaning to students and communicating the ideas in an engaging way. Select ideas and examples that have meaning because they cover the issues that students recognise from their own experience and they are set in contexts that are familiar to them. So, for example, undergraduate students may have some experience of working in operations processes through vacation work or formal internships, but many will not. This does not mean that they don’t have experience of OM processes – they do – but their experience will probably be as a customer – as someone being processed, rather than someone doing the processing. There are three implications of this. First, the topics to cover should be operational, process-level, ones rather than the more strategic ones. For example, how are all processes similar at a high level? What are processes transforming? How are they different? What are their objectives?

Second, the examples should be based on processes that the students have actually experienced, probably as customers. Avoid ‘widget manufacturing’ examples (at best theoretical and dull, at worst mystifying and dull) they will mean nothing to most undergraduates. And anyway, the world is not short of good relevant examples of processes they are familiar with. Third, teaching needs to move from example to theory, not the other way round. This will demonstrate that the standard OM models are not separate from their experiences, but are actually a way of explaining experience.

With experienced students such as an exec MBA class, the problem is the same but the solution very different. Here the big issue is likely to be that many of the class will think of OM as being of real relevance only to those actually working in the operations function. The challenge is to establish the difference between operations as an activity and operations as a function. (Corny trick but it works – ask the class – ‘who works in operations?’ a few students raise their hands, ask ‘who has internal or external customers?’ most / all raise their hands, ask ‘who uses resources to create value for the firm?’ everyone raises their hands, ask again, ‘OK who now works in operations?’) Again, the introductory models are appropriate, but I find it useful to move quickly on to the strategic consequences of good OM such as low costs, secured revenue, more effective fixed and working capital, lower risks and enhanced capabilities. Illustrate this with examples from as wide a range of industries as possible, always starting with an accessible service example (I use parcel delivery services such as TNT), but including the sectors represented in the class. This is where the business/financial press is useful. There are always plenty of examples relating to OM in the Financial Times or the Economist. With experienced students you really do have to go beyond the conventional narrow boundaries of OM if you want to set the subject in a strategic context.

Importance

Convincing students of the importance of OM means that you have to establish its value to any type of enterprise. For experienced or inexperienced students

this requires exploring the consequences of operations success and failure. Again focus on what students will clearly recognise as obviously important. Inexperienced students may not fully understand how good or bad OM affects business, but they do have an intuitive grasp of the importance of how one organises, for example, disaster response supply chains, healthcare processes and high-profile (banking?) failures. They fully understand good and bad University processes. Ask *'what would happen if we lost your exam scripts?'* *'how would it help if we returned your assignment feedback in half the time?'* *'how could we do this?'* etc. The same principle applies to experienced students – what are the consequences of operations success and failure? I use the slightly dramatic headline; *'Operations Management can make or break your business!'* Again, use examples of enterprises with reputedly good or bad operations. However, with experienced students I think it is useful to distinguish between successful operations that are 'different' from those of competitors (for example, Amazon, Zara, IKEA) and those that are broadly similar but they are organised 'better' (for example, Toyota, Four Seasons). Relate this idea to their own organisations. Ask *'are you going to improve by being different (to competitors), or being better?'* This can move on to a discussion of different philosophies of improvement.

Interest

Unless you are personally excited by, interested in, and enthusiastic about OM, your students won't be. If you can't be passionate about the subject, go find another subject or job that you can work up some enthusiasm for. As far as your students are concerned, the key task is to get them to feel involved

and/or engaged by the subject, and the good news is that students' expectations are in our favour. By that I mean that their expectations are often low. They can associate the subject with mathematical modelling in technical manufacturing companies. There is nothing wrong with mathematical modelling or technical manufacturing of course..... eventually. But for most students starting there is a mistake. Instead, use interesting, unusual, even quirky examples. I find that the types of examples that excite students are broadly the same whether they are inexperienced or experienced. Disney World, 'Square Watermelons', IKEA, Amazon, Zara, are all favourites (just Google them, or better, buy the book, OK). Single slides or a short YouTube clip are great for making what my fellow author, Alistair Brandon-Jones of Bath University, calls 'hooks'. But in the first session I try and as many relatively short examples as will fit. The objective is to demonstrate scope and interest, not depth; that comes in later sessions.

The other aspect of generating interest does depend on students' experience; it is to face them with the challenges of being a good operations manager. With inexperienced students you can exploit their feelings as customers of common processes. Ask, *'as a customer of [insert service] what infuriates you? What delights you? Move them to ask 'why is it like this?'* *'Is it deliberately design like that or did the operation make a mistake?'* With more experienced students you can emphasise the challenges facing Operations managers. Ask *'how do you balance your responsibilities to owners, customers, the environment, supplier, and staff?'* *'What technology changes will have implications for how operations are managed in your company?'*

PRACTITIONERS' INSIGHTS

DESIGNING ENVIRONMENTALLY SAFE SOLUTIONS: A SUCCESS CASE IN THE TANNERY INDUSTRY



Pamela Danese, Laura Macchion, Andrea Vinelli
University of Padova, Italy

In recent years in the tannery industry, the development of green supply chains to minimize the environmental impact of each phase of the product life-cycle has become an increasingly important aspect, thus requiring a proactive business perspective that

allows developing new sustainable product and process technologies and operations. As defined by Zsidisin-Siferd (2001), the Green Supply Chain Management is a set of policies and actions implemented for evaluating potential environmental problems in relation to the purchasing, production, distribution, use and re-use of goods and services.

Our research in the field of sustainability is part of an European project, labelled Eco.L.I.F.E (Ecological Leather Innovations For Environment), that is an innovative research program promoted by Gruppo Dani - one of the largest Italian tanneries specialized in providing top-quality leather for upholstery, automotive, aviation, yachting, garments, footwear and other leather goods – and developed in collaboration

with researchers from the Department of Management and Engineering of the University of Padova (Italy) and a producer of machines for tannery's processing. The scope of this project was to analyze how supply networks operating in the tannery industry can be redesigned to make production processes both efficient and environmentally safe and align them with a green supplier network structure. In particular the main objectives were:

1. Developing new liming and tannery technologies without metals or chrome to reduce tannery environmental impact and develop new "eco-friendly" leathers;
2. Redesigning Dani's internal processes and supply network activities in order to process fresh raw hides thus eliminating the process of desalination which has a huge negative effect on the environment. This required to run Just In Time leather deliveries from slaughterhouses to tannery without the use of any SC intermediary, and organize fast deliveries which have to take place within a few hours to avoid leather deterioration. This supply chain reorganization can be considered a revolution in the tannery industry as allows to streamline leather production

phases, skip SC intermediaries and avoid non-value-added activities (i.e. the salting), as well as increase collaboration between tanneries and slaughterhouses.

One of the main drivers that led to the success of this project was the top management conviction that environmental improvement is a new way of make business, infusing this strong belief into the whole company. At the same time in recent years, very strict environmental laws are forcing tannery companies to regulate sewage water reuse and purification, and reduce the chemicals used in production. These laws acted as drivers motivating the search for new tannery technologies that comply with the standards of emission required by the environmental legislation. Finally, we conducted a conjoint analysis to evaluate the preferences and expectation of Gruppo Dani's customers which confirmed their strong interest in products realised with eco-friendly leathers in the short-term horizon (2-3 years). The confirmation that the market desires to buy products with low environmental impact represents an important feedback for the company. Thus also customers are acting as an important driver for motivating the development of green supply chain practices.

PAST CONFERENCES & EVENTS

4TH WORLD CONFERENCE ON P&OM, AMSTERDAM, 1-5 JULY 2012

"We live in interesting times, and our profession of Production & Operations Management has become more relevant than ever before."



In his keynote address at the start of the 4th World P&OM Conference in Amsterdam, INSEAD professor Luk Van Wassenhove underlined the conference theme *Serving the World* by stating that the academic P&OM community should resist the temptations of being 'armchair academics'.

The world-wide problems of scarcity of raw materials, pollution and social problems, and the current economic crisis, call for people who are trained in solving complex problems of allocating scarce resources and finding effective and efficient solutions in various areas including distribution of food and other products, in cradle-to-cradle systems thinking, in humanitarian logistics, and in many other ways. The P&OM academic community can make a difference towards research for a better world, and it is up to us to fulfil that promise and serve the world.

Professor Van Wassenhove's keynote address was an excellent start to what proved to be an excellent conference.

After Seville, Spain (2000), Cancun, Mexico (2004) and Tokyo, Japan (2008), the 4th World P&OM Conference (also the 19th International Annual EurOMA Conference) took place on 1-5 July 2012 in Amsterdam, Netherlands. The World Conference is a joint initiative of the American, European and Japanese organizations POMS, EurOMA and JOMSA. With a record-breaking attendance of over 700 delegates from almost 50 countries spread over 6 continents, indeed the organizers' objective of gathering scholars from around the globe to discuss the newest and most important insights of a broad selection of topics in P&OM was realized.

Hosted at the University of Amsterdam campus, the conference had five days with packed schedules including plenary and semi-plenary sessions, a Spanish track, contributed and invited sessions, the Young Scholars' Workshop, roundtables, the Doctoral Seminar, an exhibitor market, guided tours, company tours and, of course, various social events.



In her plenary keynote address, Marie-Christine Lombard, CEO of TNT Express, explained how TNT has saved hundreds of millions of euros by implementing various tools of operations improvement and optimization, and how the organization has gone about training their people so that operations research has become part of the company's DNA. The semi-plenary sessions allowed leading experts to have an in-depth discussion on a wide variety of topics such as: Health Care Operations (Erwin Hans), Behavioral Operations (Karen Donohue), P&OM Teaching (Nigel Slack), Global Manufacturing Country Competitiveness (Aleda Roth), Evolutionary Analysis of Industrial Performance (Takahiro Fujimoto) and Supply Chain Optimization at TNT (John Poppelaars). In addition, the Meet the Editors session – where several leading journals were represented – attracted a substantial number of people.

The main part of the conference was dedicated to the contributed and invited papers selected from the over 900 extended abstracts submitted. Divided over 22 main tracks in 20 parallel sessions, more than 520 papers were presented and discussed. The most popular main tracks proved to be Supply Chain Management, Sustainable OM, and Lean. However, for all tracks the overall session attendance was excellent, so that many new ideas were generated, new connections were made, and new partnerships were formed. Blessed by beautiful weather conditions, there was ample time to continue idea-sharing outside the conference venues.

The guided tours on the post-conference day included visits to some world-famous Dutch organizations like the Rotterdam Harbour and the Aalsmeer Flower Auction. The various social gatherings and

events, including the welcome reception (with a view on the Amsterdam Harbour), the social event in the Amsterdam Museum, and the conference dinner in the famous Beurs van Berlage (back in 1611, this was the world's first fixed location for the trade in stocks and shares), were highlights of the conference as they provided the opportunity for delegates to meet informally, discuss matters of all kinds, make new friends, and enjoy life!

The 4th World Conference on P&OM was closed with a ceremony where the winners of the best paper awards were announced: the Chris Voss Best Paper Award (for the best paper presented at the conference); the Harry Boer Best Student Paper Award (for the best paper presented at the conference authored by a PhD student) and the José A.D. Machuca P&OM World Conference Best Paper Award (for the best paper characterized by global research in OM).



Given the evident success of – and the vibrant atmosphere at – the 4th P&OM World Conference, it was no surprise that POMS, JOMSA and EurOMA have decided to jointly organize a fifth World P&OM Conference in 2016 (location TBC). Fortunately, we don't have to wait another four years to meet again, as it was announced at the closing ceremony that the 20th International EurOMA Annual Conference would be held 9-12 June 2013 in Dublin, Ireland. We hope to see many of you there!

The organizing committee of the 4th P&OM World Conference:

Dirk Pieter van Donk, Jan Fransoo, René de Koster, Jack van der Veen, Sander de Leeuw.

More information on the 4th P&OM World Conference is available at the website www.pom2012.org.





4TH YOUNG SCHOLARS' WORKSHOP – AMSTERDAM, NETHERLANDS

The 4th EurOMA Young Scholars' Workshop took place on July 1, 2012 in Amsterdam (before the start of the conference). The theme of the workshop was: *Career development - managing your way through academia*. Eighteen young OM scholars took part – six new participants; ten early academics had already taken part in one or more previous workshops.

Young academics may go many different ways, into teaching/research, consultancy, business, of course, or a more administrative role at their universities. Each of these options represents different challenges. In addition, different countries have different ways of approaching, and different expectations regarding, the development of their junior staff. Thus, the workshop featured presentations from academics with a background in Operations Management, in different stages of their careers, from different countries, following different career paths, and representing both genders. The presenters were:

- Paul Coughlan, Trinity College Dublin, Ireland
- Cristina Giménez, ESADE, Barcelona, Spain
- Dmitriy Slepnirov, Aalborg University, Denmark
- Sofia Salgado Pinto, Catholic University of Portugal, Porto, Portugal

In addition, a wider and even more diverse group of scholars took part, as a panel, to engage in a Q&A-like discussion, allowing the young OM scholars to learn about their experiences. The panel consisted of:

- Kate Blackmon, Oxford University, UK
- Harry Boer, Aalborg University, Denmark
- Krisztina Demeter, Corvinus University of Budapest, Hungary
- Cipriano Forza, University of Padova, Italy
- Zoe Radnor, Cardiff Business School, UK
- Margaret Taylor, Bradford School of Management, UK

As should be expected, given the diversity among the presenters, their presentations were indeed quite different.

Together, they addressed a wide spectrum of topics and experiences, and inspired the participants to engage in a lively discussion with the panel and the presenters during the second part of the afternoon.

4TH EUROMA SUMMER SCHOOL, BUDAPEST, HUNGARY

After the previous successful edition in Budapest, the 4th EurOMA Summer School in Operations Management was again held in Budapest, Hungary. The event was jointly organized by Corvinus University of Budapest (CUB) and the Hungarian Association of Logistics, Purchasing and Inventory (HALPIM).

This year the summer school was aimed at PhD students and young researchers interested in Global Operations Management (GOM). Similar to previous editions, a truly international team attended the school: more than 20 students from 16 countries.

Each of the five days (from Monday to Friday) was devoted to a specific topic and had a healthy balance of lectures, discussions, and group work.

On the first day, Prof. Kasra Ferdows (McDonough School of Business, Georgetown University, Washington, USA) introduced the basic drivers and some typical examples of global production networks.

On Tuesday, Prof. Chris Voss (London Business School, UK) discussed the impact of globalization on services.

The third day was led by Prof. Jagjit Srari (University of Cambridge, UK). He focused on operations strategy and supply chain management in a global world, relying on the extended work taking part in IfM's Centre for International Manufacturing.

The participants were encouraged to think about some theoretical issues of global supply chains and played an interesting simulation game on Thursday. This day was facilitated by Prof. Steve New (Saïd Business School, University of Oxford, UK).

Prof. Krisztina Demeter (Corvinus University of Budapest, Hungary) closed the event by introducing survey research initiatives, challenges, and results in the field of global operations.

After the formal part of the Summer School, the beautiful capital of Hungary situated on both banks of the Danube offered great cultural programs and also opportunities for leisure.

Not only the participants, but also the lecturers gave very positive feedback on the event.

More info on this annual EurOMA event is available on the website: <http://www.euomaschool.org>



Contributed by:

Prof. Krisztina Demeter

Chair, EurOMA Summer School in Operations Management 2012]

11TH EUROMA DOCTORAL SEMINAR – AMSTERDAM, NL

The 11th EurOMA Doctoral Seminar took place just a few days prior to the Amsterdam conference.

It was a successful and well-attended event, with a total of 34 participants. There was a truly international turnout, in line with the aims of the World Conference: participants representing 12 countries, including Japan, Brazil, India, and Colombia, attended the event.

24 first-year students presented their research designs. 10 second-year PhD students returned to the seminar to present some initial findings from their thesis work.

The main intention of the seminar is to provide a safe environment where PhD students are able to present their research to peers. In doing so, they get feedback from two fellow PhD students and from two senior faculty. The seminar is also a way to build and strengthen PhD students' international research networks.

This year's faculty were:

- Dr. Kate Blackmon, Saïd Business School, UK
- Prof. Harry Boer, Aalborg University, Denmark
- Prof. Cipriano Forza, University of Padova, Italy
- Prof. Zoe Radnor, Cardiff Business School, UK
- Dr. Rui Sousa, Catholic University of Portugal
- Dr. Taco van der Vaart, University of Groningen, Netherlands
- Prof. Marie Koulikoff-Souviron, SKEMA Business School, France



The event was coordinated by:

Prof. Pär Åhlström

Stockholm School of Economics, Sweden.

FUTURE CONFERENCES & EVENTS

SERVICE OPERATIONS MANAGEMENT FORUM (SOMF), CAMBRIDGE, UK 19-20 SEPTEMBER 2012

THE FUTURE OF SERVICES IN A CONNECTED WORLD

The Cambridge Service Alliance is delighted to host the 5th EurOMA Service Operations Management Forum (SOMF) on 19-20 September 2012 during Cambridge Service Week. The Forum will bring together leading scholars from Operations Management and other disciplines to explore the theme: *The Future of Services in a Connected World*.

The workshop will build on previous Service Operations Management Fora by providing a focus for discussion. It is clear that there is growing interest in service operations. Three forces drive this:

- traditional service operations management, in both the private and public sectors;
- a growing interest in the servitization of manufacturing; and
- developments in related disciplines – including service marketing.

An associated development is the emergence of big data and the internet of things. Technology innovations, coupled the increasing availability of data are opening up new service innovation opportunities.

The question we want to ask at the Service Operations Forum is where are these developments heading and what are the implications for the service research community.

We invite academics, practitioners and doctoral students to submit working or research papers focusing on *The Future of Services in a Connected World*. We also welcome proposals for special sessions.

The workshop will be organised by Andy Neely and Duncan Macfarlane, on behalf of EurOMA and the Cambridge Service Alliance. The venue will be the Møller Centre at Churchill College (below), one of the 31 Cambridge Colleges.

The Forum will bring together leading scholars from Operations Management and other disciplines to explore *The Future of Services in a Connected World*.

The deadline for abstract submission as well as for registration is 31 August 2012.

For submission and booking information, and for more details, please visit the following website:

<http://www.cambridgeservicealliance.org/serviceweek/academic-conference.html>

5TH WORKSHOP ON JOURNAL PUBLISHING FOR NON-NATIVE ENGLISH SPEAKING RESEARCHERS IN OM – BARCELONA, SPAIN –8-9 NOVEMBER 2012

The 5th Workshop on Journal Publishing for Non-Native English-Speaking Researchers in OM will take place on 8-9 November 2012 at ESADE Business School, Barcelona, Spain.

This Publishing Workshop aims to help researchers to transform their submitted and presented papers for the EurOMA 2012 conference into journal-level submissions.

We welcome in particular non-native English-speaking authors in the field of Operations Management (OM) who wish to increase the quality of their publications in recognised international academic journals. (This workshop is designed for OM faculty and practitioners, whereas doctoral students are invited to participate in EIASM's Doctoral Education Network – EDEN: <http://www.eiasm.org/r/eden-introduction>.)

Target journals are:

- *International Journal of Operations and Production Management (IJOPM)*
- *Journal of Operations Management (JOM)*
- *Decision Sciences Journal (DSJ)*
- *Journal of Product Innovation Management (JPIM)*
- *Production Planning and Control (PPC)*

The organizer of the 2012 edition is:
Cristina Giménez
ESADE, Barcelona, Spain.

E-mail: cristina.gimenez@esade.edu

20TH INTERNATIONAL ANNUAL EUROMA CONFERENCE 2013, DUBLIN, IRELAND.



ANNOUNCEMENT & EARLY CALL FOR PAPERS

The 20th International Annual EurOMA Conference returns to Dublin on 9-12 June 2013 after a break of 15 years. Much has changed in our world since then. As the economies in Europe and beyond face into recovery from the current financial crisis, growth and development require new and innovative approaches to customer service, productivity and improvement. Here, there are many choices available to manufacturing and service firms and to their managers. Correspondingly, there are new and innovative ways in which OM researchers can inquire into and intervene in these choices.

So, the EurOMA 2013 Dublin conference theme is *Operations Management: At the Heart of Recovery*. Our main motivation is to reinforce the message that operations management has a central role to play in the recovery of our linked economies and society.

The conference is preceded by the 12th EurOMA Doctoral Seminar on 7-8 June 2013. The 5th Young Scholars' Workshop takes place on the 9th of June.

University College Dublin and Trinity College Dublin are co-hosting the conference. Both universities are located in Dublin, a vibrant city with a welcoming atmosphere. Dublin is the capital of Ireland, as well as a modern centre of education, the arts, administration, economy and industry. Dublin International Airport is served by over 60 airlines providing direct links to Europe, the USA, and the Middle East – and, indirectly, to the rest of the world.



We look forward to welcoming you (back) to Dublin!

Paul Coughlan & Brian Fynes
EurOMA 2013 Conference Co-Chairs

Important Dates:

Preliminary Call for Papers	1 st October 2012
Registration Open	5 th November 2012
Deadline for Abstract Submissions	7 th January 2013
Notification of Acceptance	25 th February 2013
Submission of Final Papers	8 th April 2013
Early Bird and Author Registration Deadline	8 th April 2013
EurOMA Doctoral Seminar	7 th 8 th June 2013
Young Scholars' Workshop	9 th June 2013
EurOMA 2013 Conference	9 th 12 th June 2013

For further details please visit the Dublin Conference website: <http://www.euroma2013.org>

21ST INTERNATIONAL ANNUAL EUROMA CONFERENCE 2014 – PALERMO, ITALY

The 21st International Annual EurOMA Conference – EurOMA 2014 – will be held on 22-25 June 2014, hosted by the University of Palermo in Sicily, with

Prof. Giovanni Perrone as the Conference Chair. (More details will be posted on the EurOMA website as they become available.)

CALLS FOR PAPERS

INTERNATIONAL WORKSHOP ON LUXURY RETAIL, OPERATIONS AND SUPPLY CHAIN MANAGEMENT – MILAN, ITALY – 3-4 DECEMBER 2012

*Achieving luxury standards through the Supply Chain
Milan, 3-4 December 2012*



The luxury market grew exceptionally in the last decades and still sparkles despite the global crisis. This is the moment of confirming brand identities and driving towards long-term sustainable success.

Supply Chain processes, from sourcing, through production, to distribution in retail stores are the key for creating and maintaining the high standards.

Milan, beautiful capital of fashion, is the ideal location for discussing this topic and presenting research questions and results

Venue:

Politecnico di Milano
Department of Management, Economics and Industrial Engineering
Via Lambruschini, 4B
20156 Milano (Italy)

Website: www.luxurymanagementconference.org

Contacts:

Cecilia Castelli cecilia.castelli@polimi.it
Antonella Moretto antonella.moretto@mail.polimi.it

The possibility of including the best papers in a dedicated Special Issue is under review to selected International Journals editors; the Journal title will be soon communicated

Fees:

- Regular: 250€ (early-bird: 180€)
- PhD and Master's Students: 100€ (early-bird: 75€)

Papers on topics related to the research and practice on luxury retail, operations and Supply Chain management are invited. These may include, but not limited to:

- Focused Retail and Operations strategy for competing in the luxury market;
- Focused Supply Chain strategies for specific luxury businesses;
- Differences and commonalities in luxury Supply Chain depending on product positioning;
- Different approaches in luxury Retail, Operations and Supply Chain depending on the country;
- Retail operations in fashion-luxury stores;
- Transferring strategies and practices from the large consumer goods sectors;
- Manufacturing strategies and practices for luxury companies;
- Purchasing strategies and practices for luxury companies;
- Collaboration and integration along luxury Supply Chains;
- Collaboration and integration in the design chain of luxury products;
- The role of the Supply Chain for the internationalization of fashion-luxury companies in emerging markets.

Important dates:

Extended abstract (3 pages) submission deadline:	30/08/12
Notification of acceptance to authors:	15/09/12
Early registration deadline:	15/10/12
Final paper submission:	07/11/12

CALL FOR PAPERS – SPECIAL ISSUE: INTERNATIONAL JOURNAL OF PHYSICAL DISTRIBUTION & LOGISTICS MANAGEMENT

Supply Chain Management in Latin America

Guest Editors:

Edgar E. Blanco, Research Director, Center for Transportation & Logistics, MIT, USA. E-mail: eblanco@mit.edu

Ely Laureano Pavia, Associate Dean, Fundação Getulio Vargas, Brazil. E-mail: ely.paiva@fgv.br

Submission deadline: August 31, 2012

Latin America is experiencing sustained economic growth and increased attention in the global economy. In addition, the field of logistics and supply chain management has gained increased visibility in the business community as it has been identified as a key enabler to achieve the region's potential. The objective of this special issue is to highlight innovative work in the field of logistics and supply chain management strategy in Latin America. We are looking for articles that advance extant knowledge of the unique characteristics associated with designing supply chain operations in the region, as well as of novel applications of strategic supply chain and logistics management issues in the Latin America. We seek papers that combine methodological rigor with region-specific data and/or case studies.

Potential topics include, but are not limited to:

- Relationship management and procurement strategies.
- Sustainability and green logistics.
- Internal and external integration.
- Risk management in supply chains.
- Urban logistics in Latin-America mega-cities.
- Regional or national network design in Latin America.
- International trade and commerce in global supply chains.
- Innovative use of technology in logistics and supply chain processes.
- Critical review of unique logistics challenges in Latin America.
- Local legislation and its impact in logistics operations.

All articles should be submitted in English. We strongly suggest that non-native English-speakers have manuscripts proofread prior to submission. Final versions of accepted papers will be translated into Spanish and/or Portuguese.

For details on how to submit, as well as the complete Call for Papers, please visit the webpage: http://www.emeraldinsight.com/products/journals/call_for_papers.htm?id=3969

POM: SPECIAL ISSUE ON “SOCIALY RESPONSIBLE OPERATIONS”

Production and Operations Management Journal

Special Issue: “Socially Responsible Operations”

Guest Editors:

ManMohan S. Sodhi; Christopher S. Tang

Description: Socially responsible operations involve the consideration of a broad set of stakeholders that goes beyond shareholders. Many business leaders and entrepreneurs are committed to serving stakeholders that range from consumers to suppliers and from employees to external constituencies. Their motivation is primarily driven by the “triple bottom line” (profits, planet, and people) as follows:

- (1) Profit Driven. Products/services provided by socially and environmental friendly companies are likely to be preferred by consumers (or regulators). Consequently, these companies may be able to earn a higher profit by selling more quantity at a higher price to offset any increase in costs;
- (2) Planet Driven. Business leaders are committed to ensure sustainable resources for future generations especially because there is only ‘one planet’

with finite resources and the rapidly growing consumption in the developed countries as well as developing countries; and

- (3) People Driven. Multi-national companies recognize that, to succeed in emerging markets, they need to alleviate poverty by creating new businesses or jobs, by educating the poor to increase productivity, and by developing new ways to use natural resources in a sustainable manner.

The POM special issue on *Socially Responsible Operations* seeks to publish a set of research papers that examine what is different about socially responsible operations or how these meet the needs of diverse stakeholders as distinct from shareholders or owners.

Appropriate topics include but are not limited to:

- Operations of social business/social enterprise (e.g., Grameen Bank, Kiva, Vision Spring)
- Operations of innovative business models (e.g., Nestlé’s Creating Shared Value, Wal-Mart’s Di-

rect Farm) that seek to create shared value for the poor and the firm

- Operations of new business models (e.g., shared car ownership program proposed by Peugeot that reduces the total number of cars on the road) that are environmentally friendly
- Operations associated with the reduced resource use, i.e., with environmental sustainability (e.g., Toyota Europe's efforts to reduce water and energy consumption)
- Operations that seek to combine logistical efforts of otherwise competing companies
- Operations to reuse resources through recycling parts and remanufacturing (closed-loop supply chains)
- Operations to create longer-lasting products for 'sustainable consumption'
- Operations that overcome logistical challenges in emerging markets (e.g., Riders for health)
- Operations redesigned for older workers in societies that are ageing.

Empirical and analytical papers based on empirical, analytical, or behavioral analysis are appropriate for this special issue. However, the article must be

grounded in a real context in a substantial way, showing how the operations in question are indeed 'socially responsible'.

Review Process: Submitted articles will be reviewed by the guest editors, associate editors, and referees. Decisions will be made within two review cycles, where each review cycle will be within four months. The guest editors will help resolve conflicting referee reports if necessary.

Deadline for submission: Please submit your article to <http://mc.manuscriptcentral.com/poms> through 'Special issue – socially responsible operations' by September 30, 2013 and direct it to (Department Editor) Christopher Tang.

Questions on this special issue can be sent to either of the guest editors:

ManMohan S. Sodhi
Cass Business School
City University London, and
Indian School of Business, Mohali
Email: m.sodhi@city.ac.uk

Christopher S. Tang
Carter Professor of Business Administration
UCLA Anderson School
University of California, Los Angeles
Email: chris.tang@anderson.ucla.edu

THE ROUTLEDGE COMPANION TO PUBLIC SERVICE OPERATIONS MANAGEMENT CALL FOR EXTENDED ABSTRACTS / CHAPTER OUTLINES”

The Routledge Companion to Public Service Operations Management:

Call for extended abstracts / Chapter outlines

Lead Editors: Zoe Radnor (Cardiff Business School); David Upton (Said Business School)

Routledge have commissioned a compendium focusing on Public Service Operations Management to be led by co-editors Professor Zoe Radnor and Professor David Upton. The purpose of this compendium is to enhance the research agenda in academia and for practitioners to develop knowledge and understanding in Public Sector Operations Management. Public services are immature within the discipline of operations management (OM) (Taylor and Taylor, 2009). Any attention received varies with more notice paid to government departments and large bureaucratic institutions than to non government organisations (NGO's). Other areas such as third sector including community interest companies, co-operatives and societies, charitable entities (from large universities to small community groups), philanthropy, social enterprises and 'below the radar'/micro-organisations e.g. community shops have

had even less consideration. Even where public services have been the subject of OM only narrow, isolated or bounded aspects have been considered rather than a cohesive exploration of the range and scale of questions relevant to this important area of management (Spring & Araujo, 2009).

OM and operations improvement are anticipated to become an increasing focus for leaders, executives, managers, and workers in public services (Radnor, et al, 2011). Practitioners in this domain are concerned with systems, flows and interfaces in single and multiple organisations. As well as inter-organisational networks, supply chains, logistics, partnerships, alliances, and joint ventures. All of these arenas are pertinent to operations management, and provide an opportunity for the OM community to have a significant impact (Spring & Araujo, 2009).

Public services globally (which range from the large to the small, inter organisational networks to simple groups, institutional and bureaucratic to individual, profit to non-profit, robust centralised governance to philanthropy) are increasingly moving from admini-

stration to explore better ways to understand models of service management (Osborne, 2010). Related to this, compelling questions could include: how should we address increasing demand and expectations of people in the delivery and quality of services against a backdrop of reduced public funding from government and philanthropists?: how do operational managers interact with new and potentially transitory organisational forms?

We are also seeking to highlight and explore the dilemmas of the public services environment. To avoid the potential pitfalls of adoption from one context to another, there is a need to have better understanding (empirically derived) of the impact of contextual factors (Radnor, 2010; Staats and Upton, 2011). Examples are already evident with the migration of planning systems founded on MRP/ERP and the adoption of industrial based improvement practices such as TQM, Lean Thinking, Six Sigma.

The type and range of contribution we seek for this compendium include, but are not limited, to conceptual pieces, tools and techniques, empirical research and real life OM case studies from Public Services. Reflective abstracts rather than stories are essential. The intent is to clarify the key operational dilemmas faced by leaders, executives, managers and workers in the discipline of Public Services OM. To explore the boundaries (or lack of them) within public service entities of accountancy, design, human resource management, service marketing, strategy setting and alignment, public administration and public management from an OM perspective. When completed, the compendium will enhance, develop and grow the research agenda and help to address the most pressing dilemmas faced by leaders, executives, and operations managers in the public services.

Abstracts which could emerge from this call might focus on areas such as: -

- Macro, Meso or Micro OM (including, but not limited to, planning and control, improvement, technology)

- Human side of operations (leadership roles, integrating service users)
- Operations strategy and deployment
- Public service design (content and process)
- Inter-organisational Relationships/ Field Service Operations
- OM and the implications of PEST (Political, Environmental, Social and Technological) ranging from issues with professional bodies to delivering public services sustainably.
- The built environment and site location, operational design.
- International comparisons of profit and not for profit models of delivery.

Process of Submission & Timetable:

The editors request that an academic extended abstract of up to 2000 words in length, formatted in the Harvard style, be submitted to Elaine Adams (AdamsE27@cardiff.ac.uk) by 15th October 2012.

Decision for acceptance will be by December 2012.

There are limitations on the number of chapters which can be accepted so the quality of the contribution is of critical importance.

Full chapter to be submitted by April 2013.

Reviewers' comments to contributors by June 2013.

As part of this process authors will have the opportunity to meet at the EUROMA Conference in 2013 where a peer review workshop will be held.

Final chapters to be completed by September 2013.

QUIS13: THE 13TH INTERNATIONAL RESEARCH SYMPOSIUM ON SERVICE EXCELLENCE IN MANAGEMENT – KARLSTAD, SWEDEN – JUNE 10-13, 2013

HOSTED BY:

CTF, Service Research Center, Karlstad University, Sweden

IN CONJUNCTION WITH:

- Center for Services Leadership, W. P. Carey School of Business, Arizona State University, USA
- Warwick Business School, University of Warwick, UK

- Center for Hospitality Research, School of Hotel Administration, Cornell University, USA

CONFERENCE CO-CHAIRS:

- Professor Bo Edvardsson, CTF, Service Research Center, Karlstad University, Sweden
- Professor Mary Jo Bitner, Center for Services Leadership, Arizona State University, USA
- Professor Robert Johnston, Warwick Business School, University of Warwick, UK

- Professor Rohit Verma, Center for Hospitality Research, Cornell University, USA

DEADLINE:

Abstract submissions due November 10, 2012.

SCOPE:

The symposium takes a broad interdisciplinary and international view of service excellence in management. The topics are representative but not exclusive themes.

AWARDS & PUBLICATIONS:

A Best Paper Award will be presented during the conference and a special issue with selected papers from QUIS13 will be published in *Journal of Service Management* and *Cornell Hospitality Quarterly*.

Submit an Abstract

Researchers and practitioners are invited to submit an abstract describing their rigorous work for consideration for presentation at QUIS13 in Karlstad, Sweden, June 10-13, 2013.

Each abstract (maximum 500 words) should clearly identify the primary speaker's contact information.

All submissions will be reviewed by the conference co-chairs and acceptance will be based on its contribution to theory, research and/or implications for practice for service management.

By submitting an abstract, at least one of the authors agrees to attend QUIS13 if the work is ac-

cepted. Please submit your abstract no later than November 10, 2012 to quis13@kau.se. Notifications of acceptance will be delivered as of December 20, 2012. Authors of accepted abstracts will have the option of submitting an extended abstract (1000 words) or a complete paper (maximum 10 pages) by March 31, 2013.

Topics

- Customer experience
- Customer satisfaction and loyalty
- Healthcare service
- Hospitality service
- Human resource management service
- New service development and innovation
- Not-for-profit and government service
- Service leadership and culture
- Service logic
- Service marketing & customer management
- Service operations management
- Service outsourcing
- Service pricing and revenue management
- Service productivity enhancement
- Service quality & performance management
- Service recovery & complaint management
- Service science, management & engineering
- Service strategy
- Service supply chains
- Services in manufacturing companies
- Social media & interactive service channels
- Technology & e-service
- Theoretical perspectives on service
- Transformative service
- Other topics related to service

JOURNAL OF HEALTH ORGANIZATION AND MANAGEMENT: SPECIAL ISSUE ON “LEAN IN HEALTHCARE”

Journal of Health Organization and Management
Special Issue: Lean in Healthcare

Lean techniques and lean management principles have been utilized effectively in the manufacturing sector since the early 1980s and have since been introduced into service industries. Whether in manufacturing or service industries, lean has concentrated on identifying value-adding processes and removing waste from the system. In recent times its introduction into health care organizations is gaining increased attention.

The application of lean in healthcare has focused on improving the safety, quality and efficiency of healthcare delivery in areas such as improving information and communication flow, the delivery of innovations to drive continuous service delivery improvement, redesigning the patient journey to improve access and reduce waiting times, medical supply chain management, implementation of IT solutions, and policy implications ranging from the lo-

cal organizational level to decisions on national healthcare policy. Lean has been implemented both in large health institutions and across the wider area of health service delivery systems that they are a part of. It has been found that lean can have a positive impact in healthcare on timely delivery of services, cost, quality and healthcare productivity.

We welcome the submission of papers which combine some of the following characteristics:

- Present case studies of the successful (or unsuccessful) implementation of lean.
- Examine the different experiences of lean in healthcare and explore the reasons for these differences.
- Examine the acceptance of or resistance to the implementation of manufacturing techniques in healthcare.

- Focus on the impact of the involvement of senior management and different levels of governance on the implementation of lean programs.
- Recognize the costs and benefits of the implementation of lean compared with other improvement techniques.
- Explore interrelationships between lean and other improvement activities.
- Contain cross-institutional, cross-national or international studies.
- Locate national studies within the context of international initiatives and perspectives.

This is an indicative list only, and the editors would welcome any additional contributions that systematically address the introduction of lean in health-care. Though there is a preference for empirical research, editors do not wish to limit the range of methodologies that may be presented.

Special issue Guest Editors:

- Prof. Anneke Fitzgerald, Griffith University, Australia / anneke.fitzgerald@griffith.edu.au
- Prof. Amrik Sohal, Monash University, Australia / Amrik.Sohal@monash.edu

- Assoc. Prof. Terry Sloan, University of Western Sydney, Australia / t.sloan@uws.edu.au
- Prof. Zoe Radnor, Cardiff University, UK / RadnorZJ@cardiff.ac.uk
- Assoc. Prof. Suzanne Robinson, Curtin University Australia / Suzanne.Robinson@curtin.edu.au

Publication Schedule:

- Full paper submission 21 January 2013
- Review reports to authors 18 March 2013
- Revised paper submission 20 May 2013
- Final manuscripts to publisher 22 July 2013
- Publication date 1 November 2013.

Manuscript Preparation and Submission:

Submissions to *Journal of Health Organization and Management* are made using ScholarOne Manuscripts, the online submission and peer review system. Registration and access are available at: <http://mc.manuscriptcentral.com/jhom>

Full author guidelines are available at the journal homepage: www.emeraldinsight.com/jhom.htm

DECISION SCIENCES JOURNAL: FOCUSED ISSUE ON “MANAGEMENT OF INNOVATION WITHIN AND ACROSS BORDERS”

Decision Sciences Journal

Focused Issue: “Management of Innovation within and across Borders”

Submission Deadline: January 31, 2013

Focused Issue co-Senior Editors:

- Janice Carrillo (University of Florida, USA)
- Cheryl Druehl (George Mason University, USA)
- Juliana Hsuan (Copenhagen Business School, Denmark).

Innovation is an integral part of every firm’s ongoing operations. While new product and service creation is an essential task to ensure a firm’s immediate success in the marketplace, process and supply chain innovations can also create a unique source of competitive advantage for the future.

Encouraging innovative thinking, developing new innovations, and managing the processes by which those innovations are developed are critical aspects of today’s firm. Consequently, research which aids in the creation and maintenance of innovative firms is an important topic of inquiry for the operations man-

agement (OM) and information systems (IS) communities.

The objective of this focused issue is to encourage rigorous and relevant research on the management of innovation. We invite authors to submit papers that address the topic of innovation within and across borders. Recognizing and celebrating the complex nature of innovation processes, the term “borders” in this context can denote a firm’s (i) value chains, (ii) functional boundaries, (iii) corporate boundaries, and (iv) geographic borders.

We seek papers that address contemporary topics and have the potential to create a new foundation for the management of innovation in the future. We are particularly interested in the processes which underlie innovation. The papers may draw from one or more methodologies, including analytical, empirical, and conceptual approaches. Multi-disciplinary papers are encouraged, as long as they adhere to the editorial guidelines established for DSJ.

Suggestions for potential topics include, but are not limited to, the following:

Innovation Within a Value Chain:

- Process innovation
- Business model innovation
- New product development
- New service design
- Innovation in performance management
- Behavioral practices innovation
- Innovations in social responsibility
- R&D management
- Information technology systems

Innovation across Functions:

- Entrepreneurship
- Finance
- Information systems
- Operations management
- Marketing
- Strategy
- Organizational behavior

Innovation across Company and Geographic Borders:

- Supply chain innovation
- Dispersed innovation
- Cross-cultural views of innovation
- Innovation and globalization
- Development of tools to facilitate inter-company innovation

Review Process and Deadlines:

All submissions must be made electronically through Manuscript Central at <http://mc.manuscriptcentral.com/dsj>.

Before submitting, authors should carefully review the guidelines available at: <http://decisionssciencesjournal.org/authors.asp>.

All authors submitting a manuscript should indicate that it is for the focused issue on “Management of Innovation within and across Borders.” The anticipated deadlines for this focused issue are:

January 31, 2013:

Submission deadline for initial submissions.

April 30, 2013:

First-round decision deadline for all submitted manuscripts.

July 31, 2013:

Submission deadline for invited revisions.

December 1, 2013: Final decisions.

POMS 2013 – 24TH ANNUAL CONFERENCE, DENVER, COLORADO, U.S.A. MAY 3-6, 2013

Production and Operations Management Society (POMS)

The 24th Annual Meeting of POMS will be held in Denver, Colorado, May 3-6, 2013. The meeting location is Denver Marriott City Center, 1701 California Street, Denver 80202, U.S.A. The theme of the meeting is *Integrating Practice in POM Research and Teaching*.

The Program Planning team consists of:

- General Chair: Manoj Malhotra (University of South Carolina), malhotra@moore.sc.edu
- Program Chair: Mark Ferguson (University of South Carolina), mark.ferguson@moore.sc.edu
- Conference Scheduling Chair: Vikram Tiwari (University of Houston), vtiwari@central.uh.edu
- Doctoral Consortium Chair: Laurens Debo (University of Chicago), laurens.debo@chicagobooth.edu

- Proceedings Coordinator: Tobias Schoenherr (Michigan State University), schoenherr@bus.msu.edu

- Executive Director of POMS: Sushil Gupta (Florida International University), poms@fiu.edu

- Vice-President Meetings: Nagesh Murthy (University of Oregon), nmurthy@lcbmail.uoregon.edu

- Associate Vice-President Sponsorship: Shailesh Kulkarni (University of North Texas), shailesh.kulkarni@unt.edu

If you would like to organize a session or otherwise get involved in the annual meeting, please contact a member of the planning team.

Building on the success of POMS-Chicago, POMS-Denver promises to be an exciting event – so please mark your calendars for May 3-6, 2013.

The conference website to submit abstracts will be available on November 1, 2012.

EMPLOYMENT OPPORTUNITIES

IESE BUSINESS SCHOOL, UNIVERSITY OF NAVARRA, BARCELONA & MADRID, SPAIN

Department of Production, Technology and Operations Management



IESE Business School invites applications for a tenure-track faculty position in the Production, Technology and Operations Management

department, at the assistant and associate levels, starting in the fall of 2013.

We are seeking candidates with a PhD in Operations Management or related areas, who are committed to excellence in research and teaching. The candidates are expected to develop a rigorous and relevant research career, with publications in leading journals. At the same time, they have to be able to teach at the MBA level and in executive education programs.

IESE is a top-rated international graduate business school with campuses in Barcelona, Madrid and New York, with over a hundred faculty members.

The school offers a two-year MBA program and a number of executive programs, both at the national and international levels, in 4 continents, all consistently ranked among the best in the world. Other programs include a PhD in management.

IESE has a tenure system similar to the top schools in the US, and salaries are competitive.

Applicants should send a cover letter, along with a curriculum vitae, copies of selected publications and three letters of recommendation to:

Victor Martínez-de-Albéniz
IESE Business School
Av. Pearson 21
08034 Barcelona
Spain

E-mail: valbeniz@iese.edu
Tel.: +34 93 253 42 00

TILBURG UNIVERSITY, NETHERLANDS



The Department of Organization and Strategy of Tilburg University invites applications for a

Tenure Track Assistant Professor of Operations Management / Supply Chain Management. We are able to hire applicants to start in any month during 2013.

The Department of Organization and Strategy of Tilburg University is part of the School of Economics and Management. It currently consists of 21 tenured or tenure track faculty members and 8 lecturers. This includes a small but well-connected group in operations management / supply chain management with part-time Professor Roger Schroeder (also the Donaldson Chair in Operations Management Emeritus at the University of Minnesota) and professors Bart Vos, Harold Krikke, Bert Meijboom and another junior scholar about to join. Besides Roger Schroeder and Bart Vos, several Full Professors of the Department have interests related to operations management, including Geert Duysters (innovation and entrepreneurship), Xavier Martin (strategy and supplier relations), Niels Noorderhaven (project management and international management), Tal Simons (organization), and Arjen van Witteloostuijn

and part-time Professor Bart Nooteboom (interfirm relations). The Department also employs a vibrant group of junior faculty. Besides operations management / supply chain management, the department faculty work in the following research areas: strategic management, international management, organization theory, entrepreneurship and innovation management. They are drawn from leading universities in North America, Asia and Europe. The Department has a very strong research orientation. The Department is associated with several research institutes, including as co-leader of the Center for Innovation Research, and with several large-scale research initiatives.

We are looking for a scholar who is able to combine social science theory with empirical methods (surveys, archival analyses etc.) to tackle managerial issues pertaining to business operations, including but not limited to supply chains. Ideally, we seek someone who is expert in operations management / supply chain management and aims to publish in top operations management journals (such as Journal of Operations Management), and with sufficiently strong disciplinary background in social science conferring an ability as well as interest in conversing with colleagues in strategic, international, entrepreneurial and organizational management.

Note that a separate department of the School houses a strong Econometrics and Operations Research department. For this reason, for this position we are not looking for an operations research scholar such as one with a primary focus on modeling or mathematical analytics.

The Faculty of the Organization and Strategy Department mostly teach in three bachelor programs, three MSc programs, a Research Master program and a PhD program. This includes one popular specialized MSc in Supply Chain Management.

All programs (except one of the bachelor programs) are taught in English. Non-Dutch-speaking candidates will be asked to teach in English only. The working language of the Department and School is English. Further information about the Department is available at: www.tilburguniversity.edu/os.

We aim to maximize the research time available to active faculty, and working conditions are otherwise comparable to major research universities in North America and Europe. The standard teaching load is two courses plus guidance of Bachelor and Master's thesis projects. Compensation is competitive with comparable schools, and we provide support for conferences and other research related expenses.

Tilburg University is one of Europe's leading universities in the fields of economics and management – indeed it regularly ranks among Europe's top 3 in research productivity.

Tilburg is a pleasant city located in the Southern Netherlands, within one of Europe's foremost high-tech regions, and equidistant from Amsterdam (Netherlands), Brussels (Belgium) and the Dusseldorf/Cologne area (Germany).

Applicants should submit (1) a brief motivation letter, (2) a curriculum vitae, (3) a research statement and (as relevant) a dissertation summary, (4) examples of research, and (5) evidence of teaching ability (which may include a teaching statement). In addition they should ask three referees to submit their letters of reference directly.

The application deadline is October 1, 2012.

Applications and letters of reference should be posted via http://studiegids.uvt.nl/it10.JM_home.

Look for the position under "Organization and Strategy", "Tenure Track Assistant Professor in Operations Management / Supply Chain Management".

Applicants are expected to have completed their doctoral thesis prior to taking up employment.

Any further questions relating to this position should be directed to Xavier Martin at:

x.martin@tilburguniversity.edu.

ESADE BUSINESS SCHOOL, BARCELONA, SPAIN

ESADE

Ramon Llull University

Tenure-Track Faculty Position in Operations

Dept. of Operations Management and Innovation

ESADE Business School seeks to appoint an Assistant professor level with strong background in Operations. The position of full-time professor in the Department of Operations Management and innovation will be appointed in September 2013. The successful candidate will contribute to both theoretical and applied aspects of the department's research. The applicants are also expected to play an active role in teaching on undergraduate courses (Bachelor in Business Administration) and graduate courses (MBA FT).

The candidate should have a PhD in the area, and possess outstanding research and teaching records. Main fields of research should be: Process Improvement, Operations Strategy and Global Opera-

tions, Performance Measurement Systems and Operational Risk Management.

Focus on applied research and a minimum of two years experience in teaching core operations management courses, as well as two years of company experience prior to PhD, are key valued competences. Additionally, the potential to publish in top Operations Management refereed journals, the ability to conduct multidisciplinary and international research projects are desirable qualifications.

The Department of Operations Management and Innovation at ESADE (<http://www.esade.edu>) is a young and dynamic group with close collaborative research links with the services, the industry and European and US academic institutions.

The successful candidate will play a key role in furthering development of the research-driven postgraduate programs in this field and in disseminating research results through publications, conferences and teaching.

ESADE is a member of Ramon Llull University and has facilities in Madrid and Barcelona. It runs a wide range of business courses at degree and postgraduate levels in Spanish and English in Europe and Latin America. ESADE has co-operation agreements with many top universities around the globe. ESADE Business School, is ranked in the important global rankings: Europe ranked no. 12 business school, Financial Times, January 2012; international ranked no. 2 School in corporate social responsibility; Aspen Institute, October 2011; globally ranked no. 4 non-US school, Business Week, October 2010; globally ranked no. 5 Customized programs in Executive Education, Financial Times, May 2011; globally ranked no. 5 Open programs in Executive Education, Business Week, November 2011; globally ranked no. 17 business school, The Economist, September 2011.

ESADE has been involved in an effort to further internationalize its faculty as demonstrated by recent international hiring and recruitment plans for the years to come. In addition ESADE has made a strong commitment to intensifying its research activity. This is reflected in its strong commitment to strengthening its Department of Operations Management and Innovation with internationally-recognized research-oriented faculty in the next few years.

The salary for this position will be competitive. Spanish is not a requirement, but it will be considered. Assistance will be given towards the cost of relocation, and for non Spanish-speaking candidates, assistance in learning Spanish will be provided by ESADE's Executive Language Center.

Informal enquiries will be treated in the strictest confidence and can be addressed to Prof. Miguel Heras, ESADE Department of Operations Management and Innovation, e-mail miguelangel.heras@esade.edu.

Formal applicants should submit the following documents:

- Curriculum vitae
- A letter describing their research and teaching
- Two or three recent publications
- Materials documenting their university teaching
- Three letters of reference

All of the above information should be sent to:

Silvia Espin
Manager for Faculty Development
ESADE Business School
E-mail: facultypositions@esade.edu

Postal Address:
ESADE Business School
Avenida Pedralbes 60-62
E-08034 Barcelona (Spain)

The deadline for applications is December 2012.

The committee will be reviewing applications from then on and until the position is filled. Note that materials submitted as part of an application cannot be returned.

ZICKLIN SCHOOL OF BUSINESS, NEW YORK



The Operations Management group in the Department of Management at Baruch College is seeking to build cluster expertise in the areas of service operations management and business analytics. To this

end, we invite applications for multiple tenure-track faculty positions in Operations Management at the Assistant and Associate Professor levels. Eminently desirable are documented high quality research and teaching interests in financial and service operations, business analytics, data mining, and health care informatics.

Your credentials and capabilities:

Applicants should have a PhD (or ABD) in Operations Management, Management Science, MIS, Operations Research, Industrial Engineering, or related fields. Candidates are expected to build and expand the department's growing service operations focus,

and help develop a business analytics program at the MBA and undergraduate levels.

Candidates should also be prepared to support core service operations courses within the general MBA and BBA programs, as well as the specialty courses for the service operations majors. Experienced applicants should have outstanding research records in top-tier operations journals; junior applicants are expected to show significant potential for scholarship and a coherent research agenda.

Both analytical and empirical research orientations will be considered. Successful candidates will pursue and promote a research agenda in service operations and/or business analytics, targeted toward top-level publications in leading journals; mentor and guide the intellectual development of junior faculty and doctoral students; and contribute to advancing the Operations Management group to a position of leadership in service operations and business analytics pedagogy and research.

Who we are:

The mission of the Operations Management group is to help businesses innovate, develop, and improve operational processes to deliver performance in a global environment through research and our leading educational programs. As a group of diverse academic talents, distinguished by our focus on service operations, we accomplish this mission by:

- (i) Delivering innovative curricula that are responsive to the needs of industry;
- (ii) Engaging in leading scholarly research to advance the body of knowledge in our discipline with specific focus on the service sector; and
- (iii) Building a community of students, faculty, alumni and industry.

Our students work and contribute to organizations in the financial, healthcare, hospitality, travel, retail, entertainment, communications, logistics, and education sectors, among others. We research, educate, and consult on operational issues of significant interest in these sectors.

The Zicklin School of Business at Baruch College is New York City's premier public business school and the largest AACSB-accredited collegiate school of business in the United States, with a national and international reputation for excellence. The Zicklin School offers nationally ranked business degrees including undergraduate and honors BBAs as well as full-time, honors, part-time, and executive MBA programs, specialized masters, and doctoral programs.

Zicklin faculty include internationally recognized authorities in business and management fields, noted scholars and authors, sought after consultants, and master teachers. Many are regularly called upon for expert commentary by such media outlets as The Wall Street Journal, The Washington Post, Crain's New York Business, USA Today, CNBC, and CNN.

Baruch College is located in the historic Gramercy/Flatiron district in Manhattan between midtown and Wall Street. The city offers a vibrant milieu for both professional and social life, with easy access to global resources in the world of business and research.

To apply:

Interested candidates should submit a cover letter and vita, a one-page research agenda, copies of recent publications, and a summary of recent teaching evaluations.

Please send materials by mail or electronically to:

The Search Committee
Operations Management Group
Department of Management, Baruch College
Attn: Ms. Tyla Vidal
One Bernard Baruch Way, Box B9-240
New York, NY 10010
OM.Recruiter@baruch.cuny.edu
646-312-3626

Compensation and teaching loads will be competitive.

Department representatives will be attending the 2012 INFORMS and DSI meetings for initial interviews with selected candidates. Applicants should indicate which conferences they will be attending and those selected for initial interviews will be contacted for scheduling. Skype/Oovoo interviews may be conducted for candidates not attending these conferences.

Baruch College, CUNY, is an AA/EO/IRCA/ADA employer. Women and men of diverse racial/ethnic backgrounds and cultures are encouraged to apply. The City University of New York (CUNY): An Equal Employment Opportunity/Affirmative Action/ Immigration Reform and Control Act/Americans with Disabilities Act Employer.

FROM THE IJOPM EDITOR



I am pleased to see that things continue to go very well with the *International Journal of Operations Management*. The editorial team continues to work very hard in processing all papers from original receipt of a submission through to acceptance and final publication.

All new papers are read and processed within seven (7) days, of receipt from IJOPM's Editorial Assistant.

It is good to see that a queue of accepted papers remains in place, and I have recently created a schedule of papers that takes us from the present day through to issue #3, 2013 (i.e., six issues in hand, plus two special issues expected). As a result of this queue, we continue to publish five papers per issue and will do so for the foreseeable future. This schedule includes two Special Issues – we may adjust this to include a third Special Issue for IJOPM.

An Important Development with IJOPM – The Masters Series: We published the first of a series of papers from (POM Masters) featuring Terry Hill. The email response to this has been very positive. We have another feature with Wickham Skinner almost completed as well as pledges from other top, international scholars. This series will feature in the Journal in addition to the accepted papers.

As ever, I am open to ideas and suggestions. Thanks to all of you who continue to review for IJOPM. I remain impressed by the overall quality of reviews from our colleagues in the OM community.

– Professor Steve Brown, Editor-in-Chief IJOPM
University of Exeter Business School, Devon, UK

EUROMA FELLOWS

EUROMA FELLOW 2012: KASRA FERDOWS

Kasra Ferdows is the Heisley Family Chair of Global Manufacturing at the MacDonough School of Business in Georgetown University.

He has been doing research, teaching, and consulting in the field of operations management for three decades. Before joining Georgetown, he taught for 10 years at INSEAD (The European Institute of Business Administration, in Fontainebleau, France), where he still occasionally teaches as a visiting professor.

He also has been a visiting faculty member at Harvard Business School, Stanford Business School, and Melbourne Business School. He was the acting dean of the Georgetown's McDonough School of Business from July 1997 to July 1998.



Kasra Ferdows is a Fellow of the Production and Operations Management Society and was its President in 2005-2006.

During his presidency, the links between POMS and EurOMA were strengthened, and a joint membership program was launched

He has published in scholarly journals in the field of operations management, including *Production and Operations Management*, *The Journal of Operations Management*, *The International Journal of Production Research*, *The International Journal of Operations and Production Management*, and the *International Journal of Technology Management*, as well as

in general management journals such as *Harvard Business Review*, *Strategic Management Journal*, *California Management Review*, *The Columbia Journal of World Business*, *European Management Journal*, *Industrial Engineer*, and *The Journal of Business Strategy*.

His book, “Managing International Manufacturing” (North Holland, 1989), is one of the pioneering works in the field. His more recent publications are in the area of managing international operations, particularly in charting strategies for global production and supply networks.

As a consultant and teacher, Kasra Ferdows has worked with many multinationals including Apple Computers (Ireland), Barilla (Italy), BASF (Germany), BHP Billiton (Australia), Danfoss (Denmark), Eli Lilly (France), Ford of Europe (UK), Hewlett-Packard (US), General Electric (US), IBM (US), Norsk Hydro (Norway), Pechiney (Now Rio Tinto, France), PepsiAmericas (US), SABMiller (South Africa), Unilever (Mexico) and the World Bank Group.

EUROMA FELLOWSHIP

The EurOMA Fellows program was launched in 2009 under the presidency of Ann Vereecke. Every year, EurOMA honours selected loyal members who have made a great contribution to the field of OM as well as given many years of service to the Association, with the title of EurOMA Fellow.

To date, nine amongst our most renowned and distinguished long-time members have been awarded the special recognition of EurOMA Fellow:

Chris Voss (2009), Christer Karlsson (2009), Roberto Filippini (2009), Andy Neely (2009), Robert (Bob) Johnston (2010), Nigel Slack (2010), Harry Boer (2011), Arnoud De Meyer (2011), and Kasra Ferdows (2012).

COUNTRY REPRESENTATIVES

Last year, the EurOMA Board decided to build on previous efforts to develop EurOMA membership in countries where statistics show that the number of members is low with respect to the importance of the country.

Brian Fynes, the Board Member who is currently Chair of the EurOMA Funding & Membership team, has been in charge of identifying and nominating Country Representatives. (Should you have any relevant comments or suggestions in this regard, please contact Brian Fynes at brian.fynes@ucd.ie.)

While EurOMA traditionally has focused on European countries, membership is open to scholars from all the nations of the world, both large and small. The rationale for appointing country representatives is:

- To build up EurOMA membership in countries where membership is relatively low.
- To provide a mechanism for communication with the Board for those countries that have a significant number of EurOMA members but are not represented on the Board.
- To ensure that European countries are well represented.
- To target emerging markets such as China, India and Brazil.

The role of the EurOMA Country Representative is to:

- Promote EurOMA and its activities with national academic and professional networks. This includes relevant institutions and associations as well as universities and business schools.
- Propose knowledgeable and novel suggestions to meet the specific needs of scholars and PhD students in the country/region – e.g., publishing workshops, pedagogical workshops, etc.
- Increase the membership of EurOMA amongst academics and PhD students in the local area.
- Link in and act as a liaison with existing national conferences (e.g., RIRL in France, etc.).
- Promote participation in EurOMA conferences/workshops with cognate research networks and disciplines (e.g., Engineering).

EurOMA Country Representatives for the following countries have already been appointed by the Board as a result of recent nominations and meetings:

GERMANY

Stefan Seuring is full professor of supply chain management at the University of Kassel, Germany. Stefan has studied in Germany and the UK and gained his PhD and habilitation at the Carl von Ossietzky-University of Oldenburg, Germany. In 2004, he was a visiting professor at Copenhagen Business School, in 2006/07 he worked at the University of Waikato, New Zealand. His research interests are supply chain management and sustainable supply chain management. Further research deals with strategic supply chain management and has assessed the application of management accounting tools in supply chains. Currently, he acts as a subject editor for “sustainability and supply chain management” at the Journal of Cleaner Production.



INDIA

Atanu Chaudhuri (atchaudhuri@iiml.ac.in) is an Assistant Professor of Operations Management at Indian Institute of Management (IIM), Lucknow, where he teaches courses on Operations Management, Supply Chain Management and Managing Innovation and New Product Development at Post-Graduate, Executive and Doctoral Programmes. He holds a Bachelor's Degree in Mechanical Engineering from Jadavpur University in India and is a Fellow (Phd) of IIM Lucknow in Operations Management. He had close to a decade of experience spanning automobile manufacturing, operations consulting and research and academics.



Dr. Chaudhuri has published in International Journal of Production Research, R&D Management, Industrial Engineering Journal, Journal of Business Strategy, Journal of Academy of Business and Economics and Deloitte Review and chapters in books on New Product Development and Supply Chain Risk Management, published by Springer. He is a joint member of POMS – EurOMA and Society of Operations Management (SOM) in India. His research interests are in the areas of new product development, supplier risk assessment, collaborative innovation, manufacturing competitiveness and healthcare operations. He is currently involved in a funded research project on UK and Indian food industries with Institute for Manufacturing, Cambridge University as part of UK-India Education and Research Initiative.

BRAZIL

Sílvio R. I. Pires is a Full Professor of Operations and Supply Chain Management at the Methodist University of Piracicaba (UNIMEP) and an Invited Professor at the FGV Business Management School, in Brazil. He holds a graduate, master's and doctorate degree in Production Engineering from UFSCar and USP, Brazil.



He has more than 25 years professional experience as an industrial manager, a consultant and a researcher/professor of operations and supply chain management in Brazil (UNIMEP, UFSCAR, UNICAMP and FGV), Switzerland (IMD), Spain (Instituto de Empresa), and France (Université de la Méditerranée - Aix Marseille II). At IMD, he works at the invitation of Prof. Thomas Vollmann.

His background includes five years as a production planning and control manager at Villares-General Electric (Heavy Mechanical Equipments) in Brazil, as well as a consultant developing and/or coordinating several works for large companies operating in Bra-

zil, such as SAP, Volkswagen, Embraer, Vallourec-Mannesmann, Deloitte Consulting, Gerdau (steel), International Paper, and Santillana Group.

Prof. Sílvio Pires has been the advisor of about 40 master's, doctorate, and post-doctorate students whose projects have been concluded.

Furthermore, he has had three books published on Operations and Supply Chain Management in Brazil and one in Spain, as well as articles in periodicals, such as *International Journal of Operations & Production Management*, *Supply Chain Management: an International Journal*; *European Management Journal*; *Management Research Review*; *International Journal of Logistics Research and Applications*; *International Journal of Automotive Technology and Management*; *Journal of Operations and Supply Chain Management*; *Brazilian Journal of Operations and Production Management*.

Prof. Sílvio Pires is a Brazilian and Spanish citizen, speaks Portuguese, Spanish, English, and French, and lives in the municipality of São Carlos, São Paulo State, Brazil.

EUROMA COUNTRY REPRESENTATIVES

Australia	Damien Power	damien@unimelb.edu.au
Brazil	Sílvio Pires	sripires@fgvmail.br
Croatia	Jasna Prester	jprester@efzq.hr
France	Nathalie Fabbe-Costes	nathalie.fabbe-costes@univmed.fr
Germany	Stefan Seuring	seuring@uni-kassel.de
Greece	Emmanuel D. Adamides	adamides@mech.upatras.gr
India	Atanu Chaudhuri	atchaudhuri@iiml.ac.in
Slovenia	Iztok Palčič	iztok.palcic@uni-mb.si
Turkey	Nuran Acur	nuran.acur@strath.ac.uk

EUROMA BOARD

Following the results of the EurOMA Elections 2012 (conducted by e-Ballot for the first time), as of July 3, 2012, the current EurOMA Board is composed of the following members:

PRESIDENT		
Raffaella Cagliano	Politecnico di Milano, Italy	All Teams
ELECTED MEMBERS		
Pamela Danese	University of Padova, Italy	Com
Brian Fynes	University College Dublin (UCD), Ireland	F&M (Chair)
Cristina Giménez	ESADE, Ramon Llull University, Spain	Com
Janet Godsell	Cranfield School of Management, UK	TBA
Andreas Größler	Nijmegen School of Management, Netherlands	E&M
Linda Hendry	Lancaster University, UK	Fin
Marie Koulikoff-Souviron	SKEMA Business School, France	F&M
José A. D. Machuca	University of Seville, Spain	TBA
Jan Olhager	Linköping University, Sweden	Fin (Chair)
Rui Sousa	Catholic University of Porto, Portugal	E&M (Chair)
Andrew Taylor	University of Bradford, UK	E&M
Margaret Taylor	University of Bradford, UK	TBA
CO-OPTED MEMBERS		
Steve Brown	University of Exeter, UK (IJOPM Editor)	Com
Dirk Pieter van Donk	University of Groningen, Netherlands (EurOMA 2012)	E&M
Jan Fransoo	Eindhoven University of Technology, NL (EurOMA 2012)	E&M
Jaume Ribera	IESE Business School, Spain	Com (Chair)
Ann Vereecke	University of Ghent, Belgium	Com (Ext. Rel.)
Chris Voss	London Business School, UK	E&M
Executive Secretary		
Ene Kannel	EIASM, Belgium	All Teams
POMS Representative		
Suresh Sethi	POMS President	N/A

LEGEND:
 Com – Communications Team
 E&M – Education and Meetings Team
 F&M – Funding and Membership Team
 Fin – Finance Team
 N/A – Not Applicable
 TBA – To Be Announced



For more news and information on EurOMA, or to renew your annual membership, please visit the Association's website: www.euroma-online.org